GENERAL SERVICES ADMINISTRATION
FEDERAL SUPPLY SERVICE
AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST

MULTIPLE AWARD SCHEDULE
FSC GROUP PROFESSIONAL SERVICES

<table>
<thead>
<tr>
<th>Contract Number:</th>
<th>GS-10F-0182T</th>
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<tbody>
<tr>
<td>Contract Period:</td>
<td>March 14, 2012 through March 13, 2027</td>
</tr>
<tr>
<td>Revision:</td>
<td>Current through Modification PA-0047, effective May 6, 2022</td>
</tr>
<tr>
<td>Contractor:</td>
<td>University Research Co., LLC</td>
</tr>
<tr>
<td></td>
<td>5404 Wisconsin Avenue, Suite 800</td>
</tr>
<tr>
<td></td>
<td>Chevy Chase, MD 20815-3594</td>
</tr>
<tr>
<td>Telephone:</td>
<td>(301) 941-8631</td>
</tr>
<tr>
<td>Fax:</td>
<td>(301) 941-8650</td>
</tr>
<tr>
<td>Business Size:</td>
<td>Large Business</td>
</tr>
<tr>
<td>Web Site:</td>
<td><a href="http://www.urc-chs.com">www.urc-chs.com</a></td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:cfelipe@urc-chs.com">cfelipe@urc-chs.com</a></td>
</tr>
<tr>
<td>Contract Administration:</td>
<td>Christopher B Felipe</td>
</tr>
<tr>
<td></td>
<td>Senior Contracts Officer</td>
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</table>

For more information on ordering from Federal Supply Schedule go to the GSA Schedules page at gsa.gov.

About URC

University Research Co., LLC is a professional services firm dedicated to helping clients use scientific methods and research findings to improve program management and outcomes and achieve organizational and behavioral change. For over 50 years, URC has helped government and private sector clients design, operate, and evaluate programs in five core practice areas: Communications & Outreach, Education & Training, Health & Population, Quality Management, and Research & Evaluation.
Customer Ordering Information

1a. Awarded Special Item Numbers (SINs):

<table>
<thead>
<tr>
<th>SIN</th>
<th>SIN Description</th>
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<tbody>
<tr>
<td>541810</td>
<td>Advertising Services</td>
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<tr>
<td>541820</td>
<td>Public Relations Services</td>
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<tr>
<td>541511</td>
<td>Web Based Marketing</td>
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<tr>
<td>541910</td>
<td>Marketing Research &amp; Analysis</td>
</tr>
<tr>
<td>541430</td>
<td>Graphic Design Services</td>
</tr>
<tr>
<td>541613</td>
<td>Marketing Consulting Services</td>
</tr>
<tr>
<td>541611</td>
<td>Management &amp; Financial Consulting, Acquisition &amp; Grants Management Support, &amp;</td>
</tr>
<tr>
<td></td>
<td>Business Program &amp; Project Management Services</td>
</tr>
<tr>
<td>611430</td>
<td>Professional &amp; Management Development Training</td>
</tr>
<tr>
<td>OLM</td>
<td>Order-Level Materials (OLMs)</td>
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</tbody>
</table>

1b. Lowest priced model number and lowest unit price for that model for each SIN awarded in the contract: Not Applicable

2. Maximum order: $1,000,000

3. Minimum order: $300

4. Geographic coverage (delivery area): Domestic and Overseas

5. Point(s) of production (city, county, and state or foreign country): Not Applicable

6. Discount from list prices or statement of net price: Government prices are net.

7. Quantity discounts: None

8. Prompt payment terms: 0%--Net 30 days; Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.

9. Foreign items (list items by country of origin): Not Applicable

10a. Time of delivery: As negotiated between Contractor and Ordering Agency

10b. Items available for expedited delivery: Contact Contractor

10c. Overnight and 2-day delivery: Contact Contractor

10d. Urgent Requirements: Contact Contractor

11. F.O.B. Point: Destination

12a. Ordering address:

   University Research Co., LLC
12b. Ordering Procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA’s), are found in Federal Acquisition Regulation (FAR) 8.405-3.

13. Payment address:
   University Research Co., LLC
   5404 Wisconsin Avenue, Suite 800
   Chevy Chase, MD 20815-3594
   (301) 941-8613

14. Warranty provision: Not Applicable

15. Export packing charges: Not Applicable

16. Terms and conditions of rental, maintenance, and repair: Not Applicable

17. Terms and conditions of installation: Not Applicable

18a. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices: Not Applicable

18b. Terms and conditions for any other services: Not Applicable

19. List of service and distribution points: Not Applicable

20. List of participating dealers: Not Applicable

21. Preventive maintenance: Not Applicable

22a. Environmental attributes, e.g., recycled content, energy efficiency, and/or reduced pollutants: Not Applicable

22b. Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g., contractor’s website or other location.) The EIT standards can be found at: www.Section508.gov: Not Applicable

23. Unique Entity Identifier (UEI) number: V6AUVR1WLN98

24. University Research Corporation, LLC. is registered in the System for Award Management (SAM) database: CAGE Code: 7T054
<table>
<thead>
<tr>
<th>SIN</th>
<th>Labor Category</th>
<th>GSA Rate</th>
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<td>541611 and 611430</td>
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</table>
LABOR CATEGORY DESCRIPTIONS

Executive Advisor
With at least 25 years of organizational leadership and programmatic experience and advanced educational background (Master’s), our Executive Advisors are tasked with providing overall organizational vision and strategic management over multiple cross-cutting programs, functional and/or administrative areas including client/community relations and partnerships. Responsibilities include:

- Develop innovative strategy and facilitate priorities with the President & executive team to increase initiatives in the company’s core competency areas with the goal to develop and strengthen global systems through evidence-based research for donors and funder, implementing partners, country and community representatives.
- Support the advancement of the company’s mission through nurturing existing relationships and development and establishment of new partnerships to enhance the role of URC in the health, education, and related sectors.
- Represent programmatic interests, experience and expertise in varied fora such as national and international conferences, and partner/donor/member meetings, ensuring visibility of URC program results and achievements through presentations, workshops, and publishing of articles in professional journals.
- Provide supportive supervision to the country directors, senior program staff and program officers to ensure the highest quality program implementation are observed and delivered.

Senior Project Implementation/Management Advisor
In addition to providing support for the overall organizational vision and strategic management, our Senior Project Implementation/Management Advisors build, maintain, and promote cross-institutional and inter-departmental relationships and partnerships and act as a high-level authoritative representative of URC in various occasions. With a minimum of 20 years of relevant management and program experience and advanced educational background (Master’s), they also:

- Provide technical leadership to other URC projects and activities both within the US and internationally demonstrating leadership and innovation while maintaining collaboration and integration of diverse perspectives and ideas in line with their technical capacity and donors’ priorities.
- Collaborate with various technical units and project teams to apply cutting-edge implementation methods to translate best practices into improved management of multiple projects.
- Review, write, present, and disseminate research methods and results including the specific results of project activities and research in peer reviewed journals, at professional meetings, with partners, donor organizations, and with country government officials.
**Project Implementation/Management Advisor**
Possessing a combination of advanced educational backgrounds (Master’s) and at least a minimum of 15 years of demonstrated experience in leading a programmatic function, our Project Implementation/Management Advisors are responsible for overall success, supervision and management of multiple programmatic, functional and/or administrative areas. Additionally, they:

- Provide overall management and technical leadership to the project implementation team, including development of strategies, budgets, work plans, monitoring and evaluation plans, and reporting.
- Interact with donors, partners, government, and community leaders to provide regular updates to ensure their timely awareness of the projects’ progress and/or discuss and resolve challenges as they arise.
- Represent the organization and/or project in-country and coordinate efforts with policy makers, senior experts, implementing partners, and other relevant stakeholders to ensure successful project implementation, dissemination, and institutionalization of results.
- Ensure efficient function in administrative and financial procedures, and adequate internal controls processes including providing supervision to the project personnel, consultants, and subcontractors.

**Senior Scientific Advisor**
As highly qualified professionals who bring renowned scientific expertise, our Senior Scientific Advisors hold advanced educational backgrounds (Master’s) and no less than 15 years of significant experience in a major field of technical substantive subject, which may include: food and nutrition; education; health workforce development; maternal, newborn and child health; communicable and non-communicable diseases; reproductive health and family planning; vulnerable children and families; and water, sanitation and hygiene. In this capacity, they are assigned to:

- Provide ongoing and intermittent technical support to in-country teams in various areas and integrated service delivery to ensure quality of care, improved access, strengthened systems and higher efficiency of services as related to the needs of the projects.
- Collaborate with various in-country and headquarters teams to develop study designs and protocols; support in-country research and assessments including data collection, analysis, and interpretation.
- Review, write and summarize reports, program evaluations, improvement results and other technical documents, and assess their accuracy and relevance.
- Provide current literature and evidence-based programming guidelines to technical staff and stakeholders in different platforms and formats.
**Scientific Advisor**

Acting as subject matter experts in multiple disciplines which may include: food and nutrition; education; health workforce development; maternal, newborn and child health; communicable and non-communicable diseases; reproductive health and family planning; vulnerable children and families; and water, sanitation and hygiene; our Scientific Advisors possess a combination of minimum 10 years’ experience with demonstrated experience in a programmatic function with progressive responsibilities and advanced educational background (Master’s). Moreover, they are tasked to:

- Identify project technical assistance needs required to achieve the expected project results and provide technical support necessary on an ongoing basis.
- Facilitate coordination of work planning and program implementation with partners and all stakeholders at the national level or as required by the project.
- Participate in communities of practice and national working groups, ensuring lessons learned and evidence are used for program improvement and capturing key learning from project activities and making that learning available to others in the form of effective knowledge products.
- Take a lead role in drafting, writing or contributing to the development, review, and finalization of project documents including but not limited to work plans; quarterly, semi-annual and annual reports; project assessments and evaluations; project briefs, presentations, and other technical publications.
- Assist in developing capacity of key partners and other personnel to improve services including serving as mentor to junior staff and assist leadership team to define and implement professional development plans, as needed.

**Project Administrative/Finance Director**

Presumed to possess a combination of collegiate or advanced educational background (Bachelor’s) and a minimum of 10 years’ experience in professional and/or administrative functions, such as finance, contracts, and human resources, Project Administrative/Finance Directors provide invaluable guidance and support to headquarters and in-country teams in ensuring smooth operations of the projects and that deliverables are sustained with adequate and appropriate resources. Additionally, they are accountable for:

- Oversight and control of contractual and financial functions including procurement and budgeting, management reporting and accounts analysis in accordance with applicable financial policies and procedures of URC and the requirements of donors and/or partner agencies.
- Support and assist the development and implementation of both short- and long-term strategic goals and objectives as well as continuous improvement of procedures and processes of the project and the organization.
- Review and assist in the preparation, validation and presentation of financial statements and approvals with various stakeholders including the members of the organization, partners, donors, and other agencies.
- Alignment of internal contractual, financial, procurement and administrative functions and procedures in accordance with URC policies and standards and observation of applicable laws, regulations and requirements of donors, partners, other agencies, and host countries.
Continuous supervision, training, and reinforcement of other project support and administrative personnel both at headquarters and in-country ensuring all applicable policies and procedures and constantly observed.

**Senior Project Specialist**
Senior Project Specialists provide technical and programmatic support to projects teams, which includes supporting headquarters and field teams in work planning, results monitoring, documentation of achievements, report writing, and development of new technical strategies. With at least 5 years of experience and collegiate or advanced educational background (Bachelor’s), Senior Project Specialists also:

- Monitor technical developments in project-related fields to help and keep field staff abreast of new developments, approaches, and methodologies including potential for private sector engagement, introduction of new technologies or tools.
- Participate in internal data quality audit (DQA) on technical aspects of the project as a means to verify reported performance as well as to enhance monitoring and reporting systems, data analyses and presentation.
- Develop and update program descriptions, communications materials, best practices and assist with the preparation of technical documents and public relations publications for the projects.
- Support management of partnerships and grantees in coordination with the respective Project Director, Corporate Monitor, and project management teams in compliance with URC policies, standards and requirements of donors, partners, other obligations.
- Coordinate appropriate administrative support to ensure achievement of project deliverables and mobilization of program inputs, including technical assistance, contracts, budgets, procurement, and human resources.
**Senior Project Coordinator**
Providing overall administrative and financial support to in-country project teams in collaboration with other administrative support departments is one of the key responsibilities of Senior Project Coordinators who have collegiate or advanced educational background (Bachelor’s) and a minimum of 5 years of relevant experience. As liaisons between the in-country administrative and headquarter teams, they are assigned to:

- Review monthly project expenditures against budget and update financial trackers accordingly and prepare written analyses of project/country spending and when needed, alert project team to necessary contractual or management actions (i.e., line-item re-allocations, extensions needed etc.).
- Provide financial management support to in-country finance staff, which involves monitoring project expenses and providing detailed analyses for decision-making, reviewing and processing monthly field reports and vouchers for submission, preparing and analyzing quarterly financial reports, and developing various iterations of project budgets, when needed.
- Use and maintain project trackers to ensure sound financial, administrative, and programmatic management of the projects and anticipate technical/program support needs and priorities by monitoring milestones of various processes and contract deliverables.
- Support coordination of and assistance with project start-up and close-out activities, including mobilizing in-country staff, registration, coordinating relocation costs and logistics, establishing timelines, and coordinating close budget monitoring in line with budget projections and restrictions.
- Receive procurement documentation from field teams and conduct thorough review and analyses of completeness and ensure that required approvals (e.g., waivers, task orders, and approval memos) and necessary actions are available in coordination with senior technical, management, and contracts staff at headquarters and in-country levels.
- Assist in developing and ensuring high quality project deliverables to include routine donor-required reports, technical briefs, summaries, work plans and success stories, which may require writing, editing, proofreading, translating, and/or coordinating translation services.
**Project Coordinator**

With a combination of collegiate educational background (Bachelor’s) and at least 3 years of administrative support experience, Project Coordinators deliver the necessary operational support to the in-country project teams ranging from contracts and procurement, finance and human resource functions in close collaboration with relevant headquarters administrative teams. Efficient project operations rely heavily on their abilities with the following:

- Work closely with in-country and headquarters teams to monitor program implementation and results, track and analyze project’s technical and finances including obligations, projections, budgets, expenditures and assist other project staff with the preparation of budgets.
- Assist in developing and ensuring high quality project deliverables to include routine donor-required reports, technical briefs, summaries, work plans and success stories, which may require writing, editing, proofreading, translating, and/or coordinating translations, when needed.
- Work with various and relevant teams with follow-up and resolution of contractual and financial challenges as they arise and to facilitate project financial planning and control including assistance with recruiting, hiring, and briefing of consultants and short-term technical support.
- Attend and represent periodic meetings at headquarters to provide technical and management updates of the project and to keep abreast of priority and activity tasks.
- Coordinate and assist with project start-up and close-out activities, including mobilizing in-country staff, registration, coordinating relocation costs and logistics, establishing timelines, and coordinating close budget monitoring in line with budget projections and restrictions.

**Project Assistant**

Project Assistants offer support to project coordinators, program specialists and technical teams with administrative, financial and logistical assistance with various projects coming in with a combination of 1 year of work experience and collegiate educational backgrounds (Bachelor’s) and are counted on to give efficiency and substantive output in:

- Collection of and assistance in preparation and review of procurement documentation such as vouchers, receipts and invoices from in-country teams and conduct preliminary review for completeness and accuracy ensuring required approvals are available.
- Update and maintain project expense trackers with the most accurate and current financial date available as needed.
- Arrange with logistics and coordination of meetings, including developing display materials, presentations, supplies, and whenever necessary, assist with international travel arrangements, procuring visas and other approvals.
- Assist with maintenance of projects office resources and supplies and other logistical and office-related tasks, as needed.
- Assist with the preparation of various technical reports, communications materials including copyediting and research and supporting content management for project websites.
**Field Finance Manager**

As well as providing leadership to Field Finance Coordinators and in-country finance and administrative teams, Field Finance Managers are primarily responsible for identifying of areas for cost reductions and operational improvements, annual budget processes, periodic forecasting, and guiding periodic analysis of operations performance in relation to the financial management of their projects. With collegiate or advanced educational backgrounds (Bachelor’s) and 5 years of substantial experience, Field Finance Managers are considered subject matter specialists whose duties include:

- Ensure adherence with proper internal controls in in-country/project offices and help teams operate at maximum financial efficiency and effectiveness in accordance with company standards, donor requirements and host country government regulations.
- Oversee recording and reporting of in-country transactional cycles for grants, travel, advances, payroll and taxation, and other expenses ensuring financial transactions are reconciled in a timely manner and confirming compliance with the company’s established policies and procedures.
- Establish monthly closing and reporting schedules with headquarters and in-country project support teams in the beginning of the fiscal year and reinforce that such schedules are successfully met.
- Mitigate potential field finance issues, research, and propose solutions as they arise and identify areas of process improvement process improvements and/or cost savings.
- Conduct random internal financial reviews of in-country/project offices making certain of continued adherence to and understanding of the organization’s established standards, policies and guidelines and lend support and leadership during project financial reviews and program audits.
- Act as mentor and guide to in-country and headquarters finance teams by providing necessary trainings, regular coaching and supervising finance staff as needed.

**Project Finance Coordinator**

Serving as the primary point of contact for the financial management of their projects, Project Finance Coordinators work in close partnership with project coordinators, specialists, field finance managers and finance/administrative directors bringing a minimum of 3 years work experience with collegiate or advanced educational backgrounds (Bachelor’s). By ensuring the financial health and management of the projects, their roles are vital through:

- Coordinating financial and administrative tasks related to their projects including responding to requests from various stakeholders, reporting, collecting required documentation and forecasting and budget creation.
- Liaise between various departments and teams with regards to review and submission of all costs such as expense reports and statements, invoices, vouchers, cost-share, sub-awards, grants, and contracts.
- Organize regular meetings and updates with various departments and teams ensuring budgets and trackers are updated and current reflecting an accurate financial standing of the projects.
- Provide additional assistance and guidance in resolution of challenges and/or responding to related requests and other assigned tasks.
**Corporate Monitor**
A URC Senior Manager who is part of the senior executive team that has responsibilities for day-to-day operations as well as planning, policy, and overall direction of company activities. A senior manager possesses a graduate (Master’s) degree in management and/or a relevant technical field, 15 years of experience in overseeing operations, and deep familiarity with the organization at all levels of operations, including technical work being carried out.

Responsibilities:
- Coordinate with MOBIS client to ensure timely inputs/outputs and quality management
- Oversee coordination of management of contracts and subcontracts
- Assist Project Director in problem solving, corporate management, and working with subcontractors

**Project Director**
Project Director possesses a relevant graduate (Master’s) degree, 15 years of experience, and general project management capability. This is a professional who has managed tasks or project activities for URC and knows how to mobilize internal and external resources, provide management (personnel and budgetary) oversight, interface with our clients, and be accountable for producing products in a timely fashion. Responsibilities:
- Determine staff and resource allocation and provide oversight of key personnel, subcontractors, and consultants
- Coordinate with MOBIS client to ensure timely inputs/outputs, quality management, and reporting
- Provide overall implementation of the contract, including: full management authority and responsibility for work conducted under each Contract, ensuring goals, objectives, and services are fulfilled.

**Project Manager**
A Project Manager possesses a relevant graduate (Master’s) degree, 8 years of experience, and general project management capability. This is a professional who has managed tasks or project activities for URC and knows how to mobilize internal and external resources provide management (personnel and budgetary) oversight, interface with our clients, and be accountable for producing products in a timely fashion. Responsibilities:
- Plan and supervise implementation, with clear lines of communication, goals, and responsibilities for project
- Monitor project activities, oversee the work of staff, monitor internal contract performance and completion of deliverables with assistance from Project Director, and maintain quality control over written materials and project reports as well as activities
- Provide problem solving, and identify and implement cost savings opportunities, and develop and track budgets, timelines, and schedules
**Senior Technical Expert Consultant**
This national expert may be a URC employee or is often an independent consultant to URC who has a national reputation in a specialized area of expertise and can provide guidance to our staff and team working on a task or project. This expertise can cover work in a variety of sectors or settings. Such an expert has at least one graduate (Master’s) degree and 15 years of specialized experience in a technical area. Responsibilities:
- Provide technical knowledge inputs to project manager
- Assist project manager in strategic planning, developing workplans, implementation and performance monitoring plans
- Assist project manager in troubleshooting, tracking project activity, and overseeing staff members

**Media/Graphics Specialist**
Media/Graphics Specialist possesses a relevant graduate (Master’s) degree and substantial relevant work experience of 5 years. These mid-level professionals have specialized technical skills and experience related to a project or task conducted by URC.
- Work with content providers to design and create public education materials for both web and print.
- Use a wide range of media, including the latest graphic design/illustration/photography software packages in creating artwork.
- Provide recommendations regarding production methods, materials needed and costs.

**Senior Editor**
This is a Senior Advisor who possesses a relevant graduate (Master’s) degree, 8 years of experience, and specialized technical skills, experience, and expertise. Senior advisors are called upon to provide technical inputs and assistance as needed by a project or tasks. Responsibilities: Reviewing documents, reports and other written materials for varied purposes to clarify and improve content, message, flow conciseness, and language usage.

**Editor**
An Editor possesses a graduate (Master’s) degree and substantial relevant work experience of 5 years. These mid-level professionals have specialized technical skills and experience related to a project or task conducted by URC. Responsibilities:
- Reviewing documents, reports and other written materials for varied purposes to clarify and improve content, message, flow conciseness and language usage.
Senior Survey Methodologist
A Senior Survey Methodologist possesses a relevant graduate (Master’s) degree, 8 years to experience, and specialized technical skills, experience, and expertise; a Senior Survey Methodologist is called upon to provide technical inputs and assistance as needed by a project or task. This position commands a slightly higher average rate than Project Manager Position because of the higher level of specialized technical skills required.
Responsibilities:
- Develop survey strategies and methodologies, including survey teams
- Supervise and monitor survey implementation, data analysis, and reports
- Provide expertise in survey and sampling methodologies, quantitative and qualitative analysis
- Responsible for monitoring data quality from the field, including use in reports and community feedback on performance who takes the lead on general report production to the donor
- Possess substantive knowledge of population segments as well as MOBIS client concerns and issues

Senior Survey Analyst
A Senior Survey Analyst possesses a relevant graduate (Master’s) degree, 8 years to experience, and specialized technical skills, experience, and expertise; a Senior Survey Analyst is called upon to provide technical inputs and assistance as needed by a project or task. Responsibilities:
- Develop and implement statistical programs in support of surveys, data collection, evaluations, analysis
- Provide expertise in quantitative and qualitative research analysis; analyze data quality; and prepare reports

Survey Analyst (Advisor)
A Senior Analyst is with a relevant graduate (Master’s) degree and substantial relevant work experience of 5 years. These mid-level professionals have specialized technical skills and experience related to a project or task conducted by URC as well as surveys, measurement, and graphics, and are able to work off-site to complete their tasks. They will usually be involved in a project on an on-going basis and supervised by a Project Manager. Responsibilities:
- Provide expertise conducting research, data collection, analysis of results, and reporting for timely and effective decision making and planning
- Provide substantive knowledge of MOBIS client issues and program

Data Analyst/Researcher
A Data Analyst/Researcher possesses a relevant graduate (Master’s) degree and 3 years of work experience and whose skills are called upon when needed on a project or task, usually for short-term duration. Responsibilities:
- Support data collection, analysis and use of data

Database Manager
A Database Manager with a relevant graduate (Master’s) degree and 3 years of work experience, including data management, input, and reporting. Responsibilities:
• Provide expertise working with databases and ensuring accuracy, usability, and
  integrity/security of data
• Support data collection, analysis and use of data for timely and effective decision making and
  planning
• Work fluidly across all domains, responding to task order specifics as appropriate and as
  strategically assigned by project managers

**Project/Clerical Support**  
Support staff have training and experience in administrative support work such as word
processing, spreadsheets, filing systems, web design, conference coordination, office coordination
and public liaison. Bachelor’s degree in Business Administration, International Relations, Public
Health, or a related field required. At least two years’ experience in project support utilizing
budgeting skills and applying procedures and regulations is highly preferred. These employees
support the management and technical staff and are an integral part of meeting out client needs.
URC determines the level of support needed in each tasks or project and assigns an appropriate
support person. URC has a range of support personnel, from secretarial to senior administrative
assistants with desktop publishing skills.

**Senior Health Communications Advisor**  
Senior Health Communications Advisors provide general management, expertise and guidance to
direct implementation of communications and marketing programs that may be related to social
health and public policies, education and behavior changes and is a well-renowned specialist in
the industry with working relationships with national and international programmatic scope. With
a minimum of 10 years of progressive experience and advanced educational backgrounds (MPH,
MS), Senior Health Communications Advisors become the influential voice to:
• Identify, lead and implement strategies related to communications, outreach and/or behavior
  change activities delivering the results aimed by the project to targeted audiences, populations
  and communities through vast array of delivery systems whether through publications,
educations, trainings, public service announcements (PSAs), through web-technologies
  including mobile applications (apps).
• Serve as the de facto authority for and represent the organization and projects by providing
  ongoing and intermittent support to in-country teams, partners, government authorities and
  local agencies as it relates to various communication efforts and advertising campaigns
• Collaborate with various in-country and headquarters programmatic teams to develop project
designs and protocols; support project metrics and assessments including data collection,
analysis and interpretation to track the impact and delivery of strategies and approaches with
continuous alignment to project needs and deliverables.
• Review, write and summarize reports, program evaluations, improvement results and other
  technical documents, and assess their accuracy, relevance, and results.

**Health Communications Advisor**  
Advanced educational backgrounds (MPH, MS) and at least 7 years of experience allow our
Health Communications Advisors to support, advise and deliver the successes of our projects’
communications, and outreach approaches and policies. In such a capacity, they:
• Take the lead on customizing and tailoring promotional materials for various audiences,
  including communities, partners, and other stakeholders for delivery and access of
  information and content for educational presentations, courses, catalogs and other project
  communication and outreach materials.
• Prepare publications, reports, materials and other resources for increased awareness and
  capacity building of communities and industries.
• Identify the effectiveness and reach of communications campaigns and strategies in line with the organization and project objectives.
• Write and summarize reports, program evaluations, improvement results and other technical documents, and assess their accuracy, relevance, and results.
• Assist in developing capacity of key partners and other personnel including serving as mentor to staff and support the leadership team to define and implement strategic project plans and objectives.

**Health Communications Specialist**
In their capabilities as Health Communications Specialists, providing support to senior programmatic staff and in-country teams and lending additional technical guidance to the projects’ triumphs in delivering effective advertising campaigns and promotions, their collegiate or advanced educational background (BS/BA) and 4 years of relevant experience are needed in order to:
• Support project teams to develop and implement learning, documentation, and dissemination strategies to meet project goals and reach key demographics.
• Prepares and coordinates promotional materials for various audiences, including communities, partners, and other stakeholders to easily access information and content for educational presentations, courses, catalogs and other project communication and materials ensuring a wide outreach to the project’s target population.
• Take the lead on the development and production of websites, intranets, videos, social media strategies and messages, international meetings, conference posters and presentations, press releases, project reports, technical briefs, success stories, and other events and materials.

**Communications Specialist**
As members of the Communications Department, Communications Specialists start with at least 4 years of relevant experience and collegiate or advanced educational background (BS/BA) to provide both internal and external communications support, which includes researching and writing articles on the organization’s work, facilitating broader engagement with the international development community with external audiences through events coordination; developing and disseminating press releases; and providing guidance on communications techniques. Furthermore:
• Contribute to the organization’s and projects’ communications strategy and employ creative communications techniques including print and new media to inform audiences about URC and the project.
• Collaborate and work with the project management teams to conceptualize and manage communications deliverables including editing and copywriting, promotional materials, public events, online communication, and social media.
• Convey, deliver, and highlight results of various projects to target audience and/or the general public through multiple formats and creative methods ensuring high visibility, interest and retention of the projects’ and organization’s success.
• Work with knowledge management teams to feature and underscore the importance of internal communications through collaboration with the organization’s Knowledge Management Working Group, communications training, providing guidance on writing, presentations, and communication strategy development.
**Web Designer/ Webmaster/ Content Analyst**
The Web Designer/ Webmaster/ Content Analyst utilize graphic software applications, facilitation technique and related tools to design and build web pages dedicated to the projects. The Designer will work in collaboration with the Database Programmer and other project team members to provide a functional and user-friendly site with 5 years of experience and collegiate educational backgrounds (BA/BS), in addition to:

- Provide website editorial activities including gathering and researching information that enhances the value of the site and ensure functionality for web-content intended to inform decision making processes.
- Implements and monitors website analytics to improve quality, relevance, and utilization of the website.
- Design and builds web pages using a variety of graphic software applications, technique and tools and well-developed user interface features, site animations and related elements.
- Update web sites using graphics software applications, techniques, and tools using knowledge of web-based technologies and design related applications including Section 508 compliance as applicable.

**Senior Market/Community Analyst/Advisor**
Acting as the organization’s technical expert in community/population analyses, identification and marketing, our Senior Market/Community Analyst/Advisors present general expertise and strategic direction in support of communications and marketing programs related to social health and public policies, education and behavior changes to key and/or specific communities in line with the organization and project objectives. Having advanced educational backgrounds (MPH, MPA, MBA, MS/MA) and 10 years of experience positioned them to:

- Work in close collaboration with project teams and health communications staff to thoughtfully align the organization’s objectives with those results envisioned by the donors, partners, and other agencies.
- Identify best strategies, review and preparation market/community data for review and analyses to help identify and effectively deliver results to the intended demographics.
- Deliver marketing and branding initiatives increasing awareness of project and highlighting the intended objectives and results achieved to the target populations and communities.
- Forecast and establish trends and environments allowing for continued delivery of outcomes while maintaining ability to adapt the projects’ goals to changing market settings.
- Lead the development of appropriate data collection tools and metrics to ensure overall project strategies are effective through surveys, interviews, focus groups and other means applicable and summarize results and identify key challenges when recognized.
**Market/Community Analyst Advisor**
Our Market/Community Analyst/Advisors, with 7 years of experience and collegiate or advanced educational background (BS/BA), offer expert guidance and innovative support to our project teams and health communications staff ensuring project deliverables are successfully met. In more detail, Market/Community Analyst/Advisors are customarily responsible for the following:

- Provide expertise and support for communications and marketing programs that may be related to social health and public policies, education and behavior changes to key and/or specific communities in line with the organization and project objectives.
- Collects and prepares market/community data for review and analyses to help identify and effectively deliver results to the intended demographics.
- Help with establishing and forecasting trends and environments allowing for adaptability of project strategies and continued delivery of desired outcomes.
- Develop and identify most efficient appropriate data collection tools and metrics to ensure overall project strategies are effective and when recognized, help identify and resolve key challenges.

**Communications, Logistics & Event Specialist**
Having at least 5 years of experience and collegiate or advanced educational backgrounds (BS/BA), Communications, Logistics & Event Specialist lead communications efforts and support community engagement by directing communications strategy and creative methods using print, web, and multi-media platforms to inform external audiences about the work of the project. Additionally, they:

- In consultation with technical staff and Network members, conceptualize and write technical synopses, network updates, community member/activity profiles, blogs, etc. for distribution to the Global Reading Network mailing list via e-newsletters and other online communications channels.
- Collaborate with technical staff and provide editorial expertise to design and develop publications, briefings and presentations targeting diverse audiences.
- Develops and curates high-quality content (including news, blog posts and various types of resources) for the Global Reading Network website, serving as content manager and webmaster.
- Recommend ideas, improvements, and best practices and edit and refresh the Network website, webinars, and online courses (in collaboration with other staff and Network members).
- Provide analysis, advice and/or implementation assistance on public awareness campaigns, public relations, information dissemination, advocacy campaigns, media outreach and use of effective technical language.
**Senior Graphic Design Advisor**

Clear creativity, artistry, imagination, and skill define our Senior Graphic Design Advisors who possess a minimum of 10 years of hands-on experience and advanced or collegiate educational backgrounds (BA) in the Creative Arts. Together with the project teams, they:

- Interpret and conceptualize stunning visual representation and design standards across multiple delivery platforms for the organization and the projects’ visions and objectives in close collaboration with programmatic and management teams and other stakeholders.
- Oversee, manage, and guide various aspects of the design process including concept and research, drafting, layout, finishing and printing for final approval and production.
- Partner with the communications team to establish and ensure the organization’s overall communications and media strategies and guidelines are observed.
- In charge of management and allocation of the teams’ budget and resources.
- Provides continuous supervision and on-going guidance, training, and mentorship to other members of the graphic design and media teams.

**Graphic Design Specialist**

Working very closely across the organization, project/management teams and at times, with partners and donors, Graphic Design Specialists rely on their skills and experience of no less than 7 years and collegiate educational backgrounds (BFA/BA) in order to deliver the artistic and creative results expected for maximum evocative impact on the projects’ materials and visual resources. Additionally, Graphic Design Specialists are needed to:

- Provide overall support in interpretation and conceptualization of design standards and processes in relation to the organization and the projects’ visions and objectives.
- Deliver options and adapt to the needs of programmatic and management teams and other stakeholders throughout the design process from concept to final production.
- Expert familiarity with use of multimedia tools and instruments providing the best and most suitable media and for a to achieve the most impact according to requests programmatic and management teams.
- Work with communications team to ensure the organization’s overall communications and media strategies and guidelines are observed and established along with the projects/donors/partners’ requirements.
- When necessary, interact and liaise with outside vendors and/or third-party providers for production of requested media and materials.

**Graphic Design Associate**

Supporting other members of the graphic design and media team, Graphic Design Associates, also provide invaluable partnership to all members of the organization by possessing collegiate or associate level educational backgrounds (AFA/AA); at least 3 years of experience; and by:

- Preparing and drafting sketches and layouts for initial review of the programmatic and management teams and other stakeholders.
- Supporting and ensuring the overall design process are coordinated and communicated from concept to final production across multiple delivery platforms.
- Ensuring adherence to and reinforcement of the organization’s communications and media strategies, guidelines, and standards.
- Offering and proposing design, graphics and media consult and additional guidelines and expertise to staff members across multiple platforms.
**Senior Monitoring & Evaluation Advisor**

With advanced educational backgrounds (Master’s) and minimum of 15 years of experience, our Senior Monitoring & Evaluation Advisors manage, coordinate, and implement activities related to performance management of our projects which includes the development of results frameworks and logic models, identifying and operationalizing performance indicators, conducting data quality assessments, developing data collection instruments, collecting and analyzing data, and writing reports. Furthermore, they:

- Provide technical direction and leadership on the design and implementation of data collection activities (e.g. baseline and end line surveys; regular performance monitoring, data acquisition tools, compliance measurement tools, etc.) for program monitoring and evaluation of impact.
- Coordinate with the component and regional directors in conducting visits to program sites for monitoring and tracking of program activities and conduct data verification and validation, analyses and report writing on a regular basis.
- Facilitate exchanges among countries/projects through M&E technical working groups and knowledge groups to strengthen capabilities and participate in the translation of programmatic M&E experience from country programs to the broader health community and facilitate sharing of experiences across country programs.
- Provide technical assistance to home office staff and in-country teams including direct support to and capacity-building of project M&E personnel and for the design and implementation of data quality audits.
- Participate in refining and tracking indicators and targets with staff and partner organizations and develop, monitor, and update the Performance Monitoring Plans (PMP), as required.

**Monitoring & Evaluation Advisor**

Our Monitoring & Evaluation Advisors implement and support our efforts to track and assess successful project implementation and key metrics for impact and results analyses with at least 10 years of experience and advanced educational backgrounds (Master’s). Details of their responsibilities include:

- Oversee the implementation of evaluations and coordinate multi-site evaluation activities to include both processes and outcomes.
- As needed, conduct periodic evaluation exercises to project specifications as well as cost effectiveness; spot checks on project records; review of case manager notes; participant observations of case managers in addition to outreach sessions of peer leaders, interpreter services, and behavior-modification intervention sessions; and focus groups.
- Participate in the dissemination of program findings and lessons learned including, but not limited to, innovative strategies, approaches and models to help other providers as they conduct self-assessments and quality improvement activities in their respective organizations.
- Analyze quantitative and qualitative data and develop results summary that can be shared with the project stake holders and project implementation teams.
- Develop and revise data collection instruments and country program monitoring tools as needed, including baseline assessment tools, quality improvement assessment tools, supportive supervision tools, and qualitative data collection instruments.
- Assist in providing technical assistance to home office staff and in-country teams including direct support to and capacity-building of project M&E personnel and for the design and implementation of data quality audits.
• Support the development and implementation of data use plans, especially in the use of M&E data for quality improvement in health service delivery and development of project performance monitoring plans with associated guidance.

Knowledge Management Advisor
In order to build and expand upon knowledge sharing practices and to create a strategic knowledge management program for the organization and all of our various divisions, programs and projects, our Knowledge Management Advisors possess no less than 10 years of experience and advanced educational backgrounds (Master’s). In addition, our Knowledge Management Advisors:
• Employ and champion innovative knowledge management methods and techniques to close knowledge gaps and promote both internal, cross-project sharing of key ideas and external dissemination of information for projects in-country and globally.
• Lead our teams to develop, edit, and produce materials on innovations, evidence-based lessons learned, and best practices, ensuring that all materials produced in audience-specific formats. Topics will include maternal, neonatal, and child health; HIV/AIDS; tuberculosis; malaria, reproductive health, and family planning; quality improvement; health systems strengthening; health communication and behavior change; and research and evaluation.
• Oversee the management, development and production of websites, intranets, videos, social media strategies and messages, international meetings, conference posters and presentations, press releases, project reports, technical briefs, success stories, and other events and materials.
• Serve as the knowledge management expert and as part of a corporate knowledge management working group to develop and implement company-wide knowledge management strategies that foster organizational learning and growth.

Knowledge Management Specialist
Knowledge Management Specialists facilitate documentation and sharing of evidence for improvement of specific processes and systems, based on the work of technical teams, large-scale programs efforts, and/or research, and make this information readily available through multiple technologies and formats. In support of these functions, they have at least 7 years of relevant experience and related educational backgrounds (Bachelor’s) and undertake the:
• Support project teams to develop and implement learning, documentation, and dissemination strategies to meet project goals and reach key internal and external stakeholders and serve as primary backstop for project teams and technical areas for review of all quarterly review materials, annual reports, and work plans.
• Manage the development and production of websites, intranets, videos, social media strategies and messages, international meetings, conference posters and presentations, press releases, project reports, technical briefs, success stories, and other events and materials.
• Support the design and implementation of strategies to foster learning across countries and projects in priority technical areas.
**Knowledge Management Associate**

With 4 years of experience and related educational backgrounds (Bachelor’s), our Knowledge Management Associates support and assist all of our knowledge management and sharing efforts with varying scopes and may be comprised of:

- Participate in research to inform and evaluate the project’s knowledge management strategy and activities in including documenting evidence for the added value of KM approaches within improvement programs.
- Develop written guidance, videos, and other tools to support staff in applying KM approaches, including communities of practice.
- Liaise with knowledge management, communications and technical teams of partners and other agencies to identify new resources and highlight knowledge sharing and access.
- Draft and/or develop case studies and articles for peer-reviewed publication on the project’s KM activities and results.
- Support the competency-development and mentoring efforts of project staff to document learning from project activities and in applying knowledge management approaches.

**Senior Research Advisor**

From conceptualization to completion, our Senior Research Advisors design and implement research studies focused on improving health care and social services in many disciplines including food and nutrition; education; health workforce development; maternal, newborn and child health; communicable and non-communicable diseases; reproductive health and family planning; vulnerable children and families; and water, sanitation and hygiene. They demonstrate a minimum of 15 years of highly specialized research skills experience and advanced educational background (Master’s) in addition to the following responsibilities:

- Provide technical guidance on the most appropriate study design for the measurement and interpretation of process and outcome indicators and developing research protocols and data collection tools, conducting descriptive and multivariate statistical analyses and basic qualitative analyses, and writing study reports.
- Review and/or write reports and articles for publication and provide support to country-level staff to write reports for research and evaluation studies and present research findings on complex data analyses to different audiences with varying degrees of knowledge and backgrounds.
- Provide oversight for URC’s Internal Review Board and country-level Ethics Committee approvals process and make presentations before country Ethics Committee, as needed. Provide support to country teams for the development of abstracts and presentations and additional technical assistance to country teams and HQ staff, as needed.
**Research Advisor**  
Providing overall support to senior research staff and other members of the team, Research Advisors have advanced educational backgrounds (Master’s) and at least 10 years of experience and serve as a subject matter expert as well on research and related methodologies on varieties of subjects and are also appointed to:
- Conduct reviews of literature on technical topics for various initiatives or as background for other research studies and conduct in-country and remote training of field staff on research methods and data analysis.
- Support the development of protocols and data collection tools for baseline assessments to inform the design and implementation of programs.
- Facilitate and plan study activities, monitor study progress and provide guidance for study implementation.
- Develops or directs the development of innovative and creative solutions to research problems, questions, and issues, using or extending state-of-the-art methods.
- Draft, prepare or write reports and articles for publication and provide support to country-level staff to write reports for research and evaluation studies and present research findings on complex data analyses to different audiences with varying degrees of knowledge and backgrounds.

**Research Analyst**  
With at least 5 years or experience and advanced or collegiate educational backgrounds (Bachelor’s), our Research Analysts administers the collection of data in direct partnership and collaboration with project teams and prepares the data for initial review. Research Analysts are also requested to:
- Coordinate and facilitate the planning, organization, and implementation of technical meetings, including consultative meetings, workshops, and study review panels.
- Conduct additional literature reviews and provide background research.
- Provide additional technical assistance in support of project teams, partners, and other stakeholders as needed and appropriate.
- Support data analyses, review initial data collection, draft reports, and assist with development of peer-reviewed publications and as a member of the URC Institutional Review Board, review research protocols and tools.

**Senior Quality Systems Analyst/Advisor**  
A Senior Advisor possesses a relevant graduate (Master’s) degree, 8 years of experience, and specialized technical skill, experience, and expertise. Senior advisors are called upon to provide technical inputs and assistance as needed by a project or task. The Senior Advisor position commands a slightly higher average rate than the Project Manager Position because of the higher level of specialized technical skills required. Responsibilities:
- Provide expert analysis of organizational systems
- Provide expertise and recommendations in organizational systems designs and design systems solutions
- Provide expertise and recommendations for human resources needs, including Capacity strengthening and Training design and planning
**Quality Systems Analyst/Advisor**
A Quality Systems Analyst/Advisor possesses a relevant graduate (Master’s) degree and substantial relevant work experience of 5 years. These mid-level professionals have specialized technical skills and experience related to a project or task conducted by URC. These professionals will usually be involved in a project on an on-going basis and supervised by a Project Manager. Responsibilities:
- Provide analysis of organizational systems, including costs-benefit analysis, financing
- Provide analysis of organization systems designs and human resources needs

**Senior Facilitator**
A Senior Facilitator possesses a relevant graduate (Master’s) degree, 8 years of experience, and specialized technical skills, experience, and expertise, Senior Facilitators are called upon to provide technical inputs and assistance as needed by a project or task. This position commands a slightly higher average rate than the Project Manager Position because of the higher level of specialized technical skills required. Responsibilities:
- Provide expert analysis of organizational and human resource systems
- Provide leadership, expertise, and recommendations to client working groups for setting organizational goals and objectives, problem solving
- Provide expertise required to support problem solving, including Capacity strengthening and Training design and planning

**Facilitator**
A Facilitator possesses a graduate (Master’s) degree and substantial relevant work experience of 5 years. These mid-level professionals have specialized technical skills and experience related to a project or tasks conducted by URC. These professionals will usually be involved in a project on an on-going basis and supervised by a Project Manager. Responsibilities:
- Provide analysis of organizational and human resource systems
- Work with client working groups for setting organizational goals and objectives, problem solving, and implementation of human resource strengthening.

**Monitoring & Evaluation Specialist**
A Senior Advisor possesses a relevant graduate (Master’s) degree, 8 years of experience, and specialized technical skills, experience, and expertise. Senior Advisors are called upon to provide technical inputs and assistance as needed by a project or tasks.
- Provide technical assistance for designing monitoring and evaluation plans, assessing data needs, and designing and implementing program data collection activities
- Provide support for analysis, interpretation, and reporting of program results
EXPERIENCE SUBSTITUTIONS

To ensure University Research Co., LLC provides our clients, partners and communities with excellent results and the best services, our staff are identified after a rigorous and competitive process and through combination of years of relevant experience, educational background, demonstrable knowledge, executable skills and discernable abilities. In line with this approach, we may observe and consider the following equivalencies in place of established qualifications:

15 years of experience and a Master’s degree in lieu of a PhD
10 years of experience and a Bachelor’s degree in lieu of a Master’s
5 years of experience and an Associate’s degree in lieu of a Bachelor’s

University Research Co., LLC is committed to and proud to be an Equal Employment Opportunity Employer. We value and seek diversity in our workforce and base all employment decisions on merit and business needs; not on race, color, religious creed and beliefs, national origin, ancestry, age, handicap, gender, sexual orientation, marital status, familial status, genetic information, veteran’s status, ethnicity or citizenship.

Our Equal Employment Opportunity Policy and Practices apply to all areas of employment, including recruitment, hiring, training and development, promotion, transfer, termination, layoff, compensation, benefits, social and recreational programs and all other conditions of employment in accordance with applicable federal, state and local laws.

SCLS Wage Determination Table

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<th>Contract Labor Category</th>
<th>SCLS Equivalent Code – Title</th>
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<td>01113 - General Clerk III</td>
<td>2015-4281</td>
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<tr>
<td>Media/Graphic Specialist</td>
<td>13063 – Media Specialist III</td>
<td>2015-4281</td>
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<tr>
<td>Database Manager</td>
<td>14074 – Computer Programmer IV</td>
<td>2015-4281</td>
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<td>Senior Survey Methodologist</td>
<td>99830 – Survey Party Chief</td>
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<td>Survey Analyst</td>
<td>99831 – Surveying Aide</td>
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</tbody>
</table>

**Service Contract Labor Standards:** The Service Contract Labor Standards, formerly the Service Contract Act (SCA), applies to this contract and it includes SCLS applicable labor categories. Labor categories and fixed price services marked with a (**) in this pricelist are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCLS matrix. The prices awarded are in line with the geographic scope of the contract (i.e., nationwide).
About URC

URC offers flexible service delivery options that help us to move rapidly to meet client needs, including both non-profit and for-profit, under the following SIN categories:

<table>
<thead>
<tr>
<th>SIN</th>
<th>SIN Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>541810</td>
<td>Advertising Services</td>
</tr>
<tr>
<td>541820</td>
<td>Public Relations Services</td>
</tr>
<tr>
<td>541511</td>
<td>Web Based Marketing</td>
</tr>
<tr>
<td>541910</td>
<td>Marketing Research &amp; Analysis</td>
</tr>
<tr>
<td>541430</td>
<td>Graphic Design Services</td>
</tr>
<tr>
<td>541613</td>
<td>Marketing Consulting Services</td>
</tr>
<tr>
<td>541611</td>
<td>Management &amp; Financial Consulting, Acquisition &amp; Grants Management Support, &amp; Business Program &amp; Project Management Services</td>
</tr>
<tr>
<td>611430</td>
<td>Professional &amp; Management Development Training</td>
</tr>
<tr>
<td>OLM</td>
<td>Order-Level Materials (OLMs)</td>
</tr>
</tbody>
</table>

Our methods feature:

- Cutting-edge approaches and up-to-date findings from scientific and best-practice research
- Strategies to improve efficiency, sustainability, and customer service
- Management tools to direct the process of organizational and behavioral change
- Respect for the traditions and uniqueness of diverse cultural and ethnic groups
- Techniques and solutions that reflect the value of individuals and communities

We offer consulting, assessment and training services designed to support Federal agencies’ management, organizational, and business improvement efforts in the areas of:

**Communications & Outreach**

URC employs strategic communications and outreach to help our clients reduce the human and economic costs of preventable health problems and to strengthen the delivery and management of healthcare services, both in the United States and internationally. Working collaboratively with clients, we design, implement, and evaluate communications, social marketing, and behavior change strategies.

- TRANSFORM – Translating Affective Practices from Research, Marketing and Design (Global)

**Education & Training**

- Consolidated Adult Basic Skills and Integrated English Literacy and Civics Education
- HEP – High School Equivalency Program
- LIFT – Latinas Involved in Full Treatment
• UADPEI – Underage Drinking Prevention Education Initiatives
• Vocational Rehabilitation Service Projects for Migrant Agricultural Workers and Seasonal Farmworkers with Disabilities
• REACH - Reading within Reach

Health & Population
URC works in the United States to improve the health and well-being of individuals and communities by helping clients to conceptualize, plan, and execute comprehensive programs that change health attitudes and behavior, shape social norms, influence legislation and policies, and raise awareness of large-scale health and related social problems.
Internationally, URC improves the effectiveness and efficiency of health and population programs. Our technical assistance and operations research activities strengthen the management and delivery of health and family planning services by developing locally appropriate solutions, systems, and procedures and focusing on our clients’ priorities and expectations. Our services include results-oriented project management and innovative strategies for health and population program design, implementation, and evaluation.
• CAP Malaria – Control and Prevention of Malaria (Asia)
• CEPAT – Community Empowerment of People against Tuberculosis (Asia)
• HIV, Innovate and Evaluate (Cambodia)
• India Strengthening TB Case Detection and Treatment and TB-HIV Coordinated Activities
• Social Health Project in Cambodia
• Vietnam Improving TB Detection and TB-HIV Services Integration
• ANCRE – Advancing Newborn, Child, and Reproductive Health (Benin)
• Ghana Systems for Health Program
• MaNHEP – Maternal and Newborn Health in Ethiopia Partnership
• PIN – Uganda Production for Improved Nutrition
• Prise-C – Benin Partnership for Community Management of Child Health
• South Africa Increasing Access to HIV Testing and Counseling
• SUSTAIN – Strengthening Uganda’s Systems for Treating AIDS Nationally
• CDC - Swaziland HIV/AIDS and TB Laboratory Support
• Tubu Homa – Tanzania Diagnosis and Management of Severe Febrile Illness
• Georgia Tuberculosis Prevention Project
• Piloting a Model Family Medicine Clinic for Labor Migrants (Russia)
• TB Care II (Global)
• Nutri-Salud – Guatemala Community Nutrition and Health Care Project
• PHCPI – USAID/Primary Health Care Project in Iraq
• CDC – LAC HIV Co-Infection Surveillance Strategies (Central America)
• CDC – Lesotho Lab Project
• CDC – Malawi Lab Services
• Belize Technical Assistance to MOH
• Nicaragua PrevenSida

Quality Management
Quality management is a way of doing business that allows an organization to design products and services that meet or exceed customer needs and build operational processes that achieve high levels of performance and quality. URC is a leader in applying quality management
techniques to improve the quality of government agencies and health care service delivery organizations.

Working with managers and teams, URC helps clients apply quantitative and qualitative methods to assess organizational performance and identify opportunities for improvement. We develop leadership skills in senior management so that they can establish and communicate a vision and goals for quality and guide staff to accomplish those goals. We enable program staff to set quality assurance objectives and achieve measurable results through team-based problem solving and other performance improvement approaches. To support organizational change and develop leadership for quality, we offer customized and off-the-shelf training in quality management, as well as nontraditional methods, such as interactive self-instructional systems and "just-in-time" training.

- ASSIST – Applying Science to Strengthen and Improve Systems Project
- Quality Health Services Project in Cambodia

Research & Evaluation

Since our founding in 1965, URC has worked in applied research and program evaluation practice areas. We pioneered the development of systems analysis and problem-solving methodologies to solve health management and technical issues in developing countries, and we are a recognized leader in using operations research to improve health and family planning programs.

URC offers services in sampling, instrument design, data collection, data analysis and interpretation, and use of data to foster policy and programmatic changes. We enable clients not only to effectively evaluate programs and interventions, but also to link data to quality improvement activities. We specialize in survey and formative research to plan and develop effective communication programs and measure outcomes of behavior change efforts.

- TRAction – Translating Research into Action