

Report on 2019 Direct Charitable Activities

Direct charitable activities (DCAs) are philanthropic activities that the Hewlett Foundation engages in directly, rather than by making grants to grantees. Under IRS regulations, the expenses associated with DCAs count as part of a foundation's qualifying distributions and must be reported annually on IRS Form 990-PF.

In 2019, foundation-wide expenses for DCAs totaled \$6,061,663 for 91 projects. Compared to 2018, this represents a 7% increase in total dollars spent and 3% decrease in the number of projects. The most common uses of DCAs were conducting research, convening conferences, providing technical assistance to grantees, and disseminating research findings. This report provides details of DCA expenses by program, and describes DCA projects with expenses greater than \$100,000.

Program: Cyber

Active Projects: 11

DCA Expenses: \$730,985

Creating Imagery for the Cybersecurity Field (\$270,445)

IDEO developed an open innovation challenge focused on reimagining cybersecurity's visual identity for the development of better-quality cyber policy imagery for the field.

Cyber Initiative Grantee Meeting 2019 (\$157,911)

For grantee meeting to promote collaboration and discussion on cybersecurity policy and field building.

2019 Verify Convening (Madison and Cyber) (\$114,282)

Hamilton Place Strategies created and executed a foundation-branded media roundtable, focused on cyber policy, in March 2019. The consultant invited participants from media, industry, academia, government, and civil society in the cyber field.

Program: Education

Active Projects: 21

DCA Expenses: \$2,548,770

2018-2019 Open Educational Resources (OER) Communications Support (\$336,665)

GMMB extended their work establishing clear messaging about OER, combatting misinformation about OER, and building grantees' capacity to communicate effectively about OER. They started to develop a better understanding of how to talk about what makes OER different or unique, targeting and leveraging three key audiences who can have an "amplifier" effect: (a) reporters, including those who have a good knowledge of OER, as well as those who could benefit from a deeper understanding of them; (b) spokespeople, especially those closer to the ground and are actual users of OER; and (c) OER adoption champions — including faculty, librarians, teachers at the K-12 and higher ed levels who are decisionmakers on curricula, and administrators. The consultant engaged in a number of activities, including qualitative research and trainings and convenings, to better understand and more directly reach these key audiences, with a focus on taking a proactive approach to spreading awareness of the unique characteristics of OER that set them apart from traditional learning resources.

Report on 2019 Direct Charitable Activities

2019 Education Grantee Meeting (\$387,585)

For a grantee meeting with Deeper Learning and Open Educational Resources (OER) grantees to provide technical advice, promote information sharing among grantees and other charitable organizations, and disseminate findings and results that demonstrated the impact and importance of deeper learning and OER to the education community and the public.

Civic Education Landscape Analysis and Convening Effort (\$385,000)

A number of our grantees and their partners asked for a clearer map of the landscape of civic education. The interest stems primarily from a desire to better align their efforts with one another and zero in on ways, through stronger collaboration, they can improve student learning outcomes. Bellwether Education Partners' work supported an effort to (a) map the general civic education space, (b) provide a synthesis of the knowledge and research base on which the field currently depends, and (c) identify the major constellations of work and diversity of actors in the civic education space.

Convening of California School Districts (\$293,918)

The Hewlett Foundation hosted California superintendents and district leaders for an educational convening at the Hyatt Regency Mission Bay Spa and Marina in San Diego in August 2019. Participants shared, with the education community, the strategies districts are using to close opportunity gaps and improve student learning outcomes, and surfaced common needs and interests among the attending school districts.

EducationCounsel to Support Grantees, Education Researchers, and Advocates with Research and Convenings Related to Equity, Deeper Learning, and OER Programmatic Strategies (\$260,000)

EdCounsel, a leader in education strategy development and implementation, supported grantees, education researchers, and advocates with research and convenings of key constituencies related to equity, deeper learning, and OER programmatic strategies.

OER Strategy Refresh: Field-Facing Activities (\$236,500)

Redstone Strategy Group used the Education Program's OER strategy refresh as an opportunity to explore ways to help the field break new ground on issues of efficacy and equity, while preserving the successes it has achieved so far. This part of the project was designed to help the field become more effective, equitable, and innovative through a variety of field-facing activities. In addition to regularly sharing the foundation's progress on OER strategy development, the consultant created a system to enable the field to respond with its own ideas, questions, and concerns. The consultant also provided support for Zeynep Varoglu and the UNESCO team in developing a draft recommendation on OER that was discussed at the 40th session of the UNESCO General Conference in 2019 in Ljubljana. This helped demonstrate the full global scope of OER and support communications to UNESCO delegates about the value of OER. Further, the consultant attended the OER19 conference in Galway to reach OER leaders in person, and share findings from the OER global landscape work. Lastly, the consultant called on members from its first intern class to present findings and share recommendations in calls with key organizations in the field.

Report on 2019 Direct Charitable Activities

ORS to Support Strategic Learning for the Field (\$253,938)

ORS Impact is a nationally recognized leader in outcome-based planning and evaluation. ORS served as a strategic learning partner for the field, with a focus on organizations who work to include the voices of marginalized members and communities in education policy and reform discussions. ORS' work in 2019 included participating in and facilitating a session during an initial convening, facilitating a work session, and reviewing organizations' existing grant and strategy documents. This culminated in an initial theory of change and strategic learning plan.

Program: Environment

Active Projects: 10

DCA Expenses: \$615,303

Build and Strengthen Relationships with Indigenous Communities Workshop (\$110,793)

Hewlett Foundation staff worked with consultants and grantees to host a workshop for 25-30 staff of grantee organizations, on October 11-13 in Arizona, to discuss strategies to work effectively with tribes and indigenous communities. DCA funds covered consultant time, meeting venue, and food and travel expenses for grantees, as well as a post-workshop site visit with an indigenous community.

Climate Finance Convenings (\$150,000)

Sustainable Capital Advisors designed, facilitated, and coordinated three convenings (in Paris, Shanghai, and New York) — composed of 20-30 local stakeholders, decision makers, and global partners — to dive into the foundation's recently released Climate Finance Strategy 2018-2023. The consultant was responsible for development of the agenda, preparation of briefing materials, forum summary, and identifying local forum hosts.

Logistics and Facilitation of Climate Finance Convenings (\$132,017)

Conveners.org provided logistical support and facilitation for two Hewlett Foundation-hosted convenings of climate finance partners and grantees — in Paris on June 28 and a retreat in summer of 2019. The goal of the convenings was to come to a consensus around the decarbonization of financial markets.

Program: Global Development and Population

Active Projects: 12

DCA Expenses: \$955,293

Colectivo Meta: Learning Events for Mexico Grantees (\$110,000)

Colectivo Meta continued and built on a capacity-building strategy to support peer-to-peer horizontal learning events with Mexico-based grantees.

Reboot Design: Participatory Budgeting (\$100,378)

Reboot Design provided practitioners in the transparency and accountability field with new information and insights on participatory budgeting. The work involved a literature review and key informant interviews that synthesized successful tactics for public sector innovation, challenges in participatory budgeting implementations, and user experiences with participatory budgeting

Report on 2019 Direct Charitable Activities

platforms. In addition, the consultant planned and facilitated a workshop to discuss coordinated learning and evaluation of participatory budgeting experiences, and to co-design possible approaches and initiatives to address identified challenges. Lastly, the consultant created an outcomes and next steps report that summarizes findings and forward opportunities, which was disseminated along with conference presentations, briefing notes, and writing in relevant channels.

Redstone Strategy Group: to Develop a Strategic and Organizational Development Plan for the Ouagadougou Partnership Beyond 2020 (\$400,000)

Redstone led a consultative process with current Ouagadougou Partnership members, including countries, donors, and key implementing partners, to build a strategy “Beyond 2020” for the partnership. The project resulted in a strategic and organizational development plan for the partnership as it continues to support countries and donors pursuing a contraceptive revolution in Francophone West Africa.

Program: Madison

Active Projects: 12

DCA Expenses: \$526,598

2019 Verify Convening (Madison and Cyber) (\$215,172)

Hamilton Place Strategies created and executed a foundation-branded media roundtable focused on cyber and digital disinformation policy in March 2019. The consultant invited participants from media, industry, academia, government, and civil society in the cyber and digital disinformation field.

SKDKnickerbocker Grantee Communications Support (\$111,287)

The Hewlett Foundation contracted with SKDK to provide communications support to a subset of grantees whose programs help improve the institution of Congress by strengthening staff capacity, forging more cross-party collaboration, and enhancing the practice of bipartisan oversight. The grantees who received this support are smaller organizations whose budgets constrain their ability to pay for this kind of high-profile, high-impact communications assistance to amplify their work.

Program: Performing Arts

Active Projects: 10

DCA Expenses: \$282,370

Program: Effective Philanthropy

Active Projects: 3

DCA Expenses: \$45,869

Program: Special Projects

Active Projects: 12

DCA Expenses: \$356,475

Supporting Social Innovation in CA (\$150,000)

Freedman Consulting, LLC, identified opportunities for supporting social innovation in California through public-philanthropic partnerships.