Form **990-PF**

Department of the Treasury
Internal Revenue Service

Return of Private Foundation

or Section 4947(a)(1) Trust Treated as Private Foundation

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990PF for instructions and the latest information.

OMB No. 1545-0052

2020

Open to Public Inspection

For calendar year 2020, or tax year beginning 01-01-2020 , and ending 12-31-2020

Name of foundation
THE WILLIAM & FLORA HEWLETT FOUNDATION

% SURESH BHAT

A Employer identification number
94-1655673

Number and street (or P.O. box number if mail is not delivered to street address) Room/suite
2121 SAND HILL ROAD

B Telephone number (see instructions)
(650) 234-4500

City or town, state or province, country, and ZIP or foreign postal code
MENLO PARK, CA 94025

C If exemption application is pending, check here ▶ ☐

G Check all that apply: ☐ Initial return ☐ Initial return of a former public charity ☐ Final return ☐ Amended return ☐ Address change ☐ Name change

D 1. Foreign organizations, check here..... ▶ ☐
2. Foreign organizations meeting the 85% test, check here and attach computation ... ▶ ☐

H Check type of organization: ☑ Section 501(c)(3) exempt private foundation
☐ Section 4947(a)(1) nonexempt charitable trust ☐ Other taxable private foundation

E If private foundation status was terminated under section 507(b)(1)(A), check here ..... ▶ ☐

I Fair market value of all assets at end of year (from Part II, col. (c), *line 16)* ▶$ 13,293,329,462

J Accounting method: ☐ Cash ☑ Accrual ☐ Other (specify)
(Part I, column (d) must be on cash basis.)

F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here ..... ▶ ☐

Part I **Analysis of Revenue and Expenses** *(The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a) (see instructions).)*

			(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
Revenue	1	Contributions, gifts, grants, etc., received (attach schedule)	0			
	2	Check ▶ ☑ if the foundation is **not** required to attach Sch. B				
	3	Interest on savings and temporary cash investments	10,440	10,440		
	4	Dividends and interest from securities	28,855,615	139,699,629		
	5a	Gross rents				
	b	Net rental income or (loss)				
	6a	Net gain or (loss) from sale of assets not on line 10	853,806,470			
	b	Gross sales price for all assets on line 6a				
	7	Capital gain net income (from Part IV, line 2)		800,175,320		
	8	Net short-term capital gain				
	9	Income modifications				
	10a	Gross sales less returns and allowances				
	b	Less: Cost of goods sold				
	c	Gross profit or (loss) (attach schedule)				
	11	Other income (attach schedule)	27,488,014	-83,970,423		
	12	**Total.** Add lines 1 through 11	910,160,539	855,914,966		
Operating and Administrative Expenses	13	Compensation of officers, directors, trustees, etc.	5,873,753	3,758,057		2,115,697
	14	Other employee salaries and wages	24,010,863	7,507,152		16,565,580
	15	Pension plans, employee benefits	8,469,024	1,401,580		5,731,290
	16a	Legal fees (attach schedule)	579,902	115,400	0	447,239
	b	Accounting fees (attach schedule)	695,543	287,395	0	234,048
	c	Other professional fees (attach schedule)	14,336,618	1,130,508		12,166,399
	17	Interest	2,425,955	0		2,425,955
	18	Taxes (attach schedule) (see instructions)	34,528,460			
	19	Depreciation (attach schedule) and depletion	996,925	109,252		
	20	Occupancy	674,683	174,676		500,007
	21	Travel, conferences, and meetings	924,155	149,204		821,655
	22	Printing and publications	8,397	0		8,397
	23	Other expenses (attach schedule)	3,888,395	503,696		3,334,872
	24	**Total operating and administrative expenses.** Add lines 13 through 23	97,412,673	15,136,920	0	44,351,139
	25	Contributions, gifts, grants paid	468,766,496			471,308,081
	26	**Total expenses and disbursements.** Add lines 24 and 25	566,179,169	15,136,920	0	515,659,220
	27	Subtract line 26 from line 12:				
	a	**Excess of revenue over expenses and disbursements**	343,981,370			
	b	**Net investment income** (if negative, enter -0-)		840,778,046		
	c	**Adjusted net income** (if negative, enter -0-)				

Part II **Balance Sheets** Attached schedules and amounts in the description column should be for end-of-year amounts only. (See instructions.)

			Beginning of year	End of year	
			(a) Book Value	(b) Book Value	(c) Fair Market Value
Assets	1	Cash—non-interest-bearing	500	500	500
	2	Savings and temporary cash investments	94,278,634	71,444,015	71,444,015
	3	Accounts receivable ▶ 1,930,344			
		Less: allowance for doubtful accounts ▶	5,468,700	1,930,344	1,930,344
	4	Pledges receivable ▶			
		Less: allowance for doubtful accounts ▶			
	5	Grants receivable			
	6	Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule) (see instructions)			
	7	Other notes and loans receivable (attach schedule) ▶			
		Less: allowance for doubtful accounts ▶			
	8	Inventories for sale or use			
	9	Prepaid expenses and deferred charges	2,478,793	2,627,018	2,627,018
	10a	Investments—U.S. and state government obligations (attach schedule)	318,272,822	739,627,267	739,627,267
	b	Investments—corporate stock (attach schedule)	3,478,352,513	3,794,568,695	3,794,568,695
	c	Investments—corporate bonds (attach schedule)	899,488,866	818,130,468	818,130,468
	11	Investments—land, buildings, and equipment: basis ▶			
		Less: accumulated depreciation (attach schedule) ▶			
	12	Investments—mortgage loans			
	13	Investments—other (attach schedule)	6,103,829,331	7,797,589,652	7,797,589,652
	14	Land, buildings, and equipment: basis ▶ 50,346,532			
		Less: accumulated depreciation (attach schedule) ▶ 23,162,899	23,489,809	27,183,633	27,183,633
	15	Other assets (describe ▶)	35,478,169	40,227,870	40,227,870
	16	**Total assets** (to be completed by all filers—see the instructions. Also, see page 1, item I)	10,961,138,137	13,293,329,462	13,293,329,462
Liabilities	17	Accounts payable and accrued expenses	13,174,071	13,964,917	
	18	Grants payable	255,314,884	253,930,517	
	19	Deferred revenue			
	20	Loans from officers, directors, trustees, and other disqualified persons			
	21	Mortgages and other notes payable (attach schedule)	0	250,000,000	
	22	Other liabilities (describe ▶)	52,507,007	78,120,977	
	23	**Total liabilities**(add lines 17 through 22)	320,995,962	596,016,411	
Net Assets or Fund Balances		**Foundations that follow FASB ASC 958, check here** ▶ ☑ **and complete lines 24, 25, 29 and 30.**			
	24	Net assets without donor restrictions	10,640,142,175	12,697,313,051	
	25	Net assets with donor restrictions			
		Foundations that do not follow FASB ASC 958, check here ▶ ☐ **and complete lines 26 through 30.**			
	26	Capital stock, trust principal, or current funds			
	27	Paid-in or capital surplus, or land, bldg., and equipment fund			
	28	Retained earnings, accumulated income, endowment, or other funds			
	29	**Total net assets or fund balances** (see instructions)	10,640,142,175	12,697,313,051	
	30	**Total liabilities and net assets/fund balances** (see instructions)	10,961,138,137	13,293,329,462	

Part III **Analysis of Changes in Net Assets or Fund Balances**

1	Total net assets or fund balances at beginning of year—Part II, column (a), line 29 (must agree with end-of-year figure reported on prior year's return)	1	10,640,142,175
2	Enter amount from Part I, line 27a	2	343,981,370
3	Other increases not included in line 2 (itemize) ▶	3	1,713,189,506
4	Add lines 1, 2, and 3	4	12,697,313,051
5	Decreases not included in line 2 (itemize) ▶	5	
6	Total net assets or fund balances at end of year (line 4 minus line 5)—Part II, column (b), line 29	6	12,697,313,051

Part IV Capital Gains and Losses for Tax on Investment Income

	(a) List and describe the kind(s) of property sold (e.g., real estate, 2-story brick warehouse; or common stock, 200 shs. MLC Co.)	(b) How acquired P—Purchase D—Donation	(c) Date acquired (mo., day, yr.)	(d) Date sold (mo., day, yr.)
1 a	PUBLIC INVESTMENTS	P		
b	ALTERNATIVE INVESTMENTS	P		
c				
d				
e				

	(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) (e) plus (f) minus (g)
a				568,332,853
b				231,842,467
c				
d				
e				

Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69

	(i) F.M.V. as of 12/31/69	(j) Adjusted basis as of 12/31/69	(k) Excess of col. (i) over col. (j), if any	(l) Gains (Col. (h) gain minus col. (k), but not less than -0-) **or** Losses (from col.(h))
a				
b				
c				
d				
e				

2	Capital gain net income or (net capital loss) { If gain, also enter in Part I, line 7 / If (loss), enter -0- in Part I, line 7 }	2	800,175,320
3	Net short-term capital gain or (loss) as defined in sections 1222(5) and (6): If gain, also enter in Part I, line 8, column (c) (see instructions). If (loss), enter -0- in Part I, line 8	3	

Part V Qualification Under Section 4940(e) for Reduced Tax on Net Investment Income

SECTION 4940(e) REPEALED ON DECEMBER 20, 2019 - DO NOT COMPLETE

1 Reserved

(a) Reserved	(b) Reserved	(c) Reserved	(d) Reserved

2 Reserved	2	
3 Reserved	3	
4 Reserved	4	
5 Reserved	5	
6 Reserved	6	
7 Reserved	7	
8 Reserved	8	

Part VI Excise Tax Based on Investment Income (Section 4940(a), 4940(b), 4940(e), or 4948—see instructions)

1a	Exempt operating foundations described in section 4940(d)(2), check here ▶ ☐ and enter "N/A" on line 1. Date of ruling or determination letter: _____ **(attach copy of letter if necessary–see instructions)**		
b	Reserved	1	11,686,815
c	All other domestic foundations enter 1.39% of line 27b. Exempt foreign organizations enter 4% of Part I, line 12, col. (b)		
2	Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)	2	
3	Add lines 1 and 2	3	11,686,815
4	Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)	4	
5	**Tax based on investment income.** Subtract line 4 from line 3. If zero or less, enter -0-	5	11,686,815
6	Credits/Payments:		
a	2020 estimated tax payments and 2019 overpayment credited to 2020 — 6a: 10,000,000		
b	Exempt foreign organizations—tax withheld at source — 6b		
c	Tax paid with application for extension of time to file (Form 8868) — 6c		
d	Backup withholding erroneously withheld — 6d		
7	Total credits and payments. Add lines 6a through 6d	7	10,000,000
8	Enter any **penalty** for underpayment of estimated tax. Check here ☑ if Form 2220 is attached.	8	26,486
9	**Tax due.** If the total of lines 5 and 8 is more than line 7, enter **amount owed** ▶	9	1,713,301
10	**Overpayment.** If line 7 is more than the total of lines 5 and 8, enter the **amount overpaid** ▶	10	
11	Enter the amount of line 10 to be: **Credited to 2021 estimated tax** ▶ **Refunded** ▶	11	

Part VII-A Statements Regarding Activities

			Yes	No
1a	During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign?	1a		No
b	Did it spend more than $100 during the year (either directly or indirectly) for political purposes? (see Instructions for definition)	1b		No
	*If the answer is "Yes" to **1a** or **1b**, attach a detailed description of the activities and copies of any materials published or distributed by the foundation in connection with the activities.*			
c	Did the foundation file **Form 1120-POL** for this year?	1c		No
d	Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year: **(1)** On the foundation. ▶ $ 0 **(2)** On foundation managers. ▶ $ 0			
e	Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers. ▶ $ 0			
2	Has the foundation engaged in any activities that have not previously been reported to the IRS? *If "Yes," attach a detailed description of the activities.*	2		No
3	Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or bylaws, or other similar instruments? *If "Yes," attach a conformed copy of the changes*	3		No
4a	Did the foundation have unrelated business gross income of $1,000 or more during the year?	4a	Yes	
b	If "Yes," has it filed a tax return on **Form 990-T** for this year?	4b	Yes	
5	Was there a liquidation, termination, dissolution, or substantial contraction during the year? *If "Yes," attach the statement required by General Instruction T.*	5		No
6	Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either: • By language in the governing instrument, or • By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law remain in the governing instrument?	6	Yes	
7	Did the foundation have at least $5,000 in assets at any time during the year? *If "Yes," complete Part II, col. (c), and Part XV.*	7	Yes	
8a	Enter the states to which the foundation reports or with which it is registered (see instructions) ▶ CA			
b	If the answer is "Yes" to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by General Instruction G? *If "No," attach explanation*	8b	Yes	
9	Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2020 or the taxable year beginning in 2020? See the instructions for Part XIV. If "Yes," complete Part XIV	9		No
10	Did any persons become substantial contributors during the tax year? *If "Yes," attach a schedule listing their names and addresses.*	10		No

Part VII-A Statements Regarding Activities (continued)

11	At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If "Yes," attach schedule. See instructions	11	Yes	
12	Did the foundation make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges? If "Yes," attach statement. See instructions	12	Yes	
13	Did the foundation comply with the public inspection requirements for its annual returns and exemption application?	13	Yes	

Website address ▶ WWW.HEWLETT.ORG

14 The books are in care of ▶ SURESH BHAT Telephone no. ▶ (650) 234-4500

Located at ▶ 2121 SAND HILL RD MENLO PARK CA ZIP+4 ▶ 94025

15 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of **Form 1041** —check here ▶ ☐ and enter the amount of tax-exempt interest received or accrued during the year ▶ | 15 |

			Yes	No
16	At any time during calendar year 2020, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country?	16	Yes	
	See the instructions for exceptions and filing requirements for FinCEN Form 114. If "Yes", enter the name of the foreign			

Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required

File Form 4720 if any item is checked in the "Yes" column, unless an exception applies.

			Yes	No
1a	During the year did the foundation (either directly or indirectly):			
	(1) Engage in the sale or exchange, or leasing of property with a disqualified person? ☐ Yes ☑ No			
	(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person? ☐ Yes ☑ No			
	(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person? ☐ Yes ☑ No			
	(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person? ☑ Yes ☐ No			
	(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)? ☐ Yes ☑ No			
	(6) Agree to pay money or property to a government official? (**Exception.** Check "No" if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days.) ☐ Yes ☑ No			
b	If any answer is "Yes" to 1a(1)–(6), did **any** of the acts fail to qualify under the exceptions described in Regulations section 53.4941(d)-3 or in a current notice regarding disaster assistance? See instructions	1b		No
	Organizations relying on a current notice regarding disaster assistance check here ▶ ☐			
c	Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2020?	1c		No
2	Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5)):			
a	At the end of tax year 2020, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2020? ☐ Yes ☑ No			
	If "Yes," list the years ▶ 20____, 20____, 20____, 20____			
b	Are there any years listed in 2a for which the foundation is **not** applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to **all** years listed, answer "No" and attach statement—see instructions.)	2b		
c	If the provisions of section 4942(a)(2) are being applied to **any** of the years listed in 2a, list the years here. ▶ 20____, 20____, 20____, 20____			
3a	Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year? ☑ Yes ☐ No			
b	If "Yes," did it have excess business holdings in 2020 as a result of **(1)** any purchase by the foundation or disqualified persons after May 26, 1969; **(2)** the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest; or **(3)** the lapse of the 10-, 15-, or 20-year first phase holding period? *(Use Schedule C, Form 4720, to determine if the foundation had excess business holdings in 2020.)*	3b		No
4a	Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?	4a		No
b	Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2020?	4b		No

Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required *(continued)*

			Yes	No
5a	During the year did the foundation pay or incur any amount to:			
	(1) Carry on propaganda, or otherwise attempt to influence legislation (section 4945(e))? ☐ Yes ☑ No			
	(2) Influence the outcome of any specific public election (see section 4955); or to carry on, directly or indirectly, any voter registration drive? ☐ Yes ☑ No			
	(3) Provide a grant to an individual for travel, study, or other similar purposes? ☐ Yes ☑ No			
	(4) Provide a grant to an organization other than a charitable, etc., organization described in section 4945(d)(4)(A)? See instructions ☑ Yes ☐ No			
	(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals? ☐ Yes ☑ No			
b	If any answer is "Yes" to 5a(1)–(5), did **any** of the transactions fail to qualify under the exceptions described in Regulations section 53.4945 or in a current notice regarding disaster assistance? See instructions	5b		No
	Organizations relying on a current notice regarding disaster assistance check here ▶ ☐			
c	If the answer is "Yes" to question 5a(4), does the foundation claim exemption from the tax because it maintained expenditure responsibility for the grant? ☑ Yes ☐ No			
	If "Yes," attach the statement required by Regulations section 53.4945–5(d).			
6a	Did the foundation, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? ☐ Yes ☑ No			
b	Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	6b		No
	If "Yes" to 6b, file Form 8870.			
7a	At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction? ☐ Yes ☑ No			
b	If "Yes", did the foundation receive any proceeds or have any net income attributable to the transaction?	7b		
8	Is the foundation subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment during the year? ☑ Yes ☐ No			

Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors

1 List all officers, directors, trustees, foundation managers and their compensation. See instructions

(a) Name and address	**(b)** Title, and average hours per week devoted to position	**(c)** Compensation **(If not paid, enter -0-)**	**(d)** Contributions to employee benefit plans and deferred compensation	**(e)** Expense account, other allowances
STEPHEN C NEAL 2121 SAND HILL ROAD MENLO PARK, CA 94025	CHAIRMAN 3.0	0	0	0
MARIANO-FLORENTINO CULLAR 2121 SAND HILL ROAD MENLO PARK, CA 94025	DIRECTOR 2.0	0	0	0
ALECIA DECOUDREAUX 2121 SAND HILL ROAD MENLO PARK, CA 94025	DIRECTOR 2.0	0	0	0
PERSIS DRELL 2121 SAND HILL ROAD MENLO PARK, CA 94025	DIRECTOR 2.0	0	0	0
NATHALIE FARMAN-FARMA 2121 SAND HILL ROAD MENLO PARK, CA 94025	DIRECTOR 2.0	0	0	0
ERIC GIMON 2121 SAND HILL ROAD MENLO PARK, CA 94025	DIRECTOR 2.0	0	0	0
BILLY HEWLETT 2121 SAND HILL ROAD MENLO PARK, CA 94025	DIRECTOR 2.0	0	0	0
PATRICIA A HOUSE 2121 SAND HILL ROAD MENLO PARK, CA 94025	DIRECTOR 2.0	0	0	0
KOH BOON HWEE 2121 SAND HILL ROAD MENLO PARK, CA 94025	DIRECTOR 2.0	0	0	0
BRIAN JAFFE 2121 SAND HILL ROAD MENLO PARK, CA 94025	DIRECTOR 2.0	0	0	0
JAMES MANYIKA 2121 SAND HILL ROAD MENLO PARK, CA 94025	DIRECTOR 2.0	0	0	0
SUSAN MEANEY 2121 SAND HILL ROAD MENLO PARK, CA 94025	DIRECTOR 2.0	0	0	0
RAKESH RAJANI 2121 SAND HILL ROAD MENLO PARK, CA 94025	DIRECTOR 2.0	0	0	0
SARAH SINGH 2121 SAND HILL ROAD MENLO PARK, CA 94025	DIRECTOR 2.0	0	0	0
LARRY KRAMER 2121 SAND HILL ROAD MENLO PARK, CA 94025	PRESIDENT 40.0	896,560	88,112	0

(a) Name and address	(b) Title, and average hours per week devoted to position	(c) Compensation (If not paid, enter -0-)	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
ANA MARSHALL 2121 SAND HILL ROAD MENLO PARK, CA 94025	VP & CHIEF INVESTMENT OFFICER 40.0	3,684,165	93,362	0
FAY TWERSKY 2121 SAND HILL ROAD MENLO PARK, CA 94025	VICE PRESIDENT 40.0	474,500	93,362	0
ELIZABETH PETERS 2121 SAND HILL ROAD MENLO PARK, CA 94025	GEN COUNSEL & CORP SECRETARY 40.0	449,071	93,362	0
SURESH BHAT 2121 SAND HILL ROAD MENLO PARK, CA 94025	CFO & TREASURER 40.0	369,457	76,878	0

2 Compensation of five highest-paid employees (other than those included on line 1—see instructions). If none, enter "NONE."

(a) Name and address of each employee paid more than $50,000	(b) Title, and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
CHRISTY RICHARDSON 2121 SAND HILL ROAD MENLO PARK,CA 94025	DIR, PRIVATE INVSMNT 40.0	1,819,771	87,189	0
BRETT JOHNSON 2121 SAND HILL ROAD MENLO PARK,CA 94025	DIR, PUBLIC INVSMNT 40.0	1,719,200	93,362	0
LUIS LABOY 2121 SAND HILL ROAD MENLO PARK,CA 94025	DIR, PUBLIC EQUITY 40.0	1,388,850	82,400	0
THOMAS MIECZKOWSKI 2121 SAND HILL ROAD MENLO PARK,CA 94025	DIR, PRIVATE INVSMNT 40.0	592,914	72,904	0
BRADLEY MCCARTER 2121 SAND HILL ROAD MENLO PARK,CA 94025	ASSOC DIR, INVESMNTS 40.0	515,361	65,100	0
Total number of other employees paid over $50,000 . . . . . ▶				115

Part VIII **Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors *(continued)***

3 Five highest-paid independent contractors for professional services (see instructions). If none, enter "NONE".

(a) Name and address of each person paid more than $50,000	**(b)** Type of service	**(c)** Compensation
SLALOM LLC PO BOX 101416 PASADENA,CA 911891416	SOFTWARE DEVELOPMENT	5,421,286
REDSTONE STRATEGY GROUP LLC 3223 ARAPAHOE AVE SUITE 210 BOULDER,CO 80303	PROGRAM CONSULTANT	813,000
BNY MELLON PO BOX 392006 PITTSBURGH,PA 152519006	CUSTODIAN BANK	682,354
FSG INC 179 LINCOLN STREET 3RD FLOOR BOSTON,MA 02111	PROGRAM CONSULTANT	525,000
MINDTREE LIMITED GLOBAL VILLAGE RVCE POST BANGALORE 560059 IN	IT CONSULTANT	320,000

Total number of others receiving over $50,000 for professional services. . . . . ▶ 73

Part IX-A **Summary of Direct Charitable Activities**

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.	Expenses
1 SEE PAGES 19-20 (SUMMARY OF ALL DIRECT CHARITABLE ACTIVITIES)	4,708,177
2	
3	
4	

Part IX-B **Summary of Program-Related Investments** (see instructions)

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.	Amount
1 NONE	
2	
All other program-related investments. See instructions. **3**	
Total. Add lines 1 through 3 . . . . . ▶	

Part X Minimum Investment Return (All domestic foundations must complete this part. Foreign foundations, see instructions.)

1	Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:			
a	Average monthly fair market value of securities		1a	6,899,714,212
b	Average of monthly cash balances		1b	140,342,908
c	Fair market value of all other assets (see instructions)		1c	5,630,408,638
d	**Total** (add lines 1a, b, and c)		1d	12,670,465,758
e	Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation)	1e		
2	Acquisition indebtedness applicable to line 1 assets		2	0
3	Subtract line 2 from line 1d		3	12,670,465,758
4	Cash deemed held for charitable activities. Enter 1 1/2% of line 3 (for greater amount, see instructions)		4	190,056,986
5	**Net value of noncharitable-use assets.** Subtract line 4 from line 3. Enter here and on Part V, line 4		5	12,480,408,772
6	**Minimum investment return.** Enter 5% of line 5		6	624,020,439

Part XI Distributable Amount (see instructions) (Section 4942(j)(3) and (j)(5) private operating foundations and certain foreign organizations check here ▶ ☐ and do not complete this part.)

1	Minimum investment return from Part X, line 6			1	624,020,439
2a	Tax on investment income for 2020 from Part VI, line 5	2a	11,686,815		
b	Income tax for 2020. (This does not include the tax from Part VI.)	2b			
c	Add lines 2a and 2b			2c	11,686,815
3	Distributable amount before adjustments. Subtract line 2c from line 1			3	612,333,624
4	Recoveries of amounts treated as qualifying distributions			4	1,173,240
5	Add lines 3 and 4			5	613,506,864
6	Deduction from distributable amount (see instructions)			6	
7	**Distributable amount** as adjusted. Subtract line 6 from line 5. Enter here and on Part XIII, line 1			7	613,506,864

Part XII Qualifying Distributions (see instructions)

1	Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:		
a	Expenses, contributions, gifts, etc.—total from Part I, column (d), line 26	1a	515,659,220
b	Program-related investments—total from Part IX-B	1b	0
2	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes	2	4,690,749
3	Amounts set aside for specific charitable projects that satisfy the:		
a	Suitability test (prior IRS approval required)	3a	0
b	Cash distribution test (attach the required schedule)	3b	0
4	**Qualifying distributions.** Add lines 1a through 3b. Enter here and on Part V, line 8, and Part XIII, line 4	4	520,349,969
5	Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income. Enter 1% of Part I, line 27b. See instructions	5	0
6	**Adjusted qualifying distributions.** Subtract line 5 from line 4	6	520,349,969

Note: The amount on line 6 will be used in Part V, column (b), in subsequent years when calculating whether the foundation qualifies for the section 4940(e) reduction of tax in those years.

Part XIII **Undistributed Income** (see instructions)

	(a) Corpus	(b) Years prior to 2019	(c) 2019	(d) 2020
1 Distributable amount for 2020 from Part XI, line 7				613,506,864
2 Undistributed income, if any, as of the end of 2020:				
a Enter amount for 2019 only.			141,005,285	
b Total for prior years: 2018 , 2017 , 2016				
3 Excess distributions carryover, if any, to 2020:				
a From 2015.				
b From 2016.				
c From 2017.				
d From 2018.				
e From 2019. 0				
f **Total** of lines 3a through e.	0			
4 Qualifying distributions for 2020 from Part XII, line 4: ▶ $ 520,349,969				
a Applied to 2019, but not more than line 2a			141,005,285	
b Applied to undistributed income of prior years (Election required—see instructions).				
c Treated as distributions out of corpus (Election required—see instructions).				
d Applied to 2020 distributable amount				379,344,684
e Remaining amount distributed out of corpus	0			
5 Excess distributions carryover applied to 2020. *(If an amount appears in column (d), the same amount must be shown in column (a).)*	0			0
6 **Enter the net total of each column as indicated below:**				
a Corpus. Add lines 3f, 4c, and 4e. Subtract line 5	0			
b Prior years' undistributed income. Subtract line 4b from line 2b				
c Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed				
d Subtract line 6c from line 6b. Taxable amount —see instructions				
e Undistributed income for 2019. Subtract line 4a from line 2a. Taxable amount—see instructions				
f Undistributed income for 2021. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2020				234,162,180
7 Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3) (Election may be required - see instructions)				
8 Excess distributions carryover from 2015 not applied on line 5 or line 7 (see instructions) . . .				
9 **Excess distributions carryover to 2021.** Subtract lines 7 and 8 from line 6a	0			
10 Analysis of line 9:				
a Excess from 2016				
b Excess from 2017				
c Excess from 2018. . . .				
d Excess from 2019				
e Excess from 2020 0				

Part XIV Private Operating Foundations (see instructions and Part VII-A, question 9)

1a If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2020, enter the date of the ruling

b Check box to indicate whether the organization is a private operating foundation described in section ☐ 4942(j)(3) or ☐ 4942(j)(5)

	Tax year	Prior 3 years			(e) Total
	(a) 2020	**(b)** 2019	**(c)** 2018	**(d)** 2017	
2a Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part X for each year listed					
b 85% of line 2a					
c Qualifying distributions from Part XII, line 4 for each year listed					
d Amounts included in line 2c not used directly for active conduct of exempt activities					
e Qualifying distributions made directly for active conduct of exempt activities. Subtract line 2d from line 2c					
3 Complete 3a, b, or c for the alternative test relied upon: **a** "Assets" alternative test—enter: **(1)** Value of all assets					
(2) Value of assets qualifying under section 4942(j)(3)(B)(i)					
b "Endowment" alternative test— enter 2/3 of minimum investment return shown in Part X, line 6 for each year listed					
c "Support" alternative test—enter: **(1)** Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties)					
(2) Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(iii)					
(3) Largest amount of support from an exempt organization					
(4) Gross investment income					

Part XV Supplementary Information (Complete this part only if the foundation had $5,000 or more in assets at any time during the year—see instructions.)

1 Information Regarding Foundation Managers:

a List any managers of the foundation who have contributed more than 2% of the total contributions received by the foundation before the close of any tax year (but only if they have contributed more than $5,000). (See section 507(d)(2).)

NONE

b List any managers of the foundation who own 10% or more of the stock of a corporation (or an equally large portion of the ownership of a partnership or other entity) of which the foundation has a 10% or greater interest.

NONE

2 Information Regarding Contribution, Grant, Gift, Loan, Scholarship, etc., Programs:

Check here ☐ if the foundation only makes contributions to preselected charitable organizations and does not accept unsolicited requests for funds. If the foundation makes gifts, grants, etc. to individuals or organizations under other conditions, complete items 2a, b, c, and d. See instructions

a The name, address, and telephone number or e-mail address of the person to whom applications should be addressed:

LARRY KRAMER PRESIDENT
2121 SAND HILL ROAD
MENLO PARK,CA 94025
(650) 234-4500

b The form in which applications should be submitted and information and materials they should include:

SEE PAGE 21 AND WWW.HEWLETT.ORG

c Any submission deadlines:

SEE PAGE 21 AND WWW.HEWLETT.ORG

d Any restrictions or limitations on awards, such as by geographical areas, charitable fields, kinds of institutions, or other factors:

SEE PAGE 21 AND WWW.HEWLETT.ORG

Part XVI-A Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated.	Unrelated business income		Excluded by section 512, 513, or 514		(e) Related or exempt function income (See instructions.)
	(a) Business code	(b) Amount	(c) Exclusion code	(d) Amount	
1 Program service revenue:					
a					
b					
c					
d					
e					
f					
g Fees and contracts from government agencies					
2 Membership dues and assessments					
3 Interest on savings and temporary cash investments			14	10,440	
4 Dividends and interest from securities	900099	2,611,699	14	26,243,916	
5 Net rental income or (loss) from real estate:					
a Debt-financed property					
b Not debt-financed property					
6 Net rental income or (loss) from personal property					
7 Other investment income					
8 Gain or (loss) from sales of assets other than inventory	900099	11,597,171	18	842,209,299	
9 Net income or (loss) from special events:					
10 Gross profit or (loss) from sales of inventory					
11 Other revenue:					
a OTHER INCOME	900099	-35,532,900	14	63,020,914	
b					
c					
d					
e					
12 Subtotal. Add columns (b), (d), and (e)		-21,324,030		931,484,569	

13 **Total.** Add line 12, columns (b), (d), and (e) **13** 910,160,539

(See worksheet in line 13 instructions to verify calculations.)

Part XVI-B Relationship of Activities to the Accomplishment of Exempt Purposes

Line No. ▼	Explain below how each activity for which income is reported in column (e) of Part XVI-A contributed importantly to the accomplishment of the foundation's exempt purposes (other than by providing funds for such purposes). (See instructions.)

Part XVII Information Regarding Transfers To and Transactions and Relationships With Noncharitable Exempt Organizations

		Yes	No
1 Did the organization directly or indirectly engage in any of the following with any other organization described in section 501(c) (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?			
a Transfers from the reporting foundation to a noncharitable exempt organization of:			
(1) Cash	1a(1)	Yes	
(2) Other assets	1a(2)		No
b Other transactions:			
(1) Sales of assets to a noncharitable exempt organization	1b(1)		No
(2) Purchases of assets from a noncharitable exempt organization	1b(2)		No
(3) Rental of facilities, equipment, or other assets	1b(3)		No
(4) Reimbursement arrangements	1b(4)		No
(5) Loans or loan guarantees	1b(5)		No
(6) Performance of services or membership or fundraising solicitations	1b(6)		No
c Sharing of facilities, equipment, mailing lists, other assets, or paid employees	1c		No

d If the answer to any of the above is "Yes," complete the following schedule. Column **(b)** should always show the fair market value of the goods, other assets, or services given by the reporting foundation. If the foundation received less than fair market value in any transaction or sharing arrangement, show in column **(d)** the value of the goods, other assets, or services received.

(a) Line No.	**(b)** Amount involved	**(c)** Name of noncharitable exempt organization	**(d)** Description of transfers, transactions, and sharing arrangements
1a(1)	215,000	INST OF INTL FINANCE	CLIMATE RISK ASSMNT PROJECT

2a Is the foundation directly or indirectly affiliated with, or related to, one or more tax-exempt organizations described in section 501(c) (other than section 501(c)(3)) or in section 527? ☐ Yes ☑ No

b If "Yes," complete the following schedule.

(a) Name of organization	**(b)** Type of organization	**(c)** Description of relationship

Sign Here

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

Signature of officer or trustee — Date: 2021-11-03 — Title

May the IRS discuss this return with the preparer shown below (see instr.) ☑ Yes ☐ No

Paid Preparer Use Only

Print/Type preparer's name	Preparer's Signature	Date	Check if self-employed ☐	PTIN
TRAVIS L PATTON		2021-11-03		P00369623

Firm's name ▶ PricewaterhouseCoopers LLP — Firm's EIN ▶

Firm's address ▶ 655 NEW YORK AVE NW SUITE 1100 WASHINGTON, DC 20001 — Phone no. (202) 414-1000

Additional Data

Return to Form

Software ID:

Software Version:

Form 990PF - Special Condition Description:

Special Condition Description

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
PRICEWATERHOUSECOOPERS LLP	695,543	287,395		234,048

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Category	Amount
NONE	

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Person Name	Explanation
ANA MARSHALL	IN 2020, MS. MARSHALL'S COMPENSATION OF $3,684,165 INCLUDED BASE SALARY AND PERFORMANCE BONUS.

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Contractor	Explanation
MINDTREE LIMITED	IN THE PRESENTATION OF THE DATA APPEARING IN FORM 990PF, PART VIII-3, THE FOUNDATION REPORTS COMPENSATION PAID TO PROFESSIONAL INDEPENDENT CONTRACTORS. COMMISSIONS, DISCOUNTS, MANAGEMENT FEES, AND CARRIED INTEREST EMBEDDED IN AND/OR DEDUCTED FROM INVESTMENT RETURNS ARE NOT CONSIDERED IN THIS REPORTING.

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TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Description of Property	Date Acquired	Cost or Other Basis	Prior Years' Depreciation	Computation Method	Rate / Life (# of years)	Current Year's Depreciation Expense	Net Investment Income	Adjusted Net Income	Cost of Goods Sold Not Included
LEASED LAND									

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Employee	Explanation
CHRISTY RICHARDSON	IN 2020, MS. RICHARDSON'S COMPENSATION OF $1,819,771 INCLUDED BASE SALARY AND PERFORMANCE BONUS.
BRETT JOHNSON	IN 2020, MR. JOHNSON'S COMPENSATION OF $1,719,200 INCLUDED BASE SALARY AND PERFORMANCE BONUS.
LUIS LABOY	IN 2020, MR. LABOY'S COMPENSATION OF $1,388,850 INCLUDED BASE SALARY AND PERFORMANCE BONUS.
THOMAS MIECZKOWSKI	IN 2020, MR. MIECZKOWSKI'S COMPENSATION OF $592,914 INCLUDED BASE SALARY AND PERFORMANCE BONUS.
BRADLEY MCCARTER	IN 2020, MR. MCCARTER'S COMPENSATION OF $515,361 INCLUDED BASE SALARY AND PERFORMANCE BONUS.

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TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Grantee's Name	Grantee's Address	Grant Amount	Grant Purpose	Amount Paid Previously	Any Material Relationship	Date of Grant	Date of Verification	Results of Verification
AB PARTNERS PBC	150 Columbia Heights 10 - Brooklyn, NY 11201	125,000	FOR A STRATEGIC COMMUNICATIONS PROJECT ON DEFENDING THE FUTURE OF TRUCK TRANSPORTATION	0	NO	12/13/2021		
ACTIONS FOR DEVELOPMENT ST - LA DEVIL	Maison Internationale 1 Village Kennedy,Zone Aéroport - BP 2191 Lomé	300,000	FOR A PROJECT TO IMPROVE AND STRENGTHEN TOGO'S CIVIL SOCIETY SECURITY SECTOR IN BENIN	79,903	NO	06/19/2021		
AFRICA CENTER FOR EVIDENCE NFP	13 Carnal Westlands - Nairobi, 00100	100,000	FOR DEVELOPMENT OF EVIDENCE INTERMEDARIES	29,255	NO	06/8/2021		
AFRICA DIGITAL RIGHTS HUB	Suite 3 Sovemco Market Rd Westlands - Nairobi	120,000	FOR PROGRAM ON DATA PRIVACY AND PROTECTION IN AFRICA	59,237	NO	06/8/2021		
AFRICA FREEDOM OF INFORMATION CENTRE	1 Kwame Nkrumah Rd - Kampala, 00256	170,000	FOR A PROGRAM TO SUPPORT OPEN GOVERNMENT IN EAST AND WEST AFRICA	28,879	NO	03/29/2021		
AFROBAROMETER	No 95 Nanfan Road Jonathan Leigham - Accra	560,000	FOR SUPPORT OF A PANAFRICAN PROGRAM TO MEASURE CITIZEN HELPFULNESS AND CITIZEN PROPENSITY	439,326	NO	06/08/2021		
ALIANCE PUBLISHING TRUST	15 Fenwick Place London - SW6 3JQ	10,000	FOR THE SUPPORT OF PRIZE ACTIVITIES TO ALLIANCE MAGAZINE CONTENT	10,000	NO	09/15/2021		
AMNESTY INTERNATIONAL SERVA	Amnesty Offices Avenue Ricardo Espinosa Guerra - Nyala	100,000	FOR A PROGRAM TO STRENGTHEN CIVIL GOVERNANCE IN SUDAN	0	NO	06/22/2021		
ARAB PUBLIC POLICY	555 E Ohio Ave Chicago, IL 60611	200,000	FOR NATIONWIDE EXCITEPOLITION PROGRAM TO SUPPORT INITIATIVE RESEARCH	78,632	NO	09/13/2021		
CAPITAL IMPACT LLC	1107 9th Street Suite 820 Sacramento, CA 95814	50,000	FOR SUPPORT OF THE CALIFORNIA COMMUNITY DEVELOPMENT INSTITUTE	0	NO	05/1/2021		
CENTER FOR THE DEFENSE OF DEMOCRACY	No 4 Gap Street Kofi Annan Close - Wuse Zone 4	100,000	FOR A RESEARCH PROGRAM ON DATA GOVERNANCE	13,817	NO	06/16/2021		
CENTRUM CYFROWE	Foundation Centrum Cyfrowe - Warszawa 00 - Poland	100,000	FOR BUILDING A NATIONAL CIVIC ECOSYSTEM IN POLAND AND ENGAGING INTERNATIONAL CIVIC ADVOCACY NETWORK	0	NO	12/13/2021		
CIVIC LDC	1120 Vermont Avenue NW Washington, DC 20005	100,000	FOR CREDIT RECOVERY AS A PATH TO DEEPER LEARNING	50,000	NO	06/22/2021		
CINEMATIVE INC	4115 Maple Lane Los Angeles, CA 90039	25,000	FOR SUPPORT OF CINEMATICALLY POLICIES	25,000	NO	06/24/2021		
DEVELOPMENT GATEWAY NFP WITH WORK FOR	Level 2 JP Bayl Place Sydney - Sydney, 2000	100,000	FOR ADVANCING PRIMARY HEALTHCARE FOR PUBLIC HEALTH AND ECONOMIC IMPACT ON WOMEN AND HUMANITY	1,096	NO	05/20/2021		
DIALOGYA INC	1600 NW 14th Place Boca Raton, FL 33486	40,500	FOR CLIMATE AND CLEAN ENERGY FOCUS GROUPS	40,500	NO	03/16/2021		
ECONOMIC AND SOCIAL RESEARCH INSTITUTE	PO Box 31124 - Dublin, 2 - Ireland	110,000	FOR ESTABLISHMENT OF AN IPRIET - INTERNATIONAL PANEL ON THE ECONOMY AND SOCIAL RESEARCH FOUNDATION	110,000	NO	6/8/2021		
EDUCATIONALISMO, INC	101 Constitution Ave NW Suite 675 East Washington, DC 20001	350,000	FOR THE CONTINUATION OF POLICY IDEAS GENERATION AND ENGAGEMENT ASSISTANCE AND RESOURCE EQUITY	0	NO	06/8/2021		
ENERGY FUTURES INITIATIVE	900 17th Street NW Suite 1000 Washington, DC 20006	100,000	FOR CLEAN ENERGY TRANSITION PROGRAM	0	NO	Pending		
ENERGY FUTURES INITIATIVE	900 17th Street NW Suite 1000 Washington, DC 20006	250,000	FOR THE LEVER ENERGY PARTNERSHIP	0	NO	Pending		
FINANCE UNCLEARED	Suite 125 The Pill Box 117 Coventry Street London - E2 8GP - UK	150,000	FOR A PROJECT TO INCREASE AND DIVERSIFY FUNDING FOR CLEAN ENERGY INVESTMENTS AND SUPPORT FINANCIAL FLOWS	0	NO	05/14/2021		
GAMA COMPETITION COALITION	C/O FSG 19 Mantua Road Mt Royal - NJ 08061	185,000	FOR IMPLEMENTATION OF THE GAMA COMPETITION COALITION'S STRATEGIC PLAN	0	NO	03/29/2021		
GAMA CENTER FOR DEMOCRATIC DEVELOPMENT	No 55 Nanfan Blunden Lane Jonathan Leigham - Accra	220,000	FOR A PROJECT TO INFORM CITIZENS ABOUT THE QUALITY OF PUBLIC SERVICE DELIVERY	124,058	NO	06/08/2021		
GAMA CENTER FOR DEMOCRATIC DEVELOPMENT	No 55 Nanfan Blunden Lane Jonathan Leigham - Accra - Ghana - Accra - Ghana	115,400	FOR A PROJECT TO MEASURE AND FOSTER THE QUALITY OF DEMOCRACY IN GHANA AND ACROSS WEST AFRICA	0	NO	05/13/2021		
GLOBAL CES INSTITUTE	Level 10 501 Elizabeth Street Melbourne Victoria - 3000	200,000	FOR THE 2020 AND 2020 EDITIONS OF THE GLOBAL STATUS OF CES REPORT	0	NO	10/13/2020		
GREAT LAKES DEEP FOR STRATEGIC STUDIES	8 Nyalya Rd Kileleshwa Village Rd - Nairobi, 00100	230,000	FOR A PROJECT TO INCREASE RESEARCH AND ACCESSIBLE NATURAL RESOURCE MANAGEMENT AND POLICY DEBATES	0	NO	Pending		
INSTITUTE OF DEVELOPMENT STUDIES	11D/E Street Kileleshwa - Nairobi, 00100	215,000	FOR THE COMMON KEBA ASSESSMENT AND TRAINING PROGRAM - PHASE 2	215,000	NO	06/1/2021		
INSTITUTO MEXICANO PARA LA COMPETITIVIDAD	Blvd Miguel de Cervantes Saavedra 2 - Ciudad de México, 11300	500,000	FOR THE SUPPORT AND IMPROVING TRANSPARENCY INDEXES	0	NO	06/30/2020 - 2020-06-30	FINAL REPORT, EXCESS AMOUNT RETURNED	
INTERNET & JURISDICTION	14 Rue Alexandre Parodi - Paris, 75010 - France	280,000	FOR A PROJECT ON JURISDICTIONAL CHALLENGES TO DATA RESEARCH	181,892	NO	03/11/2021		
INTERNET & JURISDICTION	14 Rue Alexandre Parodi - Paris, 75010 - France	200,000	FOR A PROJECT ON JURISDICTIONAL CHALLENGES TO DATA RESEARCH	114,850	NO	03/11/2021		
JAMMINGMEDIA LIMITED	Suite 2 Universal House 88-94 Wentworth Street - London - E1 7SA	550,000	FOR SUPPORT OF JAMMINGMEDIA'S GLOBAL PROGRAM TO DEVELOPING LEARNING PLATFORMS	198,146	NO	03/30/2021		
JAMMINGMEDIA LIMITED	Suite 2 Universal House 88-94 Wentworth Street - London - E1 7SA	550,000	FOR SUPPORT TO ANSAGE THE AFRICAN-FOCUSED FUND	226,875	NO	03/30/2021		
NATIONAL ACADEMY OF SCIENCES	500 5th Street NW Washington, DC 20001	500,000	FOR COMPLEMENTARY PANDEMIC ASSET MANAGEMENT	49,536	NO	07/9/2021		
NEIL BUTCHER AND ASSOCIATES	64 Galway Road Pretoria - Johannesburg, 2193	200,000	FOR SUPPORT OF UPEN LICENSES IN SOUTH AFRICA AND OTHER LATENCY EFFORTS IN AFRICA	35,791	NO	05/29/2021		
NEIL BUTCHER AND ASSOCIATES LLP	64 Galway Road Pretoria - Johannesburg, 2193	16,000	FOR COMMUNICATIONS PLANNING	16,000	NO	05/29/2021		
NEIL BUTCHER AND ASSOCIATES	64 Galway Road Pretoria - Johannesburg, 2193	200,000	FOR RESEARCHING POLICY STRATEGIES TO SUPPORT IMPLEMENTATION OF THE UNESCO UPEN RECOMMENDATION	0	NO	05/24/2021		
NEW COMMUNITY FOUNDATION	1210 Pennsylvania Pkwy Suite 2 - Delpark, CA 94520	125,000	FOR COMPLEMENTARY PANDEMIC ASSET MANAGEMENT	49,536	NO	07/9/2021		
PACLID	Suite 1 Mezzanine villa No 59 Ngong Road - Nairobi, 00100 - Kenya	150,000	FOR A PROJECT TO STRENGTHEN TRANSPARENCY AND CITIZEN PARTICIPATION IN PUBLIC PROCUREMENT IN SPAIN	21,184	NO	06/28/2021		
OXFAMAMERICA INC	226 Causeway Street Suite 500 - Boston, MA 02114	230,000	FOR AN OXFAM SOUTH AFRICA PROGRAM TO ENHANCE TRANSPARENCY AND PARTICIPATION IN PUBLIC BUDGETS	63,898	NO	12/8/2020		
POLICY ACTION FOR LEARNING NETWORK	Brazzaville Drive Prestige Villa 3 Nairobi - Nairobi, 00100 - Kenya	500,000	FOR THE PAL NETWORK TO PROVIDE CITIZEN-LED ASSESSMENT DATA TO SUPPORT SCHOOL IMPROVEMENT IN KENYA	375,884	NO	06/28/2021		
PRINTEX MEXICO LTD	903 Electra Towers Colonia Cuauhtémoc Cuauhtémoc - Ciudad de México, 06500	50,000	FOR ORGANIZATIONAL CAPACITY AND LEAN SUPPORT	17,231	NO	06/21/2021		
RESEARCH NETWORK LAYERS	415 Mazeppa Way Apt 2 Redwood City, CA 94063	150,000	FOR A PROJECT TO INCREASE POLICYMAKERS' USE OF HEALTH AND EDUCATION DATA IN GHANA	135,026	NO	6/17/2021		
RHEDIUM GROUP LLC	5 Columbus Circle 9th Floor New York, NY 10019	150,000	FOR A PROJECT TO ADVANCE GREEN RECOVERY PROJECT	151,288	NO	6/17/2021		
RHEDIUM GROUP LLC	5 Columbus Circle 9th Floor New York, NY 10019	150,000	FOR ANALYTICAL SUPPORT FOR A POST COVID19 GREEN RECOVERY PROJECT	19,832	NO	03/16/2021		
RIDBY BUSINESS	32 Sunrise Boulevard Fairfield, CA 94533	100,000	FOR THE GEOLOGY RIDBY BUSINESS WORK ANALYSIS SERVICE	67,200	NO	09/18/2020		
RIDBY BUSINESS	32 Sunrise Boulevard Fairfield, CA 94533	35,000	FOR SUPPORT OF A CYBER POLICY REPORT	19,600	NO	09/18/2020		
ROBINSON'S & ASSOCIATES INC	10 Wharf Street Suite 1275 Charlottetown, PE C1A 9G5	500,000	FOR CLIMATE PARENAU PARISE ASSET MANAGEMENT	53,100	NO	06/24/2021		
ROCKEFELLER FOUNDATION	475 Riverside Drive Suite 900 New York, NY 10115	1,500,000	FOR WORK TO ADDRESS INTERSECTIONAL INEQUITIES IN PUBLIC HEALTH AND CLIMATE CHANGE IN SOUTHEAST ASIA	737,468	NO	03/25/2021		
STICHTING SPARC SUDAN	Nassauplein 30 - Den Haag, 2585 EC - Netherlands	100,000	FOR SUPPORTING THE UNITED CITIES AND INFRASTRUCTURE TASKFORCE ACADEMIC LANDSCAPE IN SUDAN	11,326	NO	06/28/2021		
THE ATLANTIC MONTHLY GROUP LLC	60 East Nonpaiel Street Suite 3 - Alexandria, VA 22314	50,000	FOR SUPPORT OF THE INVESTMENTS AND EXPENSES OF THE PROPELMINT INITIATIVE	50,000	NO	05/27/2021		
THE DIANA MCCONNELL LAMB FOUNDATION	415 Madison Avenue Suite 1000 New York, NY 10017	200,000	FOR SUPPORT OF THE INVESTMENTS AND EXPENSES OF THE PROPELMINT INITIATIVE	200,000	NO	01/19/2021		
THE NEW YORK TIMES COMPANY	620 Eighth Avenue New York, NY 10018	331,334	FOR THE HEADWAY INITIATIVE	6,250	NO	06/17/2021		
TIDEWATER INC	1400 Poydras Street Suite 2100 New Orleans, LA 70112	100,000	FOR POLICY RESEARCH TO HELP SUPPORT THE ENVIRONMENTAL ASSET MANAGEMENT AND ECONOMIC DEVELOPMENT AGEN	0	NO	12/3/2020		
ARAMANDAG DEL PACÍFICO	Av Salaverry 2020Nexus Parts Lima - 15073 - Peru	250,000	FOR THE UN TOYAN TIMAS PROJECT	152,673	NO	03/11/2021		
UNIVERSITY OF THE WITWATERSRAND	CLEMARA Wits Education Rehabilitation Johannesburg - 2193	40,000	FOR SUPPORT TO DOCUMENT CONTEXTUAL FACTORS AND POLICY PROCESS AND IMPLEMENTATION	0	NO	05/31/2021		
UNIVERSITY OF THE WITWATERSRAND	CLEMARA Wits Education Rehabilitation Johannesburg - 2193	340,000	FOR STRENGTHENING MONITORING AND EVALUATION TO INFORM GOVERNANCE PERFORMANCE AND ACCOUNTABILITY	171,171	NO	06/25/2021		
VC INCLUSIVE	1180 Mission Street Suite 1 - San Francisco, CA 94103	25,000	FOR VIRTUAL CONVENINGS ON EBIL-INCLUSIVE VENTURE CAPITAL AND CODEX	25,000	NO	06/1/2021		
WALTER AND ELISE HAAS FUND	1160 Battery Street San Francisco, CA 94111	200,000	FOR THE CREATIVE WORK FUND	200,000	NO	02/10/2021		
WATER BETWEEN ECONOMIALIMITED	15 Bonaventure Close Lagos - 101008 - Nigeria	480,000	FOR A PROJECT TO SUPPORT CITIZEN ENGAGEMENT WITH WATER SERVICES IN YAGBADU AND GBABLEJI	382,071	NO	06/13/2021		
WELD TOLD STORY	Karen Office Park Suite 1 Nairobi - Nairobi, 00100 - Kenya	330,000	FOR THE DIGIDAY INTERACTIVE PROJECT TO SUPPORT THE DEVELOPMENT OF DIGITAL SERVICES IN YAGBADU AND GBABLEJI	140,643	NO	03/28/2021		
WILSHIRE ASSOCIATES INCORPORATED	1200 Dexter Avenue North Suite 400 Seattle, WA 98109	172,000	FOR CLIMATE PARENAU PARISE ASSET MANAGEMENT	18,014	NO	06/1/2021		
ARAMANDAG DEL PACÍFICO	Av Salaverry 2020Nexus Parts Lima - 15073 - Peru	300,000	FOR THE UN TOYAN TIMAS PROJECT	152,673	NO	03/11/2021		
UNIVERSITY OF THE WITWATERSRAND	CLEMARA Wits Education Rehabilitation Johannesburg - 2193	40,000	FOR SUPPORT TO DOCUMENT CONTEXTUAL FACTORS AND POLICY PROCESS AND IMPLEMENTATION	0	NO	05/31/2021		
UNIVERSITY OF THE WITWATERSRAND	CLEMARA Wits Education Rehabilitation Johannesburg - 2193	340,000	FOR STRENGTHENING MONITORING AND EVALUATION TO INFORM GOVERNANCE PERFORMANCE AND ACCOUNTABILITY	171,171	NO	06/25/2021		
VC INCLUSIVE	1180 Mission Street Suite 1 - San Francisco, CA 94103	25,000	FOR VIRTUAL CONVENINGS ON EBIL-INCLUSIVE VENTURE CAPITAL AND CODEX	25,000	NO	06/1/2021		
WALTER AND ELISE HAAS FUND	1160 Battery Street San Francisco, CA 94111	200,000	FOR THE CREATIVE WORK FUND	200,000	NO	02/10/2021		
WATER BETWEEN ECONOMIALIMITED	15 Bonaventure Close Lagos - 101008 - Nigeria	480,000	FOR A PROJECT TO SUPPORT CITIZEN ENGAGEMENT WITH WATER SERVICES IN YAGBADU AND GBABLEJI	382,071	NO	06/13/2021		
WELD TOLD STORY	Karen Office Park Suite 1 Nairobi - Nairobi, 00100 - Kenya	330,000	FOR THE DIGIDAY INTERACTIVE PROJECT TO SUPPORT THE DEVELOPMENT OF DIGITAL SERVICES IN YAGBADU AND GBABLEJI	140,643	NO	03/28/2021		
WILSHIRE ASSOCIATES INCORPORATED	1200 Dexter Avenue North Suite 400 Seattle, WA 98109	172,000	FOR CLIMATE PARENAU PARISE ASSET MANAGEMENT	18,014	NO	06/1/2021		
ARAMANDAG DEL PACÍFICO	Av Salaverry 2020Nexus Parts Lima - 15073 - Peru	300,000	FOR THE UN TOYAN TIMAS PROJECT	152,673	NO	03/11/2021		
UNIVERSITY OF THE WITWATERSRAND	CLEMARA Wits Education Rehabilitation Johannesburg - 2193	340,000	FOR STRENGTHENING MONITORING AND EVALUATION TO INFORM GOVERNANCE PERFORMANCE AND ACCOUNTABILITY	171,171	NO	06/25/2021		
AFRICAN CENTER FOR DEVELOPMENT STRATEGIES	1 Kwame Nkrumah Rd - Kampala, 00256	145,000	FOR A PROGRAM TO SUPPORT OPEN GOVERNMENT IN EAST AND WEST AFRICA	0	NO	08/17/2020		
AFRICAN CENTER FOR DEVELOPMENT STRATEGIES	1 Kwame Nkrumah Rd - Kampala, 00256	300,000	FOR LEGISTICS MANAGEMENT OF PARLIAMENTARY BUDGETS AND EVIDENCE INFORMED POLICYMAKING AGENDAS	41,196	NO	09/16/2020	2020-09-21	FINAL REPORT, EXCESS AMOUNT REFUNDED. FOUNDATION GIVE A VERIFICATION OF THE FUNDS WERE USED AND NO EVIDENCE AS THE PROJECT BECAME IMPOSSIBLE TO CONTINUE DUE TO COVID-19.
CAPITAL IMPACT LLC	1107 9th Street Suite 820 Sacramento, CA 95814	50,000	FOR SUPPORT OF THE CALIFORNIA COMMUNITY DEVELOPMENT INSTITUTE	48,988	NO	05/1/2021		
CENTER FOR POLICY DESIGNS	Mission Street 2nd Floor San Francisco, CA 94105	400,000	FOR SUPPORT OF EQUITABEN VOICE PLANNING PROGRAM AND IMPLEMENTATION	400,000	NO	10/13/2020		
CENTER FOR POVERTY ANALYSIS	No 29 NJ Avenue Kileleshwa Parallel Kileleshwa - Nairobi, 00100	365,000	FOR THE SOUTHERN VOICE STORYTIMAT	365,000	NO	03/26/2021		
CENTRUM CYFROWE	Foundation Centrum Cyfrowe - Warszawa 00 - Poland	100,000	FOR ADVOCACY AND CAPACITY BUILDING FOR DEI POLICY IN EASTERN EUROPE	100,000	NO	03/29/2021		
CENTRUM CYFROWE	Foundation Centrum Cyfrowe - Warszawa 00 - Poland	100,000	FOR ADVOCACY AND CAPACITY BUILDING FOR DEI POLICY IN EASTERN EUROPE	100,000	NO	03/29/2021		
CLIMATE POLICY INITIATIVE SCHOOL OF DATA	1 Rua Sampaio e Pina 1070-238 Lisboa - Portugal	4,500,000	FOR THE REGIONAL CLEAN ENERGY FOR ENERGY INCLUSION	2,225,190	NO	04/9/2021		
CONTROLPATH/GIDEONRO PEZ	Av del Parque No 1 Edificio Parque Industrial Nave 1 - Ciudad de Mexico - Mexico, 11000	212,000	FOR A PROJECT TO STRENGTHEN CITIZEN VOICE IN THE MANAGEMENT OF WATER RESOURCES	212,000	NO	10/28/2020		
DALBERG CONSULTING LLC	155 West 23rd Street New York, NY 10011	250,000	FOR THE INDIA CLIMATE COLLABORATIVE	236,661	NO	05/20/2020		
DEVELOPMENT ALTERNATIVES WITH WORKS FOR	7 Rue Jean Daniel Tsuel Bonhoeffer - Syria	100,000	FOR CAPACITY BUILDING OF A PEACE NETWORK	0	NO	05/12/2021		
EUROPEAN STUART FOUNDATION	39 Rue Washington 75 008 Paris - Paris, 75008 - France	40,000	FOR BUILDING LOCAL AND STATE CAPACITY FOR IMPLEMENTING CALIFORNIA'S CLIMATE AND CLEAN ENERGY POLICIES	40,000	NO	01/14/2021		
ENERGY INNOVATION	98 Battery Street Suite 202 San Francisco, CA 94111	250,000	FOR THE ADVANCED BAILIFOS TO SUPPORT THE DEVELOPMENT OF ENERGY INNOVATION POLICY	187,500	NO	06/06/2020		
ENERGY INNOVATION	98 Battery Street Suite 202 San Francisco, CA 94111	90,000	FOR A CASE STUDY OF WORK TO SUPPORT CALIFORNIA'S SUPPORT FOR EVIDENCE INFORMED POLICYMAKING PROCESS	61,897	NO	03/20/2020		
GESIC AGENCIA PARA EL BIENESTAR DE LA	Presidente Ricardo Lagos 1990 Ch - Ñuñoa, 7750000 - Chile	275,000	FOR THE DEVELOPMENT OF PROJECTS TO SUPPORT IMPLEMENTATION OF ACTION PLAN	275,000	NO	10/21/2020		
GAMA CENTER FOR DEMOCRATIC DEVELOPMENT	No 55 Nanfan Blunden Lane Jonathan Leigham - Accra	220,000	FOR A PROJECT TO INFORM CITIZENS ABOUT THE QUALITY OF PUBLIC SERVICE DELIVERY	124,058	NO	06/08/2021		
GAMA CENTER FOR DEMOCRATIC DEVELOPMENT	No 55 Nanfan Blunden Lane Jonathan Leigham - Accra - Ghana - Accra - Ghana	115,400	FOR A PROJECT TO MEASURE AND FOSTER THE QUALITY OF DEMOCRACY IN GHANA AND ACROSS WEST AFRICA	0	NO	05/13/2021		
GLOBAL CES INSTITUTE	Level 10 501 Elizabeth Street Melbourne Victoria - 3000	100,000	FOR THE 2019 AND 2020 EDITIONS OF THE GLOBAL STATUS OF CES REPORT	100,000	NO	10/13/2020		
GREAT LAKES INSTITUTE FOR STRATEGIC STUDIES	8 Nyalya Rd Kileleshwa Village Rd - Nairobi, 00100	160,500	FOR A PROJECT TO PROMOTE INCLUSIVE AND RESPONSIBLE EXTRACTIVES GOVERNANCE AND POLICY DESIGN	160,500	NO	06/9/2020		
GREEN SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS	Kasiyat Street Lugala - Mityana - Uganda, 00256	350,000	FOR SUPPORT OF RESEARCH ON RURAL WOMEN AND DEMAND FOR ENERGY SERVICES IN SUBSAHARAN SENEGAL	0	NO	06/22/2021		
INTERNET HANDED CONVENTION MEMORIAL	2111 Wilshire Blvd Suite 700 Los Angeles, CA 90025	50,000	FOR SUPPORT OF THE DEFINITION OF GEOPOLITICAL LANDSCAPE	50,000	NO	06/22/2021		
MENKER INVESTMENTS	1301 5th Avenue Suite 3232 Seattle, WA 98101	120,000	FOR RESEARCH ON THE US DEFENSE INDUSTRIAL BASE AND GEOPOLITICAL LANDSCAPE	120,000	NO	05/20/2021		
NATIONAL ACADEMY OF EDUCATION	500 5th Street NW Washington, DC 20001	88,496	FOR SYNTHESIS OF RESEARCH AND EVIDENCE ON CIVIC LEARNING AND DEMOCRATIC EDUCATION	0	NO	05/13/2021		
NATIONAL THEATRES ASSOCIATION	Nando Dalgety Apartments Dean Street - London, W1D 3RY - UK	141,400	FOR A PROJECT TO IMPROVE PUBLIC ACCOUNTABILITY AND SERVICE DELIVERY	141,400	NO	02/12/2021		
NATIONAL THEATRES ASSOCIATION	Nando Dalgety Apartments Dean Street - London, W1D 3RY - UK	108,400	FOR A PROJECT TO IMPROVE PUBLIC ACCOUNTABILITY AND SERVICE DELIVERY	108,400	NO	02/12/2021		
NEIL BUTCHER AND ASSOCIATES	64 Galway Road Pretoria - Johannesburg, 2193	200,000	FOR SUPPORT OF UPEN LICENSES IN SMALL CHALLENGES LATENCY EFFORTS IN AFRICA	200,000	NO	05/29/2021		
NEIL BUTCHER AND ASSOCIATES LLP	64 Galway Road Pretoria - Johannesburg, 2193	34,000	FOR COMMUNICATIONS PLANNING	34,000	NO	05/29/2021		
OXFAM	Cornus Martinez 3000 Colonia Del Valle - Ciudad de México, 03100	204,000	FOR CONTEXTS BUILDING OF WOMEN'S LEADERSHIP IN SOCIAL AND PRIVATE SPACES PUBLIC SERVICES	204,000	NO	03/30/2021		
OXFAM	Cornus Martinez 3000 Colonia Del Valle - Ciudad de México, 03100	185,000	FOR A PROJECT TO STRENGTHEN CITIZEN VOICE AND CITIZEN PARTICIPATION IN PUBLIC	185,000	NO	03/30/2021		
OPEN SYLLABUS	505 W 110th St New York, NY 10025	100,000	FOR SUPPORT OF THE DEVELOPMENT OF THE PROJECT OPEN SYLLABUS	100,000	NO	03/28/2021		
PARTNERS IN PROTECTION AND DEVELOPMENT	Dahalia Heath Road Prestige Villa 3 Nairobi - Nairobi, 00100 - Kenya	400,000	FOR BUILDING THE CAPACITY OF PARTNERS IN PROTECTION AND REPRODUCTIVE HEALTH ISSUES	400,000	NO	03/4/2021		
POLICY ACTION FOR LEARNING NETWORK	Brazzaville Drive Prestige Villa 3 Nairobi - Nairobi, 00100 - Kenya	750,000	FOR A PROJECT TO INCREASE THE PRODUCTION AND USE OF PRIMARY EDUCATION DATA IN UGANDA	750,000	NO	06/17/2020		
RADIO NEWS NETWORK LTD	2013 Peacocks Way Suite 1 - Kampala, 256	120,000	FOR A MEDIA PROGRAM TO INCREASE PARTICIPATION IN PUBLIC DISCUSSIONS ON EDUCATION SECTORS IN UGANDA	120,000	NO	03/21/2020		
RHEDIUM GROUP LLC	5 Columbus Circle 9th Floor New York, NY 10019	500,000	FOR ACCELERATING WIMBOTH OF THE GREEN RECOVERY PROJECT PHASE 2	500,000	NO	6/17/2021		
RICHARDSON AND PATRICK LLC	5 Bolton Avenue Stoke Newington - London, N16 8JU - UK	240,000	FOR A REPORT ON THE DEFENSE RECORDS PROJECT	240,000	NO	11/4/2020		
ROCKEFELLER BROTHERS FUND INC	1290 Avenue Of Americas Grow Suite 800 New York, NY 10104	1,500,000	FOR WORK TO ADDRESS INTERSECTIONAL POLLUTION PUBLIC HEALTH AND CLIMATE CHANGE IN SOUTHEAST ASIA	1,500,000	NO	03/25/2021		
STIEL STRASSINGER CONSULTS	Suite 2 Level 10 Bligh Street Sydney - NSW 2000	50,000	FOR THE REPONSIBLE STEEL PROJECT	50,000	NO	03/29/2021		
THE GROUP	4750 Oleat Avenue Suite 1 Los Angeles, CA 90041	75,000	FOR DIVERSITY EQUITY AND INCLUSION WORK	22,917	NO	07/13/2020		
TNA JUSTICE NETWORK FIRDA LIMITED	Jaffa Brooklyn Street Kampala - Kampala, 256	400,000	FOR A PROGRAM TO PROMOTE MORE EQUITABLE TAX REFORMS IN AFRICA	400,000	NO	02/16/2021		
THE ATLANTIC MONTHLY GROUP LLC	60 East Nonpaiel Street Suite 3 - Alexandria, VA 22314	150,000	FOR A CIVIL SOCIETY ASSESSMENT OF LEARNING IN NIGERIA	150,000	NO	03/30/2021		
THE CHRONICLE OF HIGHER EDUCATION	1255 23rd Street NW Suite 275 - Washington, DC 20037	107,000	FOR SUPPORT OF GEO WORK FOR THE CHRONICLE OF HIGHER EDUCATION	102,132	NO	03/3/2021		
THE REBUS FOUNDATION	1111 Lincoln Corporation Center 1007 Market St - Wilmington, DE 19801	250,000	FOR DEVELOPING A PLATFORM TO SUPPORT COLLABORATION COLLECTION AND PUBLICATION OF DER	250,000	NO	05/3/2021		
THE COLLEGEBOARD TRIBECA FOUNDATION	575 Market Street Suite 2700 San Francisco, CA 94105	150,000	FOR THE COMPLIANCE WITH PRESIDIO	150,000	NO	06/29/2021		
UGANDA NATIONAL ACADEMY OF SCIENCES	Plot 64 Lincoln Road Kololo - Kampala, 256	185,000	FOR POLICY RESEARCH TO HELP STRENGTHEN THE PRIMARY EDUCATION SYSTEM IN UGANDA	144,645	NO	12/3/2020		
UNION FOR AFRICAN POPULATION STUDIES	8 A Crescent Road Kololo - Kampala, 256	185,000	FOR TRANSLATION YOUNG SCHOLARS PROGRAM TO SUPPORT THE DEVELOPMENT OF THE STA AND AND PRODUCTION OF THE	201,375	NO	05/29/2021		
ARAMANDAG DEL PACÍFICO	Av Salaverry 2020Nexus Parts Lima - 15073 - Peru	300,000	FOR THE UN TOYAN TIMAS PROJECT	300,000	NO	03/11/2021		
UNIVERSITY OF THE WITWATERSRAND	CLEMARA Wits Education Rehabilitation Johannesburg - 2193	340,000	FOR THE AFRICAN CENTRE FOR THE STUDY OF THE UNITED STATES	194,441	NO	06/09/2021		
UNIVERSITY OF THE WITWATERSRAND	CLEMARA Wits Education Rehabilitation Johannesburg - 2193	340,000	FOR SUPPORT TO DOCUMENT CONTEXTUAL FACTORS AND POLICY PROCESS AND IMPLEMENTATION	340,000	NO	06/25/2021		
UNIVERSITY OF THE WITWATERSRAND	CLEMARA Wits Education Rehabilitation Johannesburg - 2193	340,000	FOR STRENGTHENING MONITORING AND EVALUATION TO INFORM GOVERNANCE PERFORMANCE AND ACCOUNTABILITY	340,000	NO	06/25/2021		
UNIVERSITY OF THE WITWATERSRAND	CLEMARA Wits Education Rehabilitation Johannesburg - 2193	152,000	FOR THE AFRICAN CENTRE FOR THE STUDY OF THE UNITED STATES	152,000	NO	06/29/2021		
UNIVERSITY OF THE WITWATERSRAND	CLEMARA Wits Education Rehabilitation Johannesburg - 2193	152,000	FOR THE AFRICAN CENTRE FOR THE STUDY OF THE UNITED STATES	152,000	NO	06/29/2021		
UNIVERSITY OF THE WITWATERSRAND	CLEMARA Wits Education Rehabilitation Johannesburg - 2193	200,000	FOR CREATION OF EDUCATION RESOURCES	0	NO	06/4/2020		
WALLACE ALEXANDER GERBODE FOUNDATION	1000 Bishop Street Suite 1000 Honolulu, HI 96813	180,000	FOR SPECIAL AWARDS IN THE ARTS PROGRAM	180,000	NO	06/29/2021		

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Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Identifier	Return Reference	Explanation
TABLE OF CONTENTS	TABLE OF CONTENTS	SECTION PAGE NUMBER(S) 2020 FORM 990-PF - RETURN OF PRIVATE FOUNDATION 1-13 PART IV - CAPITAL GAINS AND LOSSES FOR TAX ON INVMNT INCOME 14 TABLE OF CONTENTS 15-16 PART II - BALANCE SHEET INVESTMENTS U.S. AND STATE GOVERNMENT OBLIGATIONS (ATCH 7)ATTACHMENT, 28 CORPORATE STOCK (ATCH 8) ATTACHMENT, 29 CORPORATE BONDS (ATCH 9) ATTACHMENT, 30 ALTERNATIVE AND OTHER INVESTMENTS (ATCH 10) 17, 31 PART II - BALANCE SHEET DEPRECIATION DETAIL 18 PART IX-A - SUMMARY OF DIRECT CHARITABLE ACTIVITIES 19-20 PART XV - SUPPLEMENTARY INFORMATION - GRANTS 21 PART I - OTHER INCOME (ATCH 1) 22 PART I - LEGAL FEES (ATCH 2) 23 PART I - ACCOUNTING FEES (ATCH 3) 24 PART I - OTHER PROFESSIONAL FEES (ATCH 4) 25 PART I - TAXES (ATCH 5) 26 PART I - OTHER EXPENSES (ATCH 6) 27 PART II - OTHER ASSETS (ATCH 11) 32 PART II - MORTGAGES AND OTHER NOTES PAYABLE (ATCH 12) 33 PART II - OTHER LIABILITIES (ATCH 13) 34 PART III - OTHER INCREASES IN NET WORTH OR FUND BALANCES (ATCH 14) 35 PART VII-A - TRANSFERS FROM A CONTROLLED ENTITY (ATCH 15) 36 SECTION PAGE NUMBER(S) PART VII-A - TRANSFERS TO A CONTROLLED ENTITY (ATCH 16) 37 PART VII-A - DISTRIBUTION TO A DONOR ADVISED FUND (ATCH 17 & 18) 38-39 PART VII-B - EXPENDITURE RESPONSIBILITY STATEMENT (ATCH 19) 40-71 PART VIII - LIST OF OFFICERS, DIRECTORS AND TRUSTEES (ATCH 20) 72-75 PART VIII - COMPENSATION OF THE FIVE HIGHEST PAID EMPLOYEES (ATCH 21) 76-77 PART VIII - COMPENSATION OF THE FIVE HIGHEST PAID PROFESSIONALS (ATCH 22) 78 PART XV - NAME, ADDRESS AND PHONE FOR APPLICATIONS (ATCH 23) 79 PART XV - GRANTS AND CONTRIBUTIONS PAID DURING THE YEAR (ATCH 24) 80-378 PART XV - CONTRIBUTIONS APPROVED FOR FUTURE PAYMENT (ATCH 25) 379-489 2020 FORM 2220 UNDERPAYMENT OF ESTIMATED TAX 490-492
PART II, LINE 13: OTHER INVESTMENTS	PART II, LINE 13: OTHER INVESTMENTS	DESCRIPTION ENDING FMV ALTERNATIVE INVESTMENTS PRIVATE EQUITY 4,460,342,361 REAL ASSETS 893,585,870 ABSOLUTE RETURN & DIST/CREDIT 2,433,206,520 NET RECEIVABLE-UNSETTLED TRANSACTIONS 10,454,901 ---------- TOTAL 7,797,589,652
PART II, LINE 14 AND PART I, LINE 19: DEPRECIATION	PART II, LINE 14 AND PART I, LINE 19: DEPRECIATION	---------- ACCUMULATED BASIS DEPRECIATION ASSETS ---------- ---------- ---------- LEASED LAND 10,627,660 3,992,383 6,635,277 BUILDING 20,599,470 8,802,005 11,797,465 FURNITURE 1,930,553 1,837,585 92,968 FIXTURES 4,289,921 3,865,426 424,495 AUDIO VISUAL EQUIP. 1,302,510 1,139,090 163,420 COMPUTER SOFTWARE 7,169,771 390,594 6,779,177 COMPUTER HARDWARE 1,263,166 1,206,899 56,267 LEASED LAND IMPRVMNTS 3,163,481 1,928,917 1,234,564 ---------- TOTAL 50,346,532 23,162,899 27,183,633 ========== FORM 990-PF, PART I, LINE 19 ---------- DEPRECIATION EXPENSE FOR YEAR ENDED DEC. 31, 2020: 996,925
PART IX: SUMMARY OF DIRECT CHARITABLE ACTIVITIES	PART IX: SUMMARY OF DIRECT CHARITABLE ACTIVITIES	(1) THE OUAGADOUGOU PARTNERSHIP (OP) COORDINATION UNIT FOR FAMILY PLANNING FRANCOPHONE WEST AFRICA REDSTONE STRATEGY GROUP ASSISTED THE OUAGADOUGOU PARTNERSHIP'S COORDINATION UNIT AS IT IMPLEMENTS A NEW OP STRATEGY IN 2021, INCLUDING HELP WITH LAUNCHING A CIVIL SOCIETY ORGANIZATIONS (CSO) STRATEGY, CONTINUING A YOUTH STRATEGY, DEVELOPING AN OP ADVISORY BOARD, EMBARKING ON SEVERAL NEW ACTIVITIES TO ASSIST COUNTRIES AND DONORS, HIRING A CSO SUPPORT PERSON, AND TRANSITIONING SUPPORT SERVICES FROM INTRAHEALTH INTERNATIONAL TO A REGIONAL ENTITY. $400,000 (2) FORMATIVE EVALUATION OF OPEN EDUCATION NETWORKS EDBRIDGE PARTNERS PERFORMED A FORMATIVE EVALUATION OF OPEN EDUCATION NETWORKS THAT IS VALUABLE TO THE OPEN EDUCATIONAL RESOURCES (OER) FIELD, IN ADDITION TO THE EDUCATION TEAM. THE PROJECT CLARIFIED HOW AND HOW WELL DIFFERENT NETWORKS ARE SERVING THE NEEDS OF DIFFERENT COMMUNITIES, AS WELL AS WHETHER AND TO WHAT EXTENT PARTICIPATION IN THEM FACILITATES OER ADOPTION AND USE. THE RESULTS PROVIDED LEADERS AND ORGANIZERS OF NETWORKS WITH EVIDENCE TO INFORM HOW THEY CAN ADAPT TO CONTINUE TO MEET THE NEEDS OF THEIR TARGET AUDIENCES. IN ADDITION, THE CONSULTANT ORGANIZED A SERIES OF DIALOGUE DAYS TO BRING TOGETHER OER NETWORK STAKEHOLDERS TO DISCUSS THEIR VISION FOR OER AND THEIR NETWORKS GOING FORWARD. THE FINAL EVALUATION REPORT WILL BE SHARED WITH THE FIELD, BRINGING TRANSPARENCY TO THE PROCESS, AS WELL AS PROVIDING INFORMATION ON LESSONS LEARNED AND OPPORTUNITIES THAT EXIST FOR THE SECTOR. $221,568 (3) 2020-2021 OPEN EDUCATIONAL RESOURCES (OER) COMMUNICATIONS SUPPORT GMMB DEVELOPED A COMMUNICATIONS PLAN TO PROMOTE MORE EFFECTIVE USE, BY EDUCATORS, OF OPENLY LICENSED CONTENT, TOOLS, AND SERVICES. THE CONSULTANT HELPED K-12 DISTRICTS AND POSTSECONDARY INSTITUTIONS IMPLEMENT AND SUSTAIN OER, PRACTICES, AND POLICIES THAT PROMOTE A DIVERSE AND INCLUSIVE GLOBAL FIELD FOR SHARING OPEN CONTENT, PRACTICES, AND RESOURCES. THE WORK FOCUSED ON THREE CORE COMMUNICATIONS STRATEGIES: RAISING AWARENESS OF OER, OVERCOMING PERCEIVED OBSTACLES TO USING OER, AND GETTING USERS TO RECOMMEND OER TO THEIR PEERS. $219,000 (4) DESIGNING AND SUPPORTING THE DEVELOPMENT AND IMPLEMENTATION OF A LEARNING AGENDA FSG DEVELOPED A LEARNING AGENDA TO BOTH INFORM THE EDUCATION TEAM AND SERVE THE FIELD OF EDUCATION, INCLUDING EDUCATION PROGRAM GRANTEES. A FIELD-FACING LEARNING AGENDA IS A KEY COMPONENT OF THE K-12 TEACHING & LEARNING STRATEGY, WHICH IS FOCUSED ON UNDERSTANDING HOW EDUCATION SYSTEMS CAN BE TRANSFORMED TO SUPPORT AND DELIVER DEEPER LEARNING. FSG DESIGNED AND ORGANIZED AN APPROACH FOR ENGAGING GRANTEES AND PARTNERS AROUND COMMON LEARNING OBJECTIVES, AND ALSO RECOMMENDED APPROACHES FOR HOW THE FIELD CAN LEARN ABOUT ISSUES RELEVANT TO TRANSFORMATION EFFORTS, SUCH AS HOW TO COORDINATE AND SUSTAIN LONG-TERM FUNDER SUPPORT FOR SYSTEMIC, LARGE-SCALE EDUCATION REFORM; HOW COMMUNITY PARTNERSHIPS LIMIT OR INCREASE THE IMPACT OF DISTRICT TRANSFORMATION EFFORTS; AND THE ROLE AND IMPACT OF INCLUDING COMMUNITY VOICE IN EDUCATION

Identifier	Return Reference	Explanation
		TRANSFORMATION. RESULTS WERE DOCUMENTED AND SHARED PUBLICLY WITH THE FIELD. $206,500 (5) OTHER DIRECT CHARITABLE ACTIVITIES $3,661,109 TOTAL DIRECT CHARITABLE ACTIVITIES: $4,708,177
SUPPLEMENTAL INFORMATION - GRANTS	SUPPLEMENTAL INFORMATION - GRANTS	PART XV 2) B-D SUPPLEMENTAL INFORMATION - GRANTS THE WILLIAM AND FLORA HEWLETT FOUNDATION (THE "FOUNDATION") MAKES GRANTS TO NONPROFIT CHARITABLE ORGANIZATIONS CLASSIFIED AS 501(C)(3) PUBLIC CHARITIES BY THE INTERNAL REVENUE SERVICE AND TO OTHER ORGANIZATIONS EXCLUSIVELY FOR CHARITABLE PURPOSES. THE FOUNDATION DOES NOT MAKE GRANTS TO INDIVIDUALS. IT DOES NOT MAKE GRANTS FOR POLITICAL PURPOSES OR TO SUPPORT CANDIDATES FOR POLITICAL OFFICE, OR TO INFLUENCE LEGISLATION. THE FOUNDATION MAKES GRANTS IN SIX CORE PROGRAM AREAS (EACH, A "PROGRAM"): EDUCATION, ENVIRONMENT, GENDER EQUITY AND GOVERNANCE, PERFORMING ARTS, EFFECTIVE PHILANTHROPY, AND U.S. DEMOCRACY. IN ADDITION, THE FOUNDATION MAKES GRANTS IN CONNECTION WITH INITIATIVES TO SUPPORT DIVERSE COMMUNITIES IN THE BAY AREA, TO CULTIVATE A CYBER FIELD THAT DEVELOPS MULTIDISCIPLINARY SOLUTIONS TO CYBER CHALLENGES AND CATALYZES POLICY OUTCOMES, AND TO FOSTER THE DEVELOPMENT OF A NEW "COMMON SENSE" ABOUT HOW THE ECONOMY WORKS AND THE AIMS IT SHOULD SERVE. THE FOUNDATION'S GRANTS ARE AWARDED SOLELY FOR CHARITABLE PURPOSES. THE FOUNDATION FUNDS ORGANIZATIONS WORKING IN THESE IDENTIFIED AREAS, BASED ON SPECIFIC GOALS AND STRATEGIES OUTLINED BY THE PROGRAMS AND INITIATIVES. MOST OF THE FOUNDATION'S GRANTS ARE AWARDED TO ORGANIZATIONS IDENTIFIED BY THE FOUNDATION. FROM TIME TO TIME, THE FOUNDATION INVITES LETTERS OF INQUIRY AND OTHER TYPES OF PROPOSALS THROUGH OPEN PROCESSES. OUTSIDE OF THESE OPPORTUNITIES, THE FOUNDATION GENERALLY DOES NOT ACCEPT UNSOLICITED LETTERS OF INQUIRY. ON VERY RARE OCCASIONS, THE FOUNDATION WILL AWARD GRANTS IN RESPONSE TO UNSOLICITED FUNDING INQUIRIES. THERE ARE NO DEADLINES FOR SUBMITTING AN UNSOLICITED LETTER OF INQUIRY. THE FOUNDATION RECOMMENDS THAT ALL PROSPECTIVE APPLICANTS REFER TO THE FOUNDATION'S WEBSITE AT WWW.HEWLETT.ORG TO READ ABOUT THE FOUNDATION'S PROGRAMS AND INITIATIVES, GOALS AND STRATEGIES, AND GEOGRAPHIC LIMITATIONS. IF A PROSPECTIVE APPLICANT'S OBJECTIVES FIT WITHIN THE GUIDELINES OF A PARTICULAR PROGRAM OR INITIATIVE, AND THE PROGRAM OR INITIATIVE CURRENTLY ACCEPTS UNSOLICITED INQUIRIES, THE APPLICANT MAY SUBMIT A LETTER OF INQUIRY, WHICH CAN BE SUBMITTED ELECTRONICALLY VIA THE FOUNDATION'S WEBSITE FOR INITIAL REVIEW. AFTER THE APPLICANT'S LETTER OF INQUIRY IS RECEIVED AND REVIEWED, THE FOUNDATION MAY, AT ITS DISCRETION, INVITE THE APPLICANT TO PROCEED TO THE SECOND STEP AND SUBMIT A FULL PROPOSAL. FURTHER INFORMATION TO ASSIST APPLICANTS AND FINANCIAL INFORMATION FOR THE FOUNDATION IS AVAILABLE ON THE FOUNDATION'S WEBSITE.

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Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Name of Bond	End of Year Book Value	End of Year Fair Market Value
SEE ASSET STATEMENT FOR DETAIL	818,130,468	818,130,468

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Name of Stock	End of Year Book Value	End of Year Fair Market Value
SEE ASSET STATEMENT FOR DETAIL	3,794,568,695	3,794,568,695

TY 2020 IRS 990 e-File Render

Name:	THE WILLIAM & FLORA HEWLETT FOUNDATION
EIN:	94-1655673
US Government Securities - End of Year Book Value:	739,627,267
US Government Securities - End of Year Fair Market Value:	739,627,267
State & Local Government Securities - End of Year Book Value:	
State & Local Government Securities - End of Year Fair Market Value:	

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Category/ Item	Listed at Cost or FMV	Book Value	End of Year Fair Market Value
SEE PAGE 17 FOR DETAIL	FMV	7,797,589,652	7,797,589,652

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
SIMPSON THACHER & BARTLETT LLP	112,659	110,400		2,259
MORGAN LEWIS AND BOCKIUS LLP	169,650			163,794
PATTERSON BELKNAP WEBB & TYLER	82,028			81,182
LENCZNER SLAGHT	78,875			73,877
CAPLIN & DRYSDALE	68,472			67,909
FEES PAID LESS THAN $50,000	68,218	5,000		58,218

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Total Mortgage Amount:

Item No.	1
Lender's Name	NORTHERN TRUST COLLATERLIZED 300M
Lender's Title	
Relationship to Insider	
Original Amount of Loan	
Balance Due	250,000,000
Date of Note	
Maturity Date	
Repayment Terms	
Interest Rate	
Security Provided by Borrower	SECURITIES ACCOUNTS
Purpose of Loan	LIQUIDITY FOR FOUNDATION OPERATIONS
Description of Lender Consideration	
Consideration FMV	

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Description	Beginning of Year - Book Value	End of Year - Book Value	End of Year - Fair Market Value
UBI REFUND DUE	8,984,836	13,779,537	13,779,537
PROMISSORY NOTES	493,333	533,333	533,333
DEFERRED UBI TAX ASSET	26,000,000	25,915,000	25,915,000

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Description	Revenue and Expenses per Books	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
COMP/OFFICE SRVC & MAINTENANCE	1,581,276	382,480		1,198,796
TRAINING AND STAFF DEVELOPMENT	637,709	79,850		557,859
PERSONNEL RECRUIT/RELOCATION	529,066			529,066
INSURANCE	251,206	27,529		223,676
TEMPORARY STAFFING	618,009			567,449
BANK AND OTHER SERVICES	271,129	13,837		258,026

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Description	Revenue And Expenses Per Books	Net Investment Income	Adjusted Net Income
LOSS ON FOREIGN CURRENCY	-1,410,045	-1,410,045	
PARTNERSHIP INCOME	28,898,059	-82,560,378	

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Description	Amount
NET UNREALIZED GAIN ON INVESTMENTS	1,713,189,506

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Description	Beginning of Year - Book Value	End of Year - Book Value
ACCRUED POST-RETIREMENT HEALTH	6,492,830	6,793,528
FEDERAL EXCISE TAX DEFERRED LIABILITY	45,213,177	69,180,449
FEDERAL EXCISE TAX CURRENT LIABILITY	801,000	2,147,000

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
INVESTMENT MGMT & CUSTODY FEES	1,130,508	1,130,508		
PROGRAM CONSULTANTS	8,651,665			7,611,954
CONSUL FOR DIRCT CHAR ACTIVITY	4,554,445			4,554,445

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
CURRENT TAX EXPENSE	10,340,261			
DEFERRED TAX EXPENSE	24,052,272			
STATE TAXES	135,927			

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Name	US / Foreign Address	EIN	Description	Amount
METHODOLOGY PUT FUND B LTD	27 HOSPITAL ROAD GEORGE TOWN, GRAND CAYMAN KY 1-9908 CJ	98-9999999	METHODOLOGY PUT FUND B, LTD. IS NOT AN EXCESS BUSINESS HOLDING	7,200,000
METHODOLOGY VOLT FUND LTD	27 HOSPITAL ROAD GEORGE TOWN, GRAND CAYMAN KY 1-9008 CJ	98-9999999	METHODOLOGY VOLT FUND, LTD. IS NOT AN EXCESS BUSINESS HOLDING	18,000,000
TORCHLIGHT VALUE FUND MASTER LLC	475 FIFTH AVENUE 10TH FLOOR NEW YORK, NY 10017	33-1009209	TORCHLIGHT VALUE FUND MASTER, LLC IS NOT AN EXCESS BUSINESS HOLDING	46,836,653
Total				72,036,653

TY 2020 IRS 990 e-File Render

Name: THE WILLIAM & FLORA HEWLETT FOUNDATION

EIN: 94-1655673

Name	US / Foreign Address	EIN	Description	Amount
DW CATALYST OFFSHORE FUND LTD	DW PARTNERS LP 590 MADISON AVE 13 NEW YORK, NY 981219686	98-1219686	DW CATALYST OFFSHORE FUND, LTD. IS NOT AN EXCESS BUSINESS HOLDING	0
DW CATALYST INVESTMENTS LTD	PO BOX 309 UGLAND HOUSE GEORGE TOWN, GRAND CAYMAN CJ	98-1220817	DW CATALYST INVESTMENTS, LTD. IS NOT AN EXCESS BUSINESS HOLDING	0
Total				