

Evaluation of the Hewlett Foundation's  
International Reproductive Health Strategy

2014-2020

# *Final Report*



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gender responsive research

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## Acronyms

<b>AFP</b>	Advance Family Planning
<b>APHRC</b>	African Population and Health Research Center
<b>CEHURD</b>	Center for Health, Human Rights and Development
<b>CIFF</b>	Children's Investment Fund Foundation
<b>CRR</b>	Center for Reproductive Rights
<b>CS4FP</b>	Civil Society For Family Planning
<b>CSO</b>	Civil Society Organization
<b>DEI</b>	Diversity, Equity, and Inclusion
<b>DRC</b>	Democratic Republic of Congo
<b>DSW</b>	Deutsche Stiftung Weltbevölkerung
<b>ER</b>	Expenditure Responsibility
<b>FGD</b>	Focus Group Discussion
<b>FOWODE</b>	Forum for Women in Democracy
<b>FPRH</b>	Family Planning and Reproductive Health
<b>FWA</b>	Francophone West Africa
<b>GEG</b>	Gender Equity and Governance Program
<b>GGR</b>	Global Gag Rule
<b>GOS</b>	General Operating Support
<b>HCD</b>	Human-Centered Design
<b>ICRW</b>	International Center for Research on Women
<b>INGO</b>	International Non-Government Organization
<b>IPPF</b>	International Planned Parenthood Federation
<b>IRH</b>	International Reproductive Health
<b>IWHC</b>	International Women's Health Coalition
<b>KII</b>	Key Informant Interview
<b>MEL</b>	Monitoring, Evaluation, and Learning
<b>MSI</b>	Marie Stopes International
<b>OE</b>	Organizational Effectiveness
<b>OFF</b>	Outcome-Focused Philanthropy
<b>OP</b>	Ouagadougou Partnership
<b>OPCU</b>	Ouagadougou Partnership Coordination Unit
<b>PAI</b>	Population Action International
<b>POWER</b>	(Boston University's) Program on Women's Empowerment Research
<b>PRB</b>	Population Reference Bureau
<b>RHSC</b>	Reproductive Health Supplies Coalition
<b>SRHR</b>	Sexual and Reproductive Health and Rights
<b>SSA</b>	Sub-Saharan Africa
<b>TPA</b>	Transparency, Participation, and Accountability
<b>USRG</b>	(Hewlett Foundation's) US Reproductive Health strategy GEG Gender Equity and Governance program

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## Executive summary

This evaluation of the William and Flora Hewlett Foundation's International Reproductive Health (IRH) strategy 2014-2020<sup>1</sup> was carried out as an initial part of a broader IRH strategy refresh. Looking across the pillars of the strategy with a focus on to what extent and how outcome-level results have been achieved, it aims in particular to inform decision making for the IRH team going forward. Specifically, the evaluation aims to assess Hewlett's contribution to progress in the field of family planning and reproductive health (FPRH) in sub-Saharan Africa, and its particular comparative advantage or niche in doing so.

The IRH strategy specified three outcomes: (a) to ensure no woman has an unwanted pregnancy; (b) to ensure that no woman dies of an unsafe abortion; and (c) to make FPRH an integral part of broader development goals. These were to be achieved through a number of steps and processes organized into three pillars of work: service delivery, advocacy, and research.

In just over six years between 2014 and 2020, the strategy delivered a total of \$165,199,292 in grants, with approximately 40% in service delivery, 38% in advocacy, and 22% in research. A total of 268 grants were made to 75 grantees, 35 of these grantees being recipients of multiple grants. Five grant instruments were used: There were smaller investments made using Organizational Effectiveness (OE) and Crisis grants; more commonly, the portfolio used the main project, program, and general operating support (GOS) grant instruments. Most of these grants were relatively long term, averaging between 22 and 30 months. Grant size averaged \$635,531, although with repeat and larger grants, several organizations received substantially more than this, and the top 10 recipients accounted for 53% of the portfolio. Work undertaken through these grants has had a focus on the regional and country levels in sub-Saharan Africa, where organizations absorbed 43% of the portfolio; 57% was invested at global level, with some part of this also indirectly used for work in sub-Saharan Africa.

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<sup>1</sup> The William and Flora Hewlett Foundation, [International Women's Reproductive Health Strategy](#), April 2014.

## METHODOLOGY

The evaluation took a theory-based approach, assessing evidence about results and how these were achieved against an articulation of what was expected to happen, and how. This was guided by a Theory of Change (ToC) articulated in a collaborative exercise with the Hewlett team to express the expected causal process. Four evaluations undertaken since 2017 focusing on parts of the strategy were also reviewed.<sup>2</sup> Evaluation questions were then developed to direct inquiry to areas of this ToC where evidence remained weak, and to draw these information sources together to make a program-level assessment. Purposive sampling was used to identify a selection of grantees covering global and regional levels; areas of work across the pillars; and recipients of the different grant instruments.

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### Data Collection Tools



#### Literature review

A literature review covering **248 documents** was focused on a selection of **32 of the 75 grantees**.



#### Interviews and focus group discussions

These were also focused on the selection of **32 grantees**: **55 key informant interviews** were carried out with **69 respondents**. These included grantees working at global, regional, and country levels, Hewlett staff, and other donors working in related spaces. One FGD and interviews were conducted with seven sub-grantee respondents in sub-Saharan Africa.



#### Online survey

A survey sent to 65 grantees received **40 responses**, a response rate of **61.5%**.

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In the context of the COVID-19 pandemic and various national lockdowns, international travel for data collection was not possible; therefore, primary data were collected entirely through remote methods of online interviews and focus group discussions. This approach has entailed some bias toward the higher levels of intervention, with only a little direct data collection among Civil Society Organizations (CSOs) and none among direct beneficiaries. This has been somewhat mitigated by drawing strongly on the ongoing Supporting Local Advocacy in Sub-Saharan Africa (Local Advocacy) evaluation, which has prioritized data collection among CSOs.<sup>3</sup> Survey data is somewhat skewed toward advocacy and research grantees, as service delivery grantees were only 27% of respondents.

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<sup>2</sup> Global Impact Advisors, [Evaluation of the William and Flora Hewlett Foundation's Family Planning and Reproductive Health Strategy for Francophone West Africa](#), March 2017.

Itad, [Evaluation of The Hewlett Foundation's Strategy to Apply Human-Centered Design to Improve Family Planning and Reproductive Health Services in Sub-Saharan Africa](#), November 2017.

Paul Hutchinson, Joshua Schoop, Katherine Andrinopoulos, Mai Do, Tulane University, School of Public Health and Tropical Medicine, Assessment Report for the Hewlett Foundation's Strategy to Apply Behavioral Economics (BE) to Improve Family Planning and Reproductive Health (FP/RH) Service Delivery, November 2018.

Aspen Planning and Evaluation Program, [Midterm Report: Early Lessons from the Hewlett Foundation's Principled Approach to Supporting Local Advocacy](#), September 2019. Aspen Planning and Evaluation Program, [Power Sharing and "Capacity Development": Perspectives from Phase 3 of the Aspen Institute's evaluation of the Hewlett Foundation's strategy for supporting local advocacy in sub-Saharan Africa](#), September 2020.

<sup>3</sup> Ibid., Aspen Planning and Evaluation Program.

## FINDINGS

**The evaluation developed 11 findings covering the criteria of relevance, effectiveness, efficiency, and sustainability:**

### **FINDING 1: *Hewlett's niche***

Hewlett's positioning in the IRH space in sub-Saharan Africa has been strongly framed by its visibility through the Francophone West Africa (FWA) and Local Advocacy sub strategies, in which it is widely seen to be carrying out, respectively, a catalytic and a "unique ally" role. Beyond these, however, the data do not identify any one particular niche operating during the last five years. Rather, a number of noted and appreciated core strategies relate to its principled partnership approach and balance across the portfolio, including investing strongly in institutions, creating partnerships based on mutual respect, providing flexible funding, and using a rights framework more than other donors. In the Local Advocacy work, it is the tenor of the relationships being established and developed that most strikes grantees as distinguishing Hewlett's approach and supports the aim to build local leadership and ownership of the advocacy agenda.

### **FINDING 2: *Partnerships***

Hewlett maintains a number of dynamic, productive, and mutually respectful partnerships with grantees through its IRH strategy, many of which are very long-standing. While for most partnerships, alignment with the strategy is clear and strong, for a few partnerships this alignment is more problematic. In GOS-based partnerships, this alignment is particularly important to establish because the funding is so flexible. However, alignment with the regional focus of the strategy (on sub-Saharan Africa, or SSA) is much lower in GOS partnerships than in partnerships through other grant types because GOS grants are mostly made to global partners.

### **FINDING 3: *Overall effectiveness***

While important progress has been made at an outcome level for each of the strategy's three core objectives,<sup>4</sup> it is not possible to conclusively assess this progress since outcomes as stated were not clearly measurable and most reporting did not specifically collect information on progress toward them. In general, progress has been slower for the safe abortion outcome, although some important steps have been made. For the outcomes focused on family planning and integration into development goals, clear gains have been made: In FWA (and globally), more women are accessing family planning; advocacy for RH in sub-Saharan Africa has seen wins at different levels; and the integration of family planning into development goals has strengthened globally and specifically in FWA.

Most achievements reported have involved various stakeholders, including grantees, subgrantees, and other ecosystem actors. For project grants — mostly producing results either locally or at lower outcome levels — we can be confident that Hewlett's support has contributed substantially to grantees' project results. For results associated with organizations receiving GOS, it is not possible to know whether Hewlett's contribution amounts to more than the proportion of the organization's budget they provide, since reporting is not associated with specific funds and no evaluations have covered this question.

<sup>4</sup> (a) To ensure no woman has an unwanted pregnancy; (b) to ensure that no woman dies of an unsafe abortion; and (c) to make FPRH an integral part of broader development goals. The William and Flora Hewlett Foundation, [International Women's Reproductive Health Strategy](#), April 2014.

Nevertheless, a range of methods and strategies used through Hewlett grants to pursue these results confirm some causal pathways of the ToC, as well as exposing some gaps in this. Although well-established strategies such as capacity building and technical support are still widely being used, there have been some promising variations on these strategies, including the promotion of local leadership and the use of mentor models, which emphasize longer-term and tailored guidance offered through a relationship of trust.<sup>5</sup>

#### **FINDING 4: *The role of GOS grants***

GOS grants have overall made up nearly one-third of IRH investments in the last five years. They have been mainly made at the global level, with some also at the regional and national levels in SSA. However, since they are flexible grants with light reporting requirements, their impacts cannot be robustly tracked or assessed, and their contribution to advancing the strategy is therefore not clear. Grantees cite many deep and significant organizational advantages and effects of this type of funding — including making contributions to the sustainability of key organizations, building greater connections across the ecosystem of RH, and providing organizations the agility to respond to high-impact opportunities quickly — but this testimony cannot be triangulated. For most organizations, especially global organizations, Hewlett's contribution to these impacts is likely to have been relatively small.

In addition to weak alignment of global GOS grants with the strategy's explicit geographical focus, GOS granting appears to have relatively little agility, in that most grants are renewals and most are global. This situation has been effectively managed to some degree by parallel flexible program grants targeting FWA, especially in the service delivery workstream.

#### **FINDING 5: *Research use***

During the course of the current strategy, the foundation has succeeded in supporting, and in some cases leveraging, grants to orient research initiatives toward policy advocacy, and there are identifiable examples of impact. Promising methods for maximizing the use value of research include engaging stakeholders early and fully in the research identification and design process and including formal links with advocacy organizations and platforms at each step of the process. However, grants in the portfolio cover various themes, and opportunities for creating closer synergies across the strategy have not always been taken, as this has not been a priority. More attention to creating synergies with research across advocacy and service delivery within the Hewlett-specific ecosystem could be a simple approach to maximizing impact by reaping the “value-added” dimension of a synergistic strategy.

#### **FINDING 6: *Organizational effectiveness and beyond the grant dollar activities***

Grantees see their Organizational Effectiveness grants as contributing meaningfully to the sustainability and direction of their organizations, allowing space for priorities to get attention and for reflection on strategy and values. Only a small proportion of these investments were made to organizations in the Global South/sub-Saharan Africa, and 60% were granted to organizations receiving GOS grants. “Beyond the grant dollar” activities are also widely appreciated — especially advice and thought partnership offered by program officers and others — but have not been consistently or uniformly accessed by all grantees.

<sup>5</sup> See, for example, Marc Frey, [Capacity Development 2.0: Mentoring for Effective Institutions](#), March 2016.



### **FINDING 7: Substrategies**

The substrategies of FWA and Local Advocacy have enabled Hewlett to focus efforts and bring more of its tools to bear on specific work areas. Clear results are associated with this focus in FWA, and results are promising in the Local Advocacy substrategy work. There is good evidence that having a formal substrategy has created additional leverage to draw attention to the issues and region and that this focus translates into broader impact. This effect is not readily evident in the more dispersed global element of the grantmaking.

It is clear that the focus on FWA has given purpose and penetration to the work of deepening FPRH, and that this has contributed to significant outcome-level results in family planning, as well as intermediate outcomes at the level of its increased visibility and integration into development goals. Hewlett is widely credited with being both a catalyst and an influential ongoing stakeholder in the region. The Local Advocacy substrategy had not yet fully matured at the time of data collection for this evaluation, but evidence suggests that this focus is laying important foundations to support sustained results in the future, and progress has been made in enhancing the autonomy and flexibility of local CSOs.<sup>6</sup>

### **FINDING 8: Synergies**

Most IRH grants have been focused primarily on only one of the research/advocacy/service delivery pillars; synergies across these three areas mostly have not been actively sought. While some of the research grants have deliberately supported organizations to make linkages with policy advocacy in general, they have not been designed specifically to enhance the advocacy supported by Hewlett's grantmaking.

On the other hand, even while Hewlett's support is defined for a specific pillar, most Hewlett grantees have moderate to strong linkages between work across different strategy pillars; the majority work in advocacy in some dimension. Through this, there has often been cross-fertilization of work across the pillars, which could be strengthened by building synergies within grants more intentionally. There is some consensus that strengthening the links between the three pillars is the route to "moving the needle."

### **FINDING 9: Strategic principles**

There are high levels of consensus that Hewlett's guiding principles are well translated into its practice, and that most of these principles are considered important for and supportive of grantees' work. For some dimensions of these, there is clear evidence on how this supports the achievement of outcomes, but this is not yet the case for all of them. At the same time, there is little evidence that they impede results.

### **FINDING 10: Monitoring**

Hewlett's systems for progress tracking are perceived by most grantees as light and respectful. There is little appetite internally or among grantees to increase the complexity of this reporting, but there is appetite among grantees for more opportunities to capture and communicate learning through dialogue and discussion, and for ensuring that partners' results remain visible and understood by the foundation. Some gaps in Hewlett's ability to map its results due to weak measurability of the outcomes – as stated in the original strategy – are likely to be resolved as the Outcome-Focused Philanthropy (OFP) approach becomes more embedded and SMART (Specific, Measurable, Attainable, Relevant, Time-Bound) outcomes more clearly articulated.

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<sup>6</sup> Aspen Planning and Evaluation Program, Power Sharing and "Capacity Development": Perspectives from Phase 3 of the Aspen Institute's evaluation of the Hewlett Foundation's strategy for supporting local advocacy in sub-Saharan Africa, September 2020.

### **FINDING 11: Sustainability**

Contributing to the sustainability of organizations in the RH ecosystem is the objective at the heart of Hewlett's guiding principles, and it is the guide star for many of the attributes that distinguish its grantmaking style from others'. There is every sign that this commitment to sustainability has and will continue to pay off in terms of contributions to long-term impact, even in the face of serious global challenges to RH in general. However, Hewlett's commitment to sustainability — insofar as this is achieved through the tool of a long-term approach — limits its own agility to some degree, including its ability to rapidly align grantmaking with newly emerging priorities midstrategy, because it specifically avoids causing destabilizing shocks to grantees by suddenly redeploying grants elsewhere.

## **CONCLUSIONS**

**Synthesizing these findings, the evaluation drew the following conclusions:**

### **CONCLUSION 1: Hewlett's comparative advantage**

The work in FWA shows that when Hewlett has clearly identified an area of high need and low resources and then directed all the grantmaking tools at its disposal in a focused way, it has achieved a catalytic effect in terms of concrete results in RH. These tools have included flexible program grants, project grants, GOS to organizations with programs in FWA, strong beyond the grant dollar activity, and the careful leveraging of all three work pillars of research, advocacy, and service delivery in a relatively small geographic region.

Grantees across the board value Hewlett's commitment to openness and transparency, mutual respect, and staying the course for meaningful change. While the Local Advocacy substrategy has a specific objective to shift power from global to local, this power shifting is also implied in the strategic principles, and especially those that were noted as highly valued by grantees: Mutual accountability implies mutual respect and understanding of mutual positioning; a willingness to solve problems necessarily combined with a long-term approach implies respecting the context-specific situations of partners. Commitment to the diversity, equity, and inclusion (DEI) strategic principle will involve addressing and levelling local power inequalities and marginalization processes, as well as global-to-local ones. The Local Advocacy substrategy can therefore be seen as an extension, or a programmatic expression, of these broader principles, and its emerging successes (and limitations) as based in this wider trajectory.

### **CONCLUSION 1: GOS and other grantmaking tools for IRH**

GOS grants have not been (and were not intended to be) well aligned with the geographic focus of the strategy, and the contribution these grants may be making to the strategy's outcomes has not been monitored or measured. While organizations clearly highly value their flexible funding and attribute to these funds a range of advantages, the monitoring of this mode of funding is increasingly at odds with a growing drive to track progress, which is not possible in relation to GOS as currently used under IRH. It is therefore perhaps time to explore other ways of reporting on GOS, for example by exploring methods used by other Hewlett programs.

Flexible program grants have, on the other hand, been powerful in focusing work on the strategy, particularly the service delivery work in the FWA substrategy. Exploring an expanded use of flexible program grants could be a method for optimizing targeted activity in pursuit of the next strategy's stated outcomes. Where GOS is used, a clearer statement of the criteria for an organization's selection for GOS funding, and a more explicit articulation of the purpose of GOS funding in relation to the strategy, could improve alignment.

OE grants are currently not optimally targeted to support the geographical focus of the strategy. Exploring ways to offer OE and other ad hoc fund sources more openly across grant geographies may lead to more “focused” use of these key inputs. In particular, grantees’ desire to network with each other and exchange ways of learning could be considered in this bundle.

### **CONCLUSION 3: *The role of research in supporting the pillars***

There is scope for more synergizing of advocacy, service delivery, and research grants — and in particular for rethinking the role of research in relation to the other two pillars. Grantees agree that better synergies may be the key to further progress in RH, and many are in a position themselves to better link research and advocacy. Better integration and calibration of research — both as the generation of new knowledge and the management of existing knowledge — with specific grantee interventions could sharpen the role of this pillar in the service of progressing strategy outcomes. Subgrantees also identified establishing a shared resource for analyzing and processing data as a potentially useful knowledge-enhancing strategy and a particular role for International non-governmental organizations (INGOs) situated at the regional and global levels in circulating knowledge to relevant stakeholders.

### **CONCLUSION 4: *Measuring progress and monitoring***

An increasing embedding of OFP as the foundation’s core approach entails an increasing focus on grantees’ ability to track and understand the progress made. Good use has been made of evaluation tools, which have afforded grantees the opportunity to focus on and strengthen specific areas of work rather than dedicate more resources to reporting. However, grantees testify that there is scope for more sharing of results through their measurement, evaluation, and learning (MEL) frameworks and that there is a need for more mutual sharing of information. Grantees are an excellent source of real-time learning on the course of the strategy, which could be accessed at specified intervals, either through discussion or through alternative reporting. Exploring the co-creation of priorities and mechanisms for reporting and sharing knowledge with grantees as an ongoing work modality is one possible avenue for this.

## **RECOMMENDATIONS**

- 1. The new strategy should have sufficient focus** (most likely geographical focus) such that the full range of Hewlett’s tools can be brought to support it in a relatively concentrated manner, similar to the current effect in FWA. The focus area should plan to include work under all three pillars, in ways that synergize and work together intentionally. It should also make use of all three grantmaking tools supported by beyond the grant dollar activities. OE grants should be selected to strengthen organizations in ways that clearly support alignment with particular dimensions of the strategy. It should also extend and build on Hewlett’s reputation as principled donor working in the long term to balance and equalize power relationships.
- 2. A clearer articulation of the expected role and function of the global-level work** would enable this dimension to more clearly drive outcomes. This should include a statement on the intention and objectives of GOS granting and might include more clarity on eligibility for GOS grants and, therefore, criteria for organizations’ alignment with the strategy. These might, for example, include factors such as an organization’s degree of focus on a rights approach; its commitment to the relevant geographic area, etc., and more transparency in the decision making around renewals. It might also include developing criteria and search methods to operate as the basis for seeking new grantees aligned with the strategy, potentially through open or carefully targeted requests for proposals.

3. Insofar as this envisaged role of global-level work might include supporting transitions to Southern-led work on sexual reproductive health and rights (SRHR), **consider more systematic use of less flexible grants to global organizations** to drive this.
4. In parallel, **consider extending flexible grants to regional organizations** to the greatest extent possible within legal constraints, so that the many advantages to grantees of flexibility are available at this level. Consider instigating and making regional grantees aware of a small regional fund to play an organization- or project-strengthening role in the tradition of current OE grants, and to meet other stated priorities of regional grantees, such as peer-to-peer learning opportunities.
5. **Achieve closer synergies across the three work pillars, in particular by gaining more precision for the role of research in the new strategy.** Considering the distinctions between different research approaches will be part of this, as will making decisions on which approach best fits with advancing the strategy. Achieving closer synergies is likely to include a closer alignment of research with advocacy in particular, most likely by engaging users in identification of research needs and design, and possibly also in conducting and disseminating research. In other words, research might be more closely aligned with generating knowledge of specific use to other elements under the strategy, and therefore as part of the enabling environment. Placing research as a tool in relation to the other pillars in this way may also imply rethinking how responsibility for research (as a separate pillar) is handled at staff level within the foundation.
6. In line with this more locally driven research approach, **research processes might also be used more assertively to support and promote local leadership**, possibly through mentoring approaches, which have shown promise in the transition to local leadership of the advocacy agenda.
7. **Articulate SMART, specific outcomes for the new strategy** and develop implementation markers aligned with these. Consider consulting with grantees on how best they can report on their work in ways that provide a commentary on progress toward these specific outcomes, and consider developing outcome targets to which all grantees, including those receiving GOS, can contribute and regularly report on. Consider exploring co-creation of a monitoring, evaluation, and learning (MEL) approach that can benefit the foundation as well as the grantee, and factor appropriate timing for reporting into this approach. The approach might include building in opportunities for peer discussions designed to identify, process, and retain learning.
8. **Consider using substrategies to focus new or experimental work**, as this appears to be helpful in articulating the aim and mapping a framework. For this type of work, include provisional plans/methodologies for taking innovation to scale if results are promising. This might include strategic use of platforms to hone expertise and create visibility.
9. It is likely that the question of the sustainability of achievements at the regional and national levels will be a priority for the new strategy. Therefore, it will be important to **include a clear focus on addressing national-level policy and budgets for RH in the strategy's approach** and to build this focus into the Theory of Change. At the same time, organizational tools for ensuring the sustainability of gains made should emphasize approaches beyond long-term funding, including working on regional-level organizational stability and issue ownership; promoting an enabling global environment; and ensuring the scaling up of approaches and learning.

## 1. Evaluation purpose and background

The William and Flora Hewlett Foundation's current International Reproductive Health strategy was developed in 2013-14,<sup>7</sup> and grantmaking was directed to contribute toward the strategy's goals from 2014 onward. This evaluation of the strategy was commissioned as part of a broader IRH strategy refresh process during early 2020, and as such its primary purpose is formative: It sets out to inform the refresh process with learning from recent achievements and challenges in order to support decision making going forward. As part of this broader refresh process, the evaluation design and schedule was tailored to calibrate with other elements, in particular a landscape scan, which has been conducted concurrently by teams from [Afton Bloom](#) and [Niyel](#), and series of strategy workshops designed to bring learning material together and apply it to a strategy for the future.

The evaluation also has a summative and accountability element, however, and this report stands alone as a discrete product offering an assessment of and information on the past five years in IRH to Hewlett and the wider public.

As such, it is a strategy-level evaluation, looking across a wide range of grantees covering all the main pillars of work in the strategy, with a focus on to what extent and how outcome-level results have been achieved, and what this process implies for the IRH team going forward.

### Specific objectives and evaluative context

**The evaluation built on four prior and ongoing evaluations focused on parts of the strategy portfolio over the course of the last six years. These are:**

- Assessment Report for the Hewlett Foundation's Strategy to Apply Behavioral Economics (BE) to Improve Family Planning and Reproductive Health (FP/RH) Service Delivery (2018)<sup>8</sup>
- Evaluation of the William and Flora Hewlett Foundation's Family Planning and Reproductive Health Strategy for FWA (2017)<sup>9</sup>
- Evaluation of the Hewlett Foundation's Strategy to Apply Human-Centered Design to Improve Family Planning and Reproductive Health Services in Sub-Saharan Africa (2017)<sup>10</sup>
- Four-stage developmental evaluation of the Hewlett Foundation's principled approach to supporting local advocacy<sup>11</sup>

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<sup>7</sup> The William and Flora Hewlett Foundation, [International Women's Reproductive Health Strategy](#), April 2014.

<sup>8</sup> Paul Hutchinson, Joshua Schoop, Katherine Andrinopoulos, Mai Do, Tulane University, School of Public Health and Tropical Medicine, Assessment Report for the Hewlett Foundation's Strategy to Apply Behavioral Economics (BE) to Improve Family Planning and Reproductive Health (FP/RH) Service Delivery, November 2018

<sup>9</sup> Global Impact Advisors, [Evaluation of the William and Flora Hewlett Foundation's Family Planning and Reproductive Health Strategy for Francophone West Africa](#), March 2017.

<sup>10</sup> Itad, [Evaluation of The Hewlett Foundation's Strategy to Apply Human-Centered Design to Improve Family Planning and Reproductive Health Services in Sub-Saharan Africa](#), November 2017.

<sup>11</sup> Aspen Planning and Evaluation Program, [Midterm Report: Early Lessons from the Hewlett Foundation's Principled Approach to Supporting Local Advocacy](#), September 2019.

Aspen Planning and Evaluation Program, [Power Sharing and "Capacity Development": Perspectives from Phase 3 of the Aspen Institute's evaluation of the Hewlett Foundation's strategy for supporting local advocacy in sub-Saharan Africa](#), September 2020.



The current evaluation set out to build on this evidence both by updating information about the areas these evaluations covered and by focusing on areas of the strategy not covered by them. Evaluation questions were therefore articulated to emphasize areas with less information, to integrate and draw on findings from those evaluations, and to draw these sources together to assess the progress of the strategy toward its anticipated outcomes.

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### **BOX 1: Highlights of select prior evaluations**

#### **Evaluation 1: Human-centered design (2017)**

##### **KEY FINDINGS**

Human-centered design generated solutions shown to be effective for urban adolescents in Kenya and Zambia, through creative partnership. In addition:

- The pathway to scalability was not clear
- There was some evidence of donor interest for uptake
- The partnership platform (IDEO.org and MSI) was an important component
- The process was achieved at higher cost per CYP\* than other MSI channels

*\*CYP refers to the estimated protection provided by contraceptive methods during a one-year period based upon the volume of all contraceptives sold or distributed free of charge to clients during that period*

#### **Evaluation 2: Francophone West Africa strategy (2017)**

##### **KEY FINDINGS**

- Substantially more women were using modern contraception
- There had been increased core donor funding
- The Ouagadougou Partnership (OP) has raised visibility for RH issues
- While the OP goal of 1 million additional contraceptive users was surpassed in 2015, Hewlett-specific service delivery targets to “least served women” via INGOs had not yet been reached
- Advocacy had resulted in subnational gains in budget for RH
- Youth groups had become visible and attracted funding
- While engaging religious leaders in advocacy was acknowledged as essential, outcomes were anticipated to be slow

#### **Evaluation 3: Local Advocacy (2019 midterm report) — ongoing**

Phase 2 focused on testing capacity support methods

##### **KEY FINDINGS**

- Progress is clear among CSOs on some parts of advocacy: strategy development, networking, campaign messaging
- Progress is less on other issues: fundraising, evaluation, use of evidence
- INGO commitment to CSO subgrantees has not been as flexible as Hewlett's commitment to INGOs

*Note: Part 3 of this evaluation was being finalized concurrently to this evaluation. Findings were available toward the end of the analysis process here and are acknowledged/integrated into Finding 7.*

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Specifically, the evaluation aimed to assess Hewlett's contribution to progress in the field of FPRH in sub-Saharan Africa, and its particular comparative advantage or niche in doing so. To do this, evaluators collected information on what outcomes and shorter-term results have been achieved and how, and what is distinct about Hewlett's methods and approach for achieving these.

## The IRH strategy and the GEG context

The IRH strategy, developed in 2014, sits alongside the Women's Economic Empowerment (WEE) strategy and the U.S. Reproductive Health and Rights (USRH) strategy as three arms of the Women's Choices portfolio and components of the foundation's Gender Equity and Governance (GEG) program<sup>12</sup>. The IRH strategy specified three outcomes: to ensure that no woman has an unwanted pregnancy; to ensure that no woman dies of an unsafe abortion; and to make FPRH an integral part of broader development goals. These were to be achieved through a number of steps and processes, including shorter-term outcomes.

The strategy was organized into three pillars of work contributing to these outcomes: service delivery, advocacy, and research. In just over six years between 2014 and 2020, the strategy delivered a total of \$165,199,292 in grants,<sup>13</sup> with approximately 40% in service delivery, 38% in advocacy, and 22% in research.<sup>14</sup> A total of 268 distinct grants were made to 75 grantees, 35 of these grantees being recipients of multiple grants.

## Report outline

This document reports on the evaluation of the IRH portfolio. Section 2 gives an overview of the evaluation approach and methods, including detailing the central evaluation questions. Section 3 describes in more detail the portfolio through which the strategy has been executed, and Section 4 describes 11 key findings. Sections 5 and 6 then draw these findings together into conclusions and recommendations for the rest of the strategy refresh process.

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<sup>12</sup> During the period evaluated, this program was named Global Development & Population (GD&P). It was renamed during the IRH strategy refresh period.

<sup>13</sup> Although grantmaking in IRH continues on an ongoing basis as renewals become due, this evaluation analyzes grants under the strategy made up until May 6, 2020.

<sup>14</sup> The grants database does not classify all grants under these three work areas, and some grants fall into more than one; therefore, these percentages give an approximate indication only.

## 2. Evaluation design and methods

### Evaluation approach and methodology

The evaluation took a theory-based approach, assessing evidence about results and how these were achieved against an articulation of what was expected to happen, and how. This approach was expected to shed light on to what extent progress has been made in the manner expected, and to what extent it has deviated from these expectations, giving an opportunity for some assumptions underpinning the strategy to surface and become subject to scrutiny. Insight gained was intended to be helpful to the formation of the next strategy.

This approach was guided by a Theory of Change as a tool to articulate a common understanding of what was expected. A logic model of the strategy had been prepared in 2013, but this had not been developed into a full Theory of Change, nor updated on the basis of strategy progress. Therefore, an in-depth, collaborative exercise was carried out to develop a visual version of a Theory of Change on the basis of causation expressed in the narrative of the strategy document. This was then developed and discussed in cross-team workshops, leading to the iteration of a “best current thinking” version of the Theory of Change as a starting point for this approach. It therefore sets out current thinking, moderated by the experience of implementing the strategy but not yet fully supported by detailed evidence. This ToC is presented in Figure 1.

In summary, this ToC posits that work across the three pillars of service delivery, advocacy, and research and in different geographies at regional levels in West and East Africa, supported by the activities at the global level, will lead to reductions in the number of women having unwanted pregnancies, especially in FWA and East Africa, and in the number of women dying from unsafe abortions. This will be achieved via a number of causal processes in each workstream:

- **For service delivery**, work on innovation focused particularly in FWA and East Africa and through the OP, and supported by strengthened INGOs at global level, will create more relevant interventions, strengthened FPRH services, and a strengthened global and regional ecosystem for FPRH. These in turn will lead to increased demand for FPRH services and contribute to creating pressure for better policies for FP and safe abortion, and therefore to increased provision.
- **For advocacy**, strengthened global advocacy will ensure that FP and RH are integrated into development goals, contributing to pressure at the global level to sustain service provision and promote domestic accountability and resource mobilization for services. Meanwhile, regionally and nationally focused work through the Local Advocacy substrategy will strengthen local CSO capacity and leadership on the SRHR agenda, contribute to increasing visibility of FPRH, maintain it locally as part of development goals, and strengthen domestic accountability and policies.
- **For research**, support for global and regional research institutions, targeted research on abortion and RH, and support for professional associations will lead to the production and dissemination of relevant knowledge and evidence, which will be used by advocates to support the influencing of policy and funding in RH and will contribute to increasing the visibility of issues in FPRH. This foundation will in particular contribute to strengthened domestic accountability and resource mobilization, and through this to increased service provision.

On the basis of this ToC, together with an analysis of which elements of this had been tested through the prior and ongoing evaluations, a set of evaluation questions was developed. These aimed to direct inquiry to particular causal process areas of this Theory of Change where evidence on whether and how the causal process has taken place was not strong — such as to what extent research has been used by engaged stakeholders; to what extent the strategies model has supported increased visibility of FPRH; and to what extent partnerships and organizational effectiveness activities<sup>15</sup> have supported the strengthening of the global and regional ecosystem (Box 2).

## Box 2: Evaluation questions

### Relevance/strategic positioning

1. How has Hewlett positioned itself within the IRH space [in sub-Saharan Africa]? What is its niche compared with other donor organizations?
2. Is its choice of partnerships for advancing reproductive health in SSA in line with the strategy's approach?

### Effectiveness

3. What has been the impact of GOS grants? For whom? [What contribution have GOS grants made to progress toward strategy outcomes?] To what extent have these succeeded in generating leverage for or supporting the overall IRH strategy? What evidence is there that GOS grants parallel to project grants have supported short-term results or five-year outcomes?
4. What evidence is there that research products generated through the strategy have been used, and how? To what extent and how have they been used by actors in the strategy ecosystem?
5. To what extent, how, and for whom have “field strengthening” approaches such as Organizational Effectiveness grants and beyond the grant dollar activities contributed to achievements of the strategy?<sup>16</sup>
6. How has the evolution of the strategy into new areas and substrategies enhanced<sup>17</sup> or impeded progress in achieving results? Have there been any unintended consequences of these arrangements?
7. What have been the linkages between the research, advocacy, and service delivery areas of the strategy? How did these linkages come about? How have they supported or impeded progress toward outcomes?
8. To what extent and how do the strategic principles guiding Hewlett's approach support or impede the achievement of outcomes?
9. What progress has been made toward the IRH strategy's three outcomes of FP, safe abortion, and establishing FPRH as integral to development goals, in SSA? Through what processes has this been achieved?

<sup>15</sup> Organizational effectiveness activities include those activities intended specifically to strengthen organizations' capacity in targeted areas, as opposed to operational work. They include a series of separate Organizational Effectiveness grants drawn through different budget lines, as well as some components of operations grants and some nongrant activity beyond the grant dollar intended to support and strengthen grantees.

<sup>16</sup> Beyond the grant dollar activities include those supportive activities, usually undertaken by a project officer, which are not budgeted in the grant. For example, they include tangible activities such as offering advice, making potential funding connections for grantees, and facilitating global and regional partnerships, alongside less tangible contributions such as strengthening the legitimacy of organizations.

<sup>17</sup> E.g., building in the “Testing new tools” portfolio and creating two substrategies.

## Box 2: Evaluation questions (continued)

### Efficiency

10. How and where has progress been tracked, and to what extent has this supported learning for amplifying results? What have been the gaps in tracking progress? How and why have these come about?

### Sustainability

11. To what extent and for whom is progress toward outcomes likely to be sustained? What mechanisms are in place to support sustainability? What are the challenges to sustainability?

## Sampling and data collection tools

The evaluation aimed to look across the portfolio at all areas of activity, but with particular focus on areas of activity that had not been scrutinized through prior evaluation. Therefore, purposive sampling was carried out from the pool of 75 grantees and 268 grants to identify focus organizations for data collection. This meant an emphasis on organizations receiving GOS, on research organizations, and on organizations receiving parallel global GOS and program grants for work in FWA/East Africa. These were the priorities, while also maintaining a general balance across service delivery, research, and advocacy and the global, East Africa, and West Africa geographies. The resulting sample selected 32 grantee organizations: 8 with a research focus; 12 with an advocacy focus, and 12 with a service delivery focus. Among them, these organizations account for an investment of \$123,635,500, or approximately 75% of the total portfolio since 2014.

An evaluation matrix (Annex 1) was also developed, setting out how each of these questions would be answered and guiding the development of the data collection tools. The evaluation set out to collect mainly qualitative evidence on each evaluation question, supported by some quantitative data generated by a survey. Data collection thus involved:

1. A *survey* sent to all grantees with functioning contact details was received by 65 grantees, and 40 survey responses were received, for a response rate of 61.5%. Respondents have some weighting toward advocacy and research organizations, with less representation of service delivery organizations: 11 organizations stated their Hewlett grant contributed to service delivery; 26 stated it contributed to advocacy; and 23 stated it contributed to research.<sup>18</sup> The majority also reported on grants based in the Global North, with eight respondents reporting on grants based in sub-Saharan Africa. However, 29 respondents said grants were contributing to operations in sub-Saharan Africa.
2. A *literature review* was carried out focused on the 32 selected grantees covering Appsums<sup>19</sup> and narrative reports; where narrative reports were not yet available, the project/program proposal was reviewed instead. The literature review covered 248 grant documents and a number of more general strategy documents (Annex 4).

<sup>18</sup> Note that grantees were asked to pick "significant areas of work for your organization." Around 15 grantees selected more than one category.

<sup>19</sup> Appsums are internal Hewlett Foundation documents summarising each project's progress and outlook at specified intervals.



3. *Key informant interviews* (KIIs) were carried out – a total of 55 KIIs with 69 respondents (Annex 2). Of these, 39 were carried out with respondents from the 32 selected grantees; this included interviews at both the global and regional levels with seven grantees who receive grants for work at both levels. In addition, 12 scoping interviews were conducted among Hewlett staff from the IRH team and the wider GEG Program. A further three KIIs with other donors conducted in the context of the landscape scan were reviewed for the evaluation.
4. *Subgrantee data*: one online FGD and two interviews were conducted with seven participants from four subgrantee organizations based in East Africa, one from Ghana, and two from Francophone West Africa. These further investigated issues around research use and knowledge needs, as well as synergies across the three work pillars.

### Analysis and sense checking

Literature and interview transcripts were coded using NVivo software according to a coding structure developed from the evaluation questions and then refined during the process. Categories for final coding therefore emerged to some extent from the material itself. Coded material was then queried through cross tabulations and word frequency searches in the software to develop a sense of the strength of evidence on a range of issues and the level of triangulation across literature and interviews. Findings were then developed, and the survey data was used mainly to triangulate and sometimes clarify issues emerging from interviews.

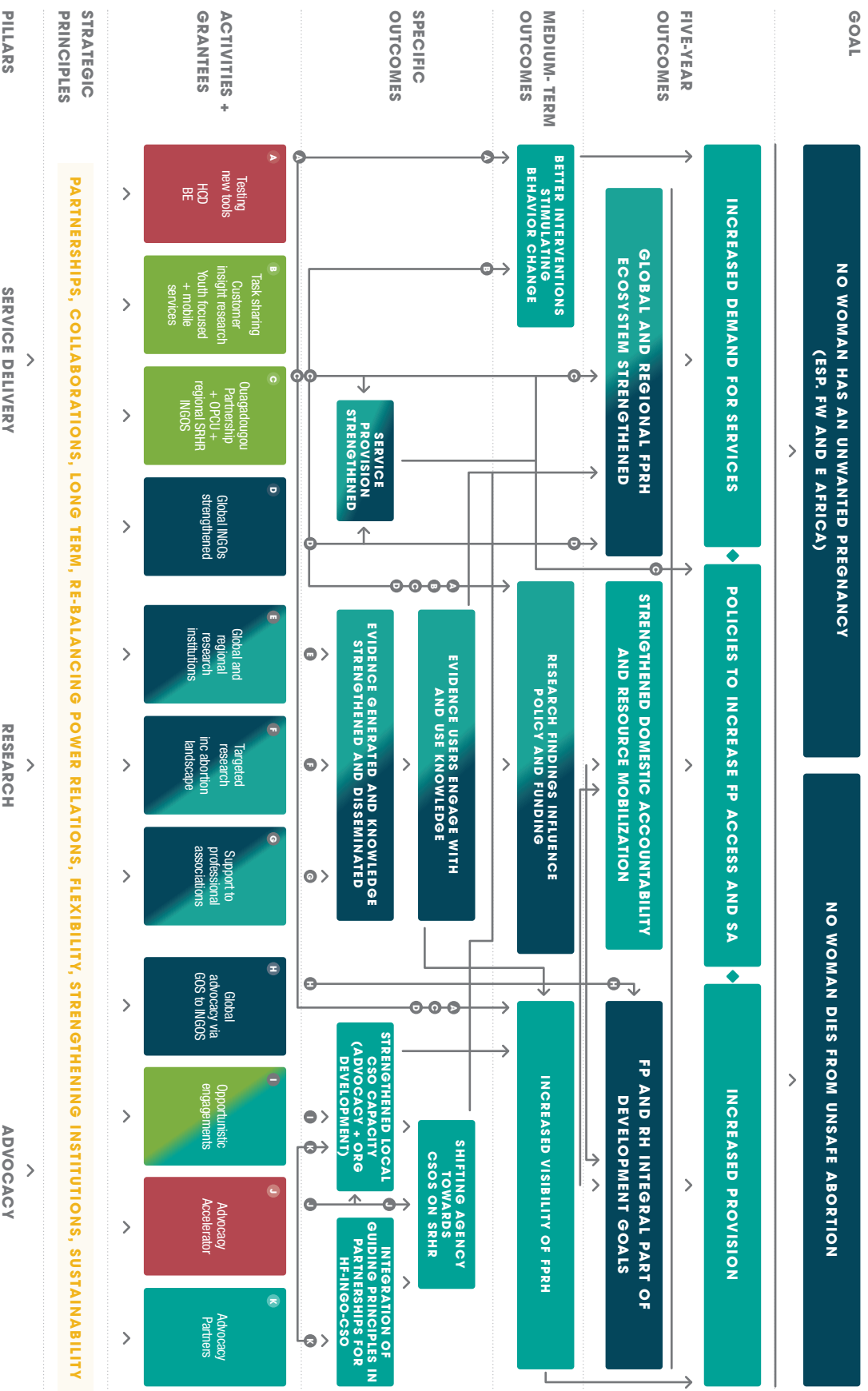
An important part of theory-based approaches that attempt to assess whether it is reasonable to conclude that an entity has made a particular kind of contribution to outcomes is to incorporate different stages of validation or sense checking of preliminary findings.

Opportunities were therefore built into the process to sense check findings as they were developed. A workshop in August gave an opportunity to present and thoroughly discuss a set of preliminary findings; workshops conducted for the landscape scan following this gave further opportunity to juxtapose evaluation findings with findings from the broader research and interrogate the consistency between these. Finally, a draft report of the evaluation was reviewed by the Hewlett team and comments and corrections incorporated into the final version.

**FIGURE 1: Theory of Change**

*Current Thinking Theory of Change, May 2020 - Strengthening FP and RH in East and West Africa*

• WEST AFRICA • EAST AFRICA • REGIONAL • GLOBAL



## Limitations of the evaluation

1. As a theory-based approach, the evaluation aimed to gain a sense of Hewlett's contribution, rather than attribution. As such, the approach acknowledges complexity — specifically, that a number of stakeholders and processes usually contribute to any one result. The approach aims to assess to what extent evidence collected makes it reasonable to assume that specific processes contributed to a result.
2. Measuring progress toward intended outcomes was made challenging by (a) the lack of clear outcome targets or SMART indicators – since OFP guidance on this was prepared some years after the start of the strategy (Finding 3); and (b) the lack of an initial Theory of Change to describe intended pathways to results from the outset. Developing the Theory of Change at the beginning of the evaluation process was a very productive exercise, but this was oriented toward current thinking; it therefore did not altogether reflect the thinking at the outset of the strategy, and thus was better suited to extracting current learning than to measuring progress along the originally intended pathways.

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### Limitations due to COVID-19

The COVID-19 pandemic was rapidly developing just before the formal start of the evaluation and strategy refresh process, during the process of developing a scope of work and approach. Initial proposals included face-to-face data collection at a number of levels, including in Menlo Park; at a conference in Washington, D.C.; and during site visits to both East and West Africa.

Travel restrictions and safety concerns brought about by the pandemic meant that none of these face-to-face exercises were possible, nor were they included in the final plan. Face-to-face approaches were rapidly redesigned for online/remote formats, and experiments took place during data collection with different forms of software. This rapid — and quite fundamental — change in approach has been creative, stimulating, sometimes challenging, and ultimately “successful” in that good and reliable data have been gathered. However, there are some important differences in the data available here and what might have been collected in different circumstances.

First, face-to-face, in-person meetings give an opportunity for a level of “beneath the surface” data collection — related to observation of context, relationships, and body language — that is not available using remote methods. While this data may not usually be documented and is therefore not usually a formal part of an evaluation, it is nevertheless drawn on during the analysis and interpretation stages and, it might be argued, can have a profound influence on the selection of or emphasis lent to findings.

Second, technological constraints to do with remote data collection methods, alongside this being a high-level evaluation aimed at assessing the overall strategy, meant that there was little space for introducing beneficiary voices. Some depth was gained through a focus group at the subgrantee level, but this did not involve beneficiaries such as FP users. While the focus on grantees is appropriate for a grantmaking organization, some richness and texture in the data may have been lost due to the absence of travel and in-person opportunities.

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### 3. Description and status of the strategy

#### Overview of investments

Between 2014 and May 2020, 268 grants were made under the IRH strategy, including six Crisis grants made to understand and mitigate the effects of the Global Gag Rule (GGR)/Mexico City policy reintroduced by the newly inaugurated Trump administration in 2017. This also includes 52 Organizational Effectiveness grants made to 24 grantees with a total value of \$3,205,500. Including these six Crisis grants and the OE grants, the whole portfolio was worth \$165,279,292 — or approximately \$25.5 million a year.<sup>20</sup>

**TABLE 1: Top 10 grant recipients**

PILLAR	# OF GRANTEES	TOTAL GRANTS RECEIVED
Service delivery	3	\$33,795,500
Mixed service delivery and advocacy	2	\$23,595,000
Advocacy	3	\$16,395,000
Research	2	\$14,030,000

This investment included grants to 75 grantees, spanning well-established key organizations working in the RH space at the global and regional levels, a number of research organizations and universities, and a select number of regional and national-level organizations in sub-Saharan Africa. It also included a number of organizations with an explicitly feminist or women's rights agenda, such as the International Women's Health Coalition and EngenderHealth.

A number of grantees received multiple grants over the period, often for different bodies of work. Thus, while the average grant size overall was \$635,531, some organizations received substantially more than this in total, with the largest recipient in receipt of nearly \$20 million, or 12% of the portfolio, and with the top 10 grantees accounting for 53% of the portfolio.

#### Geographic focus of the strategy and substrategies

While the 2014 strategy document specifies a focus on East and West Africa for Outcome 1 (unwanted pregnancy) in particular, this developed into a more explicit focus on Francophone West Africa across all outcomes, and this area of work was evaluated as a substrategy in 2017. In terms of overall grantmaking, this geographical focus has translated into an investment of 42.6% of the portfolio at the regional and country levels in sub-Saharan Africa.<sup>21</sup> The remaining 57.4% was invested at the global level, although some proportion of this was invested in global programs with a presence in West or East Africa — such as the investment in AmplifyChange, for example. Of the amount explicitly invested in Africa, about half was invested in FWA, with the remainder invested in East Africa or regionally across sub-Saharan Africa.

<sup>20</sup> This analysis uses a database of IRH grants extracted from the foundation's wider database for the purposes of this evaluation and covering 2014 – May 6, 2020.

<sup>21</sup> The grants database classifies a slightly lower amount (about 40%) as Africa focused. This analysis reallocates three grants that appear to be Africa focused (e.g., one grant to the Advocacy Accelerator) to this category.

A second substrategy, supporting local advocacy in sub-Saharan Africa, evolved during the course of the strategy period and was formally articulated in early 2016. Through this, \$21,565,000 has been invested in SSA for advocacy work.<sup>22</sup> The strategy has also been supported by grants that advance models of support for local advocacy efforts and have significant presence in SSA, although their overall reach is global.

## Grantmaking instruments

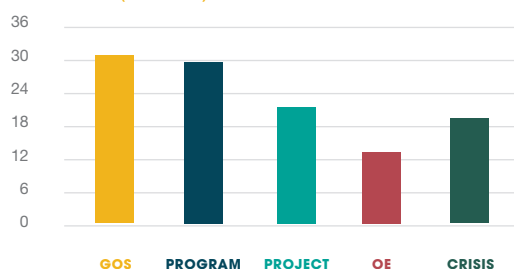
Aside from the Crisis and OE grants, the portfolio used three principal grantmaking tools: general operating support grants, flexible program grants, and project grants. These differ in their levels of flexibility. GOS grants are ultra-flexible, with discretion on expenditures entirely in the hands of the grantee. Program grants are in principle flexible but with some conditions around the sector or geography of spending; project grants are much more specific and targeted to defined work areas. They also differ in the reporting requirements: GOS grants require only the grantee's overall annual report to be delivered to Hewlett, along with top-line financials, while program and project grants require short annual narrative reports on a Hewlett template alongside more detailed budget utilization information.

The investment has been spread fairly evenly over the three main grant instruments, with GOS, program, and project grants absorbing just under one-third each (Figure 2). However, they have differed in spread, as the average size of GOS grants is much greater than for program and project grants (Figure 4). Thus, a similar overall investment in GOS covers fewer grants/grantees for GOS (36 grants; 17 grantees) than for program (54 grants; 26 grantees) or project (107 grants; 53 grantees). They have also differed by average grant lengths. While Hewlett generally takes a long-term approach to grantmaking, GOS grants have on average been longer term than project grants; and Organizational Effectiveness grants are on average for just over a year (Figure 3).

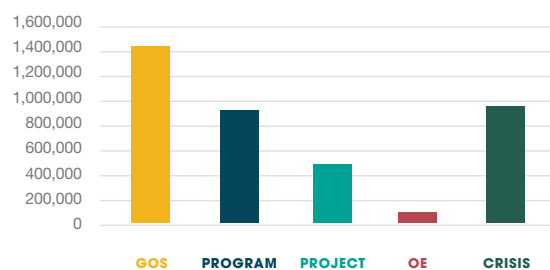
**FIGURE 2: Use of different grant instruments in the portfolio**



**FIGURE 3: Average duration of grants by type (months)**



**FIGURE 4: Average grant size (US\$)**



<sup>22</sup> Includes \$5,500,000 invested at the global level for Advocacy Partners work.



## 4. Findings

### FINDING 1: Hewlett's niche

**Hewlett's positioning in the IRH space in sub-Saharan Africa has been strongly framed by its visibility through the substrategies of FWA and Local Advocacy, in which it is widely seen to be carrying out, respectively, a catalytic and a "unique ally" role. Beyond these, however, the data do not identify any one particular niche operating during the last five years. Rather, a number of noted and appreciated core strategies relate to its principled partnership approach and balance across the portfolio, including investing strongly in institutions, creating partnerships based on mutual respect, providing flexible funding, and using a rights framework more than other donors.**

Hewlett has at times, but not consistently, **succeeded in catalyzing results** in sub-Saharan Africa beyond its dollar power. This is clearly the case for the Ouagadougou Partnership, in tandem with the broader strategy in FWA. There is little doubt that Hewlett played an instrumental role — alongside the Bill & Melinda Gates Foundation (Gates), United States Agency for International Development (USAID) and the French Development Agency — in establishing the OP, not simply with grant funding but with time, energy, patience, and focus, and then turning it into an institution with successes behind it. This process has included enabling funding from further donors noted in the 2017 evaluation.<sup>23</sup> It is also clear that this catalytic role has extended to some extent into work in FWA more broadly. Hewlett has succeeded in drawing attention to the region from a range of organizations: *[Hewlett] is not the reason we're in West Africa, but they put it on my radar (KII Service Delivery)*. More directly, through leveraging alignment with its IRH strategy, it has enabled a number of organizations to establish new work or deepen or broaden existing work in the region (see also Finding 7). The results of this catalyzing power are seen most succinctly in the OP's progress toward its extended target of reaching 2.2 million more women with contraception by 2020 and perhaps also in emerging signs that this progress has effectively enabled some traction on the issue of safe abortion in the region.

**Other examples of "seed funding" and focused attention have seen more mixed results** in terms of catalyzing impact. The work through IDEO.org and MSI Reproductive Choices (MSI) on human-centered design (HCD), for example, has been taken up by others in some significant interventions, notably Adolescents 360 in Nigeria, Ethiopia, and Tanzania (funded by the Bill and Melinda Gates Foundation) and the Children's Investment Fund Foundation (CIFF). The design of this program, led by IDEO.org, draws considerably on the methodology of HCD.<sup>24</sup> The approach has also been taken up through IDEO.org in DKT International's work in Democratic Republic of Congo. On the other hand, sustaining and scaling the approach within MSI in the absence of continued Hewlett funds has been less straightforward. While the approach continues strong in the Hewlett-funded MSI Sahel regional program, and Future Fab in Zambia has sustained the success and ethos of the approach there, in Kenya the work narrowly missed picking up different funding and has struggled to find scale. In part, the approach has struggled with concerns from sources about its relative cost — concerns that were flagged in the 2017 evaluation.<sup>25</sup> The Advocacy Accelerator, first established in 2017, has also not yet attracted sustained core funding from

<sup>23</sup> Global Impact Advisors [Evaluation of the William and Flora Hewlett Foundation's Family Planning and Reproductive Health Strategy for Francophone West Africa](#), March 2017.

<sup>24</sup> Itad, [Midterm Review of the Adolescents 360 Program](#), June 2019.

<sup>25</sup> Itad, [Evaluation of The Hewlett Foundation's Strategy to Apply Human-Centered Design to Improve Family Planning and Reproductive Health Services in Sub-Saharan Africa](#), November 2017.

elsewhere, despite some project grants from Gates, Swedish International Development Agency (SIDA), the Dutch Ministry of Foreign Affairs, and CIFF for youth advocacy capacity building. At the program level, there are examples in which Hewlett's seed-funded programs have later attracted funding from other donors, such as the Population Council's Girl Center.

In the Local Advocacy work (see also Finding 7), it is the **tenor of the relationships being established and developed via the principle-based approach to local advocacy** that most strikes grantees as distinguishing Hewlett's approach. It is a '*different approach to advocacy*' which '*centers local advocacy and shifts power*' (KII Advocacy) and aims to build local leadership and ownership of the advocacy agenda.

The pathway to this power shifting is complex, however. Both the second and third phases of the Aspen Institute's evaluation of the strategy have identified obstacles in this process: The second phase found the benefits of the approach established between Hewlett and grantees (such as long-term commitment, grant flexibility, and mutual accountability) were not consistently being passed on into grantee-subgrantee relationships. The third phase found that while capacity strengthening has made notable progress, subgrantees' ability to fully shape their own advocacy is constrained by limits on their control over budget decisions, as well as the relatively short-term nature of their grants.<sup>26</sup> However, data collected for this evaluation indicates a heightened awareness of these issues among grantees and a willingness to work on establishing important power-enhancing benefits at the subgrantee level.

A number of interview respondents expressed that this **desire to fundamentally shift the power dynamics** in the RH development space — through the quality of relationships — is highly important. This is echoed in survey results that placed the related approaches of "Openness, transparency and learning," "Meaningful, socially beneficial change," and "Working in a collaborative fashion based on mutual respect" as the three of Hewlett's guiding principles most important to grantees' work, each attracting 25 endorsements from 40 respondents (Figure 5; see also Finding 9). Donors also note Hewlett's good positioning to contribute to power relationships, because it has a history of "*being thoughtful about what it means to be a philanthropist*": a necessary part of the motivation to shift power dynamics.<sup>27</sup>

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Having a donor levelling up the power relationship is very appreciated... This is the first time donors have made such a concerted and consistent effort to shift these. Sometimes it has been done project-wise in other projects, but this is consistent. Hewlett feels more like a partner.

KII SERVICE DELIVERY/  
ADVOCACY

<sup>26</sup> Aspen Planning and Evaluation Program, Power Sharing and "Capacity Development": Perspectives from Phase 3 of the Aspen Institute's evaluation of the Hewlett Foundation's strategy for supporting local advocacy in sub-Saharan Africa, September 2020.

<sup>27</sup> Testimony drawn from interviews conducted for an IRH landscape scan, which formed a parallel component of the strategy refresh process.

**Features of this approach** include strengthening organizations beyond simply “capacity,” for instance by mentoring them to demand adequate cost recovery from other donors so that project budgets can also contribute to strengthening and evolving the organization. Similarly, the principle-based approach to local advocacy is noted for “*addressing technical assistance in a sustainable way – not as a one off, and also not forever*” (KII Advocacy). In other words, it is noted that in being long term but time bound, the Advocacy Partners model makes grantees accountable for transferring technical skills such as leadership development within a realistic but nevertheless finite timeframe. This approach remains promising, therefore, for contributing to and enhancing a process of promoting a transition to Africa-based leadership in the RH field.

A further feature is making some effort to link African organizations with each other — hence gradually substantiating the ecosystem — which is seen by some as essential for sustainable change. However, others note that more could be done in this respect, as the grantees involved in the principle-based approach to local advocacy still do not all know each other in enough detail to generate solidarity.

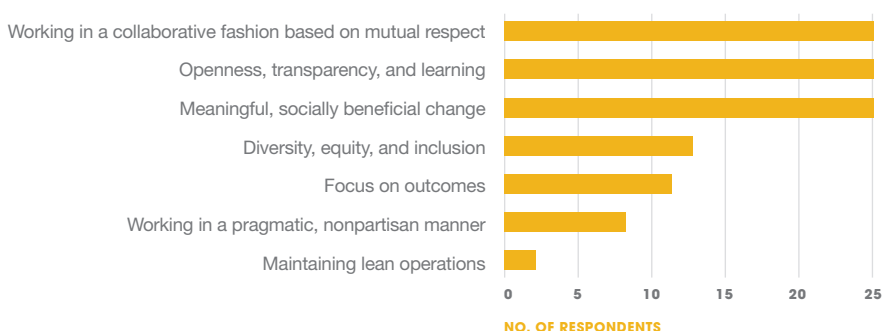
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They are true partners. I don't feel like I will be judged. They're trying to deal with the power dynamic.

#### KII SERVICE DELIVERY

**FIGURE 5: Survey**

*Which of Hewlett's guiding principles is most important to your work?*



Features of the Local Advocacy substrategy approach are also more prevalent in Hewlett's IRH work. For many stakeholders, these constitute a way of working that distinguishes Hewlett from many other funders, and they are seen as strongly supportive of grantees' work and embedded in the foundation's principled approach. These include the way Hewlett **prioritizes mutually accountable and mutually sustaining partnerships. They also include attention to process** — and not simply to outcomes — which incorporates a long-term, committed approach and allows for institutional growth, the ability to explore, and full partnership.

Flexibility is also a much-cited and appreciated feature of Hewlett's approach. This has two dimensions. One is the flexibility to adapt to challenges and circumstances and remain patient — which has benefited, for example, the evolution of the OP. The other is flexible funding, which allows innovation and risk-taking on the part of grantees, as well as the opportunity to strengthen organizations and develop trust.

However, Hewlett is not the only organization known for flexible funding approaches: Grantees cite the Packard Foundation, MacArthur Foundation, Wellspring Philanthropic Fund, SIDA, some family foundations and private gift givers, and anonymous donors as other stakeholders offering it, suggesting that this, while important, is not a unique position for Hewlett.

Finally, Hewlett is perceived by some stakeholders interviewed to be **more committed to a women's rights/reproductive rights framing than most other RH donors**, and this centering of women's experience in family planning — rather than demographic issues — is a key step for changing norms and therefore sustainable impact. While this view is not strongly triangulated beyond KIIs, within the interviews it was expressed by several sources. For some, this is a key point of mission alignment which makes the partnership possible. Others see that it is necessary now to bring demographic and rights approaches together in a bigger picture. One organization notes Hewlett's commitment to young people's rights in RH, given that youth sexuality remains a controversial issue in many contexts.

## FINDING 2: Partnerships

**Hewlett maintains a number of dynamic, productive, and mutually respectful partnerships with grantees through its IRH strategy, many of which are very long-standing. While for most partnerships, alignment with the strategy is clear and strong, for a few partnerships this alignment is more problematic. In GOS-based partnerships, this alignment is particularly important to establish because the funding is so flexible. However, alignment with the regional focus of the strategy (on SSA) is much lower in GOS partnerships than in partnerships through other grant types.**

Hewlett's grantee partnerships span the key organizations working in reproductive health and safe abortion at a global level, a number of which have country or regional programs in SSA, and a smaller number of African institutions. Hewlett also has strong partnerships with other donors, particularly private donors, and indirect partnerships with a large number of subgrantees whose primary relationship is with the grantee. This analysis is focused on grantee partnerships, which were the focus of data collection; however, some less strongly triangulated perspectives from donors are included in Box 3 as an illustration.

### box 3: Donor partner perspectives on partnership with Hewlett

Donors agree that Hewlett is a valuable partner. Among other attributes, it is able to be nimble in areas that stretch the field, such as HCD, before others are ready to move to those areas. It is good at field building *'because it's such a respected organization, it has so many allies, it has built a wealth of knowledge and insight.'*

Donor partners are also aware, however, that it is important for Hewlett to focus in order not to spread its reach too thin, particularly in view of its lean staffing approach: *'[Hewlett] can have a massive influence, but you want to be careful and not try to influence too many things because then you're spread too thin.'* As a result, there are times when donor partners would welcome Hewlett's skills but recognize that limited staff time makes this improbable.

Hewlett has maintained many of its grantee relationships over the long term, allowing organizations to grow and evolve, and it has invested strategically in dynamic partnerships, particularly in organizations strongly associated with global advocacy for safe abortion.

Most partners value the common ground they experience with Hewlett in terms of vision, mission, and approach, such that they “*show up invested in the movement*” and it is not necessary “*to convince them why it’s important every time*” (KIIs Advocacy). This is particularly noted in their **deep understanding of RH and gender relations as intertwined**, and with regard to **women’s rights frameworks for the work**. For very few partners, alignment with the strategy has been somewhat problematic at times, and trying to achieve it has felt like a requirement to conform to what Hewlett wants. For others, alignment – particularly with the geographical focus that was first articulated in the current strategy — has been a smooth process of “keeping motivation” to maintain an interest in FWA.

There are, however, some important **gaps in geographical alignment with the strategy**. While the GOS mechanism is a symbol of Hewlett’s investment in partnerships — hugely valued by all who receive it for its flexibility and because it allows “*fewer projects but deeper partnerships*” (KII Research) — it is mostly invested in the global organizations, and it is associated with global results. Over the course of the strategy, \$44,650,000 in IRH GOS funding has been invested in 14 global organizations (87% of GOS funds),<sup>28</sup> while only \$6,575,000 (13%) has been invested in three research and advocacy organizations headquartered in Africa (see also Finding 4). There are specific legal constraints regarding the use of GOS grants outside of the U.S.: In short, the options for direct international grantmaking are limited to two routes, neither of which may be possible in context:

- an equivalency determination process through which organizations can be categorized as equivalent to U.S. 501(c)(3) organizations but which can constrain the NGO’s activities and involve significant administration
- an expenditure responsibility status, which allows for grants for charitable purposes only and can therefore not use the fully flexible GOS model<sup>29</sup>

GOS grants do not require specific reporting on how funds were spent. Therefore, it is not possible to verify what part of these funds supported work in sub-Saharan Africa or FWA. Since grants are made at a global level, it is reasonable to infer that most of the many benefits associated by stakeholders with the flexibility of GOS are only at best indirectly reaching organizations in SSA. The Aspen Institute’s evaluation findings, looking at to what extent INGOs involved in the principle-based approach to local advocacy have passed on to their subgrantees the benefits of flexible and secure funding, suggest that, in an equivalent process, even where the benefits of global GOS are passed on into FWA or SSA, this might happen very slowly.<sup>30</sup> The organizational strengthening dimensions to GOS — which puts organizations in the leadership position on how the funds are used — is clearly benefiting organizations in the Global North except in those few cases where African organizations are receiving it directly (see also Finding 4).

In addition, survey results confirm that grants are contributing to operations globally, not only in SSA (Figure 6): Of 109 affirmative responses to the question “Did the grant contribute to operations and/or programming in the following geographies?” from 40 grantee organizations, 70 responses confirmed that Hewlett grants had contributed to operations in SSA, while 49 (or 45%) confirmed contributions to

<sup>28</sup> Two additional IRH grantees, CRR and Guttmacher, also receive GOS through Hewlett’s USRH program.

<sup>29</sup> See GMNSight’s [Equivalency Determination vs. Expenditure Responsibility: Which works for you?](#) and the IRS’s [Grants by Private Foundations: Expenditure Responsibility](#).

<sup>30</sup> Aspen Planning and Evaluation Program, Power Sharing and “Capacity Development”: Perspectives from Phase 3 of the Aspen Institute’s evaluation of the Hewlett Foundation’s strategy for supporting local advocacy in sub-Saharan Africa, September 2020.

<sup>31</sup> Note that the 40 survey respondents were asked to check all locations where Hewlett grants had contributed to impact, not just one location.

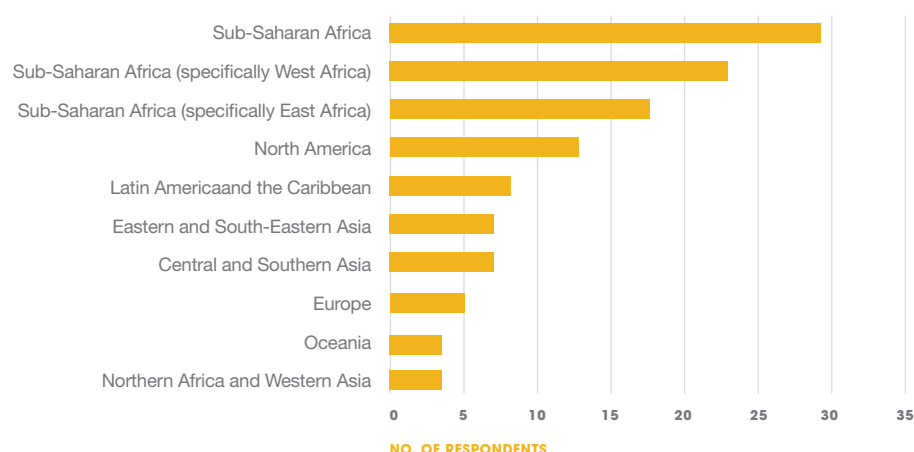


elsewhere in the world.<sup>31</sup> While this situation of global relevance and implication of global impact from grants may be aligned with Hewlett's expectations, it warrants some attention because what grants are expected to contribute to in the global space is not clearly articulated in the strategy – and therefore it is very difficult to assess whether the grant partnerships have been the most appropriate ones for meeting these expectations.

A much **larger proportion of flexible program grants have been invested in Africa programs**, suggesting that partnerships maintained through this grant model have been more aligned to the explicit focus of the strategy. Of the total \$50,585,000 invested through this modality, \$38,425,000 (76%) has been invested in 16 organizations either in Africa or specifically for programs in Africa; while \$12,160,000 in flexible program grants (24%) has been invested in 10 global organizations.<sup>32</sup> While these are also flexible grants, requirements are quite different from GOS grants: These include formal proposals, usually including a results framework, and annual narrative reports focused on the relevant program and accountable to outcome objectives. Despite this framework, many grantees confirm that the grants are treated with flexibility and there are benefits to this, although less extensive than those associated with GOS. However, there is also some evidence that the degree of flexibility granted is variable across stakeholders: A small number of respondents stated that the grants were not flexible at all, or not particularly flexible. Both these organizations had previously received project grants but were currently in receipt of program grants.

**FIGURE 6: Survey**

*Did the grant contribute to operations and/or programming in the following geographies?*



Thus, it is apparent that while **some efforts have been made to shift power and resources to Africa-based organizations, this is as yet only partial, and not all grantmaking is apparently contributing to this shift**. While the Local Advocacy substrategy represents some movement toward this, most stakeholders agree, some very strongly, that there is scope for stronger initiatives here, and the Aspen evaluation suggests that this is a process that will take time and focus.

Stakeholders offer clear insights into **what might constitute a continuing, more limited, role for INGO HQ organizations and global-level organizations**. This includes responsibility for compliance processes achieved more efficiently as a specialist function, and a role in coordination of organizations working on

<sup>32</sup> Evaluator's calculation from the grants database, adjusting "international" filter for grants supporting Africa programs.

a project or on similar themes. Fundraising is also identified as a function achieved more efficiently in a centralized way. In addition, a number see value in a knowledge circulation role for INGOs, ensuring the passing of evidence and learning from local to global and vice versa, particularly in advocacy. Others note that it is important to work at all levels — at the grassroots where change is happening in women's lives; at the national level where policy change is happening; at the regional level where ripple effects and peer pressure can be created; and at the global level where key conversations take place and global solidarity can be generated.

Others also note that this power shift is fundamentally necessary as *“the only way to have a sustainable outcome, otherwise it's simply perpetuating the aid industry”* (KII Service Delivery). For advocacy in RH, there is also a strategic reason for this approach: that African organizations *“need to prove it's not someone else's agenda”* and therefore *“the visibility of a global institution can be unhelpful”* (KII Advocacy).

While Hewlett clearly builds partnerships very carefully, as reflected particularly in the Local Advocacy substrategy, there is, to our knowledge, **no clearly articulated criteria expressing what close alignment with the strategy might look like — particularly for advancing global-level work — nor what criteria might define eligibility for GOS or other types of funding.** These criteria might include, for example, having an organizational mission focused on East or West Africa; on reproductive health/family planning/safe abortion; and perhaps also on women's reproductive rights.

### FINDING 3: Overall effectiveness

While important progress has been made at outcome level for each of the strategy's three core objectives, it is not possible to conclusively assess this progress since outcomes as stated were not clearly measurable and reporting did not specifically collect information on progress toward them. In general, progress has been slower for the safe abortion outcome, although some important steps have nevertheless been made. For the outcomes focused on family planning and integration into development goals, clear gains have been made: In FWA (and globally), more women are accessing family planning; advocacy for RH in sub-Saharan Africa has seen wins at different levels; and FP's integration into development goals has strengthened globally and specifically in FWA.

Most achievements reported have involved various stakeholders, including grantees, subgrantees, and other ecosystem actors. For project grants — mostly producing results either locally or at lower outcome levels — we can be confident that Hewlett's support has substantially contributed to grantees' project results. For results associated with organizations receiving GOS, it is not possible to know whether Hewlett's contribution amounts to more than the proportion of the organization's budget they provide, since reporting is not associated with specific funds and no evaluations have covered this question.

Nevertheless, a range of methods and strategies used through Hewlett grants to pursue these results confirm some causal pathways of the Theory of Change, as well as exposing some gaps in this. Although well-established strategies such as capacity building and technical support are still widely being used, there have been some promising variations on these strategies, including the use of mentor models and the promotion of local leadership.

Hewlett's IRH grantmaking is broadly associated by grantees in their reporting and interview testimony with a wide range of outcome-level results in sub-Saharan Africa in each of the strategy's three outcome areas. For family planning, these include direct reported results of millions of people reached; couple years of protection (CYPs) provided and unwanted pregnancies averted; concrete progress in FWA with 1.18

million women reached by 2015 through the OP; 6,000 adolescents reached with knowledge and services by one grantee in SSA; contraception coming under Ministry of Health (MoH) free provision in Burkina Faso; and a SRH strategy being established in Kisumu County, Kenya.<sup>33</sup>

For the integration of FP and RH into development goals outcome, an early gain took place with the inclusion of sexual and reproductive health (SRH) in Goals 3 and 5 of the Sustainable Development Goals (SDGs) in 2016. At a more granular level, the OP saw resources for RH among core donors increase by 30% by 2015; AmplifyChange reported improvements in 34 policies in 2019; the Planned Parenthood Federation of America (PPFA) trained 15,000 advocates in SSA and Latin America in 2017; Hewlett's Local Advocacy substrategy saw strengthened CSOs in core dimensions by 2020; and religious leaders engaged in RH advocacy in Senegal and Guinea.

Results in safe abortion have perhaps been more modest and have met some significant challenges, for instance in resistance from anti-choice groups to existing abortion access in Kenya and a challenging environment for progress in much of FWA. Nevertheless, here, too, grantees report tangible results variously in terms of numbers reached with abortion care; improvements in products and distribution; policies improved; and capacity strengthened. More modest steps have also been achieved — such as grantees reporting greater acceptance of medication abortion and WHO's safe abortion guidelines.

However, precise levels of progress toward these outcomes or goals are not possible to aggregate or assess. This is because **a strong results-oriented framework that would allow for measurement was not in place at the beginning of the strategy implementation.** The foundation's Outcome-Focused Philanthropy approach, which would set this orientation in motion, came into being during the course of this IRH strategy: Beginning in 2014, alongside the new strategy, the Effective Philanthropy Group was developing the OFP Guidebook, which began implementation in 2016.<sup>34</sup> This approach, and the guidance for implementing it, included articulating specific, measurable outcomes and developing implementation markers to track progress, guide learning, and alert program officers to any need for course correction.<sup>35</sup> While the IRH strategy then did develop and use implementation markers in 2018-19, these were in relation to the outcomes stated in the 2014 strategy, which were not specific or measurable.

Hewlett's contribution to results is complex to disentangle. Hewlett supports grantees to achieve results through grantmaking; grantees work in complex contexts in which a number of factors may combine to reach a result. Within this framework, it is reasonable to infer that Hewlett's contribution to grantees' results is at least as great as the proportion of funding they supplied to the project or program in which the result is recorded. This proportion varies across the three principal grantmaking tools described in Section 3. For GOS grants and some flexible program grants, it ranges from less than 1% to 19%: a low budget contribution; for other flexible program grants and a few project grants, Hewlett makes a medium budget contribution of 20% to 40% of the program or project; for most project grants and a few program grants, Hewlett makes a contribution of 60% to 100% – a high budget contribution.

While a particular grant may in fact have contributed to the grantees' associated results more significantly than its budget proportion implies, it is not possible to verify where this may have happened — by catalyzing results, for example — in the absence of reporting against specific funds and against outcome

<sup>33</sup> These results confirm and expand on findings from the earlier evaluation: Global Impact Advisors' Evaluation of the William and Flora Hewlett Foundation's Family Planning and Reproductive Health Strategy for Francophone West Africa, March 2017.

<sup>34</sup> Hewlett Foundation, A Practical Guide to Outcome-Focused Philanthropy, November 2016.

<sup>35</sup> OFP Worksheets: <https://hewlett.org/wp-content/uploads/2016/12/OFP-Worksheets.pdf>

targets. This means that for Hewlett, which requires no specific reporting about GOS expenditures, it is not possible to know when its contribution may be greater than the budget proportion the grant represents. However, Finding 4 details some unverified grantee testimony on the impact of GOS grants in particular.

With the information available, it is reasonable only to infer that **Hewlett's proportionate contribution to grantees' results associated with project grants and some program grants is greater than for most results associated with GOS grants.** In general, GOS grants cover an average of 5% of the organization's budget.<sup>36</sup> Flexible program grants cover the whole spectrum, ranging from 1% to 100% of the program budget and averaging 48%; project grants cover a similar range, from 1% to 100%, but a higher proportion of these cover 100% of the budget, and the average is 67%.<sup>37</sup>

Indeed, for the GOS grants, it would seem fair to infer that many results would most likely have been achieved without Hewlett's contribution;<sup>38</sup> at the same time, it is not possible to conclude which results this applies to in the absence of reporting associating particular activities with the GOS fund.

However, it is clear that the IRH team has attempted to use both platforms and "levers" to amplify its contribution to results so that these are disproportionate to its dollar contribution. This has seen particularly good success with regard to the OP — a platform for which there is little question that Hewlett's contribution has exceeded its grant dollar contribution in a catalytic way. It has also had good success with the lever approach with the FWA substrategy in general, in which flexible program grants directed at FWA have accompanied GOS grants at the global level (Finding 7; Finding 4). It is of note that these successful platform and leverage examples were accompanied by fairly intensive beyond the grant dollar activity, as well as program and project grantmaking covering all three pillars.

This leverage, or platform, approach has therefore received increasing attention in the later years of the strategy — for example, in the establishment of the HCD exchange; the Self-Care Trailblazers group; and the Safe Abortion Network (Centre ODAS in French) in FWA currently being developed. While early signs for the Self-Care Trailblazers and the HCD exchange are positive that these coalitions have rallied support and expertise around the issue, it is too early as yet to assess their effectiveness.

What is clear is that results for which Hewlett's funding contributed to substantial, trackable, and specific progress are more likely to be specific —such as the Kisumu County SRH Strategy by Deutsche Stiftung Weltbevölkerung's (DSW's) subgrantees — or at a low causal level, such as engagement of religious leaders engaged in RH advocacy in Senegal and Guinea by subgrantees of the World Faiths Development Dialogue International.

At the same time, outcomes as stated in the strategy were also pitched at a very high level. For this reason, later articulation of five-year, medium-term and specific outcomes articulated in the Theory of Change attempted to outline a causal pathway to those high-level outcomes (Table 2). While no indicators have been associated with these during the course of the strategy by which progress toward these might be tracked, coding analysis conducted on document and interview material for this evaluation reveals some insights into the causal processes that can be associated with Hewlett's investments.

<sup>36</sup> Calculated from grants database.

<sup>37</sup> In principle, by this method it would be possible to calculate an overall % contribution by Hewlett to the aggregated results covering all three types of grant in proportion to the % of the portfolio they represent.

<sup>38</sup> GOS respondents were asked in interviews which results they would have achieved anyway, but answers seemed uncertain and inconsistent, so they have not been added to the analysis here.

**TABLE 2: Levels of anticipated outcome as stated in the Theory of Change**

	SERVICE DELIVERY	RESEARCH	ADVOCACY
	<b>OUTCOMES ASSOCIATED WITH COMBINATIONS OF THE THREE PILLARS</b>		
<b>GOAL</b>	<ul style="list-style-type: none"> <li>• No woman has an unwanted pregnancy</li> <li>• No woman dies from unsafe abortion</li> </ul>		
<b>FIVE-YEAR OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Global and Regional RPRH ecosystem strengthened</li> <li>• Policies to increase FP access and safe abortion</li> <li>• Increased provision</li> </ul>		
	Increased demand for services	Strengthened domestic accountability and resource mobilization	FP and RH integral part of development goals
<b>MEDIUM- TERM OUTCOMES</b>	Better interventions stimulating behavior change	Research findings influence policy and funding	Increased visibility of FPRH
<b>SPECIFIC OUTCOMES</b>	Service provision strengthened	Evidence generated and knowledge strengthened and disseminated Evidence users engage with and use knowledge	Service provision strengthened

A range of **strategies and methods have been deployed in support of these achievements**, and each of these is associated with some of the shorter-term outcomes identified by the Theory of Change. Coding for the literature review and interview analysis identified a range of strategies and methods used by subgrantees in pursuit of specific and medium-term outcomes. These include using mentor support models; promoting local leadership; subgranting as one of several INGO roles; technical support and capacity building; and engaging government policy and budgets.

**1. Subgranting models** where the Hewlett uses an INGO or fund manager organization as the direct grantee, and these organizations take on different degrees of support beyond distributing funding. This strategy has been core in particular to the **advocacy pillar** and is aimed primarily at the specific and medium-term ToC outcomes associated with that pillar (Table 2) and at the five-year outcome “Regional RPRH ecosystem strengthened.”

There are several models of subgranting present in Hewlett’s IRH portfolio, including the following three types:

- The model used by Advance Family Planning (AFP) – in which INGOs have been supported to strengthen FP advocacy in lower-middle income countries through local CSO partners. Through these partnerships, advocacy tools have been disseminated for sharpening advocacy strategies and tighter M&E systems established.
- The model used by AmplifyChange – a fund which targets mainly (89%) small grassroots organizations with mainly small grants, with a current total of 936 grants since 2014, 74% of which were disbursed in sub-Saharan Africa. AmplifyChange uses a system in which grantees can graduate from lower- to higher-level grants as their organizations strengthen, supported by the AmplifyChange Learn platform built on a peer-to-peer learning model.



- The model used by INGOs supported under the Advocacy Partners funding stream of the Local Advocacy substrategy, through which INGO grantees subgrant to CSOs while also offering tailored technical assistance aimed at organizational strengthening for the long-term sustainability of the CSO and its advocacy function.

As indicated above, Hewlett's contribution to grantees' results and achievements produced through the AFP and the AmplifyChange subgranting models is indirect, and it constitutes a relatively small proportion of the total investment (about 4%). For the Advocacy Partners model, Hewlett's contribution has been much more direct and granular, and the financial investment through Africa program and project budgets constitutes a much greater proportion of the total investment (16% to 100%). However, at the time of data collection for this evaluation, the strategy has not yet fully matured, and it was being evaluated separately for the purpose of live learning and adaptation by the Aspen Institute. While KII data here suggest that INGO partners are reflecting and learning how to more effectively pass on organizational strengthening and mutual accountability approaches to the subgrantees, it has not been the intention here to assess to what extent this process is supporting enhanced advocacy achievements for the subgrantees.

Opportunistic engagement grantee partners in the principled approach to local advocacy, including the Center for Reproductive Rights, International Planned Parenthood Federation, and World Faiths Development Dialogue (WFDD), also use individual variations of subgranting models.<sup>39</sup> Notwithstanding contribution complexities, there is emerging evidence that this combination of models for strengthening local advocacy, of which subgranting is a core strategy, is succeeding in strengthening the FPRH ecosystem and that this has in some cases led to strengthened domestic accountability and policies at the national and subnational levels.

2. Methods of **support offered to subgrantees** beyond the funding are varied. Well-established routes to strengthening their work through **capacity building and technical support** are frequently documented, as well as less established methods. **Mentor relationships**, for example, are used by at least eight organizations to some degree, mostly meaning a tailored and long-term form of capacity support, and are intended to offer a more sustainable route to organizational strengthening. Grantees variously observe some limitations or key features of mentoring — such as that organizations often need first money, then peer exchange and convening more than they need mentoring, and that it is important to build leadership development into mentoring processes. Nevertheless, there is consensus among stakeholders in the Local Advocacy substrategy, including from Phase 3 of the Aspen evaluation,<sup>40</sup> that capacity support methods by grantees are having at least partial success in strengthening advocacy and agency and thereby contributing to increased visibility of FPRH in the region.
3. **Promoting local leadership** is also a frequent focus and a core theme of the Local Advocacy substrategy. Whereas for the Local Advocacy substrategy this is framed mainly as an ethical principle in order to transfer control of the advocacy agenda to Africa-based organizations, there is also some evidence from interviews that this is an important step for enhancing effectiveness because, among other issues *“they have respect of community, and legitimacy”* (KII Advocacy). Two organizations note that **while the advocacy work has taken a strong line in promoting local leadership, research is as yet mainly**

<sup>39</sup> The Aspen Planning and Evaluation Program's Midterm Report: Early Lessons from the Hewlett Foundation's Principled Approach to Supporting Local Advocacy (September 2019) has more detail on the types and progress of subgranting pursued in the strategy.

<sup>40</sup> Aspen Planning and Evaluation Program, Power Sharing and “Capacity Development”: Perspectives from Phase 3 of the Aspen Institute's evaluation of the Hewlett Foundation's strategy for supporting local advocacy in sub-Saharan Africa, September 2020.

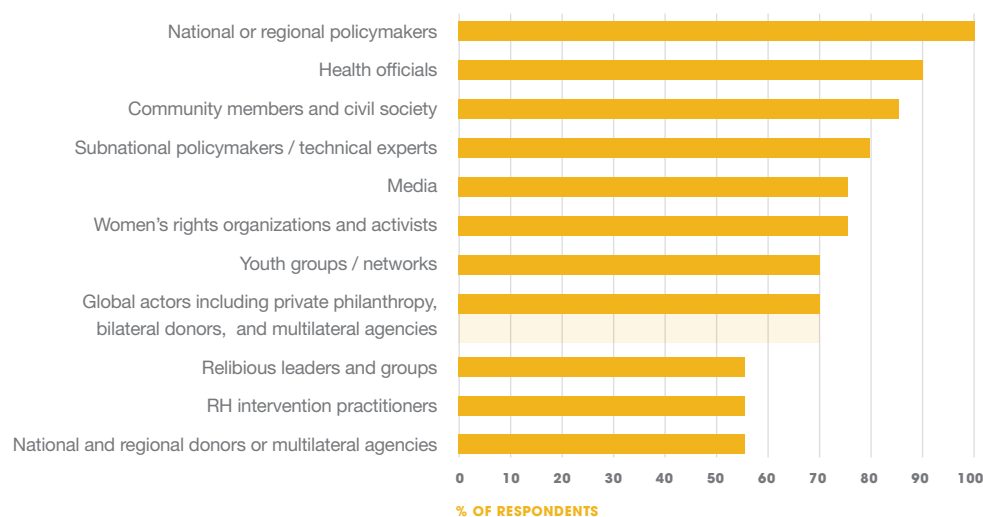


**directed and operationalized by global organizations;** supporting local leadership in research would be fruitful, and *“high methodology should not take priority over timing, relevance, and level of research”* (KII Advocacy). This has relevance, too, for the ToC for how “evidence users engage with and use knowledge” (specific outcome) and how to bring about “Strengthened domestic accountability and resource mobilization” (five-year outcome).

4. **Addressing and engaging governments and policymakers** has been a focus for much of the advocacy work carried out both at global and national/subnational levels. **This focus is clear from literature coding as well as from survey results.** Figure 7 below, showing survey responses, suggests that all 20 respondents to the question “What types of stakeholders does your organization or your subgrantee organizations engage with for advocacy work?” engage with national and regional policymakers (100%). Figure 8 suggests that **for family planning, this is associated with achievements in policy changes** about SRHR and **greater visibility among policymakers about the importance of SRHR** (84% of 19 respondents to the question “Has your organization or your subgrantee’s advocacy directly contributed to documented examples of the following outcomes?”) – though less so for changes in abortion policy (42% of these respondents).

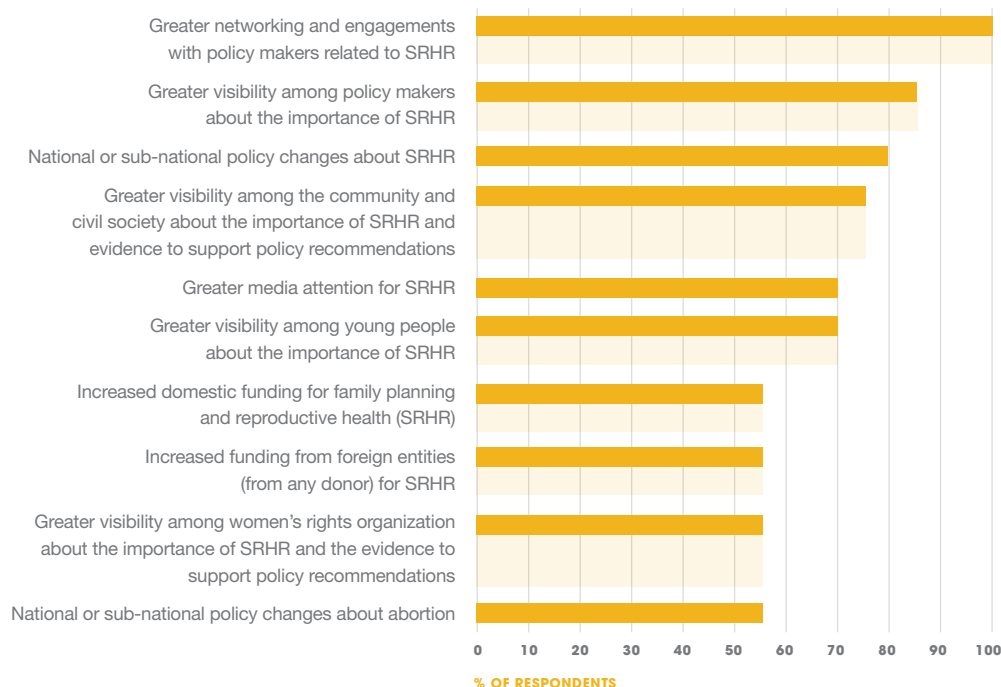
**FIGURE 7: Survey**

*Which types of stakeholder did you engage with for advocacy work?*



**FIGURE 8: Survey**

*Has your organization or your subgrantee's advocacy directly contributed to documented examples of the following outcomes?*



#### **FINDING 4: The role of GOS grants**

General operating support (GOS) grants have overall made up nearly one-third of IRH investments in the last five years. They have been mainly made at the global level, with some also at the regional and national levels in SSA. However, since they are flexible grants with light reporting requirements, their impacts cannot be robustly tracked or assessed, and their contribution to advancing the strategy is therefore not clear. Grantees cite many deep and significant organizational advantages and effects of this type of funding — including making contributions to the sustainability of key organizations, building greater connections across the ecosystem of reproductive health, and providing organizations the agility to respond to high-impact opportunities quickly — but this testimony cannot be triangulated. For most organizations, especially global organizations, Hewlett's contribution to these impacts is likely to have been relatively small.

In addition to weak alignment of GOS grants with the strategy's explicit geographical focus, GOS granting appears to have relatively little agility, in that most GOS grants are renewals and most are global. This situation has been effectively managed to some degree by parallel flexible program grants targeting FWA, especially in the service delivery workstream.

GOS grants are distinguished by being entirely flexible. They are not earmarked for prearranged budget categories, and reporting requirements involve only the submission of the organization's general annual report and high-level financial reporting. Hewlett has provided 36 GOS grants to 19 organizations since 2014, including two that receive GOS through the U.S. Reproductive Health strategy. Excluding these two, the GOS grants total \$51,225,000, or **32% of the total investment in this strategy**.

GOS granting is implicitly intended to strengthen recipient organizations as members of an RH ecosystem, although this is not clearly stated in the IRH strategy. GOS is generally awarded to the headquarters of global SRH organizations – this accounts for \$44,650,000, or 87% of GOS funds. Many of these global organizations have historical relationships with Hewlett spanning up to 40 years. \$6,575,000 has also been granted to three regional and national organizations based in SSA. As shown in Figure 9, the largest proportion of GOS — 60% or around \$30 million — is granted to service delivery organizations at the global level.<sup>41</sup>

It is not possible to discern how GOS funds have been used from project documentation, as GOS recipients are required simply to submit their general annual reports to Hewlett. In interviews, recipient grantees are unanimous in strongly **stating how important this form of funds is to their organizations' functioning and ability to pursue results**, and they cite a wide range of activities, functions, and outcomes that have had support through GOS funds. However, it is impossible to **robustly triangulate this testimony**. Uses include **internal institutional investments**, including governance, organization structures, and resource mobilization capabilities; and covering recurring expenses such as nonproject staff salaries and pension contributions. Three grantees shared that GOS money was used to **expand their geographical reach**. Interviewees mentioned that GOS provided the opportunity to **connect their work** in a more intentional and robust way, both thematically across projects and geographically with country offices. Additionally, GOS is used to **connect the ecosystem**, both with greater communications to key stakeholders and by convening groups at events.

On the basis of this testimony, it seems likely that GOS contributes to strategy outcomes in various ways. First, it has likely **increased the sustainability of key ecosystem organizations**. GOS recipients noted that flexible funding supports organizational sustainability by allowing internal investments, lessening burdensome reporting requirements, and providing a legitimizing factor to the field and other donors: *"It's meaningful to have the stamp of approval from the Hewlett Foundation, because they carry a lot of weight and respect in the sector"* (KII Service Delivery).

**FIGURE 9: Proportion of GOS grants to each workstream**



Second, GOS recipients note that flexible funding provides **strategic advantages to their organizations, which allow them to be agile, nimble, and innovative**. Many interviewees named changing contexts, including the election of Donald Trump and the recent changes from COVID-19, and shared that GOS allows them to promptly reorient toward the highest impact work. Advantages from flexible funding in particular were that grantees did not need to consult donors before making strategic choices, allowing them to make these changes more quickly. Some organizations also noted that GOS funding allows greater innovation and risk-taking. Others use GOS as “seed funding,” to prove the impact of a new approach before seeking additional funding: *"The ... flexible [funding] is so valuable. It feeds into the innovation piece. ... We can do more innovation, move the mission forward without needing a restricted project"* (KII Advocacy).

Third, organizations associate a number of **general achievements** with their GOS funding, including increased ability to respond to gender-based violence (GBV); increased reach to adolescents; and

<sup>41</sup> Note that three recipients of GOS are categorised as both service delivery and advocacy organizations. For the purposes of this analysis, the grant amount is divided 50:50 between these workstreams.

advocacy achievements such as including self-managed abortion as a goal and keeping late-term abortion on the agenda.

At the same time, Hewlett's **overall contribution to organizational budgets with GOS is small**: The average contribution to organizations receiving global-level GOS is less than 3%, and for 5 organizations it is less than 1%.<sup>42</sup> It therefore seems possible — even likely — that many of these general results organizations associate with GOS would have been achieved without Hewlett's contribution, although this cannot be verified. Some donors also question what leverage Hewlett can gain from relatively small contributions to organizational budgets.

While it might be argued that the contribution of GOS has more correlation with what proportion of the organization's *flexible* funding the Hewlett grant represents, it was not possible in this evaluation to collect this information consistently for all organizations. Interview data reveals that for some organizations, Hewlett is their only source of flexible funding, while others have up to 80% flexible funding, either from other donors or from other revenue sources. Grantees cite some large private philanthropic foundations, small family foundations, anonymous donors, endowment interest, and cost recovery as other sources of flexible or core funding.

It is also clear, as discussed in Finding 2, that **these outcomes are globally spread, and that their contribution to outcomes in the sub-Saharan Africa focus of the strategy is weak or unknown. This is particularly the case for the service delivery workstream.**

In direct grant terms, a total of \$6,575,000, or 13% of this GOS investment, has been made directly to three African research and advocacy organizations. Some of the funds invested at the HQ/global level has clearly supported impacts in sub-Saharan Africa — for example, by facilitating increased work in this geography. For the service delivery pillar, a second tool — flexible program grants — has been used to support the Africa focus of organizations also receiving global GOS. Figure 10 shows the proportion of investment in the Africa region by workstream, in these two types of investment: GOS directly to African organizations; and flexible program grants for work in Africa accompanying global-level GOS.<sup>43</sup> It is evident here that advocacy work is focused clearly on Africa (19.5% of advocacy GOS and 79% of flexible program funds); research work includes a high proportion of direct investment in Africa (45% of research GOS; 12.8% of flexible program funds); and investment in service delivery in Africa takes the form of flexible program grants directed to SSA and FWA, while GOS is invested at HQ (no GOS; 44% of flexible program funds). **Thus it is possible that outcomes in Africa have been enhanced through global GOS, although the evidence for this is complex and not watertight.**

It is likely that the weak alignment of GOS grantmaking with the geographical focus of the 2014 strategy has come about because **most GOS continues grant relationships which predate this strategy**. Where new GOS grants were made to African advocacy organizations in Uganda, they did indeed align with this dimension of the strategy and amount to \$2,100,000, or 4% of GOS investment. The remaining **96% were renewal grants**, continuing from previous GOS grants, and did not by themselves have explicit geographical alignment.<sup>44</sup> This is relevant because the **leverage available to Hewlett for aligning GOS with the strategy is only via selection for GOS eligibility**. There are no further mechanisms, such

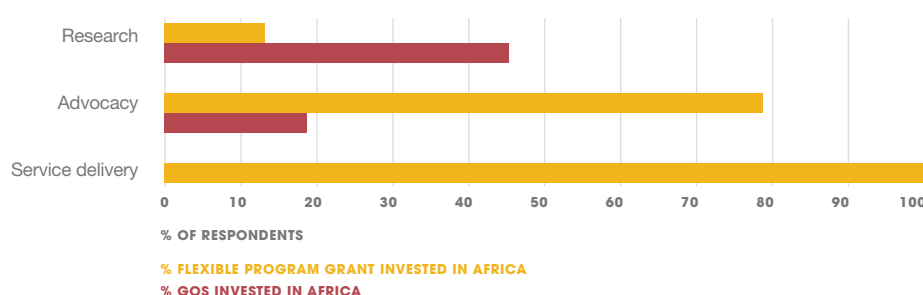
<sup>42</sup> For those African organizations receiving GOS, the contribution is somewhat higher, at 10.2%.

<sup>43</sup> The research column here excludes research organizations that receive Hewlett's GOS through USRH. The service delivery column does not include some large organizations that may in fact direct some GOS as program funds in Africa.

<sup>44</sup> This includes some GOS to global organizations that is classified as "new" but which repackages prior GOS relationships.

as reviewing program design, through which Hewlett might apply leverage. Since most GOS grants are renewals, there has been very little opportunity for intentional selection during the course of the current strategy (see also Finding 2): The window for altering GOS eligibility decisions is seen to be primarily during the transition between strategies. At these times, the appropriateness of each grant is reviewed. However, Hewlett's respectful approach to grantees means that major grants will not be suddenly withdrawn; rather, a relatively long run-in is put in place before a grant withdrawal, in order to give grantees time to adapt and transition from this fund source. Thus, there is a high bar for making these changes with full accountability to the grantee and in line with Hewlett's general commitment to a long-term approach. This undoubtedly brings advantages in terms of trust and respect in donor-grantee relationships, but nevertheless to some degree works against Hewlett's agility for changing course.

**FIGURE 10: % of total GOS and flexible program grant investment in Africa, by pillar**



## FINDING 5: Research Use

During the course of the current strategy, the foundation has succeeded in supporting, and in some cases leveraging, grants to orient research initiatives toward policy advocacy, and there are identifiable examples of impact. Promising methods for maximizing the use value of research include engaging stakeholders early and fully in the research identification and design process and including formal links with advocacy organizations and platforms at each step of the process. However, grants in the portfolio cover various themes, and opportunities for creating closer synergies across the strategy have not always been taken, as this has not been a priority. More attention to creating synergies with research across advocacy and service delivery within the Hewlett-specific ecosystem could be a simple approach to maximizing impact by reaping the “value added” dimension of a synergistic strategy.

The research portfolio has had quite a broad remit, including supporting parts of broader research programs; projects generating knowledge on abortion in some African countries; specific responses to the Mexico City policy; following through on the behavioral economics research journey; and sponsoring parts of conferences and some travel to conferences, particularly for African participants. A significant part of the portfolio has supported thematic programs such as ICRW's Global Health, Youth and Development program; the Population Council's Poverty, Gender, and Youth program; and Boston University's POWER; as well as research on women's economic empowerment and RH.

The portfolio has experienced something of an evolution over the period, with a move away from the development economics, population and reproductive health research themes of several earlier grants and a move toward an emphasis on the use-orientation of research. Strong progress has been made in this regard, and through this, connections have been made with policy and advocacy. Research grantees express

**high levels of accountability to and engagement with the issue** of ensuring the knowledge they generate through research gets “*to the right place at the right time*” (KII Research) so that it can be used to make progress in policy and service provision. This engagement can be at least partly attributed to Hewlett’s leverage, which often takes the form of strongly emphasizing that a use dimension should be knitted into research processes. Some grants have specifically targeted the strengthening or institutionalization of research use strategies. These have included a grant supporting a new Policy Engagement and Communications program of APHRC; a grant to PRB to support the organization’s knowledge management and knowledge sharing practices; and a grant to ICRW to build out a communications team in the Africa office to focus on policy engagement.

There are a few examples of this sustained engagement **contributing to tangible uptake and impact** at the level of policy and planning. For instance, PRB has contributed to the adaptation of models generated by the demographic dividend work for 30 countries in SSA and integration into National Development Plans in the case of Uganda. In Nigeria, PRB gives the example of evidence-based advocacy contributing to a directive in Lagos by the commissioner of health to offer abortion services in state health facilities.<sup>45</sup> ICRW describes how the research project on SRH and access to abortion services involved working with a team who are in daily contact with government officials, and through this it has influenced these actors. The journey of uptake of HCD through MSI’s country offices —from Kenya to Zambia, to the Sahel regional program and the HCD exchange — is also one of research use insofar as HCD set out to be a form of applied research or documented innovation.<sup>46</sup>

However, grantees also note that it is **very difficult to track and attribute the use of research findings**, not least due to the time these causal processes take. Reporting generally does not track results at the level of successful policy influence – and this is partly because this level of results, if it takes place, will likely take place long after the research project is complete. There is therefore considerably more evidence about actions taken to attempt to influence policy than examples of actual policy influence attributable to research findings.

While the emphasis on research use has made connections with advocacy processes in a number of ways, there is little evidence that these efforts have specifically targeted or connected with any of the advocacy or service delivery efforts supported by Hewlett under the strategy. This would be a simple marker of to what extent these work areas are intentionally working together, and may be a relatively straightforward approach to maximizing synergies across the strategy (see also Finding 8).

There has, however, been some accumulation of experience in different approaches to ensuring research use, giving clues as to how these are contributing – and might further contribute – to the strategy’s results. Grantees have mostly used a mixture of methods at different times.

## POST-RESEARCH DISSEMINATION APPROACHES

One set of approaches concerns **methods for dissemination**, which largely takes place once research is complete or nearly complete. Several grantees have dissemination strategies and activities written into proposals, e.g., preparing policy briefs; high-level release events; strategy meetings; stakeholder meetings; workshops for the technical advisors to policymakers on models of relation between fertility and economic

<sup>45</sup> PRB Appsum 2020-1161.

<sup>46</sup> The HCD work falls under the service delivery portfolio for administrative purposes. Nevertheless, it has a distinct “action research” dimension in that research or design components are intended to generate knowledge and lead to new ways of working.



growth; convenings; media briefings and strategy; and blog posts. Publishing papers and presenting papers at conferences are also key dissemination activities for the formal research grantees.

Dissemination activities sometimes have a **deep focus on post-research engagement of particular stakeholders**: for example, POWER, a Boston University-based research program, partnered with an African think tank specifically to tailor information packages and counselling messages arising from the research to particular audiences in Malawi, and it has involved community leaders, village chiefs, and community women in discussions of preliminary findings in collaboration with INGOs that have operational presence. A Columbia University-based research program has produced fact sheets on the impact of the Global Gag Rule tailored for different audiences and levels (e.g., country level, global). Another U.S.-based research organization partnered directly with the minister of health in Mali to engage on abortion care services.

In a third variation, some organizations have built **specific organizational structures or platforms to ensure dissemination takes place** — including APHRC, ICRW, and PRB with Hewlett's support, and the Population Council, which has a new unit and dedicated staff for communicating research evidence and a Theory of Change for how evidence makes its way to impact. A number of grantees also have specific monitoring tools or indicators for measuring research dissemination in their results.

## TYING STAKEHOLDER ENGAGEMENT IN FROM THE OUTSET

One of a different set of approaches has been **targeted or applied research**, in which the research process is very closely tied from the outset to how it will be used — either through “action research” service delivery processes or through deliberate early engagement of stakeholders and targeting research to specific policy issues (and windows). Work supported in PATH, for example, includes applied research that is tied closely to service delivery and that places particular importance on packaging results for program implementation. Some supported initiatives are already a kind of applied research (or experimental practice that is being documented) – e.g., HCD for MSI Sahel and the work on behavioral economics, which involved operational and research teams from the outset. In these cases the “use” of research is when results are shared and circulated. In similar approaches, some organizations have **engaged stakeholders early**, as this is perceived to yield better results in terms of research use. This has included **involving policy experts in the research team** and designing research targeted for a particular policy issue — such as safe abortion services in Kenya.

A different method has been **seeking explicit links with advocacy initiatives**. This has included supporting research by organizations that have a specific advocacy agenda: when advocacy is part of the organization's strategic plan or mandate (e.g. Ipas); when a research organization routinely shares platforms with service provider organizations (e.g. Guttmacher joins with PPFA and PAI on the International Family Planning Coalition) or with policy groups (e.g. ICRW's participation in the Gender Equality Policy Team in the G7 Advocacy Alliance; G7 Gender Equality Working Group); or when research informs a communications campaign, such as using research on teenage pregnancy in South Africa in the rights-based Mmoho campaign.

Links have also been established when a mainly advocacy-focused organization also conducts research (e.g. AmplifyChange, an advocacy organization, has carried out research in Zimbabwe, Somaliland, and Puntland), or when a primarily research-focused organization has established

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Working with local partners is very important, but there has to be an investment in civil society policy advocacy groups at the same time, and substantive leadership development is needed in many of the advocacy groups.

## KII RESEARCH

platforms with a specific advocacy agenda, such as Guttmacher's Lancet Commission work, an initiative aiming to pull together evidence on sexual and reproductive health and rights (SRHR) and put forward a more expansive and progressive agenda, including a more explicit rights component. A clear strategy for influencing policy with its conclusions was developed, and the agenda has had a variety of impacts.

Establishing and activating these links between research and advocacy has sometimes been a case of cultivating partnerships with policy advocacy groups or social incubator groups; maintaining working relationships to facilitate communication; and doing so at the outset of the research. One stakeholder noted that early engagement with local advocacy groups *"has ensured that the research protocol yields data that advocacy groups can use, that the advocacy groups feel they were respected and have a stake in data dissemination, and that these groups feel capable of leveraging and disseminating the data appropriately"* (KII Research).

In a different dimension, some organizations carry out intermediary tasks between research products and users in a **knowledge management approach**: for example, translating *"new research for a normal population, making it non-medicalized"* (KII Advocacy) and thus supporting strengthened technical knowledge among advocates. PRB, for example, has developed a knowledge management strategy document and implementation plan and has expanded its digital presence and knowledge tools to facilitate access to and use of data. AmplifyChange has taken a role in facilitating knowledge flows among peer advocacy groups. In this it has emphasized a peer exchange approach using an online learning platform, where it disseminates digital "how to" guides created by local advocacy organizations and shared among each other.

It is also of note that some grantees see GOS or other flexible funding as **very important in maximizing the linkages between research and its use**. This is because it (a) allows effort to be put into partnerships and stakeholder engagement, which are the vehicles for research use; (b) allows an outlook broader and longer than the project framework of most research; (c) allows opportunistic advocacy, drawing attention to evidence long after the end of the project; and (d) allows investment in communications units and activities such as translation of research results into multiple languages.

## **FINDING 6: Organizational Effectiveness and beyond the grant dollar activities**

**Grantees see their Organizational Effectiveness grants as contributing meaningfully to the sustainability and direction of their organizations, allowing space for priorities to get attention and for reflection on strategy and values. Only a small proportion of these investments were made to organizations in the Global South/sub-Saharan Africa, and 60% were granted to organizations receiving GOS grants. Beyond the grant dollar activities are also widely appreciated — especially advice and thought partnership offered by program officers and others — but have not been consistently or uniformly accessed by all grantees.**

During the course of the current strategy, the foundation dispersed 52 Organizational Effectiveness grants to 22 organizations, with a total investment of \$3,205,500 and an average grant size of \$61,644. Broadly, OE grants seek to build the capacity of existing grantees to fulfill their missions. OE grants are intended to make grantee organizations healthier and more resilient, with the understanding that in partnering with high-performing partners, the foundation is more likely to make progress toward the strategic goals it shares with grantees.<sup>47</sup>

<sup>47</sup> Social Policy Research Associates, Evaluation of the William and Flora Hewlett Foundation's Organizational Effectiveness Program Final Report, November 2015.

Specific objectives of the OE grants made in the context of the IRH strategy spanned support for leadership transitions (8), strategic planning/visioning (10), financial stability/fundraising (11), DEI (6), communications (6), and other specific organizational support (9). Most of these 22 organizations received more than one OE grant during the period (13), rising to four grants for five organizations (or nearly one per year).

OE grants have been focused more strongly on organizations receiving GOS grants: 12 of 19 organizations receiving GOS have also received 30 OE grants (seven did not). The remaining 22 OE grants went to 10 organizations that did not receive GOS.

Although it is difficult to assess the effectiveness of these grants in supporting the strategy, interview data confirms that recipients find OE grants extremely supportive of their organizations, often allowing grantees the time and space to focus on institutional strengthening. As one grantee shared in reporting documentation, *“This OE grant was extremely valuable to provide time for our staff to reflect and step away from their day-to-day. Our senior leaders are busy and noted in the retreats and workshops that it has become harder to take time out for strategic thinking or reflection.”* Without this funding, grantees shared that institutional priorities often fall behind other priorities. *“For the investment in gender DEI, it would have happened later... It’s an example where in your annual budget, it’s hard to carve that money out. It wasn’t a burning thing on fire”* (KII Service Delivery).

They also provide grantees an ability to take stock of the field and innovate. *“While Hewlett is not our biggest donor, it is probably the most valuable. ... This one [organizational effectiveness] gives us air to breathe, look ahead, anticipate strategic changes in the field. The OE grants are very valuable for an org such as ours; we are not very big. It is difficult to invest in this kind of work, because it takes time and money”* (KII Advocacy).

**Organizational Effectiveness grants extend the goodwill that GOS develops with grantees.** Throughout the evaluation, grantees shared that they deeply appreciated Hewlett’s funding model, which supports internal institutional investments, is responsive to grantees’ needs, and allows innovation. While these attributes are most commonly associated with GOS funding, this reputation also extends to OE grants, which in some cases are more clearly appreciated because their effects are often internal and very tangible. For example, one large INGO program lead was particularly enthusiastic about the OE grants from Hewlett because they had strengthened the feminist orientation of the organization’s internal policies.

**It is possible to make some limited commentary on the impact of OE grants: It is easier to assess the success** of certain types of OE grants than others. Grants for leadership transition, for example, can be assessed against whether a new leader has been identified and hired. The success of other OE grants is more difficult to measure: For example, for DEI grants, meaningful measurement is challenging, and financial sustainability grants have long time horizons. However, grantees uniformly agreed that the institutional strengthening support provided by OE grants is meaningful to their sustainability and generally supportive of the RH ecosystem in contributing to maintaining a diversity of dynamic organizations.

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Without OE grants from Hewlett, it either doesn’t get done, is completed with less support, or it’s delayed. We saw that happen with DEI for years before the Hewlett OE grant.

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#### Box 4: How do different types of grants complement and respond to each other within one organization?

One INGO discussed how GOS, OE, and program funding for the Local Advocacy substrategy intersected and supported one another. First, entirely unrestricted funding like GOS helps identify the key OE needs. By starting the work with GOS, an OE need usually emerges and investments in OE allow the organization to double down on that priority. One example of OE tying in with program funding is that the DEI grant was used both to support internal DEI work and develop principles around partnership and mutual accountability, which has been utilized in the local advocacy program grant: “The OE program and the principled approach to local advocacy complement each other. There is synergy and overlap.”

However, similar to Hewlett’s GOS funding, OE is primarily given to institutions based in the Global North and is **therefore more aligned with the global work than the regional strategy focus**. Of the 52 grants dispersed over the last five years, only five grants went to organizations based in the Global South, with investments worth \$360,000, or 11.2% of the OE total. This is primarily because there were relatively few grants to Africa-based organizations across the strategy, as discussed. In addition, as with GOS grantmaking outside the U.S., there are legal and administrative reasons that complicate this type of grantmaking: In 2017, it was decided that no Organizational Effectiveness grants would be given to expenditure responsibility (ER) grantees in GEG, primarily because ER grants must be for a specific, charitable project, which is not the purpose of OE grants. Prior to 2017, OE grants had been made under these restrictions, but these caused confusion and required large time investments by Hewlett staff to manage.

Currently, OE grants to non-U.S.-based organizations are made only to those that have equivalency determinations. In some cases, other routes to capacity strengthening have been used: For ER grantees to stay in compliance with ER rules, Hewlett made it clear to grantees that the foundation would pay the full and true cost of projects and asked them to include these costs in the project budget. Due to system limitations in the grants database, these cannot be part-coded as OE grants. Over time, OE has been included as a form of capacity strengthening under the Local Advocacy substrategy, although this was not explicitly stated or offered from the beginning. In both of these routes, it is challenging to assess the OE component separately.

Besides OE grantmaking, Hewlett is also known for taking a number of actions to support grantees, or the ecosystem more widely, through **beyond the grant dollar activities**. These include tangible activities such as offering advice and information, making potential funding connections for grantees, and facilitating global and regional partnerships, alongside less tangible contributions such as strengthening the legitimacy of organizations. Survey data shown in Figure 11 shows that accessing thought partnership and advice and having facilitated regional and global partnerships are especially widely valued by respondents. However, it also shows that a notable proportion of respondents did not access particular types of activity, including getting connected with other funding sources (13 of 36 respondents to the question

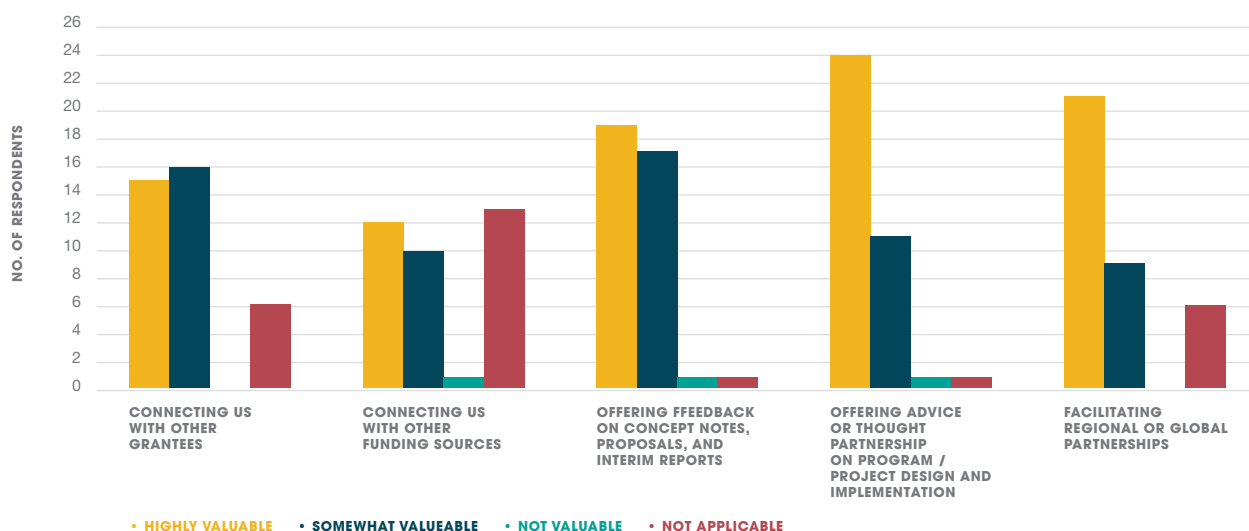
The POs are skilled at connecting dots and making connections between their various partners. Which is a big value to us. ... Hewlett is interested in providing connections and support and resources that further the conversation. Hewlett’s own thoughtfulness about where they can be useful as a grantmaker is something most donors don’t do.

#### KII ADVOCACY

did not access this input) or with other grantees (6 of 37 respondents did not access this input), nor did they benefit from the regional and global partnership facilitation (6 of 36 respondents).

**FIGURE 11: Survey**

*Beyond direct support for activities under your grants, which of the following contributions from Hewlett have been most valuable to your organization?*



Interview data confirms this particular focus on the value of thought partnership and conversations, and the broad perspective across the field that Hewlett brings. The value of facilitating networking, and therefore binding the ecosystem together, is also highlighted by several respondents (at least three grantees in interviews and literature, and 31 survey respondents, found this highly or somewhat valuable; see Figure 11). In addition, partners highlight the role played by Hewlett's voice in power shifting and taking leadership on setting agendas focused on local African organizations.

## FINDING 7: Substrategies

The substrategies of FWA and Local Advocacy have enabled Hewlett to develop grantmaking strategies to focus efforts and bring more of its tools to bear on specific work areas. Clear results are associated with this focus in FWA, and results are promising in the Local Advocacy substrategy work. There is good evidence that having a formal substrategy has created additional leverage to draw attention to the issues and region and that this focus translates into broader impact. This effect is not readily evident in the more dispersed global element of the grantmaking.

It is clear that the focus on FWA has given purpose and penetration to the work of deepening FPRH and that this has contributed to significant outcome-level results in family planning, as well as intermediate outcomes at the level of increased visibility and integration into development goals. Hewlett is widely credited with being both a catalyst and an influential ongoing stakeholder in the region. The Local Advocacy substrategy had not yet fully matured at the time of data collection for this evaluation, but evidence suggests that this focus is laying important foundations to support sustained results in the future, and progress has been made in enhancing the autonomy and flexibility of local CSOs.



**FWA** has been a focus for the IRH strategy since the 2012 establishment of the OP (and the prior work that went into enabling that). Following the clear identification of the region as having the highest rate of unmet need for family planning services in SSA, the highest total fertility rate, and the highest desired fertility,<sup>48</sup> **it was both an explicit focus integrated into the overall IRH strategy<sup>49</sup> and articulated as a stand-alone substrategy in 2014.<sup>50</sup>** It was also evaluated as a separate substrategy in March 2017, and recommendations included continuing to focus the OP Coordination Unit (OPCU); supporting the organizational development of local NGOs; and building on the existing momentum of strengthened advocacy, particularly among religious leaders and youth.<sup>51</sup>

The **Local Advocacy** substrategy is somewhat younger, having been **formally articulated in early 2016**, although a number of grants supporting advocacy in SSA predate this formal substrategy. For grants under the substrategy, its principles were applied to existing and new investments.

## FWA

Between 2014 and May 2020, Hewlett invested \$35,850,000 in grants focused on FWA. There is **universal agreement among grantees that Hewlett's funding has made a difference in FWA**, making substantial contributions either as a catalyst for others or by directly supporting grantees to achieve significant results in family planning in particular. These have been achieved in part **through the OP** but also through a number of **grants through which Hewlett has exerted leverage to enable several organizations to expand into or deepen existing operations in the region**. This leverage has **partly been achieved through the role of GOS** at HQ level alongside flexible program grants at the country and regional levels (Finding 4).

In addition, the region has seen a number of initiatives in all three pillars of the strategy. **Research initiatives** in the region have included Population Council research; a behavioral economics intervention with IntraHealth and ideas42; social norms research by the London School of Hygiene & Tropical Medicine; an abortion incidence and costing study in Senegal; and abortion-related research work in Burkina Faso. Research organizations have also been supported to establish a presence in the area: APHRC established a Senegal office in 2019; and recently PRB has also been aiming to increase its presence in FWA.

In **advocacy**, PPFA has contributed to advocacy in Burkina Faso, leading to government commitments to free contraception; WFDD has established work with religious leaders in Senegal and Guinea; Hewlett's support played a role in bringing FWA into the Advance Family Planning program, despite language barriers, and in including the OPCU in this work. The Advocacy Accelerator also established a satellite office in Senegal and a French-language webinar series; and Equipop established a strengthened and expanded program in FWA. Hewlett's support also played a role in enabling AmplifyChange to nearly double its grantmaking in FWA between 2018 and 2019.

In **service delivery** work in the region, Hewlett has been instrumental in supporting MSI's Sahel strategy, much of which has focused on disseminating an HCD approach; has enabled Pathfinder to expand and

<sup>48</sup> The William and Flora Hewlett Foundation, [International Women's Reproductive Health Strategy](#), April 2014.

<sup>49</sup> See IRH strategy Outcome 1 statement.

<sup>50</sup> The William and Flora Hewlett Foundation, [An FPRH Sub-Strategy for Francophone West Africa](#), April 2014.

<sup>51</sup> Global Impact Advisors, [Evaluation of the William and Flora Hewlett Foundation's Family Planning and Reproductive Health Strategy for Francophone West Africa](#), March 2017.



maintain a strong presence in FWA with funding from USAID and Gates alongside Hewlett; and enabled EngenderHealth's program in Côte d'Ivoire to expand to Benin and Burkina Faso. IntraHealth had a long-term presence in the region, but this has grown to three major programs in FWA, two of which are partially supported by Hewlett. The organization now has a regional strategy and a regional director.

In addition, Hewlett **has invested considerable beyond the grant dollar activity in FWA** — in particular through its participation in the OP. Hewlett has continued to participate in the OP's monthly meetings with donors and remains a member of "*The A team*" (KII Service Delivery). In addition to time investment into the OP, a number of other initiatives have also been initiated or strengthened by beyond the grant dollar activities: the work with religious leaders in Senegal and Guinea; with facilitating intermediary roles for INGOs; in establishing the HCD exchange and the Reproductive Health Supplies Coalition; and convening grantees.

Despite a complex and in some cases very restrictive environment, **abortion advocacy** has also begun to make progress in FWA. It could be argued that the investment and activity on FP in FWA is just now opening up space to also work more consistently on abortion. Building on evidence from East Africa that data on abortion incidence can be a powerful advocacy tool, some foundational research has been achieved on abortion incidence and costing in Senegal, and — with some challenges — on post-abortion care services in Burkina Faso and Nigeria. Hewlett's "patient" support of grantee partners has contributed to funding from other private philanthropy and bilateral donors. Latterly, Hewlett's support for an emerging regional coalition for safe abortion will establish a platform for further progress on abortion advocacy, services, and research in the region. It is recognized that appetite for progress or discussion on abortion varies widely across FWA; experience accumulated during this strategy suggests that the countries in which some progress has been made may be key focus countries for the emerging safe abortion regional platform.

In short, in FWA, Hewlett has **deployed a concentration of all the tools available to it (except GOS) — using flexible program and project grants; leverage from GOS at HQ; grants for building platforms; work across research, advocacy, and service delivery portfolios; and beyond the grant dollar activity. This focus is clearly associated with strong results.**

## LOCAL ADVOCACY

Hewlett has invested \$21,565,000 in local advocacy in SSA since 2014.<sup>52</sup> Most of this investment has been drawn into the Local Advocacy substrategy since 2017, but as with the FWA substrategy, **a number of different tools have been deployed to advance the approach**, including some innovation in grantmaking. The substrategy's emphasis is on developing a principled approach to intermediary grantmaking and partnership as well as the foundation's related activities — in other words, it applies to Hewlett's grantmaking and beyond the grant dollar activities,<sup>53</sup> the grantees, and their African CSO subgrantees. Four INGOs have been awarded five-year grants in order to take a long-term approach to the capacity strengthening of their advocacy CSO partners. These grants have been made in a mixture of HQ and regionally based grants. In addition, a number of "opportunistic engagement" grantees are tasked with long-term support of their CSO partners. Two African-headquartered advocacy organizations have moved from subgrantee to grantee roles over the course of the strategy. The foundation also supported broader initiatives focused on strengthening RH advocacy locally across low and middle income countries (LMICs).

<sup>52</sup> Includes \$5,500,000 granted at global level for the Advocacy Partners work.

<sup>53</sup> More broadly, Hewlett's grantmaking is guided by the Hewlett Foundation's [Philosophy of Grant Practice](#), June 2018.

The substrategy also includes an online and in-person platform based in Kenya aiming to strengthen advocacy capacity among a broader group of health and development stakeholders in Africa.

There is strong endorsement among grantees of the principle-based approach to local advocacy, which “*must be about helping build local leadership and local ownership*” (KII Advocacy). Grantees report good results in terms of strengthened capacity among subgrantees at this point, and the Aspen evaluation’s Phase 3 findings triangulate this testimony in particular for some aspects of capacity strengthening, including stronger messaging and communications and stronger administrative systems.<sup>54</sup> While Phase 2 of that evaluation revealed some challenges for grantees to pass on the benefits of long-term funding and a funding relationship framed by mutual accountability,<sup>55</sup> Phase 3 found some progress in increasing CSO autonomy and flexibility alongside remaining constraints on CSOs’ power over budget decisions. This is consistent with data collected for this evaluation, which suggested signs of and a desire for a changing relationship between grantees and CSOs, and indications that grantees are engaged with these observations and reflecting on and beginning to implement different ways of working.

Framing this focus as a substrategy with a set of guiding principles therefore appears to have offered some common ground to the Advocacy Partners, along with some of the opportunistic engagement grantees, to define and explore an alternative approach to supporting local advocacy, which is beginning to gain depth and momentum at this point. While naming it as a substrategy has almost certainly helped gain this traction by focusing granting here, grantees suggest that a key step was Hewlett’s investing the time to understand and amplify best practices in partnership models, including through the developmental evaluation still ongoing for the strategy — in other words, through beyond the grant dollar work — which is currently contributing to emerging successes.

In summary, defining a substrategy seems to have involved clearer articulation of specific objectives and approaches to achieving these, and it is associated with more concentrated resources and stronger results. Concentrating resources means combining (a) grantmaking across the three pillars (for FWA); (b) deploying all grantmaking tools (project, program, and GOS); (c) using beyond the grant dollar activities, including, in these cases, evaluation; and (d) offering OE opportunities either through OE grants or through OE dimensions in program and project grants.

## FINDING 8: Synergies

**Most IRH grants have been focused primarily on only one of the research/advocacy/service delivery pillars; synergies across these three areas have mostly not been actively sought. While some of the research grants have deliberately supported organizations to make linkages with policy advocacy in general, they have not been designed to enhance the advocacy supported by Hewlett’s grantmaking.**

**On the other hand, even while Hewlett’s support is defined for a specific pillar, most Hewlett grantees have moderate to strong linkages between work across different strategy pillars; the majority work in advocacy in some dimension. Through this, there has often been cross-fertilization of work across the pillars, which could be strengthened by building synergies within grants more intentionally. There is some consensus that strengthening the links between the three pillars is the route to making further progress.**

<sup>54</sup> Aspen Planning and Evaluation Program, Power Sharing and “Capacity Development”: Lessons from the Hewlett Foundation’s Strategy to Support Local Advocacy in Sub-Saharan Africa, September 2020.

<sup>55</sup> Aspen Planning and Evaluation Program, Midterm Report: Early Lessons from the Hewlett Foundation’s Principled Approach to Supporting Local Advocacy, September 2019.

Although the **Theory of Change implies that work across the three pillars is necessary to produce outcomes that are more than the sum of their parts**, the administration of the strategy has not made deliberate efforts to exploit synergies across the pillars. Most grants focus on one pillar: The grants database classifies only 30 of 255 grants as more than one of research/advocacy/service delivery.<sup>56</sup> It is also the pillars that demarcate the division of responsibility between program officers, who define their responsibilities according to pillar.

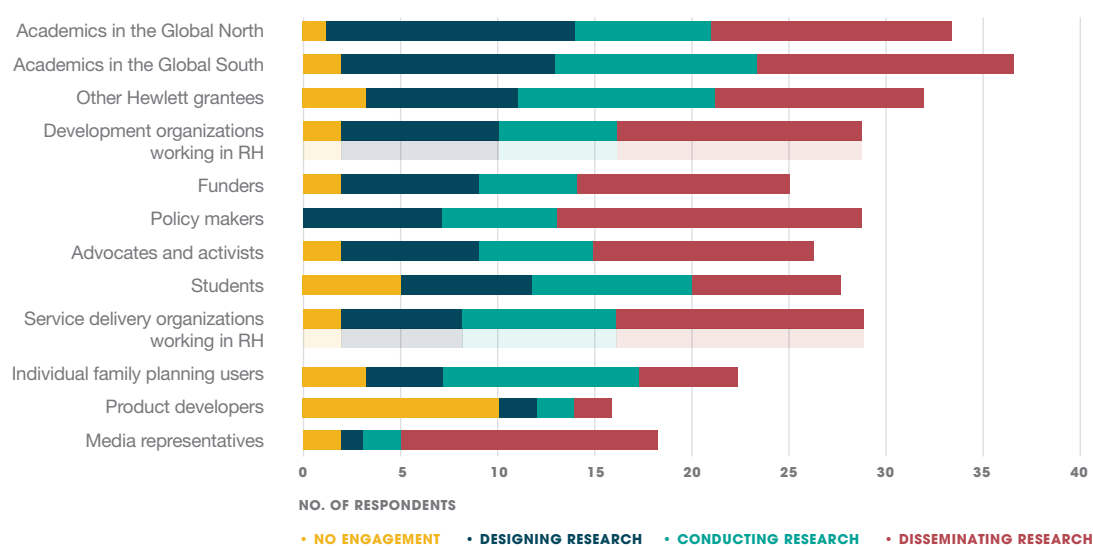
For the research pillar, efforts to ensure the use of research have involved linkages both with advocacy organizations that might use research to link it into public policy and with service delivery organizations that might use research knowledge to tailor the delivery of services appropriately. Strengthening the focus on research use has sometimes been written into the terms of project and program grants, and sometimes supported through specific grants that seek to strengthen these linkages within an institution, as discussed in Finding 5. Data from the survey in Figure 12 confirms that respondents receiving grants contributing to research have generally made concrete efforts to engage with potential users of research, such as development organizations and advocates, at various stages, including the research design stage and in dissemination activities, thus working to make general linkages: Of 23 respondents, 13 had involved development organizations in RH in dissemination activities, and 14 in either designing or conducting the research or both. Similarly, 12 had involved advocates and activists in dissemination activities, and 13 had involved these groups in designing or conducting research or both. Academics in the Global North and South have been the most frequently engaged, although Northern academics are somewhat more frequently engaged at the design stage.

There [can be] a constant feedback loop between the three. A lot of projects aren't in a position to do all three... but when you have the triad of all three things and the ministry's trust ... they work together to move the needle. Brought together, they are the best way to move forward: insight turns into regulation and policy.

#### KII SERVICE DELIVERY

**FIGURE 12: Survey**

*At what point did you engage the following stakeholder groups in your research?*



<sup>56</sup> However, some grants are not classified into any of these three groups in this database; by itself, this is therefore not a reliable method for gauging synergies.

Figure 12 also shows that strategy implementation has involved some, but not systematic, attempts to **make connections within the Hewlett grantmaking ecosystem**. The approach has been to connect grantees when opportunities arose. **An approach that might better maximize linkages has therefore not been sought or taken up.**

However, data from KIIs makes clear that the majority of grantee organizations do in fact work across more than one of the strategy's pillars, even while most Hewlett grants are — nominally at least — focused on one particular element. For example, 20 of the organizations interviewed spoke in some detail about how their own or their partners' work straddles service delivery, advocacy, and research. Three of these described strong links in all three pillars; six work in service delivery alongside advocacy; 10 work in advocacy and research; and one connects research with service delivery. Notably, nearly all these organizations engage in advocacy in some dimension. Table 3 illustrates these connections in more detail. This suggests that **there are easy ways to write synergies more intentionally into grants for most organizations by encouraging internal synergies across these work areas**. It is also possible that GOS grants, which potentially fund the full scope of an organization's work, may already be supporting synergies across multiple pillars — but if so, this effect is not being tracked.

Some interview data, and information from focus groups, also indicates that grantees believe (a) that these linkages are one of the keys to effectiveness, and (b) **that they could be better supported to strengthen them**. For example, one advocacy organization notes that taking opportunities for service delivery during advocacy events has enhanced its reach and results with young people in family planning. Another notes that the experiences of CSOs in service delivery often inform their understanding of exclusion and therefore drive their engagement with nondiscrimination, for instance for LGBTI groups.

Although identifying methods for fruitfully enhancing synergistic work in grantee organizations would take further consultation, information collected here suggests the following distinctions and directions:

First, for each of these categories, there is some variation in what initiatives are seen to cover — as detailed for “research” in Finding 5. This suggests some **caution is warranted — and clear parameters of the target type of advocacy — in developing methods for strengthening synergies**. For advocacy, it is clear from Table 3 **that grantees include several different levels (type of audience) in their understanding of advocacy** — including specific community-level (such as addressing social norms and behavior change) and broader local-level advocacy (such as addressing the implementation of subnational policy at local institutional levels); national and subnational-level policy advocacy (the focus of the majority of support through the Local Advocacy substrategy); and global and regional-level advocacy on standards and approaches as well as funding priorities. There are also **large differences in the intended scope of advocacy (size of audience)**: from engagement with groups of service users on behavior change at the local level; through the subnational and national policy advocacy (for example, for free contraceptive provision in Burkina Faso), which is the current substrategy focus; to global advocacy targeting bilateral funding priorities and international policy frameworks and guidelines.

Second, there are some indications of which linkages could enhance results — for example, that local CSOs doing advocacy have gaps in the technical knowledge which they draw on for advocacy. Information from FGDs highlighted that although national-level advocacy organizations access and use research, there is no systematic way for **organizations to come together and share new research information**, or to ensure that all organizations are accessing the same data. In addition, FGD advocacy organizations were unanimous in citing formal, government surveys such as household surveys as important sources of data for their work, but noted that each organization has to separately hire consultants to extract and analyze this data such that it is useful to their specific work area: There is no common or shared resource for processing and presenting data tailored for RH advocacy work. In interviews, it was noted that **this area is one of the important potential roles of the INGO intermediary** (see also Finding 2).

**TABLE 3: Organizations' linkages across pillars, based on interview data**

PRIMARY PILLAR FOR HEWLETT	AREAS IN WHICH THE ORGANISATION WORKS			EXAMPLES / DETAILS
	SERVICE DELIVERY	ADVOCACY	RESEARCH	
ADVOCACY	●	●		Community advocacy takes place through youth services provision; youth centers provide evidence for advocacy. Use advocacy events to do SD. Partners with research organizations. Links could be stronger – advocates need better technical knowledge.
ADVOCACY		●	●	E.g., work with research partners on GGR – co-creating the research. Also work with research organizations and UN publications.
SERVICE DELIVERY	●	●		Advocacy through subgrantees. Uses learning in SD facilities to inform advocacy, all “mutually reinforcing.”
SERVICE DELIVERY	●	●		Evidence generated from technical work used as learning.
SERVICE DELIVERY	●	●	●	Does research and basis advocacy on results, e.g., use of ultrasounds in Mozambique; research on effectiveness on harmonized/standardized indicators for quality abortion services; medication abortion in Cambodia and Ghana.
SERVICE DELIVERY	●	●	●	Research = product development/ innovation pipeline.
SERVICE DELIVERY	●	●		Data from service delivery orgs used for advocacy, e.g., on sexual violence among children in Latin America in 2014-15.
SERVICE DELIVERY	●	●	●	Aims to get better linkages between advocacy, SD, and research – and do increasingly see it but should be seeing more.
SERVICE DELIVERY	●	●	●	Studies to assess local situations as foundation of design of services. Results-based advocacy – 40 advocacy wins [last year].
ADVOCACY	●	●	●	Information gathering to inform the advocacy strategy.
SERVICE DELIVERY	●			Do, e.g., KAP surveys/behavior change studies and use as advocacy tool for governments.
SERVICE DELIVERY	●	●	●	Look for evidence-based approaches before we start; generate learning as we go. Also work with research orgs. Policy and advocacy team works with country programs.
RESEARCH		○	●	Do some international advocacy but have to be careful to be perceived as “neutral” to get research contracts.
RESEARCH	●		●	Action/applied research on behavioral determinants, etc.
RESEARCH		○	●	Multiple strategies for disseminating research findings for use by advocates. Includes strategy meeting for researchers and advocates.
RESEARCH		●	●	New policy advocacy team focuses on dissemination of research results.
ADVOCACY		●	○	Some grantees do clinical services but most just do advocacy and community engagement. Includes research in Zimbabwe, Somaliland, and Puntland.
ADVOCACY		●		Most users have strong links to service provision; their experience of exclusion from SP drives conversation around nondiscrimination.
ADVOCACY	○	●		Two advocacy partners deliver services directly; others involved in projects with service delivery organizations.
RESEARCH		○	●	Some research initiatives strongly advocacy oriented. Some deep work to, e.g., engage parliamentarians on framing evidence.
ADVOCACY		●	●	80% advocacy; 20% research – currently building up the research part.
ADVOCACY		●	○	Partners have capacity gaps for conducting research to inform advocacy; jointly conducts research, e.g., documenting human rights violations. Good links with Hewlett partner research organization.

● MODERATE TO STRONG LINKAGES  
○ LIMITED LINKAGES

## FINDING 9: Strategic principles

There are high levels of consensus that Hewlett's guiding principles are well translated into its practice and that most of these principles are considered important for and supportive of grantees' work. For some dimensions of these, there is clear evidence on how these support the achievement of outcomes, but this is not yet the case for all of them. At the same time, there is little evidence that they impede results.

Hewlett aims to demonstrate a number of guiding principles in its approach to grantmaking. These include: (a) taking a long-term and flexible approach; (b) promoting mutual accountability and transparency; (c) promoting diversity, equity, and inclusion; (d) focusing on methods that support the transfer of power from donor to grantee and from Northern organizations to Southern organizations; and (e) focusing on outcomes to maximize effectiveness.

Grantees responding to the survey agree, in general, that they see these principles reflected in Hewlett's approach and work — with the highest mean scores for “humility and respect for others” (4.65); “openness, transparency and learning” (4.49); and “readiness to stay the course... for meaningful socially beneficial change” (4.51). Respondents gave lower scores to “diversity, equity and inclusion” (4.2) and “focusing on outcomes” (4.17) (Figure 13).

**FIGURE 13: Survey**

*To what extent do you agree that Hewlett's International Reproductive Health team and strategy are committed to the following guiding principles? (Mean score)*

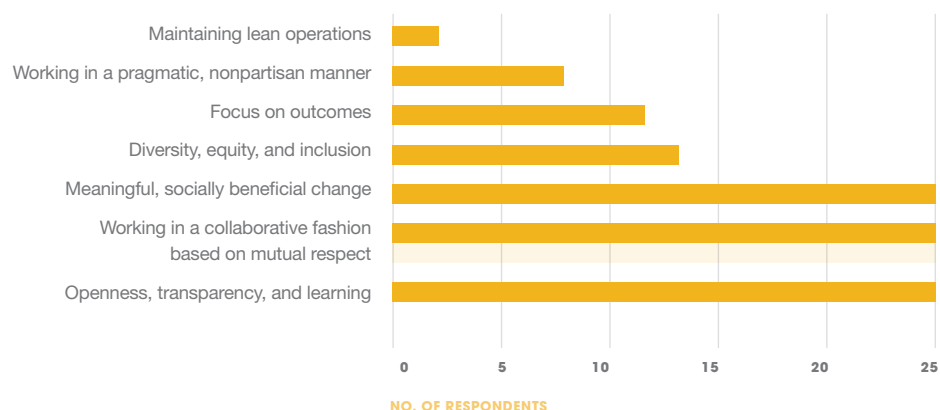


The survey also suggests that grantees find these principles important to their work and therefore supportive of outcomes, with similarly high levels of endorsement for openness and transparency, mutual respect, and staying the course for meaningful change (25 respondents for each, or 63%). Hewlett's maintaining lean operations, however, is not widely seen as important to grantees' work (two respondents, or 5%) (Figure 14).

Interview data in general triangulates these perspectives, while also adding detail on the **interconnections between dimensions of the principles** and indicative evidence for some dimensions on **how they support the achievement of outcomes**.

For instance, the **combination of the long-term approach** taken by Hewlett (with some partner relationships spanning 40 years) **and flexibility** (both through flexible grant types, but also in tolerance of unpredictability and trust of partners' responses) means that partners can adjust programs, learn, undertake course corrections, and simply take the time required to start getting results, and then to scale



**FIGURE 14: Survey***Which of Hewlett's guiding principles is most important to your work?*

up the level of results. One service delivery partner states, for instance, that the combination of flexibility and long-term support has enabled them to “*set ourselves higher and higher goals.*” Others note that having the patience to work through administrative procedures in-country is one of the dimensions that leads to results and has meant that FWA is now getting attention and seeing tangible results — such as government provision of free family planning services in Burkina Faso. The principle-based approach to local advocacy is also noted for its “long game” approach, which is seen as allowing time for results to mature. Flexibility also contributes to outcomes because it allows the possibility to look at “what the roadblock is and dive in with a strategy.”

**Mutual accountability and trust** also play into this virtuous circle, because these also enable partners to adjust, adapt, and make decisions on how to implement strategy based on changing local conditions. **Transparency** (in particular around funding) contributes directly to results by supporting efficiency for stakeholders in developing and targeting their fundraising strategies — “*You know where you stand*” (KII Research) — thereby freeing up time and energy to direct at operationalizing their mission. However, a few grantees felt there is **room for further transparency over funding criteria and processes for “graduating” from one type or level of funding to another — i.e., in moving from project grants to flexible program and GOS grants.**

The role of promoting **diversity, equity, and inclusion** in supporting outcomes is less clear, however. As mentioned in Finding 6 on OE grants and beyond the grant dollar activities, five grantees have received OE grants specifically for their internal DEI work at the HQ/global level. When this arose in interviews, there was full endorsement of the importance and utility of the process at this level. However, interviews also shed some light on why DEI attracts a lower importance than other principles for grantees’ work. Some grantees articulate how the concept of DEI does not map cleanly onto in-country and regional contexts; rather, a notion of the intersectional nature of different axes of disadvantage, such as for minority ethnic groups, minority language speakers, caste- and kinship-based hierarchies, etc. may better capture the structure and consequences of the exclusion of particular groups.

Until this adapting and translating into a country-level approach has taken place, the full pathway to how DEI at the global level affects outcomes cannot be mapped. On the one hand, it is clear that DEI is a process-oriented dimension and is connected to the issue of balancing power relationships — discussed further below. Nevertheless, data here cannot fully present this story.

Interviews suggest that Hewlett's emphasis is **usually more about process than about outcomes** — at least in relation to other donors — and that grantees, particularly those based in sub-Saharan Africa, widely appreciate this focus. In line with this, Hewlett is also perceived to be tolerant of risk and failure. The Aspen evaluation process is cited as helpful by grantees precisely because of the attention being drawn through it to the approach and process. Some grantees note that **investing in the process eventually enhances outcomes**; others note that paying attention in detail to the processes enables Hewlett to “*already ask themselves the questions grantees are asking*” (KII Service Delivery).

Understanding how an emphasis on process might enhance results is complex. As discussed in Finding 11, emphasizing the quality of the process is intended to contribute to sustainability of results, and there are indications that it does. Some grantees suggest that the connection is clear and obvious, particularly for a process (like the Local Advocacy substrategy) that sets out to achieve results in more agenda-setting power for Southern organizations, and indeed that this approach should have been taken up previously — i.e., that **the process of power transfer is a key step in effectiveness**. “*Investments could have yielded more progress if the power dynamics had been addressed earlier*” (KII Advocacy).

While this evaluation cannot yet present strong data supporting this claim, there is stronger evidence for a connection between shifting power dynamics and achieving mutual accountability: Grantees based in the Global South are generally clear that Hewlett's willingness to push the conventional donor/grantee – Northern/Southern **power** dynamics is a very important dimension of achieving mutual accountability. Since the process by which power shifts can be achieved is somewhat unknown territory, a further dimension of this is that not “*running when there are issues*” in order to see out the long game is part of what stands to drive outcomes home.

Some note that other dimensions of the principles are mutually reinforcing on this power shift journey: flexibility, long-term funding, mutual accountability, and mutual respect and trust are manifestations of shifting power. Some grantees note that the Aspen evaluation process, being strongly focused recently on the issue of mutual accountability, is succeeding in supporting this shift toward grantees establishing mutual accountability with their sub-grantees. INGOs at the 2019 Local Advocacy substrategy grantee and CSO convening noted this was a useful reflection on the partnership model and helped identify pathways eventually to establish mutual accountability with subgrantees.

## FINDING 10: Monitoring

Hewlett's systems for progress tracking are perceived by most grantees as **light and respectful**. There is little appetite internally or among grantees to increase the complexity of this reporting, but there is appetite among grantees for more opportunities to capture and communicate learning through dialogue and discussion, and for ensuring that partners' results remain visible and understood by the foundation. Some gaps in Hewlett's ability to map its results due to weak measurability of the outcomes are likely to be resolved as the **Outcome-Focused Philanthropy approach becomes more embedded and SMART outcomes more clearly articulated**.

Hewlett's progress-tracking systems and arrangements are **designed to be light on internal Hewlett and grantee time** but nevertheless fit for purpose in tracking key achievements, flagging risks, and noting challenges, thereby supporting decision making.

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Over time folks at the Foundation [could lose] their understanding of what we do. Only getting an annual report does not seem sufficient. The annual report is meant for a public eye that is not as sophisticated, so we don't put in anything that the Hewlett Foundation may be interested in.

KII SERVICE DELIVERY

The majority of grantees are **extremely appreciative of these light reporting requirements** and see this as indicating Hewlett's awareness that their organization's time can be better spent in delivering their strategies. It puts the emphasis on "*more agency; less metrics*" (KII Donor). Respondents also noted that while aspects of reporting can be important, such as reporting that requires reflection on strategic questions and contributes to building the relationship with the foundation (3), requiring more detailed reporting very often leads to tick box exercises of writing "*make everything look great*" reports (KII Advocacy).

However, some grantees have concerns that **this situation carries some risks to grantees' relationship with Hewlett**, because there is value in the opportunity to communicate achievements and thinking, as well as to have this documented so that their results are understood institutionally inside the foundation. Some grantees (3) see the light reporting as a **missed opportunity** for both the grantee and Hewlett to extract learning about what works, and to "*share the broad narrative of what we've been doing*" because "*the template didn't give us space to tell about our work*" (KII Advocacy).

A number of grantees suggested more oral reporting, or **more opportunities for "download and discussion" as the best solution to this risk** and an important way to extract the strategic learning from implementation processes. This communication is in the interests of, variously, "becoming a thought partner," "more learning," "understanding our work," "to see how a grantee is doing," "sharing learning and successes," or "discussing the pieces of the strategy." Grantees who feel they do have access to regular oral reporting and discussion, and strong engagement from program officers, are strongly appreciative of this.

At the same time, it is certainly important to get the balance right. A small number of grantees commented on the increased level of engagement required for participation in the Local Advocacy evaluation, noting that this has been challenging, particularly because the frequency of reporting means that little new progress has been made in between reports.

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Asking for more numbers isn't going to do it. Usually we meet with them once a year, but this year it didn't happen. So maybe more grantee meetings would be useful. We used to see them more. That hasn't happened in a while.

#### KII RESEARCH

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### Box 5: Hewlett's monitoring and evaluation systems

Hewlett's requirements for reporting from grantees vary with the type of grant, but they have relative brevity in common. For GOS grants, grantees are merely required to submit their organization's overall annual report. For flexible program and project grants, templates are more tailored to the particular work carried out under the grant but are brief and focused. For projects with multiple funders, Hewlett accepts shared reports, i.e., a single report prepared for all donors.

The IRH strategy has made extensive use of evaluation during the course of implementation, incorporating four major evaluations: on HCD; on the behavioral economics grant cluster; and on each of the substrategies of Francophone West Africa and Local Advocacy. The Local Advocacy evaluation is designed as a developmental evaluation, running alongside implementation from the beginning of the strategy and including four phases, each of which generates findings that are then used to guide the ongoing implementation.

The earlier evaluations have also been implemented with the intention of learning lessons and using these to strengthen and shape the strategy, and they have clearly been used to guide ongoing grantmaking: addressing challenges; continuing to focus efforts where results have been strong; and phasing out work in the absence of clear progress and strategy alignment.

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At the same time, as noted in Finding 3, there have been gaps and weaknesses in Hewlett's ability to understand and map its own results — though these are increasingly likely to be resolved as the OFP approach becomes more embedded. This weakness is rooted in the weak measurability of the outcomes as stated for the strategy, but it is then compounded by light expectations of reporting from grantees against the strategy framework.

It is clear that most grantees are highly competent in designing results frameworks and monitoring results, and some have sophisticated MEL systems. Notwithstanding the real challenges involved in tracking outcomes, in particular from research and advocacy initiatives, organizations are tracking their achievements in much more detail and with more regularity than they are required to report to Hewlett. Some are enthusiastic to share more about their progress in measuring results, as suggested by this survey response:

*"We are happy to share more about our approach to monitoring, evaluation and learning. It is a relatively new approach. Measuring advocacy is not straightforward (we were told it would be impossible)!. However, our learning on measuring advocacy in the SRHR space has been very illuminating and we are very eager to share, compare notes, at any point. More importantly, we are in the midst of finalizing a new strategy, and the framework has evolved as well as our indicators. Lots to share on this front!"*

In combination, these suggest some scope for working with grantees to co-identify data needs that would be helpful both to Hewlett and to grantees and to work these into a new strategy, or specifically a results framework for that strategy.

## **FINDING 11: Sustainability**

**Contributing to securing the sustainability of organizations in the RH ecosystem is the objective at the heart of Hewlett's guiding principles, and it is the guide star for many of the attributes that distinguish its grantmaking style from others'. There is every sign that this commitment to sustainability has and will continue to pay off in terms of contributions to long-term impact, even in the face of serious global challenges to RH in general. However, Hewlett's commitment to sustainability — insofar as this is achieved through the tool of a long-term approach — limits its own agility to some degree, including its ability to rapidly align grantmaking with newly emerging priorities midstrategy, because it specifically avoids causing destabilizing shocks to grantees by suddenly redeploying grants elsewhere.**

**Key parts of the sustainability engine include** all those tools with which Hewlett aims to contribute to organizational strengthening and to the broader RH ecosystem – such as flexible funding in the form of GOS (Finding 4) and Organizational Effectiveness grants (Finding 6). At the root of this is taking partnerships very seriously and treating them with mutual accountability; this supports organizations in the long term, which strengthens their ability to plan and therefore take a strategic approach. According to the testimony of grantees, this contributes to:

- Supporting organizations to remain relevant, agile, and able to push for further outcomes beyond the framework of projects, mainly through GOS funding.
- Supporting organizations through crisis — including the current COVID-19 pandemic — reputation/legitimacy threats, or reduced funding situations, including when funding is reduced by Hewlett.
- Supporting leadership transitions.

- Supporting organizations to have the time to reflect for strategic thinking or to develop methods for securing alternative funding.
- Supporting organizations to become financially aware and secure — for instance, in supporting APHRC to calculate the true costs of running the institution and its research dissemination activities and to insist on adequate overhead to cover these expenses.
- Paying attention to the details of the growth of key institutions — such as, for APHRC, engagement in issues of cost recovery on research projects and the development of a strategic focus on signature issues.

GOS gives an opportunity to leverage existing evidence and draw on working relationships with other organizations that have seats at tables where we don't {and it wouldn't be right if we did} Through this, GOS makes it possible to remain relevant and agile, ensuring that outcomes happen.

KII RESEARCH

Survey data (Figure 15) confirms that grantees perceive a number of mechanisms to have been activated in support of sustainability, including those related to institutional strengthening (63% of 40 respondents), collaboration (63% of respondents), and donor and policymaker interest (58% of respondents). However, **getting issues integrated into government policy and plans is the least frequently cited mechanism (38% of respondents)**, indicating a weak area for sustainability and perhaps a lack of explicit focus in the IRH strategy and Theory of Change.

The **Local Advocacy substrategy has been particularly carefully built on sustainability principles**, by building in the strengthening of local organizations, casting INGOs in a facilitating role to this end, and aiming to shift the power to lead the agenda to the local organizations. Ultimately, this is seen as enabling the development of a vibrant and sustainable civil society, which can push government for policy commitments to RH and hold them to account when these commitments are made.

**FIGURE 15: Survey**

*What mechanisms have been used in your Hewlett-supported work to try to ensure the outcomes will be sustained after the grant is completed?*





The challenges documented in Phase 2 of Aspen's developmental evaluation of this strategy include the fact that all the stability-enhancing features of Hewlett's grantmaking had not immediately been replicated to give advantages to African CSOs in the subgranting process.<sup>57</sup> Data for this evaluation suggests that INGOs have become more aware of this imbalance and are starting to change their granting practices. In any case, there are good signs that important steps have been taken in strengthening these local organizations. For instance, subgrantees are said to be able to *"respond to calls for proposals, and can both raise and manage funds"* and have raised their profiles enough that they are *"Referenced by country governments where they work"* (KII Advocacy). These perspectives are further confirmed in Aspen's Phase 3 process, which specified CSOs' administrative systems as one area of capacity strengthening where the strongest progress had been seen.<sup>58</sup>

**Building platforms has also been a mechanism to support sustainability** (as well as scale): The OP, for example, illustrates how a shared platform can be a vehicle for not only widespread, but also a longer-term, advocacy and policy progress.

While these mechanisms contribute directly to "process" or intermediate outcomes (such as organization strengthening), they in turn have combined to **contribute to building an ecosystem** that has seen a number of achievements relevant to the IRH strategy's **five-year outcomes** as documented in Finding 3.

While survey data suggest grantees are quite confident in the sustainability of their achievements — 22 respondents (61%) found it "extremely likely" that the outcomes gained through the work would be sustained, and the remaining 39% found it "somewhat likely" — the wider risk environment suggests that there remain a number of **challenges to the sustainability** of these long-term outcomes. These include:

## SUSTAINING FUNDS TO MAINTAIN ACTIVITY

- Most results in increasing FP and safe abortion services require continued financial input to maintain activity — e.g., for service delivery or advocacy. Sustainability therefore depends on securing other sources of funding, either committed from governments or from other bilateral or private donors, or from embedding a business model.
- In this context, the recently shifting funding landscape presents challenges, including the GGR — to which Hewlett has clearly responded.
- The COVID-19 pandemic also threatens to shift funds and focus away from RH both in terms of donor funds and, where relevant, government priorities. While this retrospective evaluation did not specifically collect information on emerging situations, several respondents were clearly concerned about how COVID-19 threatens service access and also funding stability.
- The OP has secured donor and government commitments. It was not intended to be a permanent fixture, but more of a movement to draw attention to issues. The new strategy, while steering toward institutionalization in a subregional country host as a further step toward sustainability and independence, also implies that funding will be required for the next 10 years.

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We are going to rely on donations forever. You need donors that will stay the course.

KII ADVOCACY

<sup>57</sup> Aspen Planning and Evaluation Program, Midterm Report: Early Lessons from the Hewlett Foundation's Principled Approach to Supporting Local Advocacy, September 2019.

<sup>58</sup> Aspen Planning and Evaluation Program, Power Sharing and "Capacity Development": Lessons from the Hewlett Foundation's Strategy to Support Local Advocacy in Sub-Saharan Africa, September 2020.



## ORGANIZATIONAL STABILITY AND ISSUE OWNERSHIP

- Establishing issue ownership and leadership and organizational stability at the local level is a long-term process that may be challenged by deep-rooted issues around global power and the roles of different stakeholders in development. These challenges as they relate to the Local Advocacy substrategy are currently being illustrated and called to scrutiny by the Aspen Institute evaluation process, with promising responses. But there remains some lack of clarity on the most appropriate route to achieve these: For example, AFP's narrative reporting suggests a focus on advocacy leadership shifting to the Global South starting in 2018: 94% of the 524 advocacy wins in Year 7 were achieved by subnational geographies, thereby demonstrating the impact of local leadership. There was also a focus on formalizing/registering the 165 local working groups to secure their legal status. It remains to be seen whether this approach, as well as the Advocacy Partners approach, will have successfully transferred all the necessary skills to local organizations.

## PROMOTING AN ENABLING GLOBAL ENVIRONMENT

- Although a number of gains have been achieved globally in safe abortion provision, these are frequently challenged in many places and there is often some risk of reversal, particularly with a global trend toward political conservatism and an increasingly organized and global anti-abortion lobby.

## SCALE UP OF APPROACHES AND LEARNING

- Uptake by other donor and implementing organizations has been important to testing new tools of the strategy and parts of the Local Advocacy substrategy — and these have not yet materialized in some cases. For HCD, for instance, although this has had good uptake elsewhere, within MSI it has struggled to find scale beyond the Hewlett funding. The Advocacy Accelerator currently remains vulnerable with Hewlett as its only source of core funding.

In summary, Hewlett's strong focus on sustainability has clearly benefited a number of key RH organizations and the ecosystem in general, contributing to its resilience and effectiveness, even in the face of a number of global and local challenges — of which funding security is the most consistent. While a long-term approach has been an important part of promoting sustainability, this also to some extent limits its internal flexibility in that funding commitments and partnerships take time to realign with newly emerging priorities (see also Finding 4). It will be important to factor any new directions of the new strategy early into upcoming regranting schedules and to explore the full box of sustainability tools.

## 5. Conclusions and Implications

### **CONCLUSION 1: Hewlett's comparative advantage**

*Based on Finding 1, Finding 3, Finding 7, Finding 9, Finding 11*

Hewlett's positioning in IRH has been strongly defined by its focus on FWA and by the work of supporting Local Advocacy (Finding 1). This is in part because these focused substrategies make the work concentrated and identifiable, whereas the global work is more dispersed and therefore less visible as one body of action. This identifiability also makes these areas of work more measurable.

These areas signal two distinct dimensions of advantage. First, the work in FWA shows that when Hewlett has clearly identified an area of high need and low resources and then directed all the grantmaking tools at its disposal in a focused way — despite the risks of narrowing its focus in a relatively unexplored geography — a catalytic effect in terms of concrete results in RH has been achieved by grantees directly supported by Hewlett, alongside other actors in the ecosystem affected by the visibility enabled for this sector (Finding 7). These tools have included flexible program grants, project grants, GOS to organizations with programs in FWA, strong beyond the grant dollar activity, and the careful leveraging of all three work pillars of research, advocacy, and service delivery in a relatively small geographic region. Achieving this effect followed a pathway from building a platform in the form of the OP which has served as a lever — among others, including the flexible program grantmaking tool and the strategy's three pillars of work — to achieve regional leverage, bringing attention and resources to RH.

In addition to concrete results in terms of increased voluntary FP use, Hewlett-supported work by its grantees has also strongly contributed to achieving visibility for RH issues in the region (Finding 3), which will be a factor in sustaining results and maintaining momentum for further progress.

Second, in the Local Advocacy work, Hewlett has been identified as a “unique donor ally” in ways that are strongly appreciated in several partnerships. This role is finding expression specifically in Hewlett's principle-based approach to supporting Local Advocacy, and in part through the iterative evaluation process rolling out alongside it. But the roots of this role lie in the long-term approach to using its strategic principles as fundamental ways of working. As Finding 8 shows, grantees across the board value Hewlett's commitment to openness and transparency, mutual respect, and staying the course for meaningful change. While the Local Advocacy substrategy has a specific objective to shift power from global to local, which is being more clearly recognized as the substrategy evolves, this power shifting is also implied in the strategic principles, and especially those that grantees noted of particular value: Mutual accountability implies mutual respect and understanding of mutual positioning; a willingness to solve problems necessarily combined with a long-term approach implies respecting the context-specific situations of partners. While the role of a DEI-based approach at the national or regional levels in organizations based in Africa is not yet clear, it is clear that commitment to this principle will involve addressing and leveling local power inequalities and marginalization processes, as well as global-to-local ones. The local advocacy strategy can therefore be seen as an extension, or a programmatic expression, of these broader principles, and its emerging successes (and limitations) as based in this wider trajectory.

While Hewlett is also highly valued for its long-term approach (Finding 9), it was also noted that a commitment to the long term has the effect of limiting Hewlett's internal flexibility to adapt to real-time learning and hone the overall IRH strategy. Findings on sustainability, however, emphasize a number of other approaches to sustainability that may indicate directions in which to balance this tension. These include working on regional-level organizational stability and issue ownership; promoting an enabling global environment; and ensuring the scale up of approaches and learning (Finding 11).

## CONCLUSION 2: GOS and other grantmaking tools for IRH

*Based on Finding 2, Finding 3, Finding 4, Finding 6, Finding 7, Finding 10, Finding 11*

While GOS grants constitute about one-third of the strategy's investment and represent a flexible and respectful funding approach, they have not been (and were not intended to be) well aligned with the stated geographic focus of the strategy in recent years (Findings 2 and 4). Flexible program grants have, on the other hand, been amenable and indeed powerful in focusing work on the strategy, and particularly the service delivery work in the FWA substrategy (Finding 7). At the same time, the expected and desired outcomes and pathways of the global work — how this was expected to advance the strategy — have not been clearly defined (Finding 4).

Many GOS grants follow through on partnerships established several decades ago. While these may indeed be key relationships for fulfilling the strategy, it is not clear how or whether this contribution is being made, because the contribution these grants are or are not making to the strategy's outcomes have not been monitored or measured (Finding 10).

In addition, due to the practice of commonly renewing GOS grants at least for the duration of a strategy, aligned with the foundation's guiding principles, there is relatively little flexibility in exiting or retargeting grants to other organizations or to work specifically aligned to midstrategy adaptations (Finding 11). On the other hand, criteria for renewing GOS or other types of grants are also not explicit or transparent.

While organizations clearly value very highly their flexible funding and attribute to these funds a range of advantages, including being able to take up unforeseen opportunities to hone the impact of earlier work, it appears that the way this mode of funding is currently monitored within IRH is increasingly at odds with other emerging priorities for the foundation. Most notably, the increasing focus on strategy design over the last decade, and the emerging orientation toward OFP and measurement of progress toward outcomes, means that there is a growing drive in the foundation to track progress in order to facilitate adaptive decision making and agile grantmaking, which are clearly supportive of the strategy (Finding 10). This orientation sits uncomfortably with some attributes of the GOS tool as currently used under IRH — in particular, that no communication is expected on how funds will be or were spent, and no reporting is required that might connect expenditures with particular organizational results or achievements. It is therefore perhaps time to explore other ways of reporting on GOS, possibly by exploring methods used by other Hewlett programs.<sup>59</sup>

Meanwhile, flexible program granting, through which Hewlett can apply some leverage without being prescriptive, has been an important tool driving the successes of the FWA substrategy (Finding 7). There is also some evidence that the degree of flexibility offered with these has some variation and can be tempered according to context and need in each grant partnership.

This issue suggests that exploring an expanded use of flexible program grants could be a method for optimizing targeted activity in pursuit of the next strategy's stated outcomes, with less priority given to the GOS tool. Where GOS is used, the rationale for how it is expected to contribute to the strategy's achievements should be well articulated. This would likely include a clearer statement of the criteria for an organization's selection for GOS funding and a more explicit articulation of the purpose of GOS funding in relation to the strategy.

Evidence also suggests that OE grants are currently not optimally targeted to support the strategy (Finding 6), at least in terms of the geographical focus. We recommend exploring ways to offer OE and other ad hoc

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<sup>59</sup> See, for example, the Western Conservation program, which uses GOS but relies on more than just grant reporting: [Best Practices for Enduring Conservation](#), July 2018.

funding sources more openly across grant geographies, which may lead to more focused use of these key inputs. Grantees' desire for networking with each other and peer exchange of ways of learning [Finding 9] could be considered in this bundle.

### **CONCLUSION 3: The role of research in supporting the pillars**

*Based on Finding 5, Finding 7, Finding 8*

Work in the research pillar had not been the focus of any of the strategy's evaluations and therefore received deliberate attention in this evaluation.

Most recent research initiatives receiving grants under the strategy have had a strong emphasis on creating opportunities and relationships for the use of research results by relevant decision makers. Among methods used, the early engagement of potential users including policymakers in the design of research appears to be particularly promising (Finding 5).

At the same time, Finding 8 offers evidence that, since most grantees work in advocacy at some level, and in more than one of the three pillars, there is more potential for synergizing these work areas than is currently being intentionally achieved. It may therefore be relatively simple to draw on these linkages rather than playing into siloes often framed by divisions of work areas and projects. Subgrantees in a focus group also identified extracting data from research databases so that it is useful to their specific work areas as a challenge. Establishing a shared resource for analyzing and processing data was also put forward as a potentially useful strategy. Some grantees noted a particular role for INGOs situated at the regional and global levels in circulating knowledge to relevant stakeholders.

Taken together, these findings suggest a need to rethink the role of research in the strategy and in relation to the other two pillars of advocacy and service delivery. Grantees agree that better synergies may be the key to further progress in RH, and most are in a position themselves to better link research and advocacy. Better integration and calibration of research — both as the generation of new knowledge and as the management of existing knowledge — with specific grantee interventions could sharpen the role of this pillar in the service of progressing RH specifically.

### **CONCLUSION 4: Measuring progress and monitoring**

*Based on Finding 4, Finding 10.*

As suggested in Conclusion 2, the increasing focus on strategy identification over the last decade, alongside the embedding of OFP as the foundation's core approach, means an increasing focus on the organization's ability to track and understand the progress made at interim stages. Good use has been made of evaluation tools throughout the period of the last strategy, and they have afforded the opportunity to focus and strengthen specific areas of work. Nevertheless, there is some latent need for strategy decision making, and a desire on the part of grantees to better communicate key results and to better process important learning (Finding 10). It is notably the case that results accruing from GOS grants are currently not tracked in IRH even in modest ways (Finding 4).

Grantee testimony that there is scope for more sharing of results through their MEL frameworks, and that there is a need for more mutual sharing of information and learning, suggests some scope for rethinking reporting modes. Grantees are an excellent source of real-time learning on the course of the strategy, which could be accessed at specified intervals either through discussion or through alternative reporting. Exploring the co-creation of priorities and mechanisms for reporting and sharing knowledge with grantees

as an ongoing work modality is one possible avenue for this. For GOS grants in particular, there is a danger that an organization's annual reports do not give information in sufficient detail or with sufficient nuance to understand whether the grantee's achievements, challenges, and ongoing intentions continue to place it in close alignment with the IRH strategy. Either more detailed reporting on GOS, or some other system for tracking the work of the grantee in relation to the IRH strategy, could be beneficial in maximizing progress.

## 6. Recommendations

The findings of this evaluation and the conclusions drawn from them suggest a number of implications for the development and direction of the new IRH strategy:

- 1. The new strategy should have sufficient focus** (most likely geographical focus) such that the full range of Hewlett's tools can be brought to support it in a relatively concentrated manner, similar to the current effect in FWA. The focus area should plan to include work under all three pillars, in ways that synergize and work together intentionally. It should also make use of all three grantmaking tools supported by beyond the grant dollar activities. OE grants should be selected to strengthen organizations in ways that clearly support alignment with particular dimensions of the strategy. The strategy should also extend and build on Hewlett's reputation as principled donor working in the long term to balance and equalize power relationships.
- 2. A clearer articulation of the expected role and function of the global-level work would enable this dimension to more clearly drive outcomes.** This should include a statement on the intention and objectives of GOS granting, and it might include more clarity on eligibility for GOS grants and therefore criteria for organizations' alignment with the strategy. These might, for example, include factors such as an organization's degree of focus on a rights approach; its commitment to the relevant geographic area, etc.; and more transparency in the decision making around renewals. It might also include developing criteria and search methods to operate as the basis for seeking new grantees aligned with the strategy, potentially through open or carefully targeted requests for proposals.
- 3.** Insofar as this envisaged role of global-level work might include supporting transitions to Southern-led SRHR work, **consider more systematic use of less flexible grants** to global organizations to drive this.
- 4.** In parallel, **consider extending flexible grants to regional organizations** to the greatest extent possible within legal constraints, so that the many advantages to grantees of flexibility are available at this level. Consider instigating and making regional grantees aware of a small regional fund to play an organization- or project-strengthening role in the tradition of current OE grants, and for meeting other stated priorities of regional grantees, such as peer-to-peer learning opportunities.
- 5. Achieve closer synergies across the three work pillars in particular by gaining more precision for the role of research in the new strategy.** Considering the distinctions between different research approaches will be part of this, as will making decisions on which approach best fits with advancing the strategy. Achieving closer synergies is likely to include a closer alignment of research with advocacy in particular, most likely by engaging users in identification of research needs and design, and possibly also in conducting and disseminating research. In other words, research might be more closely aligned to generating knowledge of specific use to other elements of the strategy, and therefore as part of the enabling environment. Placing research as a tool in relation to the other pillars in this way may also imply rethinking how responsibility for research (as a separate pillar) is handled at the staff level within the foundation.
- 6.** In line with this more locally driven research approach, **research processes might also be used more assertively to support and promote local leadership**, possibly through mentoring approaches, which have shown promise in the transition to local leadership of the advocacy agenda.



- 7. Articulate SMART specific outcomes** for the new strategy, and develop implementation markers aligned with these. Consider consulting with grantees on how best they can report on their work in ways which provide a commentary on progress toward these specific outcomes, and consider developing outcome targets to which all grantees, including those receiving GOS, can contribute and regularly report on. Consider exploring the co-creation of a MEL approach that can benefit the foundation as well as the grantee, and factor appropriate timing for reporting into this approach. This approach might include building in opportunities for peer discussions designed to identify, process, and retain learning.
- 8. Consider using substrategies to focus new or experimental work**, as this appears to be helpful in articulating the aim and mapping a framework. For this type of work, include provisional plans and methodologies for taking innovation to scale if the results are promising. This might include strategic use of platforms to hone expertise and create visibility.
- 9.** It is likely that the question of the sustainability of achievements at the regional and national levels will be a priority for the new strategy. Therefore, it will be important to **include a clear focus on addressing national-level policy and budgets** for RH in the strategy's approach and to build this focus into the Theory of Change. At the same time, organizational tools for ensuring the sustainability of gains made should emphasize approaches beyond long-term funding, including working on regional-level organizational stability and issue ownership; promoting an enabling global environment; and ensuring the scale up of approaches and learning.



**ANNEX 2: List of Respondents***interviews and focus groups (July-August 2020)*

ORGANIZATION	NAME	POSITION
<b>GRANTEES</b>		
1 Advanced Family Planning (Johns Hopkins)	Beth Fredrick	Co-PI
2 AmplifyChange Fund (Mannion Daniels)	Alex LeMay	Deputy Director
3 Amref Health Africa / Advocacy Accelerator	Claire Mathonsi Saida Ali	Interim-Executive Director
4 Boston University	Mahesh Karra	Lead of Program of women's empowerment research (POWER)
5 Center for Health Human Rights and Development	Moses Mulumba	Executive Director
6 Center for Reproductive Rights	Evelyne Opondo	Senior Regional Director for Africa
7 Columbia University Population and Family Health	Terry McGovern	PI multi-country GGR study
8 Deutsche Stiftung Weltbevölkerung	Angela Bähr	Vice Executive Director
9 Deutsche Stiftung Weltbevölkerung	Evelyn Samba	Lead of Youth advocacy leadership program; DSW Kenya Country Director
10 DKT International	Chris Purdy	Chief Executive
11 EngenderHealth	Nene Fofana-Cisse	W. Africa program lead
12 EngenderHealth	Traci Baird	Chief Executive
13 Équilibres & Populations (Equipop)	Aurélien Gal Regniez Nicolas Rainaud	Executive Director France and International Advocacy Manager
14 Forum for Women in Democracy	Patricia Munabi Babiha	Executive Director
15 Guttmacher Institute	Ann Biddlecom	Director of International Research
16 Ibis Reproductive Health	Kelly Blanchard	Chief Executive
17 ICRW	Chima Izugabara	Lead of SRHR research portfolio
18 Ideo.org	Michelle Kreger	Lead of Health XO
19 International Women's Health Coalition	Françoise Girard	Executive Director
20 International Women's Health Coalition	Otibho Obianwu	Program Officer Grantmaking & International Partnerships
21 IntraHealth (OPCU)	Marie Ba	OPCU Lead
22 Intrahealth (BE interventions)	Jennifer Wesson	Director of Measurement and Learning
23 Ipas	Anu Kumar	Chief Executive
24 IPPF Worldwide	Alvaro Bermejo	Chief Executive
25 MSI	Meghan Blake	Chief Executive
26 MSI	Sanou Gning (RD) Emmanuelle Diop	Sahel HCD lead (Youth/HCD lead for Regional)
27 PAI	Elisha Dunn-Georgiou	Interim co-CEO / VP of Policy and Advocacy
28 PAI	Allie Doody Kathy Smith	Program Officer, RHAP Foundation Relations Director
29 PATH	Martha Brady	Lead on Reproductive Health Global program

**GRANTEES (continued)**

<b>30</b> Pathfinder	Lois Quam Stephanie Hawkins	President Executive Director for Business Development
<b>31</b> Pathfinder	Ernest Yao	Lead RH in Cote D'Ivoire
<b>32</b> Planned Parenthood Federation of America	Monica Kerrigan Dee Redwine Chloe Clooney	Executive Director Vice President, Global Programs Latin America program lead
<b>33</b> Population Council	Ann Blanc	Vice President Social and Behavioral Science Research
<b>34</b> Population Reference Bureau	Jeff Jordan	President and CEO
<b>35</b> Population Reference Bureau	Marlene Lee	Associate Vice President, International Programs
<b>36</b> PSI	Karen Sommer-Shallet Sandy Garcon	Head of communications Senior Advocacy Manager
<b>37</b> Redstone Strategy Group	John Whitney Ivan Barkhorn	Lead on OP / Director
<b>38</b> Reproductive Health Supplies Coalition (PATH)	Brian McKenna	Deputy Director, RHSC
<b>39</b> World Faiths Development Dialogue International	Katherine Marshall	Executive Director

**SUBGRANTEES**

<b>40</b> CRSD, Senegal	Sheikh Saliou MBACKE	President
<b>41</b> Siggil Djiguène, Senegal	Fatou Ndiaye Turpin	Program Director

**OTHER DONORS (VIA LANDSCAPE SCAN)**

<b>42</b> Packard Foundation	Lana Dakan	Deputy Director
<b>43</b> SIDA	Dag Sundelin	Head of the Sida Regional SRHR Team
<b>44</b> CIFF	Miles Kemplay	Executive Director, Adolescence

**FOCUS GROUP SUBGRANTEES**

<b>45</b> Centre for Reproductive Health and Education, Zambia	Amos Mwale	Executive Director
<b>46</b> Johns Hopkins Center for Communications Programs, Tanzania	Halima Shariff	Director
<b>47</b> Trust for Indigenous Culture and Health, Kenya	Liz Okumu	Program Manager
<b>48</b> Reach a Hand, Uganda	Humphrey Nabimanya Maureen Andinda	Founder and Chief Executive Officer Strategy and Business Development Manage

**FOCUS GROUP SUBGRANTEES**

<b>49</b> Global Development and Population Program	Dana Hovig	Program Director
<b>50</b> International Reproductive Health	Althea Anderson	Program Officer
<b>51</b> International Reproductive Health	Janet Holt	Program Officer
<b>52</b> International Reproductive Health	Helena Choi	Former Program Officer
<b>53</b> International Reproductive Health	Margot Fahnstock	Former Program Officer
<b>54</b> Global Development and Population Program	Kim Brehm	Program Associate
<b>55</b> Global Development and Population Program	Nathalie Scholl	Program Associate

## FOCUS GROUP SUBGRANTEES (continued)

56 Global Development and Population Program	Ruth Levine	Former Program Director
57 USRH	Leticia Corona Christine Clark	Program Fellow Program Officer
58 Evidence Informed Policy Team (EIP)	Sarah Lucas Norma Altshuler May Aguiar	Program Officer Program Officer Program Associate
59 WEE Team	Sarah Iqbal Alfonsina Penaloza Althea Anderson Sarah Jane Staats	Program Officer Program Officer Program Officer

### ANNEX 3: Survey questions

**Thank you for taking the time to complete this survey for Hewlett's International Reproductive Health team. We anticipate the survey will take about 20-30 minutes to complete.** If you cannot complete the survey in one sitting, you can save your responses and return later. The International Reproductive Health team is undergoing a strategic refresh and one key component is evaluating and understanding the impact the strategy has made over the last five years. This survey is a key input to (1) understand how your work has contributed to the outcomes achieved in the last five years, and (2) understand your experiences working with the Hewlett Foundation. All data from this survey will be aggregated and quotations will be anonymous, so we welcome honest reflections.

#### PROFILE QUESTIONS

1. What is the name of your organization?  
*(You can leave this blank if you prefer)*
2. What type of work did Hewlett's grant money contribute to?  
*(Please only pick significant areas of work for your organization)*
3. Which years did you receive funding from Hewlett?  
*(Please check as many as apply)*
4. In which country was the grant based?
5. Did the grant(s) contribute to operations and/or programming in the following geographies?  
*(check all that apply)*
6. What type of funding did your organization receive from Hewlett?  
*(Please check as many as apply)*

#### FOR ALL

7. To what extent do you agree with the following characterizations of Hewlett's strategic niche?
8. To what extent do you agree that Hewlett's International Reproductive Health team and strategy is committed to the following guiding principles?
9. Do you want to provide any comments in response to any of your rankings above?  
Are there other attributes that you think distinguish Hewlett from other donors?
10. Which of Hewlett's guiding principles is most important to your work?  
*(Drag and drop in order of importance)*
11. Beyond direct support for activities under your grants, which of the following contributions from Hewlett have been most valuable to your organization?  
*(Drag and drop into the correct category)*

#### FOR SERVICE DELIVERY GRANTEES

12. What type of programming for service delivery does the Hewlett grant cover?  
*(Check all that apply)*



13. Have you done anything differently as a result of receiving additional funds from Hewlett grant(s)?  
(Check all that apply)

14. To what extent did your work supported by Hewlett grants contribute to the following outcomes?

15. Please briefly describe 2-3 examples from the matrix above.

#### FOR RESEARCH GRANTEES

16. What was the primary focus of your research?  
(Check all that apply)

17. To what extent did your research grant make an impact on the following research capabilities:

18. For research generated with Hewlett support, was dissemination and engaging evidence users part of the research design? If so, what forms of communication did you use?  
(Check all that apply)

19. To what extent did you engage the following stakeholder groups at the following stages of your research?  
(Check all that apply)

20. Which of the following stakeholder groups have utilized your research?  
(Please only check where you know concrete examples) (Check all that apply)

21. Are there documented examples of how your research has been taken up by policy stakeholders and influencers to influence evidence use? (Check all that apply)

22. If you checked any of the options above, please describe the example briefly:

#### FOR ADVOCACY GRANTEES

23. What types of stakeholders does your organization or your subgrantee organizations engage with for advocacy work? (Check all that apply)

24. Has your organization or your subgrantee's advocacy directly contributed to documented examples of the following outcomes? (Check all that apply)

25. If you checked any of the options above, please describe the example briefly:

26. Where do you source the information and evidence on which you or your subgrantee's advocacy work is based?  
(Please drop each source into the correct bucket for frequency of use)

#### FOR ALL

27. What mechanisms have been used in your Hewlett supported work to try to ensure the outcomes will be sustained after the grant is completed?

28. In your opinion, how likely is it that the outcomes gained through this work will be sustained?

29. Are there any other thoughts you would like to share with the Hewlett team?

## ANNEX 4: List of Documents Reviewed

- 1 Aspen Planning and Evaluation Program, Midterm Report 'Early Lessons from the Hewlett Foundation's Principled Approach to Supporting Local Advocacy' September 2019;
- 2 Aspen Planning and Evaluation Program 'Power Sharing and "Capacity Development": Perspectives from Phase 3 of the Aspen Institute's evaluation of the Hewlett Foundation's strategy for supporting local advocacy in sub-Saharan Africa', July 2020.
- 3 Global Impact Advisors, 'Evaluation of the William and Flora Hewlett Foundation's Family Planning and Reproductive Health Strategy for Francophone West Africa', March 2017
- 4 Hutchinson, Paul; Joshua Schoop, Katherine Andrinopoulos, Mai Do 'Assessment Report for the Hewlett Foundation's Strategy to Apply Behavioral Economics (BE) to Improve Family Planning and Reproductive Health (FP/RH) Service Delivery', Tulane University, School of Public Health and Tropical Medicine, November 2018
- 5 Itad, 'Evaluation of The Hewlett Foundation's Strategy to Apply Human-Centered Design to Improve Family Planning and Reproductive Health Services in Sub-Saharan Africa', November 2017
- 6 Itad, 'Midterm Review of the Adolescents 360 Program, June 2019
- 7 Social Policy Research Associates 'Evaluation of the William and Flora Hewlett Foundation's Organizational Effectiveness Program' Final Report, November 2015.
- 8 William and Flora Hewlett Foundation, International Reproductive Health Strategy, April 2014
- 9 William and Flora Hewlett Foundation 'A refined International FPRH Strategy', 2013-07-12 with logic model HPOP-SP2 summary\_final.doc
- 10 Hewlett Foundation, 'A Practical Guide to Outcome-Focused Philanthropy', November 2016.
- 11 IRH - 2013 July draft board memo (with logic model)
- 12 IRH - 2014 Nov budget memo (Choices)
- 13 IRH - 2015 Nov budget memo (Choices)
- 14 IRH - 2016 March board update (Choices)
- 15 IRH - 2016 Nov budget memo
- 16 IRH - 2017 March board update (Choices)
- 17 IRH - 2017 Nov budget memo
- 18 IRH - 2018 March board update (Choices)
- 19 IRH - 2018 Nov budget memo
- 20 IRH - 2019 March board update (Choices)
- 21 IRH - 2019 Nov budget memo
- 22 IRH - 2020 March board update (Choices)
- 23 2016-5104\_Amref Health Africa\_AppSum\_03\_03\_2017
- 24 2016-5104\_Amref Health Africa\_Final Reports - Narrative\_03\_20\_2018
- 25 2017-6353\_Amref Health Africa\_AppSum\_10\_27\_2017
- 26 2017-6353\_Amref Health Africa\_Final Reports - Narrative\_03\_13\_2020
- 27 2019-9773\_Amref Health Africa\_AppSum\_10\_28\_2019
- 28 2015-2530\_African Population and Health Research Center\_AppSum\_07\_01\_2015
- 29 2015-2530\_African Population and Health Research Center\_Final Reports - Narrative\_08\_05\_2018
- 30 2015-2557\_African Population and Health Research Center\_AppSum\_07\_01\_2015
- 31 2015-2557\_African Population and Health Research Center\_Final Reports - Narrative\_08\_05\_2018
- 32 2015-3063\_African Population and Health Research Center\_AppSum\_11\_11\_2015
- 33 2015-3063\_African Population and Health Research Center\_Final Reports - Narrative\_10\_31\_2018
- 34 2017-5555\_African Population and Health Research Center\_AppSum\_03\_03\_2017
- 35 2017-5555\_African Population and Health Research Center\_Final Reports - Narrative\_02\_07\_2018
- 36 2017-6344\_African Population and Health Research Center\_AppSum\_10\_27\_2017
- 37 2017-6344\_African Population and Health Research Center\_Interim Reports - Narrative\_10\_17\_2018
- 38 2018-7425\_African Population and Health Research Center\_AppSum\_06\_28\_2018
- 39 2018-7425\_African Population and Health Research Center\_Interim Reports - Narrative\_07\_09\_2019
- 40 2018-7864\_African Population and Health Research Center\_AppSum\_10\_04\_2018
- 41 2018-7864\_African Population and Health Research Center\_Proposal\_08\_31\_2018
- 42 2019-9486\_African Population and Health Research Center\_AppSum\_10\_28\_2019
- 43 2019-9486\_African Population and Health Research Center\_Proposal\_08\_28\_2019
- 44 2018-8083\_Boston University\_AppSum\_10\_31\_2018
- 45 2018-8083\_Boston University\_Proposal\_10\_01\_2018
- 46 2020-1162\_Boston University\_AppSum\_03\_13\_2020
- 47 2020-1162\_Boston University\_Proposal\_02\_11\_2020

48	2017-6351_Center for Health, Human Rights and Development_AppSum_10_27_2017	75	2016-4388 EngenderHealth AppSum
49	2017-6351_Center for Health, Human Rights and Development_Final Reports - Narrative_02_03_2020	76	2016-4388 EngenderHealth Final Report
50	2019-9337_Center for Health, Human Rights and Development_AppSum_08_06_2019	77	2017-6508_EngenderHealth_AppSum_03_05_2018
51	2019-9337_Center for Health, Human Rights and Development_OE Proposal Part 2_06_28_2019	78	2017-6508_EngenderHealth_Final Reports - Narrative_01_23_2020
52	2019-9337_Center for Health, Human Rights and Development_Proposal_06_28_2019	79	2018-7119_EngenderHealth_AppSum_03_06_2018
53	2020-1130_Center for Health, Human Rights and Development_AppSum_03_13_2020	80	2018-7119_EngenderHealth_Final Reports - Narrative_02_18_2020
54	2020-1130_Center for Health, Human Rights and Development_Proposal_12_18_2019	81	2018-7751_EngenderHealth_AppSum_09_11_2018
55	2017-5966_Columbia University_Interim Reports - Narrative_08_30_2019	82	2018-7751_EngenderHealth_Final Reports - Narrative_08_23_2019
56	2017-5966_Columbia University_Proposal_06_30_2017	83	2019-8845_EngenderHealth_AppSum_06_06_2019
57	2015-2917 CRR appsum	84	2019-8845_EngenderHealth_Proposal_04_18_2019
58	2015-2917 CRR Final Reports	85	2019-9334_EngenderHealth_AppSum_03_13_2020
59	2017-5283_Center for Reproductive Rights_AppSum_03_15_2017	86	2019-9334_EngenderHealth_Proposal_09_04_2019
60	2017-5283_Center for Reproductive Rights_Final Reports - Narrative_04_30_2020	87	2020-1053_EngenderHealth_AppSum_03_13_2020
61	2020-1132_Center for Reproductive Rights_AppSum_03_13_2020	88	2020-1095_EngenderHealth_AppSum_02_28_2020
62	2020-1132_Center for Reproductive Rights_Proposal_02_18_2020	89	2014-9134 Equipop AppSum
63	2016-3830_DKT International_AppSum_04_05_2016	90	2014-9134 Equipop Final Report
64	2016-3830_DKT International_Final Reports - Narrative_03_22_2019	91	2015-2559 Equipop AppSum
65	2019-8185_DKT International_AppSum_02_25_2019	92	2015-2559 Equipop Final Report
66	2019-8185_DKT International_Interim Reports - Narrative_03_25_2020	93	2017-5343_Equilibres & Populations_AppSum_03_03_2017
67	2014-1512_Deutsche Stiftung Weltbevoelkerung_AppSum_11_07_2014	94	2017-5343_Equilibres & Populations_Interim Reports - Narrative_04_24_2020
68	2014-1512_Deutsche Stiftung Weltbevoelkerung_Final Reports - Narrative_12_08_2017	95	2019-9487_Forum for Women in Democracy_AppSum_10_28_2019
69	2017-5468_Deutsche Stiftung Weltbevoelkerung_AppSum_06_22_2017	96	2019-9487_Forum for Women in Democracy_Proposal_09_03_2019
70	2017-5468_Deutsche Stiftung Weltbevoelkerung_Interim Reports - Narrative_07_09_2018	97	2015-2791_Guttmacher Institute_AppSum_11_11_2015
71	2018-7904_Deutsche Stiftung Weltbevoelkerung_AppSum_10_31_2018	98	2015-2791_Guttmacher Institute_Final Reports - Narrative_08_06_2018
72	2018-7904_Deutsche Stiftung Weltbevoelkerung_Interim Reports - Narrative_07_05_2019	99	2015-3029_Guttmacher Institute_AppSum_11_11_2015
73	2016-3883 EngenderHealth AppSum	100	2015-3029_Guttmacher Institute_Interim Reports - Narrative_12_16_2016
74	2016-3883 EngenderHealth Final Report	101	2015-3029_Guttmacher Institute_Interim Reports - Narrative_12_18_2017
		102	2017-6475_Guttmacher Institute_Interim Reports - Narrative_10_11_2018
		103	2017-6475_Guttmacher Institute_Proposal_09_08_2017
		104	Guttmacher Institute
		105	2017-6227_Ibis Reproductive Health_AppSum_10_27_2017
		106	2017-6227_Ibis Reproductive Health_Final Reports - Narrative_07_12_2019

- 107 2019-8978\_Ibis Reproductive Health\_AppSum\_07\_11\_2019
- 108 2019-8978\_Ibis Reproductive Health\_Proposal\_05\_13\_2019
- 109 2016-4379\_International Center for Research on Women\_AppSum\_06\_24\_2016
- 110 2016-4379\_International Center for Research on Women\_Final Reports - Narrative\_08\_20\_2019
- 111 2016-4440\_International Center for Research on Women\_AppSum\_09\_15\_2016
- 112 2016-4440\_International Center for Research on Women\_Final Reports - Narrative\_10\_20\_2017
- 113 2016-4440\_International Center for Research on Women\_OE Proposal Part 2\_09\_06\_2016
- 114 2017-5944\_International Center for Research on Women\_AppSum\_10\_27\_2017
- 115 2017-5944\_International Center for Research on Women\_Final Reports - Narrative\_02\_14\_2019
- 116 2019-8679\_International Center for Research on Women\_AppSum\_06\_25\_2019
- 117 2019-8679\_International Center for Research on Women\_Proposal\_04\_12\_2019
- 118 2019-9293\_International Center for Research on Women\_AppSum\_08\_01\_2019
- 119 2019-9293\_International Center for Research on Women\_OE Proposal Part 2\_06\_07\_2019
- 120 2019-9293\_International Center for Research on Women\_Proposal\_06\_26\_2019
- 121 2017-5836\_IDEO.org\_AppSum\_08\_25\_2017
- 122 2017-5836\_IDEO.org\_Final Reports - Narrative\_10\_04\_2018
- 123 2017-5973\_IDEO.org\_AppSum\_10\_27\_2017
- 124 2017-5973\_IDEO.org\_Final Reports - Narrative\_08\_26\_2019
- 125 2019-9150\_IDEO.org\_AppSum\_10\_28\_2019
- 126 2020-1303\_IDEO.org\_AppSum\_03\_24\_2020
- 127 2020-1303\_IDEO.org\_OE Proposal Part 2\_03\_17\_2020
- 128 2014-1082\_IntraHealth\_AppSum
- 129 2014-1082\_IntraHealth\_Final Report
- 130 2016-4264\_IntraHealth\_AppSum\_10\_28\_2016
- 131 2016-4264\_IntraHealth\_Final Reports - Narrative\_10\_08\_2018
- 132 2016-4396\_IntraHealth\_AppSum\_06\_24\_2016
- 133 2016-4396\_IntraHealth\_Final Reports - Narrative\_11\_07\_2019
- 134 2018-6984\_IntraHealth\_AppSum\_02\_28\_2018
- 135 2018-6984\_IntraHealth\_Final Reports - Narrative\_12\_19\_2018
- 136 2018-7396\_IntraHealth\_AppSum\_06\_28\_2018
- 137 2018-7396\_IntraHealth\_Final Reports - Narrative\_11\_07\_2019
- 138 2018-7398\_IntraHealth\_AppSum\_06\_28\_2018
- 139 2018-7398\_IntraHealth\_Interim Reports - Narrative\_08\_30\_2019
- 140 2019-8478\_IntraHealth\_AppSum\_02\_25\_2019
- 141 2019-8478\_IntraHealth\_Final Reports - Narrative\_11\_07\_2019
- 142 2019-9007\_IntraHealth\_AppSum\_06\_25\_2019
- 143 2019-9318\_IntraHealth\_AppSum\_07\_30\_2019
- 144 2019-9318\_IntraHealth\_Final Reports - Narrative\_02\_12\_2020
- 145 2015-2318\_Ipas\_AppSum
- 146 2015-2318\_Ipas\_Final Report
- 147 2016-4157\_Ipas\_AppSum
- 148 2016-4157\_Ipas\_Final Report
- 149 2017-5850\_Ipas\_AppSum\_06\_22\_2017
- 150 2017-5850\_Ipas\_Final Reports - Narrative\_07\_10\_2019
- 151 2018-7399\_Ipas\_AppSum\_07\_06\_2018
- 152 2018-7399\_Ipas\_Final Reports - Narrative\_01\_15\_2020
- 153 2019-8775\_Ipas\_AppSum\_06\_25\_2019
- 154 2019-8775\_Ipas\_Proposal\_04\_05\_2019
- 155 2020-1406\_Ipas\_AppSum\_03\_24\_2020
- 156 2020-1406\_Ipas\_Proposal\_03\_20\_2020
- 157 2014-1011\_IPPF Worldwide\_AppSum
- 158 2014-1011\_IPPF Worldwide\_Final Report
- 159 2015-2322\_IPPF Worldwide\_Appsum
- 160 2015-2322\_IPPF Worldwide\_Final Report
- 161 2017-6484\_International Planned Parenthood Federation Worldwide\_Final Reports - Narrative\_03\_06\_2020
- 162 2018-7120\_International Planned Parenthood Federation Worldwide\_AppSum\_03\_05\_2018
- 163 2018-7120\_International Planned Parenthood Federation Worldwide\_Final Reports - Narrative\_01\_29\_2020
- 164 2018-7671\_International Planned Parenthood Federation Worldwide\_AppSum\_09\_07\_2018
- 165 2018-7671\_International Planned Parenthood Federation Worldwide\_Final Reports - Narrative\_10\_17\_2019
- 166 2020-1057\_International Planned Parenthood Federation Worldwide\_AppSum\_03\_13\_2020
- 167 2020-1057\_International Planned Parenthood Federation Worldwide\_Proposal\_01\_31\_2020
- 168 2020-1197\_International Planned Parenthood

	Federation Worldwide_AppSum_03_04_2020		Narrative_02_08_2019
169	2020-1197_International Planned Parenthood Federation Worldwide_OE Proposal Part 2_03_10_2020	195	2017-5854_MSI-US_AppSum_06_22_2017
170	2014-1096_IWHC AppSum	196	2017-5854_MSI-US_Interim Reports - Narrative_03_28_2019
171	2014-1096_IWHC Final Report	197	2018-7121_MSI-US_AppSum_03_05_2018
172	2015-3011_International Women's Health Coalition_AppSum_11_11_2015	198	2018-7121_MSI-US_Interim Reports - Narrative_03_18_2020
173	2015-3011_International Women's Health Coalition_Interim Reports - Narrative_12_15_2016	199	2019-8346_MSI-US_AppSum_04_09_2019
174	2016-4244_International Women's Health Coalition_AppSum_06_24_2016	200	2019-8346_MSI-US_OE Proposal Part 2_02_15_2019
175	2016-4244_International Women's Health Coalition_Interim Reports - Narrative_07_06_2017	201	2019-8346_MSI-US_Proposal_01_29_2019
176	2017-5141_International Women's Health Coalition_AppSum_06_09_2017	202	2019-8977_MSI-US_AppSum_06_25_2019
177	2017-5141_International Women's Health Coalition_Final Reports - Narrative_07_19_2018	203	2016-3821_Population Action International_AppSum_04_05_2016
178	2018-7903_International Women's Health Coalition_AppSum_10_04_2018	204	2016-3821_Population Action International_Interim Reports - Narrative_03_16_2020
179	2018-7903_International Women's Health Coalition_Proposal_09_07_2018	205	2016-4873_Population Action International_AppSum_10_28_2016
180	2019-8878_International Women's Health Coalition_AppSum_06_25_2019	206	2016-4873_Population Action International_Interim Reports - Narrative_03_16_2020
181	2016-3852_Johns Hopkins University_AppSum_04_05_2016	207	2017-5140_Population Action International_AppSum_01_19_2017
182	2016-3852_Johns Hopkins University_Final Reports - Narrative_01_24_2019	208	2017-5140_Population Action International_Final Reports - Narrative_03_01_2018
183	2018-7642_Johns Hopkins University_AppSum_10_31_2018	209	2017-5140_Population Action International_OE Proposal Part 2_01_09_2017
184	2018-7642_Johns Hopkins University_Interim Reports - Narrative_12_06_2019	210	2017-5794_Population Action International_AppSum_06_22_2017
185	2017-5142_MannionDaniels Limited_AppSum_06_22_2017	211	2017-5794_Population Action International_Final Reports - Narrative_05_31_2019
186	2017-5142_MannionDaniels Limited_Final Fiscal Year Reports - Narrative_01_28_2020	212	2019-8779_Population Action International_AppSum_04_28_2019
187	2019-9637_MannionDaniels Limited_AppSum_10_28_2019	213	2019-8779_Population Action International_Proposal_04_15_2019
188	2019-9637_MannionDaniels Limited_Interim Fiscal Year Reports - Narrative_02_10_2020	214	2019-8879_Population Action International_AppSum_06_25_2019
189	2019-9638_MannionDaniels Limited_AppSum_10_28_2019	215	2019-8879_Population Action International_Proposal_04_19_2019
190	2019-9638_MannionDaniels Limited_Interim Fiscal Year Reports - Narrative_02_10_2020	216	2020-1290_Population Action International_AppSum_04_01_2020
191	2015-2371_MSI-US AppSum	217	2020-1290_Population Action International_OE Proposal Part 2_02_18_2020
192	2015-2371_MSI-US Final Report	218	2020-1302_Population Action International_AppSum_03_30_2020
193	2017-5852_MSI-US_AppSum_06_22_2017	219	2020-1302_Population Action International_Proposal_03_03_2020
194	2017-5852_MSI-US_Final Reports -		

220	2016-3853_PATH_AppSum_04_05_2016	America_OE Proposal Part 2_04_19_2019
221	2016-3853_PATH_Final Reports - Narrative_04_26_2019	248 2019-8778_Planned Parenthood Federation of America_Proposal_03_26_2019
222	2019-8303_PATH_AppSum_02_25_2019	249 2014-1029_Population Reference Bureau_AppSum_06_27_2014
223	2019-8303_PATH_Proposal_02_05_2019	250 2014-1029_Population Reference Bureau_Final Reports - Narrative_03_30_2018
224	2019-9676_PATH_AppSum_10_28_2019	251 2015-2128 PRB AppSum
225	2019-9676_PATH_Proposal_09_18_2019	252 2015-2128 PRB Final Report
226	2016-3882_Pathfinder International_AppSum_04_05_2016	253 2015-2393 PRB OE closing report (written by PO)
227	2016-3882_Pathfinder International_Final Reports - Narrative_03_21_2019	254 2017-5125_Population Reference Bureau_AppSum_03_03_2017
228	2016-4292_Pathfinder International_AppSum_06_24_2016	255 2017-5125_Population Reference Bureau_Final Reports - Narrative_03_20_2020
229	2016-4292_Pathfinder International_Final Reports - Narrative_08_10_2018	256 2018-7865_Population Reference Bureau_AppSum_10_04_2018
230	2017-5838_Pathfinder International_AppSum_08_11_2017	257 2018-7865_Population Reference Bureau_OE Proposal Part 2_09_07_2018
231	2017-5838_Pathfinder International_Final Reports - Narrative_09_11_2018	258 2020-1161_Population Reference Bureau_AppSum_03_13_2020
232	2018-7202_Pathfinder International_AppSum_10_31_2018	259 2019-8336_Population Services International_AppSum_02_25_2019
233	2018-7202_Pathfinder International_Interim Reports - Narrative_07_09_2019	260 2019-8336_Population Services International_Final Reports - Narrative_02_18_2020
234	2019-8612_Pathfinder International_AppSum_06_25_2019	261 2014-1531 Redstone AppSum
235	2019-8612_Pathfinder International_Interim Reports - Narrative_05_01_2020	262 2014-1531 Redstone Final Fiscal Year Report
236	2019-9043_Pathfinder International_AppSum_07_26_2019	263 2014-9863 Redstone Appsum
237	2019-9043_Pathfinder International_Proposal_07_18_2019	264 2014-9863 Redstone Final Fiscal Year Report
238	2017-5126_Population Council_AppSum_06_22_2017	265 2017-6338_World Faiths Development Dialogue International_AppSum_10_27_2017
239	2017-5126_Population Council_Final Reports - Narrative_04_14_2020	266 2017-6338_World Faiths Development Dialogue International_Final Reports - Narrative_12_12_2019
240	2015-2319 PPFA AppSum	267 2019-9152_World Faiths Development Dialogue International_AppSum_10_30_2019
241	2015-2319 PPFA Final Report	268 2019-9152_World Faiths Development Dialogue International_OE Proposal Part 2_09_20_2019
242	2017-5851_Planned Parenthood Federation of America_AppSum_06_22_2017	269 2019-9559_World Faiths Development Dialogue International_AppSum_10_28_2019
243	2017-5851_Planned Parenthood Federation of America_Final Reports - Narrative_07_12_2019	270 2019-9559_World Faiths Development Dialogue International_Proposal_10_04_2019
244	2019-8776_Planned Parenthood Federation of America_AppSum_06_25_2019	
245	2019-8776_Planned Parenthood Federation of America_Proposal_04_05_2019	
246	2019-8778_Planned Parenthood Federation of America_AppSum_04_30_2019	
247	2019-8778_Planned Parenthood Federation of	