We play all fields, all colours and jump over all hurdles
The recent financial crisis indicates a lack of governance of the relationship between financial institutions and their regulators and underlines the urgent need for more efficient intergovernmental coherence and convergence of economic, budgetary and monetary policies, while fighting protectionist tendencies. Unfortunately the bill must be footed by the European citizen. How to ensure that we all will recover? Something else went wrong. Despite all good intentions Europe exported its innovation capacity – particularly to Asia – rather than promoting its own. Yet innovation is the only way to secure renewed economic growth on a sustained basis. Allow me to remind you: innovation is a link in a sequence. Phase one exists of stimulating knowledge, discoveries and inventions through research and development. This requires financial efforts of the Government and the private sector (the famous 3% norm). Phase two consists of converting discovery and invention into innovation; this is application through industrial initiative. That can only happen under conditions of sufficient profitability. It is of course conceivable that Government support will be paid back in the form of royalties or through Public-Private Partnerships. Phase three consists of economic growth, increased employment and trade. Economic growth is by all means required to maintain the European social model. Working with businesses involved in food, health, biotechnology and ICT, PA is assisting in developing strategies to not only promote an innovative friendly environment but to also ensure that innovation is at the heart of decision-making. However we should be mindful that the failure to adequately regulate innovations of the past, such as financial services, cannot be redressed by over regulating innovations of the future – indeed this would only result in a further loss of the innovation opportunity for Europe. I am gladly at your availability for any advice or support.

Prof. Mark Eyskens
Chairman PA International Foundation
Chairman PA Europe
Former Prime Minister of Belgium
In 2010 PA served six Governments and international organisations and a host of Multinational and Small and Medium Sized Enterprises. We are grateful to those that asked our advice and contracted us while realising that we would only move in the correct political and societal contexts when supported by scores of NGOs, functionaries and individuals representing civic society.

Consequently PA provided its research-based strategic advice and operational support both to clients and to third parties who directly benefited of support and access through our most senior advisers. Many of these are former (Prime) Ministers and Government officials, scientific, ecological and media experts. They secure that PA’s advice and support at all times reflects both global and local concerns in a balanced, respectful and transparent way. In so doing we continue to learn not to choose prematurely, but to combine wisdom, experience and fact from every source in a seamless way. Internally cultivating optimal interaction between different cultures and religions we provide coherent advice and take multidimensional and holistic approaches understood equally in Brussels, Beijing, Tokyo, Muscat, Jakarta, Shanghai, The Hague, Moscow, Ljubljana, Warsaw or Washington DC.

We continue to use our own income to repair and build schools, to provide once-in-a-lifetime chances for underprivileged students to study in or visit Europe, and to practically assist regions where PA holds offices and where disaster has struck. Through our PA International Foundation we translate our high level interface position and on-the-ground experiences – sometimes with our feet deep in debris – into new approaches to post-crisis preparedness and management. Today we include a new definition of Corporate Social Responsibility in both official development aid and in crisis management mechanisms. In many conferences of among others the United Nations University, the Maastricht School of Management and the Chinese Government’s Euro-Asia Economic Forum, PA was invited to share insights and experiences.

More in detail we assisted through our own Academic Chairs and senior advisors in Preparing for Drought in Yunnan, China; Combating Malnutrition in Indonesia; Adding to Preparedness and Prevention of Illness in the US; Promoting Adequate Diets for an Ageing European Constituency; Promoting Better Health Care in Indonesia; Guaranteeing Optimal Content of Infant Formula on all Continents; Contributing to Consumer Information through Effective Food Labelling in the EU; Promoting Innovation particularly among SMEs in the EU; Assisting Industries with new Sustainable CSR Strategies and Operations; Including CSR in Post-Crisis Preparedness Management; Effectively Lowering the Environmental Burden of Packaging; Lowering CO2 Emissions in different Production Processes; Promoting Waste to Energy Technology Development and Implementation specifically in China; Highlighting the Benefits of a Japanese-European Free Trade Agreement; Enhancing Understanding for Constitutional Democracy and its Key Institutions; Strategising Global Socio-Political Marketing of (new) Technologies and Products; Lowering Import Barriers and Regulatory Obstruction; Creating Cross Stakeholder Partnerships. And last but not least, Painting and Constructing Schools; Promoting the Use of English and the Internet among Underprivileged Students and Pupils through Competitive Action; and Sponsoring an International Competition among Universities on Globally Responsible Leadership.

PA clients now include the most famous names on the Internet, in Food and Additives Production, in Infrastructure, Transport, Packaging and Energy, in Health Care, Hospital Management and Sports, in the Environment and Construction. We continue to act in all theatres and confirm that all of these may be very different except for one thing: the understanding of the word GOOD. Wherever you go and with whomever you speak – we all understand GOOD. So this is what we all at PA see as our task and wish for you: be GOOD in whatever you aspire and do.

Rio Praaning Prawira Adiningrat
Managing Partner PA Companies
Secretary General PA International Foundation
Selection of PA Events in 2010

1. Reception with European Council President Herman Van Rompuy and US Ambassador to the EU William E. Kennard.

On 26 February 2010 PA Europe co-hosted a reception in honour of its incoming Chairman and former Belgian Prime Minister Prof. Mark Eyskens and of outgoing PA Chairman Baron Paul De Keersmaeker — who continues to hold office at PA Europe as its Honorary Chairman. The distinguished speakers included H.E. Herman Van Rompuy, President of the European Council, H.E. William E. Kennard, Ambassador of the United States of America to the EU, and Viscount Steve Davignon. Today the EU re-assesses its relationship with Washington DC with an ever stronger focus on Asia. Where are new fields of crucial shared interests?

H.E. Herman Van Rompuy:

"It is a privilege to be here among you this evening. It is a pleasure to honour two distinguished Belgians and Europeans: Paul De Keersmaeker and Mark Eyskens. And I am all the more happy to honour them because they are both very good and longstanding personal friends!

As President of the European Council, good Transatlantic relations are one of my priorities. There are many fields where we can work together. On climate change and on global trade, for instance.

Such political alignment is of immense importance for the role of the Atlantic Community and in particular for its business community in its dialogue with other parts of the world. I am not only thinking of a dialogue with China. I am thinking about those parts in the world which are not developing. Africa above all. There, dire poverty and lack of perspective are still the order of the day. This robs the South of development perspectives. It robs your industries of markets and a huge potential of human and natural resources. The Atlantic Community has yet to find a common approach. Maybe the business community can help us, politicians, to create a more organic, viable and thus successful trade relationship with the South. I consider this a form of corporate social responsibility.

This brings me to the two men I have the privilege of honouring here today… I suppose I was asked here today because I am a friend of both Mark Eyskens and Paul De Keersmaeker. They both belong to the ‘old’ school of politicians: with a classic education, or an education in the Classics. Simultaneously Fleming, Belgian and European, without being fanatic in any of the three, with friends in all parties, far away from narrow-minded and partisan thinking. Both have had extraordinarily long ministerial careers. Mark almost 15 years and Paul 10 years, with each time a big influence on their domain.

Mark Eyskens was, next to his brilliant political career, above all an academic. He was my professor in economics. In that field he was of the ‘old school’ also: economics as a social science (one of the ‘sciences humaines’), not as a pseudo-exact science. Paul De Keersmaeker was, next to his political career a business man and a respected manager and director of big companies. He was atypical. During his mandates in the private sector he remained a strong defender of the public interest."
H.E. William E. Kennard:

I am delighted to honor Baron Paul De Keersmaeker and Mark Eyskens this evening, and I am personally very honored to share the podium with President Van Rompuy.

The achievements [of the EU] are truly remarkable. [...] But these achievements, and the narrative that animated them, that is, the imperative of peace and prosperity within Europe, was essentially an inward-looking narrative, a Euro-centric narrative. I have the sense that now, while the EU has the same imperative of bringing peace and prosperity to Europe, the Lisbon Treaty cements this narrative into a new focus – one that is both global and externally-oriented.

The appointment of a permanent President and a single High Representative and the creation of the External Action Service, it seems to me, embody a recognition that the EU must enhance its ability to project power and influence globally, to be a more effective actor on the global stage.

Now, I am especially honored to be here today with President Van Rompuy, who so clearly understands these new challenges, and the need for a strong transatlantic partnership to address them. He has made this new narrative of bringing peace and prosperity to Europe central to his work. And he understands that the lynchpin for accomplishing these goals is to focus on economic reform, growth, and innovation at home. He understands that economic growth is the foundation for all of the goals that we seek to accomplish together. It is no different for the US. We must get our economies growing again; we must get our people back to work. If we succeed, when we succeed, Europe, the European Union, and the transatlantic partnership will all be stronger, more closely integrated, and more significant in bringing peace and prosperity to our citizens, and to the world. I look forward to working with you to help make that happen.

“"I am delighted to honor Baron Paul De Keersmaeker and Mark Eyskens this evening”"

PA CSR uses decades of advising Governments, industries and civic society to create strategies that are beneficial to all. On the basis of research we help create or reposition products, their marketing strategies and communications THROUGH benefits for BOTH society AND Government.

At the International Conference on CSR and Combating Malnutrition: Obtaining Millennium Development Goals in Indonesia (Jakarta, 13-14 December 2010) every element – from product development to infrastructure – that is required to fight malnutrition, was discussed. Both Indonesian Minister of Health H.E. Endang and the Presidential Envoy for the Millennium Development Goals H.E. Moeloek confirmed that only through CSR malnutrition among millions of our children can be fought on a sustained basis. CSR is not about a nice story on a website. It is not about extracting funding for Government from industry outside the normal tax burden. It is a voluntary but necessary effort for the good of all that – thanks to our research – can now be measured.

On the industry’s side both a company’s Chief Financial Officer must see the benefit of CSR and the marketeer. Only if a CFO understands and supports the CSR definition and model he will include this in his budgets.

World Food Programme Director for Indonesia Coco Ushiyama showed Industry, Finance and Health Ministers how much budget can be saved by effective malnourishment combating activities, which is an excellent basis to provide tax and other incentives to stimulate such CSR approaches. This holistic approach is ingrained in the new and globally relevant definition of Corporate Social Responsibility as presented at this conference by Prof. Dr. Margareth Gfrerer on the basis of intense academic research with contributions of Dutch Sociaal-Economische Raad Chairman Prof. Dr. Alexander Rinnooy Kan, former Unilever Chairman and CEO for Indonesia Sri Urip and former Presidential Counsel Rod Hills.

“Corporate Social Responsibility starts where all existing laws and regulations end; it is an organic link between enterprising, profit-making and social development that is conducted as a win-win solution in areas where a company requires something from society that cannot be bought and requires investment through a business plan for the company and a business plan for society.”

(A new globally relevant CSR definition developed by University of Indonesia, Paramadina University, Gadjah Mada University, United Nations University, the PA CSR Academic Chair Holders and PA CSR)
3. PA’s Centre for European Political-Practical Excellence Roundtables.

The PA Centre for European Political-Practical Excellence (CEPPE) successfully continued its activities in 2010. CEPPE partners are BNP Paribas Fortis and The Economist Intelligence Unit. CEPPE gathers CEOs of Europe’s largest multinational enterprises with the most influential politicians and policy makers. The CEPPE event in March focused on the fast-changing geopolitics and the need of Belgian businesses to engage more actively abroad – in particular in the emerging economies – and to cooperate effectively with political stakeholders on the ground. Belgian Minister of Economy Vincent Van Quickenborne and Ambassador Frans Baron van Daele, Chief of Staff of European Council President Herman Van Rompuy, provided insights and perspectives on Belgian and European levels. In November in the aftermath of the remarkable G20 Summit in Seoul, EU Council President Herman Van Rompuy provided a unique analysis to CEOs of the global financial and economic crisis and the conditions for renewed successful multilateral cooperation. A promising CEPPE program is developing for 2011.


The south-western province of Yunnan is hit by ever longer periods of drought of around six months. Literally everything dies. The PA International Foundation initiated and funded a unique Chinese-Omani water management mission to Yunnan including ecology, forestry, food production and economic experts from China, The Netherlands, Japan and Oman. Sultan Qaboos Academic Chair Holder for Quantitative Water Management Prof. Dr Ruud Schotting (Utrecht University) led the science part of the mission. Following a formal report to China’s Institute of Water Resources and Hydropower Research (IWHR) Vice President Dr Jia Jinsheng and Rio Praaning agreed on preparations for a first test to use the innovative Dutch bio-sealing technology to create giant underground lakes (aquifers) during the raining season in Yunnan. If this works, this approach will be used in the southern province of Dhofar in Oman and anywhere else. This was discussed during a meeting at the Omani Embassy in Tokyo hosted by H.E. Khalid bin Hashil bin Mohammed Al-Muslahi in the presence of former Japanese Environment Minister Wakako Hironaka, IESCO Chairman and PA International Board Member Dr Jiang Mingjun and United Nations University Director of Studies Prof. Dr Vesselin Popovski.
5. Vitamin D Nutritional Policy Conference.

On 23 March 2010 Mr János Áder MEP, the Standing Committee of European Doctors (CPME) and the PA International Foundation organised a half-day Conference in the European Parliament in Brussels on the unequivocal need to address widespread Vitamin D deficiency in Europe. The so-called ‘sunshine vitamin’ is essential for optimal bone and muscle health, but also important for overall human health and well-being. A good Vitamin D and calcium intake can reduce hip and non-vertebral fractures and falls by about 20%.

A vast and ever growing body of scientific research shows that Vitamin D deficiency is linked to a wide range of diseases, such as osteoporosis but also heart disease, many forms of cancer, diabetes, asthma, multiple sclerosis, etc. However, no less than 50% of the world population is Vitamin D deficient, mostly among the elderly. Former Norwegian Health Minister and PA International Board Member Dr. Werner Christie and PA International Director of Studies David Webber recently discussed the results of this conference with the World Health Organisation Regional Office for Europe who requested PA to join forces for further policy preparation.

6. High-level Sino-European Forum on Food Safety, Risk Assessment and Early Warning Approaches.

Chinese policy approaches tend to focus at bilateral rather than Chinese-European Commission dialogues. Recent serious food safety and food security concerns led to a first unique High-Level Sino-European Forum on Food Safety, Risk Assessment and Early Warning Approaches. On 12 July 2010 PA International hosted in the building of the European Union Delegation to Beijing H.E. Chen Xiaohong, Vice Minister of Health, and H.E. Serge Abou, Head of the EU Delegation to China. Dr Chen Junshi, Academician of the Chinese Academy of Engineering and Codex Chairman, and Dr Werner Christie, chaired intensive discussions between over 80 Chinese and European experts, including the Representative of the WHO.

Over 30 domestic and international media representatives created intensive media coverage including in the New York Times and on CCTV. During the conference Dr Jiang Mingjun presented the first copy of a Chinese book on Food and Eco-safety on the basis of the PA International/IESCO conference of June 2009.

Delegation to Beijing H.E. Chen Xiaohong, Vice Minister of Health, and H.E. Serge Abou, Head of the EU Delegation to China. Dr Chen Junshi, Academician of the Chinese Academy of Engineering and Codex Chairman, and Dr Werner Christie, chaired intensive discussions between over 80 Chinese and European experts, including the Representative of the WHO.
01. **Dr Alexander Bessmertnykh (PA Russia):** “Energy can travel anywhere and why not to the European Union. Some time ago a Gulf State was denied access to invest in port infrastructure in the US. Recently a Danish company invested heavily in the port of another Gulf country that allowed majority ownership to the investor in order to secure successful future cooperation. It is time that countries that have shared one continent for such a long time and whose histories and cultures are so intertwined cross bridges to new joint and mutually beneficial investment opportunities at each side of the equation. My PA colleagues and I, here in Moscow, are ready to assist with this development.”

02. **Nina Büttgen (PA Europe):** “We are living in a time where, once basic needs such as hunger are catered for, additional demands emerge. Soon – with increasing satisfaction of needs – quality and information demands are added. Food is one of the most intimate goods that we have next to medical drugs because we must consume it daily. Due to this intimacy and the lack of control over the production process, as a consumer, I have a right to be informed of what my food is and how it has been manufactured. Adequate food information enables choice. Particularly the labelling of altered food should be comprehensible, effective and mandatory for all Member States so as to avoid deception of European consumers, distortion of the European market and the loss of innovative, potentially healthier products. Proactive industry engagement and sustained dialogue between all stakeholders are necessary to reap win-win solutions.”

03. **Bob Carlier (PA US Senior Advisor):** “By the time you read this, President Obama will have signed in law the 2010 Food Safety Bill. This piece of legislation will significantly strengthen the responsibility of the Food and Drug Administration in ensuring the safety of the food we eat. Whilst this legislation has been long overdue and numerous incidents over the last years are testament to this, we need to be careful to ensure that a good balance is made between risk assessment and risk management. Working throughout the food chain PA has assisted many stakeholders with profiling new technologies and innovations as well as promoting best practices which directly address issues of food safety, sustainability and security that are inextricably linked. In the course of 2011 we will continue to support our clients both in the US and her trade partners in the proper implementation of this new law to the mutual benefit of both sustained industrial profitability and consumer protection.”

04. **Dr Werner Christie (Chairman, PA Asia-Beijing):** “Throughout the world there is an ongoing health revolution. Not only are certain countries undertaking significant reforms to their existing health mechanisms but at the same time the consumer is ever more conscious of health and wellbeing factors. Lifestyle choices, diet and physical exercise are increasingly understood to have direct effects (both positive and negative) on our health, both in the short and long-term. Such developments have led to an explosion in ‘health technologies’ and ‘health providers’ which in turn requires a serious rethinking of some of the regulatory models that govern this sector. The proliferation of the private sector in responding to the mounting challenge should be welcomed as this leads to significant economic growth and employment; however, both patient and consumer rights need to be kept as the top priority and third party, independent verification and certification needs to be promoted and guaranteed through legislative frameworks. Throughout Asia and indeed in Europe and North America.”

05. **Baron Paul De Keersmaeker (Honorary Chairman, PA International):** “A New Year brings with it the end of a rotating EU Presidency – this time of Belgium. All have complimented Belgium on its leadership and accomplishments. A particular
congratulatory note is for the new and permanent European Council President Herman Van Rompuy and his highly qualified yet modest permanent staff. In less than a year the new post has gained prominence and influence. Much of this is silently prepared and executed by the veteran Belgian diplomat Frans Baron Van Daele who both understands Europe's economic, financial and security woes and the institutions responsible for their management. It is time to translate such European leadership to more national levels. Hungary has the next Présidence and Poland will take over on 1st July 2011. EU Presidencies are an excellent platform for Member States to promote issues that are dear to their citizen’s hearts – and integrating those with the larger European picture. This picture remains clouded by serious financial concerns and only renewed industrial activity and resulting employment can reverse the current trend. This implies much closer and open consultations between Governments and industries. After all it is tax money that is used to plug the holes."

06. Antoine van Dongen (Director, PA Europe-Brussels): “The Arctic in peril. For half a century, much of the spent fuel from Soviet nuclear submarines has been dumped directly into the Barents and Kara seas. Other types of nuclear waste, including sunk nuclear vessels, are still resting on the ocean floor. Andreeva Bay, close to Norway, is an environmental nightmare, completely devoid of life. Only sustained international efforts, over at least twenty years, can reverse the damage and prevent further hazards. New approaches to nuclear waste storage are required. Such new approaches may also resolve barriers to nuclear energy production. Asia and the Middle East invest billions in adequate alternative energies and their ecological consequences. Europe cannot be left behind.”

07. Dr Willem van Eekelen (Member of the Board, PA International): “Development aid cannot contribute to local economic growth in emerging economies unless industries create employment as a consequence. This is why a new form of consultation between Government and industry is required. Corporate Social Responsibility of industries combined with official development aid will allow formal and ineffective aid to be reduced while increased Public-Private Partnership steered aid will produce more result.”

08. Chantal Gill’ard (Director, PA Europe-The Hague): “Development in emerging economies does not depend on the amount of ODA; sustainable development occurs when companies invest and deliver to society through Corporate Social Responsibility, while Governments support this through Public-Private Partnerships. Exciting new approaches for industries and civic society open up. Our research-based experience is helpful to both.”

09. Prof. Dr Margareth Gfrerer (PA CSR): “Industries must not be burdened with things they cannot do but with things that promote their profitability and capacity to create employment while strengthening civic society to the benefit of both. In the past year I worked with PA CSR’s academic partners, Government, industries, NGOs and other representatives of civic society to develop a new and globally relevant definition of Corporate Social Responsibility that also makes CSR measurable. By making CSR part of the business model or plan the CFO and everyone else can measure investment and resulting profitability. The new CSR definition allows it to be the logical complement of industrial sustainability policies and the crucial interface with official development aid.”
10. Anwar Hadipriyanto (PA CSR-Jakarta): “Indonesia’s public policy and follow-up action plan should be designed to systematically and gradually increase community capacity to build the future with its own hands. The user-friendly steps will assure this nation can create more sustainable synergies between the individual dreams and the required community progress to adapt to immediate and future challenges.”

11. Lt-Gen (ret) Torgeir Hagen (Member of the Board, PA International): “The civic society dimension of international security is still undervalued. Conflict and post-conflict management and post-crisis management should require more preparedness and such preparedness requires more industrial involvement. This connects well to the current development to develop closer planning and execution of official development aid and industrial Corporate Social Responsibility. We have seen certain less effective forms of ‘privatisation’ in times and situations of conflict. We should now look for better founded Public-Private Partnerships in this area whereby foreign investors assist local manufacturers to restart their businesses and create employment and income that pays for shelter, healthcare, food and education.”

12. Ir Astrid Haryati (Director, PA CSR-Jakarta): “Ensuring context-sensitive economic growth and social development is essential for achieving sustainable poverty reduction in developing countries. Support for Indonesia’s economic and social infrastructure particularly in the transportation network must look for current and future challenges, including climate change, by properly balancing the development of a port network with roads while expanding communications, green energy, river and irrigation facilities, and sustainable urban and rural living environments. Well-knitted port management into the regional and local context can build community identity and pride, grow local economy that is unique and competitive, and reduce community-wide greenhouse gas emission. It makes economic, social, and environmental sense for national priority and funding sources, including from official development aid, to be directed to innovative port management and infrastructure for immediate benefits of coastal communities and for the overall sustainability of archipelago nations such as Indonesia.”

13. Michaela Hauf (Deputy Director, PA Europe-Brussels): “The salt-pans of the Sečovlje Salina Nature Park in Slovenia – also known as the Piran salt-pans – date back to the early 9th century. Throughout the 1960 and 1970s reconstruction efforts aimed at making the salt-pans fit for industrial production of salt but without much success. In 1992 the Sečovlje salt-pans were included in the list of wetlands of international importance under the auspices of the Ramsar Convention – which was followed by a Decree in 2001 adopted by the Republic of Slovenia on the Sečovlje Salina Nature Park with the objective to protect this habitat for a great variety of flora and fauna. Unfortunately, an extreme high tide in December 2008 destroyed many embankments and salt-pans and the damage was too great to be repaired with the funds available. Therefore, PA Europe assisted the Management of the Nature Park and Mobitel – a provider of mobile telecoms services in Slovenia and owner of Soline Pridelava soli d.o.o. company which is producing the salt – in order to obtain funding under the LiFE+ Project. Due to the allocation of the necessary funds by the European Commission, the damages done to the Nature Park by the extreme high tide can now be repaired. This unique project is a good example of how CSR can be undertaken in practice and reaches far beyond the traditional self-regulating mechanism whereby businesses ensure their active compliance with the spirit of the law, ethical standards and international norms.”

14. Wakako Hironaka (Member of the Board, PA International): “In October 2010, the 10th Meeting of the Conference of the
Parties to the Convention on Biological Diversity (COP 10) was held in Nagoya, Japan. Around 7,000 participants including UN officials, NGOs and Governmental officials have joined the conference and for two weeks they dedicated themselves to ardent discussions. Despite its importance, the issue of global biodiversity so far does not receive enough attention and recognition from the public as much as the issue of global warming. According to a scholar, 70 million years ago, the speed on the loss of biodiversity was about 1 species per 1000 years. However, today we are losing 100 species every day. We are fed from the ocean and the mountains, we use woods from the forest and we drink water from the river created from the forest that stored the water from the rain. Nevertheless, the lack of people’s recognition is our present status. In order to change this current situation, it is necessary to include the value of biodiversity in market mechanisms. Moreover, it is essential to create international rules for biodiversity conservation. For the next decade, there is a need to set concrete goals so that each Government, region and individual can act to put a hold to a decreasing biodiversity. In this regard, Japan has proposed the next ten years to be the ‘UN Decade of Biodiversity’ and further proposed the developed countries to provide financial support to the developing countries. PA and I are very pleased that Japan was able to take the initiative over this global concern. We are ready to advise industries on the required follow-up.

15. Ir Sarwono Kusumaatmadja (President-Commissioner, PA CSR-Jakarta): “Indonesia is enjoying an overall healthy investment growth with total foreign and local investment reaching Rp. 200 trillion ($22.2 billion) in 2010, surpassing the Government goal by 25%. Infrastructure continues to be the primary driver; with China and Japan recently taking the lead and with India considering its involvement, foreign investment in Indonesia will include ports, coal-fired power plants, and electricity infrastructure in and outside the capital island, Java. Moreover, the President pledged to attribute $140 billion to key infrastructure projects to boost economic growth through 2014, the end of his second and last term. In 2011, Indonesia will also see forest restoration REDD+ pilot projects launched, which are key to the national environmental strategy and support the emerging green economy. Besides improving regulations on tax, labour, and transparency as well as providing online systems and reducing red tape to improve the investment climate, Indonesia needs to be consistent in improving governance and in increasing the more than 246,000 new jobs created in 2010. Pairing investment with skilled-job creation and sustainable social development will be among Indonesia’s more responsible actions to become one of the leading actors in the Asian economy while securing its own quality human resources to reach its current and future potential.”

16. Grace Lee (PA Asia): “Preferential pricing and tax regimes as well as various stimulus policies for biomass-to-power have shown the Chinese Government’s determination to promote the development of waste-to-energy progressively for the next 5 years to come. Many European industries have developed solutions that are applicable in China – and actually vice versa. How to penetrate the provincial levels? How to fund initial cooperation? How to find the right partners? We are exercising with such questions on a daily basis.”

17. Karen Meesen (PA Europe): “Thanks to the leadership of His Majesty the Sultan – who in 2010 celebrated his 40th year on the throne – Oman is one of the most stable countries in the Middle East. Located on the entrance to the Gulf, with various large ports and a new international airport under construction, the Sultanate is an ideal investment hub, with excellent access to among others the Arab hinterland and impressive tourism opportunities. The world is growing smaller but still more bridges are required. Oman is one such strategic bridge and we are ready to give a hand to cross it.”
18. Dr Jiang Mingjun (Member of the Board, PA International): “A nation's security is measured in the totality of economic, industrial, financial, military, social, food, pharmaceutical and environmental security. This is ecological security. You cannot miss out on one and still claim the total. This requires that all parties involved understand this ecological logic. Every industrial sector should subject itself to a review of its understanding of this truth. A correct understanding will promote responsible policies and approaches and will thus enhance its success in China. As Director General of IESCO and Board Member of PA I am ready to assist where I can.”

19. Silvana Paath (PA Asia): “The Infant Formula issue in Indonesia is closely related to the fact that the country has a large, young population with an alarming malnutrition problem. The Government has been active in issuing various regulations on standards and promotional restrictions. Such progress supports the efforts to ensure that infants receive the best nutrition intake, which is breast milk. Moreover, with the developing standards on ingredients, infant formula products could become more effective and consumers are better protected. Infant formula producers and suppliers have been supportive in welcoming the recent regulatory trends so the future of a synergised involvement of all stakeholders in this sector looks encouraging. We assist the right actors with correct action towards a larger market share.”

20. Dr Charles Perry (PA US Senior Advisor): “Whether there is a ‘G2’ including the US and China or not is not as relevant as the question how we respond to the scarcities that will hit one part of the world while other parts continue to have plenty. The changing regional and global balances require the attention of both the international security and industrial elite and mutually acceptable answers must be found before perceived or real strategic shortages enhance tensions that may be avoided. We are ready to discuss new interfaces between all official and industrial actors involved.”

21. Prof. Dr Ruud Schotting (Sultan Qaboos Academic Chair for Quantitative Water Management): “Many regions in the world have short but very intensive periods of heavy rain, while the rest of the year severe droughts occur. In particular in karst valleys shallow aquifers are non-existent, because the rain water passes through the soil layer due to gravity and is drained through the fractures in the underlying rock. If it were possible to seal these fractures a man-made aquifer is created which can be used to store large amounts of fresh water. The stored water can be produced to combat droughts. How to seal these fractures? The answer is simple but very unconventional: by using naturally occurring bacteria! It is called ‘Biosealing’, an environmentally friendly technique to seal leaking subsurface structures. If this challenging idea is applicable under the aforementioned conditions, this could be the ultimate answer to combat droughts all over the world.”

22. Chen Si (PA Asia): “The year 2011 marks the beginning of the 12th Five-Year Plan in China. To improve people's living standards is one priority of this Plan. No doubt this will further boost the Chinese consumer market as one of the most attractive ones in the world. Not everything can be produced in China. Yet, it is not easy to import, to register products, to gain market share. It is necessary to have well placed friends to provide access, to understand obstacles and to help remove those appropriately.”

23. Yoshimi Takada (PA Asia): “Opening up the nation to the world once again? Japan maintained a closed-door policy for more than 200 years until the middle of the 19th Century. Once it was opened, the country has vigorously assimilated Western culture and....”

Innovation forces us to reconsider the concept of a change in ethics as potentially the ethics of change.”

(PA Chairman Mark Eyskens, Brussels, 26 November 2010)
technology. This was the starting point for Japan’s economic growth and prosperity. However, despite such a historical glory Japan is now being left behind in the global free trade movement. We support industries, the highest EU authorities and the Japanese Ministry of Economy, Trade and Industry to strengthen comprehensive economic partnerships between Japan and the EU, our largest trading partner outside the Asian-Pacific region. In order to achieve what Prime Minister Naoto Kan calls ‘Open Japan’ in a true sense, we will continue to assist Japan in addressing issues of easing the non-tariff measures and revitalising agriculture to compete with import products while raising the country’s food sufficiency.”

24. **Dr Zhao Tonggang (PA Asia):** “Food safety relates closely to people’s living quality and physical health in that it is the general condition for human beings as the foundation of development. Food safety requires the highest levels of attention from every country in the world. Just like Governments of other countries the Chinese Government should enhance the legal system and supervision to ensure safe food from farm to fork. In the new year the Chinese Government will strengthen international cooperation and communication, especially in the area of legal standards.”

25. **Ginta Vanaga (PA Europe):** “Since 1997 the Canadian International Development Agency has had a Policy Implementation and Assistance Project (PIAP) in Vietnam which aims to support policies and reforms that promote transparency and accountability in the decision-making processes. The goal of PIAP is to improve the capacities of the key Vietnamese decision making bodies within the National Assembly in order to guide and enable Vietnam’s on-going socio-economic reform process. Over the recent years PA Europe has become a trusted partner of PIAP, organising Study Missions for Vietnamese Parliamentary Delegations in many European countries, including Germany, Spain, Italy, Hungary, Belgium and recently Romania. The outstanding expertise and experience PA Europe has gained over the years, has allowed us to bring around the table European State Secretaries, Vice-Ministers, Presidents of Constitutional Courts, Heads of many State Institutions as well as former Prime Ministers and former Ministers that all have shared their experiences and views with the Vietnamese Delegations. Geo-political history has proven that fundamental changes start with small steps. PA Europe is proud to be part of each small step that can lead to a bigger change. Who’s next?”

26. **Eoghan Walsh (PA Europe):** “Prevention has become the key term in European health discourse. Modern societal changes have affected our diets and reduced people’s physical activity. These changes coupled with demographic shifts in Europe that are leading to an increasingly elderly population have led to public health problems of chronic and non-communicable diseases. The current economic climate is restricting public health spending and requires greater efficiency. Prevention is therefore an attempt to pre-empt the spread of chronic diseases and a cost-effective way of allocating scarce resources. PA International is working with stakeholders in the European Parliament, and elsewhere in Europe to raise awareness of the issue of Vitamin D – and other – deficiencies. This activity is one initiative aimed at putting prevention at the heart of European public health policy. The high point of the campaign this year was the Vitamin D Call to Action that took place in the European Parliament, and clearly demonstrated the need and willingness of stakeholders to act. The campaign’s importance has been confirmed by the Hungarian Presidency of the Council of the EU which will draw attention to the issue of prevention in health policy through the intensified use of vitamins and nutrients. We look forward to continuing this work with our partners.”

27. **David Webber (Senior Partner, PA Europe):** “In March 2010 Commission President Barroso launched a bold new initiative, entitled Europe 2020, with the aim of creating a smart, sustainable and inclusive economy over the next 10 years. One of the key components of the action plan is sustainability and it is clear that Europe’s greenhouse gas commitments mean that alternatives will need to be quickly developed to address Europe’s current dependence on oil based products. New technologies will be key and the innovation-based European bio-economy certainly shows lots of promise – however, key issues such as access to raw materials and creation of level and competitive playing fields will be necessary. In 2011 the European Commission will develop an action plan and strategy for the bio-economy which should facilitate the early introduction and take-up of bio-based products, such as bioplastics. Such innovative solutions will go some way to reducing our current dependence and ensure the most efficient allocation of resources – this will enable European business to maintain a leading role in the roll-out of more sustainable goods for the consumer.”

28. **Dr Qin Zhenkui (Vice Chairman, PA Asia-Beijing):** “With the rapid development of the Chinese economy, Chinese enterprises are increasingly involving themselves in the global market. They anticipate having technical cooperation and bi-directional investment with EU and US companies. Similarly, Western companies will need more partnerships in China to secure the sustainability of their business. After a strong shift in economic performance the next phase will see a more harmoniously balanced model of mutual investment.”
Projects Initiated and Supported by the PA Group in the Framework of PA’s CSR policy

Tasik Children’s Foundation • Kofi Annan Business Schools Foundation • Sultan Qaboos Academic Chair for Quantitative Water Management • Foundation The Netherlands-Sultanate of Oman • Foundation Edgar Brood Academic Chair for English Language and IT • Lambrineu Foundation

Photos clockwise from top left:
- The first Kofi Annan Fellows at the University of Applied Sciences in Utrecht (HU), flanked by Ria Praaning Prawira Adiningrat (l) and Mrs. Geri Bonhof (HU Executive Board President) and Prof. Hans van Ginkel (KABS Chair) (r). 5th from the left is Herin Devianti. She finished her BA at HU with a grant of PA International. Her impressive internship was in Phnom Penh, Cambodia and she now is junior staff at PA CSR Jakarta.
- Yan Qian, 15-year-old pupil from Baolin secondary school in China (2nd from the right) is exchanging contact details with pupils from Tooropmavo school in Rotterdam, The Netherlands (November 2010). Earlier this year, Yan Qian won an English language contest organised in his school which was destroyed by an earthquake in May 2008. PA donated computers and a language lab to the new school, organised the English test among the pupils and awarded the winner, Yan Qian, a visit to Belgium and The Netherlands, together with his teacher Mr Wang Haitao. Part of the visit included an exchange with Dutch pupils.
- Schools in Tasikmalaya, Indonesia, are encouraged to teach English to their pupils as the schools, with every song, poem or play the pupils can perform in English, are rewarded computers, books or funds to refurbish their buildings.
- Yuce Siti Maria, Head of the PT. PA CSR Jakarta office. Colleague of the Year due to outstanding loyalty and service to both the PA Group and Indonesian society. Mother of an adopted child. Caring supporter of the elderly. Tough organiser of major conferences. Appreciated and admired by all.

Yan Qian, 15-year-old pupil from Baolin secondary school in China (2nd from the right) is exchanging contact details with pupils from Tooropmavo school in Rotterdam, The Netherlands (November 2010). Earlier this year, Yan Qian won an English language contest organised in his school which was destroyed by an earthquake in May 2008. PA donated computers and a language lab to the new school, organised the English test among the pupils and awarded the winner, Yan Qian, a visit to Belgium and The Netherlands, together with his teacher Mr Wang Haitao. Part of the visit included an exchange with Dutch pupils.

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Winning without knights?

Winnen zonder paarden? Vainqueur sans les cavaliers? Gewinnen ohne Springer?
¿Ganar sin caballos? Vincere senza cavalli? Óuni Páerd gewannen?
Vinnu utan hesten? Vinnurðu án riddara? Победа без коней?
Vítězství bez koně? Zwycięstwo bez skoczków? Pobijediti bez skakača?
Zmaga brez konj? Wen zonder ruiters? Atlar olmadan kazanmak?
Kemenangan tanpa kuda? Thắng không cần ngựa? 马不到，谈何成功?
騎士の駒なしで勝てますか？ 贏得象棋不需馬，行不？
الفوز دون فرسان؟ پیروزی بدون دلواپان؟