

An aerial, black and white photograph of a vast, dense forest. A winding road or path is visible, cutting through the trees from the upper left towards the center. The terrain appears to be hilly or uneven. The text 'OPEN SOCIETY INSTITUTE' is overlaid in a dark horizontal bar across the middle of the image.

OPEN SOCIETY INSTITUTE



The Open Society Institute, a private operating and grantmaking foundation based in New York City, is the center of the Soros foundations network. OSI and the network promote open society by seeking to shape government policy and supporting education, media, public health, and human and women's rights, as well as social, legal, and economic reform.

The goal is to transform closed societies into open ones and to protect and expand the values of existing open societies. Open societies are characterized by the rule of law; respect for human rights, minorities, and minority opinions; democratically elected governments; market economies in which business and government are separate; and thriving civil societies.

Investor and philanthropist George Soros, founder and chairman of the Open Society Institute and the Soros foundations network, began establishing foundations in Central and Eastern Europe before the collapse of communism. Today Soros foundations operate in more than 60 countries and OSI programs and initiatives work throughout the world.

The Soros foundations are autonomous institutions established in particular countries or regions to initiate or support open society activities. A local board of directors, in consultation with Soros and OSI boards and advisors, determines the priorities and specific activities of each Soros foundation.

To varying degrees, all of the Soros foundations participate in network programs. OSI's network programs address specific issues or areas—public health, media, and early childhood education, for example—on a network-wide basis. OSI also has a number of international initiatives as well as programs in the United States. Descriptions of the foundations, programs, and initiatives—and their 2003 activities—can be found throughout the pages of this report.

OPEN SOCIETY INSTITUTE (NEW YORK)

The Open Society Institute in New York and the Open Society Institute–Budapest each administer a number of initiatives and assist the other organizations and foundations in the Soros foundations network with administrative, financial, and technical support. Certain programs are administered from both New York and Budapest.

The initiatives administered by OSI in New York include the Children and Youth Programs, the Economic and Business Development Program, the English Language Program, the Open Society Justice Initiative, the Public Health Programs, the Scholarship Programs, and the Women’s Program.

OSI also operates the Central Eurasia Project/Middle East and North Africa Initiatives, the Burma Project/Southeast Asia Initiative, and a number of programs in the United States (see page 164).

OPEN SOCIETY INSTITUTE–BUDAPEST

Initiatives based at OSI–Budapest include the Arts and Culture Network Program, the Education Support Program, the EU Monitoring and Advocacy Program, the Higher Education Support Program, the Human Rights and Governance Grants Program, the Information Program, and the Local Government and Public Service Reform Initiative. The Budapest office, together with the CEU Center for Policy Studies, supports the International Policy Fellowships program.

OSI–Budapest also operates programs that seek to improve the situation of the Roma in Central and Eastern Europe: the Roma Culture Initiative, the Roma Memorial University Scholarship Program, and the Roma Participation Program.

OSI–Budapest is located in the Central European University complex, and its programs draw upon CEU’s resources.

OPEN SOCIETY INSTITUTE–BRUSSELS

OSI–Brussels assists the various initiatives and offices of the Soros foundations network in cooperating and collaborating with Western European partners and organizations, including the European Union, the Council of Europe, and the Organization for Security and Cooperation in Europe. In addition, OSI–Brussels works to influence EU policies and raise awareness in European intergovernmental organizations, governments, and opinion-making circles about issues of concern to the network.

In 2003, the office’s activities included advocating for EU funding for civil society organizations in the new EU member states, for strong EU support of the Decade of Roma Inclusion, and for increased European contributions to the Global Fund to Fight AIDS, TB and Malaria. The office also worked to increase EU political and financial commitments to the Western Balkans. OSI–Brussels helped organize a presentation of OSI’s Caspian Revenue Watch report and facilitated a number of other significant policy discussions.

OPEN SOCIETY FOUNDATION–LONDON

The Open Society Foundation–London opened in 2003 to help facilitate collaboration between the Soros foundations network and OSI partners in the United Kingdom, including the British government and London-based NGOs. The East East Program, the Network Media Program, and the coordinator of the Publish What You Pay coalition are based at the London office.

OPEN SOCIETY INSTITUTE–PARIS

OSI–Paris is a liaison and resource office for the Soros foundations network. Since May 2001, it has acted as OSI’s board liaison office, helping all Soros foundations implement appropriate board rotation procedures. The Paris office also runs the Belarus Project, which was initiated in 1997 when the Belarus Soros Foundation was forced to close. The Project continues to support the development of open society in Belarus by enhancing civic culture and support activities that immediately benefit Belarusian society while preparing the country for a future democratic transition.

OPEN SOCIETY INSTITUTE–WASHINGTON, D.C.

OSI–Washington, D.C., works to promote coopera-

tive global engagement in U.S. foreign policy and to protect civil liberties, addressing a wide range of issues of interest to OSI, including human rights and democracy promotion, justice reform, and public health, including HIV/AIDS policy. The war in Iraq and homeland security measures made defending cooperative global engagement and protecting civil liberties increasingly vital in 2003 (see page 181).

OSI–Washington supported the efforts of the Public Health Programs and its grantees on HIV/AIDS and tuberculosis, harm reduction, and palliative care. The Washington office also supported work on women’s issues, including gender issues in Afghanistan and Pakistan, and assisted Soros foundations and programs on a variety of international issues and initiatives such as the Decade of Roma Inclusion.

The Open Society Policy Center, a 501(c)(4) social welfare organization funded by after-tax dollars, engages in policy advocacy on U.S. and international issues. In 2003, it worked for a strong Office of Civil Rights and Inspector General in the Department of Homeland Security, supported congressional efforts to address the crisis of prisoners reentering society, and helped civil liberties and immigration organizations address the due process rights of immigrants detained after the 9/11 attacks.

CHAIRMAN’S AND PRESIDENTIAL GRANTS

In addition to supporting the network’s foundations and initiatives, OSI makes funds available to a

variety of documentation and advocacy projects, especially in the fields of human rights and anticorruption.

Chairman's and Presidential Grants totaled more than \$8 million in 2003. Funding went to, among others, Global Witness, for exposing the link between exploitation of natural resources and human rights abuses, conflict, and corruption; the Data Foundation, for educating the U.S. public about the issues of debt relief, aid, trade reform, and disease in Africa and the world's poorest countries; and the William J. Clinton Presidential Foundation, for an initiative on HIV/AIDS in South Africa.

TIRI received support for improving governance, access to information, and learning for effective corruption control in both public and private institutions, as did the Vera Institute of Justice for establishing the Altus Global Alliance to improve public safety and justice through research, reform, and NGO activism. Large institutional grants were also given to longtime OSI partners Human Rights Watch and the International Crisis Group.

OSI OMBUDSMAN

The OSI ombudsman addresses complaints from within and without the Soros foundations network about acts or practices that appear to constitute abuses of authority by the national foundations, by OSI–Budapest, or by those parts of OSI in New York that serve the network. The ombudsman investigates the complaints she receives at her discretion,

and reports her findings to the OSI–Budapest board as she considers appropriate. Where necessary, OSI supports the work of the ombudsman by providing her with investigative assistance. Matters that can be dealt with by other grievance mechanisms within OSI are referred to those mechanisms for resolution.

The ombudsman does not deal with employee grievances or with disagreements about the merits of a grant or programming decision. Rather, the chief concern of the ombudsman position is to investigate accusations of rudeness, negligence, dishonesty, or other abuses dealing with grant applicants, other parts of the network, partner organizations, or the general public.

The position of OSI ombudsman is held currently by Irena Veisaite, who, in the past, has served both as the chair of the Open Society Fund–Lithuania board, and as a member of the OSI–Budapest board. The ombudsman may be contacted at:

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APPLICATION INFORMATION

OSI programs and initiatives award grants, scholarships, and fellowships on a regular basis throughout the year. The type of funding and eligibility requirements differ for each initiative. Potential applicants

should consult the Grants, Scholarships, and Fellowships section of the OSI website, at www.soros.org, to determine their eligibility and access appropriate application guidelines.

The Soros foundations award grants principally to local organizations and individuals. Some foundations also award grants to foreign organizations working in partnership with local groups. Potential grant applicants should contact individual foundations about their application procedures. Contact information for the Soros foundations can be found on the OSI website or in the directory starting on page 196.

2003 EXPENDITURES

The Soros foundations network's expenditures totaled \$429 million in 2003. Some of these funds were contributed by George Soros out of current income while other funds were derived from charitable entities established overseas by the Soros family. Some organizations in the network also received funds from the U.S. government (particularly for scholarships) and from other donors, which are included in the relevant organization's expenditures as reported here. The Soros foundations network's total expenditures are summarized below.

SOROS FOUNDATIONS. The 2003 expenditures for the Soros foundations appear at the end of the regional reports section. Each Soros foundation has a chart outlining its expenditures in various categories. Payments made by the Open Society

Institute in New York, the Open Society Institute–Budapest, or other entities on behalf of the Soros foundations for network programs or other activities are included in these charts.

NETWORK PROGRAMS AND INTERNATIONAL

INITIATIVES. The initiatives section contains expenditures for each of the network programs and international initiatives. The expenditures include money spent by individual Soros foundations as well as by the Open Society Institute or the Open Society Institute–Budapest.

The goal of presenting the data in this manner is to show the total amount of money expended in a particular country or region, as well as the total amount spent on a particular program. The resulting duplication of amounts is reflected as an interorganizational elimination in the chart on this page. In addition, other Soros-sponsored organizations made grants in some countries outside the framework of the Soros foundations or network programs. These are noted in expenditure charts dealing with the country in question.

SOROS FOUNDATIONS NETWORK EXPENDITURES

Soros Foundations	\$168,370,000
Network Programs	132,228,000
International Initiatives	21,804,000
U.S. Programs	89,309,000
All Other Organizations, Programs, and Costs	63,022,000
Interorganizational Elimination	(45,512,000)
TOTAL EXPENDITURES	\$429,221,000



PARTNERSHIPS

Donor Partners

As OSI and the Soros foundations network evolve and expand a global agenda, partnerships with other donors are becoming ever more significant in making possible the work described in this annual report. In some instances, these partnerships involve explicit agreements with other donors to share costs. At other times, they take place informally when another donor determines to support a project OSI has initiated or, conversely, when OSI builds upon another donor's initiative. In some cases, other donors contribute directly to one of the Soros foundations in support of a particular project.

OSI donor partners include:

- *International organizations* such as the World Bank, the World Health Organization (WHO), UNAIDS, UNICEF, UNESCO/International Institute for Education Planning, the Organization for Security and Cooperation in Europe (OSCE), the United Nations Development Program (UNDP), the Council of Europe, the Global Fund to Fight AIDS, TB and Malaria, the European Commission, and the Asia Development Bank. OSI's collaboration with UNDP is especially extensive, and includes a formal Memorandum of Understanding between the two institutions, and numerous joint funding projects;
- *National government aid agencies*, including the United States Agency for International Development (USAID), the United States Department of State Bureau of Education and

Cultural Affairs, the Centers for Disease Control (U.S.), Britain's Department for International Development (DFID), the Swedish International Development Agency (SIDA), the Canadian International Development Agency (CIDA), the Dutch MATRA program, the Swiss Agency for Development and Cooperation, the Royal Danish Foreign Ministry's FRESTA program, the German Foreign Ministry, and a number of Austrian government agencies, including the ministries of education and foreign affairs, that operate bilaterally;

- *national governments* in several countries, that cofund programs sponsored by Soros foundations in those countries, especially in education;
- *American private foundations* such as the United Nations Foundation, the Ford Foundation, the John D. and Catherine T. MacArthur Foundation, the Bill and Melinda Gates Foundation, the Annie E. Casey Foundation, the Charles Stewart Mott Foundation, the American Austrian Foundation, Freedom Forum, the Pew Charitable Trusts, the William and Flora Hewlett Foundation, the JEHT Foundation, Atlantic Philanthropies, the John S. and James L. Knight Foundation, the Irene Diamond Fund, the Carnegie Corporation, the Lilly Foundation, the Rockefeller Brothers Fund, the Nathan Cummings Foundation, the Schumann Foundation, the Rockefeller Foundation, the Surdna Foundation, the Tides Foundation, and the German Marshall Fund;
- *European private foundations* such as AVINA, the Robert Bosch Foundation, the King Baudouin Foundation, the Sigrid Rausing Trust, the

European Cultural Foundation, and some of the German political party–affiliated foundations;

- *European and American institutions* that administer assistance funds obtained from their governments, such as the Swedish Helsinki Committee, Press Now (Netherlands), NOVIB (Netherlands), International Media Support (Denmark), the British Council, Norwegian People’s Aid, Medienhilfe (Switzerland), Freedom House (U.S.), IREX (U.S.), the National Endowment for Democracy (U.S.), the Eurasia Foundation (U.S.), the International Nazi Persecutee Relief Fund (U.S., France, Britain); Norwegian and Danish Burma Committees; Olof Palme International Center (Sweden); Friedrich Ebert Stiftung (Germany); Rights and Democracy (Canada); International Republican Institute (U.S.), and the Asia Foundation.

OSI also is a donor and partner of the Baltic-American Partnership Fund and the Trust for Civil Society in Central and Eastern Europe.

The Open Society Institute and the Soros foundations are deeply grateful to all funding partners and thank them for their role in building open societies and for the trust in the Soros foundations as reflected by their support.

NGO Partners

Another form of partnership is also of enormous importance to the Soros foundations: relationships with grantees that have developed into alliances in pursuing crucial parts of the open society agenda.

These partners include, but are not limited to:

- *International Crisis Group* for its research and

advocacy in addressing armed conflicts and other crises in international relations;

- *Human Rights Watch* for its leadership in protecting civil and political rights worldwide;
- *American Civil Liberties Union Foundation* for championing the rights of Americans, and the *Leadership Conference on Civil Rights Education Fund* for its defense of civil rights and civil liberties in the United States;
- *European Roma Rights Center* for its defense of the rights of a minority that is severely persecuted in many countries;
- *Media Development Loan Fund* and the *Southern Africa Media Development Fund* for their role in assisting independent media to develop as self-sustaining businesses;
- *Vera Institute of Justice* for its innovative efforts to pursue criminal justice reform programs in such countries as Russia, South Africa, and the United States;
- *Global Witness* for its investigations of the connections between resource exploitation, corruption, the arms trade, and severe abuses of human rights;
- *Center for Public Integrity* for promoting transparency in government and exposing corruption;
- *Data Foundation* for raising awareness of various crises swamping Africa, such as insurmountable debt and the spread of HIV/AIDS;
- *Democracy Coalition Project* for working to strengthen the intergovernmental Community of Democracies process as a mechanism for democratic change;
- *Center on Budget and Policy Priorities* for its

expertise on budget and tax policy questions in the United States, and its *International Budget Project*, which promotes budget transparency and accountability in transition countries;

- *Committee to Protect Journalists* and *Article 19* for their work defending and upholding freedom of expression;
- *Center for Community Change* for its efforts to give low-income people a voice in American democracy;
- *No Peace Without Justice* for its support to the International Criminal Court, and its efforts to end female genital mutilation;
- *Global Fund for Women* for its advocacy on human rights for women around the world;
- *International Center for Transitional Justice* for its assistance to transition countries wishing to pursue accountability for mass atrocities or human rights abuse under previous regimes;
- *Justice At Stake Campaign* for its efforts to keep the U.S. courts fair and impartial;
- local chapters of *Transparency International* for their work with Soros foundations on anticorruption measures;
- *Médecins Sans Frontières*, the *AIDS Foundation East/West*, *Doctors of the World*, and *Partners in Health* for their efforts in addressing crucial public health emergencies that are often connected to abuses of human rights;
- *Brennan Center for Justice* for its intellectual leadership in devising legal approaches in addressing issues of civil liberties and democracy in the United States;
- *Mental Disability Rights International*, the *Hamlet*

Trust, and the *Mental Disability Advocacy Center* for their protection of the rights of the mentally disabled;

- *Penal Reform International* for its worldwide efforts to reduce incarceration and protect the rights of prison inmates;
- *The Sentencing Project* for leading efforts in the United States to reduce excessive imprisonment;
- *International Women's Health Coalition*, the *Center for Reproductive Rights*, and *Planned Parenthood Federation of America*, for their work protecting and expanding reproductive health advocacy and services around the world;
- *Helsinki Foundation for Human Rights* in Poland for its human rights training efforts in Central Asia and Russia, as well as in Poland;
- *Nurcha*, for building over 150,000 low-cost houses in South Africa;
- *Drug Policy Alliance* for its promotion of an alternative drug policy in the United States;
- *Institute on Medicine as a Profession* for promoting professionalism in U.S. medicine; and a great many others.

The pages of this and previous annual reports also mention numerous independent organizations that were created by OSI or that spun off from OSI or Soros foundation programs. All of these institutions obtain support from many donors. In many cases, the funding OSI provides is only a small fraction of their total revenue. The support they obtain from multiple donors enhances their independence and, of course, helps to ensure their long-term survival as institutions that can help to build open societies. *

DIRECTORY





The most current and complete directory and information can be found on the Soros foundations network website www.soros.org.

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