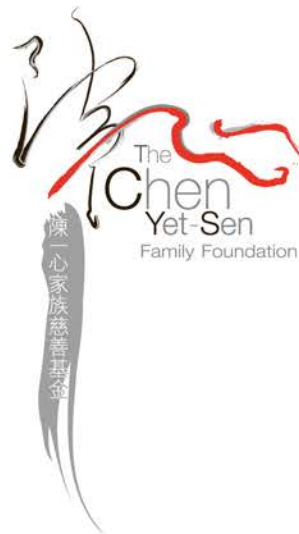


Sustainable Philanthropy

Lessons from Qidong



About the Founder

Mr. Robert Yet-Sen Chen (1929-2003)

Mr. Robert Yet-Sen Chen was born at the beginning of China's new Republic, survived the civil wars and the Sino-Japanese War, lived on four continents, and established a thriving international business enterprise. Through it all he never forgot his roots, his boyhood years in rural China. He dedicated significant time, energy and financial contributions in the later part of his life to helping the less fortunate in his home village in Qidong, Jiangsu Province, China.



Mr. Chen was born in 1929. At the age of 14, he left his hometown to study in Shanghai. In 1948, he left China for Hong Kong and eventually went on to attend university in England. In 1957, Mr. Chen returned to work in the family business in Hong Kong. He established the company's presence in West Africa by setting up factories in Nigeria, Ghana and the Ivory Coast. Like many of his generation, Mr. Chen experienced personal loss, war and hunger in his youth which was to prepare him for the rigors and challenges of doing business in uncharted territories. His positive outlook on life and his uncanny ability to see to the core of issues, coupled with his unfailing diligence, contributed to the ultimate success of his personal and professional endeavors. His diligence and sound financial investment strategies paid dividends for the family business.

The elder, Mr. Chen Zao Men, taught his son about the importance of philanthropy – of giving – from an early age. The Chen Zao Men College in Hong Kong was the first charitable project supported by the Chen Family in 1972, and the genesis of a tradition of community service. Mr. Robert Chen built on this legacy of good work by building and supporting six schools, a community hospital, and undertaking much-needed public works in the family's hometown of Qidong. His lifetime of philanthropic work culminated with the creation of the Chen Yet-Sen Family Foundation in October 2003, prior to his unexpected and premature passing on November 29, 2003.

Mr. Robert Chen was a successful businessman, a caring family man, a generous benefactor and a respected citizen. Compassionate and generous, he cared deeply about educating the younger generations, in whom he saw unfulfilled potential to excel. His spirit lives on in the Foundation that bears his name.

The Chen Yet-Sen Family Foundation

About Us

Established in 2003, The Chen Yet-Sen Family Foundation is a hybrid charitable institution with a strategic focus on improving early childhood literacy, through the development of libraries and reading programs. The Foundation also supports experiential out-of-classroom programs which aim to improve personal development of children.

Geographical Interest

The Foundation supports organizations for innovative, cost effective and high impact programs in Mainland China, Hong Kong and Ghana.



Mission Statement

To nurture the potential of the next generation by building, supporting & sustaining innovative approaches that enhance learning & personal development.

This includes:

- Supporting relevant local organizations and people to achieve capacity building
- Introducing best practices or new ideas
- Scaling up successful projects
- Encouraging the dissemination of innovative ideas
- Assisting with people resources in libraries
- Promoting quality literature
- Supporting life skills training

Message from the Board

*We are pleased to present this case study,
showcasing a selection of
the Chen Yet-Sen Family Foundation's work
since we began operations in 2003.*

*For us as a Foundation, these retrospectives are a
perfect opportunity for us to reflect on the
work we have done,
what we have learned, and
where and how we might improve.*

*It is also our hope that through sharing our
experiences, we will amplify the lessons learned
and approaches adopted, supporting others on their
own philanthropic journey.*

Sustainable Philanthropy

Lessons from Qidong

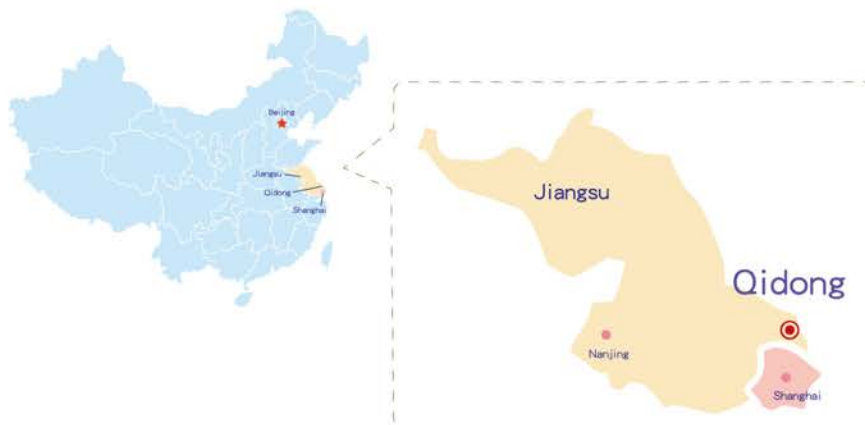
“rejoicing in hope, patient in tribulation”

(Romans 12:3)

The journey taken to become The Chen Yet-Sen Family Foundation was not an easy one. When Mr. Robert Yet-Sen Chen set out to give back to his hometown, Qidong, he was interested in investing his resources to create a lasting, positive impact. While there were successes, Robert and his family also experienced some difficult challenges.

- A mismatch in perception led to different expectations of the donor’s role, and of the desired outcome of projects.
- Communication gaps and delays caused confusion and misunderstanding.
- External factors, such as government initiatives and rapid social changes, unexpectedly affected the fate of projects in ways the donor could not have predicted.

The ups and downs and unexpected turns made for an eventful journey. A persistent heart and persevering spirit allowed Robert and The Chen Yet-Sen Family Foundation to pave the road with their lessons learned for those planning to give responsibly and strategically.



Returning Home

Born in Jiangsu Province, China, Robert spent his formative years in a desperately poor village in Qidong County, where he personally experienced famine before leaving at the age of 7 to join his father in Shanghai. From there, he followed his father to Hong Kong at the age of 17 and later to England to continue his studies. Subsequently, he moved to Africa to further develop his father's business. Over the years, he established thriving international enterprises and became a successful businessman. Throughout this time, his heart always remained fond of his hometown. Inspired by the Chinese tradition in which successful businessmen return to develop their hometowns, Robert asked what he could do for Qidong.

In 1988, Robert set foot in Qidong for the first time in 40 years. Charitable giving in China during this period was rare and modest in scale. Philanthropy, with strategic direction and professional project management, was a foreign concept. Undeterred, Robert started what would become his family's philanthropic journey, with the desire to make a long-term commitment rather than just a single transaction donation.

With all of the projects in Qidong, Robert not only gave monetary support but also his time and energy and all the knowledge at his disposal. While there were initial successes, most projects became laden with difficulties, derailing them from the original intent and desired outcomes. Robert almost gave up in exasperation as his health started to deteriorate. But he remained driven by his deep commitment to education and to the nurturing of the younger generation.

James, Robert's son, was inspired to continue his father's legacy. But he also recognized the pain and difficulties caused by his father's informal approach to giving. Hence James convinced Robert to set up a family foundation to contribute in a more systematic and strategic way. Before setting up the family foundation, Robert and his family reflected on the projects in Qidong to distil applicable lessons.

Beginning of Robert's Giving Journey

Chen Quicui Feng Kindergarten

With the help of his childhood friend, Mr. Jing-Yuan Zhao, Robert prepared a donation for a new bridge in 1985 – the first of his many projects in Qidong. He also asked Mr. Zhao to conduct field research and learned that young children were still staying at home until they reached primary school age. Early childhood development, common elsewhere, was non-existent in rural Qidong at this time. The idea for a kindergarten was thus born.

The kindergarten was named after Robert's birth mother, Mdm. Chen Quicui Feng. Upon completion, Mr. Guo-Hao Ni, Vice Chairman of Qidong City Council, hosted Robert's return to Qidong. Mr. Ni was deeply impressed by this good-natured, kind and approachable man. Within two years of opening, the kindergarten had more than 150 students. Its success encouraged Robert and enhanced his sense of urgency in developing the town's infrastructure. During this period, Robert and Mr. Ni became good friends: the two men deeply respected one another. Mr. Ni, a former mayor and party secretary, would subsequently play a major role as Robert's 'eyes and ears' on the ground, and as a liaison with the local authorities in Qidong.

Chen Huangxiuzhen Hospital

During a casual conversation, Mr. Ni relayed the condition of Qidong Tong Xing hospital: "we're still using the same old X-ray machine and some of the supporting structures are still made out of bamboo". This raised Robert's concern for the hospital's ability to serve Qidong's growing population. Additionally, the hospital was facing an imminent move, for which it had insufficient funds. The money raised through local business donations and equipment sales was inadequate. Robert, motivated by a sense of urgency, did not hesitate to donate 2 million RMB.

Robert's generous donation allowed Mr. Yong-Fei Gu, the hospital administrator, to focus on the development and construction of the new hospital rather than worrying about securing financing from businesses and the government. In 1996, Robert returned to Qidong to personally give the donation to Qidong's mayor, Mr. Yong-Bing Xu. "Construction was to start officially in May. Design and construction happened in parallel. The hospital was completed by end of September", recalled Mr. Gu, as he remembered with gratitude Robert's role in the transformation of the Tong Xing hospital.

The new hospital was named after Robert's adopted mother – Chen Huangxiuzhen Hospital – while the original Tong Xing Hospital was kept and renamed in honor of Robert's aunt: Huang Er Jie Medical Clinic. Located to the east of the township, the Chen Huangxiuzhen Hospital occupied about 12,000 square meters. The outpatient building housed 42 rooms, covering internal medicine, surgery, obstetrics & gynecology (OBGYN), pediatrics, traditional Chinese medicine (TCM), optometry, ear/nose/throat (ENT), physiotherapy, and laboratory and other services. In addition to the original donation, Robert and his mother Mdm. Chen Huangxiuzhen donated millions of RMB in equipment to the hospital, which significantly improved the hospital's capacity. The people of Qidong could finally access quality healthcare right in their hometown.

Chen Zhaomin Middle School

In 1992, after learning that two of Qidong's middle schools were going to be combined, Robert stepped forward to fund the construction of the new building. This became Chen Zhaomin Middle School, named after Robert's father. Mr. Chen was heavily involved in this project, from location selection, to design of building function and purpose, to selection of the principal and staff. He placed considerable emphasis on the library and its importance for student learning. Robert recommended a more informed and systemic approach to book acquisitions, and requested that the principal form and lead a library management committee.

Two years after the school was completed, Robert made an unannounced visit, and was upset by what he saw. The library didn't have lamps or chairs, and books were locked away in the stacks. He criticized the school for making light of extra-curricular reading and promptly donated 60,000 RMB for purchasing books. On subsequent visits, Robert always brought magazines from Hong Kong to give the students a glimpse of the outside world.

For Robert, the library was only one aspect of extra-curricular learning. In 1997, he donated 340,000 RMB to purchase computers for the school. At the time, computers were considered a 'luxury', but Robert believed that education would start to lag if new tools were not available and integrated appropriately into the curriculum. His progressive mindset and generous donation improved the quality of student learning for hundreds of students.

Huang Fuchao Foreign Language School

Building on the initial success of the middle school, Robert gave another 500,000 RMB to build a foreign language school, catching the wave of English education that was taking off in China at the time. It was named after his uncle, Mr. Fu-Chao Huang, to be Qidong City Huang Fuchao Foreign Language School. In addition to financial support, he invited guest lecturers to teach at the school and took the effort to communicate with the students in English. Initial response to the language school was positive and first year students showed good results.

Chen Zhaomin Cultural Center

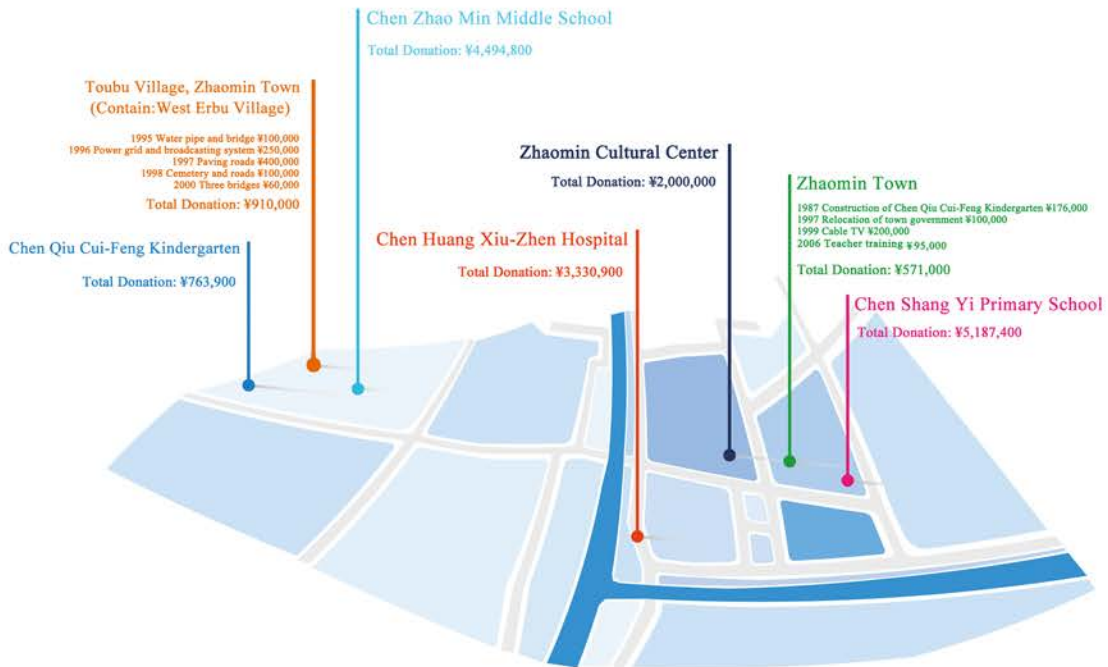
Another project showed similar early success. The Chen Zhaomin Cultural Center occupied a space of about two thousand square meters in the early 1990s. Robert had kindly donated 1,100,000 RMB in 1990 and 1991 to construct the center and purchase equipment. It had a movie theater, a recreation room and a multi-function/activity room. This was a rarity in a place where even cars were uncommon. The cultural center gave many people an opportunity to experience movies and recreational activities for the first time. It brought more color to their lives.

Other Projects

With steadfast commitment, Robert funded a number of projects that aimed to further improve Qidong's infrastructure, including the Chen Shangyi Primary School, Zao Min Broadcast and Cable TV, and NanTong Overseas Chinese Museum. Recognizing that educational development goes beyond building schools, Robert and his wife Daisy set up a scholarship program. The Chen Fanxuanbei English Scholarship, named after Mrs. Daisy Chen, was one of the earliest scholarships in Qidong to encourage students to learn the language and to reward quality English teachers. As of 2013, 3,755 students and 637 teachers have been awarded this scholarship, recognizing their achievements. Robert also tried to improve agriculture through the Chen Yujia Agriculture Fund whereby new crops were brought in from developed countries for experimental cultivation. However, the project didn't really take off due to a lack of needs assessment, market research and localization.

In all of these projects, Mr. Chen endeavored to improve the quality of life in Qidong. Most of the projects showed initial successes and enriched the lives of many. However, no-one could have foreseen the impact of the unprecedented period of social change in China in the 1990s.

Key Donations in Qidong between 1987 and 2015



Other Donations in Qidong:

1. Qidong Education Bureau

1995 Daisy Chen Scholarship Fund ¥ 500,000
 2009 Daisy Chen Scholarship Fund ¥ 500,000

2. Qidong Agriculture Bureau

1996 James Chen Agricultural development fund ¥500,000

3. Qidong Brewery

1996-1997 Beer production lines ¥100,000

4. Huang Fu Chao Experimental Middle School

1997 Capital construction ¥500,000
 2000 Interior facilities ¥600,000

5. Qidong Health Bureau

1998 Medical supplies ¥1,300,000

6. Special Education School

2004 Shower room ¥114,300
 2004 Books and Outward Bound program ¥27,000
 2004 Books and outdoor door activity equipments ¥20,000

7. Municipal Retired Teachers Association

2004 Reading activities ¥120,000
 2004 Reading activities ¥108,000
 2006 Reading activities ¥728,800
 2007 Reading activities ¥22,320

8. Huilong Middle School and Dajiang Middle School

2005-2006 Outward Bound Program ¥250,000

9. The Secondary Vocational Education Center

2006 Teachers' training ¥90,000

10. Hemu Kindergarten

2007 Books ¥32,000

11. Chen Zhao Min Joint School

2007 Teachers' training ¥92,000

12. Municipal Committee on Care for Children

2007 Activities ¥24,000

13. The Outward Bound Trust of Hong Kong Limited

2007-2011 Outward Bound Program for Qidong Students ¥1,611,000

14. Research Center for Basic Education Curriculum, Beijing Normal University

2007-2010 Program to improve the Quality of Preschool Education in Qidong ¥ 400,000
 2008 Project to improve spoken English for Primary Schools in Qidong(Phase II) ¥ 476,000

15. Heart-Education Community Youth Development Center in Pudong, Shanghai

2011 Experiential Training Program in Qidong ¥424,000

16. Jianxin Middle School

2015 Happy Reading Program ¥31,000

Please see appendix 1 and 2 for further details

The Cracks and Challenges

The 1990s was a time of rapid transformation in China – a decade of change in the economy, culture and policy. A society that still held firmly thousand year-old beliefs was letting in new ideas and different ways of thinking. ‘Transformation’ was on the tip of everyone’s tongue.

The Chen Huangxiuzhen Hospital was the first to be affected by these changes. In 2000, Mr. Gu, the hospital administrator, sent a letter to update Robert on the hospital’s progress: staff training, talent recruiting, equipment upgrades, and knowledge exchanges. Doctors from hospitals in Shanghai and Nanjing came to perform 10 laparoscopic surgeries. The hospital built a dormitory for its staff and increased their salaries. These were positive developments and signs of success.

In that same year, on the heels of such promising progress, the government began a healthcare reform initiative that encouraged hospitals to transition to an independent management model. The idea was to improve the quality of care through market competition. One method suggested by the government was privatization and the adoption of a shareholder model. News of this development was sent to Robert along with Mr. Gu’s letter. However, his letter omitted to mention that the local government had already sold its 50% interest in the Chen Huangxiuzhen Hospital without consultation with Robert, to an investment consortium that included Mr. Gu.

Robert was puzzled by this development and reached out to Mr. Ni, indicating that as he was not a resident, he did not have insight into this restructuring. If it was in the best interests of the people, he would not protest. Without specifics and in the midst of the reform, Robert could not comprehend how the government could take and sell off what was donated and built by a benefactor without his consultation or agreement. A further explanation ensued from the local authorities that the government had only sold its half ownership of the hospital. They presumed that Robert did not want to sell his stake and felt it was acceptable to move forward since the new owners pledged to provide discounted pricing to township residents in honor of Robert’s donation. It was not clear whether this unfortunate series of events occurred due to the inexperience of the local government in dealing with the concept of property rights or perhaps other underlying agendas were at play.

At around the same time, Chen Zhaomin Middle School and Huang Fuchao Foreign Language School also experienced rough times. In 2000, Robert decided to fund an addition to the Middle School – a new multi-discipline building. During construction, the townspeople and government did not see eye-to-eye, resulting in a series of unresolved conflicts. Coupled with constant government staff turnover, the project was continuously delayed. Robert shared with Mr. Ni that he felt disappointment and despair that a generous donation had turned into an ugly dispute.

Then came another unfortunate blow with the Huang Fuchao Foreign Language School. In 1999, Jinhao Din invested 50 million RMB to build Qidong City Foreign Language School. The city government supported this project and requested that Huang Fuchao Foreign Language School stop student enrolment. The language school was essentially being shut down. Robert only came to know of this through Mr. Ni. He felt helpless and beleaguered by these unforeseen trials.

The cultural center experienced a similar fate as the hospital and the schools. By this time, televisions (TVs), video compact disc (VCD) and digital video disc (DVD) players had gradually entered households. More and more video and CD rental stores were popping up, as were karaoke bars (KTV), internet cafes, bookstores, discos and other recreational outlets. People no longer had to leave their house to watch a movie. Over time, people forgot the sense of community and togetherness they felt while enjoying a variety of activities at the cultural center.

Due to lack of care and management, the conditions of the cultural center gradually declined. Equipment became idle, old and obsolete. After a while, the space was mostly vacant except for a room being rented out occasionally.

Silver Linings

After much persistence and effort in negotiation, the Chen Huangxiuzhen Hospital's name remained. Rather than further straining an increasingly difficult relationship, Robert and James took comfort that the capable administrator Mr. Gu would, as an owner, be incentivized to continue running the hospital professionally and would not be promoted by the authorities to manage another hospital. The Qidong townspeople would still have access to quality healthcare. The Chen Zhaomin Middle School started work on the multi-discipline building and continued with teacher training. The Chen Zhaomin Cultural Center was eventually taken over by the government and redesigned into a retirement community.

Reflections

While each project in Qidong had specific challenges, some recurring themes arose.

First, those involved had different understandings and perceptions of ‘charity’.

Many in Qidong thought of charity simply as financial assistance for ‘hardware’ infrastructure (e.g. roads, bridges, school buildings). They did not expect and, perhaps, have any desire for donors to be involved in the planning and execution of a project. Robert, however, was a philanthropist by nature, and therefore deeply committed to Qidong’s long-term development. He cared not only about the intent behind his financial support but about ensuring that each donation positively impacted the lives of others.

For example, Robert put in a lot of effort towards the library and education technology at the middle school for students to enjoy a free, modern and rich learning experience. However, this would have had a higher perceived value and more impact with a school that shared the same philosophy. At the time, most of Qidong was still focused on academic learning and examination achievements. There wasn’t much room for quality well-rounded education beyond that.

As with any project involving multiple stakeholders, it is important to ensure all parties (donors, beneficiaries) agree on intent, goals and expectations. It is understandable that a donor would be discouraged when the nature of a project changes mid-stream or expectations are not met. Similarly, the experience could leave a negative impression of philanthropy on the beneficiary.

Second, misinformation and lags in communication caused confusion and delays.

Because Robert usually communicated through Mr. Ni, information travelled slowly and sometimes inaccurately. Some of the inaccuracy was due to the fact that Robert and Mr. Ni had different backgrounds and expectations of management. For example, with the hospital property rights reform and the language school, lack of direct communication between beneficiary and donor resulted in misunderstanding. Additionally, frequent changes in government personnel also posed a continuity challenge.

Lastly, external factors such as social reforms and government mandates affected outcomes.

Investing in infrastructure projects still provides value for a community as these projects solve immediate challenges. Once the infrastructure is there, then what? In the cultural center example, lack of long-term planning and focus on meeting the real needs of the people led to its eventual irrelevance. To go beyond infrastructure, an organization must take into account the local context.

For example, in China, Confucian tradition has dictated that social reform is the remit of the government and state bureaucrats. Wealthy merchants are encouraged to make charitable donations – for projects to be managed by the state – but are discouraged from catalyzing social change themselves. In the 1980s and early 90s, when the Chinese state began to open up to the free market, infrastructure funding was minimal and core civic infrastructure was in poor condition. Under these circumstances, philanthropic contributions were much needed – hence the value of the new buildings donated by Robert in Qidong. But by the late 90s, when China’s ‘economic miracle’ had filled the state’s coffers, there was relatively little need for additional infrastructure investment, as the government was capable of injecting large amounts of funding into a wide range of projects. In such circumstances, philanthropic donations towards infrastructure would have been counterproductive, or at least a less optimal use of resources.

Transformation

The experiences from previous Qidong projects influenced the approach in setting up the Chen Yet-Sen Family Foundation. The Charter bringing the Foundation into existence was the last document that Robert signed in his lifetime. Soon after, this generous and caring family man passed away unexpectedly.

If Robert's philanthropy was one emoted from the heart, the Foundation's is built on the fundamentals of professionalism, sound governance and transparency. Unlike previously, the Foundation uses standardized processes and tools to ensure that each project is up-to-date, communicating with the beneficiary directly, deploying staff on the ground to understand better the local context, and applying a transparent process for grant application and approval.

One of the biggest changes during the transition to the family foundation was the shift to community development projects – 'software' – focused on changing people's mindset and behavior through education and training. Results from these projects cannot be seen right away, unlike building a bridge, but these investments sow the seeds for a better future.

To honor Robert's heritage, the Foundation set aside an annual budget for Qidong in its early years to support the city's development. However, time and time again, the Foundation faced challenges posed by a mismatch in beliefs. Many of Qidong's government officials still believed that charity should focus on 'hardware' while the 'software' should be left to the government and its employees. This frustration led the Foundation to re-evaluate the Qidong budget, which became the subject of often heated deliberations. Some non-family board members and senior staff argued that Robert's legacy must include Qidong, and it took family members on the board to weigh in to allow for the elimination of this allocation. The Foundation decided to apply the same rigor in the grant approval process to all projects. If Qidong has a project that is aligned to the Foundation's mission and values, it will be considered in the same way as any other qualified applicant.

Lessons from Adversity

Two decades of trials and tribulations, both from Robert's philanthropic work in Qidong as well as the work from the Foundation's early years, have provided a rich real-world experience. These valuable lessons should be reflected upon and shared.

Quality of fit – intent, expectations and goals

This can make or break a project. Without an alignment in philosophy (the approach to a project and its management), as well as its perceived value and its potential impact, the project is likely to face many challenges and create discord between the parties involved.

Project management

The mismatch with Qidong's perception of charity is also an example of lack of consistent and professional project management. Since every region is different, an organization cannot employ the 'parachute' approach and simply drop in a solution from outside. An organization must be on the ground to understand the local context, create an open dialogue for deeper connections, and be diligent with follow-ups. Foundations from other parts of world with a desire to work in China can draw upon the Chen Yet-Sen Family Foundation's experience in Qidong.

Failure is the greatest tutor

It is the prologue to success.

Sustainable Philanthropy:

- A contribution that brings lasting, positive change; that alters the social conditions that require charitable intervention; and that, in time, creates new philanthropists, who evolve the philosophy and practice.
- Charity is about giving money away; philanthropy is about giving power to others. Philanthropy *empowers* citizens, transforming them into civic actors rather than passive recipients.
- In certain cases, philanthropy makes itself obsolete through its success. Physical ‘hardware’ – the infrastructure that fulfils basic civic requirements, and opens a society to development and growth – often constitutes the first phase of philanthropic giving. In most cases, this can be delivered fairly promptly and efficiently, leading to a transition to deeper but less immediately definable needs. Although ‘hardware’ requires occasional maintenance and upgrading, it is the ‘software’ – the complex matters relating to human potential and social cohesion – that are more challenging to nurture. To give sustainably, an organization must frequently monitor the status of a project, keeping up with its changes and trends, and assessing its effectiveness.
- There will always be a role for the philanthropist, in helping incubate new ideas and supporting experimentation. This is particularly true for family foundations, which are capable of taking on higher levels of risk and the possibility (and opportunity) of failure.
- Philanthropy is not merely the art of giving; it is also the science of how we receive. Sustainability means bringing out the best from beneficiaries – providing a ‘framework of virtue’, in which citizens are more likely to act in a collaborative and far-sighted manner. It is vital that beneficiaries feel a sense of dignity, rather than perceiving themselves as objects of pity. Their willingness to develop projects for the common good should be recognized at every opportunity.
- Sustainability requires patience with individual recipients, combined with impatience towards systemic failure. The philanthropist is motivated by “the fierce urgency of now”, yet – trickily – must work *within* a structure of power, navigating bureaucrats and local politicians. This can be a challenge, practically and even ethically, but it is important to be aware of these dynamics, and to try to negotiate them in a manner that will ensure that their contribution retains long-term relevance and influence.

“[To be effective], we need to dig deep to better understand needs and context, and communicate at different levels, not just at the top. There must be real engagement, to hear what local people think and want. Are they ready for the change? Is there a local champion for change? Be mindful not to disappoint or overwhelm them.”

~ James Chen, reflecting on lessons learned from the early years of the Foundation.

- Philanthropists must seek to combine an understanding of local factors – a sensitivity to the social and cultural attributes that make each society unique – while affirming universal aspirations. There is a danger that by ascribing certain behavior to cultural characteristics, donors fail to fully comprehend the social and political causes of these actions, and thereby assume that they are ‘essentialist’ (unreformable / unchallengeable). Only by listening to the aspirations and concerns of local people can a donor comprehend their needs and act accordingly.

Preparing for giving

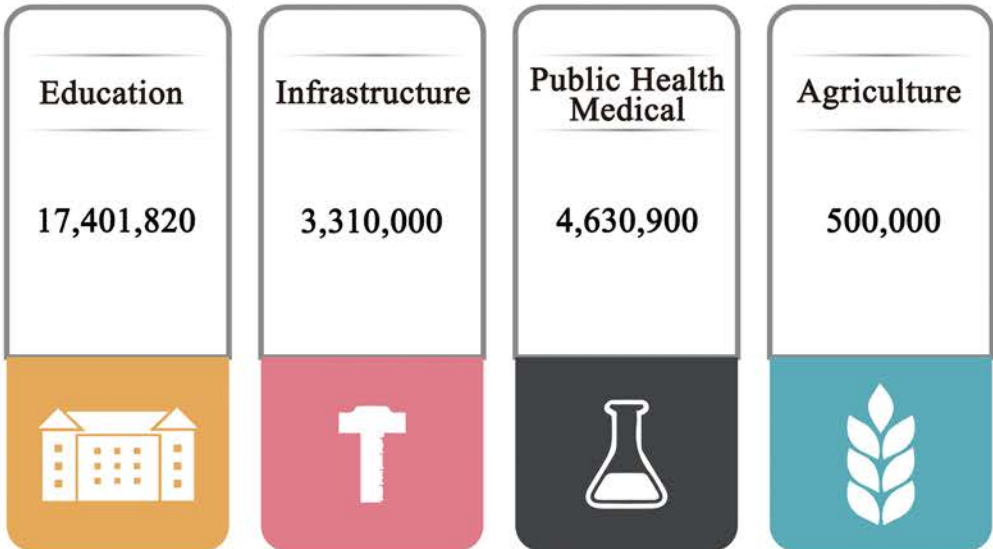
It is difficult not to be moved upon hearing of Robert's tribulations – and the frustrations he experienced may be off-putting for future philanthropists. Philanthropy can be an immensely rewarding and fulfilling undertaking, but it also requires patience, understanding and a degree of fortitude. Unlike the charity-giver who makes a single donation and maintains a distant relationship with recipients, a philanthropist makes both a material commitment and an emotional one. Those that have excelled in business may encounter unexpected challenges and experience unfamiliar disappointments, but this should not dissuade them from their important and influential role.

Philanthropy, by its very nature, attempts to work in places *where things don't work*, so it's likely that it will encounter challenges of a serious structural nature. Moreover, the recipients of this generosity live in societies that are often dysfunctional – the reason why money, time and expertise are required – and they frequently experience frustration and distrust; struggle is part of their everyday life. Philanthropists must endeavor to be understanding of the social and political factors that have created local conditions, not only at present but also in the recent past. Only by being cognizant of these issues can philanthropists gain the trust of beneficiaries and build a 'coalition of the willing', of those who will add their own energies and skills to the project.

Philanthropists must also understand – despite their desire to bring about swift change – that transformation can happen only when people are ready. In addition to complex cultural and social codes, in some cases individuals may act in an ungrateful or obstructive manner. But they must not be taken to be representative, nor should they be allowed to stand in the way of the work of social progress for their fellow citizens.

Lastly, philanthropists must be honest with themselves about their motivations. Sustainable philanthropy cannot be an exercise in vanity or an occasional distraction: the philanthropist is in a position of great influence, and must respect this power and responsibility. Those who invest with sincerity, energy, curiosity, dedication and perseverance will leave a rich legacy – and one true to the unceasing generosity of Robert Chen Yet-Sen.

Appendix 1



Total Donation (1987-2015)

25,842,720

Donations in Qidong by Chen Family

(1987-2015)

Software Donation

No.	Recipient	Time	Details	Amount (RMB)
1	Education Bureau	1995	Daisy Chen Scholarship Fund	500,000
		2009	Daisy Chen Scholarship Fund	500,000
2	Agriculture Bureau	1996	James Chen Agricultural development fund	500,000
3	Chen Shang Yi Primary School	2001	Scholarships for teachers and students	42,000
		2004	Books management software	14,000
		2004	Reading activities	110,000
		2005	Books management software system	15,000
		2005	Reading activities	104,000
		2007	Reading activities	95,000
		2012	Lvsi Children Palace Program	7,400
4	Chen Zhao Min Middle School	2002	Scholarships for teachers and students	30,000
		2006	Reading activities	86,000
		2006	Reading activities	92,000
5	Chen Qiu Cui-Feng Kindergarten	2002	Scholarships for teachers and students	20,000
		2004	Literacy Program	12,600
		2006	"Little Reading Superman" Program	52,000
		2008	English Picture Books Reading Program	62,500
6	Municipal Retired Teachers Association	2004	Reading activities	120,000
		2004	Reading activities	108,000
		2006	Reading activities	728,800
		2007	Reading activities	22,320
7	Huilong Middle School and Dajiang Middle School	2005-2006	Outward Bound Program	250,000
8	Zhaomin Town	2006	Teachers' training	95,000
9	The Secondary Vocational Education Center	2006	Teachers' training	90,000
10	Chen Zhao Min Joint School	2007	Teachers' training	92,000
11	Municipal Committee on Care for Children	2007	Activities	24,000
12	Research Center for Basic Education Curriculum, Beijing Normal University	2007-2010	Program to improve the Quality of Preschool Education in Qidong	400,000
		2008	Project to improve spoken English for Primary Schools in Qidong (Phase II)	476,000
13	The Outward Bound Trust of Hong Kong Limited	2007-2011	Outward Bound Program for Qidong Students	1,611,000
14	Heart-Education Community Youth Development Center in Pudong, Shanghai	2011	Experiential Training Program in Qidong	424,000
15	Jianxin Middle School	2015	Happy Reading Program	31,000

Total: ¥6,714,620

Hardware Donation

No.	Recipient	Time	Project	Amount (RMB)
1	Chen Qiu Cui-Feng Kindergarten	1987	Construction of Chen Qiu Cui-Feng Kindergarten	176,000
		1992	Interior facilities	38,400
		1992	Teaching appliances	38,400
		1994	Dormitory	45,000
		1996	Game room and audio equipment	19,000
		1997	School building	300,000
		2000	Musical instruments	21,000
		2001	Computers and toys	12,000
		2004	Teaching equipment	60,000
2	Zhaomin Cultural Center	2004	Decoration and facilities	83,000
		1990	Capital construction	1,000,000
		1991	Interior facilities	100,000
		1993	Land requisition fee	100,000
		1998	Street level buildings	330,000
3	Chen Zhao Min Middle School	1999	Landscaping and additional building	470,000
		1992	Construction of campus	825,000
		1993	School infrastructure	400,000
		1993	Parking lot	100,000
		1994	Books	60,000
		1994	Dormitory	435,000
		1996	Maintenance of memorial hall	76,800
		1997	Electronic equipment	340,000
		1998	Playground and toilets	200,000
		1999	Pavements and lawns	150,000
		2000	Science and Technology Building	800,000
		2001	Computer devices	300,000
4	Zhaomin Town (Toubu Village, West Erbu Village)	2002	Dormitory	600,000
		1995	Water pipe and bridge	100,000
		1996	Power grid and broadcasting system	250,000
		1997	Paving roads	400,000
		1997	Relocation of town government	100,000
		1998	Cemetery and roads	100,000
		1999	Cable TV	200,000
2000	Three bridges	60,000		
5	Qidong Brewery	1996-1997	Beer production lines	100,000
6	Chen Huang Xiu-Zhen Hospital	1996	Outpatient building	2,000,000
		1996	Medical equipment	406,000
		1996	Dormitory	324,900
		1999	Medical equipment and dormitory	600,000
7	Huang Fu Chao Experimental Middle School	1997	Capital construction	500,000
		2000	Interior facilities	600,000
8	Qidong Health Bureau	1998	Medical supplies	1,300,000
9	Chen Shang Yi Primary School	2000	Teaching Building	3,000,000
		2001	School facilities	1,000,000
		2002	Teachers' dormitory and parking lot	800,000
10	Special Education School	2004	Shower room	114,300
		2004	Books and Outward Bound program	27,000
		2004	Books and outdoor door activity equipments	20,000
		2006	Shower room facilities	14,300
11	Hemu Kindergarten	2007	Books	32,000

Total: ¥19,128,100

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