



WITH A REBEL YELL, THIS MANUAL GIVES A BLOW-BY-BLOW ACCOUNT OF LIEN FOUNDATION'S PHILANTHROPIC EXPLOITS. THE KUNG FU HANDBOOK MIGHT NOT MAKE YOU INVINCIBLE, BUT IT SHOULD AT LEAST AWAKEN THE ACTIVIST IN YOU. FLIP THE BOOK REAL QUICK TO SEE BRUCE LEE IN ACTION.



How to Fight Like a Legend

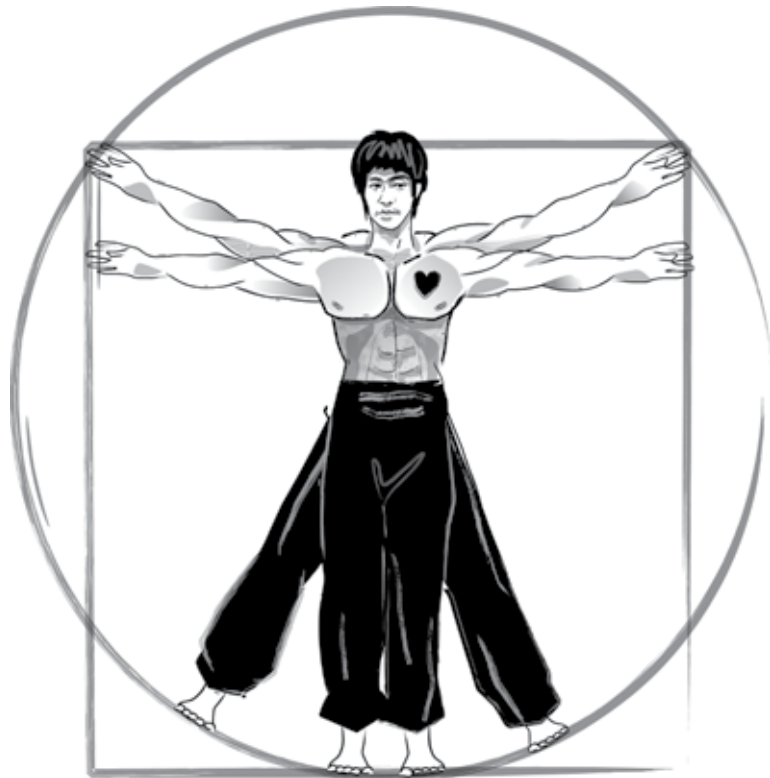
A Manual
for Radical
Philanthropy

LTEN
FOUNDATION
ANNUAL REPORT
2011/2012



At the heart of kung fu is a sense of social justice. Kung fu (功夫) literally means “a man’s achievements through great endeavours”. Those achievements speak of more than self-defence. Kung fu is a means to defend the defenceless. This quality evokes the activist aspect of radical philanthropy: providing a voice for the voiceless, fighting taboos for those facing death, and helping NGOs punch above their weight. This manual celebrates one exponent’s exploits and conveys one foundation’s efforts to perfect the art of philanthropy.





TRIBUTE FROM THE HEART

Bruce Lee inspires us. As did the extraordinary, late Lee Hee Seng.

Dr Lien Ying Chow founded the Lien Foundation in 1980. He had an eye for special talent. That talent was Lee Hee Seng. Like *yin* and *yang*, Dr Lien and Mr Lee combined their considerable skills to great effect. Mr Lee was the first to be invited by Dr Lien to sit on the Foundation's Board. He was also handpicked to chair the Overseas Union Bank. Dr Lien had complete trust in Mr Lee – a paragon of professionalism who cared deeply about the Foundation. Though a banker, Mr Lee was supportive of risk-taking and experimentation, so as to imbue the Foundation with a cutting edge. Mr Lee also personified loyalty and had an unwavering sense of duty. By all accounts, he served with distinction, always emphasising on doing the right thing.

Lee Hee Seng passed away in February 2012. His legacy, however, lives on.



“A goal is not always meant to be reached,
it often serves simply as something to be aimed at.”

Bruce Lee, Iconoclast

Lien Foundation sets itself the goal
of practising philanthropy in its radical, purest form.
We may not always reach those lofty ideals.
But we will always try.

Let the Quest Begin



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Fighting Without Fighting

**HOW TO
EQUALISE
PRESCHOOL
EDUCATION**

“Using no way as a way,
having no limitation as limitation.”

Bruce Lee, Martial Arts Innovator



Part One



ONE-INCH PUNCH: STARTING WELL

As one of three research projects that uses advocacy to boost preschool education, this survey delivers a sobering punch. Like a blow to the gut, the *Starting Well Index* ranks Singapore 29th out of 45 countries on their overall preschool environment. Commissioned by the Lien Foundation, the seminal Economist Intelligence Unit (EIU) report benchmarks early childhood education across the world. Released in June 2012, the Index provides insights on global preschool education, provoking discussions and invoking improvements. The study was advised by Professor Sharon Kagan from Columbia University, and Professor Christine Pascal from the Centre for Research in Early Childhood in the UK. The EIU interviewed over 60 experts for the study.

In a meritocratic society, equal opportunities start from preschool. Nordic countries hit the target, with New Zealand (9th) and South Korea (10th) leading in the Asia Pacific. These countries performed relatively well across all four index categories – the “Availability”, “Affordability” and “Quality” of their preschool environments, and the broader “Social Context”, which examines how healthy and ready for school children are.

Research has shown that investing in preschool education pays well. Countries can expect to reap considerable benefits – from better health and education to increased global competitiveness, greater social mobility and inclusiveness.

In the one month following the launch, the report was downloaded more than 4,000 times. The study was cited by key ministries in commentaries. UNESCO has also contacted the research team about a similar survey to spur countries in improving early childhood education and care. The UK government is looking into using the framework for benchmarking purposes.

Part One

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Source: Economist Intelligence Unit



TWO-FINGER PUSH UP: CHANGE FROM GROUND UP

To effect radical changes in preschool, the gloves need to come off. *Vital Voices for Vital Years (Vital Voices)* is a local study that drew pertinent views from 27 leaders in early childhood services in Singapore. Released in July 2012, the study outlined key challenges facing the preschool sector, and provides solutions from ground up.

The study's lead investigator, Dr Lynn Ang, Senior Lecturer in Early Childhood Studies from the University of East London said, "Throughout the study, the desire for change in Singapore's early childhood sector was unanimously agreed upon as of vital importance."

Single-Minded Thrust

Sometimes, a lead ministry may be the answer. Currently, childcare services are under the purview of the Ministry of Community Development, Youth and Sports, and kindergartens are under the protective arm of the Ministry of Education. Not surprisingly, preschool programmes are diversified and differ widely in quality.

The preschool education profession in Singapore is badly hit by high turnover rates, low pay and poor image. Unlike mainstream teachers who are trained by the National Institute of Education, preschool teachers are subject to a myriad of training experiences with varying quality and approaches from more than 13 training providers. The study suggests having an independent review of training programmes to strengthen the sector's quality.

Respondents of *Vital Voices* cry out for a more coherent governance of the early childhood sector. To achieve this, one recommendation is to form a lead ministry to oversee and regulate the sector. This will bring kindergartens and childcare centres under the same direction and leadership. It could lead to better regulatory frameworks, policy development and implementation.



TWO-FINGER PUSH UP: BALANCE IS KEY

Wildly disparate school fees are equality's biggest foe. Presently, school fees in Singapore's market-based preschool system range from \$100 to \$2,000. The wide spectrum in cost invariably leads to significant differences in the quality of education.

Well-off parents purchase better quality education. Parents with less means haven't a fighting chance.

The majority of participants in *Vital Voices* felt strongly that if early childhood services are recognised by the government as a necessary public good, then there should be free preschool education for all, at least for Kindergarten 1 and 2.

Dr Lynn Ang concluded, "The study provided compelling rationales for increased government investment and funding of the sector, in order to ensure that underlying causes such as the high attrition rate of the workforce, pay disparities, and inequities of the sector are addressed."

Full Engagement

Parents are a major force in Lien Foundation's assault on a low-key preschool sector. An online parents' survey in July 2012 elicited critical views on their experience with preschools in Singapore. It drew close to 1,400 responses in two weeks. The findings were shared with the public in August 2012, affirming the experts' views in *Vital Voices*.

In particular, parents call for greater government involvement to improve preschool education. Over 70 per cent of the respondents felt that kindergarten classes should be made part of Singapore's public education, and 88 per cent considered preschool fees too costly. And finally, most parents were satisfied with their children's preschool education, but not the overall accessibility, affordability and quality of the preschool sector.

Part One



ON EQUAL FOOTING

A level playing field should start from preschool. In his 2012 National Day message, the prime minister spoke of working with parents “to bring their children to more equal starting points for primary school, through good and affordable childcare and kindergartens.”

Numerous questions were posed by parliamentarians, and the public gave their perspectives on the sector and shared personal experiences in online forums and letters to the newspapers. The researches were also cited in a few commentaries. In an interview, CapitaLand chief Liew Mun Leong spoke of his interest in the sector, pointing out that “the workforce of the 21st century depends on the state of preschool education.” It has also spurred parental activism, and the formation of an online group of preschool teachers on Facebook. The latter, the Preschool Teachers Network Singapore, is believed to be the first such local grouping. It was started as a platform for preschool teachers to band their collective voices and discuss pertinent issues. Within three weeks, it has grown to more than 2,000 educators.

Starting Well, Vital Voices, and the parents’ survey form a three-prong advocacy strategy to help people “see reality and seek reformation.” Collectively, the endeavours spanned global examination, local introspection, and parental participation.

Has the Foundation’s advocacy impacted policies?

During Singapore’s 2012 National Day Rally, the prime minister announced the formation of a statutory board to oversee preschool education. A few major initiatives were made known, signaling greater government commitment to keep fees affordable and strengthen overall quality.

Part One



A SPREADING FORCE

Lien started it. The nation adopted it. Piloted in 2009, Mission: I’mPossible (MIP) was spearheaded by the Foundation together with KK Women’s and Children’s Hospital’s Department of Child Development and PAP Community Foundation (PCF).

The objective is to provide intervention support for children with mild learning needs in their natural preschool setting, with the support of therapists and/or other specialists. A crucial part of the team is experienced early childhood educators who are trained as Learning Support Educators (LSEs). In the three years since the start, the programme has reached more than 4,500 children in 25 PCF centres. Over 440 children had received MIP therapies and the support of LSEs. MIP also won a merit award (top 10 out of 180 entries) in the Health Quality Improvement Conference in October 2011.

The initiative has validated itself, with the government scaling it up as a national programme in mainstream preschools.

Be like Water

**HOW TO
PROTECT
OUR PRECIOUS
RESOURCES**

“Adapt what is useful, reject what is useless,
and add what is specifically your own.”

Bruce Lee, Jeet Kune Do Founder



Part Two



GO WHERE IT FLOWS

Mental agility derives from a mind devoid of rigidity. It is formless like water. And like water flowing across borders, Lien AID is transnational. Since 2006, Lien AID has successfully carried out 40 projects in six countries. In the process, it has reached 394,400 direct beneficiaries. In 2012, Lien AID reaches out to over 117,500 direct beneficiaries through 14 active projects.

Lien AID continues to scale up its projects and reach out to more beneficiaries in rural communities across Cambodia, China and Vietnam, and to forge national-level partnerships while maintaining good working relationships with provincial level authorities.

Lien AID has worked on making clean water and sanitation accessible for



39 SCHOOLS



59 HEALTHCARE FACILITIES



2,390 RURAL VILLAGES



637 WATER TANKS



21,704 TOILETS

It has built



>394,400 DIRECT BENEFICIARIES SO FAR

Lien AID has helped

Part Two



WATER GLADIATORS

Ability is amplified when shared. To that end, Lien AID has partnered the government-linked China Association of Poverty Alleviation and Development (中国扶贫开发协会) in training local champions to improve water and sanitation in selected communities across China. Known as Village Management Trainees (村官), these young graduates are recruited by the government to live and work in assigned rural villages for tenure of up to three years.



FLUID SKILLS

Over in Cambodia, Lien AID has garnered specific skill sets from its previous experience of building floating water treatment plants for communities living on the Ton Le Sap. Together with the Ministry of Rural Development, Lien AID implemented two more water treatment plants in the Chhnok Trou Commune, benefiting about 1,000 people. Complementary efforts continue to advocate and educate these floating communities on the importance of consuming clean treated water. Scaling up efforts continue in two more communes in the province, reaching an additional 4,300 people.

In Vietnam, Lien AID equipped two schools in Long An Province with purified water treatment systems to provide drinking water, reaching around 700 students and teachers.

Hand-washing and toilets were also installed, improving the students' access to clean water and sanitation. Operations and maintenance training of the facilities was also conducted for teachers and students in all schools.



IGNORANCE IS DANGEROUS

Lien AID also carried out an awareness campaign among 1,200 secondary school pupils in Nam Dinh Province, Vietnam on the dangers of drinking arsenic-laced water and the importance of environmental protection. The aim is to catalyse behavioural change for the community residing on the Red River Delta. Attracting pupils and the surrounding communities, the campaign incorporated specially designed lectures on the basic knowledge of arsenic contamination and mitigation, and used contests as a fun method to reinforce learning.



A GLASS OF HOPE

In Singapore, Lien AID joined forces with the Nanyang Technological University (NTU) School of Communication and Information to provide students with an experiential learning opportunity to study the communication challenges facing non-profits. The aim is to develop socially mindful and well-rounded students.

An outcome of the collaboration was the roll out of the Pour a Glass of Hope campaign that was supported by the Wee Kim Wee Legacy Fund. The students produced collaterals such as a brochure, video and a microsite. This culminated in an exhibition at The Arts House, attended by NTU faculty, students and other invited guests.



THINKING WATER WARRIORS

For bright ideas, the Lien Environmental Fellowship invites leading academics and researchers in Asia to tackle today's water and sanitation challenges.

Into its second year, below are two examples of the positive changes already taking place.

Lake-Cleaning Plant

As a teenager, Dr Shameen Jinadasa would quicken his pace when he passed the polluted Kandy Lake and the Mid-Canal on his way to school. Some 20 years later, when Dr Shameen returned to his hometown in Sri Lanka after his postgraduate studies in Singapore and Japan, he decided to do something about it.

With the help of researchers from NTU, the 38-year-old started an ambitious project to clean up the 18-hectare lake in the sacred city – a UNESCO World Heritage Site. The project uses canna plant to get rid of pollutants in the water. The plants are used as natural “filters” on floating wetlands to trap river sediments and absorb pollutants. Eventually, about 100 units of the floating wetlands will be installed.

To get the community's buy-in, the Mahamaya College will set up an education centre and involve its students in the cleanup of the lake. The famous Temple of the Sacred Tooth Relic will also install a system to treat the Temple's waste water before it is discharged into the lake.

Showdown at the Lakeside

The villagers of Ngaphechaung and Nanpan in Inle Lake, Myanmar, turned out in full force in response to an awareness-cum-training programme. Led by Dr Khin Lay Swe, trainers included doctors and nurses, a water and sanitation specialist, the Myanmar Agriculture Department and a school headmaster. Representatives from eight villages – a total of 80 participants – attended the training programme, which covered drinking water, sanitation, hygiene, waste management and agro-chemicals.

Both researchers also presented their papers in a seminar entitled *Water and Environment in Asia's Developing Communities*, held in conjunction with Singapore International Water Week. The seminar was supported by the AA Collaborative Research Environment (Japan Society for the Promotion of Science).



The Game of Death

**HOW TO
DESTROY
THE DEADLY
STING**

“The key to immortality is first living
a life worth remembering.”

Bruce Lee, Pop Culture Icon





PAIN CAN BE CONTROLLED

Pain is both personal and universal. To get a multinational panorama, Lien Foundation’s ambitious film project *LIFE Before Death* was shot in 11 countries, featuring over 40 nationalities. Produced by Moonshine Movies, the film revealed how extraordinary healthcare professionals and the sick fought a struggle against the global crisis of untreated pain. It has won six awards including a Prestige Award, Accolade Award, Indie Fest Award, and Special Mention at The Arts Awards. The project comprised of an 81-minute feature film, a 55-minute documentary and 50 short films.

The compelling short films were released on the campaign website (www.lifebeforedeath.com) for use as educational and training tools. In the 12 months following the release of the short films, the website received over 50,000 visitors. The short films have been viewed over 150,000 times.

The *LIFE Before Death* documentary premiered in Singapore, followed by over 200 screenings to more than 22,000 people in 37 countries to commemorate World Cancer Day on 4 February 2012.

The producers have also developed an interactive study guide for *LIFE Before Death*. The guide provides a content-rich experience for educators, students and general readers, including interactive chapters incorporating video, audio, still photography and links to additional resources.



STRIKING THE ENEMY HARD

Pain is a global scourge that needs to be defeated. Despite being on the World Health Organisation’s list of essential drugs, strong painkillers such as morphine are not available in more than 150 countries.

To raise awareness on the issue of untreated pain, volunteers from the Singapore Cancer Society don “Stop the Pain” T-shirts and take to the street to distribute syringe-pens during the launch of the film in Singapore.

Bernard Ng, whose story was featured in the film, recounted the pain from both the cancer and the treatments that drove him to depression.

At one point, the former police officer harboured suicidal thoughts and told his family: “I don’t have any quality of life. What is the use of living?”

Today, the 67-year-old nose cancer survivor describes himself as a forward-looking man.

Palliative care – treatment that focuses on relieving suffering and discomfort – has given him a new lease of life.

Mortal Combat

In India, there are ready and cheap solutions to alleviate the pain of suffering patients. Just US\$20 can provide pain relief to a patient for a month. However, due to fear and ignorance, the lack of public and medical education, and harsh laws restricting the use of narcotic drugs, less than 0.4 per cent of the needy get oral morphine in India.

The Foundation committed funding to Pallium India. The organisation is led by Dr Rajagopal, lauded as the father of palliative care in India for his works in pioneering the community model of hospice care in Kerala. Half of the funds would go to buying pain relief medicine for the poor and the other half to train doctors and nurses in pain treatment.



Part Three



SMASHING FILM

The film was well received and was reported in the media over 220 times across various platforms including newspapers, television, radio, magazines, journals, newsletters and blogs. In Singapore, the film premiere was well covered by the major local media.

Screenings have been held in several notable locations such as the British Film Institute, the National Film Archive of India, the National Cancer Institute in Argentina, Harvard University, Tufts University and the National Center of the National Hospice and Palliative Care Organisation. The shorter 1-hour TV version was also broadcasted on Australian satellite TV, TV Jamaica and Noah TV in Czech Republic.

Palliative Care Australia organised a screening of the film at the Parliament House in Canberra, Australia. Over 200 people packed the theatre. The Minister for Ageing and Mental Health introduced the film, stayed through the entire duration and was visibly moved. Luminaries from palliative care and cancer were in attendance, as well as several ministers in the audience along with doctors, nurses, and representatives from the pharmaceutical industry.

In a screening organised by Jordan Palliative Care Society, it has spurred the Ministry of Health and NGOs to make 2012 the year for building capacity for palliative care and pain relief. The project has catalysed striking real-world outcomes. One example is the Kitwe Central Hospital in Zambia which has approved the setup of a tumour centre, delivering the first diagnostic cancer services and pain management in a region of two million people.

Following from the launch, over 1,200 DVD sets were sold, 70 per cent to medical and educational institutions for training and educational purposes. They include Johns Hopkins University (USA), Prince of Songkla University (Thailand), Fudan University (China), University of Pécs (Hungary) and Cambridge University (UK).

Part Three



CHARM OFFENSIVE

The *Last Outfit* was another beautiful weapon in the Life Before Death armoury. For this initiative, the Foundation worked with The Straits Times' Photo Desk on a project showcasing individuals in the clothes they wish to wear for their own funerals.

In all, 23 people from all walks of life participated. The project featured in The Straits Times' Saturday Special Report in September 2011 over a four-page spread. Eight photojournalists documented the participants' stories and their departure outfit.

Amongst the subjects, the final curtain call came early for 46-year-old cancer patient Foo Piao Lin of HCA Hospice Care who had always wanted to wear a beautiful cheongsam. Her wish was fulfilled through this project. She prepared her family and shared with them her last wishes and hopes. She took part in the project to encourage others not to shy away from end-of-life issues and to make preparations for the inevitable. Madam Foo also wrote to her hospice to thank them for their care and to thank the photographer who took her photos. She passed away in August 2011.

The story was subsequently carried by Lianhe Wanbao, Chinese papers in Malaysia, Osocio and the media in France, Austria and India. It won the team an in-house special award for excellence, and an honourable mention for excellence in feature photography at The Society for Publishers in Asia 2012 awards. It was also nominated by Osocio for Campaign of the Year, a prestigious yearly election for the best in non-profit advertising and marketing.



Part Three



DEEP THOUGHTS AND INNER STRENGTH

To add an extra kick to the Life Before Death campaign that advocates people to live well and leave well, the Foundation started emotional wills. This initiative lets people leave their innermost thoughts and bequeath their values, memories and personal reflections for their family and loved ones.

Three parties were organised where a facilitator helped guests to complete and share their emotional wills in a cosy and intimate environment. These stories were featured prominently in The Straits Times' Saturday Special Report in October 2011.

In addition, three monthly issues of NTUC Next, a lifestyle magazine targeted at baby boomers, carried features of the emotional wills. To reach out to the Chinese-speaking community, the Foundation worked with Lianhe Zaobao on editorials for the emotional wills initiative.

The emotional wills were distributed to over 200 participants to the Law Cares Conference organised by The Law Society of Singapore. These participants were predominantly professional caregivers from the non-profit eldercare sector. In addition, they were also distributed to the public in forums organised by Tan Tock Seng Hospital and Khoo Teck Puat Hospital.

The Foundation received more than 50 direct requests from the public for hardcopies of the emotional wills. A couple who volunteered with Worldwide Marriage Encounter (an organisation that aims to enrich marriages) took copies of the wills to the regional Marriage Encounter Asian Council Meeting, presenting them to delegates from 12 participating countries. Some made repeat requests to share the collaterals with friends and within their existing church group. One CEO even requested copies for his staff based in the Asia-Pacific office here, while three members of the public (who are trainers by profession) offered to help the Foundation promote this initiative.

Part Three



BATTLING SUFFERING

The National Strategy for Palliative Care led by the Lien Centre for Palliative Care (LCPC) was accepted by the Ministry of Health in January 2012. This paved the way for the Centre to embark on a series of activities targeted at realising and implementing the Strategy blueprint. This includes making palliative care education more accessible and to enhance public awareness.

Over the last year, the research portfolio of the Centre has also grown substantially under the leadership of Associate Professor Angelique Chan. Beside conference proceedings, book chapters, oral presentations and peer-reviewed journal articles, the Centre has also undertaken key research projects, which are funded internally and by government agencies. One such completed research project was the *Survey of Preferences for End-of-life-Care Among Middle-aged and Older Singaporeans*. Adopting a multi-disciplinary approach in understanding end-of-life preferences for care, the Centre is working with clinicians and health economists from the National Cancer Centre Singapore, Singapore General Hospital, Tan Tock Seng Hospital, the National University Health System, as well as Duke-NUS Graduate Medical School.

To address the gap in spiritual and bereavement education in palliative care, a two-day workshop was organised with established facilitators, Liese Groot-Alberts and Dr Susan Marsden. Both facilitators have had many years of clinical experience and have taught in many countries. The response for this workshop had been overwhelming and registration was full within a week of opening.

The Centre also brought in two experts, Dr Andrew Billings and Dr Susan Block as plenary speakers for Singapore Palliative Care Conference 2012. They were invited as LCPC Distinguished Visitors and participated in talks and case discussions with the local palliative care community.



THE TROUBLE WITH DYING

The groundbreaking work by Dr Jacinta Tan and Dr Jacqueline Chin entitled *What Doctors Say about Care of the Dying*, which was commissioned by the Foundation, highlighted a number of broad normative and policy challenges in the provision of end-of-life care in Singapore. Their work further highlights the need for continued discussion of public, professional and policy expectations relating to standards and goals in end-of-life care.

As a means to take on these challenges, the Foundation commissioned the development of an online teaching casebook targeted at doctors and healthcare professionals. The project brings together leading scholars from NUS Centre for Biomedical Ethics, The Hastings Center and The Ethox Centre. Together, they will conduct workshop sessions for in-depth critique and comparison of end-of-life care practices and policy, and collaborative development of teaching cases and ethical-legal guidance.



UNITY IN DIGNITY

Piloted in early-2012 in Assisi Hospice, HCA Hospice Care and St. Luke's Hospital, the Foundation's Respectance Fund helps terminally ill patients to die at home, by subsidising costs of help and supplies. The Fund also helps families to tide over when the principal breadwinners pass away. It is intended to complement the arsenal of resources for healthcare, particularly medical social workers, empowering them with a nimble source of help for their clients.

For instance, there was a case of a homecare patient who died of colorectal cancer in March 2012. The family has five young sons who are not working. The fund was used for ambulance and rental of oxygen concentrator, private nursing aid, certification of death, and transportation of hospital bed.





Enter the Dragon

**HOW TO
UPLIFT
CHINA'S
PUBLIC SERVICE**

“Knowing is not enough, we must apply.
Willing is not enough, we must do.”

Bruce Lee, Film Director and Actor





THE CHINESE CONNECTION

Even the most skilled exponent cannot take on the world; teaming up saves the day. The Foundation works with the Nanyang Centre for Public Administration (NCPA) in NTU for its China-linked projects. The Centre offers two popular Master’s programmes for Chinese government officials, also known as the Mayors’ Class.

Commissioned by Lien Foundation, the NCPA and the School of International and Public Affairs at Shanghai Jiao Tong University released the *2011 Lien Service-Oriented Government Index* which evaluates the efforts and progress of 32 major Chinese cities in developing into a service-oriented government. The Index examines factors such as citizens and businesses’ satisfaction towards public service, transparency, trust in government, government efficiency and effectiveness, citizen and business participation in the policy-making and implementation process, and information service provided by government are introduced.

The top 10 Chinese cities in the 2011 ranking are Xiamen, Qingdao, Hangzhou, Jinan, Ningbo, Suzhou, Hefei, Changchun, Shanghai, with Chengdu and Nanjing sharing the 10th position.



HARD-HITTING CHALLENGES

Following much study and intensive groundwork, two 2009 Lien Challenge projects were brought to fruition in Jiangsu and Gansu provinces in 2011.

The Jiangsu project team built an incineration plant. With the ability to process 10 tons of solid waste from surrounding villages daily, this integrated, eco-friendly facility reduces water pollution and has helped to improve local living conditions of 2,600 villagers.

The project in Gansu helps to solve problems related to water shortage and water quality via the construction of new rainwater-collection facilities. With funding from the Foundation, the project team was able to build 516 underground water-tanks in order to provide clean water for 3,200 people and 1,800 heads of livestock.

The best submissions for the 2010 Lien Challenge were compiled and published in a special volume. Covering five projects in Hubei, Jiangsu, Xinjiang, Sichuan and Guangdong, the book has been well received and serves as a testament to the innovative ideas and solutions that are nurtured by the Mayors’ Class.

The Foundation has re-affirmed its commitment by endowing the Lien Challenge. Retaining the format as a competition, the new programme would be more policy paper based, with a focus on getting participants to exchange ideas and share best practices.

In addition, the programme will expand the parameters of its areas of concern beyond water and sanitation to include issues such as environmental issues, development of a *Lien Service-Oriented Government Index* for 2nd and 3rd tier cities, and addressing social security challenges such as China’s ageing population.





SPARRING FELLOWS

In 2011, six senior Singaporean government officials were awarded the Lien Ying Chow Legacy Fellowship (连赢洲纪念奖学金). Chosen by the Public Service Division following a stringent selection process, the Lien Fellows will undergo a customised, one-year programme that includes seminars, workshops, coursework and networking sessions. Drawing on their insights into China's economic, social and governance policies, they will formulate recommendations to foster positive change in Singapore.

Rosa Daniel
Deputy Secretary (Policy), Ministry of Environment and Water Resources

Kok Ping Soon
Director, National Security Co-ordination Centre,
National Security Coordination Secretariat, Prime Minister's Office

Liew Choon Boon
Senior Director (Industry & Arts), Ministry of Information,
Communications and the Arts

Lim Huay Chih
Director (School Planning and Placement), Ministry of Education

Lu Cheng Yang
Director (Personnel), Ministry of Education

Ng Cher Pong
Deputy Secretary (Policy), Ministry of Education



Six senior Chinese officials also received the Fellowship in the same year.

Dr Kuang Daoqiu 匡导球博士
General Manager, Nanjing Daily News Group
Market Development Director, Organising Committee of the Second Youth
Olympic Games
南京报业集团总经理
第二届青年奥林匹克运动会组委会市场开发部部长

Li Dan 李丹先生
Deputy Director, Information Centre, China Banking Regulatory Commission
中国银监会信息中心副主任

Dr Shi Dexin 石德新博士
Party Secretary of The Open University of Heilongjiang
中共黑龙江广播电视大学党委书记

Dr Shi Hong 施得博士
Director and Professor, Department of Development Economics Party School
of the Central Committee
中央党校经济学部发展经济学教研室主任/教授

Tan Xiaogang 谭晓冈先生
Deputy Director, National Council for Social Security Fund
全国社保基金理事会海外投资部副主任

Dr Wang Junshou 王俊寿博士
Deputy Director General, Tianjin Office, China Banking Regulatory Commission
中国银行业监督管理委员会天津银监局副局长





Spirit of the Warrior

**HOW TO
CONDITION
THE MIND
AND STAMINA**

“Do not pray for an easy life,
pray for the strength to endure a difficult one.”

Bruce Lee, Philosopher





HIDDEN MEMORIES CROUCHING FEAR

When memory goes, a big part of who we are dies with it. So two Ngee Ann Polytechnic graduates from the School of Film & Media Studies, seeded by Lien Foundation, put together a plucky docudrama to foster conversations about dementia. The project, *Before We Forget*, is part of the Life Before Death initiative.

Out of 20 potential subjects, two families ultimately participated in this hour-long observational documentary which depicts the daily struggles and triumphs of caring for a loved one with dementia in Singapore. The producers, Jeremy Boo and Lee Xian Jie, spent a year documenting the families. It is amongst the rare few full-length documentaries in Asia featuring protagonists struggling with dementia. Additional stories were featured in other trailers as part of this project.

In conjunction with World Alzheimer's Day, multimedia exhibitions were held at VivoCity, Jurong Regional Library, and The Arts House, attracting around 15,000 visitors. About 50 stories were contributed by the public to the initiative, as well as from prominent bloggers (such as Gilbert Koh – Wang Says So, Benjamin Lee – Miyagi), award-winning photojournalist Bob Lee, and well-known Buddhist monk Ajahn Brahm. The stories were subsequently compiled into a book, *Grandmother's Garden and Other Stories*.

This initiative was widely covered in the media, and was featured in an in-depth feature in Lianhe Zaobao as well as a 12-page spread in the Reader's Digest. The film premiered in Singapore as an Official Selection at the Southeast Asian Film Festival 2012 presented by the Singapore Art Museum. It is also an Official Selection at the New York Filmmaker's Festival and Pyongyang International Film Festival.



FROM DUSK TILL DAWN

More than 20,000 people have been diagnosed with dementia in Singapore and the number is projected to more than double to 45,000 by 2020. Dementia patients need help but don't forget the caregivers.

Dusk to Dawn is a three-year pilot project to start a night respite service at St Joseph's Home whereby people with dementia can be adequately helped and supervised from dusk to dawn while caregivers catch up on their much-needed sleep.

This programme includes training in caregiving for the caregivers, thus giving them confidence they can deal with the symptoms as it progressively worsens in their loved one while raising the level of care the person suffering from dementia will receive.

The night respite care service breaks new ground as Singapore's first dedicated evening and overnight respite service sited within a nursing home, giving caregivers an option to have a good night's rest, with the assurance that their loved ones are being cared for.

The rooms set aside for the Dusk to Dawn has been renovated and soft-launched in May 2012.





PROTECT THE VULNERABLE

Needs that are unheard will be unmet. *Unmet Social Needs in Singapore: Singapore's social structures and policies, and their impact on six vulnerable communities* by Braema Mathi and Sharifah Mohamed was published by the Lien Centre for Social Innovation (Lien Centre). It addresses the issue of needs and social protection and whether the support structures in Singapore adequately cover the needs of the disabled, mentally ill, single-person-headed poor households, silent workers, foreign workers and new communities. The publication has been mailed out to 750 non-profit leaders, government officers and selected corporations and funding bodies and has been presented at a funders' roundtable on Unmet Needs. Pivoting on the publication, the Straits Times carried an 8-page report "Running on Empty," in their Saturday Special in November 2011, focusing on four of the vulnerable groups.

In the same month, *The League of Extraordinary People* was the second of the Lien Centre's biennial flagship event that created innovative platforms for 300 government, business and social actors to collaborate. Distinguished speakers included Geoff Mulgan, Charles Leadbeater, and Christian Bason. The conference also gathered heavyweights from different areas of expertise, including Ashoka, McKinsey and Google. Subsequent to the conference, the Lien Centre organised a two-day Pathfinder Singapore workshop in conjunction with the Young Foundation's Global Innovation Academy, reaching out to 39 government officers and non-profit leaders.



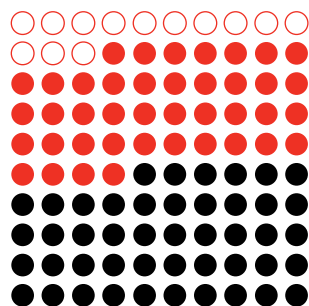
RETURN OF THE OLD BOYS

With their experiences, former students have a lot to offer their alma maters. Boys' Town Alumni consists of former students, teachers and staff of the three components within Boys' Town: Assumption English School, Assumption Pathway School, and Boys' Town Home.

In all, 35 pairs of mentors-mentees were reached in the programme. Training of mentors were started in early-2012 by Children-At-Risk Empowerment Association, the designated service provider who will train the mentors, provide life skills training to mentees, follow-up coordination and support the working committee. The alumni, supported by the two schools and Boys' Town Home, worked together to provide leadership, network and other support.



PHILANTHROPY PORTFOLIO 2011



○ Education 13% ● Eldercare 41% ● Environment 46%

GRANTS DISBURSEMENTS FOR 2011

EDUCATION

AGENCY	PROJECT	DISBURSED (\$S)
KKH, PCF & NP	Mission: I'mPossible	651,250
Preschool consortium	1:1:1 Initiative with Salesforce Foundation	137,120
Boys' Town Alumni	Mentoring Programme by Alumni	235,000
EIU	Starting Well Index	300,000
University of East London	Vital Voices for Vital Years	45,426
		1,368,796

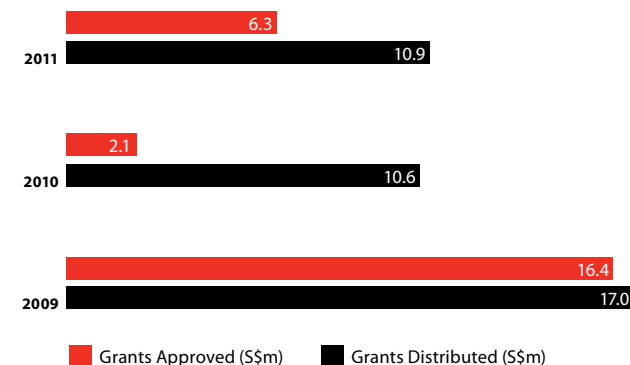
ELDERCARE

AGENCY	PROJECT	DISBURSED (\$S)
DukeGMS-NCCS-Singhealth Consortium	Lien Centre for Palliative Care	1,500,000
IngoT2 Consortium	Life Before Death: The Practice	296,000
	Nursing Homes on Cloud Computing	1,353,000
HCA, Assisi Hospice & St Luke's Hospital	Respectance Fund	500,000
St Joseph's Home	Dementia Night Respite Service	1,020,000
NUS CBmE, Hastings Center & The Ethox Centre	End-of-life Care Casebook	360,000
		5,029,000

ENVIRONMENT

AGENCY	PROJECT	DISBURSED (\$S)
Nanyang Technological University	Environmental Endeavour II	3,000,000
Nanyang Technological University	Lien Challenge Endowment	1,500,000
		4,500,000
4 projects committed in previous years amounting to		5,288,370
9 new projects with disbursement in 2011 amounting to		5,609,426
13 projects in total amounting to		10,897,796

PHILANTHROPY PORTFOLIO 2011



PROJECTS APPROVED IN 2011

EDUCATION

AGENCY	PROJECT	COMMITTED (\$S)
Boys' Town Alumni	Mentoring Programme by Alumni	235,000
EIU	Starting Well Index	300,000
University of East London	Vital Voices for Vital Years	45,426
		580,426

ELDERCARE

AGENCY	PROJECT	COMMITTED (\$S)
Consortium	Life Before Death: The Practice	296,000
IngoT2 Consortium	Nursing Homes on Cloud Computing	2,034,000
HCA, Assisi Hospice & St Luke's Hospital	Respectance Fund	500,000
St Joseph's Home	Dementia Night Respite Service	1,020,000
NUS CBmE, Hastings Center & The Ethox Centre	End-of-Life Care Casebook	360,000
		4,210,000

ENVIRONMENT

AGENCY	PROJECT	COMMITTED (\$S)
Nanyang Technological University	Lien Challenge Endowment	1,500,000
		1,500,000

9 projects in total amounting to 6,290,426

OVERVIEW OF GRANTMAKING

	2009	2010	2011
Grants Approved (\$S\$m)	16.4	2.1	6.3
Grants Distributed (\$S\$m)	17.0	10.6	10.9
New Projects Approved	5	4	9
Projects Receiving Grants	13	12	13
Unsolicited requests received	344	266	259
Unsolicited requests supported	0	0	0



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David Hu
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ADVISOR

Xiang Huaicheng



VISION

The Lien Foundation is committed to Lead, Innovate, Empower and Network for the benefit of society.

MISSION

The Foundation's key areas of focus are Education, Eldercare and the Environment.

Within these areas, we seek to enhance:

Educational opportunities for the disadvantaged and development of nascent fields of study.

Excellence in eldercare.

Environmental sustainability in water and sanitation.

