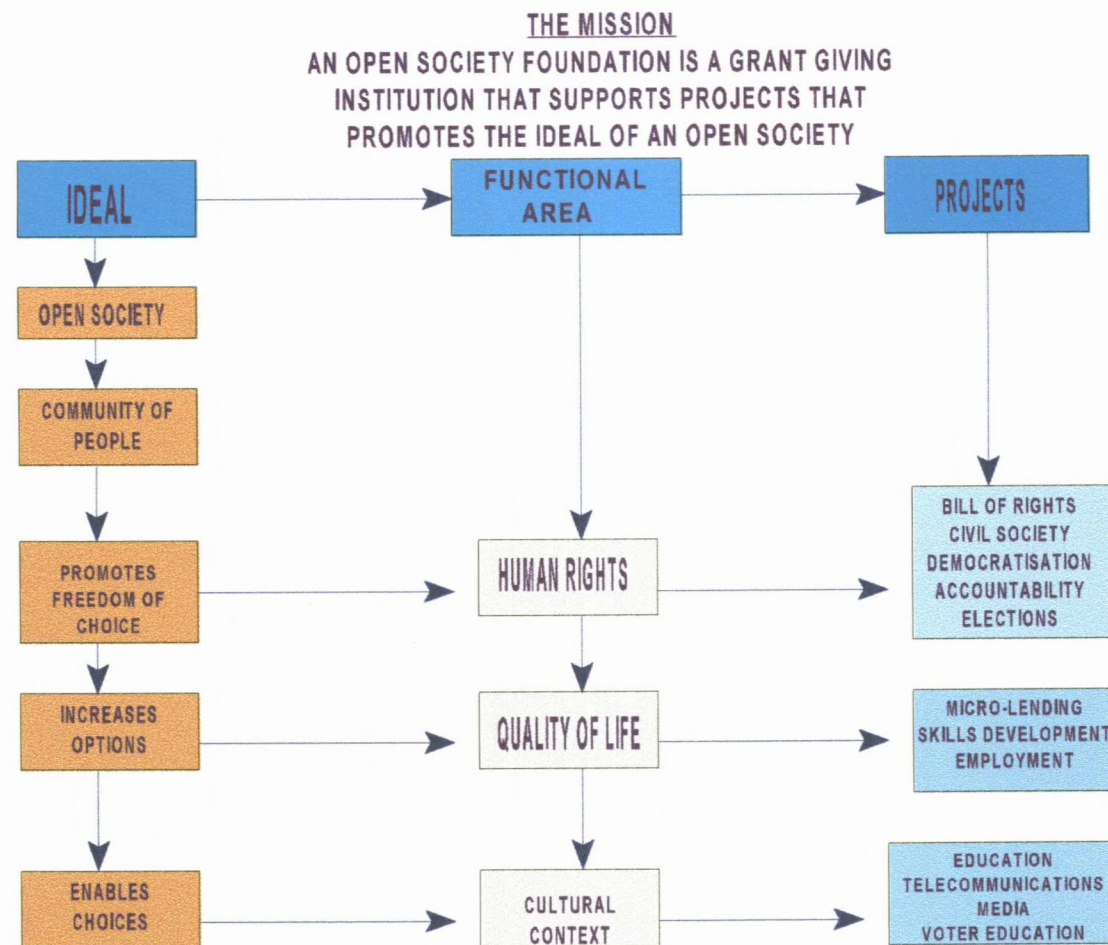


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**PROPOSED MISSION FOR AN OPEN SOCIETY FOUNDATION**

1. An Open Society is a community of people which deliberately:
  - 1.1 Promotes freedom of choice for the individual;
  - 1.2 Increases the options in terms of which such choice can be exercised;  
and
  - 1.3 Enables the individual to decide sensibly in choosing between options.
2. As far as 1.1 is concerned : This has to do with the struggle for fundamental human rights in any historical context.
  - 2.1 As far as 1.2 is concerned : This has to do with improving the material quality of life in the physical and social environment.
  - 2.2 As far as 1.3 is concerned: This has to do with the cultural context and normative system within which choices are made and options pursued.
3. As far as projects under 2 are concerned : support would be given to efforts to promote civil society, civil rights, the rule of law, democratic constitutional development, electoral systems that strengthen tolerance, representivity etc. etc.
  - 3.1 As far as projects under 2.1 are concerned : Support would be given to efforts that promote economic development and combat poverty, increases the skills and economic independence of the individual etc. etc.
  - 3.2 As far as projects under 3.2 are concerned : support would be given to efforts to increase and disseminate knowledge about conditions in society, e.g. educational institutions, communication, value systems, technology. Etc.

4. An Open Society Foundation is a grant giving institution that supports projects that strengthen the ideals of an Open Society.
5. A network of Open Society Foundations consists of the centre, i.e. the primary grant giving institution, the regions, i.e. secondary grant giving institutions that service a particular region, e.g. Eastern Europe, Africa, USA etc., and the national, i.e. a stand alone grant giving institution in a particular country. National Foundations would be at the periphery and form the "rim of the wheel". However, they would be closest to the coal face at promoting the ideals of an Open Society at the most concrete level. That is why the relationship between National Foundations, and between them, the regional foundations, and the centre, is vital for keeping the debate about the ideal of Open Society alive. Only through common clarity of purpose and performance will a particular Foundation at a particular level be able to attract matching funds to sustain itself.
6. Up to a point it is possible to devise principles of governance, sustainability, feedback, etc., to manage the performance of an organization independent of its mission, or *raison d'être*. However, in the case of an Open Society Foundation, there is an additional challenge which Soros puts as follows : "How can the Foundation serve and embody the principles of an Open Society?" It would seem that clarity of purpose of the mission itself is essential if one hopes to give a sensible answer to this question.



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