

General Services Administration

Federal Supply Service

Authorized Federal Supply Schedule Price List

On-line access to contract ordering information, terms and conditions, up-to-date pricing and the option to create an electronic delivery order are available through GSA Advantage!TM, a menu-driven database system. The Internet address for GSA Advantage!TM is: <http://www.GSAAdvantage.gov>

Mission Oriented Business Integrated Services (MOBIS)

Federal Supply Group 874

Class R499

Contract No: GS-10F-089AA

For more information on ordering from Federal Supply Schedules, please review the information at <http://www.gsa.gov/schedules-ordering>

Contract Period: February 5, 2013 – February 4, 2018



Millennium Partners Consulting, LLC

Two Boar's Head Place, Suite 130

Charlottesville, VA 22903-4638

Telephone: (434) 293-9206

Fax: (434) 293-6967

<http://www.millenniumpartners.org>

Contract Administration: Brian Hannon

Business Size/Status: Small, Woman-Owned

Prices shown herein are NET (discount deducted)

Pricelist current through Modification A302 dated February 15, 2013



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GENERAL CONTRACT INFORMATION

1a. Table of Awarded Special Item Numbers (SINs):

<u>SIN:</u>	<u>Description:</u>	
874-1 / 874-1RC	Integrated Consulting Services	Please see page 9 for more information

1b. Lowest Priced Model Number and Lowest Price: Please refer to our rates beginning on page 18

1c. Labor Category Descriptions: Please refer to page 15

2. Maximum Order: \$1,000,000.00

Customer orders are not necessarily limited by the Maximum Order Threshold (MOT). GSA Schedule Contract holders can accept orders in any amount. In accordance with FAR 8.404(b)(3), the MOT represents the dollar value threshold at which agencies will generally expect a price break due to the large volume of the sale. For orders over the MOT, contractors may offer a lower price, offer the current Schedule contract price, or decline the order. If further price reductions are not offered, the order may still be placed if the agency determines that it is appropriate, since the GSA has already determined the contractor's contract prices to be fair and reasonable.

3. Minimum Order: \$100

4. Geographic Coverage: Domestic and Overseas

5. Point of Production: Same as company address

6. Discount from List Price: All prices included herein are Net

7. Quantity Discounts: None Offered

8. Prompt Payment Terms: Net 30 days

9a. Government purchase cards *are* accepted up to the micro-purchase threshold

9b. Government purchase cards *are* accepted **up to** \$3,000. They will not be accepted over this limit.

10. Foreign Items: None

11a. Time of Delivery: Specified on the Task Order

11b. Expedited Delivery: Contact Contractor

11c. Overnight and 2-Day Delivery: Contact Contractor

11d. Urgent Requirement: Contact Contractor

12. F.O.B. Point(s): Destination

- 13a. Ordering Address: Millennium Partners Consulting, LLC
Two Boar's Head Place, Suite 130
Charlottesville, VA 22903
- 13b. For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs) and a sample BPA can be found at the GSA/FSS Schedule homepage (<http://www.fss.gsa.gov/schedule>)
14. Payment Address: Millennium Partners Consulting, LLC
Attention: Brian C. Hannon
Two Boar's Head Place, Suite 130
Charlottesville, VA 22903
15. Warranty Provision: Contractor's Standard Commercial Warranty
16. Export Packing Charges: Not Applicable
17. Terms and Conditions of Government Purchase Card acceptance: Contact Contractor
18. Terms and Conditions of Rental, Maintenance, and Repair: Not Applicable
19. Terms and Conditions of Installation: Not Applicable
20. Terms and Conditions of Repair Parts Indicating Date of Parts' Price Lists and any Discounts from List Prices: Not Applicable
- 20a. Terms and Conditions for Any Other Services: Not Applicable
21. List of Service and Distribution Points: Not Applicable
22. List of Participating Dealers: Not Applicable
23. Preventative Maintenance: Not Applicable
- 24a. Environmental Attributes (e.g. recycled content, energy efficiency, and/or reduced pollutants): Not Applicable
- 24b. Section 508 Compliance information on Electronic and Information Technology Supplies : www.section508.gov for EIT standards
25. Data Universal Number System (DUNS) Number: 800446069
26. Millennium Partners Consulting, LLC is registered in the SAM.GOV (SAM or the System for Award Management is the successor to the Central Contractor Registration database or CCR – see www.sam.gov)

CONTRACTOR OVERVIEW AND CAPABILITIES

Company Background

Millennium Partners Consulting, LLC or “Millennium Partners” has an excellent record of implementing highly complex projects and achieving long lasting solutions around the globe. Millennium Partners has many years of management consulting experience delivering solutions for clients in diverse areas worldwide.

Millennium Partners was founded in 2005. It is a woman owned small business and a Delaware registered LLC. It is majority (99%) owned by Dr. Esther W. Hannon. Brian C. Hannon owns the other 1%. Dr. Esther W. Hannon is a political scientist with long experience in democracy and governance and a specialization in Latin American politics. Brian C. Hannon has spent 20 years in management consulting and has managed over \$300 million in US government contracts for management consulting services in developing countries..

Millennium Partners was initially formed to bid and win a major US Agency for International Development Indefinite Quantity Contract (IQC) for democracy and development work worldwide. Millennium Partners won this contract, Building Recovery Through Democratic Governance IQC, in 2005. Millennium Partners was awarded numerous task orders under this contract totaling over \$25 million. Its work under these task orders specialized in technical assistance programs funded by the Millennium Challenge Corporation (Moldova and Niger) and USAID (Azerbaijan, Bangladesh, Ecuador and Moldova). Additionally Millennium has undertaken other contracts including commercially priced fixed price contracts with the International Organization for Migration in Ecuador (2007-2008) and a time and materials commercially priced contract with the Louis Berger Group in Iraq (2008-2013).

The principals of Millennium Partners (Dr. Esther W. Hannon and Brian C. Hannon) have also undertaken a significant related work prior to the founding of Millennium Partners in 2005. A good example is authoring a background paper for the USAID Administrator Andrew Natsios on *Globalization Trade and Investment* that formed the basis for *Driving Economic Growth* Chapter 2 of his *Foreign Aid and the National Interest Report* released in 2002. Another good example is a *Financial Assessment of the American University in Bulgaria* for USAID. USAID wanted this in-depth assessment to determine whether the American University was practicing sound financial management prior to making a significant legacy grant to it. There are also many related economic growth projects undertaken by Millennium Partners in diverse areas of foreign trade, direct investment, small and medium enterprise development (Iraq) and other business enabling environment areas (e.g. business registration) that are part of Millennium’s rich corporate experience.

Company Capabilities

Millennium Partners is a small business that is fleet of foot and able to quickly respond to meet the needs of its clients. Millennium Partners maintains a small core staff of senior managers with program and financial management experience and junior staff in Charlottesville, Virginia with scalable project staff on field projects as required. It maintains a wide pool of highly qualified consultants worldwide that are can provide a range of services sure to meet and exceed the expectations of our clients. Millennium Partners is a small business that is fleet of foot because it can make decisions fast, deploy immediately and achieve results in record time. It is a philosophy of action that does not forsake attention to detail for speed but recognizes that the process we are engaged in is crucial in a world of increasing instability and hardship.

Millennium Partners has an outstanding track record of project management of highly complex multi-sector projects with large project teams of 80 or more field staff and multiple subcontractors, including local and international non-governmental organizations. Millennium Partners brings the nimble quick start-up and efficient management of a small business with the financial and management strength of a large business to the MOBIS contract.

Millennium Partners has the management, financial and procurement knowledge and experience to manage highly complex projects in diverse developing countries. Our project start-up is fast and includes finding office space, networking and purchasing computer hardware and software, training local staff to follow our policies and procedures as well as financial and program reporting procedures. Beyond start up, the home office provides management, quality control, and contractual and financial management of subcontractors, and vendors. The home office's goal is to keep the field team focused on the technical work and delivering results.

We also know and follow all contractual regulations per the FAR and contract requirements ensuring for example that our employees and consultants have Defense Base Act and Medex insurance coverage. Our staff is quick to make travel plans, purchase tickets, obtain visas and all the rest that is required to deploy a short or long term expert to the field. Our track record of administrative and financial management is exemplary and has been cited as excellent to outstanding in US contractor performance reports.

Millennium Partners is available immediately to being implementing call orders under the MCC Threshold and Compact BPA. Some of our areas of expertise include the following:

Democracy and Governance

Millennium Partners has extensive experience supporting effective, transparent and participatory forms of governance. Since the early 1990s, we have been involved in the work of building democratic governments in countries around the world and have published works on democratic governance and its relationship to essential liberties and economic opportunity. Millennium Partners has worked in a wide variety of countries including post conflict and countries suffering from extreme poverty. We have provided technical assistance to our clients to support democracy and governance including such areas as follows:

- ❖ Anti-Corruption
- ❖ Civil Society Development
- ❖ E-Government Development
- ❖ Inclusive Governance Reforms
- ❖ Human Rights
- ❖ Legislative Strengthening
- ❖ Local Government and Decentralization
- ❖ Public Administration Reform
- ❖ Public Education and Media Development
- ❖ Rule of Law Development

In addition to technical assistance Millennium Partners has provided tens of thousands of hours of training in some of these areas as well as developed conferences, workshops and other events to raise awareness and build capacity.

Economic Growth

Millennium Partners supports economic growth through innovative and technical know-how, bringing new skills and knowledge to governments, entrepreneurs and private sector groups at all stages of development throughout the world. Our work has been very diverse including providing technical assistance among other areas as follows:

- ❖ Agriculture Sector Reforms
- ❖ Business Process Mapping and Change Management
- ❖ Business Registration
- ❖ Capital Market Development
- ❖ Commercial Law Reform
- ❖ Customs and Trade Reforms

- ❖ Financial Sector Reform
- ❖ International Accounting and Auditing
- ❖ Land Registration and Titling
- ❖ Pension Sector Reform
- ❖ Small and Medium Enterprise Development and Finance
- ❖ Tax Administrations and Tax Policy
- ❖ Value Chain Development

In addition to technical assistance Millennium Partners has provided tens of thousands of hours of training in some of these areas as well as developed conferences, workshops and other events to raise awareness and build capacity.

Evaluations and Assessments

Millennium Partners has an outstanding track record of delivering evaluations and assessments and design of new activities for its clients. Millennium Partners and its principals have been engaged to undertake assessments and evaluations and to develop economic analysis leading to policy recommendations. We recently undertook two rule of law assessments for USAID that led to the design of new rule of law programs for Azerbaijan and Bangladesh. We also recently undertook two program evaluations of governance programs in Bangladesh. Millennium Partners has also reported to MCC using its results reporting table methodology for the two MCC threshold programs. Under a subcontract in Iraq on a major USAID economic growth program, Millennium Partners took a lead role in authoring an *Assessment of Current and Anticipated Economic Priorities* in Iraq, a report for the Prime Minister that examines the constraints to economic growth in Iraq. As part of other programs such as the Moldova and Niger Threshold programs and others we have undertaken surveys to establish baseline data with follow-up surveys to measures changes related to program implementation and other issues.

Millennium Partners principals Dr. Esther Hannon and Brian Hannon have also authored other significant economic analysis, including a paper with Yung Whee Rhee on *Globalization, Trade and Investment* that forms most of Chapter 2 of former USAID Administrator Andrew Natsios' *Foreign Aid and the National Interest* report. Mr. Hannon also co-authored *Development and the National Interest* for former USAID Administrator Alan Woods. This 1988 report was one of the first to demonstrate a linkage between policy reforms and economic growth.

CONTRACT ADMINISTRATOR – DOMESTIC AND OVERSEAS

Brian Hannon
Millennium Partners Consulting, LLC
Two Boar's Head Place, Suite 130
Charlottesville, VA 22903
Tel: (434) 293-9206
Fax: (434) 293-6967
Email: bhannon@millenniumpartners.org

MARKETING AND TECHNICAL POINT OF CONTACT

Brian Hannon
Millennium Partners Consulting, LLC
Two Boar's Head Place, Suite 130
Charlottesville, VA 22903
Tel: (434) 293-9206
Fax: (434) 293-6967
Email: bhannon@millenniumpartners.org

CONTRACT USE

GSA Awarded Millennium Partners Consulting, LLC a GSA Federal Supply Schedule contract for Mission Oriented Business Integrated Services (MOBIS) Contract No. GS-10F-089AA in February 2013. This contract is valid for five years through February 4, 2018 with three possible 5-year options. This GSA MOBIS contract allows for customers to place Firm-Fixed-Price or Time and Materials Task Orders congruent to the labor categories and ceiling rates defined in this contract.

This contract is available for use by all federal government agencies as a source for Mission Oriented Business Integrated Services. This contract is applicable worldwide. Executive agencies, other Federal agencies, mixed-ownership Government corporations, the District of Columbia, government contractors authorized in writing by a Federal agency pursuant to 48 CFR 51.1, and other activities and organizations authorized by statute or regulation to us GSA as a source of supply may use this contract.

Our GSA MOBIS Schedule Contract can also support state and local agencies under the following programs:

DISAST **RECOV**

Disaster Recovery Purchasing Program (Section 833 of the National Defense Authorization Act) – allows state and local governments to purchase products and services to facilitate recovery from a major disaster. This includes advance and pre-positioning in preparation for a disaster.

ARRA

American Recovery and Reinvestment Act (ARRA) We have accepted the Recovery Act clauses and are eligible to receive orders funded, in whole or in part, by the Recovery Act.

CONTRACT SCOPE

The contractor shall provide all resources including personnel, management, supplies, services, materials, equipment, facilities and transportation necessary to provide a wide range of professional services as specified in each task order.

Services specified in a task order may be performed at the contractor's facilities or the ordering agencies' facilities. The government will determine the contractor's compensation by any of several different methods (to be specified at the task order level) e.g., a firm-fixed price for services with or without incentives, labor hours or time-and-material.

The Special Item Numbers (SINs) available under this contract provide services across the full life cycle of a project. When task orders are placed, they must identify the SIN or SINs under which the task is being executed. Millennium Partners Consulting, LLC has been awarded a contract by GSA to provide services under the following SINs:

- ❖ SIN 874-1 / 874-IRC: Integrated Consulting Services

A full description of this SIN definition and examples of the types of work covered by this SIN are provided below.

SPECIAL ITEM NUMBER (SIN) DESCRIPTION

874-1/874-IRC – Integrated Consulting Services

(As written in the MOBIS Solicitation Refresh #20)

Contractors shall provide expert advice and assistance in support of an agency's mission-oriented business functions. Services covered by this SIN include:

- ❖ **Management or Strategy Consulting**
 - Including research, evaluations, studies, analyses, scenarios/simulations, reports, business policy and regulation development assistance, strategy formulation and expert witness services
- ❖ **Facilitation and Related Decision Support Services**
- ❖ **Survey Services**
 - Using a variety of methodologies, including survey planning, design and development, survey administration, data validation and analysis, reporting and stakeholder briefings
- ❖ **Advisory and Assistance Services**
 - In accordance with FAR 37.203 see https://www.acquisition.gov/far/current/html/Subpart%2037_2.html

Quoting from 37.203 US Government “Agencies may contract for advisory and assistance services, when essential to the agency's mission, to—

- (1) Obtain outside points of view to avoid too limited judgment on critical issues;
- (2) Obtain advice regarding developments in industry, university, or foundation research;
- (3) Obtain the opinions, special knowledge, or skills of noted experts;
- (4) Enhance the understanding of, and develop alternative solutions to, complex issues;
- (5) Support and improve the operation of organizations; or
- (6) Ensure the more efficient or effective operation of managerial or hardware systems.

It should be noted that consulting services where the preponderance of work is specifically covered under other GSA Schedules are not permitted under this SIN; please refer to the Scope of Work in Part I of the MOBIS Solicitation (Refresh #20) for further information.

It should also be noted that expert witness, consulting and audit services pertaining to financial matters are not covered under this SIN, nor are consulting services relating to public relations. Legal services are also not covered under this SIN.

Millennium Partners has extensive experience managing and executing projects within the scope of this SIN. From 2010 to 2011, Millennium Partners managed the Moldova Rapid Governance Support Program, a \$2.7 million contract from USAID. MRSGP was a highly complex multi- sector program. Millennium Partners provided advice to Government of Moldova counterparts in diverse areas such as agricultural payments systems, customs, e-government, fiscal decentralization, judicial reforms and communications and media assistance to the Office of the Prime Minister. This consulting advice included management and strategy consulting about the direction and implementation of reforms and activities in all of these areas. It also included program planning, evaluation, studies, policy, legal and regulatory reforms as well as executive coaching and customized business training and much more. Millennium Partners received an “Outstanding” contractor rating and was hailed by local counterparts as the best donor project in Moldova.

Since 2008, Millennium Partners has been a subcontractor to Louis Berger on their \$150+ million USAID contract, Iraq Provincial Economic Growth Project, or *Tijara*. Millennium Partners has provided two long-term advisors to this project focusing on three areas of reform: one, the development and implementation of business development services which are essentially advisory services to SMEs about how to develop their businesses; two, the development of the Iraqi Bank for Credit Guarantees (ICBG) to provide credit guarantees to Iraqi commercial banks to provide loans to SMEs and; three, the provision of analysis, monitoring and evaluation of the progress of the program to achieve results.

Millennium Partners has also undertaken numerous project evaluations and assessments. For example, in 2011 Millennium Partners conducted the assessments of three programs in Bangladesh: two USAID programs and one Rule of Law assessment. Millennium Partners conducted a survey of government and non-government officials and analyzed the subsequent data to determine the effectiveness and results of each program.

INSTRUCTIONS FOR PLACING ORDERS

GSA provides a streamlined, efficient process for ordering the services you require. GSA has already determined that Millennium Partners Consulting is technically capable and that our prices offered as fair and reasonable. Agencies may use written orders, facsimile orders, credit card orders, blanket purchase agreement orders, or individual purchase orders under this contract.

If you have determined that your agency requires the MOBIS services that we provide, please follow these simple steps:

Step 1: Develop a Statement of Work (SOW)

In the SOW, please include the following information:

- ❖ Work to be performed
- ❖ Location of work
- ❖ Period of performance
- ❖ Deliverable schedule
- ❖ Special standards and any special requirements, where applicable

Step 2: Select Contractor and Place Order

If the services you require are at or below the micro-purchase threshold, you may select the contractor best suited for your needs and place the order. However, if the services you require exceed the micro-purchase threshold, but are less than the maximum order threshold (MOT), you must prepare a Request for Proposal (RFP). If the order you would like to place exceeds the MOT you must also prepare an RFP. Also, consider an expansion of competition and seek price reductions.

If you would like to place an order with Millennium Partners, you may use GSA's convenient online ordering system, *GSA Advantage!*TM, or you may order through us directly. If you wish to place an order directly, please contact us using the information detailed on the front cover of this document.

Step 3: Prepare a Request for Proposal (RFP)

If your order requires an RFP, please include the following information:

- ❖ SOW and Evaluation Criteria
- ❖ A request for fixed price, ceiling price, or labor hour or time and materials pricing
- ❖ If necessary, request a performance plan and information on past experience

Once prepared, the RFP may be posted on GSA's electronic RFP system, e-Buy.

Step 4: Provide the RFP to at least Three Firms

Step 5: Evaluate Offers, Select Best-Value Firm, and Place Order

Small Business Set Asides: Contracting Officers may set aside task orders under the MOBIS contract for Women Owned Small Business (WOSB) and other categories of small business. Millennium Partners is a WOSB. Acquisitions between \$3000-\$150,000 are almost always set aside for small business. Agencies using eBuy are not required to prepare a justification if they receive less than three bids. For more information see the GSA Small Business Set Aside FAQs <http://www.gsa.gov/portal/content/113371>

REQUIREMENTS EXCEEDING THE MAXIMUM ORDER THRESHOLD

In accordance with FAR 8.404, before placing an order that exceeds the maximum order threshold, ordering agencies shall:

- ❖ Review additional schedule contractors' catalogs/price lists or use the *GSA Advantage!*TM online shopping service
- ❖ Based upon the initial evaluation, generally seek price reductions from the schedule contractor(s) appearing to provide the best value (considering price and other factors)
- ❖ After price reductions have been sought, place the order with the schedule contractor that provides the best value and results in the lowest overall cost alternative (see FAR 8.404(a)). If further price reductions are not offered, an order may still be placed if the ordering agency determines that it is appropriate.

Vendors may:

- ❖ Offer a new lower price or this requirement (the Price Reduction clause is not applicable to orders placed over the maximum order in FAR 52.216-19 Order Limitations);
- ❖ Offer the lowest price available under the contract; or
- ❖ Decline the order (orders must be returned in accordance with FAR 52.216-19).

A task order that exceeds the maximum order may be placed with the Contractor selected in accordance with FAR 8.404. The order will be placed under the contract.

Sales for orders that exceed the maximum order shall be reported in accordance with GSAR 552.238-74

BLANKET PURCHASE AGREEMENTS

Ordering agencies may establish Blanket Purchase Agreements (BPAs) under any schedule contract to fill repetitive needs for supplies or services. BPAs may be established with one or more schedule contractors. The number of BPAs to be established is within the discretion of the ordering agency establishing the BPA and should be based on a strategy that is expected to maximize the effectiveness of the BPA(s). In determining how many BPAs to establish, consider:

- ❖ The scope and complexity of the requirement(s);
- ❖ The need to periodically compare multiple technical approaches or prices;
- ❖ The administrative costs of BPAs; and
- ❖ The technical qualifications of the schedule contractor(s)

Establishment of a single BPA, or multiple BPAs, shall be made using the same procedures outlined in FAR 8.405-1 or 8.405-2. BPAs shall address the frequency of ordering, invoicing, discounts, requirements (e.g. estimated quantities, work to be performed) delivery locations and time.

When establishing multiple BPAs, the ordering activity shall specify the procedures for placing orders under the BPAs.

Establishment of a multi-agency BPA against a Federal Supply Schedule contract is permitted if the multi-agency BPA identifies the participating agencies and their estimated requirements at the time the BPA is established.

Ordering from BPAs:

Single BPA. If the ordering agency establishes one BPA, authorized users may place the order directly under the established BPA when the need for the supply or service arises.

Multiple BPAs: If the ordering agency establishes multiple BPAs, before placing an order exceeding the micro-purchase threshold, the ordering activity shall:

- ❖ Forward the requirement, or statement of work and the evaluation criteria, to an appropriate number of BPA holders, as established in the BPA ordering procedures; and
- ❖ Evaluate the responses received, make a best value determination (see 8.404(d)), and place the order with the BPA holder that represents the best value.

BPAs for hourly rate services: If the BPA is for hourly rate services, the ordering agency shall develop a statement of work for requirements covered by the BPA. All orders under the BPA shall specify a price for the performance of the tasks identified in the statement of work.

Duration of BPAs: BPAs generally should not exceed five years in length, but may do so to meet program requirements. Contractors may be awarded BPAs that extend beyond the current term of their GSA Schedule contract, so long as there are option periods in their GSA Schedule contract that, if exercised, will cover the BPA's period of performance.

Review of BPAs:

The ordering agency that established the BPA shall review it at least once a year to determine whether:

- ❖ The schedule contract, upon which the BPA was established, is still in effect;
- ❖ The BPA still represents the best value (see 8.404(d)); and
- ❖ Estimated quantities/amounts have been exceeded and additional price reductions can be obtained.
- ❖ The ordering agency shall document the results of its review.

LABOR CATEGORY DESCRIPTIONS

PUBLIC ADMINISTRATION: Knowledgeable and experienced regarding structures, principles, laws, policies, regulations, procedures and operations of effective systems of democratic governance. Provides guidance on planning, organizing, managing, delivering and overseeing public services and performance by public servants. Ability to adapt recommendations based on local context including factors of history, culture and values. Draws on principles and practices of comparative administration, human resources management, civil service reform, and leadership development.

POLITICAL SCIENTIST/PUBLIC POLICY: Knowledgeable and experienced regarding the disciplines of political science and public policy. Examples include comparative politics, international political theory, democratic development, regional/country experts, development theory, etc.

ECONOMIST: Knowledgeable and experienced regarding economics, new institutional economics, economic policy, and political economy, economic development. Advises on economic theory and practice applied to country specific issues, the role of institutions in achieving economic growth and stability, and issues related to global economic integration. Advises on macroeconomic issues, fiscal sustainability, international trade and finance, competitiveness, markets and privatization.

STRATEGIC MANAGEMENT: Knowledgeable and experienced regarding principles and practices of strategic planning, change management, organizational development, development management, systems analysis and related disciplines. Advises and assists in developing and using processes to identify and engage relevant stakeholders; define agreed upon purpose, outcomes, and strategies.

PROGRAM DEVELOPMENT (INCLUDES ASSESSMENTS, MONITORING & EVALUATION): Knowledgeable and experienced regarding planning, design, development, management, financial analysis, and performance monitoring and reporting of supported programs and activities. Advises and assists in the comprehensive planning and setting of priorities for new development program initiatives and activities; and advises and assists in the strategic management and implementation of activities, including the development of management information systems and the conduct of performance monitoring plans.

PROGRAM OR PROJECT MANAGER: Knowledgeable and experienced regarding the design, implementation and management of complex international and domestic projects. Familiar with all aspects of project start-up, implementation and project close out. Provide quality control of reporting and deliverables of all documents to assure client satisfaction according to industry best practice. Provide leadership and oversight of monitoring and evaluation of project as well as brief key stakeholders about project progress and deliverables. Provide overall leadership and communications with stakeholders and take the lead in providing overall supervision and management of all services provided.

INDUSTRY SPECIALIST-HEALTH: Knowledgeable and experienced regarding health administration, health systems, health financial management, and health care delivery. Advises on theory and practice of public health care applied to country specific issues, the role of institutions in achieving improved health status, and health care policy and equity issues.

INDUSTRY SPECIALIST-EDUCATION: Knowledgeable and experienced regarding education systems, education administration and management at the national and local level, education policy, teacher recruitment and retention issues, citizen involvement in education planning and service delivery and oversight.

INDUSTRY SPECIALIST-AGRICULTURE: Knowledgeable and experienced regarding agriculture systems, agriculture practices and administration and management, including setting and implementing agriculture policy. Advises on issues of land tenure, ownership and property rights, land use, extension services, introduction of new technology, and agriculture research. Advises on public/private roles and relations, e.g., regarding agriculture production, distribution, pricing, and taxation.

INDUSTRY SPECIALIST-SMALL-MEDIUM ENTERPRISE: Knowledgeable and experienced regarding small-medium enterprise development and policy and business management considerations that support and detract from the viability of these businesses. Advises on creating and sustaining professional associations and networks of business people and on advocacy techniques and membership representation issues. Advises on credit, financing and taxation issues.

SENIOR INDUSTRY EXPERT: Knowledgeable and experienced regarding multiple industry sectors including state owned enterprises. Knowledgeable and experienced in restructuring and privatization of state owned enterprises and the merger and acquisition and development of non state and state owned companies including small and medium size companies. Advises on the development of various industry sectors, research and market intelligence as well as evaluation of project related implementation.

CONSTITUTIONAL/LEGAL ANALYST: Knowledgeable and experienced regarding alternative structures of governments and governance to include constitutions and legal-regulatory environments; desirable roles, responsibilities, and capacities of central and sub-national levels of government; incentive systems and intergovernmental dynamics that are likely to result from recommended structures, roles, functions, legal - regulatory environments, etc. Assists with formation and modifications to legal systems, legal aspects of design or modification of rules, regulations and legislation, and with rule of law institutions (including courts, judges, prosecutors and relevant ministries).

ANTI-CORRUPTION: Knowledgeable and experienced regarding the subjects of anti-corruption, privatization, regulatory reform, public procurement, access to information, government ethics regimes, inspector general/ombudsmen offices, complaint mechanisms and whistle-blower protections, open budget processes, tax and customs administration, legislative oversight, political party financing, corruption surveys and integrity workshops, public-private partnerships to combat corruption, and civic advocacy.

SECURITY SECTOR: Knowledgeable and experienced regarding security studies, security strategy and policy, defense economics, public security and policing, and civil-military relations. Experience facilitating war-to-peace transitions or promoting security sector reform in fragile states. Knowledgeable of whole-of-government approaches to security sector management and oversight.

CONFLICT RESOLUTION: Knowledgeable and experienced regarding developing and strengthening capacities to negotiate, resolve and/or manage conflict. Must be familiar with conflict resolution and management in failed states and post-conflict environments, the dynamics of ethnic and religious conflicts, conflicts over natural resources.

PARTICIPATORY PROCESSES, ASSOCIATION NETWORK BUILDING & ADVOCACY: Knowledgeable and experienced regarding effective participatory processes, advocacy processes and the building and strengthening of public sector associations and civil society organizations to insure transparency, accountability and professionalism in the conduct of public affairs. Skills in survey research and public opinion polling.

LABOR CATEGORY LEVELS OF QUALIFICATION

In order to perform the scope of work set forth in the specific task order, the Contractor must provide the education and experience levels as indicated below of the specific Functional Labor Categories listed below. The qualifications in the categories correspond to the applicable fixed hourly rates provided in Millennium Partners Consulting's rates.

Level	Academic Degree*	Plus Approximate Years of Relevant** Work Experience	Including Years of Experience in Int'l Development	Relevant Regional Experience	Relevant Language Fluency
Senior	Ph.D.	8	as specified in task order	as specified in task order	as specified in task order
	JD / ABD	10			
	MS, MA, MBA	12			
	BS, BA	15			
Mid-level	Ph.D.	3	as specified in task order	as specified in task order	as specified in task order
	JD / ABD	5			
	MS, MA, MBA	6			
	BS, BA	8			
Junior	Ph.D.	0	as specified in task order	as specified in task order	as specified in task order
	JD / ABD	0			
	MS, MA, MBA	0			
	BS, BA	2			

*Highest degree obtained should be related to work being performed.

**Relevant Work Experience is required for the levels indicated.

HOURLY RATES FOR SERVICES

Public Administration/Political Scientist/Public Policy/Economist/ Strategic Management			
Level of Effort	Highest Degree Obtained	Years Experience	Hourly Rate
Senior Level	Ph.D.	8	\$ 154.27
Senior Level	JD / ABD	10	\$ 149.13
Senior Level	MS, MA, MBA	12	\$ 143.99
Senior Level	BS, BA	15	\$ 138.85
Mid Level	Ph.D.	3	\$ 90.15
Mid Level	JD / ABD	5	\$ 87.14
Mid Level	MS, MA, MBA	6	\$ 84.14
Mid Level	BS, BA	8	\$ 81.13

Program Development (Assessment, Monitoring & Evaluation)			
Level of Effort	Highest Degree Obtained	Years Experience	Hourly Rate
Senior Level	Ph.D.	8	\$ 154.27
Senior Level	JD / ABD	10	\$ 149.13
Senior Level	MS, MA, MBA	12	\$ 143.99
Senior Level	BS, BA	15	\$ 138.85
Mid Level	Ph.D.	3	\$ 90.15
Mid Level	JD / ABD	5	\$ 87.14
Mid Level	MS, MA, MBA	6	\$ 84.14
Mid Level	BS, BA	8	\$ 81.13

Program or Project Manager			
Level of Effort	Highest Degree Obtained	Years Experience	Hourly Rate
Senior Level	MBA/MA/MS	12	\$ 165.39

Industry Specialist: Health/ Education/Agriculture/Small-Medium Enterprise			
Level of Effort	Highest Degree Obtained	Years Experience	Hourly Rate
Senior Level	Ph.D.	8	\$ 138.43

Senior Level	JD / ABD	10	\$ 133.82
Senior Level	MS, MA, MBA	12	\$ 129.20
Senior Level	BS, BA	15	\$ 124.59
Mid Level	Ph.D.	3	\$ 74.69
Mid Level	JD / ABD	5	\$ 72.20
Mid Level	MS, MA, MBA	6	\$ 69.71
Mid Level	BS, BA	8	\$ 67.22
Junior Level	BS, BA	2	\$ 26.08

Industry Expert			
Level of Effort	Highest Degree Obtained	Years Experience	Hourly Rate
Senior Level	MS	12	\$ 156.34

Constitutional/Legal Analyst			
Level of Effort	Highest Degree Obtained	Years Experience	Hourly Rate
Senior Level	Ph.D.	8	\$ 128.77
Senior Level	JD / ABD	10	\$ 124.48
Senior Level	MS, MA, MBA	12	\$ 120.19
Senior Level	BS, BA	15	\$ 115.90
Mid Level	Ph.D.	3	\$ 74.69
Mid Level	JD / ABD	5	\$ 72.20
Mid Level	MS, MA, MBA	6	\$ 69.71
Mid Level	BS, BA	8	\$ 67.22

Anti-corruption/Security Sector/Conflict Resolution			
Senior Level	Ph.D.	8	\$ 138.43
Senior Level	JD / ABD	10	\$ 133.82
Senior Level	MS, MA, MBA	12	\$ 129.20
Senior Level	BS, BA	15	\$ 124.59
Mid Level	Ph.D.	3	\$ 67.61

Mid Level	JD / ABD	5	\$ 65.36
Mid Level	MS, MA, MBA	6	\$ 63.10
Mid Level	BS, BA	8	\$ 60.85
Junior Level	BS, BA	2	\$ 28.97

Participatory Processes/Association-Network Building & Advocacy			
Level of Effort	Highest Degree Obtained	Years Experience	Hourly Rate
Senior Level	Ph.D.	8	\$ 131.99
Senior Level	JD / ABD	10	\$ 127.59
Senior Level	MS, MA, MBA	12	\$ 123.19
Senior Level	BS, BA	15	\$ 118.79
Mid Level	Ph.D.	3	\$ 67.61
Mid Level	JD / ABD	5	\$ 65.36
Mid Level	MS, MA, MBA	6	\$ 63.10
Mid Level	BS, BA	8	\$ 60.85
Junior Level	BS, BA	2	\$ 28.97

The Service Contract Act (SCA) is applicable to this contract as it applies to the entire Mission Oriented Business Integrated Services (MOBIS) Schedule and all services provided. While no specific labor categories have been identified as being subject to SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CFR 541.300), this contract still maintains the provisions and protections for SCA eligible labor categories. If and / or when the contractor adds SCA labor categories / employees to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCA matrix identifying the GSA labor category titles, the occupational code, SCA labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.