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a need for dialogue**



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WINTER 2010

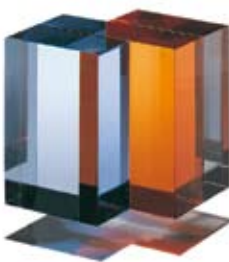
The Exchange



**Taking the pulse
in Obama's Washington**



**Building bridges:
CPAFFC and APEP**



ATLANTIC
& PACIFIC
EXCHANGE PROGRAM

A word from the Managing Directors



Lia Rosenbrand and Elaine Springford

The IT industry and innovation in India. President Obama's first year in office. The global financial crisis. Not very often does it happen that a few themes really stand out amid the broad thematic variety that characterizes APEP's programs, but these are certainly subjects that deserve special mention when we look back at our activities in 2009 – even though they were far from being the only topics studied during APEP trips.

We began the year in India with a program in Bangalore and Delhi organized for one of our Members. Offering our participants access to key players in India's booming IT sector, the visit was a great success and with interest in India growing, we are planning more programs there in the near future.

The destination most in demand last year was Washington DC, as President Obama's first year in office made many curious as to how the new Administration's policies might affect their own organization or prospects for international cooperation. The 'Obama effect' itself was at the center of APEP's *100 Days in Office* program in May. Washington also played a key part in programs on new media, public and corporate affairs and the mortgage market, and, naturally, in the latest edition of APEP's own *Inside Washington* program.

The financial crisis was another reason why many eyes remained fixed on the United States in the past year. Between them, two high-level APEP programs presented over 40 leading members of the Dutch financial community with an opportunity to discuss the credit crisis and its impact with key players in Washington DC and on Wall Street: *The financial crisis – taking stock and looking ahead* (London, New York) in August and the *NHG Masterclass 2009* (Washington, New York) for top executives from the mortgage sector in November.

Add programs in Canada, Brussels, China, the UK and, for visiting delegations, in the Netherlands itself, and we may conclude that 2009 has been an exciting and productive year for APEP. We are pleased – and, admittedly, somewhat relieved – that we have once again been able to serve many companies and government organizations with our study programs, tailor-made or theme-based.

We feel that in economically challenging times, APEP has an even more important role to play in encouraging and enabling managers and policymakers, politicians and opinion leaders, commissioners and high-potentials to invest in establishing new contacts, in gathering new ideas and inspiration, in learning from the experiences of others. We believe that continuing to 'look over the fence' is as important as ever – if not more important!

2009 was also the year in which we mourned the passing away, on May 18, of Paul Nouwen who for years had been a much-appreciated member of APEP's advisory committee. We will continue to remember him as an impressive personality and a friend of APEP who was always willing to think along and offer advice.

Welcome to our new Member: The Advanced Travel Partner

ATP is one of the most exciting and dynamic brands in the travel world and is not only one of the largest in Europe, but also one of the fastest growing. With already own offices in the Netherlands, Germany, Belgium, UK, France, Norway and the USA, ATP reinforced its international business capacity in the spring of 2009 with the takeover of Instone, a leading marine travel specialist. This further expansion of ATP's multinational organization makes it one of the foremost travel management companies in the world, equipped to offer optimal service to its extensive, multinational clientele.

ATP currently has a network of 60 offices throughout 19 countries, and it continues

to grow. The quality of service is an even greater priority. ATP believes in made-to-measure services, with dedicated travel teams using their personal expertise to meet the wishes, demands and requirements of their clients. The combination of this distinctive service and the multinational network of offices reinforces ATP's unique position, guaranteeing optimal service throughout the world.

In addition, ATP and its partners collaborate intensively towards the implementation of new technology, ensuring optimal consolidation of data and information exchange as well as substantial economies of scale on purchases.

All of this makes ATP a comprehensive service provider in the business travel sector, offering you:

- technology that continues to set the pace in the industry
- long-established and powerful supplier relationships, resulting in the best possible terms, including specially negotiated bulk air fares and hotel rates
- account handling of the highest calibre
- national and international cover
- and an unmatched range of ancillary services.

www.atpi.nl / www.atpi.com



The crisis and beyond

These days the financial centers of New York, London and Amsterdam are just an email or one mouse click apart, and are becoming increasingly interlinked and interdependent. The credit crunch has illustrated this fact beyond doubt; it started with mortgage problems in the US and subsequently spread to all other major financial centers through channels such as securitization, bank exposures and trade. With the fall of Lehman Brothers in September 2008 the credit crunch gained momentum and turned into a full-blown financial crisis resulting in a worldwide downturn.

Authorities and central banks have stepped into the void left by financial markets and taken extraordinary measures to restore trust and the functioning of financial markets, thereby trying to minimize the damage to the financial and real economy. They have had to take a central role, even an ownership role, in the financial sector, entailing massive interventions and vast regulatory changes. International cooperation intensified beyond anything imaginable as a response to the crisis. This was, and still is, a necessity, for only by working together can effectiveness of policies be maximized by reducing regulatory competition and promoting best practices.

With the lifelines still mostly in place, economies on both sides of the Atlantic have started to recover. The recovery is still fragile and dependent on (state) support but the mindset is slowly turning to phasing out emergency measures and possible next steps. Attention is also focused on prevention. It is time to ensure that a crisis like this and the contagion it came with will never happen again. Once more, international cooperation between authorities and supervisors is of essential importance in achieving this task; financial markets and institutions are after all becoming increasingly globally orientated, to safeguard the system regulatory and supervisory frameworks must follow.

Going back to the way things were is not an option. Authorities and supervisors have taken this message to heart. Already there are reforms underway for compensation practices, capital requirements, accounting standards, the supervision of hedge funds and credit rating agencies and many more

areas. Crisis management is also being scrutinized and addressed where needed, authorities and supervisors need more tools to deal with a crisis in order to increase preparedness and reduce the need for ad hoc policies. All these measures will endeavour to redirect incentives in order to align risks and rewards within the financial system to create more stable financial markets. However, preventing a new crisis from happening can not be achieved by authorities and supervisors alone. All agents in the financial sector, including financial institutions themselves, need to learn from the crisis.

The crisis didn't simply result from regulation and supervision being mismatched to the financial sector, its causes are more deeply rooted. Regulatory arbitrage, search for yield, greed and profits decoupled from economic value creation were all part of the problem and need to be changed from within the financial sector itself. The financial sector serves a unique and public purpose in society, and regulation and supervision are therefore called for, but society should not simply serve to bear the burdens of a malfunctioning financial sector. Returning to business and bonuses as usual are unacceptable to the public who are paying the bill of the crisis.

To address this inherent tension between regulator, supervisor and supervised creating a strengthened dialogue between these parties is an essential step. Cooperation between different authorities and institutions is vital to getting financial markets and economy on a new track and cooperation starts with understanding. Study trips such as APEP's "The financial crisis: taking stock and looking ahead" promote this understanding through personal meetings between different (business) cultures and are thus invaluable.

Ronald Gerritse is Secretary-General of the Ministry of Finance in The Hague. He is a member of the Atlantic & Pacific Exchange Program's advisory committee and supported APEP's initiative to organize a study trip to London and New York focusing on the financial crisis (see next pages for more on this trip).



Ronald Gerritse

DNB division director Aerd Houben looks back at visit to London and New York

“Very instructive to see that risk by one, is considered an

Aerd Houben, director of the Financial Stability division at De Nederlandsche Bank, was a participant in APEP’s study program *The financial crisis: taking stock and looking ahead*, last August in London and New York. To his surprise, he sensed a desire among many in the financial sector for a speedy return to pre-crisis business as usual. During an interview with The Exchange editor Robin Doeswijk, in October at DNB headquarters in Amsterdam, he shared some of the lessons and impressions he brought home from The City and Wall Street.

“I found the trip extremely insightful and inspiring. Three aspects in particular made it enlightening. Firstly, the topicality of the trip’s subject: the credit crisis. Now that we find ourselves in the worst economic crisis since eighty years, this was an excellent opportunity to gain a better understanding of the backgrounds and the prospects.

What also made it special was the content of the program. We spoke to relevant parties across the financial spectrum, each with its own perspective on the crisis. We visited the primary actors: the financial institutions, including the large banks – Goldman Sachs, HSBC, Barclays and Morgan Stanley – but also the niche players whose role has been far from insignificant: the hedge funds and the private equity industry. We visited the organizations overseeing regulation and crisis management tools: the supervisors of the financial sector, the central banks and the Finance ministries. It was fascinating and very instructive to see that something that is considered a risk by one, is

considered an opportunity by the other. While one seeks improved regulation, the other is concerned merely by the costs of regulation. While one side is looking for ways to expand, the other is trying to promote stability and sustainability. The trade-off between these conflicting considerations was brought sharply into focus thanks to this program.

The third reason – and for me perhaps the most important one, because I must say that much of the content wasn’t new to me – was the composition of the delegation, with politicians, senior civil servants, and top representatives from the financial sector, supervisors and central bankers.”

Did the program meet your expectations? Did you participate in similar programs prior to this trip?

“It was my first time as a participant in an APEP program. I had heard positive stories from colleagues who had joined earlier APEP programs and that certainly raised my



Aerd Houben

expectations. To tell you the truth, I only had a vague idea of what the trip would be like, it was so busy here, I barely had a chance to focus on it. My participation itself was a subject of deliberation here until the last moment, but I decided not to let this opportunity pass. And I’m glad I joined – especially since it’s still almost as hectic at DNB now as it was in the summer!”

I can imagine that it was an added advantage, to be away for a while from your daily environment at such a busy time. Did you experience it that way?

“Well yes, especially because the trip offered a ‘helicopter view’ of the issues that I deal with on a more concrete, day-to-day level.”



The Bank of England building in the City of London.



something considered a opportunity by the other”

A question that we organizers always like to ask: what did you think of the program in terms of intensity?

“For me the program could not have been intensive enough. I participate in programs like these for their content. And for the networking opportunities they offer – which make the less intensive parts of the program very useful, too.”

What in your opinion were the highlights of the program? Is there one element or one lesson that stood out? Have you heard anything that was truly new or remarkable?

“One thing that struck me was that I did not have the impression, particularly during our visits to the financial institutions, that there has been a real and thorough change in their business model, in their behavior, in the way they direct their activities and their employees. Whereas you would hope, at least from a supervisor’s perspective, that companies would be much busier acting on lessons learned and implementing changes. In many of the conversations I sensed a desire to return as fast as possible to how things used to be, instead of an ambition to introduce new working methods or management models. Which surprises me! Although we as central bank are making a substantial effort to introduce measures that promote stability and a well-functioning market, I noticed, especially in our discussions with the commercial parties, that their inclination with every new measure is to think: how do I bypass this, or how can I generate profit from that new stability measure – whereas you would hope for the opposite reaction. There’s still much work to be done.

A second impression that has stuck is that the prospects for recovery are frail – the financial sector continues to be vulnerable and strongly dependent on government support, via monetary and budgetary policies and direct financial support measures.”

Was there anything that you missed in the program?

“No, I have asked myself that question, but I don’t think anything essential was missing. It is always possible to think of potential additions, such as a visit to the Federal Deposit Insurance Corporation which primarily focuses on small banks that have gotten into trouble. No doubt we could have gained some interesting insights there, especially with respect to the smaller players, whereas the emphasis now was more on the larger actors. In general however, I have to say that it was a very rich and multifaceted program.

For me, the presentations did not contain much news, primarily because I was among the participants who were the most immersed in these issues already. But on the whole the program was well-balanced, because almost every speaker offered



the possibility for in-depth discussions. There was plenty of room for individual questions after each presentation, which gave everyone an opportunity to go deeper into the issues that he or she struggles with at home.

All in all, this was a most valuable trip that, in these two cities at that moment in time, gave us a chance to witness history in the making.”

To the heart of the crisis

A top-level financial delegation from the Netherlands traveled to London and New York in the last week of August to study the development and impact of the credit crisis in the world’s leading financial hubs: the City of London and Wall Street.

Titled *The financial crisis: taking stock and looking ahead*, this program arranged by APEP put participants around the table with leading policymakers, regulators, bank executives, financial analysts and economists.

In London, open and frank discussions took place at the Bank of England, the Treasury and Business departments, the Financial Services Authority, HSBC, Barclays, the National Association of Pension Funds and, at a meeting hosted by Dutch Ambassador Pim Waldeck,

with prominent economic commentator Jan Randolph (IHS Global Insight). On the agenda in New York were Goldman Sachs, Morgan Stanley, the New York Fed, Moody’s, Columbia University professors Bruce Greenwald and Nobel Prize laureate Edmund Phelps, hedge fund entrepreneur Dan Zwirn and Wall Street columnist Robert Lenzner of Forbes magazine.

Klaas Knot, Deputy Treasurer and Director of Financial Markets at the Finance Ministry, headed the delegation in which APEP had brought together senior representatives of the Dutch central bank (DNB), the financial markets authority (AFM), the lower house of Parliament’s Finance Committee and a host of prominent financial sector institutions.

Taking the pulse in Obama's Washington

'DC' a popular
destination
for APEP
participants
in 2009



Popular with visiting delegations from the Netherlands ever since APEP was founded in the early 1980s, Washington DC was in demand even more than usual in 2009 as a destination for study programs, as the Obama administration's first year in office generated a lot of fresh interest in the US capital.



The delegation of the New Media Commission in front of the Capitol.

The economic, financial and foreign policies of the United States have always been very much relevant for an internationally-orientated country such as the Netherlands. At the start of 2009 the arrival of a charismatic new president, more outward-looking in his attitudes and professing a stronger belief in international cooperation than his predecessor, elicited new enthusiasm for US politics and, seemingly, for everything American. The excitement and anticipation resulting from Barack Obama's campaign and election victory made many in government and in the private sector curious to see what Obama's policies would mean for trans-Atlantic relations and what opportunities they would bring for their own organizations.

Thus, Washington became the logical choice in 2009 for various APEP study programs, some of them APEP initiatives, others arranged upon the request of APEP Members. An overview.

Obama's first 100 days

A few months into the Obama presidency, APEP travelled across the Atlantic with a dozen talented, up-and-coming policymakers and managers from public sector organizations as well as a few companies for a program aptly titled *The First 100 Days*. Meetings with political analysts, lobbyists, a Member of Congress and former UN Ambassador and Under-Secretary of State Tom Pickering gave the participants a sense of how and to what extent the Obama Administration had set about translating its goals into policy. Would Obama and his team be able to live up to the expectations?

These expectations were still sky-high at the time, as the group would find out. Obama's popularity remained as high as his ambitions, especially in the realm of health care reform, education and the environment. However, it was also clear that in spite of Obama's stated goal of forging bipartisanship, the political scene continued to be highly fragmented. The same could be said of the Republican party itself, which had not yet been able to formulate a strong response to Obama.

Social media? Just do it

As part of an ongoing drive to professionalize government communication, a delegation of the interdepartmental Commission on New Media (CNM) undertook a study trip to Washington last October which focused primarily on the (im)possibilities of social media. While there is a widespread belief among government communicators in the US that there is much to be gained from the use of social media in engaging with the public, they, like their colleagues in the Netherlands, are still busy figuring out what the real added value of social media is. The realization that the Americans are facing the same questions and challenges actually had something of a reassuring effect and provided an excellent opportunity for comparing approaches and attitudes.



photos: Marcel Dezenijé

Two-way exchange: social media experts Mark Drapeau and Maxime Teller were very interested in hearing how social media is being used by the Dutch government.



Katie Dowd, new media director at the State Department, accepting a gift from CNM delegation leader Erik den Hoedt.

It was in the attitudes towards web 2.0 where the group found the biggest differences between the ‘GovComm’ communities in Washington and The Hague. The Americans are more willing to experiment, and less risk averse, than the Dutch. “We’re just getting our feet wet”, “it’s not about the tools, it’s about the culture” and “just do it!” were characteristic remarks by representatives of the Federal Web Managers Council. There also seems to be less skepticism towards social media in general and towards the long-term benefits of investing in them

(“it’s no hype”). A real “eye-opener”, in the words of CNM secretary Sanne van Houten, was the ever-present emphasis on ‘gov 2.0’ as a means of boosting government transparency, whereas in the Netherlands it is still primarily seen as a tool to improve interactive communication with the public.

The group left Washington mindful of a warning given by so many of their discussion partners that it was impossible to ignore: if you embrace social media, make sure you’re prepared – engaging online requires lots of resources, in particular lots of staff!

Public affairs capital

At a time of economic turbulence and major changes in American politics and the media landscape, a visit to Washington – often considered the birthplace of lobbying – held particular appeal for practitioners of public affairs and related disciplines (corporate affairs, corporate communications). Deep cuts in corporate budgets, Obama’s new lobbying guidelines, increased government intervention in the private sector, the fragmentation of the media landscape and the rapid emergence of social media are all developments with a potentially strong impact on the PA/CA profession, which, after all, has everything to do with the way government, business, the media and the public interact. Add the fact that new trends in public affairs tend to

follow those in the US, and it is clear what the objectives were of a one-week study program on public and corporate affairs that took place last October in what could rightfully be termed the world’s ‘public affairs capital’. This program was organized by APEP upon the recommendation of one of its members, The Hague-based PA firm Public Matters. An impressive array of experts awaited the participants in Washington to discuss the ins and outs of their profession: executives of the leading PA firms (Burson Marsteller, Powell Tate, Edelman, Tony Podesta of the Podesta Group) as well as two of the country’s most effective lobby groups (the AARP and AIPAC), plus corporate lobbyists (Philips, Ford) and representatives of universities (GWU,

American), top law firm Greenberg Traurig and the Public Affairs Council.

While most time was spent discussing the latest in public and corporate affairs, it was only natural, considering the inherently strong interest in public policy and politics shared by these participants, that another subject came up frequently throughout the week – the issue that had been on everyone’s mind in DC since the summer: health care reform. With the President’s proposals under fire from all sides, his approval ratings plummeting, a House vote coming up and emotions running high, this delegation found itself witness to the first real crisis of the Obama presidency.





Analyzing the crisis

Like our London/New York program in August (see pages 3-5), the *NHG Masterclass 2009* in Washington DC and New York, in early November, was all about The Crisis. Organized by APEP at the request of the Homeownership Guarantee Fund (WEW), which operates the National Mortgage Guarantee scheme (NHG), it allowed participants to analyze the roots of the credit crisis, the effects of government stimulus programs, plans for supervisory reform, and prospects for the housing and mortgage markets and for recovery of the financial system in a broader sense.

The delegation was a veritable Who's Who of the Dutch mortgage community, with ceo's of mortgage banks, servicers, intermediaries, industry and consumer organizations and NHG itself. Throughout the trip, passionate debate took place within the group of 26, which also included a representative of the

Ministry of Housing and which was led by Jan Kamminga, chairman of WEW's supervisory board.

The discussions with US policymakers and industry leaders could not convince everyone in the group that enough was being done, or that action was being taken quickly enough, to repair the financial system, regain public trust and build in safeguards against future breakdowns. As NHG's Karel Schiffer recalls, "When we asked a lender about the consequences of the credit crisis, his reply was quite remarkable: What credit crisis do you mean? In the past 400 years, some 48 crises have affected the economy!" The trip also reinforced the feeling that with so many differences between supervisory regimes in individual countries across the world, organizing supervision on a supranational level would make a lot more sense than strengthening national supervision.

At the US Treasury Department, the participants in the NHG Masterclass were briefed about the Troubled Asset Relief Program and other government measures to shore up the financial sector.

Washington's inner workings

As with the public affairs program in October, health care reform was the recurring thread during the 2009 edition of APEP's reputable Inside Washington program, which took place the following month. One of three Democratic Senators who threatened to vote against the reform proposals was Mary Landrieu, who met with our delegation a few days before the vote. The participants were clearly impressed with the Senator from Louisiana, a seasoned politician who was happy to lift the curtain on the wheeling and dealing on Capitol Hill.

She wasn't the only person of 'TV fame' this group would see during its visit to DC. They saw John McCain speak in the Senate chamber during a tour of the Capitol, former George W. Bush aide David Frum (American Enterprise Institute) was interviewed on CNN on the same day he met the group, and – the excitement was palpable – First Lady Michelle Obama was spotted in the garden of the White House.

The participants in this program – mid- to senior-level managers and policymakers from government and the private sector – arrived in Washington at a time when the Republicans seemed to be making a modest comeback, with gubernatorial victories in New Jersey and Virginia. They were introduced to the inner workings of the US capital by discussion partners from politics, government, lobbying and the media – including Republican Congressman Roskam, senior officials at the White House, State Department, the IMF and the Government Accountability Office, journalists from CNN, The New York Times and NOS, and insiders from the judicial branch and local government. From their different angles, they all agreed that the political climate in Obama's Washington was still predominantly negative, with bi-partisanship almost absent and a lot of ill feeling whipped up by the stormy debate on health care. This was reflected in Obama's own popularity, which, ten months now into his presidency, was still above 50% but steadily decreasing.



Dutch Senator Eric Janse de Jonge meeting with US Senator Mary Landrieu during APEP's Inside Washington 2009.

APEP - Building bridges of friendship through exchanges

by: Deng Yingying, 2009 APEP International Scholarship recipient



Deng Yingying and APEP's Chantal Ouwerkerk on the Euromast tower in Rotterdam.

At the invitation of the Atlantic & Pacific Exchange Program (APEP), I went to the Netherlands in March for two weeks of fieldwork. Although my stay was short, the warmth and friendliness of the Dutch and their pragmatism, efficiency and flexibility as they go about their work left an unforgettable impression on me.

Upon starting my traineeship I was given a brief introduction of APEP's activities by Lia Rosenbrand, one of its managing directors. Founded in 1983, APEP is a non-governmental and non-profit foundation which aims to promote international understanding and cooperation through face-to-face exchanges. The main participants in its programs are leaders from

political and business circles, journalists and editors from Western Europe, North America and Asia (mainly China, Japan and India). APEP has a membership base of about forty including government departments, multinational corporations and large institutions. Its annual membership dues are about 10,000 euro.

It started to develop friendly and cooperative relations with the CPAFFC in 1992. Hans Dijkstal, its current chairman and a former deputy prime minister of the Netherlands, enjoys high prestige in the country and has led delegations to China twice. APEP is one of the important channels through which the CPAFFC pursues friendly cooperation in the

Netherlands. APEP typically has a crowded agenda. Take for example the year 2006, when APEP organized 17 tailor-made study trips. To my surprise, APEP has a staff of only six which is responsible for all aspects of the work, including designing and planning each project, working out the itinerary, making contacts, booking air tickets and hotel accommodation, etc. How does a small staff handle such a large amount of work? And how, with funding mainly coming from membership fees, does APEP consolidate its membership base and attract new members to ensure the foundation's sustained development? With these questions in mind, I began the fieldwork that APEP had arranged for me. I was involved in APEP's day-to-day



work as well as in concrete projects. I sifted through files from recent years, hoping to find the secret to its success. During my stay APEP released four staffers to accompany me on my visits. They took good care of me, told me about local conditions and customs and answered my questions. Upon my request, they arranged for me to visit local families and get in touch with young people. These face-to-face contacts gave me a chance to learn about and experience the country's 'multiculture'. Managing director Elaine Springford told me that APEP, as a nongovernmental organization, pays much attention to keeping politically neutral and at the same time, in all of its work, hopes to move people with its sincerity.

I had a chance to experience this 'APEP spirit' in person. When the staffers talked to me about certain social phenomena in the Netherlands, they acquainted me with both the good and the bad sides and let me judge for myself. They were attentive to the differences between Western and Chinese ways, and respectful and considerate towards me. To me, this is characteristic, and clearly an advantage, of how a nongovernmental organization works – when expressing its views it does not impose them on others, and in promoting friendly relations with others it is not anxious for quick results. In designing its study programs, often around 'hot' issues, APEP often provides participants with useful reference information ahead of departure, to help them form their own judgement of the issues and possible solutions studied during the trip.

At the time of my traineeship APEP was planning, in view of the spreading worldwide financial crisis, a visit to the UK and the US to study the prospects for the financial sector. I was fortunate to be given the opportunity to accompany Elaine Springford to her meeting with Ronald Gerritse, secretary general of the Dutch Ministry of Finance, to discuss APEP's ideas for this new program. Mr. Gerritse, a valued adviser and confidant of the Dutch finance minister who has drafted a series of important policies and programs as part of the government's response to the financial crisis, indicated his willingness to head the delegation and offered concrete suggestions for the program's content. Thanks to the appropriate and well-timed choice of subject and delegation leader, this initiative was welcomed by many large Dutch financial institutions.

APEP's projects cover a broad variety of fields, including politics and socio-economic themes. Destinations range from Europe to the US and major Asian countries. Examples of program themes are 'Justice in the United States', 'Innovation, collaboration and IT in India', and 'Battling against the Obesity Epidemic in the UK'. Usually the selection of subjects is based on the requirements of members. Once a destination is chosen, APEP will use all available means to get in touch and arrange meetings with the most authoritative and influential experts, government officials or entrepreneurs. In doing so, APEP continuously expands and

refreshes its network, invests in the quality of its projects, raises awareness of its activities and enhances its reputation. It is with this approach, combining the building of a membership base with the organization of study trips, that APEP in the more than 25 years since its founding has succeeded in establishing an extensive network across many countries.

This article first appeared in Voice of Friendship, the magazine of the Chinese People's Association for Friendship with Foreign Countries (CPAFFC), in August 2009.



The Chinese People's Association for Friendship with Foreign Countries (CPAFFC) is APEP's partner organization in China. Founded in 1954, the CPAFFC aims to promote friendship and mutual understanding between the Chinese people and other peoples across the world. It establishes contacts and organizes exchanges with friendly organizations and individuals all over the globe. The Association has provincial and regional branches throughout China. More information about its activities can be found in its English-language magazine *Voice of Friendship* (www.cpaaffc.org.cn/yszz/indexe.php).

Chen Haosu with APEP chairman Hans Dijkstal and APEP director Elaine Springford in 2008.

The CPAFFC is chaired, as of January 2010, by Qi Huaiyuan. The poem below was written by his predecessor Chen Haosu, who was the Association's highly regarded president for the past ten years. Poems of Mr. Chen's hand have traditionally accompanied CPAFFC new year's greetings to its partners abroad, reflecting on China's role in the world and always exuding an infectious optimism.

*The new century finished its first decade
The new long march made new progress
Performing new tasks we overcame great difficulties
In the new history we advanced bravely*

*New Asia is developing like the rising sun
New Africa is winning outstanding successes
New Latin America and Oceania are quickening their steps
New Europe and America are vying with each other for the lead*

*The new sun and moon shine in the universe
The new heaven and earth extend boundless
The new world will become integrated
While New China will be crowned with new victories*

Chen Haosu – January 1, 2010

APEP Agenda

Update: January 2010

This agenda features only a selection of APEP programs. APEP continuously develops new programs: tailor-made study trips (exclusively for APEP Members) as well as thematic programs (on an invitation basis). Interested in what else is being planned? Questions about our activities? We welcome your suggestions and inquiries! Please find our contact details below.

- April 10-17 Twynstra Gudde delegation to Singapore**
APEP Member Twynstra Gudde is sending some 20 advisors and managers to Singapore to learn about e-government in this small, dynamic city-state in Southeast Asia. The group will study all aspects of and perspectives on the use of IT in government public information campaigns: how is e-government structured, what (innovative) services are provided, what role do new media – particularly social media – play and how is all this perceived by the citizens?
- April 10-17 Water Management & Sustainability in the US >>**
- Spring Inside Brussels 2010**
APEP's Inside Brussels offers corporate executives, civil servants and NGO managers an understanding of the institutional makeup, decision-making processes and lobbying scene of the EU. Special attention will be given to the meaning and impact of the Lisbon Treaty, the changed makeup of the European Commission and the overhaul of EU financial supervision in the wake of the credit crisis.
- Spring Obesity prevention in the US**
APEP will invite policymakers, academic experts and industry representatives to take stock of the ongoing fight against obesity in the US. What impact have preventive measures and awareness campaigns had so far? What new approaches are being developed?
- Spring Inside China 2010**
This program will allow senior executives, managers and policymakers from the public and private sectors an opportunity to experience China first-hand. Face-to-face meetings and site visits shed light on decision-making structures, economic policy, social trends and environmental challenges.
- October 30 - November 5 Inside Washington 2010**
Designed to familiarize up-and-coming managers and policymakers with the inner workings (politics, lobbying, media) of the American capital, this year's Inside Washington will coincide with, and give special attention to, the midterm congressional and gubernatorial elections.
- 2010 Food Safety and Consumer Awareness in the US**
What are the current Administration's policies on food safety and related issues? APEP will put together a mixed delegation of experts from the public and private sectors to examine the latest theories, regulations and information campaigns.
- 2010 Emerging Financial Centers in India and China**
APEP plans to take a senior delegation from the Netherlands to the rising global financial centers of Mumbai and Shanghai. Visits to key institutions and experts will give participants an understanding of the promise and potential of these new hubs and of the challenges they still face.
- 2010 Corporate Social Media in the US**
Many businesses feel that there is something to be gained from social media, but most wonder how exactly. This program will take participants on a tour of companies and organizations with successful or promising experiments in the Web 2.0 arena.



photo: brothergrimm / flickr

Coming up...

Water Management & Sustainability in the US (April 10-17)

There is broad consensus among experts about the need to develop more sustainable forms of water management in order to reduce flood risks, fight drought, protect ecosystems and preserve freshwater supplies. While much and sometimes world-leading expertise in this field can be found in the Netherlands, APEP is organizing a study trip that enables and encourages Dutch policymakers and specialists to get acquainted with innovative approaches and solutions developed in the United States, where awareness of the country's vulnerability to floods and drought is spreading quickly.

Titled *Water Management & Sustainability in the US* and taking place April 10-17, this program will take participants to Washington DC, New Orleans and northern California for a close look at US water and climate policies. Among the discussion partners will be members of Congress, experts of the US Army Corps of Engineers and of leading private companies and universities, and policymakers of the Environmental Protection Agency and the State of California. Site visits will include the Sacramento-San Joaquin Delta, where flood risks are high and freshwater resources under threat, and the Coastal Defense Zone in New Orleans.

The delegation will be led by Sybe Schaap, a member of the Dutch Senate and until recently chairman of the Association of Regional Water Authorities (UvW). If you are interested in joining this program, please contact APEP's Rotterdam office.

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