



**FIDIC**

Activities

[GAMA-Africa conference focuses on the role of consulting engineers](#)

The engineer as a strategic partner is the theme for the 2010 FIDIC Group of Africa Member Associations (GAMA) conference in Mombasa.

[Managing innovation: the way forward](#)

FIDIC 2010 New Delhi will bring together clients, industry leaders, government organisations, and funding agencies to debate the key aspects of innovation.

**Business**

Development

[Insight into the development of consulting engineering in Africa](#)

*Engineering is Development* by Bayo Adeola, a former FIDIC Executive Committee member, tells a story of resilience in difficult circumstances.

Practice

[Sustainability infrastructure rating system to be developed](#)

The chair of FIDIC's Sustainability Development Committee is to help prepare a draft of a sustainability rating system for infrastructure projects in the USA.

Contracts

[A steady stream of new books on FIDIC contracts](#)

Leading international authorities continue to provide detailed and up-to-date guidance on FIDIC's suite of works contracts.

**Industry**

Representation

[Liaison programme planned](#)

FIDIC Executive Committee members plan a coordinated programme of regional visits to Member Associations.

Image

[Innovation report planned for New Delhi conference](#)

A SYNTEC-Ingénierie white paper will be recast in an international light for discussion at the FIDIC 2010 annual conference.

**Principles**

Quality

[Qualifications-Based Selection study reported reduced construction costs](#)

A USA study has reported that lower construction costs were achieved in construction projects procured under Qualifications-Based Selection.

Ethics

[Guidance for the governance of lobbying released](#)

If applied, the new *OECD Principles for Transparency and Integrity in Lobbying* will help protect consulting engineers.

[A new OECD toolbox aims to enhance integrity in public procurement](#)

FIDIC comments on an OECD toolbox for enhancing integrity in public procurement stressed the special nature of intellectual services.

[Bank Doing Business Report has noted progress in building regulation to reduce corruption](#)

An International Finance Corporation report notes that several countries have been able to reduce corruption by improving permitting regulations.

Sustainability

[French association signs sustainability agreement with ecology minister](#)

SYNTEC-Ingénierie has signed an agreement with France's ecology ministry to develop new tools including a project sustainability log book.

**50% Off**  
Power Training  
for a limited period  
  
ORDER NOW

**NEW DELHI**  
FIDIC  
19-22 Sep10

**cornerstone seminars**  
Contracts Workshop  
Prague  
22-23 Jun10  
ORDER NOW

**ECV**  
Contracts Course  
Abu Dhabi  
22-23 Mar10  
ORDER NOW

**DBF**  
DABs Course  
Toronto  
31 May10  
ORDER NOW

**FIDIC**  
Contracts Course  
Qatar  
5-7 Apr10  
ORDER NOW

**informa**  
Contracts Conference  
Beijing  
24-25 Jun10

**BST**  
Course sponsor

## Announcements

[Record participation for the 2010 management training programme  
FIDIC Conferences and International Training Programme](#)

[Executive Committee reviews committee outputs](#)

[Executive decisions focus on regional and organisational issues](#)

[Members announcements](#)



FIDIC  
19-22 Sep10

## FIDIC - Activities

### GAMA-Africa conference focuses on the role of consulting engineers

[full item: 111Ac]

The FIDIC 2010 GAMA-Africa Regional Conference (Whitesands Hotel, Mombasa; 14-17 March 2010; see [www.fidic.org/gama](http://www.fidic.org/gama)) will focus on the consulting engineer as a trusted and strategic partner and advisor to both public and private sector clients at all stages of development. This partnership has not always been exploited sufficiently in Africa despite the engineer's important role in the supply of physical infrastructure and in formulating sustainable solutions. A feature will be a business opportunities seminar with several African Development Bank contributions. The South African Development Bank, speaking on behalf of the Industrial Development Bank in South Africa, the Africa Finance Corporation, and the Rand Merchant Bank, will report on private sector investment.



Contracts  
Workshop  
Prague  
22-23 Jun10  
ORDER NOW



Contracts  
Course  
Abu Dhabi  
22-23 Mar10  
ORDER NOW

### Managing innovation: the way forward [full item: 112Ac]

Innovation is absolutely necessary, but is not without risk. It must be delivered in a rapidly changing world where projects are becoming more complex. It must be nurtured by appropriate government action and regulation. It must be sustained and managed in an increasingly global and competitive business environment. The many facets of innovation that arise in providing the quality services needed to meet today's urgent and growing demands will be addressed over three days by the FIDIC 2010 New Delhi Conference (18-22 September), the consulting engineering industry's premier event. Plenary sessions, seminars and interactive workshops organised under three main themes will focus on innovation in project delivery, project sustainability, and the consequences of innovation from a business perspective. The host association, CEAI-India will stress the need for research and development in innovative solutions to help specific projects facing generic challenges such as construction in congested urban areas, in remote areas with minimal access, and in areas suffering extreme environmental stress. India faced many of these challenges building the Golden Quadrilateral's 5846 km of highways (see photo) that is now 75% complete.



DABs  
Course  
Toronto  
31 May10  
ORDER NOW



Contracts  
Course  
Qatar  
5-7 Apr10  
ORDER NOW



Contracts  
Conference  
Beijing  
24-25 Jun10

The FIDIC 2009 conference in London confirmed that consulting engineers have an increasingly important role to play in the global economy and in offering solutions to global challenges. Participants in New Delhi will benefit from a mix of best practice guidance and an understanding of the latest industry thinking which will carry the industry forward in meeting the challenges. A variety of hotels of all categories and located close to the conference venue, the exceptional Vigyan Bhawan, will offer special conference rates. There is a full programme of social events and an extensive and varied programme for accompanying persons, each supported by government-backed security arrangements. Delhi itself is a cosmopolitan and modern city that has become India's most vibrant centre for the arts and a gateway to a region that is home to many majestic sites, including the universally admired Taj Mahal. Full details of hotel accommodation, post-conference tours, the accompanying persons programme and the business programme, and including facilities for online and offline registration, will be available in March 2010 at [www.fidic2010.org](http://www.fidic2010.org).



Course  
sponsor

## Business - Development

### Insight into the development of consulting engineering in Africa

[full item: 66De]

Bayo Adeola, former Chair of FIDIC's Capacity Development Committee and a former member of the FIDIC Executive Committee, has written a book titled *Engineering is Development* that shares historic insights on the impact of engineering on Nigeria's development in the face of a "developmentally challenged history". The book, published by CPMS, Nigeria, and available in hard and soft copy from the FIDIC [Bookshop](#), concludes that stakeholders need to bring more state-of-the-art thinking to the main issues so as to create greater synergy between the needs of the population at large, infrastructure requirements and knowledge intensive industries.



**50% Off**  
Power Training  
for a limited period  
  
ORDER NOW



FIDIC  
19-22 Sep10

**cornerstone**  
seminars

Contracts  
Workshop  
Prague  
22-23 Jun10  
ORDER NOW

## Business - Practice

### Sustainability infrastructure rating system to be developed [full item: 83Pr]

In October 2009, the American Public Works Authority (APWA), a forum for professionals to improve professional competency and performance and to promote public works, invited members to help design a *Green Scorecard* manual for public works projects that would assist project managers to evaluate sustainability initiatives involving consultants and promote sustainability in the design and specification of projects. In January 2010, the ACEC-USA, after further discussion with the partners and with the FIDIC Sustainability Development Committee chaired by Bill Wallace, announced that the scorecard would aim to serve as a rating tool for sustainable infrastructure across the full spectrum of public works projects, with a draft released for discussion in the first half of 2010. The aim would be to develop a scoresheet and criteria for determining point ratings so that designs would be more sustainable. The growing list of partners currently includes the ACEC-USA, APWA, the American Association of Civil Engineers, the UK's Civil Engineering Environmental Quality Assessment and Award Scheme (CEEQUAL), the Federal Highway Administration, and the US Army Corps of Engineers. A rating system is envisaged that uses FIDIC's Project Sustainability Management approach as the framework with CEEQUAL, see [www.ceequal.org](http://www.ceequal.org), for data collection. The initiative reflected a desire by organisations representing firms, engineers as professionals and client bodies to take a leadership position on which projects get done and how they get done.

**ECV**

Contracts  
Course  
Abu Dhabi  
22-23 Mar10  
ORDER NOW



DABs  
Course  
Toronto  
31 May10  
ORDER NOW

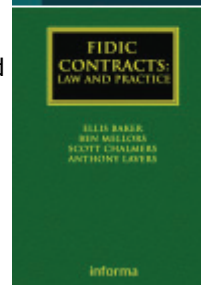
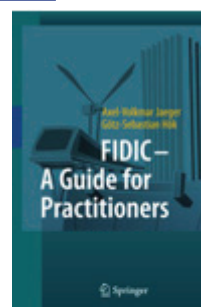


Contracts  
Course  
Qatar  
5-7 Apr10  
ORDER NOW

## Business - Contracts

### A steady stream of new books on FIDIC contracts [full item: 83Co]

FIDIC's suite of works contracts undoubtedly represent benchmarks for international best practice, with experts from all relevant disciplines continuing to publish comprehensive guides. Authors are based in many different countries and many aim to share experience of using the contracts in various types of legal jurisdictions. *FIDIC - A Guide for Practitioners* (Springer-Verlag; ISBN 9783642020995) by Sebastian Hoek and Axel Jaeger provides invaluable guidance on how FIDIC standard forms of contract, with their origins in common law, should be used in legal systems based on civil codes. Both authors are FIDIC accredited trainers, with Dr Hoek having a legal background and Axel Jaeger an engineering background (he was a member of FIDIC Contracts Committee for many years and recently stepped down as the committee chair). *The FIDIC Contracts - Law and Practice* (Informa Law; ISBN: 9781843116288) by Ben Mellors, Ellis Baker, Anthony Lavers, and Scott Chalmers provides an excellent blend of legal practitioner and academic opinion by highlighting controversial issues and outlining the main schools of thought. *Practical Guide to Engineering and Construction Contracts* (CCH Australia; ISBN: 9781921593529) by Philip Loots and Donald Charrett offers a concise, practical guide to the law relating to construction contracts in Australia that illustrates many best-practice principles that are taken up in the FIDIC contracts. In each case, the authors regularly present FIDIC contracts to international audiences. A complete list of books relevant to users of FIDIC contracts is kept in FIDIC [User Forums](#).



**informa**

Contracts  
Conference  
Beijing  
24-25 Jun10




Course  
sponsor

## Industry - Representation

### Liaison programme planned [full item: 67Re]

There are several channels for informing Member Associations of what FIDIC does to promote their interests and for helping to keep FIDIC better informed of what is expected. Gregs Thomopoulos, FIDIC President, wrote in January 2010 to Member Associations to ask for help in organising a new initiative, namely a coordinated programme of regional visits by Executive Committee members. The committee has tended to rely on regular commitments such as visits to the development banks, Executive Committee meetings and the FIDIC annual and regional conferences. These are complemented by visits by staff to organise conferences and training and publishing activities and to maintain contacts with international organisations with which FIDIC works to develop business practice. The President asked for help in prioritising visits based on criteria such as issues or events of strategic importance. The new liaison programme comes at an increasingly busy time for FIDIC, which has a target of 100 Member Associations for the 100th anniversary in 2013 when the anniversary conference in Barcelona will have an expanded involvement by other organisations, especially those representing client sectors.

**50% Off**  
Power Training  
for a limited period  
  
ORDER NOW

  
NEW DELHI  
FIDIC  
19-22 Sep10


  
Contracts  
Workshop  
Prague  
22-23 Jun10  
ORDER NOW

## Industry - Image

### Innovation report planned for New Delhi conference [full item: 49Im]

With innovation now a necessity if consulting engineers are to respond adequately to present and future challenges SYNEC-Ingénierie, a FIDIC Member Association for France, has released a English version of its white paper on *Engineering Consultancy and Innovation*. The report made recommendations on how to strengthen the industry's capacity to deliver innovation by examining both firms and their operating environment. The main conclusions: senior management must commit to promoting innovation; government links must encourage joint actions with industry; the way relations between the parties in a project are organised must be must be adjusted. SYNEC-Ingénierie and the European federation EFCA have agreed to work with FIDIC to prepare an international version of the report that consolidates industry best practice and guidance for release in a draft form for discussion at the FIDIC 2010 New Delhi Conference ([www.fidic2010.org](http://www.fidic2010.org)) that has "Managing Innovation" as the theme.

  
Contracts  
Course  
Abu Dhabi  
22-23 Mar10  
ORDER NOW

  
DABs  
Course  
Toronto  
31 May10  
ORDER NOW

  
Contracts  
Course  
Qatar  
5-7 Apr10  
ORDER NOW

## Principles - Quality

### Qualifications-Based Selection study reported reduced construction costs [full item: 3Qu]

*An Analysis of Issues Pertaining to Qualifications-Based Selection*, a university study in the USA published in late-2009 by the ACEC-USA, has demonstrated that Qualifications-Based Selection (QBS) achieved lower construction costs and better project results. Key findings included that while the industry average for construction cost growth (total cost of change orders as a percentage of the final construction cost) was about 10 percent, on QBS projects it was only 3 percent. The extension of construction schedules was also lower on QBS projects. The 52 pages report is available from the [ACEC-USA](http://www.acec-usa.org).



  
Contracts  
Conference  
Beijing  
24-25 Jun10

  
Course  
sponsor

## Principles - Ethics

### Guidance for the governance of lobbying released [full item: 49Et]

Lobbying is a global practice but only one-quarter of OECD member countries have introduced government regulations and legislation. Many OECD countries rely on the self-regulation of lobbyists and regulating lobbying has proved difficult owing to its complexity and sensitive nature. FIDIC was invited to comment on draft *OECD Principles for Transparency and Integrity in Lobbying* ([PDF](#)) which were approved by the OECD Council in February 2010, [www.oecd.org](http://www.oecd.org). It is the first international policy instrument for guidance on governance principles for lobbying. Some issues apply directly to consulting engineers such as having clear definitions of the types of communications with public officials that are not considered "lobbying", for example, communications that are already on public record, notably public hearings and established consultation mechanisms.

## A new OECD toolbox aims to enhance integrity in public procurement

[full item: 48Et]

Procurement has received renewed attention in the current global economic crisis since larger financial flows and use of accelerated procedures for government procurement in stimulus programmes have given rise to additional risks. The 2009 *OECD Global Forum on Public Governance* agreed that practical tools were needed to safeguard integrity in public procurement. The OECD Public Governance Committee subsequently developed a toolbox to provide practical guidance on how to apply the 2008 *OECD Recommendation of the Council on Enhancing Integrity in Public Procurement* (PDF). The toolbox is a compilation of existing tools that support public officials in designing and developing guidance and procedures at various points in the procurement cycle. The heart of the draft document comprises short descriptions of public procurement tools grouped into five categories. A draft has undergone a consultation process and will be made public in early-2010 as a regularly updated, web-based document. In invited comments, FIDIC recommended recognition of the fact that the procurement of intellectual services should be based on different rules and procedures from those for price-sensitive commodities. FIDIC also stressed the need to address both the demand and supply side of corruption, through tools such as the *FIDIC Government Procurement Integrity Management System*, which OECD sees as complementary to the toolbox.



**50% Off**  
Power Training  
for a limited period  
Power  
Generation  
ORDER NOW



FIDIC  
19-22 Sep10



Contracts  
Workshop  
Prague  
22-23 Jun10  
ORDER NOW



Contracts  
Course  
Abu Dhabi  
22-23 Mar10  
ORDER NOW



DABs  
Course  
Toronto  
31 May10  
ORDER NOW



Contracts  
Course  
Qatar  
5-7 Apr10  
ORDER NOW



Contracts  
Conference  
Beijing  
24-25 Jun10



Course  
sponsor

## Bank Doing Business Report has noted progress in building regulation to reduce corruption

[full item: 47Et]

The International Finance Cooperation *Doing Business Report 2010* (PDF) noted that a World Bank survey had found that firms faced more issues related to corruption in countries where it was more difficult to obtain construction permits. For instance, a recent survey of 218 companies in 19 Asia-Pacific Economic Cooperation member countries found that the time and procedures for dealing with construction permits were the main regulatory impediment to doing business. Reforms that made the regulation of construction more efficient and transparent helped reduce corruption and informality in the sector.



Reforms to simplify construction permitting have been on the rise for the past five years, with *Doing Business* recording 91 reforms in 62 economies aimed at making construction permitting more efficient and easier to comply with. Efficient regulation often took a systematic approach in reforms by identifying areas of overlap among agencies, consulting widely with stakeholders, opting for risk-based approval systems, and introducing internal monitoring systems. It is noted that specific reference was not made FIDIC's proposed *Government Procurement Integrity Management System* (GPIMS) that ensures the implementation of a comprehensive monitoring system.

## Principles - Sustainability

### French association signs sustainability agreement with ecology minister

[full item: 8Su]

The *Grenelle Environnement*, a high profile, government-driven process in France to plan a long-term strategy for sustainable development, has led to SYNTEC-Ingénierie, a Member Association for France, signing an agreement with the ecology ministry represented by Chantal Jouanno, State Secretary (shown on the left in the photo with Alain Bentejac, President, SYNTEC-Ingénierie) to take a leading role in several major initiatives, namely improving the energy efficiency of existing buildings, urban planning and diversifying transport systems. The agreement envisages the development and implementation of new tools such as an "observatory" to monitor energy consumption in buildings, ensuring that all stakeholder play an active role in projects to design urban environments, and an innovative, publically available "sustainable development log book" that rates infrastructure projects and accompanies each project throughout its life-cycle. The SYNTEC logbook encapsulates many of the FIDIC Project Sustainability Management principles. It comes at a time when the International Standards Organization has stated drafting a sustainable construction standard for civil works and the USA has established a group to draft an infrastructure rating system, see [News item](#).



## Announcements - Events

### Record participation for the 2010 management training programme

[full item: 68Ev]

The FIDIC 2010 Young Professionals Management Training started in early-February with a record number of participants (52 from 14 countries). The programme comprises the usual online sessions, feedback and discussion on the eFIDIC training platform (see [eFIDIC](#)) for six months followed by closing working sessions immediately before the FIDIC 2010 New Delhi Conference (see [www.fidic2010.org](http://www.fidic2010.org)), with a final report presented during the Future Leaders Workshop at the conference. For 2010, the programme was restructured so that *FIDIC Guide to Practice* training modules formed the core of the training upon which cases studies were built. This will provide the future managers with a better understanding of how consulting engineering firms operate.

### FIDIC Conferences and International Training Programme [full item: 63Ev]

FIDIC GAMA Africa 2010 Regional Conference, Mombasa, 14-17 Mar 10 [GAMA](#)  
FIDIC-ECV Contracts [Course](#) (Practical Use: Advanced), Brussels, 15-16 Mar 10  
FIDIC Contracts [Intensive Course](#) (Practical Use), Gaborone, 15-16 Mar 10  
FIDIC Contracts [Intensive Course](#) (Claims), Gaborone, 17-18 Mar 10  
FIDIC-ACES Contracts [Course](#) (Claims), Belgrade, 22-23 Mar 10  
FIDIC-ECV Contracts [Course](#) (Practical Use), Qatar, 22-23 Mar 10  
FIDIC Contracts [Intensive Course](#) (Practical Use), Qatar, 5-7 Apr 10  
FIDIC Contracts [Intensive Course](#) (Claims), Qatar, 12-14 Apr 10  
FIDIC-ECV Contracts [Course](#) (Practical Use), Ankara, 19-20 Apr 10  
FIDIC-ECV Contracts [Course](#) (Practical Use), Singapore, 22-23 Apr 10  
FIDIC-ECV Contracts [Course](#) (Claims), Vienna, 26-27 Apr 10  
FIDIC-ECV Contracts [Course](#) (Practical Use), Zagreb, 10-11 May 10  
FIDIC-DBRF Training [Workshop](#), Istanbul, 12-13 May 10  
DBRF Dispute Resolution [Conference](#), Istanbul, 14-16 May 10  
CNEC-Mexico 25th Anniv./FEPAC [Gen. Ass.](#), Mexico City, 18-21 May 10  
FIDIC-ECV Contracts [Course](#) (Practical Use: Advanced), Dubai, 19-20 May 10  
FIDIC Contracts and Claims Seminar, Tunis, 27-28 May 10  
EFCA-Europe Conference, Rome, 27-29 May 10  
FIDIC-DBT Contracts [Course](#) (DABs), Toronto, 31 May - 1 Jun10  
FIDIC-ECV Contracts [Course](#) (Practical Use), Paris, 31 May - 1 Jun10 (in French)  
FIDIC Seminar, Tripoli, 3 Jun 10  
ACA-Austria 150th Celebration, Vienna, 16-17 Jun 10  
FIDIC-Cornerstone Contracts [Workshop](#) (Contracts), Prague, 23-24 Jun 10  
FIDIC Asia-Pacific Contracts Users [Conference](#), Beijing, 24-25 Jun 10  
FIDIC ASPAC Asia-Pacific 2010 Regional Conference, with [FIDIC 2010 New Delhi](#)  
FIDIC [2010 New Delhi](#), 19-22 Sep 10

## Announcements - Notices


### Executive Committee reviews committee outputs [full item: 11No]

In reviewing FIDIC committee activities, the Executive Committee noted at its February 2010 meeting in Wellington that the Contracts Committee's demanding workload included finalising *FIDIC Procurement Procedure*, a new version of the Multilateral Development Bank Harmonised *Construction Contract* and a new *FIDIC Design-Build-Operate Contract Guide*. Meanwhile, drafting task groups were working on updates to the services agreements and the 1999 works contracts. A group was being formed to update the *Dredgers Contract*, with a likely extension to the *FIDIC Short Form of Contract*. The Business Practices Committee (BPC) was focussing on a revised *Quality Based Selection* guide, on a new *FIDIC Safety in Design Guide*, and on a civil works supplement to the *FIDIC Definitions of Services Guidelines*. The Quality Management Committee had been charged with updating FIDIC's two quality management guides, and the Integrity Management Committee was updating the *FIDIC Business Integrity Management Guidelines*. The Sustainable Development Committee (SDC) was planning to complete revised *FIDIC Project Sustainability Management Guidelines* and had agreed with EFCA to finalise an international version of a SYNTEC-Ingénierie guide to innovation, see [News item](#). The Executive Committee agreed to a SDC proposal to establish a Climate Change Task Group to review strategies and prepare industry guidelines. Meanwhile, the Risk and Liability Committee was updating *Professional Liability Insurance: A Primer* and preparing a policy statement on limited liability. It was also decided that BPC would review all existing policy statements, some of which were relatively new whereas updates of others had not been finalised.



50% Off  
Power Training  
for a limited period  
Power Generation

ORDER NOW



NEW DELHI

FIDIC  
19-22 Sep10




cornerstone  
seminars

Contracts  
Workshop  
Prague  
22-23 Jun10  
ORDER NOW



ECV

Contracts  
Course  
Abu Dhabi  
22-23 Mar10  
ORDER NOW



DBF

DABs  
Course  
Toronto  
31 May10  
ORDER NOW



FIDIC

Contracts  
Course  
Qatar  
5-7 Apr10  
ORDER NOW



informa

Contracts  
Conference  
Beijing  
24-25 Jun10



BST

Course  
sponsor

## Executive decisions focus on regional and organisational issues

[full item: 12No]

In spite of difficult economic conditions, FIDIC achieved a substantial financial surplus in 2009 largely because staff had not been replaced and planned new staff had not been engaged given the uncertainty of the FIDIC Secretariat's future location pending a decision on how best to integrate activities in Europe with the European federation EFCA. The Executive Committee meeting in Wellington, New Zealand, in February 2010 decided that the FIDIC Secretariat should remain in Geneva. The aim would be to update the agreement with the EFCA with EFCA representing FIDIC in Europe and integrating activities wherever possible. European members of FIDIC and EFCA also tended to carry a relatively high financial burden for membership because they often fully represent their national industries, which was frequently not the case elsewhere. To help start redressing the situation, the Executive agreed that the President would write to Member Associations asking them to report member firm staff numbers (the basis for membership fees) more accurately and in conformity with guidelines. The discussion of the relationship with EFCA was extended to include FIDIC's regional groups with approval of Denis Sheehan's nomination as chair of the ASPAC Asia-Pacific group of Member Associations in the expectation that a plan of action would be agreed. The plan may include organisation of a FIDIC-ASPAC regional conference without the involvement of the regional development programme TCDPAP. The 2010 ASPAC conference will take place with the FIDIC 2010 New Delhi Conference followed by Vietnam in 2011. A one-time grant of USD 5,000 per year for two years was approved to help fund a Secretariat in South Africa for the GAMA-Africa regional group. Unlike ASPAC, GAMA had recently reviewed its statutes and action plan and was currently pursuing a broad range of activities including organisation of the FIDIC GAMA-Africa Regional Conference (Mombasa; 16-19 March 2010). Bisher Jardenah, the Executive Committee member from Jordan, outlined alternative models for a mid-east regional group that is currently defined linguistically. He was asked to discuss with GAMA arrangements for Member Associations that potentially belonged to both groups. Further coordination with the South American federation FEPAC would be taken up when the Executive meets next in May in Mexico City on the occasion of the 25th anniversary of CNEC-Mexico.

Other decisions taken by the Executive Committee included starting legal proceedings in cases of blatant breaches of copyright by organisations that prepared and used amended FIDIC documents, notably FIDIC conditions of contract. It was also decided that FIDIC documents would not necessarily be printed in a hard copy form since these could not be watermarked with a user's coordinates to mitigate reproduction of unauthorised scanned copies on third-party website. The Finance Committee would be reactivated and charged with examining FIDIC's fiscal status and investment strategy once terms of reference had been agreed. There was also preliminary discussion of reorganising FIDIC's association and commercial activities in the light of the General Manager's retirement in early-2011. Finally, with a view to organising a large and comprehensive 100th anniversary conference in 2013 in Barcelona, potential partner organisations from industry sectors connected to consulting engineering were shortlisted.

## Members announcements [full item: 5No]

Updates Task Group, Cologne; 10-12 Mar 2010  
Integrity Management Committee Meeting, Geneva; 26-27 Mar 2010  
Contracts Committee Meeting, Cologne; 28 Apr 2010  
Updates Task Group, Budapest; 12-14 May 2010  
Updates Task Group, Cologne; 14-16 Jun 2010  
Executive Committee Meeting, Mexico City; 19-20 May 2010

MA Letter 15/09: Subscription invoices [PDF](#)

MA Letter 16/09: Liaison Programme [PDF](#)

This email edition of FIDIC News is sent to FIDIC Member Associations, contacts and committee members of committees, as a multipart formatted email message with an attached PDF file. If difficulties arise, please download the newsletter from [FIDIC.org/news](http://fidic.org/news). Member Associations are urged to forward FIDIC News to member firms. Advertising (logo with caption appearing on each page) costs Euro 800 for five consecutive appearances. See [FIDIC.org/news/advert](http://fidic.org/news/advert). Please click [here](#) to be removed from the FIDIC mailing list.



50% Off  
Power Training  
for a limited period  
Power Generation  
ORDER NOW




FIDIC  
19-22 Sep10



Contracts  
Workshop  
Prague  
22-23 Jun10  
ORDER NOW



Contracts  
Course  
Abu Dhabi  
22-23 Mar10  
ORDER NOW



DABs  
Course  
Toronto  
31 May10  
ORDER NOW



Contracts  
Course  
Qatar  
5-7 Apr10  
ORDER NOW



Contracts  
Conference  
Beijing  
24-25 Jun10



Course  
sponsor