

Federal Supply Service
Authorized Federal Supply Schedule Pricelist and Catalog

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Eurasia Group LTD.

GENERAL SERVICES ADMINISTRATION
Advertising & Integrated Marketing Solutions (AIMS).

Solicitation Number: FCXA-M2-030001-B

Schedule: 541
Contract Number: GS-23F-0277M
DUNS Number: 105448711
Business Size: Large
8/21/2002 - 7/31/2007

SIN 541 1000 Other Direct Costs

SIN 541 3 Web Marketing Services (Small Business Set-Aside)

SIN 541 4A Market Research and Analysis Services

SIN 541 5 Integrated Marketing Services

For information on the services that Eurasia Group LTD. can provide through the GSA Federal Supply Schedule for Advertising & Integrated Marketing Solutions, contact:

John Timar
Associate Director, Government Services Business Development
Eurasia Group LTD
1101 30th Street, NW Suite 100B
Washington DC, 20007
Tel: (202) 903.0004
Fax: (202) 298.6276
timar@eurasiagroup.net
www.eurasiagroup.net

About Eurasia Group

Eurasia Group offers knowledge management and analytical services to Global 1000 corporations, government agencies, and the U.S. military through our customized intelligence solutions. Our knowledge-management tools bring a new level of intelligence, communication, and decision-support to leaders at the highest levels of business and government.

Eurasia Group is a research and consulting firm that focuses on political risk and macro-political and industry analysis. Eurasia Group provides clients with regular research publications and tailored consulting on political trends and their impact on the business and foreign investment climate in Central and Eastern Europe, Russia and the former Soviet Union, Latin America, the Middle East, Africa, and Asia. Eurasia Group offers direct consultation with in-house country analysts as well as programming services that enable clients to engage in direct dialogue with relevant country analysts and government officials from the region.

Our Work

Eurasia Group offers a bridge to virtually every critical open-source information resource in the world, including tens of thousands of publications and websites. It is also a bridge to an unprecedented worldwide network of internationally known experts from the highest ranks of business, science, finance, and government delivered on demand via interactive multimedia links. Eurasia Group draws upon its principals and advisors who are uniquely qualified to identify, cultivate, and interpret key information in order to advise senior leaders of trends or events that will have an impact on their enterprise.

Our Expertise

Eurasia Group specializes in global security-related issues, as well as the complex array of geoeconomic, geopolitical and sectoral factors that impact our clients' risk and opportunity profiles. The company draws on the broad expertise of its in-house analytical team, as well as its International Expert Network made up of almost 200 current and former military, government, and industry leaders from dozens of countries around the world. On behalf of its clients, Eurasia Group taps the Expert Network in order to provide current, concise and knowledgeable analysis regarding specific areas of client interest. Eurasia Group also draws on this group for its daily open-source intelligence and analytical feeds.

Customized Daily Briefs

Eurasia Group provides daily, open source briefs focused on specific client requirements by scouring more than 10,000 information sources in multiple languages for the latest

trends, events and stories. Items are aggregated, interpreted and analyzed by Eurasia Group analysts and experts and offer links back to source material.

Functional Area Analysis

Eurasia Group provides customized, longer form analyses related to the client's functional areas. Analyses are drawn from open sources and a well-developed team of experts.

Linguist Support

Eurasia Group provides short translations of relevant press reporting and other foreign-language materials as requested by clients or as determined by Eurasia Group to be essential to the analysis or reporting of an event or development of significance.

Research-On-Demand

Clients have the ability to pose ad hoc research questions of an operational or tactical nature to Eurasia Group experts and analysts for answering. These Expert Links save our clients time and money and guarantee access to world-class analysts and experts.

Eurasia Group Expert Network

Eurasia Group provides clients access to its established network of distinguished international experts who work with the analysts.

On-Site Support and Consultation

Eurasia Group provides a periodic presence on site at client locations. Once service is launched, Eurasia Group consults with clients on a regular basis to gather additional feedback and requirements.

Information Audit

Eurasia Group conducts an initial Information Audit to determine the client's short and long-term information goals, strategic plans and information/intelligence needs.

Near Real-Time Coverage and Analysis of Events

Eurasia Group goes beyond traditional coverage to monitor and analyze in near real-time a crisis as it develops emailing updates to clients so they can stay ahead of the curve. Eurasia Group is on the lookout for events that may signal a change of course briefing clients immediately on the implications.

Open Source Threat Vulnerability Assessments / Red Teaming

This service is critical to organizations that want to know what information is readily available to their adversaries, how that information is changing, what sources are critical, how perceptions can be altered or information can be protected.

Enterprise Intelligence Portals

Eurasia Group provides customized knowledge management platforms designed to meet client information needs. The Enterprise Intelligence Portal combines numerous valuable

elements into a manageable, easy-to-use tool for information management and decision support.

Price List

As of January 1, 2004 our prices have been modified to reflect the new Industrial Funding Fee.

Labor Category Rate

Communications Network Manager
\$42.74

Manages both electronic and human networks of information in support of client services. Coordinates and administers expert and data resources.

Senior Computer Systems Analyst
\$54.97

Leads analysis of Internet and IT development programs. Analyzes information architecture, design and branding, and interaction design. Possesses knowledge of Web development tools and technologies. Meets with clients to discuss initiatives and establish priorities.

Market Researcher
\$58.00

Three years of professional work, including responsibility for performing project-level tasks under relatively close supervision and monitoring. Typically serves as researcher, writer, or content manager. Supports day-to-day project operations and longer research requirements for market trends and developments. Performs web- and telephone-based market research tasks that are varied and somewhat difficult in character. Education: AA/BA/BS

Technical Writer/Editor
\$29.98

Expertise in writing/editing to ensure effective communications and meet identified requirements. Performs document quality assurance and quality control reviews and works to improve writing flow and layout.

Web Architect
\$58.18

Implements Web design and development initiatives. Determines look and feel for Web sites including navigation and interface design. Possesses expertise in HTML, JavaScript, Cold Fusion, ASP, and/or other tools to execute Web design.

Media Analyst
\$82.79

Must have 3 years of media analysis experience. Conducts comprehensive research on complex marketing topics, i.e. perceptions, trends, forecasts, either independently or as part of a larger analytical effort. Ensures integrity of media databases and compares and contrasts information from different media sources. Modifies and create necessary data files and manipulates data to develop responses to a wide range of complex market research and analytical taskings; evaluates correctness/accuracy of researched material. Prepares detailed specifications for requirements or changes to standing requirements based on knowledge of media systems and content. Prepares, produces, and disseminates media analysis products, such as: briefings, studies, assessments, and memoranda.
Education: MA

Subject Matter Expert I (Analyst)
\$112.77

Individuals with a strong political, economic development, or military background who are accustomed to thinking beyond the headlines. Analysts research and write daily on relevant events and breaking news with a focus on client-specific implications, as well as longer papers on more strategic topics. Analysts provide our clients important information they need to know, and analysis on what it means to their interests. Analysts work directly with clients, often at very senior government levels, and have responsibility for building the client relationship. MA/MS/MBA/JD/Ph.D and equivalent experience; 5+ years experience in relevant policy analysis and/or journalism; proven Internet research and precision writing skills, with an ability to respond to daily deadlines. Experience in Geopolitical economic and political affairs or international development.

Senior Media Analyst / Project Manager
\$141.75

Must have 5 years of specialized expertise on particular media issues, trends, and/or technologies. Provides overall direction and project management. Develops and leads analytical teams to conduct media research projects, benchmarking, telephone surveys, and audience analysis. Facilitates process improvement efforts. Provides overall quality control for client documents, briefings, and websites. Education: MA/PhD

Subject Matter Expert II (Senior Managing Analyst)
\$260.22

Provides oversight for multiple client engagements by managing several multi-faceted programs, teams, and creating overarching vision. Is responsible for overseeing an integrated management structure. Meets with government program managers to discuss performance, initiatives, and priorities.

Labor Category	Hourly Rate
Communications Network Manager	\$42.74
Senior Computer Systems Analyst	\$54.97
Market Researcher	\$58.00
Technical Writer/Editor	\$29.98
Web Architect	\$58.18
Media Analyst	\$82.79
Subject Matter Expert I (Analyst)	\$112.77
Senior Media Analyst/Project Manager	\$141.75
Subject Matter Expert II (Senior Managing Analyst)	\$260.22
Technical Support	
Network Communications & Control LAN/WAN	\$148.89
Principal Systems Architect (Key)	\$81.31
Senior Computer Systems Analyst	\$54.97
Test Engineer (Lead)	\$72.88
Project Control Specialist	\$44.83

Technical Support

Network Communications & Control LAN/WAN
\$148.89

Principal Systems Architect (Key)
\$81.31

Senior Computer Systems Analyst

\$54.97

Test Engineer (Lead)

\$72.88

Project Control Specialist

\$44.83

ODCs

ODC Type	GSA Price	GSA Price w/IFF	Delivery Units
Audio Visual Equipment	\$82,772.98	\$82,566.05	Two Days
Business Center Rental	\$49.90	\$49.77	Two Days
Photographer	\$4,095	\$4,084.76	Two Days
Security - Hotel	\$2,640	\$2,633.40	Two Days
Banquet	\$267,876.44	\$267,206.74	Two meals for 350 people
Parking	\$218	\$217.45	Two Days
Telephone Charges	\$254.87	\$254.23	Two Days
Reproduction Costs	\$22,138.91	\$22,083.56	350 copies
Binders	\$2,537.54	\$2,531.19	355
22x28 Posters	\$464	\$462.84	8

Eurasia Group Analyst Biographies

Seto Bagdoyan

Director and Practice Head, Homeland Security

Seto Bagdoyan joined Eurasia Group from the US Government Accountability Office (GAO), the investigative arm of the US Congress. At GAO, Seto was a Director for homeland security, focusing on border control, transportation and supply chain security issues, internal control systems and legislative compliance. As one of his key innovations, he developed and implemented GAO's first risk-management analytical model for homeland security. Seto applied this model in his work reviewing the worldwide security of maritime containerized cargo and transit rail security in the United States and foreign countries, including the UK, France, Hong Kong and Japan. During his tenure at GAO, Seto was also detailed as a senior policy adviser to the Senate Finance Committee (1999-2000), where he organized hearings on customs enforcement and trade compliance issues, and later to the House Select Committee on Homeland Security (2003-2004), where his portfolio of congressional oversight issues included border and immigration control and critical infrastructure protection. Prior to working at GAO, Seto worked for Kaman Aerospace Corporation as an internal control and operations analyst in the firm's consumer and professional electronics division. While at Kaman, Seto was instrumental in developing the division's first fully automated inventory control system.

Seto earned an M.B.A. in Strategic Management from Pepperdine University's School of Business and Management and a B.A. in International Relations and Economics from Claremont McKenna College.

Ian Bremmer

President, Global Macro

A dedicated intellectual entrepreneur, Ian Bremmer's career spans academic, investment, and policymaking communities. His focus has been global emerging markets, which for Bremmer are the countries where political will matters at least as much to the market as economic fundamentals. Bremmer's work to define the business of politics has accordingly focused on making political science relevant to global decision making.

Ian Bremmer received his PhD in political science from Stanford University in 1994, specializing in nation- and state-building in the former Soviet Union. Bremmer went on to the faculty of the Hoover Institution where, at 25, he became the Institution's youngest ever National Fellow. He has held research and faculty positions at Columbia University (where he presently teaches), the EastWest Institute, Lawrence Livermore National Laboratory, and the World Policy Institute, where he has served as Senior Fellow since 1997. Bremmer's research focuses on states in transition, global political risk, and US foreign policy. His three books include *Nations and Politics in the Soviet Successor States* (Cambridge University Press, 1993), which became the standard college text on the post-Soviet states. Bremmer has also published over 100 articles and essays in *International Affairs*, *Harvard Business Review*, *The New Republic*, *The New Statesman*, *Fortune*, *The Los Angeles Times*, *The Wall Street Journal*, *The International Herald Tribune*, and *The New York Times*. He is a columnist for *The Financial Times*, contributing editor at *The National Interest*, and a political commentator on CNN, FoxNews and CNBC. In 1998, with \$25,000 in hand, Bremmer founded the research and consulting firm Eurasia Group. Today, Eurasia Group is the preeminent global political risk consultancy, with 55 full-time employees in New York, London, and Washington; as well as 480 experts in 65 countries worldwide. Widely respected for its objectivity, Eurasia Group has worked with government leaders (as well as opposition leaders) throughout the world. AIG, Bear Stearns, Boeing, British Petroleum, CSFB, ExxonMobil, Fidelity, Goldman Sachs, Merrill Lynch, News Corporation, PriceWaterhouseCoopers, and Shell are among its major multinational clients. In 2001, Bremmer authored Wall Street's first global political risk index, now the DESIX (Deutsche Bank Eurasia Group Stability Index), a joint venture with investment bank Deutsche Bank. The DESIX brings together Eurasia Group political scientists with Deutsche economists and strategists, and represents the first time political science methodology has ever been used on Wall Street to assess risk. Throughout his career, Dr. Bremmer has been firmly committed to a pro-engagement US foreign policy towards the developing world, assessing the relative weight of political and economic interests. He has spent much of his time assisting those who share a commitment to these goals, and has advised world leaders on a pro-bono basis, including US Senators John Kerry (D-MA) and Lamar Alexander (R-TN), Japanese Foreign Minister Yoriko Kawaguchi, and former Russian Prime Minister Sergei Kiriyenko. Bremmer's articles with former Russian Deputy PM Boris Nemtsov following the 1998 Russian financial crisis appeared in newspapers throughout the world.

Sijin Cheng**Analyst, Asia**

Sijin Cheng is a China analyst at Eurasia Group and a member of the Asia Practice. Prior to joining the Eurasia Group, she was a researcher at the International Security Program of the Center for Strategic and International Studies. She is expecting a Doctor of Philosophy degree in political science from Boston University, and her dissertation studies the role of China's concern with its reputation in its deterrence behavior since 1949. She has published on PLA reforms and Chinese foreign policy. Ms. Cheng also worked as editor-in-chief and conference co-chair of Harvard China Review, a Harvard student organization. She received a Bachelor of Arts from the Foreign Affairs College in Beijing, China.

Tanya Costello**Analyst, Europe & Eurasia**

Tanya Costello is a research analyst in the Europe and Eurasia practice. She specializes in the politics of Eurasia with special focus on Central Asia and the South Caucasus. Prior to joining Eurasia Group, Tanya was based in London and worked as a research analyst for the political and security consultancy Control Risks Group and the business consultancy Oxford Analytica. In both roles she provided political analysis and investment advice to a broad range of investors in Russia and Eurasia, focusing mainly on energy issues and terrorism. More recently she worked for The Risk Advisory Group in corporate investigations, where she carried out due diligence investigations for leading investors in the Eurasian region. Tanya has a Bachelor of Arts from the University of Birmingham and a Masters Degree in International Relations from the London School of Economics.

Philippe de Pontet**Analyst, Middle East & Africa**

Philippe de Pontet, Analyst, researches African markets, conflict and economic development, a focus he has maintained for over three years. While at Eurasia Group, he has specialized in analyzing trends and opportunities in international development and African markets. Philippe graduated from Princeton University in 1993 and received his M.A. from Georgetown's Master of Science in Foreign Service (MSFS) program in 2001. Prior to Eurasia Group, Philippe analyzed political risk for Leucadia International on emerging market opportunities in Latin America, spearheading the company's country risk research for prospective investments. Prior to that he was a researcher at the Foreign Policy Research Institute in Philadelphia, where he analyzed contemporary rebel movements in Latin America and Africa. Philippe then worked as a project manager in the International Narcotics and Law Enforcement Bureau of the State Department, where he oversaw training programs worth \$8.5mn. He has taught at universities in Mexico and China. He is proficient in French and Spanish and can read Portuguese.

Patrick Esteruelas**Analyst, Latin America**

Patrick Esteruelas comes to Eurasia Group from Intellibridge Corporation, a Washington-based research and consulting firm, where he served as senior analyst and managing editor for Latin America and the Caribbean. While at Intellibridge, he acted as lead liaison with U.S. government and multinational corporate clients with operations throughout Latin America and the Caribbean, including military command units, the U.S. intelligence community and multinational aeronautical firms. Prior to joining Intellibridge, Patrick worked in various consulting capacities at the evaluation unit and financial services department of the Inter-American Development Bank, where he monitored a wide range of development projects and worked towards establishing greater co-ordination between the Bank and all other development agencies on the ground. He has also done work for the Organization of American States, where he helped oversee country compliance with the mandates set out by the Summit of the Americas. Patrick's fields of specialization include political affairs, institutional development and emerging markets in Latin America. He holds a BA from the London School of Economics and an M.A. from the Johns Hopkins School of Advanced International Studies, where he majored in Latin American Studies and Emerging Markets. He is fluent in Spanish and French.

Christopher Garman

Director and Practice Head, Latin America

Christopher Garman is an Analyst in the Latin America practice. Chris comes to Eurasia Group from Tendências Consultoria Integrada – Brazil's largest economic consulting firm – where he was a Senior Political Analyst since 2001. Prior to that Christopher held fellowships at Instituto de Estudos Econômicos, Sociais e Políticos de São Paulo (IDESP), where he researched central-bank politics in the region, and Centro de Estudos de Cultura Contemporânea (CEDEC), where he conducted field research on Brazilian federalism. Christopher is a Ph.D. candidate in Political Science at the University of California, San Diego (UCSD); his dissertation is titled Political Decentralization in Brazil: State Commercial Banking and Public Housing Finance 1964-1994. Christopher earned his MA in Political Science from UCSD and a BA in Political Science from Grinnel College. Chris is a dual citizen US-Brazilian and is fluent in both English and Portuguese in addition to being proficient in Spanish.

John Green

Director and Practice Head, Asia

John Green is Director and Practice Head of Asia at Eurasia Group. His involvement in Asia encompasses a decade of academic and professional experiences. He holds a master's degree in international affairs from Columbia University's School of International Affairs, where he studied international economics and East Asia, and a bachelor's degree in political science from Princeton University, specializing in Southeast Asia. John participates in coverage of country developments in South, Southeast, and Northeast Asia, and leads the analysis of regional issues including security and economic developments, and US relations with the region. In addition to his research coverage, John played a key role in developing the Stability Index methodology, a cutting edge tool for global market risk analysis. John's professional experience includes three and a half years in the United States Marine Corps, including service in East Asia and operations

with foreign military forces. John worked for hedge funds in Hong Kong and New York, where he was involved in developing global investment strategies. Prior to joining Eurasia Group he worked as an equity derivatives analyst for a leading financial products firm in New York.

Harry Harding

Director, Global Macro, Asia

Harry Harding joined Eurasia Group on 1 August 2005 as the firm's Director of Research & Analysis. Dr. Harding recently completed his service as Dean of the Elliott School on June 30, 2005, and is now University Professor of International Affairs at the George Washington University. Harry received his BA in public and international affairs from Princeton, and his MA. and PhD in political science from Stanford. A specialist on Asian affairs with a particular interest in China, he is the author of *A Fragile Relationship: The United States and China Since 1972* (1992), *China and Northeast Asia: The Political Dimension* (1988), *China's Second Revolution: Reform After Mao* (1987), and *Organizing China: The Problem of Bureaucracy, 1949-1976* (1981). His edited volumes include *The India-China Relationship: What the United States Needs to Know* (2004), *Sino-American Relations, 1945-55: A Joint Reassessment of a Critical Debate* (1989), and *China's Foreign Relations in the 1980s* (1984). Harry has served as the Dean of the Elliott School of International Affairs for the past 10 years. He had previously been a Senior Fellow in the Foreign Policy Studies Program at the Brookings Institution (1983-94), and had served on the political science faculties of Stanford University (1971-83) and Swarthmore College (1970-71). He has also been a National Fellow at the Hoover Institution, directed the East Asia Program at the Woodrow Wilson International Center for Scholars, and held visiting or adjunct professorships at the University of California at Berkeley, the University of Washington at Seattle, Georgetown University, the George Washington University, and United College of the Chinese University of Hong Kong. Dr. Harding is a trustee of the Asia Foundation, a director of the Asia Foundation in Taiwan, a director of the National Committee on U.S.-China Relations, a director of the U.S. Committee of the Council for Security Cooperation in the Asia Pacific, a director of the Atlantic Council of the United States, and a member of the Committee on International Security Studies of the American Academy of Arts and Sciences. He is also a member of the Council on Foreign Relations and a member of the International Institute for Strategic Studies. He has previously served as a fellow of the World Economic Forum, the chairman of the Program on International Studies in Asia, a member of the U.S.-PRC Joint Commission on Scientific and Technological Cooperation, a member of the Defense Policy Board, and a member of the Senior Advisory Panel that advised the Asian Development Bank in drafting a Long Term Strategic Framework for the years 2000-2015.

Roberto Herrera-Lim

Analyst, Asia

Bob Herrera-Lim is the Southeast Asia analyst at Eurasia Group and a member of the Asia Practice. He was born and raised in Manila, Philippines. Bob received both a law degree and a bachelor's degree in business economics from the University of the

Philippines in Manila. Bob was the chief of staff to the Philippine Senate majority leader from 2000 to 2001. At the Senate, he dealt with regional security issues, economic reform, energy privatization, and developing legislation for securitization of mortgages and other financial instruments. Following his tenure at the Senate, Bob was a Program Fellow for Corporate Governance at the Asian Institute of Management (AIM) in Manila, one of Asia's leading business programs. At AIM, Bob helped develop and implement a training program for Philippine lower court judges on corporate rehabilitation and securities law. A member of the Philippine bar, Bob spent six years practicing corporate, tax and civil law in Manila. He also worked as a writer and analyst for the *Manila Times* newspaper.

Preston Keat

Director and Practice Head, Europe & Eurasia

Preston Keat is a Director of Research and head of the Europe & Eurasia Practice Group at Eurasia Group. He holds a PhD in Political Science from UCLA, an MSc from the London School of Economics, and a BA from the College of William and Mary.

Preston is an emerging Europe and EU analyst, and he also played a key role in the development of the Deutsche Bank Eurasia Group Stability Index methodology, a cutting edge tool for global market risk analysis. He previously worked for the German Marshall Fund of the US in Washington DC, where he worked on the Fund's programs for political and economic development in Poland, Hungary, the Czech Republic, Slovakia, Romania, Bulgaria, and Albania. Preston has spent several years living in the region, most recently as a Fulbright Scholar in Poland. Preston has conducted extensive field research in Poland, Hungary, the Czech Republic, Turkey, Russia, and Slovakia. His academic research focuses on the process of economic reform and enterprise restructuring, and he has profiled numerous firms in a range of industrial sectors, including automobiles, chemicals, coal, food processing, shipbuilding, steel, and textiles. He has presented papers at numerous venues, including the Annual Meetings of American Political Science Association, the Wharton School, and US government agencies. Preston also teaches courses in political risk assessment and management as a visiting professor at Columbia University (SIPA).

Daniel Kerner

Analyst, Latin America

Daniel Kerner is an analyst in the Latin America practice, specializing on Argentina. In academic life before joining Eurasia Group, his research focused on FDI in Latin America and the influence of economic ideas on structural reform in Argentina, Brazil and Mexico. He has published articles on political reform and economic history in major academic journals such as *CEPAL Review* and *Desarrollo Economico* and has contributed a chapter to a recent volume to appear in Mexico. He also published electoral analysis for the political magazine *Voz y Voto*. Daniel holds a BA in political science from the University of Buenos Aires, where he was also a research fellow. He holds Master's degrees in Latin American history and economics from the University of Illinois at Urbana-Champaign. He has lived and studied in both Argentina and Mexico and done intensive research in Brazil.

Jason Kindopp
Director, Asia

Jason Kindopp is the China analyst at Eurasia Group and a member of the Asia Practice. Jason received a PhD in political science and a master's degree in international affairs from George Washington University. He also holds a graduate certificate in Chinese Studies from Johns Hopkins University and a bachelor's degree from Pacific Union College. Prior to joining the Eurasia Group, Jason was a resident scholar at the National Committee on United States-China Relations. He has also been a visiting scholar at the Sigur Center for Asian Studies and the Brookings Institution, and has taught and studied at Chinese universities in Nanjing and Hefei. Jason has lived and researched extensively in mainland China, Hong Kong, and Taiwan. A specialist in state-society relations and political stability in China, Jason's doctoral work focused on threats to social stability in China. He has also edited a major volume examining the political implications of the religious resurgence in China. He is a contributor to Brookings' Northeast Asia Survey, and has been published in a variety of media, including *Current History*, *Newsday*, and the *Washington Journal of Contemporary China*.

Cliff Kupchan
Director, Europe & Eurasia

Cliff Kupchan is Director, Europe & Eurasia. Cliff comes to Eurasia Group from the Washington DC-based Nixon Center, where he served as a Vice President and Senior Fellow and focused on the Russian energy sector, Russian politics and the Middle East. Previously, Cliff served as Vice President and Director, Russia Program at the Moscow-based Eurasia Foundation. Before that, he was at the Department of State serving as Deputy Coordinator of US Assistance to the NIS and was a Professional Staff Member for the House Committee on International Relations (Rep. Lee Hamilton, Ranking Member). Cliff is a frequent commentator on developments in Russia and the Eurasian energy sector for major TV networks and national newspapers and meets regularly with Russian policy makers and energy experts. He is a fluent Russian speaker and earned an AB from Brown University and an MA in Political Science from Stanford University.

Jon Levy
Analyst, Europe & Eurasia

Jon Levy is an analyst in the Europe & Eurasia practice. He specializes in European Union issues, and country and regional coverage of southeastern and central Europe. Prior to joining Eurasia Group, Jon was a director of national security policy for the Kerry for President campaign, working directly with Senator Kerry's national security advisor to develop policy on a range of issues, including the war in Iraq, NATO strategy and US-European relations. Previously, he was a Berlin-based journalist, contributing to several publications, including the German national daily, *Die Welt*, and researching a book on the city of Berlin and the politics of urban development. Before his work in Berlin, Jon was a consultant with Coopers & Lybrand, advising clients on a range of financial and strategic issues in the commercial real estate industry, with additional focus on economic development and market entry strategies. Jon is a frequent commentator on European issues, appearing on CNN and CNBC. Jon received his Master of International Affairs from the Johns Hopkins University School of Advanced International Studies,

specializing in international law and economics. His research focus was on the economic and strategic impact of international sanctions, and the political economy of southeastern Europe. He has an AB in political science from Brown University.

Alexsandra Lloyd
Research Manager

Alexsandra Lloyd is an Associate in the Research Practice of Eurasia Group. She manages projects primarily related to international security issues, and she is the lead manager of the *Global Risk Navigator*, a co-publication of Eurasia Group and the *Harvard Business Review*, which features political risk assessments for 24 emerging market countries (set to launch in May 2006). Alex also oversees media relations for the firm. Alex received her Masters in International Affairs at Columbia University's School of International and Public Affairs (SIPA) where she concentrated in international security policy. Her primary areas of interest were U.S. national security policy, terrorism, international peace enforcement, and South Asian affairs. Prior to attending SIPA, she worked at ABC News for four years as an Associate Producer for "World News Tonight with Peter Jennings." She covered a wide variety of domestic and international stories, including the terrorist attacks of September 11, 2001 for which she won an Emmy Award for extended breaking news coverage. Alex also worked for the U.S. State Department in Dhaka, Bangladesh, and the United Nations Department of Political Affairs, where she wrote analytical reports and conducted research for the Al Qaida and Taliban Sanctions Committee. Alex received a Bachelor of Arts from Tufts University with a double major in English and French.

Firas Maksad
Analyst, Middle East & Africa

Firas Maksad is an Associate in the Middle East and Africa Practice Group at Eurasia Group. Prior to joining Eurasia Group, he was a consultant on Middle East Affairs in Washington D.C. and a Research Associate to former Middle East Presidential envoy, Ambassador Dennis Ross. He has worked for the House International Relations Committee on Capitol Hill and at the United Nations Development Program in Beirut, Lebanon. Firas holds a Masters of Science in Foreign Service degree and an honors certificate in International Business from Georgetown University. He completed his undergraduate degree in Political Science with distinction at the American University of Beirut.

Denis Maslov
Analyst, Europe & Eurasia

Prior to joining Eurasia Group as a Europe and Eurasia Analyst specializing in Russia, Denis Maslov served as a Senior Program Officer at the Financial Services Volunteer Corps (FSVC), a not-for-profit consultancy and technical assistance organization whose mission is to help build the banking and financial systems in countries with transition and developing economies. In 2003, he served as the rapporteur for the Aspen Institute's congressional trip to Moscow. Previously, Denis interned at the executive office of the Council on Foreign Relations and worked as a Junior Fellow with the Russia/Eurasia Program at the Carnegie Endowment for International Peace. Denis has a BA in Political

Science/International Affairs (summa cum laude, Phi Beta Kappa) from the University of New Hampshire and an MA in Political Science from Columbia University. The focus of his MA studies was on Russia's post-Soviet foreign policy. He is currently also pursuing PhD studies. A native of Saint-Petersburg, Denis has lived in New York since 1997.

Wolfgang Piccoli

Analyst, Europe & Eurasia

Wolfgang Piccoli is an analyst in the Europe & Eurasia practice group and specializes in Turkey. Prior to joining Eurasia Group, Wolfgang was an Assistant Professor in the Department of International Politics of the University of Wales, Aberystwyth and taught courses on international security and intelligence. Prior to that he was an Economic and Social Research Council (ESRC) Post-Doctoral Fellow in the same university. Wolfgang has a long-standing research interest in Turkey and has spent several years studying and living in the country. His publications include a co-authored book entitled *Turkey at the Crossroads: Ottoman Legacies and a Greater Middle East* (Zed Books, 2001), which was later translated and published in Turkish (Kitap Yayinevi, 2003). He has also published in *Security Dialogue*, *The Iranian Journal of International Affairs* and *Limes*. Wolfgang has presented papers at numerous venues, including the Annual Meetings of the British International Studies Association, the Kokkalis Program at Harvard University and the BMW Centre for German and European Studies at Georgetown University. Wolfgang holds a PhD in International Politics from the University of Wales, Aberystwyth, an MA in International Relations from the University of Bilkent (Ankara) and a BA in Political Science from the University of Bologna.

Geoff Porter

Analyst and Acting Practice Head, Middle East & Africa

Geoff D. Porter is an analyst in Eurasia Group's Middle East & Africa practice. He is primarily responsible for analyzing North Africa, covering Libya, Tunisia, Algeria and Morocco and Mauritania. In addition, Dr. Porter covers and coordinates the practice's research on Middle East issues including the eastern Mediterranean and the Arabian peninsula. Prior to joining Eurasia Group, Dr. Porter was an Assistant Professor of International Studies and Middle Eastern History at Trinity College in Hartford, CT. During the course of his academic career he lived and worked in Algeria, Egypt, Jordan, Morocco and Tunisia. He has published in *Journal of North African Studies*, *The Middle East Research and Information Project*, *The New York Times*, *The Financial Times* and *The International Herald Tribune* and has appeared on major media outlets. Dr. Porter has a BA (1992) in Islamic Studies, an MA (1996) in Near Eastern Languages, and a PhD (2002) in Middle Eastern Studies from New York University. He is fluent in Modern Standard Arabic, North African Colloquial Arabic and French.

Greg Priddy

Analyst, Global Energy

Greg Priddy is a Washington-based analyst in Eurasia Group's Global Energy practice. Previously, he spent seven years with Z, Inc., working with clients in the Energy Information Administration (EIA) at the U.S. Department of Energy. In this capacity, he contributed to EIA's Country Analysis Briefs publications, as well as internal analyses

dealing with the world oil market and oil disruption scenarios. Previously, Mr. Priddy had worked for The Century Foundation and the Department of the Navy. Mr. Priddy has a B.A. (1992) and an M.A. (1996) from the George Washington University. He also has studied at the American University in Cairo.

Scott Rosenstein

Analyst, Global Health

Scott Rosenstein is a global health analyst in the transnational issues practice. He specializes in the politics and management of global health issues and their impact on economic and state stability. Prior to joining Eurasia Group, Scott served as a research associate in the global health program at the Council on Foreign Relations where he looked at the intersection of health and foreign policy issues such as avian influenza and HIV/AIDS. Previous international research experience includes projects in Bosnia & Herzegovina, Nigeria, South Africa, Botswana, and El Salvador. Scott's master's thesis looked at post-conflict health care reconstruction in Bosnia and he has also published pieces on the linkages between HIV and National Security, the politics of the polio epidemic in Nigeria, and the global governance of infectious diseases. Scott has a Bachelor of Arts degree from Amherst College, a Master's Degree in Public Health from Yale University, and a Master of Arts degree in International Relations from Yale University.

Ross Schaap

Analyst, Asia

Ross Schaap is the Japan analyst at Eurasia Group and a member of the Asia Practice. He is also responsible for developing quantitative methods for the research team. Ross received a PhD in political science from UCLA, a master's degree in Asian studies from the University of Hawaii at Manoa, and a bachelor's degree from UCLA. Ross previously worked as a visiting professor in the University of California, Davis Department of Political Science. He spent the 2003-04 academic year as a research fellow in Harvard University's Program on US-Japan Relations at the Weatherhead Center for International Affairs. Ross has lived and researched extensively in Japan. His academic research focused on the relationship between political institutions, incentives, and regulatory policy. Ross has done empirical research on Japanese financial deregulation and the relationship between regulatory policy design and market outcomes. He has published articles on financial regulatory reform and the domestic politics of banking in Japan. Ross has also presented papers at numerous conferences and venues including the annual meetings of the American Political Science Association and various universities.

Willis Sparks

Associate, Global Macro

Willis Sparks is an Associate at the firm, focusing on macro research projects. Willis comes to Eurasia Group from The Council on Foreign Relations, where he served as a website staff reporter covering issues related to terrorism and national security. He received a Master of International Affairs degree from Columbia University's School of International and Public Affairs (SIPA), specializing in International Security Policy and the study of the former Soviet Union. He also earned a Masters in International Relations

from the Institut d'Etudes Politiques (Sciences Po) in Paris. Willis holds two Bachelor of Arts degrees from Brown University and is a graduate of the Juilliard School.

Sebastian Spio-Garbrah

Analyst, Middle East & Africa

Sebastian Spio-Garbrah is an analyst in Eurasia Group's Middle East and Africa Practice Area. He is responsible for analyzing Sub-Saharan Africa covering Nigeria, South Africa and other West African states. He specializes in the politics of the West African economy including the energy and mining sectors and their respective regulatory environments. He also focuses on ethnic conflicts in the region. Prior to joining Eurasia Group, Mr. Spio-Garbrah was a Senior Associate in the Fixed Income Capital Markets Group at Thomson Financial in New York, where he managed the energy practice. He counseled executives at energy firms such as: Mirant, PSEG, Teco Energy and EL Paso on understanding and communicating with their bondholders. Sebastian assisted in crafting options for massive debt buy-backs, redemptions and tender offers in excess of \$10 billion par. Mr. Spio-Garbrah has done political research on West Africa for the Geonomics Institute for International Affairs affiliated with Middlebury College. He has also done work for the US Senate Judiciary Committee, Senate sub-committee on foreign appropriations and for Senator Patrick Leahy of Vermont. Sebastian was a 2001 Fellow at the Center for the Study of the Presidency, a double major in Political Science and Economics at Middlebury College and is currently working on his JD degree in law at Rutgers University. He is fluent in several West African languages, has a working knowledge of French and has lived in several West African countries.

Pamela Starr

Analyst, Latin America

Dr. Pamela K. Starr was a professor of political economy at Instituto Tecnológico Autónomo de México (ITAM), a private university in Mexico City, for eight years where she specialized in contemporary Latin America. She is an active speaker, commentator and author on Mexican politics and political economy, and on the making of economic policy. Dr. Starr has also worked as a consultant to investment banks and securities firms, an advisor on Latin American issues for a Mexican senator, and as a lecturer on the staff of the Foreign Affairs Committee of the Mexican Senate. Dr. Starr's research and writing focuses on two main topics: the politics, economy and foreign policy of contemporary Mexico, and more broadly the politics of economic policy-making across Latin America. In a series of books and book chapters, peer-review journal articles and policy-oriented publications, Dr. Starr has also illuminated the interplay between political and economic developments in shaping economic policy in Mexico and Latin America. On the basis of this research, Dr. Starr has given talks throughout the hemisphere to a wide range of audiences, including the World Economic Forum, the IMF, the Inter-American Development Bank, the US Department of State, the US Embassy in Mexico City, the US State Legislative Leaders Foundation, the Mexican Senate and the Ecuadorian Central Bank. Dr. Starr has held research positions in Argentina and Brazil and at the Center for Strategic and International Studies (CSIS) in Washington, DC. She has received grants and fellowships from the Pew Charitable Trusts, the Earhart Foundation, the Organization of American States and the Woodrow Wilson International Center for

Scholars. Dr. Starr serves on the editorial board of *Foreign Affairs en Español*, the advisory board of the State Legislative Leaders Foundation/Latin America, and is an active member of the Inter-American Dialogue, the Latin American Studies Association and the American Political Science Association. After receiving her PhD from the University of Southern California in 1993, Dr. Starr worked as a visiting assistant professor at the University of California, Los Angeles before moving to ITAM in 1997.

Rochdi Younsi

Analyst, Middle East & Africa

Rochdi Younsi is an analyst within the Middle East & Africa Practice at Eurasia Group. His involvement in Middle Eastern and North African affairs includes more than a decade of academic and professional experiences. Rochdi holds a bachelor's degree in law from the University of Algiers and a master's degree in international relations from the University of San Diego. He also earned a master's degree and a PhD in Middle Eastern Studies from the University of Chicago. He is fluent in Arabic and French, and proficient in Spanish. Rochdi participates in the coverage of country developments in the Levant and the Arabian Peninsula regions. He also provides analysis of issues pertaining to domestic and regional politics, security, and energy development. Prior to joining Eurasia Group, Rochdi worked at Intellibridge Corporation, a Washington-based research and consulting firm, where he served as senior analyst and client manager for the Middle East. He provided research and analysis on Iraq and the Gulf region for government and corporate clients, and supported their projects and operations throughout the Middle East and Central Asia. He has also held various project management positions in both the academic and the private sector. He concentrated his academic work primarily on terrorism and inter-Mediterranean cooperation, as well as on the study of religious fundamentalism, inter-faith relations, and gender issues in the Middle East and North Africa.

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22. List of participating dealers: N/A

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