

Report on 2022 Direct Charitable Activities

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

In 2022, foundation-wide expenses for DCAs totaled \$4,714,074 for 170 projects. Compared to 2021, this represents a 66% increase in total dollars spent and an 174% increase in the number of projects. The most common uses of DCAs were conducting research, convening conferences, providing technical assistance to grantees, and disseminating research findings. This report provides details of DCA expenses by program, and describes DCA projects with expenses greater than \$100,000.

Program: Climate Change Opportunity Fund

Active Projects: 2

DCA Expenses: \$524,600

Building Climate Friendly Approaches for Energy Security in Europe (\$449,600)

The consultant, McKinsey & Company, will synthesize, analyze, and interpret individual short papers, commissioned by various climate philanthropies, and undertaken by American and European experts.

Program: Cyber

Active Projects: 41

DCA Expenses: \$1,054,657

Capacity-Building Support for Cyber Initiative Grantees (\$139,364)

The consultant, Michael D. Rubin & Associates, will provide capacity-building and fundraising support for Cyber Initiative grantees.

Cyber Grantee Support to Advance Practice and Progress on DEI (\$180,000)

The consultant, Saathi Impact Consulting, LLC, will provide support to advance organizational practice and progress on DEI for Cyber Initiative grantees.

Program: Economy and Society

Active Projects: 12

DCA Expenses: \$136,357

Program: Education

Active Projects: 17

DCA Expenses: \$736,772

2022-2023 Open Educational Resources (OER) Communications Support (\$364,000)

GMMB will develop a communications plan to promote more effective use by educators of openly licensed content, tools, and services. The consultant will help K-12 districts and postsecondary institutions implement and sustain OER, practices, and policies that promote a diverse and inclusive

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global field for sharing open content, practices, and resources. The work will focus on three core communications strategies: raising awareness of OER, overcoming perceived obstacles to using OER, and getting users to recommend OER to their peers.

WestEd — Field Learning and District Support (\$203,594)

WestEd will support school district grantees to achieve school system transformation focused on using change management and measures of progress as instruments to transform school systems. The consultant will help design and facilitate a learning community for all school district partners to meet their diverse learning needs and share knowledge and lessons learned. The consultant will also bring expert knowledge where needed and develop a system for sharing knowledge among school systems.

Program: Environment

Active Projects: 18

DCA Expenses: \$308,625

Program: Gender Equity and Governance

Active Projects: 10

DCA Expenses: \$278,756

Design and Testing of Three Initiatives to Support the Data Governance Field (\$100,000)

The consultant, Niyel Suarl, will lead a collaborative process to design and test three initiatives to support the emerging data governance field in Africa: a knowledge hub, an opportunity fund, and a learning and collaborative event.

Program: Performing Arts

Active Projects: 45

DCA Expenses: \$597,900

Study of County Offices of Education Support for Arts Education (\$127,500)

SRI International will conduct an analysis of the County Offices of Education (COE) support for arts education in California. Understanding how COEs are adapting to their new role is critical for arts education stakeholders across the education policy spectrum — including state policymakers, as well as arts advocacy, membership, and community-based organizations — as they consider how to leverage resources to increase access to arts education. Final report will be publicly available.

Program: Effective Philanthropy

Active Projects: 5

DCA Expenses: \$166,113

Program: SBAC

Active Projects: 1

DCA Expenses: \$10,000

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Program: Special Projects

Active Projects: 18

DCA Expenses: \$877,348

Research for a Book on the History of Hewlett and Packard Foundations and West Coast Philanthropy (\$500,000)

To better educate the public regarding the history and impact of the Hewlett and Packard foundations, and West Coast philanthropy more broadly, Chester & Fourth, Inc., will prepare an independent work of scholarship before the Hewlett Foundation's 60th anniversary year comes to a close, in 2026.

What Works Plus Collaborative (\$300,000)

Freedman Consulting, LLC will work to create a centralized hub for partnerships among philanthropy, experts, community organizations, and federal and local governments to support distribution of infrastructure funding.

Program: U.S. Democracy

Active Projects: 1

DCA Expenses: \$22,946