TRADE POLICY HUB

ANNUAL REPORT

2024-25

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MESSAGE FROM THE PRINCIPAL CONSULTANT

DR ELITSA GARNIZOVA
Principal Consultant
Trade Policy Hub
LSE Consulting

As we look back on 2024–25, the Trade Policy Hub (TPH) has continued to evolve as a trusted partner for evidence-based trade policy expertise. We started the year as a growing team with ambitious goals, navigating challenges such as balancing multiple projects and competing with larger players in a dynamic market. Today, we stand as a recognised hub for specialised knowledge, delivering high-impact work for public and private clients across the UK, EU, and beyond.

Our network has grown significantly, now spanning over 20 associates — predominantly from LSE — and a wider circle of academics and professionals globally. This expansion has allowed us to deepen our expertise in trade, investment, and sustainable development, while forging partnerships in Africa and Asia to address emerging challenges and opportunities.

This growth was underpinned by a simple principle: research must be technically sound, independent and immediately useful. We matched expert knowledge to real-world challenges, improved our quality assurance and delivery systems, and strengthened collaboration with partners across the UK, Europe, and Africa.

Above all, we will remain a practical bridge between cutting-edge research and effective policy action.

Looking ahead to 2025–26, I am excited about a year of growth for the team. Our focus will be on securing new large-scale projects with UK Government departments and international organisations, while also reinforcing our team structure to support both delivery and innovation. We are planning to develop new products that make our consultancy expertise more accessible, and we will continue to position trade policy as a powerful tool for sustainable development and economic security.

Thank you to our clients, partners and colleagues at LSE who made this year possible. Together, we are shaping trade policy for a world in transition.

ABOUT
TRADE POLICY HUB

The Trade Policy Hub (TPH), launched in 2019, is a specialised hub under LSE Consulting. We offer bespoke and specialised research, advisory, analysis, evaluation, consulting, and training services in trade, investment, sustainable development, industrial policy and other areas of economic policies.

We channel the expertise of the LSE academic and expert network to enable governments to resolve complex decisions about policy trade-offs and support them in developing their capacity through training and research.

Our work is grounded in academic independence and rigour, ensuring world-class quality and trusted, actionable insights.

OUR SERVICES

We conduct short-term and long-term impact analyses, examining both immediate effects and projected trends over the next decade.

Our process involves extensive stakeholder engagement, capturing insights from industry leaders, economists, and policymakers to ensure a well-rounded evaluation of policy outcomes.

We benchmark performance through comparative analyses with similar initiatives in other countries or regions, identifying good practices and lessons learned.

Our key services include:

- Trade Policy Analysis
- Sustainability Impact Assessments
- Evaluations
- Capacity Building
- Stakeholder Engagement

OUR MISSION

Our mission is to empower governments, private organisations, and civil society to address today's critical challenges, including the complex interlinkages between trade and sustainable development, trade and industrial policy, and trade and security.

PAST YEAR

IN NUMBERS

22 PROJECTS IN TOTAL

£682,050 INCOME GENERATED

£52,668 AVERAGE CONTRACT VALUE

18 PROJECTS DELIVERED

54% BIDDING SUCCESS RATE

12 UNIQUE CLIENTS

OUR WORK EXTENDED TO **111** COUNTRIES

REFLECTING BOTH BREADTH AND DEPTH IN INTERNATIONAL COVERAGE

OUR
CLIENTS

This year we served 12 clients, alone and through collaborations, spanning governments, multinational companies and international organisations.

Our portfolio ranged from UK Government departments and the European Commission to global firms such as BMW and leading intergovernmental organisations.

Many of these clients have been recurring partners over a number of years, demonstrating the quality, trust and continuity of our services.

GOVERNMENT BODIES

UK Government

- Department for Business and Trade (DBT)
- Department for Culture, Media and Sport (DCMS)
- Department for Environment, Food and Rural Affairs (DEFRA)
- Foreign, Commonwealth and Development Office (FCDO)
- British Embassy in Washington D.C.

European Commission

- DG GROW

INTERNATIONAL ORGANISATIONS

European Free Trade Association (EFTA) Secretariat

African Continental Free Trade Area (AfCFTA) Secretariat

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Regional Trade for Development Facility (RT4D)

PRIVATE COMPANIES

CSIL
Ipsos Public Affairs
Ecorys UK

OUR DELIVERY

PARTNERS

Trade Policy Hub collaborates with leading firms worldwide to deliver high-quality services to clients.

We acted as lead consultant on a number of projects in consortia, combining our policy and technical expertise with strong contract and project management capabilities. At the same time, we were invited by delivery partners to join consortia, either as joint partners or subcontractors, pooling our collective expertise to deliver effective outcomes.

In 2024-25, our partners introduced us to 20 opportunities, reflecting the trust they place in our expertise and the strength of relationships built over previous collaborations.

Our 2024-25 partners included:

Cadmus
CSIL
CASE (Center for Social and Economic Research)
Ecorys UK
EY
GOPA Europe
Ipsos Public Affairs
Institute for International Law and European Law at Georg-August-Universität Göttingen
PWC
Vanguard Economics

PARTNER

TESTIMONIALS

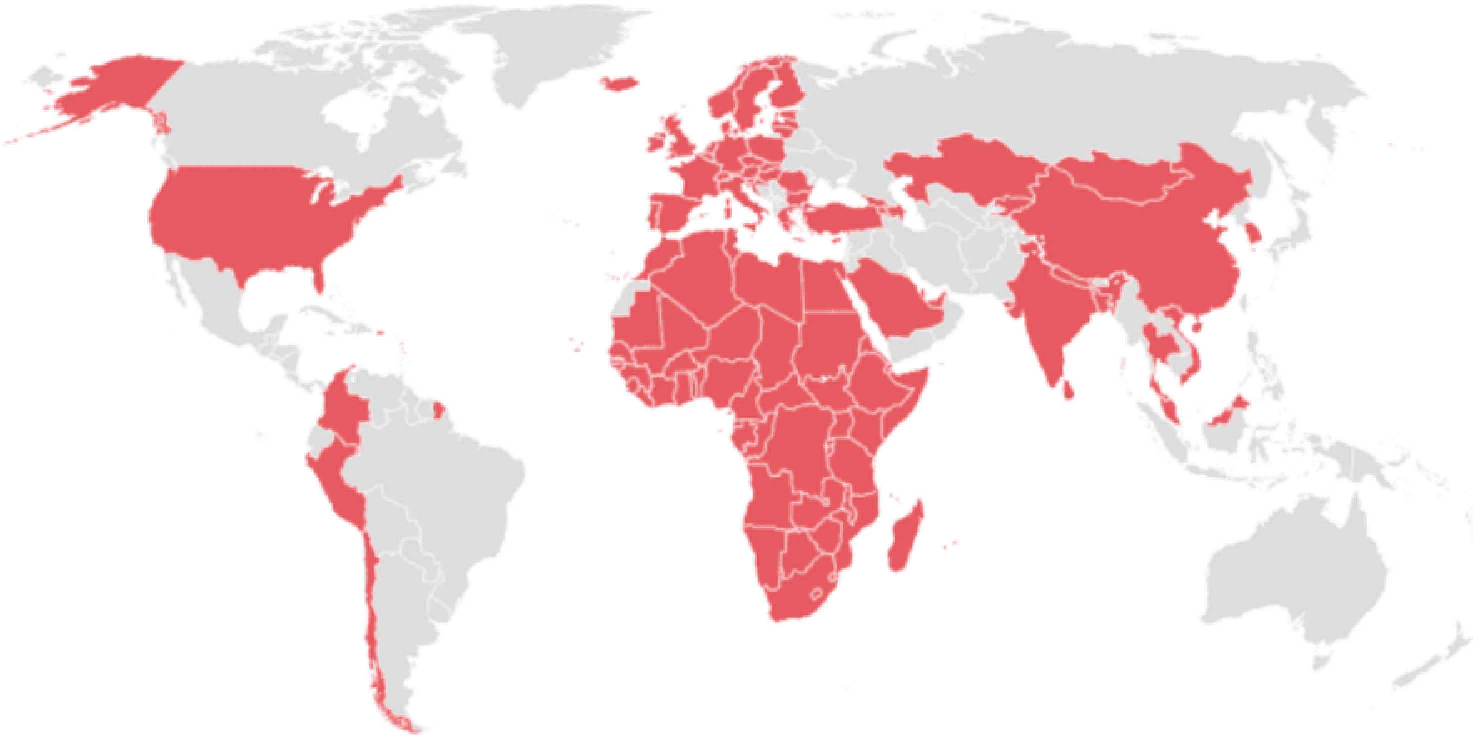
"The LSE Trade Policy Hub has been an invaluable partner to Ipsos Public Affairs, with their expertise across diverse policy areas significantly enhancing our collaborative efforts. The Hub's capabilities and experience across a range of methodologies have consistently showcased innovation, flexibility and creativity in research design and analysis. **Together, we have delivered studies which have provided robust evidence and had significant impact.** We look forward to continuing our partnership in tackling emerging challenges in trade and industrial policy."

– Ipsos Public Affairs on their partnership with TPH

"Since 2021, CSIL and the Trade Policy Hub have been working together within the European Commission's DG GROW Framework Contract. **TPH's deep understanding of trade and investment dynamics has complemented CSIL's long-standing experience in industrial and innovation policy analysis.** This synergy has allowed us to address complex policy challenges from multiple perspectives, producing relevant and impactful insights for the European Commission. A highlight of our partnership was the Trade Secrets Directive study, led by Elitsa Garnizova. TPH's leadership, methodological rigour, and strong network of stakeholders were instrumental in the project's success."

– CSIL on their partnership with TPH

GEOGRAPHIC COVERAGE



We engaged across an extensive geographical landscape, both in terms of our clients and in the range of topics addressed.

Our clients were drawn from:

- The UK
- The 27 EU Member States
- The 4 EFTA countries
- The 55 Member States of the African Union

We have represented a total of 86 countries worldwide.

Our projects also addressed global issues with cross-border relevance. We addressed specific national and regional contexts in places like the United States, the United Arab Emirates, Saudi Arabia, Nepal, and Thailand, alongside the domestic priorities of our client countries. In addition, our project on market guides encompassed regions in Asia, Africa, and Latin America.

Combined, our activities extended to 111 countries.

POLICY AREAS

In 2024-25, while many of our projects covered areas of our core expertise, in terms of both policy coverage and sectoral coverage, we moved beyond our traditional focus and diversified. For example, we covered areas like Food & Drink, Agri-Tech, Intellectual Property Rights and Tax, which provided new and exciting challenges for us.

CORE TRADE POLICY

We dive deep into international trade, analysing how policies, regulations and economic initiatives shape global competitiveness, productivity and resilience. This year, we delivered multiple trade policy projects exploring domestic, bilateral and global perspectives covering issues such as trade in goods and services, investment flows, taxes, and good regulatory practices in our trade and economic analysis.

TRADE AND SUSTAINABLE DEVELOPMENT

We are recognised experts in integrating sustainability principles into international trade agreements This year, we deepened our expertise by conducting a Sustainability Impact Assessment for the EFTA Secretariat, supporting the AfCFTA Secretariat on institutional strengthening, and exploring the impact of climate on supply chains.

DIGITAL TRADE AND REGULATIONS

We have focused on emerging technologies, cross-border data flows, cybersecurity, digital infrastructure and digital innovations due to their transformative impact on trade processes and policies. This year, we examined the opportunities and challenges presented by the semiconductors, telecom and agri-tech sectors for our clients.

INDUSTRIAL POLICY AND ECONOMIC SECURITY

In the past, we have investigated the critical intersection of trade policies, industrial strategies and economic security concerns, particularly in strategic industries and in the context of global market dynamics. This year, we conducted a strategic evaluation of supply chain vulnerabilities in sensitive policy areas and provided advice on the path forward.

PROJECT

HIGHLIGHT

TRADE AND INVESTMENT MEASUREMENT RESEARCH CALL-OFF CONTRACT

We wrapped up the Trade and Investment Measurement Research Call-Off Contract in October 2024, delivering specialised expertise to the Department for Business and Trade (DBT) over the contract period. Originally, TPH we won the contract in October 2021 for 12 months. Due to our exceptional performance, it was subsequently extended until October 2024, with a maximum annual value of £500,000. This engagement allowed TPH to contribute to DBT's objectives while reinforcing its position within the UK government's research and policy development framework. You can find more information about it here.

BENEFITS OF CALL-OFF PROJECTS:

Securing a Call-Off Contract provides significant strategic benefits:

- These agreements often carry substantial budgets and offer access to a continuous stream of projects, enabling us to demonstrate capability across a wide range of services. Even when the specific projects are not predetermined, being part of such frameworks highlights readiness and adaptability.

- Participation in these contracts also embeds us within the government procurement ecosystem, fostering long-term relationships and creating opportunities to collaborate with other trusted delivery partners.

CALL-OFF CONTRACT

WHAT IS IT?

A Call-Off Contract is a procurement mechanism within a framework agreement that enables public sector buyers to commission specific goods, services, or works as needed, without initiating a full tender process each time. This streamlined approach allows for flexibility and efficiency in public procurement.

OUR

IMPACT

In 2024–25, the Trade Policy Hub continued to make a global impact by engaging with clients across governments, private organisations, and international institutions, channelling our academic and technical expertise to create tangible, real-world outcomes.

Enhanced evidence-based policymaking: Developed novel approaches and analytical tools to measure trade and investment flows, directly informing policy decisions at national and international levels.

Advanced sustainability and development goals: Ensured that trade policy contributes to broader economic, social, environmental, and human rights outcomes, while identifying and mitigating potential adverse impacts.

Expanded the measurement of trade and investment: Conducted cutting-edge research to quantify economic benefits of different trade and investment policies, producing high-quality, policy-relevant evidence.

Delivered technically complex outputs: Applied advanced econometric modelling, data analytics, and multi-country comparative studies to inform strategic decisions.

Bridged academia and practice: Matched specialist academic expertise to real-world policy challenges.

- **LSE departments & research centres:** We leveraged our close collaborative network with faculty and researchers across LSE to provide high-quality research consultancy services and translate academic knowledge into real-world impact.
- **Non-LSE Experts:** We also drew on expertise from universities within the UK, including the University of Reading and University of Warwick, as well as international institutions such as Sorbonne Nouvelle University, Paris, and leading policy think tanks.

Engaged diverse stakeholders: Collaborated with governments, international organisations, and private partners, creating inclusive consultation processes and knowledge-sharing platforms.

LOOKING AHEAD

In 2025–26, the Trade Policy Hub (TPH) aims to build on its successes and scale its impact globally through four strategic priorities:

Growing our team: As we scale up, we will expand our team to work on a greater number of opportunities and realise our full potential.

Expanding networks and partnerships: We aim to take our brand truly global by developing new collaborations beyond the UK and Europe. This will allow us to serve clients from all corners of the world and unlock the potential of our international expert network.

Product and service development: We plan to harness technology to expand the scope and reach of our services. By combining our core strengths with new capabilities, we will deliver innovative solutions that meet the evolving needs of clients.

Innovating trade policy analysis and evaluation: We aim to further enhance our capacity for rigorous, scientifically grounded analysis, delivering unmatched insights and unleashing the full power of our innovation capability.

Engagement with clients:
We will deepen partnerships with existing clients while pursuing new opportunities, ensuring our services remain responsive, high-quality, and globally relevant.

Engagement with experts:
We will continue to strengthen our relationships with academic and technical experts, both within the UK and internationally, ensuring that our research consultancy benefits from cutting-edge knowledge and local insights.

Projects in the pipeline:
For 2025–26, we have projects underway with the Foreign, Commonwealth and Development Office (FCDO), the Department for Business and Trade (DBT), and the Department for Environment, Food and Rural Affairs (DEFRA), reflecting ongoing trust in our expertise and our ability to deliver across a range of policy areas.

OUR
TEAM

Core Trade Policy Hub Team

Elitsa Garnizova, Principal Consultant
Apoorva Vishnoi, Associate

Wider Trade Policy Hub Team

Stephen Woolcock, Senior Associate
Christine Côté, Senior Associate
Andreas Freytag, Senior Associate
Sangeeta Khorana, Senior Associate
Thomas Sampson, Senior Associate
Dennis Novy, Senior Associate
Dr Nikhil Datta, Senior Associate
Oksana Levkovych, Associate

Digital Trade & Digital Policies Team

Robert Basedow, Senior Associate
Marta Soprana, Senior Associate
Hosuk-Lee Makiyama, Senior Associate

Trade and Sustainability Team

Jean-Baptiste Velut, Senior Associate
Ken Shadlen, Senior Associate
David Luke, Senior Associate
Stefania Lovo, Senior Associate
Asha Herten-Crabb, Associate

Industrial Policy and Economic Security Team

Stephanie Rickard, Senior Associate
Riccardo Crescenzi, Senior Associate
Neil Lee, Senior Associate
Vassilis Monastiriotis, Senior Associate

"TPH taps into almost **every aspect of my academic and professional career**: It's where economic evidence and hands-on experience solved some real-life policy constraints for G7 governments."

– Hosuk Lee-Makiyama

"Working with the LSE Trade Policy Hub has provided an exceptional **opportunity to engage directly with some of the most policy-relevant and high-impact research** in UK trade and investment. The Hub's unique position—bridging academic expertise and real-world policymaking—has enabled me to work closely with policymakers, industry stakeholders, and international partners, while expanding my own network across the trade policy community. It's been immensely rewarding to contribute to work that not only advances the evidence base but also informs live trade and investment policy decisions."

– Dr Nikhil Datta

We would like to acknowledge the invaluable support of the LSE Consulting and LSE Research & Innovation teams, as well as the wider LSE community. Their contribution across financial management, administration, HR, data visualisation, marketing, IT, cybersecurity, and due diligence processes ensured seamless delivery and enabled us to provide our clients with efficient, high-quality services.

CONTACT US

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Trade Policy Hub

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