

**DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS**

**Part 1: Letter of Appointment**



**Department for  
International Trade**

3 Whitehall Place  
London  
SW1A 2AW

Dear Sirs

**Letter of Appointment**

This letter of Appointment is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier dated 3/12/2018

Capitalised terms and expressions used in this letter have the same meanings as in the Contract Terms unless the context otherwise requires.

Order Number:	DN383897
From:	Department for International Trade ("Customer")
To:	LSE Enterprise Ltd ("Supplier")

Effective Date:	DN383897
Expiry Date:	End date of Initial Period 15 March 2019 End date of Maximum Extension Period 12 April 2019 Minimum written notice to Supplier in respect of extension:10 days

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by: the Customer's Project Specification attached at Annex A and the Supplier's Proposal attached at Annex B
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Key Individuals:	<p>Elena Bryan - Senior Fellow, European Centre for International Political Economy</p> <p>Hosuk Lee-Makiyama - Director, European Centre for International Political Economy</p> <p>Elitsa Garnizova - Project Manager and Researcher, LSE Consulting</p>
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Contract Charges (including any applicable discount(s), but excluding VAT):	<p>£47,773</p> <p>See Pricing in Annex B for breakdown of costs</p>
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Insurance Requirements	<p>Additional public liability insurance to cover all risks in the performance of the Contract, with a minimum limit of £1 million for each individual claim</p> <p>Additional employers' liability insurance with a minimum limit of £1 million indemnity.</p> <p>Additional professional indemnity insurance adequate to cover all risks in the performance of the Contract with a minimum limit of indemnity of £1 million for each individual claim.</p>
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Customer billing address for invoicing:	<p>Department for International Trade</p> <p>c/o UK SBS, Queensway House</p> <p>West Precinct</p> <p>Billingham</p> <p>TS23 2NF</p> <p>Email: <a href="mailto:finance@services.uksbs.co.uk">finance@services.uksbs.co.uk</a></p> <p>Telephone: 0333 207 9122</p>
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Alternative and/or additional provisions (including Schedule 8(Additional clauses)):	None.
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**FORMATION OF CONTRACT**

**BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Supplier agrees to enter a Contract with the Customer to provide the Services in accordance with the terms of this letter and the Contract Terms.**

**The Parties hereby acknowledge and agree that they have read this letter and the Contract Terms.**

**The Parties hereby acknowledge and agree that this Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Supplier within two (2) Working Days from such receipt**

**For and on behalf of the Supplier:**

**For and on behalf of the Customer:**

Name and Title: **David Coombe**  
**Director of LSE Research and Innovation**  
**The London School of Economics and Political Science**  
**Houghton Street**  
**London WC2A 2AE**

Name and Title: **Tom Hynes**  
**Commercial Deputy Director**

Signature: 

Signature: 

Date: **05 FEB 2019**

Date: **31<sup>st</sup> Jan 2019**

## **ANNEX A**

### **Customer Project Specification**

#### **Background**

1. Previous research suggests that the US has significant experience in negotiating with a well-tested agreement template and experienced negotiators.
2. Against this background it is essential that the UK (i) well understand the nature of the US' typical approach to negotiations and (ii) prepare for how to respond to this.

#### **Requirement**

1. The Supplier is required to undertake research to acquire, draw together and set out guidance or strategic advice to:
  - a. Identify the usual US approach to negotiation modalities and negotiation strategy, including at a chapter by chapter level in their typical Free Trade Agreements (FTAs);
  - b. Identify cases where third countries may have pushed back on the US approach and succeeded in shaping the negotiations (including to better achieve their own objectives); and,
  - c. Where possible, make recommendations as to the most effective strategy for the UK to employ with the US.
2. This information will be drawn from sources that include (but are not limited to):
  - a. Engagement with individuals who have participated in US negotiations (either on US side or third country side) and those with close engagement with US negotiations e.g. US Congress, or related lobby groups/business groups with good access to US trade talks. The expectation is that the Supplier will work closely with individuals who have such US negotiations experience and/or expertise. DIT officials can provide advice on the individuals the Supplier plans to engage with and provide further suggestions if needed.
  - b. Literature review of credible reporting around US trade negotiations (particularly including US-Mexico-Canada Agreement (USMCA) negotiations);
  - c. Literature review/outreach to relevant academics who have studied this topic.
3. This research will cover all the main components of a comprehensive FTA on a chapter-by-chapter basis and support the UK in preparing its approach to active UK/US negotiations.
4. The final product will be a detailed report, covering the aims set out in paragraph 1 and the information set out in paragraph 2 above. This will also include a training session delivered to DIT officials which will present the findings of the research and the recommendations made, as well as answer any further questions from the officials where possible. Officials should fully understand the US approach to FTA negotiations after the session and be equipped to translate that knowledge into an effective UK negotiating approach.

#### **Deliverables:**

1. List of contacts and proposed sources that will be used to compile the final report and presentation.
2. Initial draft report providing an overview of what the final report will contain, including headings of sections.

3. Second draft report presenting a near finished product providing DIT officials a chance to ask for any final changes and additions.
4. The final product will be a detailed report setting out the US approach at a summary and then chapter by chapter level – including recommendations for UK response.
5. This will be followed up by a presentation/training session given to DIT officials on the findings of the report and how this might be translated in to UK negotiating approach.

**Key Dates and Milestones:**

1. The final report must be delivered by 15 March 2019
2. The suggested timeframe for this project is as follows:
3. Suggested timeframe:

	<b>Time</b>	<b>Output</b>
1	Week 1	Project commences, outline of final report agreed.
2	Week 2	Report listing sources and in particular who you are contacting/plan to contact
3	Week 3	Working phone call
	Week 4	First draft report submitted
	Week 5	Working phone call
	Week 6	Second draft report submitted
	Week 7	Final report received from the Supplier and training delivered in London to DIT Officials .

## ANNEX B

### Supplier Proposal

#### Response A01. Expertise

##### A – US and international trade expertise

The proposed team combines expertise on U.S. and USTR (Ms Bryan and Mr Lee-Makiyama); expertise on U.S. current FTAs (Mr Lee-Makiyama and Ms Garnizova), as well as a wide network of contacts with track-record with engaging with U.S. negotiators from academic and non-academic point of view. While Ms Bryan has been closely involved with the modalities from a U.S. perspective, Mr Lee-Makiyama's expertise focuses on Korean, Japanese and Canadian stakeholders. Finally, Ms Garnizova's work on the SIA's of EU-Japan and EU-Mexico ensures previous exchanges with Japanese and Mexican partners as well as comparison between EU and U.S. relations with the respective partner. Moreover, Ms Garnizova is a member of a number of trade-related academic networks with members in each of the current FTA partners, which will facilitate outreach to academic expertise. Finally, Ms Garnizova has conducted more than 40 interviews with senior officials from the EU and its trade partners for her dissertation, which was submitted on the 21<sup>st</sup> Nov 2018. Reflecting the team's experience, the report will include:

- *Chapter Layout Across Major U.S. FTAs (USMCA, NAFTA, KORUS) and structure of a Negotiation by Chapter, including re-negotiation of KORUS, potential preparation of US-Japan Agreement and re-opening of EU-US negotiations; views from major U.S. private sector players*
  - o Lead by Ms Bryan with the assistance of Ms Garnizova for conducting part of interviews.
  - o Based on Ms Bryan's previous work this would entail into looking at specific chapters (Market Access, Ag/SPS, TBT, Services, Labour, Environment, Regulatory coherence, Sectoral regulatory cooperation), SMEs, U.S. Trade Deficit, Currency); objective of the chapter and specific U.S. strategy in recent negotiations.
- *Value-added through information from most recent trading partners via case studies of third-country negotiations where non-US position has been adopted (particularly Canada and Mexico);*
  - o Lead by Mr Lee-Makiyama with the assistance of Ms Garnizova for identifying potential dynamics to be tackled.
  - o E.g. Chapter 19 – dispute mechanism giving Canada, United States and Mexico the right to challenge anti-dumping duties, Canadian red line; NAFTA's Chapter 11 removal from USMCA; Canadian concessions on IPR.
- *Recommendations*
  - o All team members.
  - o Multi-stakeholder engagement with U.S. governors, Congress, and business community
  - o Across government coordination
  - o Individual negotiation dynamics comparison
    - Role of Brian Clow, Ms. Freeland's former chief of staff;
    - Derek Burney, the former chief of staff to prime minister Brian Mulroney;
    - Hassan Yussuff, president of the Canadian Labour Congress, NAFTA Advisory Council
    - Kenneth Smith Ramos, the Mexican chief negotiator
    - Relevant commentators: Phil Levy, senior fellow on the global economy at the Chicago Council on Global Affairs and teaches in the Strategy

Department at Northwestern University's Kellogg School of Management.

- Korean negotiators: Kim Jong-Hoon (in 2008); Myung-hee Yoo (or Yoo Myung-hee), Director General from the Republic of Korea's Ministry of Trade, Industry and Energy (in 2018); South Korean Minister for Trade Kim Hyun-chong (in 2018).

This is also reflected in the methodology:

- Literature review and brainstorming
  - o Ms Bryan will lead on Chapter Layout Across Major U.S. FTAs;
  - o Mr Lee-Makiyama will lead on identifying key issues in U.S. FTA partners;
  - o Ms Garnizova to compile a literature review of trusted sources on negotiation dynamics.
- Interviews
  - o Ms Bryan – U.S. interviews outside of current USTR members and Congress; phone interviews with other counterparts;
  - o Mr Lee-Makiyama – discussion with Japanese, Korean and Canadian counterparts over the phone; if needed Canadian-based academic can assist with interviews in-situ;
  - o Ms Garnizova – U.S. interviews; interviews with Mexican counterparts over the phone; if needed Mexican-based academic can assist with interviews in-situ.
- Additional expertise if needed, relying on the team's and LSE's wide network of former negotiators and trade-related business and legal community. The team's network ensures access to a range of academic / think tank roles, including:
  - o Atlantic Council
  - o PIIE DC
  - o Cato DC
  - o Council of Foreign Relation
  - o University of Ottawa
  - o RIWI Corp, Toronto
  - o Mission of Canada to the EU, Brussels
  - o Fundación IDEA, Mexico
  - o Instituto Tecnológico Autónomo de México
  - o Universidad Iberoamericana
  - o Global Commercial Institute, Korea

In addition, LSE Consulting's previous projects:

- Trade Sustainability Impact Assessment of the Free Trade Agreement between the European Union and Japan: <http://www.tsia-eujapantrade.com/>
- Sustainability Impact Assessment (SIA) in support of the negotiations for the modernization of the trade pillar of the Global Agreement with Mexico: <http://www.siaeumexico.com/>
- Sustainability Impact Assessment (SIA) in support of association agreement (AA) negotiations between the European Union and Mercosur: <http://www.eumercosursia.com/>

This illustrates our experience, particularly in research and analysis of economic, social and political conditions which drive trade agreements and actively engaging with multiple stakeholders. Previous projects benefit from extensive stakeholder consultation in Japan, Mexico and Mercosur to elicit contributions and inputs into the research from relevant stakeholders. These projects also provide analysis to support dynamic and evidence based trade strategy.

## **B – Details of the project team**

The team will be composed of Ms Elena Bryan, team lead; Mr Hosuk Lee-Makiyama, senior consultant; and Ms Elitsa Garnizova, junior consultant. They will be supported by LSE Consulting's finance and administration in the smooth management and implementation of the project.

**Ms Elena Bryan** is a Senior Fellow at ECIPE and Managing Director at Pilot Rock Global Strategies LLC, a trade, investment and regulatory consultancy.

Elena recently returned to the Washington, DC, area after nearly six years in Brussels. She was Senior Trade Representative at the U.S. Mission to the EU where she was USTR's senior official in the EU, including on TTIP. In more than 20 years at USTR, she oversaw bilateral trade relations in Southeast Asia and India, negotiated market access, rules of origin and development chapters in several U.S. trade agreements and represented the U.S. at the WTO. Early in her career, Ms. Bryan worked in GATT and WTO issues for many years, including as part of the USTR team at the U.S. Mission to the GATT in Geneva during the Uruguay Round. In Washington, she was responsible for market access, developing country and WTO institutional issues. She was a lead member of the team helping India end its extensive system of import licensing.

**Mr Hosuk Lee-Makiyama** is a Senior Associate at LSE Consulting and the director of European Centre for International Political Economy (ECIPE), trade lawyer and a leading author on trade diplomacy and the digital economy with extensive experience in the regulatory framework for financial services.

He is regularly consults governments and international organisations on a range of issues, from trade negotiations to regulatory reform, particularly on the topic of services. He appears regularly in European, Chinese and U.S. media, and is noted for his involvement in WTO and major free trade agreements. He was also named "One of the 20 most influential people for open internet" by the readers of the Guardian UK in 2012. He was the first author to argue for a WTO case on internet censorship in China. Prior to joining ECIPE, he was an independent counsel on services, regulatory affairs, competition and communication, Senior Advisor at the Ministry of Foreign Affairs, representative of Sweden and the EU member states towards the WTO and the UN, including WIPO and UNECE. He has provided trade regulation advice to both corporate and government clients and his work focuses extensively on the governance of financial services.

**Ms Elitsa Garnizova** is a Project Manager and Researcher at LSE Consulting, and a PhD candidate in the LSE Department of International Relations. She is responsible for the preparation of project proposals, project management of projects, and research for a variety of European and UK clients. Elitsa manages LSE Consulting's focus on Trade & Investment. Elitsa's primary research interests include European trade and investment policy, regulatory issues, European foreign policy, and international affairs. Elitsa holds an MA in European Studies: Transnational and Global Perspectives from KU Leuven, Belgium, and a BSc in International Economic and Management from Bocconi University, Italy.

She has contributed to numerous comparative analysis of trade and regulatory issues for the European Commission, European Parliament, UK government and private clients. Among these projects are: Ex-ante Study of the EU-Australia and EU-New Zealand Trade and Investment Agreements (European Commission - DG for Trade, April 2017); Trade Sustainability Impact Assessment of the Free Trade Agreement between the European Union and Japan (European Commission – DG for Trade, April 2016); and Impact of the Economic

Crisis on Social, Economic and Territorial Cohesion of the EU (European Parliament – DG for Internal Policies, June 2014).

## PERSONAL INFORMATION

Elena Bryan

+1-202-340-1668

[elena.bryan@ecipe.org](mailto:elena.bryan@ecipe.org)

[www.linkedin.com/in/elenabryan](http://www.linkedin.com/in/elenabryan)

Summary: Executive with a track record of leveraging expertise in international trade policy, advocacy, and partnership building to advance organizations' missions and achieve key business goals in the U.S. and abroad

Sex Female | Nationality United States

Location: Washington, DC with occasional stay in Brussels and London.

## WORK EXPERIENCE

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- January 2017 - Present**     **Senior Fellow**  
European Centre for International Political Economy (ECIPE)
- Provided strategic policy and communications advice on international trade, investment and related regulatory issues.
- December 2016 - Present**     **Managing Director**  
Pilot Rock Global Strategies LLC
- 2015-2016**     **Vice President, Public Affairs (Public Policy and Government Affairs), Europe Region**  
United Parcel Service (UPS)
- Led UPS Europe's public policy and government affairs function, with oversight including team of 16 professionals responsible for all legislative and regulatory issues impacting UPS' business in the European Union and across 35 countries in Europe.
  - Successfully integrated customs policy work into public affairs.
- Business or sector** Commerce
- 2011-2015**     **Senior Trade Representative**  
U.S. Mission to the European Union
- Advocated for U.S. trade and investment interests in the European institutions, EU Member States, and the Brussels policy community during the launch and negotiation of the Transatlantic Trade and Investment Partnership (T-TIP) negotiations and managed other U.S.-EU bilateral and multilateral trade and investment issues. Successes included achieving additional access to the EU for key U.S. exports, including beef.
  - Conducted extensive trade and T-TIP advocacy and outreach to legislators, government officials, and interested stakeholders in Brussels and across Europe. Key outreach issues included market access, intellectual property, digital, services, investment, and regulatory issues.
  - Delivered more than 250 presentations across the EU, including to groups as large as

500 people, on issues and new developments in international trade, including the Transatlantic Trade and

- Investment Partnership.

Business or sector Trade

#### 2006-2011 Deputy Assistant USTR for Trade and Development

Office of the United States Trade Representative

- Led interagency team responsible for U.S. engagement on the overlap between trade agreements and development assistance, including capacity building assistance to help developing countries benefit from trade agreements. Responsibilities included the WTO's Aid for Trade initiative, development aspects of the WTO Trade Facilitation Agreement negotiations, and extensive public outreach to governments and stakeholders internationally.
- Managed the interagency process of the Generalized System of Preferences (GSP), which included working with the business community, foreign governments, and the U.S. Congress on the initial steps of GSP reform.
- Led initial negotiations of the development chapters of the U.S.-Malaysia FTA and Trans-Pacific Partnership. Also led effort to mainstream capacity-building support for developing countries as they implemented trade agreements.

Business or sector Trade

#### 2000 - 2006 Deputy Assistant USTR for Southeast Asia

USTR

- Led U.S. trade policy development and execution for the countries of Southeast Asia and India. Managed all aspects of the bilateral trade relationships, including goods, services, investment, and intellectual property.
- Negotiated the market access and rules of origin chapter of the U.S.-Australia free trade agreement, the largest of its kind at the time. Secured tariff savings of nearly \$300M for U.S. exporters upon entry-into-force.
- Led bilateral and WTO negotiations with India that resulted in the rationalization of its extensive system of import licensing/restrictions that limited U.S. exports.
- Oversaw Vietnam's implementation of the U.S.- Vietnam Bilateral Trade Agreement (BTA)—the last step towards full normalization of U.S.-Vietnam relations and the precursor to Vietnam's WTO accession.

Business or sector Trade

#### 1994 - 2000 Director, WTO Affairs/Tariff Negotiator

WTO

- Managed implementation of the institutional transition from the GATT to WTO.
- Negotiated the agreement that compensated the U.S. for increased customs duties resulting from Austria, Finland, and Sweden joining the EU.
- Led the analytical work underpinning U.S. participation in the later stages of the Uruguay Round (UR) tariff negotiations. Managed implementation of U.S. final tariff commitments, both within the GATT/WTO framework and through the U.S. legislative process.
- Directed the interagency team that analyzed the impact of results of the UR tariff negotiations on U.S. interests.
- Conducted tariff negotiations with foreign partners.

PERSONAL  
INFORMATION

Business or sector Trade

## Hosuk Lee-Makiyama

European Centre for International Political Economy (ECIPE)

Avenue des Arts 40, 1040, Brussels

+32 2 2891350      +32 499 694 249

[hosuk.lee-makiyama@ecipe.org](mailto:hosuk.lee-makiyama@ecipe.org)

<http://www.ecipe.org/people/hosuk-lee-makiyama>

Sex Male | Date of birth 07/10/1974 | Nationality Swedish

Location: Brussels, Belgium

WORK EXPERIENCE

2010 – Present

### Director, European Centre for International Political Economy

- Director of a trade policy think tank in Brussels. Principal director on ECIPE research on EU trade policy, digitalisation and Asia-Pacific relations
- Regularly consulted and appearing in hearings organised by G7/G20 governments
- Regular media commentary in Financial Times, BBC, Wall Street Journal, Politico, CCTV, People's Daily, Reuters, Nikkei and others
- **Business or sector** Research think-tank

2007-2010

### Counsellor, Senior Advisor, Ministry of Foreign Affairs of Sweden

- Senior advisor on WTO affairs, economic section in Geneva, EU Presidency chair on WTO (services, TRIPS and customs related bodies), WIPO; member of UNECE Executive Committee
- National representative to 133 Services (TPCSI)
- Chief of EU affairs, Swedish Trade Council; Head of Commercial section, Embassy of Sweden in Brussels;
- **Business or sector** Government

2008

### Visiting Fellow, European Centre for International Political Economy

- Non-resident and resident fellow
- Research on digital trade, services and non-tariff measures

- **Business or sector** Research think-tank

2001-2006

### Trade and competition counsel

- Private practice for Fortune 500 corporations on market access and global distribution
- **Business or sector** Consultancy, market analysis

2000-2001

### Director of Strategic Planning; Executive Director, Member of the Board, Leo Burnett

- In charge of market research and planning at Leo Burnett, a global top three communication services firm, now merged with Publicis
- Served later on the board on some of its European subsidiaries
- **Business or sector** Advertising and PR

EDUCATION AND  
TRAINING

- 2007 University Certification, Trade Negotiations  
Harvard Kennedy School of Government, Cambridge, MA
- 1999 MSc European Studies  
London School of Economics and Political Science, London, UK
- 1994-1998 MSc Economics; LL.M Law  
Stockholm School of Economics and University of Stockholm, Stockholm, Sweden  
Finalised at LSE

**PERSONAL SKILLS**

**Mother tongue(s)** Swedish, Japanese

**Other language(s)**

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
French	B1	B2	B2	B1	B1

**Computer skills** Microsoft Office, SPSS, STATA.

**ADDITIONAL INFORMATION**

**Presentations**

Speaker on hearings organised by European Commission (TRADE, GROW, Security Union, EEAS), US House of Representatives, UK House of Commons, Government of Japan, APEC summits, G20 presidencies, EU presidencies and national parliaments, WTO, OECD, World Bank, etc.

**Honours and awards**

- Senior Lecturer at McDonough School, Georgetown University; Univ of Columbia SIPA.
- Named by the Guardian (UK) as one of the most influential people for the openness of the internet in 2012
- Member of the advisory board of Global Commercial Institute, Korea; co-founder of OPEN network of think tanks; academic advisor, European Services Forum
- Consulting affiliation with LSE Enterprise

**PERSONAL INFORMATION** Ms Elitsa Garnizova

Houghton Street, WC2A 2AE

[e.v.garnizova@lse.ac.uk](mailto:e.v.garnizova@lse.ac.uk)

Sex Female | Nationality Bulgarian

Location: London, United Kingdom

**WORK EXPERIENCE**

**3 Jan 13 - Present Project Manager and Researcher**

LSE Consulting, London, United Kingdom

- Sustainability Impact Assessment in support of the EU-Mercosur AA Negotiations (European Commission – DG for Trade)
- Sustainability Impact Assessment in support of the negotiations for the modernisation of the trade pillar of the Global Agreement with Mexico (European Commission – DG for Trade)
- Ex-ante Study of the EU-Australia and EU-New Zealand Trade and Investment Agreements (European Commission - DG for Trade, April 2017)
- Trade Sustainability Impact Assessment of the Free Trade Agreement between the European Union and Japan (European Commission – DG for Trade, April 2016)
- Impact of the Economic Crisis on Social, Economic and Territorial Cohesion of the EU (European Parliament – DG for Internal Policies, June 2014)

**28 Sep 2015 – Present Graduate Teaching Assistant**

London School of Economics and Political Science

- Fellow of the Higher Education Academy (Achieved 15/12/2017).
- Seminar teaching 'Government, Politics and Public Policy in the European Union' and 'International Political Economy'
- Class preparation, delivery of weekly class for three groups of second-year and third-year undergraduate students, providing student support, and marking of student presentations and essays

**Jan 2015 – Present Research Assistant, International Trade Policy Unit**

London School of Economics and Political Science

**19 Nov 12 – Oct 13 Consultant, North Africa Programme**

Bulgarian School of Politics, Sofia (Bulgaria)

- Training needs assessment of the participants in the Tunisian School of Politics; Preparation of questionnaires and performing twenty-five

interviews with young leaders in Tunis, Tunisia in Dec 2012 and in Pravetz, Bulgaria in Jan 2012;

- Comparative analysis of the results from the two countries and results of TNA to feed into a new degree in political science in the New Bulgarian University (NBU);

**1 Oct 12 - 1 Dec 12 Analyst (project based), Strategy**

Fenix Strategic Marketing Leadership , London, United Kingdom

- Provided market analytics, financial modelling, customer insight in order to identify market potential and develop a growth strategy for a major non-bank financial institution in the UK

**5 Sep 11 - 1 Jul 12 Researcher, Corporate Relations**

The Royal Institute Of International Affairs (Chatham House) , London, United Kingdom

- Researched background information on current and prospect corporate members and funders of the institute;
- Assisted the engagement of members by preparing marketing content and responding to incoming inquiries;

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**EDUCATION AND TRAINING**

**October 14 – expected 2019 MPhil/PhD in International Relations**

London School of Economics and Political Science

**15 Sep 10 - 24 Jun 11 Master of Arts in European Studies**

Katholieke Universiteit Leuven (KU Leuven), Leuven (Belgium)

- Summa Cum Laude (First among peers); Cumulative GPA: 82% and master thesis graded first in the class
- Coursework: Trade and Foreign Policy of the EU, EU Law, Relations with CIS countries and Russia

**15 Sep 06 - 25 Jul 09 Bachelor of Science in International Economics and Management**

Università Commerciale Luigi Bocconi, Milan (Italy)

- Cumulative GPA: 89%; Major: Economics;
- Coursework: Economics, Management, Accounting, Business Law, Mathematics, International Relations.

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**ADDITIONAL INFORMATION**

**Membership:**



### ***Kick-off (weeks 1 and 2)***

Work will begin with a kick-off discussion between LSE Consulting's team members and DIT about the tasks and timelines for the study, the contacts for the interviews and content of the questionnaire for interviews. The team will also discuss the approach and draft structure for the final study. Internally, each team member will provide a list of key stakeholders. This allows the project team carefully to select stakeholders for individual interviews amongst a broad contact base. The individual interviewees will represent different categories of stakeholders to ensure a broad view of chapters and aspects of the negotiation dynamics. Ms Garnizova as Project Manager will ensure that all key matters and issues are raised and all relevant aspects of the requested research are clarified and taken into account. Following the discussions, the LSE Consulting team will establish a detailed work programme and prepare the templates for the desk research and interviews. Due to Ms Bryan previous drafting on U.S. modalities, the team has assessed that in case of prompt feedback by DIT and prompt resolution of the risks assessed below, delivery of the final report and presentation at the beginning of March is feasible. Moreover, the team has already identified academics based in Mexico and Canada who can assist with the interview process.

### ***Interviews and drafting (weeks 3-6)***

Ms Bryant and Mr Lee-Makiyama will set out a list of questions for a semi-structured face-to-face and phone interviews. Our aim is to conduct a minimum of 20 discussions in order to address different perspectives. Interviews will be conducted in English, except where this proves problematic for the interviewee for linguistic reasons (e.g. Korean). In that case, we will ask for LSE's translation team to conduct the interview with us, writing it up in English. As to timelines, and subject to interviewees' schedules, the interview process will begin as soon as possible after the kick-off meeting with DIT. The qualitative interviews will be conducted in parallel and will be split between the team members. Due to the involvement of three team members across, interviews can be held in parallel and will be finalised within a timeline of three to four weeks. The preliminary allocation of interviews as follows:

- Ms Bryan – U.S. interviews outside of current USTR members and Congress; phone interviews with other counterparts;
- Mr Lee-Makiyama – discussion with Japanese, Korean and Canadian counterparts over the phone; if needed Canadian-based academic can assist with interviews in-situ;
- Ms Garnizova – U.S. interviews; interviews with Mexican counterparts over the phone; if needed Mexican-based academic can assist with interviews in-situ.

We calculate roughly half a day for conducting an interview (which includes approaching interviewees and scheduling interviews), and another half day for the systematic presentation of more detailed comments relating to practices and practical problems raised by each interviewee.

### ***Final report and training (weeks 7 and 8)***

The final report will be drafted by the project team. In this final phase, the team will make supplements to the interim report content, where necessary, and draft the Recommendations. Tasks will be split. Ms Bryan will finalise part of the report concerning 'Chapter Layout Across Major U.S. FTAs'; Ms Garnizova will finalise 'Value-added through information from most recent trading partners', while Mr Lee-Makiyama will finalise Recommendations. Ms Bryan will control the layout and structure of the report and will be responsible for adding relevant

annexes. Ms Bryan will also finalise the presentation for the training and deliver the training in London.

#### Risk mitigation strategies

LSE Consulting has extensive experience in project management, and will carefully monitor the project's progress to ensure that all necessary quality checks are implemented and that potential risks are managed, such as individuals becoming unavailable to complete the work due to, for example, illness. LSE Consulting has unique intellectual resources as it can draw on specialists with an outstanding reputation in academia and policy research. Working with academic experts means ease of access to senior officials as part of the research process. The highest risks identified are:

- *Unavailability of interviewees:* the centrality of the interviews to the process, signify that disturbance in the availability will affect the quality of the report. Typical techniques for replacement of interviewees are the snowball effect, where outreach to one stakeholder ensures access to others. In case of USMCA entering Congress (dates unknown), the team will discuss with DIT available options.
- *The difficulty of accessing information:* most of the information for the desk research is open source and available online. All team members have extensive contacts to identify appropriate stakeholders.
- *Slippage incurred against work plan:* the project team has constructed a well-planned and realistic timetable for the study. Extensive experience in carrying out such projects allows the team to identify bottlenecks early on, and to take appropriate countermeasures. Any rescheduling and work will be agreed in advance.
- *Staff unavailability:* If LSE Consulting is informed of the unavailability of a team member, we will notify DIT at the earliest opportunity. LSE Consulting will identify an appropriate profile for the replacement within two working days since the notification of unavailability. LSE has already prepared a list of additional academics who can step in to support delivery.

#### Response A03. Security and conflicts of interest

LSE and the project team takes security and data protection very seriously. In order to ensure that points A to E are respected we will implement the following:

**Sensitive data handling:** LSE's Data Protection Strategy provides a guidance for researchers at LSE to comply with the Data Protection Act (DPA). Among other relevant points, the team will ensure that data is processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures. Interviewees will not be identified unless they have given permission for a direct attribution and no communication will be undertaken with US or foreign government officials on the project outside the demands of the interviews / discussions.

**Data storage:** The GDPR does not allow transfer of personal data outside the EU or a country with adequate protection without meeting a condition like explicit consent or binding contract. For that matter all team members and external collaborators will be provided with LSE accounts (in case of such absence). Instead of transmitting the data, the team will use

SharePoint or OneDrive as this keeps the data within the UK. All data will be held on password protected folders within LSE's own secure server.

**Collaboration with LSE via secure transfers and communication:** All team members and external collaborators will have to sign LSE's [Data-Sharing Agreement for Use in Compliance with Prevent Statutory Duty Under Counter-Terrorism and Security Act 2015 - April 2018 Version](#). In addition, the LSE has an [Information Security Policy](#) in place that can be found here. The policy is based on the following Information Security principles:

1. Information should be classified according to an appropriate level of confidentiality, integrity and availability (see Section 2.3. Information Classification) and in accordance with relevant legislative, regulatory and contractual requirements (see Section 2.2. Legal and Regulatory Obligations).
2. Staff with particular responsibilities for information (see Section 3. Responsibilities) must ensure the classification of that information; must handle that information in accordance with its classification level; and must abide by any contractual requirements, policies, procedures or systems for meeting those responsibilities.
3. All users covered by the scope of this policy (see Section 1.2. Scope) must handle information appropriately and in accordance with its classification level.
4. Information should be both secure and available to those with a legitimate need for access in accordance with its classification level. On this basis, access to information will be on the basis of least privilege and need to know.
5. Information will be protected against unauthorized access and processing in accordance with its classification level.
6. Breaches of this policy must be reported (see Sections 2.4. Compliance and 2.5. Incident Handling).
7. Information security provision and the policies that guide it will be regularly reviewed, including through the use of annual internal audits and penetration testing.
8. Any explicit Information Security Management Systems (ISMSs) run within the School will be appraised and adjusted through the principles of continuous improvement, as laid out in ISO27001 clause 10.

Finally, the LSE's ISP includes a definition of Information Classification levels, which explicitly incorporate the General Data Protection Regulation's definitions of Personal Data and Special Categories of Personal Data, as laid out in LSE's Data Protection Policy, and are designed to cover both primary and secondary research data.

**Response B01. Pricing**

		Rates for this project		
Role Title	Name of individual	No. of days required	Daily Rate (£)	Total cost (£)
Team lead	Elena Bryan	19	£1,000.00	£19,000.00
Senior consultant	Hosuk Lee-Makiyama	15	£1,000.00	£15,000.00
Junior consultant	Elitsa Garnizova	20	£475.00	£9,500.00
Total people costs				£43,500.00

SERVICES DESCRIPTION	Fixed Price (£) (excl. VAT)
Provision of all deliverables for research and strategic advice on the US approach to modalities	£43,500.00
Travel and subsistence	£4,273.00
<b>TOTAL FIXED PRICE (£) (excl. VAT)</b>	<b>£ 47,773.00</b>

Full payment will be made on satisfactory completion and sign off of all KPIs.