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**From:** Caroline Flynn  
**Sent:** 12 October 2009 17:11  
**To:** Carlos Macaya  
**Cc:** FIA Foundation Board of Trustees

**Subject:**  
**Attachments:**

**Sent For and on Behalf of David Ward, Director General, FIA Foundation**

Dear Carlos

Further to the letter sent by Mr Darbelnet I would like to express my concern that the email attachments circulated with his letter appear to have been stolen. However, as he has chosen to distribute a private email in which I express criticism of the role of the larger clubs I think it is appropriate that I elaborate on this further.

Both in my previous capacity as Director General of the FIA European Bureau and more recently in the Foundation I have seen how the large mobility clubs try to exercise a controlling influence over the work of the FIA and to a lesser extent even the Foundation.

In Europe the large mobility clubs have organised themselves in ARC a commercial body through which they offer business to business services. Of course, there is nothing wrong with this at all. However, during my time in Brussels it was always made clear to me that ARC clubs should retain a controlling influence over the work of the European Bureau. An example of this occurred during a European ITS Congress held in Amsterdam in 1996. An FIA ITS Working Group was holding an important meeting with the European Commission to discuss co-operation on telematics and I was asked to deliberately divert the representative of the RACC so that they would not attend. The RACC, of course, is not a member of ARC.

The difficulty with the way in which ARC operates is that it creates a barrier to the development of mobility services in the FIA. ARC members do not want commercially attractive services to be developed by the FIA especially where they may rival their own, or be offered on an equal basis in countries where ARC clubs compete with other FIA members. This ARC vs non-ARC rivalry exists, for example, in Belgium, Germany, Spain and the United Kingdom. I am convinced that smaller FIA clubs especially in Region 1 are being disadvantaged by the dominant position taken by the ARC clubs and their determination to control and limit the growth of the mobility services of the FIA. I think the same influence explains why the development of the tourism activities of the AIT was so unimpressive.

Even within the Foundation there has also been pressure from the larger clubs to retain their dominant position. When a few years ago Otto Flimm retired as President of the ADAC I was contacted by the club and informed that Mr Flimm would no longer be a trustee and that the ADAC would nominate his successor. I responded by explaining that Mr Flimm served in an individual capacity and that he could not be retired unilaterally by the ADAC. Subsequently when Mr Flimm did retire as a trustee the Board chose not to nominate the ADAC's suggested replacement. Soon after this complaints were made to me not just from the ADAC but also by another large club about the decision-making of the Foundation. It was argued that there had been a diminution of club influence on the Board. In fact the number of trustees with links to clubs has remained constant but now come from smaller clubs and from other world regions.

Alongside ARC at a global level, the large mobility clubs have created a new Global Mobility Alliance, under the chairmanship of Bob Darbelnet. Again there is nothing intrinsically wrong with this. However, it is extremely difficult for FIA clubs to obtain any information about the GMA, its membership and activities and there is a risk that it could be used to control the FIA. It is striking, of course, that Ari Vatanen's strongest supporters are the leading clubs in the GMA and ARC and that his initial policy statements offered them more power at the expense of smaller clubs.

For example in an interview in Autosport on July 11<sup>th</sup> Ari Vatanen expressed his strong sympathy for a new voting system in the FIA that would provide for weighted voting in favour of the largest mobility clubs from the largest countries. (See attached). If the FIA used a weighted voting system both the ARC and GMA members would gain an effective veto over FIA policy. This would further limit the Federation's ability to develop mobility services that could benefit smaller clubs and reduce the influence of ASNs.

Interestingly in the FIA Mobility Region III there is a system of weighted voting established through their internal regulations. It has enabled the creation of a Committee of three clubs in the region (AAA, CAA and AATA) that has been used to decide on nominations to the World Council for Automobile Mobility and Tourism. The Committee has refused to nominate the sitting member of the World Council and FIA Vice President, Mr Gabriel Gonzalez without him knowing anything about the process or having been given reasons for his rejection. The Committee has also nominated the President of the Trinidad and Tobago club to serve on the World Council without his knowing in advance or having his prior approval. The Region 3 experience shows all too clearly how small clubs from less powerful countries will be treated if a weighted voting system was in place.

These examples demonstrate a clear lack of transparency and good governance, and yet it is just these allegations that the major clubs have directed at the FIA for many years especially both before and after the merger with the AIT. I think that the position of the large clubs in this respect is hypocritical and also damaging to the FIA.

The big clubs seem fearful of a better organised and resourced FIA that could really help smaller clubs around the world grow and develop. They worry that it could complicate and interfere with their commercial agenda for ARC and the GMA. It is also worth recalling that when the FIA discussed the establishment of the FIA Foundation, Bob Darbelnet and Fernando Falco argued that its funds should be devoted exclusively to motor sport activities (see minutes attached). Fortunately the General Assembly rejected his proposal as it would have denied us the unique opportunity to make the substantial contribution to global road safety that we have made over the last nine years.

I believe that the clubs in ARC and GMA have nothing whatsoever to fear from a stronger and more effective FIA. The FIA can and should do much more to help support its smaller mobility clubs, and also encourage cooperation with ASNs. This need not interfere at all with the work of ARC and GMA in securing commercial deals for its members. To be commercially successful they simply do not need to exercise the dominant control over the FIA that they clearly seek.

In recent years the FIA mobility secretariat has been improved and the Foundation is devoting greater resources to clubs in emerging regions than ever before. All this has happened despite the resistance of the larger clubs rather than with their active support. Hopefully a more constructive spirit of team work will prevail soon. Meanwhile during the current election I think it would be preferable to have a frank and honest exchange about these issues. Perhaps a special forum should be arranged during the General Assembly in which they could be discussed openly. If trustees would have no objections I would be delighted to participate and contribute to a long overdue debate.

Best Wishes

**David Ward**  
Director General

