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Dear Merike,

Thank you for sending us the summary of the 4th Review Working Group Meeting that took place on 29th March 2017, which we have now reviewed.

We are glad that the RWG has found a way forward from the meeting in Brussels, and find much to support in the proposal, in particular: the delegation of certain powers from the Board of Directors to an Executive Board; the limitation of the number of number of Executive Board members to seven; and the clarification that Executive Board Members have a fiduciary responsibility to the entire ECTAA Membership.

We would, however, like to add some comments and suggestions that we think will ensure that the proposed structure delivers the effective organisation that we all want ECTAA to be:

- i. We propose that there should be no categories for election to the Executive Board, and that candidates should be elected on merit and commitment.
- ii. Candidates to sit on the Executive Board should not necessarily have to sit on the Board of Directors.
- iii. Although the President of ECTAA would sit ex-officio on the Executive Board, he or she would not necessarily be the Chairman of the Executive Board, who would be chosen from their own number by the members of the Executive Board. The elected Chairman of the Executive Board should be Vice-President of the Association, ex-officio.
- iv. The Technical Committees would be sub-Committees of the Executive Board, who would be responsible for determining the Technical Committees' work programmes and reviewing output.
- v. Decisions and recommendations of the Executive Board would be ratified by the Board of Directors on a majority veto basis – ie. unless a majority of Directors object, the recommendations of the Executive Board would be carried.
- vi. Repeated rejection of the decisions and recommendations of the Executive Board would be taken as a vote of no confidence in the entire Executive Board, who would then stand down.
- vii. The Executive Board would be responsible for the appointment of the Secretary-General of ECTAA, with their decision and recommendation to be ratified by the full Board.

- viii. If the RWG proposal is agreed at the meeting in Coimbra, the process for electing the Members of the Executive Board should commence immediately – ie. replacing the current members of the Strategic Committee.
- ix. Since the members of the Executive Board will be elected, we do not see the need to force termination within the Articles of Association, with the exception of the President role, which should rotate as proposed in the RWG summary.
- x. We strongly reject the appointment of ACAVE to the 2018-2020 Presidency without a full and considered electoral process.

We hope that you will see the merit in these suggestions, which we believe achieve the two goals of ensuring continued representation for all ECTAA Members, while allowing for the creation of a more focused and powerful organisation; we look forward to their being adopted as part of the final ratification of the RWG proposals in Coimbra.

Yours sincerely,



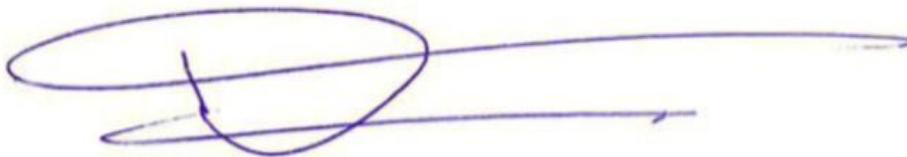
Mark Tanzer – Chief Executive, ABTA



Lars Thykier – Managing Director, DRF



Dirk Inger – Managing Director, DRV



Frank Oostdam – Director, anvr