

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

A For the 2017 calendar year, or tax year beginning and ending

| | | |
|--|---|---|
| B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending | C Name of organization NATURAL RESOURCE GOVERNANCE INSTITUTE Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite 80 BROAD STREET 1801 City or town, state or province, country, and ZIP or foreign postal code NEW YORK, NY 10004 | D Employer identification number 20-4451390 E Telephone number 646-929-9750 |
| I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527 | | G Gross receipts \$ 17,171,811. |
| J Website: ▶ WWW.NATURALRESOURCEGOVERNANCE.ORG | | H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) |
| K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶ | | L Year of formation: 2006 M State of legal domicile: DC |
| F Name and address of principal officer: DANIEL KAUFMANN SAME AS C ABOVE | | |
| H(c) Group exemption number ▶ | | |

Part I Summary

| | | | | |
|------------------------------------|-----------------|---|--|---|
| | 1 | Briefly describe the organization's mission or most significant activities: SEE SCHEDULE O | | |
| Activities & Governance | 2 | Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets. | | |
| | 3 | Number of voting members of the governing body (Part VI, line 1a) | 3 | 12 |
| | 4 | Number of independent voting members of the governing body (Part VI, line 1b) | 4 | 12 |
| | 5 | Total number of individuals employed in calendar year 2017 (Part V, line 2a) | 5 | 39 |
| | 6 | Total number of volunteers (estimate if necessary) | 6 | 13 |
| | 7a | Total unrelated business revenue from Part VIII, column (C), line 12 | 7a | 0. |
| | 7b | Net unrelated business taxable income from Form 990-T, line 34 | 7b | 0. |
| Revenue | 8 | Contributions and grants (Part VIII, line 1h) | Prior Year 14,359,858. | Current Year 16,756,582. |
| | 9 | Program service revenue (Part VIII, line 2g) | 667,238. | 404,553. |
| | 10 | Investment income (Part VIII, column (A), lines 3, 4, and 7d) | 1,235. | 1,485. |
| | 11 | Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | 0. | 9,191. |
| | 12 | Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 15,028,331. | 17,171,811. |
| | Expenses | 13 | Grants and similar amounts paid (Part IX, column (A), lines 1-3) | 4,272,634. |
| 14 | | Benefits paid to or for members (Part IX, column (A), line 4) | 0. | 0. |
| 15 | | Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) | 4,798,635. | 5,098,815. |
| 16a | | Professional fundraising fees (Part IX, column (A), line 11e) | 0. | 0. |
| b | | Total fundraising expenses (Part IX, column (D), line 25) ▶ 631,644. | | |
| 17 | | Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) | 9,409,413. | 9,339,795. |
| 18 | | Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) | 18,480,682. | 18,571,271. |
| Net Assets or Fund Balances | 19 | Revenue less expenses. Subtract line 18 from line 12 | -3,452,351. | -1,399,460. |
| | 20 | Total assets (Part X, line 16) | Beginning of Current Year 11,564,927. | End of Year 10,246,262. |
| | 21 | Total liabilities (Part X, line 26) | 2,095,953. | 2,176,748. |
| | 22 | Net assets or fund balances. Subtract line 21 from line 20 | 9,468,974. | 8,069,514. |

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

| | | | | | |
|-------------------------------|---|--------------------------------|-------------------------------|---|--------------------------|
| Sign Here | Signature of officer DANIEL KAUFMANN, PRESIDENT Type or print name and title | Date | | | |
| Paid Preparer Use Only | Print/Type preparer's name LAUREN CRESCI | Preparer's signature | Date | Check if self-employed <input type="checkbox"/> | PTIN P01268493 |
| | Firm's name ▶ LUTZ AND CARR, CPAS LLP | Firm's EIN ▶ 13-1655065 | Phone no. 212-697-2299 | | |
| | Firm's address ▶ 551 FIFTH AVENUE, SUITE 400 NEW YORK, NY 10176 | | | | |

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission: SEE SCHEDULE O

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [] Yes [X] No

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

4a (Code:) (Expenses \$ 4,811,435. including grants of \$ 1,528,868.) (Revenue \$ 413,744.)

TRAINING AND CAPACITY BUILDING: CAPACITY DEVELOPMENT: CAPACITY DEVELOPMENT AND TECHNICAL ASSISTANCE GO HAND IN HAND AS PART OF NRG I'S COMMITMENT TO FACILITATING EFFECTIVE POLICY DECISIONS WHILE SIMULTANEOUSLY BUILDING LONG-TERM CAPACITY. WE CARRY OUT BOTH CAPACITY DEVELOPMENT AND TECHNICAL ASSISTANCE WITH MULTIPLE AUDIENCES, INCLUDING CIVIL SOCIETY ORGANIZATIONS, GOVERNMENTS, JOURNALISTS, PARLIAMENTARIANS AND YOUTH. BY CAPACITY DEVELOPMENT, WE REFER TO ACTIVITIES THAT ENABLE OUR COUNTERPARTS TO BUILD THEIR SKILLS AND KNOWLEDGE OVER TIME, TO MORE EFFECTIVELY MANAGE OR OVERSEE NATURAL RESOURCE SECTORS. OUR EFFORTS INCLUDE SUBSTANTIAL COMMITMENTS TO INNOVATIVE TRAINING PROGRAMS. IN EARLY 2016, IN COLLABORATION WITH OUR PARTNERS, NRG I LAUNCHED NATURAL

4b (Code:) (Expenses \$ 2,961,327. including grants of \$ 1,141,057.) (Revenue \$)

RESEARCH KNOWLEDGE PRODUCTS: NRG I DEVELOPS CORE KNOWLEDGE PRODUCTS INCLUDING THE RESOURCE GOVERNANCE INDEX (RGI) AND THE NATURAL RESOURCE CHARTER. THE RGI IS THE ONLY INTERNATIONAL INDEX DEDICATED TO MEASUREMENT OF THE GOVERNANCE OF EXTRACTIVE RESOURCES. WITH THE RGI TEAM NOW LED BY LIZ MCGRATH, SENIOR RESEARCHER, WE ARE ON TRACK TO LAUNCH THE 2017 EDITION IN JUNE 2018. RECENTLY, NRG I LAUNCHED THE NATURAL RESOURCE CHARTER BENCHMARKING FRAMEWORK, A TOOL TO ASSESS AND MONITOR THE GOVERNANCE OF WEALTH FROM OIL, GAS, AND MINERALS IN RESOURCE-RICH COUNTRIES. IT FEATURES ANALYTICAL QUESTIONS AND DETAILED GUIDANCE BASED ON THE TWELVE PRECEPTS OF THE NATURAL RESOURCE CHARTER. LOOKING AHEAD, NRG I PLANS TO DISSEMINATE THESE TOOLS WIDELY, PROVIDE TRAINING OPPORTUNITIES FOR

4c (Code:) (Expenses \$ 2,151,858. including grants of \$ 659,630.) (Revenue \$)

TECHNICAL ASSISTANCE BY TECHNICAL ASSISTANCE, WE REFER TO ANALYSIS OR RECOMMENDATIONS THAT NRG I MAKES TO OR WITH OUR PARTNERS IN RESPONSE TO SPECIFIC POLICY QUESTIONS. TECHNICAL ASSISTANCE CAN SUBSTANTIALLY COMPLEMENT CAPACITY BUILDING EFFORTS BY HELPING PARTNERS ENGAGE EFFECTIVELY ON THE PRACTICAL, IMMEDIATE DECISIONS THEY FACE. SIMILARLY, IN ORDER FOR TECHNICAL ASSISTANCE TO HAVE A MEANINGFUL LONG-TERM IMPACT, IT MUST BE ACCOMPANIED BY SUSTAINED EFFORTS TO BUILD CAPACITY. OUR TECHNICAL ASSISTANCE WORK HAS TAKEN ON SLIGHTLY DIFFERENT FORMS WITH DIFFERENT STAKEHOLDERS. WITH GOVERNMENTS, WE HAVE HELPED ANALYZE POLICY OPTIONS, DRAFT NEW RULES, NEGOTIATE AGREEMENTS AND IMPLEMENT NEW MECHANISMS FOR TRANSPARENCY AND ACCOUNTABILITY. WITH PARLIAMENTS, WE

4d Other program services (Describe in Schedule O.) (Expenses \$ 3,242,362. including grants of \$ 803,106.) (Revenue \$)

4e Total program service expenses 13,166,982.

Part IV Checklist of Required Schedules

| | Yes | No |
|---|-----|----|
| 1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i> | X | |
| 2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? | X | |
| 3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i> | | X |
| 4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i> | X | |
| 5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i> | | X |
| 6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i> | | X |
| 7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i> | | X |
| 8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i> | | X |
| 9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i> | | X |
| 10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i> | | X |
| 11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable. | | |
| a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i> | X | |
| b Did the organization report an amount for investments - other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i> | | X |
| c Did the organization report an amount for investments - program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i> | | X |
| d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i> | | X |
| e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i> | X | |
| f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i> | | X |
| 12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i> | | X |
| b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i> | X | |
| 13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i> | | X |
| 14a Did the organization maintain an office, employees, or agents outside of the United States? | X | |
| b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i> | X | |
| 15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i> | X | |
| 16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i> | | X |
| 17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i> | | X |
| 18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i> | | X |
| 19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i> | | X |

Part IV Checklist of Required Schedules (continued)

| | Yes | No |
|--|-----|----|
| 20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i> | | X |
| b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? | | |
| 21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> | | X |
| 22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> | | X |
| 23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> | X | |
| 24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i> | | X |
| b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? | | |
| c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? | | |
| d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? | | |
| 25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> | | X |
| b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> | | X |
| 26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i> | | X |
| 27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> | | X |
| 28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions): | | |
| a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> | | X |
| b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> | | X |
| c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i> | | X |
| 29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> | | X |
| 30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> | | X |
| 31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> | | X |
| 32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> | | X |
| 33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> | | X |
| 34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> | X | |
| 35a Did the organization have a controlled entity within the meaning of section 512(b)(13)? | | X |
| b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> | | |
| 36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> | | X |
| 37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> | | X |
| 38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? | | |
| Note. All Form 990 filers are required to complete Schedule O | X | |

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

X

Table with columns for question numbers (1a-14b), descriptions, and Yes/No columns. Includes sub-questions for backup withholding, employee reporting, foreign accounts, and charitable contributions.

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI [X]

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members of the governing body at the end of the tax year; 1b Enter the number of voting members included in line 1a, above, who are independent; 2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?; 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?; 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?; 5 Did the organization become aware during the year of a significant diversion of the organization's assets?; 6 Did the organization have members or stockholders?; 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?; 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?; 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: a The governing body? b Each committee with authority to act on behalf of the governing body?; 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O.

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates?; 10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?; 11b Describe in Schedule O the process, if any, used by the organization to review this Form 990.; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13; 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?; 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done; 13 Did the organization have a written whistleblower policy?; 14 Did the organization have a written document retention and destruction policy?; 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?; 15a The organization's CEO, Executive Director, or top management official; 15b Other officers or key employees of the organization; 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?; 16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed NY
18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. [X] Own website [] Another's website [X] Upon request [] Other (explain in Schedule O)
19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records: FEI ZHENG - 718-395-5149 80 BROAD STREET, SUITE 1801, NEW YORK, NY 10004

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|---|---|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (1) ERNESTO ZEDILLO CHAIRMAN | 1.00 | X | | X | | | | 0. | 0. | 1,756. |
| (2) SMITA SINGH VICE CHAIRMAN | 1.00 | X | | X | | | | 0. | 0. | 1,756. |
| (3) ALAN DETHERIDGE TREASURER & SECRETARY | 1.00 | X | | X | | | | 0. | 0. | 1,756. |
| (4) ERNEST ARYEETEEY DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 1,756. |
| (5) JOSEPH BELL DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 1,756. |
| (6) SIR PAUL COLLIER DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 1,756. |
| (7) BENNETT FREEMAN DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 1,756. |
| (8) SEAN HINTON DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 1,756. |
| (9) YULI ISMARTONO DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 1,756. |
| (10) WARREN KRAFCHIK DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 1,756. |
| (11) ELENA PANFILOVA DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 1,756. |
| (12) MICHAEL SPENCE DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 1,756. |
| (13) DANIEL KAUFMANN PRESIDENT & CEO | 40.00 | | | X | | | | 383,681. | 0. | 60,637. |
| (14) CRAIG LOVE CFO - TERM ENDED 9/29/17 | 40.00 | | | X | | | | 138,695. | 0. | 21,914. |
| (15) LUCY BERKOWITZ CFO - TERM ENDED 3/17/17 | 40.00 | | | X | | | | 67,997. | 0. | 14,669. |
| (16) SUNEETA KAIMAL COO | 40.00 | | | X | | | | 226,665. | 0. | 29,031. |
| (17) PATRICK HELLER DIRECTOR OF LEGAL & ECONOM | 40.00 | | | | | X | | 166,976. | 0. | 44,780. |

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|---|---|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (18) ALEXANDRA GILLIES DIRECTOR OF GOVERNANCE | 40.00 | | | | | X | | 115,615. | 0. | 19,275. |
| (19) PATRICIA KARAM DIR-MIDDLE EAST TERM ENDED 7/15/17 | 40.00 | | | | | X | | 122,534. | 0. | 16,614. |
| (20) ERICA WESTENBERG SENIOR GOVERNANCE OFFICER | 40.00 | | | | | X | | 140,491. | 0. | 29,808. |
| (21) AARON SAYNE SENIOR GOVERNANCE OFFICER | 40.00 | | | | | X | | 115,858. | 0. | 34,988. |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| 1b Sub-total | | | | | | | | 1,478,512. | 0. | 292,788. |
| c Total from continuation sheets to Part VII, Section A | | | | | | | | 0. | 0. | 0. |
| d Total (add lines 1b and 1c) | | | | | | | | 1,478,512. | 0. | 292,788. |

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **10**

| | Yes | No |
|--|-----|----|
| 3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual | | X |
| 4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual | X | |
| 5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person | | X |

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

| (A) Name and business address | (B) Description of services | (C) Compensation |
|---|---------------------------------------|---------------------|
| CENTRAL EUROPEAN UNIVERSITY, NADOR UTCA 9, BUDAPEST, BUDAPEST, HUNGARY 1051 | GRANT AWARDED TO HOLD AN ADVANCED COU | 267,848. |
| THE ULANOV PARTNERSHIP INC, 35 EAST MASEM SQUARE, EAST PATCHOGUE, NEW YORK, TUNISIA | MANAGEMENT CONSULTANCY SERVICES | 160,000. |
| NORWEGIAN CHURCH AID TANZANIA, PLOT 436, DAR ES SALAAM, MIKOCHE NI II OLD BAGAMOYO, | TANZANIA SERVICES PROVIDER | 136,677. |
| PUBLISH WHAT YOU PAY, CAN MEZZANINE 7-14 GREAT DOVER STREET, LONDON, UNITED KINGDO | GRANT AWARDED TO ENHANCE THE CONTRIBU | 132,130. |

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **4**

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

| | | | (A) | (B) | (C) | (D) | |
|---|---|---|---------------|------------------------------------|----------------------------|--|--|
| | | | Total revenue | Related or exempt function revenue | Unrelated business revenue | Revenue excluded from tax under sections 512 - 514 | |
| Contributions, Gifts, Grants and Other Similar Amounts | 1 a Federated campaigns | 1a | | | | | |
| | b Membership dues | 1b | | | | | |
| | c Fundraising events | 1c | | | | | |
| | d Related organizations | 1d | | | | | |
| | e Government grants (contributions) | 1e | 6,185,764. | | | | |
| | f All other contributions, gifts, grants, and similar amounts not included above | 1f | 10,570,818. | | | | |
| | g Noncash contributions included in lines 1a-1f: \$ | | | | | | |
| | h Total. Add lines 1a-1f | | | 16,756,582. | | | |
| Program Service Revenue | 2 a MANAGEMENT FEE - UK ENTITY | Business Code | 900099 | 260,050. | 260,050. | | |
| | b CONSULTING | | 541900 | 144,503. | 144,503. | | |
| | c | | | | | | |
| | d | | | | | | |
| | e | | | | | | |
| | f All other program service revenue | | | | | | |
| | g Total. Add lines 2a-2f | | | 404,553. | | | |
| Other Revenue | 3 Investment income (including dividends, interest, and other similar amounts) | | | 1,485. | | 1,485. | |
| | 4 Income from investment of tax-exempt bond proceeds | | | | | | |
| | 5 Royalties | | | | | | |
| | 6 a Gross rents | (i) Real | (ii) Personal | | | | |
| | | b Less: rental expenses | | | | | |
| | | c Rental income or (loss) | | | | | |
| | | d Net rental income or (loss) | | | | | |
| | 7 a Gross amount from sales of assets other than inventory | (i) Securities | (ii) Other | | | | |
| | | b Less: cost or other basis and sales expenses | | | | | |
| | | c Gain or (loss) | | | | | |
| | | d Net gain or (loss) | | | | | |
| | 8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 | a | | | | | |
| | | b Less: direct expenses | b | | | | |
| | | c Net income or (loss) from fundraising events | | | | | |
| | 9 a Gross income from gaming activities. See Part IV, line 19 | a | | | | | |
| b Less: direct expenses | | b | | | | | |
| c Net income or (loss) from gaming activities | | | | | | | |
| 10 a Gross sales of inventory, less returns and allowances | a | | | | | | |
| | b Less: cost of goods sold | b | | | | | |
| | c Net income or (loss) from sales of inventory | | | | | | |
| Miscellaneous Revenue | | Business Code | | | | | |
| 11 a REDUCTION OF GRANT EXPENSE IN PRI | | 900099 | 5,000. | 5,000. | | | |
| b OTHER INCOME | | 900099 | 4,191. | 4,191. | | | |
| c | | | | | | | |
| d All other revenue | | | | | | | |
| e Total. Add lines 11a-11d | | | 9,191. | | | | |
| 12 Total revenue. See instructions. | | | 17,171,811. | 413,744. | 0. | 1,485. | |

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX X

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. | (A) Total expenses | (B) Program service expenses | (C) Management and general expenses | (D) Fundraising expenses |
|---|-----------------------|---------------------------------|--|-----------------------------|
| 1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 | | | | |
| 2 Grants and other assistance to domestic individuals. See Part IV, line 22 | | | | |
| 3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 | 4,132,661. | 4,132,661. | | |
| 4 Benefits paid to or for members | | | | |
| 5 Compensation of current officers, directors, trustees, and key employees | 946,526. | 610,176. | 152,721. | 183,629. |
| 6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) | | | | |
| 7 Other salaries and wages | 2,926,551. | 1,684,745. | 1,090,415. | 151,391. |
| 8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) | 277,086. | 152,314. | 104,535. | 20,237. |
| 9 Other employee benefits | 689,515. | 380,122. | 261,100. | 48,293. |
| 10 Payroll taxes | 259,137. | 143,321. | 91,540. | 24,276. |
| 11 Fees for services (non-employees): | | | | |
| a Management | | | | |
| b Legal | 292,028. | 213,447. | 52,750. | 25,831. |
| c Accounting | 68,851. | | 68,851. | |
| d Lobbying | | | | |
| e Professional fundraising services. See Part IV, line 17 | | | | |
| f Investment management fees | | | | |
| g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.) | 4,807,994. | 3,263,917. | 1,526,727. | 17,350. |
| 12 Advertising and promotion | | | | |
| 13 Office expenses | 362,134. | 212,635. | 134,369. | 15,130. |
| 14 Information technology | | | | |
| 15 Royalties | | | | |
| 16 Occupancy | 583,645. | 430,917. | 87,841. | 64,887. |
| 17 Travel | 1,075,312. | 593,902. | 430,590. | 50,820. |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials | | | | |
| 19 Conferences, conventions, and meetings | 1,229,414. | 1,086,599. | 142,815. | |
| 20 Interest | | | | |
| 21 Payments to affiliates | | | | |
| 22 Depreciation, depletion, and amortization | 221,762. | 136,045. | 68,380. | 17,337. |
| 23 Insurance | 78,146. | 49,354. | 22,950. | 5,842. |
| 24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.) | | | | |
| a MISCELLANEOUS | 226,156. | 1,915. | 224,241. | |
| b RECRUITING | 206,789. | 1,362. | 205,427. | |
| c SOFTWARE SUPPORT | 108,218. | 26,970. | 81,232. | 16. |
| d INTERNET ACCESS AND DUE | 59,660. | 36,158. | 18,749. | 4,753. |
| e All other expenses | 19,686. | 10,422. | 7,412. | 1,852. |
| 25 Total functional expenses. Add lines 1 through 24e | 18,571,271. | 13,166,982. | 4,772,645. | 631,644. |
| 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. | | | | |

Check here if following SOP 98-2 (ASC 958-720)

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

| | | (A) Beginning of year | | (B) End of year |
|---|--|--------------------------|-------------|---------------------|
| Assets | 1 Cash - non-interest-bearing | 6,572,603. | 1 | 4,580,308. |
| | 2 Savings and temporary cash investments | 3,168,836. | 2 | 2,670,257. |
| | 3 Pledges and grants receivable, net | 462,336. | 3 | 2,074,889. |
| | 4 Accounts receivable, net | 125,849. | 4 | 4,000. |
| | 5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L | | 5 | |
| | 6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instr). Complete Part II of Sch L | | 6 | |
| | 7 Notes and loans receivable, net | | 7 | |
| | 8 Inventories for sale or use | | 8 | |
| | 9 Prepaid expenses and deferred charges | 400,260. | 9 | 297,989. |
| | 10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D | 10a 1,284,002. | | |
| | b Less: accumulated depreciation | 10b 768,228. | 726,806. | 10c 515,774. |
| | 11 Investments - publicly traded securities | | 11 | |
| | 12 Investments - other securities. See Part IV, line 11 | | 12 | |
| | 13 Investments - program-related. See Part IV, line 11 | | 13 | |
| | 14 Intangible assets | | 14 | |
| | 15 Other assets. See Part IV, line 11 | 108,237. | 15 | 103,045. |
| 16 Total assets. Add lines 1 through 15 (must equal line 34) | 11,564,927. | 16 | 10,246,262. | |
| Liabilities | 17 Accounts payable and accrued expenses | 1,374,830. | 17 | 1,357,676. |
| | 18 Grants payable | 607,645. | 18 | 705,725. |
| | 19 Deferred revenue | | 19 | |
| | 20 Tax-exempt bond liabilities | | 20 | |
| | 21 Escrow or custodial account liability. Complete Part IV of Schedule D | | 21 | |
| | 22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L | | 22 | |
| | 23 Secured mortgages and notes payable to unrelated third parties | | 23 | |
| | 24 Unsecured notes and loans payable to unrelated third parties | | 24 | |
| | 25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D | 113,478. | 25 | 113,347. |
| | 26 Total liabilities. Add lines 17 through 25 | 2,095,953. | 26 | 2,176,748. |
| Net Assets or Fund Balances | Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34. | | | |
| | 27 Unrestricted net assets | 5,424,938. | 27 | 4,281,848. |
| | 28 Temporarily restricted net assets | 4,044,036. | 28 | 3,787,666. |
| | 29 Permanently restricted net assets | | 29 | |
| | Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34. | | | |
| | 30 Capital stock or trust principal, or current funds | | 30 | |
| | 31 Paid-in or capital surplus, or land, building, or equipment fund | | 31 | |
| | 32 Retained earnings, endowment, accumulated income, or other funds | | 32 | |
| 33 Total net assets or fund balances | 9,468,974. | 33 | 8,069,514. | |
| 34 Total liabilities and net assets/fund balances | 11,564,927. | 34 | 10,246,262. | |

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

| | | | |
|----|--|----|-------------|
| 1 | Total revenue (must equal Part VIII, column (A), line 12) | 1 | 17,171,811. |
| 2 | Total expenses (must equal Part IX, column (A), line 25) | 2 | 18,571,271. |
| 3 | Revenue less expenses. Subtract line 2 from line 1 | 3 | -1,399,460. |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) | 4 | 9,468,974. |
| 5 | Net unrealized gains (losses) on investments | 5 | |
| 6 | Donated services and use of facilities | 6 | |
| 7 | Investment expenses | 7 | |
| 8 | Prior period adjustments | 8 | |
| 9 | Other changes in net assets or fund balances (explain in Schedule O) | 9 | 0. |
| 10 | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B)) | 10 | 8,069,514. |

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

| | Yes | No |
|--|-----|----|
| 1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O. | | |
| 2a Were the organization's financial statements compiled or reviewed by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | | X |
| b Were the organization's financial statements audited by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | X | |
| c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? _____ If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O. | X | |
| 3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? _____ | | X |
| b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits _____ | | |

Form 990 (2017)

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support
Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
▶ Attach to Form 990 or Form 990-EZ.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2017

Open to Public Inspection

| | |
|--|---|
| Name of the organization NATURAL RESOURCE GOVERNANCE INSTITUTE | Employer identification number 20-4451390 |
|--|---|

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ).)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state: _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9 An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
 - f Enter the number of supported organizations
 - g Provide the following information about the supported organization(s).

| (i) Name of supported organization | (ii) EIN | (iii) Type of organization (described on lines 1-10 above (see instructions)) | (iv) Is the organization listed in your governing document? | | (v) Amount of monetary support (see instructions) | (vi) Amount of other support (see instructions) |
|------------------------------------|----------|---|---|----|---|---|
| | | | Yes | No | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| Total | | | | | | |

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

| Calendar year (or fiscal year beginning in) ▶ | (a) 2013 | (b) 2014 | (c) 2015 | (d) 2016 | (e) 2017 | (f) Total |
|--|-----------|-----------|-----------|-----------|-----------|-----------|
| 1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") | 21342732. | 14103128. | 21983491. | 14359858. | 16756582. | 88545791. |
| 2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 3 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 4 Total. Add lines 1 through 3 | 21342732. | 14103128. | 21983491. | 14359858. | 16756582. | 88545791. |
| 5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) | | | | | | 42163475. |
| 6 Public support. Subtract line 5 from line 4. | | | | | | 46382316. |

Section B. Total Support

| Calendar year (or fiscal year beginning in) ▶ | (a) 2013 | (b) 2014 | (c) 2015 | (d) 2016 | (e) 2017 | (f) Total |
|--|-----------|-----------|-----------|-----------|-----------|--------------------------|
| 7 Amounts from line 4 | 21342732. | 14103128. | 21983491. | 14359858. | 16756582. | 88545791. |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources | | 25. | 425. | 1,235. | 1,485. | 3,170. |
| 9 Net income from unrelated business activities, whether or not the business is regularly carried on | | | | | | |
| 10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) | 5,000. | 23,936. | 2,375. | | 4,191. | 35,502. |
| 11 Total support. Add lines 7 through 10 | | | | | | 88584463. |
| 12 Gross receipts from related activities, etc. (see instructions) | | | | | 12 | 1,944,751. |
| 13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here | | | | | | <input type="checkbox"/> |

Section C. Computation of Public Support Percentage

| | | |
|---|-----------|-------------------------------------|
| 14 Public support percentage for 2017 (line 6, column (f) divided by line 11, column (f)) | 14 | 52.36 % |
| 15 Public support percentage from 2016 Schedule A, Part II, line 14 | 15 | 52.07 % |
| 16a 33 1/3% support test - 2017. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization | | <input checked="" type="checkbox"/> |
| b 33 1/3% support test - 2016. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization | | <input type="checkbox"/> |
| 17a 10% -facts-and-circumstances test - 2017. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization | | <input type="checkbox"/> |
| b 10% -facts-and-circumstances test - 2016. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization | | <input type="checkbox"/> |
| 18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions | | <input type="checkbox"/> |

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

| Calendar year (or fiscal year beginning in) ▶ | (a) 2013 | (b) 2014 | (c) 2015 | (d) 2016 | (e) 2017 | (f) Total |
|---|----------|----------|----------|----------|----------|-----------|
| 1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") | | | | | | |
| 2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose | | | | | | |
| 3 Gross receipts from activities that are not an unrelated trade or business under section 513 | | | | | | |
| 4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 5 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 6 Total. Add lines 1 through 5 | | | | | | |
| 7a Amounts included on lines 1, 2, and 3 received from disqualified persons | | | | | | |
| b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year | | | | | | |
| c Add lines 7a and 7b | | | | | | |
| 8 Public support. (Subtract line 7c from line 6.) | | | | | | |

Section B. Total Support

| Calendar year (or fiscal year beginning in) ▶ | (a) 2013 | (b) 2014 | (c) 2015 | (d) 2016 | (e) 2017 | (f) Total |
|--|----------|----------|----------|----------|----------|-----------|
| 9 Amounts from line 6 | | | | | | |
| 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources | | | | | | |
| b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 | | | | | | |
| c Add lines 10a and 10b | | | | | | |
| 11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on | | | | | | |
| 12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) | | | | | | |
| 13 Total support. (Add lines 9, 10c, 11, and 12.) | | | | | | |

14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

| | | |
|--|-----------|---|
| 15 Public support percentage for 2017 (line 8, column (f) divided by line 13, column (f)) | 15 | % |
| 16 Public support percentage from 2016 Schedule A, Part III, line 15 | 16 | % |

Section D. Computation of Investment Income Percentage

| | | |
|---|-----------|---|
| 17 Investment income percentage for 2017 (line 10c, column (f) divided by line 13, column (f)) | 17 | % |
| 18 Investment income percentage from 2016 Schedule A, Part III, line 17 | 18 | % |

19a 33 1/3% support tests - 2017. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2016. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

| | Yes | No |
|--|-----|----|
| 1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i> | | |
| 2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i> | | |
| 3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i> | | |
| b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i> | | |
| c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i> | | |
| 4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i> | | |
| b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i> | | |
| c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i> | | |
| 5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i> | | |
| b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document? | | |
| c Substitutions only. Was the substitution the result of an event beyond the organization's control? | | |
| 6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i> | | |
| 7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i> | | |
| 8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i> | | |
| 9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i> | | |
| b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i> | | |
| c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i> | | |
| 10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer 10b below.</i> | | |
| b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i> | | |

Part IV Supporting Organizations (continued)

| | Yes | No |
|--|-----|----|
| 11 Has the organization accepted a gift or contribution from any of the following persons? | | |
| a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization? | | |
| b A family member of a person described in (a) above? | | |
| c A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI . | | |

Section B. Type I Supporting Organizations

| | Yes | No |
|---|-----|----|
| 1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year. | | |
| 2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization. | | |

Section C. Type II Supporting Organizations

| | Yes | No |
|--|-----|----|
| 1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s). | | |

Section D. All Type III Supporting Organizations

| | Yes | No |
|---|-----|----|
| 1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? | | |
| 2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s). | | |
| 3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard. | | |

Section E. Type III Functionally Integrated Supporting Organizations

| | | |
|---|-----|----|
| 1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions). | | |
| a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below. | | |
| b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below. | | |
| c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions). | | |
| 2 Activities Test. Answer (a) and (b) below. | | |
| a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities. | Yes | No |
| b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement. | | |
| 3 Parent of Supported Organizations. Answer (a) and (b) below. | | |
| a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI . | | |
| b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard. | | |

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI.) **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

| Section A - Adjusted Net Income | | (A) Prior Year | (B) Current Year (optional) |
|--|--|----------------|-----------------------------|
| 1 | Net short-term capital gain | 1 | |
| 2 | Recoveries of prior-year distributions | 2 | |
| 3 | Other gross income (see instructions) | 3 | |
| 4 | Add lines 1 through 3 | 4 | |
| 5 | Depreciation and depletion | 5 | |
| 6 | Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | 6 | |
| 7 | Other expenses (see instructions) | 7 | |
| 8 | Adjusted Net Income (subtract lines 5, 6, and 7 from line 4) | 8 | |

| Section B - Minimum Asset Amount | | (A) Prior Year | (B) Current Year (optional) |
|---|---|----------------|-----------------------------|
| 1 | Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year): | | |
| a | Average monthly value of securities | 1a | |
| b | Average monthly cash balances | 1b | |
| c | Fair market value of other non-exempt-use assets | 1c | |
| d | Total (add lines 1a, 1b, and 1c) | 1d | |
| e | Discount claimed for blockage or other factors (explain in detail in Part VI): | | |
| 2 | Acquisition indebtedness applicable to non-exempt-use assets | 2 | |
| 3 | Subtract line 2 from line 1d | 3 | |
| 4 | Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions) | 4 | |
| 5 | Net value of non-exempt-use assets (subtract line 4 from line 3) | 5 | |
| 6 | Multiply line 5 by .035 | 6 | |
| 7 | Recoveries of prior-year distributions | 7 | |
| 8 | Minimum Asset Amount (add line 7 to line 6) | 8 | |

| Section C - Distributable Amount | | | Current Year |
|---|---|---|--------------|
| 1 | Adjusted net income for prior year (from Section A, line 8, Column A) | 1 | |
| 2 | Enter 85% of line 1 | 2 | |
| 3 | Minimum asset amount for prior year (from Section B, line 8, Column A) | 3 | |
| 4 | Enter greater of line 2 or line 3 | 4 | |
| 5 | Income tax imposed in prior year | 5 | |
| 6 | Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions) | 6 | |
| 7 | <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions). | | |

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

| Section D - Distributions | Current Year |
|---|---------------------|
| 1 Amounts paid to supported organizations to accomplish exempt purposes | |
| 2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity | |
| 3 Administrative expenses paid to accomplish exempt purposes of supported organizations | |
| 4 Amounts paid to acquire exempt-use assets | |
| 5 Qualified set-aside amounts (prior IRS approval required) | |
| 6 Other distributions (describe in Part VI). See instructions. | |
| 7 Total annual distributions. Add lines 1 through 6. | |
| 8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions. | |
| 9 Distributable amount for 2017 from Section C, line 6 | |
| 10 Line 8 amount divided by line 9 amount | |

| Section E - Distribution Allocations (see instructions) | (i) Excess Distributions | (ii) Underdistributions Pre-2017 | (iii) Distributable Amount for 2017 |
|--|-------------------------------------|---|--|
| 1 Distributable amount for 2017 from Section C, line 6 | | | |
| 2 Underdistributions, if any, for years prior to 2017 (reasonable cause required- explain in Part VI). See instructions. | | | |
| 3 Excess distributions carryover, if any, to 2017 | | | |
| a | | | |
| b From 2013 | | | |
| c From 2014 | | | |
| d From 2015 | | | |
| e From 2016 | | | |
| f Total of lines 3a through e | | | |
| g Applied to underdistributions of prior years | | | |
| h Applied to 2017 distributable amount | | | |
| i Carryover from 2012 not applied (see instructions) | | | |
| j Remainder. Subtract lines 3g, 3h, and 3i from 3f. | | | |
| 4 Distributions for 2017 from Section D, line 7: \$ | | | |
| a Applied to underdistributions of prior years | | | |
| b Applied to 2017 distributable amount | | | |
| c Remainder. Subtract lines 4a and 4b from 4. | | | |
| 5 Remaining underdistributions for years prior to 2017, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI . See instructions. | | | |
| 6 Remaining underdistributions for 2017. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI . See instructions. | | | |
| 7 Excess distributions carryover to 2018. Add lines 3j and 4c. | | | |
| 8 Breakdown of line 7: | | | |
| a Excess from 2013 | | | |
| b Excess from 2014 | | | |
| c Excess from 2015 | | | |
| d Excess from 2016 | | | |
| e Excess from 2017 | | | |

Schedule A (Form 990 or 990-EZ) 2017

Schedule B

(Form 990, 990-EZ, or 990-PF)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2017

Name of the organization

NATURAL RESOURCE GOVERNANCE INSTITUTE

Employer identification number

20-4451390

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)(3) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ▶ \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

LHA For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF. Schedule B (Form 990, 990-EZ, or 990-PF) (2017)

| | |
|--|---|
| Name of organization NATURAL RESOURCE GOVERNANCE INSTITUTE | Employer identification number 20-4451390 |
|--|---|

Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

| (a) No. | (b) Name, address, and ZIP + 4 | (c) Total contributions | (d) Type of contribution |
|------------|---|----------------------------|---|
| 1 | FOUNDATION TO PROMOTE OPEN SOCIETY 224 WEST 57TH STREET NEW YORK, NY 10019 | \$ 4,450,000. | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| 2 | DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID) - UK ABERCROMBIE HOUSE, 2ND FL, EAGLESHAM ROAD, EAST KIBRIDE UNITED KINGDOM | \$ 4,150,530. | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| 3 | WILLIAM AND FLORA HEWLETT FOUNDATION 2121 SAND HILL ROAD MENLO PARK, CA 94025 | \$ 3,075,000. | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| 4 | BILL AND MELINDA GATES FOUNDATION PO BOX 23350 SEATTLE, WA 98102 | \$ 1,499,996. | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| 5 | OMIDYAR NETWORK FUND, INC 1991 BROADWAY ST, SUITE 200 REDWOOD CITY, CA 94063 | \$ 950,000. | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| 6 | NORWEGIAN MINISTRY OF FOREIGN AFFAIRS V/ REGNSKAPSENHETEN, POSTBOKS 8114 OSLO, NORWAY | \$ 805,283. | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |

| | |
|---------------------------------------|---------------------------------------|
| Name of organization | Employer identification number |
| NATURAL RESOURCE GOVERNANCE INSTITUTE | 20-4451390 |

Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

| (a) No. | (b) Name, address, and ZIP + 4 | (c) Total contributions | (d) Type of contribution |
|------------|--|----------------------------|---|
| 7 | U.S. DEPARTMENT OF STATE 2201 C STREET, NW WASHINGTON, DC 20520 | \$ 415,621. | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| 8 | SWISS FEDERAL DEPARTMENT OF FOREIGN AFFAIRS FREIBURGSTRASSE 130 BERNE, SWITZERLAND | \$ 414,658. | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| 9 | FORD FOUNDATION 1440 BROADWAY NEW YORK, NY 10018 | \$ 350,000. | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| 10 | FOREIGN AND COMMONWEALTH OFFICE TRIPOLI TOWER 24TH FLOOR TRIPOLI, LIBYA | \$ 318,825. | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| | | \$ _____ | Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| | | \$ _____ | Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |

| | |
|--|---|
| Name of organization NATURAL RESOURCE GOVERNANCE INSTITUTE | Employer identification number 20-4451390 |
|--|---|

Part II Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

| (a) No. from Part I | (b) Description of noncash property given | (c) FMV (or estimate) (See instructions.) | (d) Date received |
|------------------------------|--|---|----------------------|
| | | \$ _____ | _____ |
| | | \$ _____ | _____ |
| | | \$ _____ | _____ |
| | | \$ _____ | _____ |
| | | \$ _____ | _____ |
| | | \$ _____ | _____ |
| | | \$ _____ | _____ |

| | |
|--|---|
| Name of organization NATURAL RESOURCE GOVERNANCE INSTITUTE | Employer identification number 20-4451390 |
|--|---|

Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this info. once.) ▶ \$ _____
Use duplicate copies of Part III if additional space is needed.

| (a) No. from Part I | (b) Purpose of gift | (c) Use of gift | (d) Description of how gift is held |
|---|---------------------|--|-------------------------------------|
| | | | |
| (e) Transfer of gift | | | |
| Transferee's name, address, and ZIP + 4 | | Relationship of transferor to transferee | |
| | | | |
| | | | |
| (e) Transfer of gift | | | |
| Transferee's name, address, and ZIP + 4 | | Relationship of transferor to transferee | |
| | | | |
| | | | |
| (e) Transfer of gift | | | |
| Transferee's name, address, and ZIP + 4 | | Relationship of transferor to transferee | |
| | | | |
| | | | |
| (e) Transfer of gift | | | |
| Transferee's name, address, and ZIP + 4 | | Relationship of transferor to transferee | |
| | | | |
| | | | |
| (e) Transfer of gift | | | |
| Transferee's name, address, and ZIP + 4 | | Relationship of transferor to transferee | |
| | | | |
| | | | |

SCHEDULE C
(Form 990 or 990-EZ)

Political Campaign and Lobbying Activities

OMB No. 1545-0047

2017

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

For Organizations Exempt From Income Tax Under section 501(c) and section 527
 ▶ **Complete if the organization is described below. ▶ Attach to Form 990 or Form 990-EZ.**
 ▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

| | |
|--|---|
| Name of organization NATURAL RESOURCE GOVERNANCE INSTITUTE | Employer identification number 20-4451390 |
|--|---|

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.

2 Political campaign activity expenditures ▶ \$ _____

3 Volunteer hours for political campaign activities _____

Part I-B Complete if the organization is exempt under section 501(c)(3).

1 Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$ _____

2 Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$ _____

3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? Yes No

4a Was a correction made? Yes No

b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ \$ _____

2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ \$ _____

3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ▶ \$ _____

4 Did the filing organization file **Form 1120-POL** for this year? Yes No

5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

| (a) Name | (b) Address | (c) EIN | (d) Amount paid from filing organization's funds. If none, enter -0-. | (e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-. |
|----------|-------------|---------|---|--|
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For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ. Schedule C (Form 990 or 990-EZ) 2017

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A** Check if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).
- B** Check if the filing organization checked box A and "limited control" provisions apply.

| Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.) | | (a) Filing organization's totals | (b) Affiliated group totals | | | | | | | | | | | | |
|---|---|---|--|--------------------|-------------------------------|---|--|---|--|--|---|-------------------|--------------|--|--|
| 1a | Total lobbying expenditures to influence public opinion (grass roots lobbying) | | | | | | | | | | | | | | |
| b | Total lobbying expenditures to influence a legislative body (direct lobbying) | 14,927. | | | | | | | | | | | | | |
| c | Total lobbying expenditures (add lines 1a and 1b) | 14,927. | | | | | | | | | | | | | |
| d | Other exempt purpose expenditures | 18,556,344. | | | | | | | | | | | | | |
| e | Total exempt purpose expenditures (add lines 1c and 1d) | 18,571,271. | | | | | | | | | | | | | |
| f | Lobbying nontaxable amount. Enter the amount from the following table in both columns. | 1,000,000. | | | | | | | | | | | | | |
| <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">If the amount on line 1e, column (a) or (b) is:</th> <th style="text-align: left;">The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table> | | If the amount on line 1e, column (a) or (b) is: | The lobbying nontaxable amount is: | Not over \$500,000 | 20% of the amount on line 1e. | Over \$500,000 but not over \$1,000,000 | \$100,000 plus 15% of the excess over \$500,000. | Over \$1,000,000 but not over \$1,500,000 | \$175,000 plus 10% of the excess over \$1,000,000. | Over \$1,500,000 but not over \$17,000,000 | \$225,000 plus 5% of the excess over \$1,500,000. | Over \$17,000,000 | \$1,000,000. | | |
| If the amount on line 1e, column (a) or (b) is: | The lobbying nontaxable amount is: | | | | | | | | | | | | | | |
| Not over \$500,000 | 20% of the amount on line 1e. | | | | | | | | | | | | | | |
| Over \$500,000 but not over \$1,000,000 | \$100,000 plus 15% of the excess over \$500,000. | | | | | | | | | | | | | | |
| Over \$1,000,000 but not over \$1,500,000 | \$175,000 plus 10% of the excess over \$1,000,000. | | | | | | | | | | | | | | |
| Over \$1,500,000 but not over \$17,000,000 | \$225,000 plus 5% of the excess over \$1,500,000. | | | | | | | | | | | | | | |
| Over \$17,000,000 | \$1,000,000. | | | | | | | | | | | | | | |
| g | Grassroots nontaxable amount (enter 25% of line 1f) | 250,000. | | | | | | | | | | | | | |
| h | Subtract line 1g from line 1a. If zero or less, enter -0- | 0. | | | | | | | | | | | | | |
| i | Subtract line 1f from line 1c. If zero or less, enter -0- | 0. | | | | | | | | | | | | | |
| j | If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? | | <input type="checkbox"/> Yes <input type="checkbox"/> No | | | | | | | | | | | | |

4-Year Averaging Period Under section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

| Lobbying Expenditures During 4-Year Averaging Period | | | | | | |
|---|--|----------|------------|------------|------------|------------|
| Calendar year (or fiscal year beginning in) | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) Total | |
| 2a | Lobbying nontaxable amount | 981,447. | 1,000,000. | 1,000,000. | 1,000,000. | 3,981,447. |
| b | Lobbying ceiling amount (150% of line 2a, column(e)) | | | | | 5,972,171. |
| c | Total lobbying expenditures | 7,282. | 24,970. | 15,970. | 14,927. | 63,149. |
| d | Grassroots nontaxable amount | 245,362. | 250,000. | 250,000. | 250,000. | 995,362. |
| e | Grassroots ceiling amount (150% of line 2d, column (e)) | | | | | 1,493,043. |
| f | Grassroots lobbying expenditures | | | | | |

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

| | (a) | | (b) |
|--|-----|----|--------|
| | Yes | No | Amount |
| <i>For each "Yes," response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.</i> | | | |
| 1 During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of: | | | |
| a Volunteers? | | | |
| b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)? .. | | | |
| c Media advertisements? | | | |
| d Mailings to members, legislators, or the public? | | | |
| e Publications, or published or broadcast statements? | | | |
| f Grants to other organizations for lobbying purposes? | | | |
| g Direct contact with legislators, their staffs, government officials, or a legislative body? | | | |
| h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means? | | | |
| i Other activities? | | | |
| j Total. Add lines 1c through 1i | | | |
| 2a Did the activities in line 1 cause the organization to be not described in section 501(c)(3)? | | | |
| b If "Yes," enter the amount of any tax incurred under section 4912 | | | |
| c If "Yes," enter the amount of any tax incurred by organization managers under section 4912 | | | |
| d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year? | | | |

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

| | Yes | No |
|--|----------|----|
| 1 Were substantially all (90% or more) dues received nondeductible by members? | 1 | |
| 2 Did the organization make only in-house lobbying expenditures of \$2,000 or less? | 2 | |
| 3 Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year? | 3 | |

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No," OR (b) Part III-A, line 3, is answered "Yes."

| | | |
|---|-----------|--|
| 1 Dues, assessments and similar amounts from members | 1 | |
| 2 Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid). | | |
| a Current year | 2a | |
| b Carryover from last year | 2b | |
| c Total | 2c | |
| 3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues | 3 | |
| 4 If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year? | 4 | |
| 5 Taxable amount of lobbying and political expenditures (see instructions) | 5 | |

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions); and Part II-B, line 1. Also, complete this part for any additional information.

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2017

Open to Public Inspection

Name of the organization **NATURAL RESOURCE GOVERNANCE INSTITUTE** Employer identification number **20-4451390**

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

| | (a) Donor advised funds | (b) Funds and other accounts |
|---|-------------------------|--|
| 1 Total number at end of year | | |
| 2 Aggregate value of contributions to (during year) | | |
| 3 Aggregate value of grants from (during year) | | |
| 4 Aggregate value at end of year | | |
| 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? | | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? | | <input type="checkbox"/> Yes <input type="checkbox"/> No |

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

Preservation of land for public use (e.g., recreation or education) Preservation of a historically important land area

Protection of natural habitat Preservation of a certified historic structure

Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

| | Held at the End of the Tax Year |
|--|---------------------------------|
| a Total number of conservation easements | 2a |
| b Total acreage restricted by conservation easements | 2b |
| c Number of conservation easements on a certified historic structure included in (a) | 2c |
| d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register | 2d |

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____

4 Number of states where property subject to conservation easement is located ▶ _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

Yes No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?

Yes No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1

▶ \$ _____

(ii) Assets included in Form 990, Part X

▶ \$ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenue included on Form 990, Part VIII, line 1

▶ \$ _____

b Assets included in Form 990, Part X

▶ \$ _____

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990. Schedule D (Form 990) 2017

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a Public exhibition
- b Scholarly research
- c Preservation for future generations
- d Loan or exchange programs
- e Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

| | Amount |
|---------------------------------|-----------|
| c Beginning balance | 1c |
| d Additions during the year | 1d |
| e Distributions during the year | 1e |
| f Ending balance | 1f |

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

| | (a) Current year | (b) Prior year | (c) Two years back | (d) Three years back | (e) Four years back |
|--|------------------|----------------|--------------------|----------------------|---------------------|
| 1a Beginning of year balance | | | | | |
| b Contributions | | | | | |
| c Net investment earnings, gains, and losses | | | | | |
| d Grants or scholarships | | | | | |
| e Other expenditures for facilities and programs | | | | | |
| f Administrative expenses | | | | | |
| g End of year balance | | | | | |

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment _____ %
- b Permanent endowment _____ %
- c Temporarily restricted endowment _____ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

| | Yes | No |
|--|---------------|----|
| (i) unrelated organizations | 3a(i) | |
| (ii) related organizations | 3a(ii) | |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

| Description of property | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|--|--------------------------------------|---------------------------------|------------------------------|----------------|
| 1a Land | | | | |
| b Buildings | | | | |
| c Leasehold improvements | | | | |
| d Equipment | | | | |
| e Other | | 1,284,002. | 768,228. | 515,774. |
| Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) | | | | 515,774. |

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

| (a) Description of security or category (including name of security) | (b) Book value | (c) Method of valuation: Cost or end-of-year market value |
|---|----------------|---|
| (1) Financial derivatives | | |
| (2) Closely-held equity interests | | |
| (3) Other | | |
| (A) | | |
| (B) | | |
| (C) | | |
| (D) | | |
| (E) | | |
| (F) | | |
| (G) | | |
| (H) | | |
| Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶ | | |

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

| (a) Description of investment | (b) Book value | (c) Method of valuation: Cost or end-of-year market value |
|---|----------------|---|
| (1) | | |
| (2) | | |
| (3) | | |
| (4) | | |
| (5) | | |
| (6) | | |
| (7) | | |
| (8) | | |
| (9) | | |
| Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶ | | |

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

| (a) Description | (b) Book value |
|---|----------------|
| (1) | |
| (2) | |
| (3) | |
| (4) | |
| (5) | |
| (6) | |
| (7) | |
| (8) | |
| (9) | |
| Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶ | |

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

| 1. (a) Description of liability | (b) Book value |
|---|----------------|
| (1) Federal income taxes | |
| (2) DEFERRED RENT LIABILITY | 113,347. |
| (3) | |
| (4) | |
| (5) | |
| (6) | |
| (7) | |
| (8) | |
| (9) | |
| Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶ | 113,347. |

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Columns include line numbers and a shaded area for calculations.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Columns include line numbers and a shaded area for calculations.

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Multiple horizontal lines provided for entering supplemental information.

**SCHEDULE F
(Form 990)**

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2017

Open to Public Inspection

Name of the organization: **NATURAL RESOURCE GOVERNANCE INSTITUTE**
Employer identification number: **20-4451390**

Part I General Information on Activities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? **Yes** **No**

2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

| (a) Region | (b) Number of offices in the region | (c) Number of employees, agents, and independent contractors in the region | (d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service(s) in the region | (f) Total expenditures for and investments in the region |
|---|-------------------------------------|--|--|--|--|
| EUROPE | 1 | 2 | PROGRAM SERVICES AND GRANTS | CAPACITY BUILDING AND ADVOCACY | 3,252,996. |
| SUB-SAHARAN AFRICA | 1 | 17 | PROGRAM SERVICES AND GRANTS | CAPACITY BUILDING AND ADVOCACY | 4,009,363. |
| SOUTH AMERICA | 1 | 5 | PROGRAM SERVICES AND GRANTS | CAPACITY BUILDING AND ADVOCACY | 906,624. |
| MIDDLE EAST AND NORTH AFRICA | 2 | 5 | PROGRAM SERVICES AND GRANTS | CAPACITY BUILDING AND ADVOCACY | 577,036. |
| EAST ASIA AND THE PACIFIC | 2 | 14 | PROGRAM SERVICES AND GRANTS | CAPACITY BUILDING AND ADVOCACY | 2,015,474. |
| RUSSIA AND NEIGHBORING STATES | 0 | 0 | PROGRAM SERVICES | CAPACITY BUILDING AND ADVOCACY | 280,523. |
| NORTH AMERICA | 0 | 0 | PROGRAM SERVICES | CAPACITY BUILDING AND ADVOCACY | 195,445. |
| 3 a Sub-total | 7 | 43 | | | 11,237,461. |
| b Total from continuation sheets to Part I | 0 | 0 | | | 0. |
| c Totals (add lines 3a and 3b) | 7 | 43 | | | 11,237,461. |

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule F (Form 990) 2017

Part II Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

| 1 (a) Name of organization | (b) IRS code section and EIN (if applicable) | (c) Region | (d) Purpose of grant | (e) Amount of cash grant | (f) Manner of cash disbursement | (g) Amount of noncash assistance | (h) Description of noncash assistance | (i) Method of valuation (book, FMV, appraisal, other) |
|-------------------------------|--|------------------------------|---|--------------------------|---------------------------------|----------------------------------|---------------------------------------|---|
| | | SUB-SAHARAN AFRICA | TO CONDUCT A COMPARATIVE ANALYSIS BETWEEN THE NEW AND OLD HYDROCARBON CODES | 2,900. | WIRE | 0. | | |
| | | SUB-SAHARAN AFRICA | TO BUILD AWARENESS OF CSOS ON THE EITI REQUIREMENT OF SOE GOVERNANCE AND ITS | 16,015. | WIRE | 0. | | |
| | | SUB-SAHARAN AFRICA | TO PROMOTE TRANSPARENCY AND ACCOUNTABILITY IN THE EXTRACTIVES (OIL, GAS | 95,538. | WIRE | 0. | | |
| | | SUB-SAHARAN AFRICA | TO PROMOTE BENEFICIAL OWNERSHIP DISCLOSURE IN THE DRC AND MONITOR ENVIRONMENTAL | 24,570. | WIRE | 0. | | |
| | | SUB-SAHARAN AFRICA | TO STRENGTHEN THE CAPACITY OF COMMUNITY-LEVEL CSOS IN BOKE, KINDIA, | 53,680. | WIRE | 0. | | |
| | | SUB-SAHARAN AFRICA | TO ASSESS WHETHER REVENUES COLLECTED WERE SPENT AND ALLOCATED IN | 17,645. | WIRE | 0. | | |
| | | MIDDLE EAST AND NORTH AFRICA | TO ENHANCE THE UNDERSTANDING AND AWARENESS OF PUBLIC AND PRIVATE COMPANIES | 7,150. | WIRE | 0. | | |
| | | EAST ASIA AND THE PACIFIC | TO PROMOTE SUBNATIONAL RESOURCE GOVERNANCE INNOVATIONS IN | 30,000. | WIRE | 0. | | |

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter **40**

3 Enter total number of other organizations or entities

SEE PART V FOR COLUMN (D) DESCRIPTIONS

| Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1) | | | | | | | | |
|--|--|---------------------------|---|--------------------------|---------------------------------|-----------------------------------|--|---|
| 1 (a) Name of organization | (b) IRS code section and EIN (if applicable) | (c) Region | (d) Purpose of grant | (e) Amount of cash grant | (f) Manner of cash disbursement | (g) Amount of non-cash assistance | (h) Description of non-cash assistance | (i) Method of valuation (book, FMV, appraisal, other) |
| | | SUB-SAHARAN AFRICA | TO STRENGTHEN THE CAPACITY OF WOMEN FOR THEIR PARTICIPATION IN OIL AND GAS | 5,001. | WIRE | 0. | | |
| | | SUB-SAHARAN AFRICA | TO CREATE A PLATFORM THAT WILL PRESENT EI DATA AND A REVAMP OF THE CURRENT EXISTING | 80,000. | WIRE | 0. | | |
| | | SUB-SAHARAN AFRICA | TO FUND PART OF THE 2017 PROJECT ACTIVITIES OF THE FIVE-YEAR STRATEGY | 19,851. | WIRE | 0. | | |
| | | EUROPE | TO HOLD AN ADVANCED COURSE ON NATURAL RESOURCES | 149,363. | WIRE | 0. | | |
| | | SOUTH AMERICA | TO PROMOTE A DISCUSSION AND DEVELOP PUBLIC POLICY PROPOSALS FOR THE | 12,500. | WIRE | 0. | | |
| | | EAST ASIA AND THE PACIFIC | TO MOBILIZE KNOWLEDGE TO INFORM POLICY REFORMS BY DEVELOPING THE CAPACITY OF | 63,301. | WIRE | 0. | | |
| | | EAST ASIA AND THE PACIFIC | TO MOBILIZE KNOWLEDGE TO INFORM POLICY REFORMS BY DEVELOPING THE CAPACITY OF | 57,320. | WIRE | 0. | | |
| | | SOUTH AMERICA | TO SUPPORT ADVOCACY STRATEGIES REGARDING ECONOMIC DIVERSIFICATION | 34,670. | WIRE | 0. | | |
| | | SUB-SAHARAN AFRICA | TO HELP CAROLE LUMBU DEEPEN HER UNDERSTANDING, ANALYTICAL AND | 3,350. | WIRE | 0. | | |

| Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1) | | | | | | | | |
|--|--|------------------------------|--|--------------------------|---------------------------------|-----------------------------------|--|---|
| 1 (a) Name of organization | (b) IRS code section and EIN (if applicable) | (c) Region | (d) Purpose of grant | (e) Amount of cash grant | (f) Manner of cash disbursement | (g) Amount of non-cash assistance | (h) Description of non-cash assistance | (i) Method of valuation (book, FMV, appraisal, other) |
| | | SUB-SAHARAN AFRICA | TO BETTER UNDERSTAND, MONITOR AND DEMAND ACCOUNTABILITY ON THE VARIOUS FINANCIAL | 15,000. | WIRE | 0. | | |
| | | SOUTH AMERICA | TO PROMOTE NEW PERSPECTIVES WITHIN RLIE AND WITH OTHER CSO NETWORKS, FUNDING | 167,000. | WIRE | 0. | | |
| | | SOUTH AMERICA | TO PROMOTE A DISCUSSION AND DEVELOP PUBLIC POLICY PROPOSALS FOR THE | 13,200. | WIRE | 0. | | |
| | | NORTH AMERICA | TO PROMOTE THE EFFICIENT, TRANSPARENT AND SOCIO-ECONOMICALLY | 72,474. | WIRE | 0. | | |
| | | SOUTH AMERICA | TO PROMOTE A DISCUSSION AND DEVELOP PUBLIC POLICY PROPOSALS FOR THE | 6,600. | WIRE | 0. | | |
| | | SOUTH AMERICA | TO GPC TO ORGANIZE THE NATIONAL LAUNCH OF RGI IN PERU | 71,956. | WIRE | 0. | | |
| | | MIDDLE EAST AND NORTH AFRICA | TO HELP CIVIL SOCIETY AND MEDIA OUTLETS IN TUNISIA USE INFORMATION | 53,323. | WIRE | 0. | | |
| | | MIDDLE EAST AND NORTH AFRICA | TO ENSURE CIVIL SOCIETY AND MEDIA HAVE TIMELY, RELEVANT INFORMATION TO | 23,864. | WIRE | 0. | | |
| | | MIDDLE EAST AND NORTH AFRICA | TO ENHANCE THE KNOWLEDGE OF 100 ASSOCIATIONS AND CIVIL SOCIETY | 6,472. | WIRE | 0. | | |

| Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1) | | | | | | | | |
|--|--|------------------------------|--|--------------------------|---------------------------------|-----------------------------------|--|---|
| 1 (a) Name of organization | (b) IRS code section and EIN (if applicable) | (c) Region | (d) Purpose of grant | (e) Amount of cash grant | (f) Manner of cash disbursement | (g) Amount of non-cash assistance | (h) Description of non-cash assistance | (i) Method of valuation (book, FMV, appraisal, other) |
| | | MIDDLE EAST AND NORTH AFRICA | TO ADVANCE OR REFORM POLICIES; PRODUCE AND EXCHANGE POLICY KNOWLEDGE, BY | 100,000. | WIRE | 0. | | |
| | | EAST ASIA AND THE PACIFIC | TO EXPLORE SOCIO-ENVIRONMENTAL CHALLENGES FACED BY LOCAL COMMUNITIES | 49,979. | WIRE | 0. | | |
| | | SUB-SAHARAN AFRICA | TO CONTRIBUTE TO STRENGTHENING ACCOUNTABILITY IN THE INDUSTRIAL MINING | 17,155. | WIRE | 0. | | |
| | | EUROPE | TO CATALYZE DATA WORK AND CAPACITY BUILDING WITH AFRICAN MEDIA HOUSES (IN TANZANIA | 100,000. | WIRE | 0. | | |
| | | SUB-SAHARAN AFRICA | TO STRENGTHEN CSOS' ADVOCACY SKILLS TO HELP THEM ADVOCATE CONTRACT DISCLOSURE, | 70,000. | WIRE | 0. | | |
| | | EUROPE | TO CREATE A VIRTUOUS CYCLE BETWEEN DATA SUPPLY AND DEMAND, BUILDING ON PWYP'S | 132,120. | WIRE | 0. | | |
| | | SOUTH AMERICA | TO SUPPORT ADVOCACY STRATEGIES REGARDING ECONOMIC DIVERSIFICATION | 6,600. | WIRE | 0. | | |
| | | MIDDLE EAST AND NORTH AFRICA | TO CONDUCT A STUDY ON ALL TUNISIAN CONTRACTS RELATED TO 50 OIL PROJECTS THAT | 10,880. | WIRE | 0. | | |
| | | SUB-SAHARAN AFRICA | TO ELICIT REFORM BY POLICYMAKERS BY ENHANCING THE SKILLS OF THE MEDIA TO | 41,250. | WIRE | 0. | | |

| Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1) | | | | | | | | |
|--|--|---------------------------|---|--------------------------|---------------------------------|-----------------------------------|--|---|
| 1 (a) Name of organization | (b) IRS code section and EIN (if applicable) | (c) Region | (d) Purpose of grant | (e) Amount of cash grant | (f) Manner of cash disbursement | (g) Amount of non-cash assistance | (h) Description of non-cash assistance | (i) Method of valuation (book, FMV, appraisal, other) |
| | | EAST ASIA AND THE PACIFIC | IS TO COLLECT AND ANALYZE BENEFICIAL OWNERSHIP INFORMATION ON COMPANIES AND | 9,000. | WIRE | 0. | | |
| | | EAST ASIA AND THE PACIFIC | TO IMPROVE TRANSPARENCY AND ACCOUNTABILITY WITHIN THE EXTRACTIVE | 49,585. | WIRE | 0. | | |
| | | SUB-SAHARAN AFRICA | TO IMPROVE CITIZEN'S OVERSIGHT FOR TRANSPARENCY IN GHANA'S OIL REVENUE | 91,302. | WIRE | 0. | | |
| | | EUROPE | GRANTS TO THE UK | 2352047. | WIRE | 0. | | |
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Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 16.

Part III can be duplicated if additional space is needed.

| (a) Type of grant or assistance | (b) Region | (c) Number of recipients | (d) Amount of cash grant | (e) Manner of cash disbursement | (f) Amount of noncash assistance | (g) Description of noncash assistance | (h) Method of valuation (book, FMV, appraisal, other) |
|---------------------------------|------------|--------------------------|--------------------------|---------------------------------|----------------------------------|---------------------------------------|---|
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Part IV Foreign Forms

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* Yes No
- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* Yes No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect To Certain Foreign Corporations (see Instructions for Form 5471)* Yes No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* Yes No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* Yes No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990)* Yes No

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

PART I, LINE 2:

THE STAFF WILL COMMUNICATE WITH THE GRANTEE DURING PROJECT IMPLEMENTATION AND HELP THEM TO THINK THROUGH THE SPECIFIC MILESTONES TO BE ACHIEVED. ALL THE GRANTEES ARE REQUIRED TO REPORT AT LEAST ANNUALLY TO NGRI AND RESTATE THE PROJECT'S OBJECTIVES/ OUTCOMES AND ACTIVITIES AS STATED IN THE ORIGINAL PROPOSAL; EXPLAIN WHICH ACTIVITIES WERE ACCOMPLISHED AND WHICH WERE NOT; EXPLAIN ANY VARIANCES FROM THE ORIGINAL PROPOSAL; EXPLAIN THE MAIN PROJECT CHALLENGES, AND HOW THE GRANTEE RESPONDED TO THEM; DESCRIBE THE PRINCIPAL LESSONS LEARNED; DESCRIBE ANY UNFORESEEN DEVELOPMENTS THAT HAVE POSITIVELY OR NEGATIVELY AFFECTED THE PROJECT.

PART II, COLUMN (D):

REGION: SUB-SAHARAN AFRICA

(D) PURPOSE OF GRANT: TO CONDUCT A COMPARATIVE ANALYSIS BETWEEN THE NEW AND OLD HYDROCARBON CODES BY SHOWING THE INNOVATIONS AND WEAKNESSES OF THE NEW CODE IN RELATION TO THE INTERNATIONAL STANDARDS AND ALSO BY POINTING OUT POSSIBLE IMPLEMENTATION CHALLENGES

REGION: SUB-SAHARAN AFRICA

(D) PURPOSE OF GRANT: TO BUILD AWARENESS OF CSOS ON THE EITI REQUIREMENT OF SOE GOVERNANCE AND ITS SUBSEQUENT CHALLENGES, WHILE FACILITATING A PUBLIC DEBATE AT THE LOCAL AND NATIONAL LEVELS

REGION: SUB-SAHARAN AFRICA

(D) PURPOSE OF GRANT: TO PROMOTE TRANSPARENCY AND ACCOUNTABILITY IN THE EXTRACTIVES (OIL, GAS AND MINING) INDUSTRY IN UGANDA THROUGH THE ENHANCEMENT OF MEDIA OVERSIGHT

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

REGION: SUB-SAHARAN AFRICA

(D) PURPOSE OF GRANT: TO PROMOTE BENEFICIAL OWNERSHIP DISCLOSURE IN THE DRC AND MONITOR ENVIRONMENTAL PROVISIONS OF GOMA MINING AND METALKOL

REGION: SUB-SAHARAN AFRICA

(D) PURPOSE OF GRANT: TO STRENGTHEN THE CAPACITY OF COMMUNITY-LEVEL CSOS IN BOKE, KINDIA, SIGUIRI AND DINGUIRAYE TO MONITOR SUBNATIONAL PAYMENTS RECEIVED FROM COMPANIES

REGION: SUB-SAHARAN AFRICA

(D) PURPOSE OF GRANT: TO ASSESS WHETHER REVENUES COLLECTED WERE SPENT AND ALLOCATED IN ACCORDANCE WITH THE LAW

REGION: MIDDLE EAST AND NORTH AFRICA

(D) PURPOSE OF GRANT: TO ENHANCE THE UNDERSTANDING AND AWARENESS OF PUBLIC AND PRIVATE COMPANIES OPERATING IN THE EXTRACTIVE INDUSTRIES

REGION: EAST ASIA AND THE PACIFIC

(D) PURPOSE OF GRANT: TO PROMOTE SUBNATIONAL RESOURCE GOVERNANCE INNOVATIONS IN SELECTED PROVINCES AND TO PUSH PENDING EI FISCAL POLICY REFORM PROPOSALS

REGION: SUB-SAHARAN AFRICA

(D) PURPOSE OF GRANT: TO STRENGTHEN THE CAPACITY OF WOMEN FOR THEIR PARTICIPATION IN OIL AND GAS MANAGEMENT IN THE BULIISA DISTRICT

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

REGION: SUB-SAHARAN AFRICA

(D) PURPOSE OF GRANT: TO CREATE A PLATFORM THAT WILL PRESENT EI DATA AND A REVAMP OF THE CURRENT EXISTING BUDGIT WEBSITE

REGION: SUB-SAHARAN AFRICA

(D) PURPOSE OF GRANT: TO FUND PART OF THE 2017 PROJECT ACTIVITIES OF THE FIVE-YEAR STRATEGY PLAN DEVELOPED BY THE FRANCOPHONE AFRICA EXTRACTIVE INDUSTRIES KNOWLEDGE HUB

REGION: SOUTH AMERICA

(D) PURPOSE OF GRANT: TO PROMOTE A DISCUSSION AND DEVELOP PUBLIC POLICY PROPOSALS FOR THE PARTICIPATION OF SUB-NATIONAL AUTHORITIES IN DECISION MAKING PROCESSES

REGION: EAST ASIA AND THE PACIFIC

(D) PURPOSE OF GRANT: TO MOBILIZE KNOWLEDGE TO INFORM POLICY REFORMS BY DEVELOPING THE CAPACITY OF REFORMS ACTORS

REGION: EAST ASIA AND THE PACIFIC

(D) PURPOSE OF GRANT: TO MOBILIZE KNOWLEDGE TO INFORM POLICY REFORMS BY DEVELOPING THE CAPACITY OF REFORM ACTORS

REGION: SOUTH AMERICA

(D) PURPOSE OF GRANT: TO SUPPORT ADVOCACY STRATEGIES REGARDING ECONOMIC DIVERSIFICATION NATIONALLY AND IN THE SOUTH ANDES REGION

REGION: SUB-SAHARAN AFRICA

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

(D) PURPOSE OF GRANT: TO HELP CAROLE LUMBU DEEPEN HER UNDERSTANDING, ANALYTICAL AND RESEARCH SKILLS AS WELL AS HER KNOWLEDGE ON SUBNATIONAL REVENUE SHARING TOPICS

REGION: SUB-SAHARAN AFRICA

(D) PURPOSE OF GRANT: TO BETTER UNDERSTAND, MONITOR AND DEMAND ACCOUNTABILITY ON THE VARIOUS FINANCIAL FLOWS OF OIL COMPANIES THROUGH THEIR DISAGGREGATION ON A PROJECT BY PROJECT BASIS

REGION: SOUTH AMERICA

(D) PURPOSE OF GRANT: TO PROMOTE NEW PERSPECTIVES WITHIN RLIE AND WITH OTHER CSO NETWORKS, FUNDING AGENCIES AND REGIONAL ORGANIZATIONS

REGION: SOUTH AMERICA

(D) PURPOSE OF GRANT: TO PROMOTE A DISCUSSION AND DEVELOP PUBLIC POLICY PROPOSALS FOR THE PARTICIPATION OF SUB-NATIONAL AUTHORITIES IN DECISION MAKING PROCESSES

REGION: NORTH AMERICA

(D) PURPOSE OF GRANT: TO PROMOTE THE EFFICIENT, TRANSPARENT AND SOCIO-ECONOMICALLY RESPONSIBLE USE OF OIL AND MINERAL RESOURCES IN MEXICO

REGION: SOUTH AMERICA

(D) PURPOSE OF GRANT: TO PROMOTE A DISCUSSION AND DEVELOP PUBLIC POLICY PROPOSALS FOR THE PARTICIPATION OF SUB-NATIONAL AUTHORITIES IN DECISION MAKING PROCESSES

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

REGION: MIDDLE EAST AND NORTH AFRICA

(D) PURPOSE OF GRANT: TO HELP CIVIL SOCIETY AND MEDIA OUTLETS IN TUNISIA USE INFORMATION EFFECTIVELY TO HOLD THE GOVERNMENT TO ACCOUNT

REGION: MIDDLE EAST AND NORTH AFRICA

(D) PURPOSE OF GRANT: TO ENSURE CIVIL SOCIETY AND MEDIA HAVE TIMELY, RELEVANT INFORMATION TO MONITOR THE EXTRACTIVE SECTOR

REGION: MIDDLE EAST AND NORTH AFRICA

(D) PURPOSE OF GRANT: TO ENHANCE THE KNOWLEDGE OF 100 ASSOCIATIONS AND CIVIL SOCIETY ACTIVISTS AT THE NATIONAL LEVEL

REGION: MIDDLE EAST AND NORTH AFRICA

(D) PURPOSE OF GRANT: TO ADVANCE OR REFORM POLICIES; PRODUCE AND EXCHANGE POLICY KNOWLEDGE, BY CONDUCTING POLICY RESEARCH AND ANALYSIS, REVIEWS OF RECENT LEGISLATIONS ON RESOURCE MANAGEMENT AND PUBLICATION OF ACTION-ORIENTED POSITION PAPERS; WHILE ENGAGING WITH DECISION MAKERS, AND BUILDING A STRONG NETWORK TO MONITOR GOVERNANCE AND ADVOCATE TRANSPARENCY AND ACCOUNTABILITY IN THE GOVERNANCE OF NATURAL RESOURCES

REGION: EAST ASIA AND THE PACIFIC

(D) PURPOSE OF GRANT: TO EXPLORE SOCIO-ENVIRONMENTAL CHALLENGES FACED BY LOCAL COMMUNITIES ALONG THE MYANMAR-THAILAND GAS PIPELINE AND HOW ITS OPERATORS HAVE ADDRESSED THESE CHALLENGES

REGION: SUB-SAHARAN AFRICA

(D) PURPOSE OF GRANT: TO CONTRIBUTE TO STRENGTHENING ACCOUNTABILITY IN

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

THE INDUSTRIAL MINING SECTOR THROUGH THE DISCLOSURE OF DATA ON CONTRACTS

REGION: EUROPE

(D) PURPOSE OF GRANT: TO CATALYZE DATA WORK AND CAPACITY BUILDING WITH AFRICAN MEDIA HOUSES (IN TANZANIA AND UGANDA) AND WITH MYANMAR MEDIA/CIVIL SOCIETY BY EMBEDDING DATA EXPERTS/FELLOWS WITH NRG I OFFICES OR THE OFFICES OF ITS PARTNERS

REGION: SUB-SAHARAN AFRICA

(D) PURPOSE OF GRANT: TO STRENGTHEN CSOS' ADVOCACY SKILLS TO HELP THEM ADVOCATE CONTRACT DISCLOSURE, ESTABLISHMENT OF A MINING SECTOR REVENUE MANAGEMENT REGIME, AND A CORRUPTION FREE EXTRACTIVE INDUSTRY IN TANZANIA

REGION: EUROPE

(D) PURPOSE OF GRANT: TO CREATE A VIRTUOUS CYCLE BETWEEN DATA SUPPLY AND DEMAND, BUILDING ON PWYP'S WORK TO ADVANCE A GLOBAL MANDATORY REPORTING STANDARD IN THE EXTRACTIVE SECTOR

REGION: SOUTH AMERICA

(D) PURPOSE OF GRANT: TO SUPPORT ADVOCACY STRATEGIES REGARDING ECONOMIC DIVERSIFICATION NATIONALLY AND IN THE SOUTH ANDES REGION

REGION: MIDDLE EAST AND NORTH AFRICA

(D) PURPOSE OF GRANT: TO CONDUCT A STUDY ON ALL TUNISIAN CONTRACTS RELATED TO 50 OIL PROJECTS THAT WERE RECENTLY PUBLISHED

REGION: SUB-SAHARAN AFRICA

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

(D) PURPOSE OF GRANT: TO ELICIT REFORM BY POLICYMAKERS BY ENHANCING THE SKILLS OF THE MEDIA TO BETTER INFORM THE PUBLIC AND POLICY-MAKERS OF SPECIFIC OIL AND GAS SECTOR GOVERNANCE PROBLEMS AND PRIORITIES

REGION: EAST ASIA AND THE PACIFIC

(D) PURPOSE OF GRANT: IS TO COLLECT AND ANALYZE BENEFICIAL OWNERSHIP INFORMATION ON COMPANIES AND DISSEMINATE THIS INFORMATION TO THE GENERAL PUBLIC

REGION: EAST ASIA AND THE PACIFIC

(D) PURPOSE OF GRANT: TO IMPROVE TRANSPARENCY AND ACCOUNTABILITY WITHIN THE EXTRACTIVE INDUSTRIES SECTORS THROUGH ENGAGEMENT OF CSOS AND THE PUBLIC IN THE KACHIN STATE

REGION: SUB-SAHARAN AFRICA

(D) PURPOSE OF GRANT: TO IMPROVE CITIZEN'S OVERSIGHT FOR TRANSPARENCY IN GHANA'S OIL REVENUE MANAGEMENT/CAPACITY DEVELOPMENT AND TECHNICAL ASSISTANCE TO PUBLIC INTEREST AND ACCOUNTABILITY COMMITTEE OF GHANA

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
 ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
 ▶ Attach to Form 990.
 ▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2017

Open to Public Inspection

Name of the organization

NATURAL RESOURCE GOVERNANCE INSTITUTE

Employer identification number

20-4451390

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|--|---|
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (such as, maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|--|---|
| <input type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract |
| <input type="checkbox"/> Independent compensation consultant | <input type="checkbox"/> Compensation survey or study |
| <input type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment?
- b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?
- c** Participate in, or receive payment from, an equity-based compensation arrangement?
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

| | Yes | No |
|-----------|-----|----|
| 1b | | |
| 2 | X | |
| 4a | | X |
| 4b | | X |
| 4c | | X |
| 5a | | X |
| 5b | | X |
| 6a | | X |
| 6b | | X |
| 7 | | X |
| 8 | | X |
| 9 | | |

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2017

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

| (A) Name and Title | | (B) Breakdown of W-2 and/or 1099-MISC compensation | | | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation in column (B) reported as deferred on prior Form 990 |
|---|------|--|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|---|
| | | (i) Base compensation | (ii) Bonus & incentive compensation | (iii) Other reportable compensation | | | | |
| (1) DANIEL KAUFMANN PRESIDENT & CEO | (i) | 366,509. | 15,000. | 2,172. | 36,651. | 23,986. | 444,318. | 0. |
| | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (2) CRAIG LOVE CFO - TERM ENDED 9/29/17 | (i) | 138,266. | 0. | 429. | 13,823. | 8,091. | 160,609. | 0. |
| | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (3) SUNEETA KAIMAL COO | (i) | 209,869. | 16,500. | 296. | 20,987. | 8,044. | 255,696. | 0. |
| | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (4) PATRICK HELLER DIRECTOR OF LEGAL & ECONOM | (i) | 161,680. | 5,000. | 296. | 16,168. | 28,612. | 211,756. | 0. |
| | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (5) ERICA WESTENBERG SENIOR GOVERNANCE OFFICER | (i) | 137,828. | 2,400. | 263. | 13,783. | 16,025. | 170,299. | 0. |
| | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (6) AARON SAYNE SENIOR GOVERNANCE OFFICER | (i) | 113,758. | 2,100. | 0. | 11,376. | 23,612. | 150,846. | 0. |
| | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| | (i) | | | | | | | |
| | (ii) | | | | | | | |
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SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2017

Open to Public
Inspection

Name of the organization

NATURAL RESOURCE GOVERNANCE INSTITUTE

Employer identification number

20-4451390

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

THE NATURAL RESOURCE GOVERNANCE INSTITUTE ("NRGI") IS A NON-PROFIT
POLICY INSTITUTE AND GRANTMAKING ORGANIZATION THAT PROMOTES THE
RESPONSIBLE MANAGEMENT OF OIL, GAS AND MINERAL RESOURCES FOR THE PUBLIC
GOOD. WITH EFFECTIVE REVENUE MANAGEMENT, CITIZEN ENGAGEMENT AND REAL
GOVERNMENT ACCOUNTABILITY, NATURAL RESOURCE WEALTH CAN DRIVE
DEVELOPMENT AND NATIONAL GROWTH. NRGI PROVIDES THE EXPERTISE, FUNDING
AND TECHNICAL ASSISTANCE TO HELP COUNTRIES REALIZE THESE BENEFITS.

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

NRGI IS A NON-PROFIT POLICY INSTITUTE AND GRANTMAKING ORGANIZATION THAT
PROMOTES THE RESPONSIBLE MANAGEMENT OF OIL, GAS AND MINERAL RESOURCES
FOR THE PUBLIC GOOD. WITH EFFECTIVE REVENUE MANAGEMENT, CITIZEN
ENGAGEMENT AND REAL GOVERNMENT ACCOUNTABILITY, NATURAL RESOURCE WEALTH
CAN DRIVE DEVELOPMENT AND NATIONAL GROWTH. NRGI PROVIDES THE EXPERTISE,
FUNDING AND TECHNICAL ASSISTANCE TO HELP COUNTRIES REALIZE THESE
BENEFITS.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

RESOURCES FOR SUSTAINABLE DEVELOPMENT: THE FUNDAMENTALS OF OIL, GAS,
AND MINING GOVERNANCE, A MASSIVE OPEN ONLINE COURSE (MOOC). THE COURSE
WAS REPEATED TWICE IN 2017. OVER 2,000 PEOPLE ENROLLED IN THE 12-WEEK
COURSE. THE MOOC WILL BE REPEATED TWICE A YEAR. ADDITIONALLY, NRGI
WILL CONTINUE TO PROVIDE FORMAL TRAININGS PROGRAMS THROUGH OUR REGIONAL
KNOWLEDGE HUBS, OR TRAINING CENTERS. THROUGH THE HUBS IN MENA, ASIA
PACIFIC, FRANCOPHONE AFRICA AND EURASIA, WE ASPIRE TO BUILD UP THE CORE

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990 or 990-EZ) (2017)

732211 09-07-17

Name of the organization

NATURAL RESOURCE GOVERNANCE INSTITUTE

Employer identification number

20-4451390

CAPACITIES OF A CRITICAL MASS OF OVERSIGHT ACTORS AND PUBLIC OFFICIALS THROUGHOUT THE REGIONS WHERE WE WORK, FACILITATE INTERNATIONAL EXPERIENCE-SHARING AND WHERE APPROPRIATE, ENABLE OUR INSTITUTIONAL PARTNERS TO BECOME RENOWNED AND INDEPENDENT KNOWLEDGE CENTERS. BEYOND THE HUBS, WE CONDUCT A VARIETY OF IN-DEPTH COURSES, SOME FOCUSED ON PARTICULAR STAKEHOLDER GROUPS (E.G., JOURNALISTS, PARLIAMENTARIANS). WE HAVE WORKED CLOSELY WITH INSTITUTIONAL PARTNERS AND A RANGE OF ACADEMIC INSTITUTIONS. OUR APPROACH TO TRAINING SEEKS TO BE GROUNDED IN THE LATEST RESEARCH AND LESSONS LEARNED BUT ALSO EMPHASIZES THE PRACTICAL WAYS IN WHICH PARTICIPANTS CAN USE THE KNOWLEDGE GAINED AFTER THE SESSION ENDS.

TRAINING REPRESENTS THE BEGINNING, NOT THE END OF A JOURNEY TO INCREASED CAPACITY. WE RECOGNIZE THAT DEVELOPING CAPACITY OVER TIME REQUIRES FOLLOW UP, MENTORSHIP, AND ACTIVITIES EMBEDDED IN THE FABRIC OF THE WORK THAT PARTNERS ARE CARRYING OUT EVERY DAY. AS SUCH, WHEREVER POSSIBLE, WE LINK CAPACITY BUILDING EFFORTS TO ONGOING SUPPORT SUCH AS SMALL COMPETITIVE GRANTS AND TO NRG I TECHNICAL ASSISTANCE THAT HELPS THEM ACT ON NEW KNOWLEDGE AND SKILLS. OUR CAPACITY DEVELOPMENT EFFORTS HAVE INCREASINGLY BECOME GROUNDED IN COUNTRY LEVEL INTERVENTIONS SO THAT WE CAN FOLLOW UP MORE SYSTEMATICALLY ON INTERMEDIATE AND ADVANCE KNOWLEDGE AND SKILLS.

FORM 990, PART III, LINE 4B, PROGRAM SERVICE ACCOMPLISHMENTS:

ACCOUNTABILITY ACTORS AND GOVERNMENTS, AND UTILIZE THE CHARTER IN GLOBAL AND COUNTRY ADVOCACY CAMPAIGNS.

LOCAL AND GLOBAL POLICY THEMES: NRG I ALSO CARRIES OUT RESEARCH AND ANALYSIS ON KEY THEMES IMPACTING GOVERNANCE OF NATURAL RESOURCES IN OUR TARGET COUNTRIES, TO INFLUENCE POLICY DECISIONS AND SUPPORT THE

| | |
|---|--|
| Name of the organization NATURAL RESOURCE GOVERNANCE INSTITUTE | Employer identification number 20-4451390 |
|---|--|

AMBITIONS OF OUR PARTNERS. SOME OF THIS WORK IS AIMED TO INFORM COUNTRY REFORM AGENDAS BY ANALYZING SPECIFIC AND RELEVANT ISSUES IN THE COUNTRIES IN WHICH WE WORK (E.G., CORRUPTION IN TANZANIA, THE SOCIAL IMPACTS OF THE SUPER CYCLE IN ANDEAN COUNTRIES, REVENUE MANAGEMENT IN GHANA). WE ALSO CONDUCT RESEARCH TO HELP CREATE AND REINFORCE NORMS AND STANDARDS THAT ENABLE GREATER TRANSPARENCY AND PARTICIPATION (E.G. BENEFICIAL OWNERSHIP, COMMODITY TRAINING, ANTI-CORRUPTION).

OPEN DATA AND ANALYTICAL TOOLS: AS THE GLOBAL TRANSPARENCY MOVEMENT CONTINUES TO BEAR FRUIT, IT HAS PRODUCED A TROVE OF NEW PUBLIC INFORMATION THAT MAY REDUCE INFORMATION ASYMMETRIES, INFORM POLICY AND IMPROVE CITIZEN OVERSIGHT. NRGI IS COMMITTED TO MAINSTREAMING OPEN DATA THROUGHOUT OUR PROGRAMMING. FOR EXAMPLE, WE DEVELOP AND MANAGE DATA TOOLS (E.G., RESOURCECONTRACTS.ORG, RESOURCEPROJECTS.ORG) THAT FACILITATE QUICK ACCESS, COMPARISON, VISUALIZATION AND REPOSTING OF DATA, AND ENABLES USERS TO CONNECT THE DOTS BETWEEN VARIOUS DATA POINTS ON THE EXTRACTIVE INDUSTRY LANDSCAPE. THESE TOOLS ARE THEN USED IN TRAININGS AND WORKSHOPS WITH A DIVERSE OF STAKEHOLDERS INCLUDING CIVIL SOCIETY, MEDIA AND GOVERNMENTS.

FORM 990, PART III, LINE 4C, PROGRAM SERVICE ACCOMPLISHMENTS: HAVE HELPED ANALYZE DRAFT LEGISLATION, DEVELOP DRAFT LANGUAGE AND AMENDMENTS, AND MONITOR GOVERNMENT PERFORMANCE. WITH CIVIL SOCIETY GROUPS, WE HAVE SUPPORTED RESEARCH AND ANALYSIS, THE FORMULATION OF POLICY STATEMENTS AND RECOMMENDATIONS, AND THE DEVELOPMENT OF INNOVATIVE TOOLS FOR PUBLIC ACCOUNTABILITY.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

INTERNATIONAL ADVOCACY

Name of the organization

NATURAL RESOURCE GOVERNANCE INSTITUTE

Employer identification number

20-4451390

GLOBAL ADVOCACY: BOTH AT THE DOMESTIC AND INTERNATIONAL LEVELS, THERE ARE A NUMBER OF POTENTIAL ADVOCACY PRIORITIES THAT NRGI HAS IDENTIFIED. IN ORDER TO MAKE AN INFORMED DECISION ON WHERE NRGI'S ADVOCACY PRIORITIES SHOULD LIE, A MAPPING EXERCISE LOOKED AT PREVIOUS AND EXISTING ADVOCACY WORK, ISSUES WHERE WE MIGHT HAVE CARRIED OUT APPLIED RESEARCH BUT WHERE LITTLE OR NO ACTUAL ADVOCACY HAD TAKEN PLACE TO DATE, AND THE ISSUES IDENTIFIED IN OUR STRATEGIC PLAN. FOLLOWING THIS ANALYSIS, FOUR PRIORITY AREAS HAVE EMERGED:

CONTRACT TRANSPARENCY: CONTRACT TRANSPARENCY IS A PRE-REQUISITE TO RELATED WORK ON COMPREHENSION/MONITORING OF CONTRACTS AND LINKS WELL TO OTHER ELEMENTS OF THE VALUE CHAIN WHERE WE HAVE TRADITIONALLY CALLED FOR TRANSPARENCY (E.G. PAYMENTS WHICH ARISE AS A RESULT OF CONTRACT BEING SIGNED), AND THEREFORE HAS STRONG LINKAGES TO MANY OF OUR PROGRAMS SUCH AS EITI WORK AND "GETTING A GOOD DEAL" TRAININGS AND RESEARCH.

PROMOTION OF OPEN DATA STANDARDS: AS THE PUBLIC AVAILABILITY OF INFORMATION RELATED TO THE NATURAL RESOURCE SECTOR INCREASES, THE FOCUS MUST SHIFT TO ENSURING THAT THIS DATA IS PRESENTED IN AN ACCESSIBLE WAY TO A WIDE RANGE OF STAKEHOLDERS.

GOVERNANCE OF STATE-OWNED ENTERPRISES: NRGI HAS DEVELOPED A GROWING BODY OF RESEARCH, ANALYSIS AND RECOMMENDATIONS ON THE GOVERNANCE OF STATE OWNED ENTERPRISES IN THE NATURAL RESOURCE SECTOR (PARTICULARLY OIL). THE NOTABLE ABSENCE OF ANY GLOBAL PERFORMANCE NORMS FOR THESE CRUCIAL ACTORS CREATES A SPACE FOR NRGI TO DEFINE AND INCUBATE THIS APPROACH.

MANDATORY PAYMENT DISCLOSURE STANDARDS: NRGI CONTINUES TO HAVE MUCH TO OFFER THE GLOBAL MOVEMENT IN TERMS OF MANDATORY PAYMENT DISCLOSURE. THROUGH A COMBINATION OF PARTNERS AND DIRECT ADVOCACY IN THE

Name of the organization

NATURAL RESOURCE GOVERNANCE INSTITUTE

Employer identification number

20-4451390

INTERLINKED AND GROWING NUMBER OF JURISDICTIONS THAT ARE MAJOR CAPITAL MARKETS FOR OIL, GAS AND MINING COMPANIES, NRG I WILL IDENTIFY WHERE ITS TECHNICAL EXPERTISE AND UNIQUE OVERVIEW ACROSS JURISDICTIONS CAN ADD MOST VALUE.

BENEFICIAL OWNERSHIP: NRG I HAS BEEN A LEADER IN PRODUCING KNOWLEDGE AND PROMOTING CHANGE ABOUT BENEFICIAL OWNERSHIP AT THE GLOBAL AND COUNTRY LEVEL. IN THE COMING YEARS, WE PLAN TO BUILD ON OUR ACHIEVEMENTS TO ENSURE THAT INDIVIDUALS THAT ULTIMATELY CONTROL OR PROFIT FROM A COMPANY CAN NO LONGER KEEP THEIR OWNERSHIP HIDDEN. SECRET OWNERSHIP STRUCTURES ENABLE SOME EXTRACTIVE COMPANIES TO EVADE TAX PAYMENTS OR HIDE IMPROPER RELATIONSHIPS. PUBLISHING INFORMATION ABOUT COMPANIES' "BENEFICIAL OWNERS" CAN HELP TO DETER SUCH PRACTICES.

COMMODITY TRADING: CURRENTLY, COMPANIES ENGAGED IN PHYSICAL COMMODITY TRADING OF OIL, GAS AND MINERALS ARE SUBJECT TO LIMITED REGULATION AND EVEN FEWER REPORTING REQUIREMENTS. PRIOR TO THE UK ANTI-CORRUPTION SUMMIT, NRG I PUBLISHED A BRIEFING ARGUING THAT THE UK WAS WELL-POSITIONED TO CHAMPION THIS ISSUE AND WOULD HELP MAKE SIGNIFICANT STRIDES TOWARDS PREVENTING SECRECY AND CORRUPTION.

FOR EACH PRIORITY AREA, WE ARE PROPOSING ACTIVITIES AT THE NATIONAL AND INTERNATIONAL LEVEL, KEY TARGETS, APPLIED RESEARCH, AND COMMUNICATIONS AND MEDIA COMPONENTS.

LOCAL ADVOCACY IN PRIORITY COUNTRIES: WITHIN RESOURCE RICH COUNTRIES, OUR PRINCIPAL CONTRIBUTION TO ADVOCACY CAMPAIGNS WILL BE THROUGH SUPPORT TO OUR PARTNERS. LOCAL CIVIL SOCIETY ORGANIZATIONS (AND REFORMISTS WITHIN THE PUBLIC SECTOR) ARE, AS A GENERAL PRINCIPLE, BEST PLACED TO BE THE PUBLIC FACE OF CAMPAIGNS TO CHANGE NATIONAL POLICY. AS SUCH, OUR FIRST APPROACH TO IMPACTING NATIONAL ADVOCACY IS BY

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| Name of the organization NATURAL RESOURCE GOVERNANCE INSTITUTE | Employer identification number 20-4451390 |
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EMPOWERING NATIONAL ACTORS TO MAKE THEIR OWN PUSHES AS EFFECTIVELY AS POSSIBLE. HOWEVER, IN SOME INSTANCES, IT MAY BE STRATEGIC FOR NRGI TO PLAY A VISIBLE ROLE IN IN-COUNTRY ADVOCACY BECAUSE OUR STATUS AS AN INTERNATIONAL ORGANIZATION ACCORDS US SOME FREEDOM OF MOVEMENT OR INDEPENDENCE THAT DOMESTIC ACTORS MAY NOT YET HAVE. IN THESE INSTANCES, OUR APPROACH (WHERE FEASIBLE) WILL BE TO CO-BRAND OUR ADVOCACY ACTIVITIES WITH LOCAL PARTNERS.

EXPENSES \$ 2,016,556. INCLUDING GRANTS OF \$ 719,384. REVENUE \$ 0.

MONITORING

IN ADDITION TO RESEARCH AND ANALYSIS, POLICY ADVOCACY, CAPACITY DEVELOPMENT AND TECHNICAL ASSISTANCE, NRGI HELPS LOCAL CIVIL SOCIETY ORGANIZATIONS TO BUILD THEIR INFRASTRUCTURE THROUGH GRANT-MAKING. NRGI AWARDED OVER \$1.5 MILLION TO PARTNERS LAST YEAR. IN 2014 WITH ORGANIZATIONAL EFFECTIVENESS FUNDS FROM THE WILLIAM AND FLORA HEWLETT FOUNDATION, NRGI'S GRANT-MAKING WAS EVALUATED BY AN EXTERNAL EVALUATOR WHO CONCLUDED THAT GRANT-MAKING IS A USEFUL COMPLEMENT TO OTHER ACTIVITIES AND ITS EFFECTIVENESS WAS GROUNDED IN NRGI'S COMMITMENT TO "NON-GRANT" SUPPORT SUCH AS MENTORING, AD HOC TECHNICAL ASSISTANCE AND CAPACITY BUILDING ON A WIDE VARIETY OF TOPICS INCLUDE DATA ANALYSIS, REPORT WRITING AND PRIORITIZATION.

EXPENSES \$ 1,225,806. INCLUDING GRANTS OF \$ 83,722. REVENUE \$ 0.

FORM 990, PART V, LINE 4B, LIST OF FOREIGN COUNTRIES:

GHANA, UNITED KINGDOM, TANZANIA, BURMA,
PERU, INDONESIA

FORM 990, PART VI, SECTION B, LINE 11B:

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|---|--|
| Name of the organization NATURAL RESOURCE GOVERNANCE INSTITUTE | Employer identification number 20-4451390 |
|---|--|

THE FORM 990 IS REVIEWED BY NRGIS CORPORATE CONTROLLER/DIRECTOR OF FINANCE AND THE BOARD AUDIT & FINANCE COMMITTEES.

FORM 990, PART VI, SECTION B, LINE 12C:

NRGI'S BOARD MEMBERS AND STAFF ARE REQUIRED TO COMPLETE A CONFLICT OF INTEREST FORM TO DISCLOSE ANY CONFLICT OF INTEREST ON AN ANNUAL BASIS. COMPLETED FORMS ARE RETAINED AND MONITORED BY NRGIS LEGAL ASSOCIATE.

FORM 990, PART VI, SECTION B, LINE 15:

NRGI'S PRESIDENT SALARY IS APPROVED IN ADVANCE BY THE BOARD OF DIRECTORS IN ACCORDANCE WITH ITS CONFLICT OF INTEREST POLICY AFTER OBTAINING AND RELYING ON APPROPRIATE DATA AS TO COMPARABILITY.

FORM 990, PART VI, SECTION C, LINE 19:

GOVERNING DOCUMENTS AND CONFLICT OF INTEREST STATEMENT ARE AVAILABLE UPON REQUEST. FINANCIAL STATEMENTS ARE POSTED ON OUR WEBSITE.

FORM 990, PART IX, LINE 11G, OTHER FEES:

RESEARCHER FEE:

| | |
|---------------------------------|--------|
| PROGRAM SERVICE EXPENSES | 1,577. |
| MANAGEMENT AND GENERAL EXPENSES | 0. |
| FUNDRAISING EXPENSES | 0. |
| TOTAL EXPENSES | 1,577. |

OTHER PROFESSIONAL FEES:

| | |
|---------------------------------|------------|
| PROGRAM SERVICE EXPENSES | 1,309,858. |
| MANAGEMENT AND GENERAL EXPENSES | 392,039. |
| FUNDRAISING EXPENSES | 0. |

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| Name of the organization NATURAL RESOURCE GOVERNANCE INSTITUTE | Employer identification number 20-4451390 |
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| TOTAL EXPENSES | 1,701,897. |
|-----------------------|-------------------|

CONSULTANT FEES:

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|---------------------------------|-------------------|
| PROGRAM SERVICE EXPENSES | 1,522,775. |
|---------------------------------|-------------------|

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|--|-----------------|
| MANAGEMENT AND GENERAL EXPENSES | 506,977. |
|--|-----------------|

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|-----------------------------|----------------|
| FUNDRAISING EXPENSES | 17,350. |
|-----------------------------|----------------|

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|-----------------------|-------------------|
| TOTAL EXPENSES | 2,047,102. |
|-----------------------|-------------------|

INFORMATION SYSTEMS:

| | |
|---------------------------------|---------------|
| PROGRAM SERVICE EXPENSES | 9,617. |
|---------------------------------|---------------|

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| MANAGEMENT AND GENERAL EXPENSES | 158,270. |
|--|-----------------|

| | |
|-----------------------------|-----------|
| FUNDRAISING EXPENSES | 0. |
|-----------------------------|-----------|

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|-----------------------|-----------------|
| TOTAL EXPENSES | 167,887. |
|-----------------------|-----------------|

TRANSLATION SERVICES:

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|---------------------------------|-----------------|
| PROGRAM SERVICE EXPENSES | 116,808. |
|---------------------------------|-----------------|

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| MANAGEMENT AND GENERAL EXPENSES | 23,010. |
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| FUNDRAISING EXPENSES | 0. |
|-----------------------------|-----------|

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| TOTAL EXPENSES | 139,818. |
|-----------------------|-----------------|

HONORARIA:

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|---------------------------------|----------------|
| PROGRAM SERVICE EXPENSES | 18,572. |
|---------------------------------|----------------|

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|--|----------------|
| MANAGEMENT AND GENERAL EXPENSES | 11,878. |
|--|----------------|

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|-----------------------------|-----------|
| FUNDRAISING EXPENSES | 0. |
|-----------------------------|-----------|

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|-----------------------|----------------|
| TOTAL EXPENSES | 30,450. |
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CONSULTANTS' EXPENSES:

| | |
|---------------------------------|----------------|
| PROGRAM SERVICE EXPENSES | 64,326. |
|---------------------------------|----------------|

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| Name of the organization NATURAL RESOURCE GOVERNANCE INSTITUTE | Employer identification number 20-4451390 |
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|--|----------------|
| MANAGEMENT AND GENERAL EXPENSES | 24,778. |
| FUNDRAISING EXPENSES | 0. |
| TOTAL EXPENSES | 89,104. |

TRAINING SERVICES:

| | |
|--|----------------|
| PROGRAM SERVICE EXPENSES | 45,932. |
| MANAGEMENT AND GENERAL EXPENSES | 0. |
| FUNDRAISING EXPENSES | 0. |
| TOTAL EXPENSES | 45,932. |

TEMPORARY HELP:

| | |
|--|-----------------|
| PROGRAM SERVICE EXPENSES | 174,452. |
| MANAGEMENT AND GENERAL EXPENSES | 409,775. |
| FUNDRAISING EXPENSES | 0. |
| TOTAL EXPENSES | 584,227. |

| | |
|---|-------------------|
| TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A | 4,807,994. |
|---|-------------------|

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization **NATURAL RESOURCE GOVERNANCE INSTITUTE** Employer identification number **20-4451390**

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

| (a) Name, address, and EIN (if applicable) of disregarded entity | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Total income | (e) End-of-year assets | (f) Direct controlling entity |
|--|-------------------------|---|---------------------|---------------------------|-------------------------------------|
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Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Exempt Code section | (e) Public charity status (if section 501(c)(3)) | (f) Direct controlling entity | (g) Section 512(b)(13) controlled entity? | |
|--|--|---|-------------------------------|---|---|--|----|
| | | | | | | Yes | No |
| NATURAL RESOURCE CHARTER, LTD. KNIGHT RIDER COURT LONDON 2ND FLOOR , GREATER LONDON EC4V 5BJ, UNITED KINGDOM | TO ADVANCE EDUCATION FOR THE PUBLIC BENEFIT IN THE MANAGEMENT AND USE OF NON | UNITED KINGDOM | | 501(C)(3) EQUIVALENCY | NATURAL RESOURCES GOVERNANCE INSITUTE | | X |
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Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Predominant income (related, unrelated, excluded from tax under sections 512-514) | (f) Share of total income | (g) Share of end-of-year assets | (h) Disproportionate allocations? | | (i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065) | (j) General or managing partner? | | (k) Percentage ownership |
|--|-------------------------|---|-------------------------------------|---|---------------------------------|--|---|----|---|---|----|--------------------------------|
| | | | | | | | Yes | No | | Yes | No | |
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Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Type of entity (C corp, S corp, or trust) | (f) Share of total income | (g) Share of end-of-year assets | (h) Percentage ownership | (i) Section 512(b)(13) controlled entity? | |
|--|-------------------------|---|-------------------------------------|--|---------------------------------|--|--------------------------------|---|----|
| | | | | | | | | Yes | No |
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Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

| | Yes | No |
|--|-----|----|
| 1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV? | | |
| a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity | | X |
| b Gift, grant, or capital contribution to related organization(s) | X | |
| c Gift, grant, or capital contribution from related organization(s) | | X |
| d Loans or loan guarantees to or for related organization(s) | | X |
| e Loans or loan guarantees by related organization(s) | | X |
| f Dividends from related organization(s) | | X |
| g Sale of assets to related organization(s) | | X |
| h Purchase of assets from related organization(s) | | X |
| i Exchange of assets with related organization(s) | | X |
| j Lease of facilities, equipment, or other assets to related organization(s) | | X |
| k Lease of facilities, equipment, or other assets from related organization(s) | | X |
| l Performance of services or membership or fundraising solicitations for related organization(s) | | X |
| m Performance of services or membership or fundraising solicitations by related organization(s) | | X |
| n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) | | X |
| o Sharing of paid employees with related organization(s) | | X |
| p Reimbursement paid to related organization(s) for expenses | | X |
| q Reimbursement paid by related organization(s) for expenses | | X |
| r Other transfer of cash or property to related organization(s) | | X |
| s Other transfer of cash or property from related organization(s) | | X |

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

| (a) Name of related organization | (b) Transaction type (a-s) | (c) Amount involved | (d) Method of determining amount involved |
|-------------------------------------|-------------------------------|------------------------|--|
| (1) NATURAL RESOURCE CHARTER, LTD. | B | 2,352,047. | |
| (2) | | | |
| (3) | | | |
| (4) | | | |
| (5) | | | |
| (6) | | | |

Part VI Unrelated Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

| (a) Name, address, and EIN of entity | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Predominant income (related, unrelated, excluded from tax under sections 512-514) | (e) Are all partners sec. 501(c)(3) orgs.? | | (f) Share of total income | (g) Share of end-of-year assets | (h) Dispropor- tionate allocations? | | (i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065) | (j) General or managing partner? | | (k) Percentage ownership |
|--|-------------------------|--|---|--|----|------------------------------------|--|--|----|---|---|----|--------------------------------|
| | | | | Yes | No | | | Yes | No | | Yes | No | |
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Part VII Supplemental Information.

Provide additional information for responses to questions on Schedule R. See instructions.

2017 DEPRECIATION AND AMORTIZATION REPORT

FORM 990 PAGE 10

990

| Asset No. | Description | Date Acquired | Method | Life | Conv | Line No. | Unadjusted Cost Or Basis | Bus % Excl | Section 179 Expense | * Reduction In Basis | Basis For Depreciation | Beginning Accumulated Depreciation | Current Sec 179 Expense | Current Year Deduction | Ending Accumulated Depreciation |
|-----------|--------------------------|---------------|--------|-------|------|----------|--------------------------|------------|---------------------|----------------------|------------------------|------------------------------------|-------------------------|------------------------|---------------------------------|
| 1 | PROPERTY AND EQUIPMENT | VARIOUS | SL | 10.00 | | 16 | 1,284,002. | | | | 1,284,002. | | | 768,228. | 768,228. |
| | * TOTAL 990 PAGE 10 DEPR | | | | | | 1,284,002. | | | | 1,284,002. | 0. | | 768,228. | 768,228. |
| | | | | | | | | | | | | | | | |
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Information Return of U.S. Persons With Respect To Certain Foreign Corporations

(Rev. December 2015)
Department of the Treasury
Internal Revenue Service

► For more information about Form 5471, see www.irs.gov/form5471

Information furnished for the foreign corporation's annual accounting period (tax year required by section 898) (see instructions) beginning **JAN 1**, 2017, and ending **DEC 31**, 2017

Attachment
Sequence No. **121**

| | |
|--|---|
| Name of person filing this return NATURAL RESOURCE GOVERNANCE INSTITUTE <small>Number, street, and room or suite no. (or P.O. box number if mail is not delivered to street address)</small> 80 BROAD STREET, NO. 1801 City or town, state, and ZIP code NEW YORK, NY 10004 Filer's tax year beginning JAN 1 , 2017, and ending DEC 31 , 2017 | A Identifying number 20-4451390 B Category of filer (See instructions. Check applicable box(es): 1 (repealed) 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input checked="" type="checkbox"/> 5 <input type="checkbox"/> C Enter the total percentage of the foreign corporation's voting stock you owned at the end of its annual accounting period _____ % D Check if any excepted specified foreign financial assets are reported on this form (see instructions) <input type="checkbox"/> E Person(s) on whose behalf this information return is filed: |
|--|---|

| (1) Name | (2) Address | (3) Identifying number | (4) Check applicable box(es) | | |
|----------|-------------|------------------------|------------------------------|---------|----------|
| | | | Shareholder | Officer | Director |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

Important: Fill in all applicable lines and schedules. All information **must** be in English. All amounts **must** be stated in U.S. dollars unless otherwise indicated.

| | | | | | |
|---|--------------------------------------|--|--------------------------------------|---|--|
| 1a Name and address of foreign corporation NATURAL RESOURCE CHARTER, LTD KNIGHT RIDER COURT LONDON 2ND FLOOR GREATER LONDON E4V 5BJ UNITED KINGDOM | | | | b(1) Employer identification number, if any 00000000 | |
| | | | | b(2) Reference ID number (see instructions) 204451390 | |
| | | | | c Country under whose laws incorporated UNITED KINGDOM | |
| d Date of incorporation | e Principal place of business | f Principal business activity code number | g Principal business activity | h Functional currency | |
| 05/05/13 | LONDON UNITED KINGDOM | 519100 | INFORMATIONAL | UNITED KINGDOM, POUND | |

2 Provide the following information for the foreign corporation's accounting period stated above.

| | | | |
|---|--|---|--|
| a Name, address, and identifying number of branch office or agent (if any) in the United States NOT APPLICABLE | | b If a U.S. income tax return was filed, enter: (i) Taxable income or (loss) _____ (ii) U.S. income tax paid (after all credits) _____ | |
| c Name and address of foreign corporation's statutory or resident agent in country of incorporation NOT APPLICABLE | | d Name and address (including corporate department, if applicable) of person (or persons) with custody of the books and records of the foreign corporation, and the location of such books and records, if different NATURAL RESOURCE GOVERNANCE INST. 80 BROAD STREET NEW YORK NY 10004 | |

| Schedule A Stock of the Foreign Corporation | | |
|---|---|--------------------------------------|
| (a) Description of each class of stock | (b) Number of shares issued and outstanding | |
| | (i) Beginning of annual accounting period | (ii) End of annual accounting period |
| COMMON | 1 | 1 |
| | | |
| | | |
| | | |

Schedule B U.S. Shareholders of Foreign Corporation

| (a) Name, address, and identifying number of shareholder | (b) Description of each class of stock held by shareholder. Note: This description should match the corresponding description entered in Schedule A, column (a). | (c) Number of shares held at beginning of annual accounting period | (d) Number of shares held at end of annual accounting period | (e) Pro rata share of subpart F income (enter as a percentage) |
|--|--|--|--|--|
| NAT RES GOV INST 80 BROAD STREET NEW YORK NY 10004 | COMMON | 1 | 1 | |
| | | | | |
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Schedule C Income Statement

Important: Report all information in functional currency in accordance with U.S. GAAP. Also, report each amount in U.S. dollars translated from functional currency (using GAAP translation rules). However, if the functional currency is the U.S. dollar, complete only the U.S. Dollars column. See instructions for special rules for DASTM corporations.

| | | | Functional Currency | U.S. Dollars |
|--|--|-----------------|---------------------|--------------|
| Income | 1a Gross receipts or sales | 1a | | |
| | b Returns and allowances | 1b | | |
| | c Subtract line 1b from line 1a | 1c | | |
| | 2 Cost of goods sold | 2 | | |
| | 3 Gross profit (subtract line 2 from line 1c) | 3 | | |
| | 4 Dividends | 4 | | |
| | 5 Interest | 5 | | |
| | 6a Gross rents | 6a | | |
| | b Gross royalties and license fees | 6b | | |
| 7 Net gain or (loss) on sale of capital assets | 7 | | | |
| 8 Other income (attach statement) | 8 | SEE STATEMENT 1 | 1,825,797. | 2,352,047. |
| 9 Total income (add lines 3 through 8) | 9 | | 1,825,797. | 2,352,047. |
| Deductions | 10 Compensation not deducted elsewhere | 10 | 1,055,415. | 1,359,617. |
| | 11a Rents | 11a | 242,741. | 312,706. |
| | b Royalties and license fees | 11b | | |
| | 12 Interest | 12 | | |
| | 13 Depreciation not deducted elsewhere | 13 | 23,421. | 30,171. |
| | 14 Depletion | 14 | | |
| | 15 Taxes (exclude provision for income, war profits, and excess profits taxes) | 15 | | |
| | 16 Other deductions (attach statement - exclude provision for income, war profits, and excess profits taxes) | 16 | SEE STATEMENT 2 | 540,580. |
| 17 Total deductions (add lines 10 through 16) | 17 | | 1,862,157. | 2,398,885. |
| Net Income | 18 Net income or (loss) before extraordinary items, prior period adjustments, and the provision for income, war profits, and excess profits taxes (subtract line 17 from line 9) | 18 | -36,360. | -46,838. |
| | 19 Extraordinary items and prior period adjustments | 19 | | |
| | 20 Provision for income, war profits, and excess profits taxes | 20 | | |
| | 21 Current year net income or (loss) per books (combine lines 18 through 20) | 21 | | -36,360. |

Schedule E Income, War Profits, and Excess Profits Taxes Paid or Accrued

| | (a) Name of country or U.S. possession | Amount of tax | | |
|---|---|----------------------------|------------------------|------------------------|
| | | (b) In foreign currency | (c) Conversion rate | (d) In U.S. dollars |
| 1 | U.S. | | | |
| 2 | | | | |
| 3 | | | | |
| 4 | | | | |
| 5 | | | | |
| 6 | | | | |
| 7 | | | | |
| 8 | Total | | | |

Schedule F Balance Sheet

Important: Report all amounts in U.S. dollars prepared and translated in accordance with U.S. GAAP. See instructions for an exception for DASTM corporations.

| Assets | | (a) Beginning of annual accounting period | (b) End of annual accounting period |
|---|--|--|--|
| 1 | Cash | 112,330. | 71,037. |
| 2a | Trade notes and accounts receivable | | |
| b | Less allowance for bad debts | () | () |
| 3 | Inventories | | |
| 4 | Other current assets (attach statement) SEE STATEMENT 3 | 38,069. | 115,871. |
| 5 | Loans to shareholders and other related persons | | |
| 6 | Investment in subsidiaries (attach statement) | | |
| 7 | Other investments (attach statement) | | |
| 8a | Buildings and other depreciable assets | 207,073. | 226,536. |
| b | Less accumulated depreciation | (143,638.) | (188,737.) |
| 9a | Depletable assets | | |
| b | Less accumulated depletion | () | () |
| 10 | Land (net of any amortization) | | |
| 11 | Intangible assets: | | |
| a | Goodwill | | |
| b | Organization costs | | |
| c | Patents, trademarks, and other intangible assets | | |
| d | Less accumulated amortization for lines 11a, b, and c | () | () |
| 12 | Other assets (attach statement) SEE STATEMENT 4 | 83,918. | 73,961. |
| 13 | Total assets | 297,752. | 298,668. |
| Liabilities and Shareholders' Equity | | | |
| 14 | Accounts payable | 127,522. | 81,150. |
| 15 | Other current liabilities (attach statement) | | |
| 16 | Loans from shareholders and other related persons | | |
| 17 | Other liabilities (attach statement) SEE STATEMENT 5 | 4,889. | 99,016. |
| 18 | Capital stock: | | |
| a | Preferred stock | | |
| b | Common stock | | |
| 19 | Paid-in or capital surplus (attach reconciliation) | | |
| 20 | Retained earnings | 165,341. | 118,502. |
| 21 | Less cost of treasury stock | () | () |
| 22 | Total liabilities and shareholders' equity | 297,752. | 298,668. |

Schedule G Other Information

| | | |
|--|--------------------------|-------------------------------------|
| | Yes | No |
| 1 During the tax year, did the foreign corporation own at least a 10% interest, directly or indirectly, in any foreign partnership? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| If "Yes," see the instructions for required statement. | | |
| 2 During the tax year, did the foreign corporation own an interest in any trust? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 3 During the tax year, did the foreign corporation own any foreign entities that were disregarded as entities separate from their owners under Regulations sections 301.7701-2 and 301.7701-3? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| If "Yes," you are generally required to attach Form 8858 for each entity (see instructions). | | |
| 4 During the tax year, was the foreign corporation a participant in any cost sharing arrangement? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 5 During the course of the tax year, did the foreign corporation become a participant in any cost sharing arrangement? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 6 During the tax year, did the foreign corporation participate in any reportable transaction as defined in Regulations section 1.6011-4? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| If "Yes," attach Form(s) 8886 if required by Regulations section 1.6011-4(c)(3)(i)(G). | | |
| 7 During the tax year, did the foreign corporation pay or accrue any foreign tax that was disqualified for credit under section 901(m)? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 8 During the tax year, did the foreign corporation pay or accrue foreign taxes to which section 909 applies, or treat foreign taxes that were previously suspended under section 909 as no longer suspended? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

Schedule H Current Earnings and Profits

Important: Enter the amounts on lines 1 through 5c in functional currency.

| | | |
|---|----------------------|-------------------------|
| 1 Current year net income or (loss) per foreign books of account | 1 | -36,360. |
| 2 Net adjustments made to line 1 to determine current earnings and profits according to U.S. financial and tax accounting standards (see instructions): | | |
| | Net Additions | Net Subtractions |
| a Capital gains or losses | | |
| b Depreciation and amortization | | |
| c Depletion | | |
| d Investment or incentive allowance | | |
| e Charges to statutory reserves | | |
| f Inventory adjustments | | |
| g Taxes | | |
| h Other (attach statement) | | |
| 3 Total net additions | | |
| 4 Total net subtractions | | |
| 5a Current earnings and profits (line 1 plus line 3 minus line 4) | 5a | -36,360. |
| b DASTM gain or (loss) for foreign corporations that use DASTM | 5b | |
| c Combine lines 5a and 5b | 5c | -36,360. |
| d Current earnings and profits in U.S. dollars (line 5c translated at the appropriate exchange rate as defined in section 989(b) and the related regulations) | 5d | |
| Enter exchange rate used for line 5d ▶ | | |

Schedule I Summary of Shareholder's Income From Foreign Corporation

If item E on page 1 is completed, a separate Schedule I must be filed for each Category 4 or 5 filer for whom reporting is furnished on this Form 5471. This schedule I is being completed for:

| | |
|---|----------------------|
| Name of U.S. shareholder ▶ | Identifying number ▶ |
| 1 Subpart F income (line 38b, Worksheet A in the instructions) | 1 |
| 2 Earnings invested in U.S. property (line 17, Worksheet B in the instructions) | 2 |
| 3 Previously excluded subpart F income withdrawn from qualified investments (line 6b, Worksheet C in the instructions) | 3 |
| 4 Previously excluded export trade income withdrawn from investment in export trade assets (line 7b, Worksheet D in the instructions) | 4 |
| 5 Factoring income | 5 |
| 6 Total of lines 1 through 5. Enter here and on your income tax return | 6 |
| 7 Dividends received (translated at spot rate on payment date under section 989(b)(1)) | 7 |
| 8 Exchange gain or (loss) on a distribution of previously taxed income | 8 |

| | | |
|--|--------------------------|-------------------------------------|
| | Yes | No |
| • Was any income of the foreign corporation blocked? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| • Did any such income become unblocked during the tax year (see section 964(b))? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

If the answer to either question is "Yes," attach an explanation.

| FORM 5471 | OTHER INCOME | STATEMENT | 1 |
|-----------------------------------|---------------------|---------------|-------------|
| DESCRIPTION | FUNCTIONAL CURRENCY | EXCHANGE RATE | U.S. DOLLAR |
| CONTRIBUTIONS | 1,825,797. | 1.288230 | 2,352,047. |
| TOTAL TO 5471, SCHEDULE C, LINE 8 | 1,825,797. | | 2,352,047. |

| FORM 5471 | OTHER DEDUCTIONS | STATEMENT | 2 |
|------------------------------------|---------------------|---------------|-------------|
| DESCRIPTION | FUNCTIONAL CURRENCY | EXCHANGE RATE | U.S. DOLLAR |
| OTHER PROFESSIONAL FEES | 73,561. | 1.288230 | 94,764. |
| TRAVEL | 114,646. | 1.288230 | 147,690. |
| CONFERENCES | 8,210. | 1.288230 | 10,576. |
| OFFICE EXPENSES | 35,885. | 1.288230 | 46,228. |
| SOFTWARE SUPPORT | 54,868. | 1.288232 | 70,682. |
| MISCELLANEOUS | 22,907. | 1.288230 | 29,509. |
| INSURANCE | 330. | 1.288230 | 425. |
| PRINTING | 28,307. | 1.288230 | 36,467. |
| MGMT FEE | 201,866. | 1.288230 | 260,050. |
| TOTAL TO 5471, SCHEDULE C, LINE 16 | 540,580. | | 696,391. |

| FORM 5471 | OTHER CURRENT ASSETS | STATEMENT | 3 |
|---|----------------------------------|---------------------------------|---|
| DESCRIPTION | BEG. OF ANNUAL ACCOUNTING PERIOD | END OF ANNUAL ACCOUNTING PERIOD | |
| PREPAID EXPENSES | 38,069. | 115,871. | |
| TOTAL TO 5471, PAGE 3, SCHEDULE F, LINE 4 | 38,069. | 115,871. | |

| FORM 5471 | OTHER ASSETS | STATEMENT | 4 |
|--|--------------|----------------------------------|---------------------------------|
| DESCRIPTION | | BEG. OF ANNUAL ACCOUNTING PERIOD | END OF ANNUAL ACCOUNTING PERIOD |
| SECURITY DEPOSITS | | 83,918. | 73,961. |
| TOTAL TO 5471, PAGE 3, SCHEDULE F, LINE 12 | | 83,918. | 73,961. |

| FORM 5471 | OTHER LIABILITIES | STATEMENT | 5 |
|--|-------------------|----------------------------------|---------------------------------|
| DESCRIPTION | | BEG. OF ANNUAL ACCOUNTING PERIOD | END OF ANNUAL ACCOUNTING PERIOD |
| DEFERRED RENT | | 4,889. | 99,016. |
| TOTAL TO 5471, PAGE 3, SCHEDULE F, LINE 17 | | 4,889. | 99,016. |

**SCHEDULE J
(Form 5471)**

(Rev. December 2012)
Department of the Treasury
Internal Revenue Service

**Accumulated Earnings and Profits (E&P)
of Controlled Foreign Corporation**

► Information about Schedule J (Form 5471) and its instructions is at www.irs.gov/form5471.
► Attach to Form 5471.

OMB No. 1545-0704

Name of person filing Form 5471 _____ Identifying number _____

NATURAL RESOURCE GOVERNANCE INSTITUTE

20-4451390

Name of foreign corporation

EIN (if any)

Reference ID number

NATURAL RESOURCE CHARTER, LTD

000000000

204451390

| Important: Enter amounts in functional currency. | (a) Post-1986 Undistributed Earnings (post-86 section 959(c)(3) balance) | (b) Pre-1987 E&P Not Previously Taxed (pre-87 section 959(c)(3) balance) | (c) Previously Taxed E&P (sections 959(c)(1) and (2) balances) | | | (d) Total Section 964(a) E&P (combine columns (a), (b), and (c)) |
|---|--|--|--|---|------------------------|--|
| | | | (i) Earnings Invested in U.S. Property | (ii) Earnings Invested in Excess Passive Assets | (iii) Subpart F Income | |
| 1 Balance at beginning of year | 110,240. | | | | | 110,240. |
| 2a Current year E&P | | | | | | |
| b Current year deficit in E&P | 36,360. | | | | | |
| 3 Total current and accumulated E&P not previously taxed (line 1 plus line 2a or line 1 minus line 2b) | 73,880. | | | | | |
| 4 Amounts included under section 951(a) or reclassified under section 959(c) in current year | | | | | | |
| 5a Actual distributions or reclassifications of previously taxed E&P | | | | | | |
| b Actual distributions of nonpreviously taxed E&P | | | | | | |
| 6a Balance of previously taxed E&P at end of year (line 1 plus line 4, minus line 5a) | | | | | | |
| b Balance of E&P not previously taxed at end of year (line 3 minus line 4, minus line 5b) | 73,880. | | | | | |
| 7 Balance at end of year. (Enter amount from line 6a or line 6b, whichever is applicable.) | 73,880. | | | | | 73,880. |

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 5471.

Schedule J (Form 5471) (Rev. 12-2012)

**SCHEDULE M
(Form 5471)**

(Rev. December 2012)

Department of the Treasury
Internal Revenue Service

**Transactions Between Controlled Foreign Corporation
and Shareholders or Other Related Persons**

▶ Information about Schedule M (Form 5471) and its instructions is at www.irs.gov/form5471.

▶ Attach to Form 5471.

OMB No. 1545-0704

| | |
|---|---|
| Name of person filing Form 5471 NATURAL RESOURCE GOVERNANCE INSTITUTE | Identifying number 20-4451390 |
|---|---|

| | | |
|---|----------------------------------|---|
| Name of foreign corporation NATURAL RESOURCE CHARTER, LTD | EIN (if any) 000000000 | Reference ID number 204451390 |
|---|----------------------------------|---|

Important: Complete a *separate* Schedule M for each controlled foreign corporation. Enter the totals for each type of transaction that occurred during the annual accounting period between the foreign corporation and the persons listed in columns (b) through (f). All amounts must be stated in U.S. dollars translated from functional currency at the average exchange rate for the foreign corporation's tax year. See instructions.

Enter the relevant functional currency and the exchange rate used throughout this schedule ▶ **UNITED KINGDOM, POUND**

| (a) Transactions of foreign corporation | (b) U.S. person filing this return | (c) Any domestic corporation or partnership controlled by U.S. person filing this return | (d) Any other foreign corporation or partnership controlled by U.S. person filing this return | (e) 10% or more U.S. shareholder of controlled foreign corporation (other than the U.S. person filing this return) | (f) 10% or more U.S. shareholder of any corporation controlling the foreign corporation |
|--|------------------------------------|--|---|--|---|
| 1 Sales of stock in trade (inventory) ... | | | | | |
| 2 Sales of tangible property other than stock in trade | | | | | |
| 3 Sales of property rights (patents, trademarks, etc.) | | | | | |
| 4 Platform contribution transaction payments received | | | | | |
| 5 Cost sharing transaction payments received | | | | | |
| 6 Compensation received for technical, managerial, engineering, construction, or like services | | | | | |
| 7 Commissions received | | | | | |
| 8 Rents, royalties, and license fees received | | | | | |
| 9 Dividends received (exclude deemed distributions under subpart F and distributions of previously taxed income) | | | | | |
| 10 Interest received | | | | | |
| 11 Premiums received for insurance or reinsurance | | | | | |
| 12 Add lines 1 through 11 | | | | | |
| 13 Purchases of stock in trade (inventory) | | | | | |
| 14 Purchases of tangible property other than stock in trade | | | | | |
| 15 Purchases of property rights (patents, trademarks, etc.) | | | | | |
| 16 Platform contribution transaction payments paid | | | | | |
| 17 Cost sharing transaction payments paid | | | | | |
| 18 Compensation paid for technical, managerial, engineering, construction, or like services | | | | | |
| 19 Commissions paid | | | | | |
| 20 Rents, royalties, and license fees paid | | | | | |
| 21 Dividends paid | | | | | |
| 22 Interest paid | | | | | |
| 23 Premiums paid for insurance or reinsurance | | | | | |
| 24 Add lines 13 through 23 | | | | | |
| 25 Amounts borrowed (enter the maximum loan balance during the year) - see instr. | | | | | |
| 26 Amounts loaned (enter the maximum loan balance during the year) - see instr. | | | | | |