

# Terms of Reference – Due diligence of Syrian Arab Red Crescent

Last updated: 17 July 2017

<b>Job title</b>	Consultant Due Diligence Assessors
<b>Reporting to</b>	Direct line management: Wendy McCance, Country Manager Syria and Lebanon, BRC
<b>Seconded to</b>	
<b>Responsible for</b>	Due diligence of Syrian Arab Red Crescent
<b>Location</b>	Syria and Lebanon
<b>Contract length</b>	22 days (preparation time, field work, data analysis and reporting)

## 1. Summary

The British Red Cross (BRC) is seeking to appoint a consultancy team to carry out a Due Diligence Assessment (DDA) of the Syrian Arab Red Crescent (SARC). The DDA will help inform the BRC Syria Crisis Programme currently in place with SARC (the downstream partner). The programme aims to enhance the capacity of SARC to deliver on its lead responsibility in Syria to ensure that the basic needs of the most vulnerable people are met and that affected populations are supported to increase their resilience to withstand shocks and stresses arising from the conflict. The programme will strengthen organisational capacity at SARC headquarters and selected sub/branches.

The Due Diligence Assessment (DDA) is designed to obtain a level of assurance of SARC's organisational capacity and capability to implement the programme and to effectively manage funds. The findings and recommendations of the DDA will also be integrated into the programme plan.

The DDA will draw upon a framework to assess the organisation's capacity, systems, policies and processes. The framework comprises four pillars, including (1) Governance and Internal Control; (2) Ability to Deliver; (3) Financial Stability; and (3) Downstream (Branch) Activity. The successful team of 2–3 consultants would be expected to undertake the assessment over a period of 22 days during August / September 2017. The DDA will result in a final assessment report and an improvement plan agreeing areas for future strengthening and mitigating actions.

## 2. Background

As the Syria crisis enters its seventh year, civilians continue to bear the brunt of a conflict marked by unparalleled suffering, destruction and disregard for human life. An estimated 13.5 million people require humanitarian assistance, including 4.7 million people in need trapped in besieged and hard-to-reach areas, where they are exposed to grave protection threats.

Over half of the population has been forced from their homes (5 million refugees and 6.3 million IDPs), and many people have been displaced multiple times. Children and youth comprise more than half of the displaced population, as well as half of those in need of humanitarian assistance.

Among conflict-affected communities, life-threatening needs continue to grow. Neighbouring countries have restricted the admission of people fleeing Syria, leaving hundreds of thousands of people stranded in deplorable conditions on their borders. The impact of this crisis is vast and humanitarian actors are engaging to best serve the population as much as possible. However in some cases, populations are beyond the reach of many, and in some cases all, humanitarian actors.

The protracted nature of the crisis means that, over the coming years, humanitarian funding is likely to become reduced. Therefore there will be a greater need for more flexible, cost-effective solutions to be put in place to adequately respond to the ongoing needs of affected populations. Over time this will ultimately help reduce the dependency on aid and maximise the use of reduced humanitarian funding. To respond to this shifting landscape, the capacity of local actors is of key importance.

The Syrian Arab Red Crescent (SARC) has played a pivotal role in the humanitarian response in Syria since 2011, and with its 9,416 active staff and volunteers organised in 14 branches and 59 sub-branches, SARC has unparalleled proximity and access to communities it serves, and extensive knowledge and understanding of the situation on the ground. SARC plays a dual role as the largest national provider of humanitarian services in Syria, providing grass-roots support to affected communities, and as a coordinator of humanitarian action, assigned by the authorities to coordinate the implementation of UN and international NGO response plans inside Syria. SARC is therefore the International Red Cross and Red Crescent Movement's main operational partner and is the core operational partner for all other humanitarian organisations based in Damascus, including UN agencies and international NGOs. For example, SARC is responsible for delivering up to 40 per cent of all UN relief.

The increased humanitarian needs in Syria have however placed SARC under significant strain, as it has been required to scale up operations while simultaneously building capacity, often without the necessary tools, resources or expertise, while at the same time navigating politically complex and sometimes dangerous environments. It is crucial to ensure that SARC maintains its presence and continues to adapt and be relevant to community needs and priorities. In addition it is also critical that SARC maintains capability of managing and delivering key, diversifying interventions in response to a quickly changing landscape.

The overarching aim of the BRC programme is to target food insecurity in vulnerable communities. This is shown through the pathway of initially giving emergency food relief to returnees, newly displaced, those in besieged or hard-to-reach areas. When appropriate, this may then turn into vocational training support to those who need help to refresh or retrain in order to make a living or even just to become self-sufficient as the family needs to rebuild or repair their properties. As a way to consolidate this support, micro grants will be offered in order for beneficiaries to kick-start a business or replace basic assets as part of strengthening livelihoods.

In order to reach this aim, part of the programme's enabling design includes strengthening SARC to deliver quality programming. This focuses not just in technical sectors e.g. livelihoods, but also in support areas such as logistics, Planning, Monitoring, Evaluation, Accountability, Learning (PMEAL), HR and volunteer management, branch development, salary support and finance development. This DDA exercise will allow for increased strategic and well-tailored development of the priority capacity-building activities needed.

### 3. Purpose

The primary purpose of this consultancy is to carry out a due diligence assessment of SARC (downstream partner of BRC) in order to provide reasonable assurance that the organisation has the capacity and capability to deliver the BRC programme. It aims to identify and understand potential risks faced in working with SARC, at a headquarter and branch level, and to ascertain how these can be mitigated and managed to ensure the programme is successfully delivered and the funds properly accounted for. The findings and key priority recommendations will also contribute to the development of an improvement plan which will be integrated into the broader programme plan and will be reported upon as part of the regular risk and programme management process. This assessment will provide a useful baseline in order to inform future planning in the ongoing partnership with BRC and a key process for SARC in developing their three-year corporate plan, as agreed in the BRC-SARC MoU.

### 4. Requirements

#### 4.1 Specific assurances required:

The specific assurances required by BRC in relation to SARC's work include the following:

- > Capacity to deliver relevant programme outputs based on SARC's processes, past experience and whether SARC currently have the sufficient staff and organisational capacity and capability available;
- > Reliability, integrity and efficiency of SARC's controls, systems and processes, including compliance with relevant legislation, regulations, rules, policies and procedures. This includes, though is not limited to, the following key areas of risk:
  - The adequacy of SARC's counter-fraud governance, risk management, and controls to prevent and detect fraud; and
  - The adequacy of SARC's procurement processes to ensure value for money and prevent and detect fraud.
- > Ability to correctly manage and account for aid monies and assets as well as its financial health;
- > Capacity and capability of the SARC headquarters to properly monitor branches that are responsible for delivering services to and engaging meaningfully with affected populations;
- > Ability of SARC to identify and address the positive and potentially adverse impacts of their interventions and to use this knowledge to improve the existing systems that underpin their management of risk.

### 5. Methodology and scope

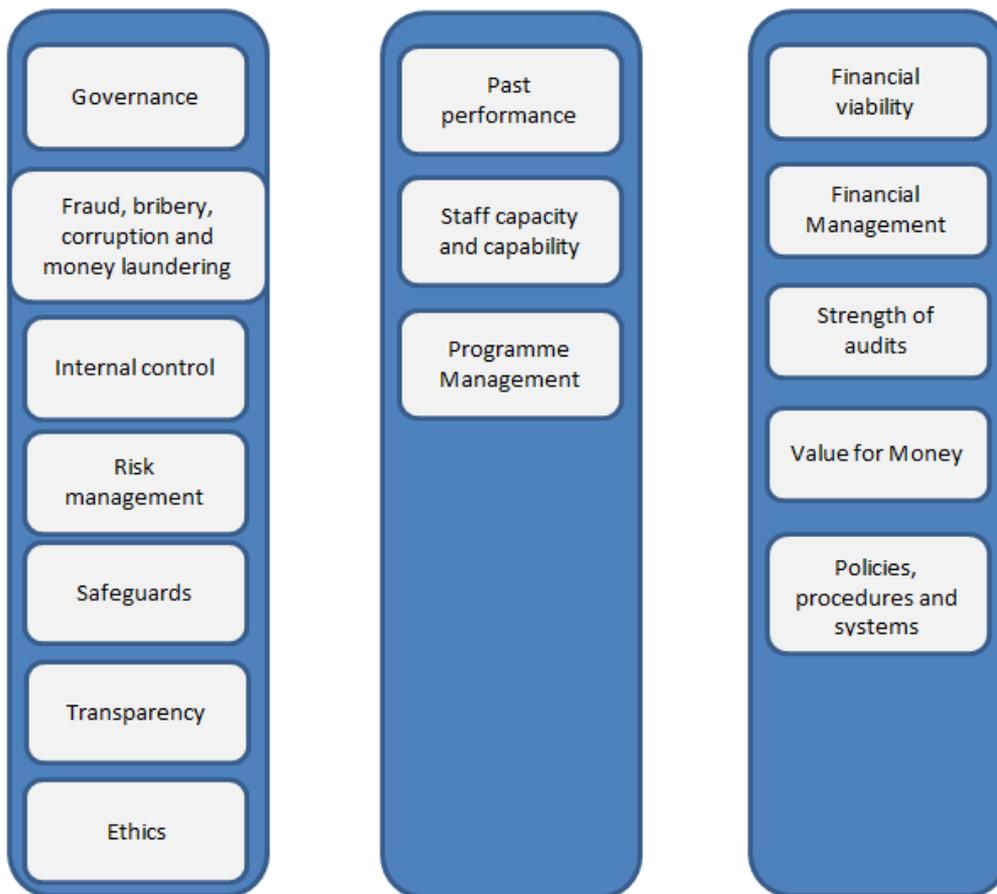
#### 5.1 The due diligence framework

The successful consultancy will use the four-pillared approach to due diligence as outlined in the diagram below.

**Governance and Internal Control**

**Ability to Deliver**

**Financial Stability**



**Downstream (Branch) Activity**



The assessment will focus on the capacity and capability of SARC headquarters plus three (3) out of the 14 branches.

As part of the preparatory process, the consultants will propose in their methodology an appropriate scoring or grading scale to be used during the assessment. This should include the four pillars below. Each of the areas will be assessed according to what extent the individual elements are in place, the frequency of use, quality and/or the maturity of practice e.g. never, seldom, somewhat, often, always. This should then provide a sliding scale of scoring from which priorities can be drawn:

**Pillar 1 - Governance and Internal Controls**

There is no 'one size fits all' governance model, and structures and practices should meet the needs of the organisation. Governance is about how the organisation is controlled, structured and the processes implemented by senior management for making and implementing decisions. These decisions inevitably play a vital role in the direction, daily activities and reputation of the organisation. Poor governance and controls weaken an organisation's potential future existence and reputation and at worst can pave the way for financial difficulties and even potential fraud.

Good governance and controls underpin the integrity and efficiency of the organisation and the wider community in which it operates. The UK Corporate Governance Code provides standards of good practice in relation to broad leadership and effectiveness, remuneration, accountability and relations with shareholders.

#### Areas of assessment

- > the legal status of the organisation and its purpose e.g. there is a clear structure; there is a division of responsibilities with effective independent assurance through internal audit and external audit
- > the senior management team and leadership e.g. decision making is open and transparent; decisions are consistent with the purpose of the organisation and operate within the legislative framework
- > policies and strategies e.g. these are in place; regularly updated; communicated to staff
- > internal control arrangements (HR, payroll, debtors, assets etc) e.g. approved levels of delegation are documented; these are regularly reviewed
- > the approach to managing risks e.g. risks are documented; regularly discussed; escalated appropriately including the risk of harm (safeguards)
- > the approach to counter fraud, bribery, corruption and money laundering e.g. policies are up to date ; there are clear reporting procedures; there is regular communication and training on staff responsibilities; the whistleblowing process is operational

### **Pillar 2: Ability to Deliver**

'Ability to Deliver' considers whether the partner can successfully deliver a programme based on its processes, past experience and whether they have the sufficient staff capacity and capability available.

#### Areas of assessment

- > programme delivery e.g. the organisation has successfully worked on similar programmes with positive independent reports available as evidence; lessons learned are shared within the organisation and help shape future decisions
- > resources such as staff, equipment etc e.g. staff have appropriate skills and experience to manage and deliver the programme as well as the rest of the organisation's portfolio of work
- > staff performance e.g. poor performance is dealt with promptly and effectively; systems are in place to enable regular monitoring, reporting and evaluation

### **Pillar 3: Financial Stability**

Financial stability considers the organisation's ability to correctly manage and account for aid monies as well as its financial health. It takes account of the organisation's past performance, future commitments, expenditure and forecasting ability.

#### Areas of assessment

- > financial management e.g. the organisation is financially viable; it is sustainable as a going concern with sound financial management systems operating within a clear finance strategy which includes plans for generating future income
- > use of resources e.g. the organisation makes effective and efficient use of resources; it can demonstrate value for money
- > documentation of process, policies and financial procedures including on budgeting, spending/commitments, liquidity, asset management, VAT, foreign exchange etc. e.g. they are all up to date; they are shared with staff and complied with; an up-to-date finance manual exists which sets out financial procedures, including budget preparation and execution
- > staff e.g. are experienced and qualified; there is clear segregation of duties
- > controls e.g. monthly reconciliations to identify erroneous payments are in place
- > business continuity e.g. a plan is in operation; it is updated; it is regularly tested; it is disseminated to staff

#### **Pillar 4: Downstream (Branch) Activity**

Assessing the organisation's downstream activity will focus on the capacity and capability to properly monitor and ensure compliance from their implementing branches. Often the highest risks to funds will be in the supply chain right down to the end beneficiary. The purpose of this assessment is to seek assurance that SARC has proper and sufficient systems and controls in place to ensure that aid monies and delivery of goods are correctly managed. The assessment should also provide a detailed 'Delivery-chain mapping' clearly showing how and where funds will be spent.

##### Areas of assessment

Good downstream partner scrutiny, monitoring and management play a vital role in obtaining assurance that programme and funds are being managed and accounted for effectively. It also helps to minimise potential reputational risks when assessing the capacity and capability of downstream partner management. Areas to be aware of include:

- > monitoring of branches and other implementing agents such as committees e.g. due diligence process is in place for assessment, spot checks and site visits
- > supply chain of delivery partners e.g. describing the flow of funds right through to the beneficiaries
- > risks management e.g. risks identified; there are escalation and reporting mechanisms in place
- > contracting, formal processes and agreements with delivery agents e.g. to ensure they are aware of their responsibilities

#### **5.2 The due diligence assessment scope and process**

The work will be broken down into several stages. These stages are outlined below and will be further developed by the consultant after the initial Stage 1 is completed.

**Stage 1:** Desk-based review and identification of key stakeholders at HQ and branch level

- > Collection of relevant key documents, policies, systems overviews, procedures etc., including the results of any previous due diligence assessments.
- > Desk review of available materials and any secondary data in relation to the four pillars. These could include policy, standard operations procedures, capacity assessments, mid-term reviews, final evaluations, post-distribution monitoring, budgets, reports (narrative and financial).

**Stage 2:** Participatory stakeholder assessment and consultation process

- > Interviews with key internal and external stakeholders (RCRC and non-RCRC including UN and authorities), including branches, to collect and triangulate information.
- > Discussions with responsible SARC management, ICRC, IFRC, and other Movement actors in Syria as appropriate.

**Stage 3:** Documentation of findings and recommendations

- > Processing data and analysing findings in order to write an assessment report that includes clear control recommendations and an improvement plan.

**Stage 4:** Presentation to board/programme leads

- > Presentation of methodology and outcomes of assessment to key SARC and Movement staff/stakeholders in Damascus.

## 6. Outputs of the Due Diligence Assessment

- > Ratings report of SARC's capacity to manage programmes responsibly and effectively against each of the above framework's four pillars and sub-categories, using a grading approach which has been proposed by the consultants e.g. never, seldom, somewhat, often, always. This should be accompanied by a sliding scale graphic visual.
- > A comprehensive, final assessment report of maximum 20 pages (excluding annexes). Includes findings and observations, detailed SMART recommendations for identified gaps, control weaknesses, potential mitigating actions and a prioritised set of actions to address these gaps/problems.
- > Presentation in English and Arabic outlining executive summary, methodology, findings, and prioritised key recommendations to be used during debriefings with key stakeholders. The executive summary should clearly include:
  - Overview of the organisation.
  - Programme management, of which PMEAL is a part.
  - An assessment of the organisation's ability to manage funds including overall fiduciary and reputational risk – budgets, financial control and reporting (value for money).
  - Personnel – staff and volunteer capacity, management and HR practices.
  - Procurement and subcontracting.
  - Fraud and corruption prevention policies – areas of any financial and operating weaknesses.
  - Branch/field operations and remote management practices.

## 7. Management/Reporting Line(s)

The work of the consultant will be overseen and supported by the BRC country manager Syria and Lebanon and the Syria crisis programme manager and any relevant London-based advisors staff. A focal point in SARC will also be appointed for the duration of this process.

Working for the Movement in Syria, the successful consultancy team will fall under the overall authority of SARC, who is the lead agency for the Movement operation in the country. The consultancy team will be responsible for their own security and insurance for this piece of work but will be logistically supported and monitored by the ICRC and SARC for any in-country movement.

## 8. Management Arrangements

- > A face-to-face briefing will be provided by the Syria and Lebanon country manager and the Syria Crisis Programme Manager in Beirut/London HQ as relevant.
- > A briefing of SARC structures, programmes and current operating situation will be provided by SARC and IFRC.
- > A security briefing will be provided by the ICRC.
- > Debriefings will be carried out with the SARC, Federation, BRC, and other relevant PNSs as appropriate.

## 9. Dates and Timeframe/Schedule

Jul / Aug 2017

Suggested days	Stage	Key outputs	Location
1-4	Stage 1 (desk-based review)	List of key documents requested and received Initial sifting; further requests Stakeholder mapping	Home base/ Lebanon
5-14	Stage 2 (stakeholder assessment and consultation)	Interview schedule Series of interviews; notes Testing/follow-up	Syria
15-18	Stage 3 (findings and recommendations)	Initial findings, analysis, prioritisation of recommendations Draft of reports	Syria
18-22	Stage 4 (presentations)	Presentation to SARC and BRC Final delivery of reports	Syria, Lebanon

## 10. Person Specification

- a. A minimum of five years' experience in conducting due diligence assessments and/or internal audits in developing settings, with experience of this work in the Middle Eastern region highly desirable.
- b. Excellent understanding of organisational governance systems, policy and processes.
- c. Excellent understanding of programme management methodologies, including Planning, Monitoring, Evaluation, Accountability and Learning.
- d. Excellent oral and report writing skills.
- e. Strong interview and analytical skills.
- f. Good understanding of relief and development issues, including active conflict conditions and protection crises.

- g. Capable of working and travelling within Syria, potentially under stress and in non-optimal working conditions, including ad-hoc security impositions, constraints on infrastructure, limited space, etc.
- h. Experience of working in developing countries and relevant training and preparedness for working in an active conflict environment.
- i. Fluency in written and oral Arabic
- j. Previous experience with and understanding of the Red Cross Red Crescent Movement is highly desirable.

## 11. Expression of Interest (EOI)

The interested party should submit an expression of interest including:

- 1 **Financial Offer** - A detailed financial proposal for the delivery of the product (s) that includes the daily fees and any other expenses
- 2 **Technical Offer** - A method statement / proposal outlining the proposed approach to ensure quality is maintained throughout the duration of the contract and how they propose to meet the Red Cross' Terms of Reference. To include:
  - a. Curriculum Vitae
    - i. CV(s) of the consultant(s) proposed for the task, with a focus on similar assignment
  - b. Evidence of previous work
    - i. At least two examples of similar work
    - ii. References from the organization for whom those pieces of work were developed
- 3 **Timeframe** – Noting that expected timeframe for the consultancy is approx. 22 days (see section 9 above)
- 4 **Proposed methodology**, including work plan and availability
- 5 **Completed supplier registration** form, see Annex I

All Tender documents as described above including Expression of Interest, supplier registration form, supporting documentation, must be submitted in a sealed envelope to:

**British Red Cross**, Attn: Mark Maris, International Directorate UK Office, 44 Moorfields, London, EC2Y 9AL, London, UK

**during working days between 10:00 a.m. and 04:00 p.m. and no later than 17:00 on 1<sup>st</sup> August 2017**

## 12. Award Procedure

This section outlines and describes the procedure that Red Cross will follow in selecting a consultant to enter into this Contract.

The purpose of the Award Procedure is to enable the Red Cross to assess the relative advantages of each submission meeting the Award Criteria. The assessment of bids in accordance with the Award Procedure will be based on the following criteria:

- 1 Financial offer 30%
- 2 Technical offer 40%
- 3 Technical interview / presentation 30%

Financial offer will be assessed on the basis of a tendered Lump Sum for the requirements detailed. The tendered Lump Sum values multiplier shall include for all costs to the Agency including basic salary, any additional payments or benefits and social costs such as insurances or pension payments, office expenses, non-recoverable staff time and administrative staff, general overheads and profit.

Following the calculation of each Tenderers Total Lump Sum, the Tenderer with the lowest Total Lump Sum shall receive 100% of the weighting attributed to Financial Offer (i.e. 30%) with all subsequent bids calculated as a % of the lowest price.

The Technical offer will represent 40% of the overall tender score attainable by Tenderers.

Tenderers must note that there must be no changes to the key personnel proposed as part of any tender submission, without the approval and authorisation of the Red Cross. In such circumstances, replacement personnel proposed must be at least equally qualified and skilled as the personnel they are replacing. Red Cross may veto the proposed replacement personnel with a full explanation as to why the proposed individual is not considered to be suitable.

The Technical offer shall assess the Tenderers response in relation to the criteria as detailed below:

	Technical Offer	Weighting
1	<p>Tenderers must provide a method statement / proposal outlining the proposed approach to ensure quality is maintained throughout the duration of the Contract and how they propose to meet the Red Cross' Terms of Reference (see details above in EOI).</p> <p>Responses must include reference to (but is not limited to):</p> <p>Your understanding of Red Cross' Terms of Reference and how your proposed methodology shall achieve our aims and objectives</p>	<b>20% out of 40</b>

2	Approach and process to delivering each phase of this project in full as detailed within the Terms of Reference	15% out of 40
3	CV(s) of the consultant(s) proposed for the task, with a focus on similar assignments	12.5% out of 40
4	At least two examples of similar work including references from the organization for whom those pieces of work were developed	20% out of 40
5	Identification of common and specific risk, constraints, contingencies and dependencies and the steps taken to mitigate these	5% out of 40
6	Proposed timeframe for delivery of the final product	7.5% out of 40
7	Approach to communication and engagement with the Red Cross	5% out of 40
8	Approach to project management and support / technical services	5% out of 40
9	Ability to maintain the continuity of resource throughout the project	5% out of 40
10	Added value and innovation, including tangible charity discounts, consultancy and additional support provided at zero additional cost etc.	5% out of 40

The above Technical Offer shall be scored in accordance with the following scoring methodology:

Scoring Range	Categorisation	Description
0	No response and doesn't meet Terms of Reference	Tenderer has failed to provide a response.
3	Poor	Approach partially meets the Terms of Reference
5	Satisfactory	Approach meets the Terms of Reference but does not in any way exceed it.
7	Good	Approach meets the Terms of Reference in full illustrates to some degree areas of added value.
10	Excellent	Approach exceeds the Terms of Reference and clearly defines tangible areas of added value and innovation.

Each element will be scored out of a possible 10 marks by an assessment panel using the scoring methodology provided in the table above. The resultant score will then be multiplied by the attributed weighting, with the sum of all weighted scores resulting in their overall quality score out of a possible 40%.

Following assessment of the Technical offer, the score attained by each Tenderer will then be added to their Financial Offer score to give a total tender score out of 70%.

The highest scoring Tenderers will then be invited to the BRC UK Office for a technical interview and presentation which will make up the remaining 30% of the score.

If you have any questions that relate to the EOI please email Alexander Pendry ([apendry@redcross.org.uk](mailto:apendry@redcross.org.uk)) and Mark Maris ([MMaris@redcross.org.uk](mailto:MMaris@redcross.org.uk)).

### 13. Intellectual Property Rights

Definition:

“Intellectual Property Rights” any patent, copyright, design right, community design right, registered design, rights in know-how, or any similar right in any part of the world and shall include any applications for the registration of any patents or registered designs or similar rights capable of registration in any part of the world.

#### INTELLECTUAL PROPERTY RIGHTS

- a. All Intellectual Property Rights whatsoever in any work produced by the Contractor and/or the Individuals for British Red Cross shall belong to British Red Cross absolutely and the Contractor hereby waives and shall procure that the Individuals (or any individuals it uses in any capacity to provide or assist in providing the Services) waives any moral rights or any other rights whatsoever which it may have in such work and will, at the expense of British Red Cross, take or join in taking such steps to vest such rights in British Red Cross or enforce the same on behalf of British Red Cross as British Red Cross shall require.
- b. The Contractor shall indemnify the British Red Cross (as appropriate) against any costs claims demands expenses or liabilities arising from a claim brought against British Red Cross by a third party alleging infringement of its intellectual property rights arising from use of British Red Cross of the Services provided by the Contractor.

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4. SIZE OF BUSINESS:	Please provide a copy of your latest audited financial statements.		
	Turnover (last financial year) Ended: __/__/__ GBP		
	(previous financial year) Ended: __/__/__ GBP		
	Annual Reports from last three years.		
	No. of Employees:	No. of Branches:	
	No. of International Offices:		
	Location of Factories:		
	No. of Plants:		
No. of Warehouses			
5. AFFILIATED/HOLDING/ SUBSIDIARY COMPANIES:  <i>Please attach an organisation chart</i>	Name	Address	Nature of
	Affiliation		
6. PERSONS AUTHORISED TO SIGN BIDS, OFFERS AND CONTRACTS	Name		Position
	Telephone/Fax		
7. BANKING INFORMATION:	Name:		
	Address:		
	Account Number:		
	Credit Line Facility ( <i>Attach original letter from bank</i> ):		
8. List of Supplies and Services Provided			
<b>GOODS</b>	<input type="checkbox"/> Agricultural Produce	<input type="checkbox"/> Meat, fish, fruit, vegetables, oils and fats	
	<input type="checkbox"/> Dairy Products	<input type="checkbox"/> Grain mill products	
	<input type="checkbox"/> Textiles, fabrics	<input type="checkbox"/> Fabrics, wearing apparel	
	<input type="checkbox"/> Leather products, footwear	<input type="checkbox"/> Wood, wood products	
	<input type="checkbox"/> Paper, paper products	<input type="checkbox"/> Refined petroleum products	
	<input type="checkbox"/> Pharmaceutical products and vaccines	<input type="checkbox"/> Chemical products, rubber and plastic products	
	<input type="checkbox"/> Glass and glass products	<input type="checkbox"/> Furniture, other non-metal goods not listed elsewhere	
	<input type="checkbox"/> Fabricated metal products not machinery and equipment	<input type="checkbox"/> Machinery, general purpose	
	<input type="checkbox"/> Machinery, special purpose	<input type="checkbox"/> Office, accounting, and computing machinery	
	<input type="checkbox"/> Electrical apparatus, telecommunications equipment	<input type="checkbox"/> Audio-visual equipment	
	<input type="checkbox"/> Medical appliances, precision	<input type="checkbox"/> Transport equipment	

	equipment	
<b>SERVICES</b>	<input type="checkbox"/> Architecture, engineering, construction	<input type="checkbox"/> Water resources
	<input type="checkbox"/> Maintenance and repair services	<input type="checkbox"/> Legal services
	<input type="checkbox"/> Financial services and insurance	<input type="checkbox"/> Trade and business services
	<input type="checkbox"/> Transportation, storage and materials handling	<input type="checkbox"/> Information technology
	<input type="checkbox"/> Office support, printing, small parcel services	<input type="checkbox"/> others

*Please note that the above list is not exhaustive. Rather, it represents those goods and services which we are most likely to require.*