

ANNEX II

Accompanying Case Studies of Global Gateway Projects

Establishing a Public-Private Partnership Around Jamaica Freeport

The Jamaica Free Port project exemplifies the potential of a Public-Private Partnership (PPP) model to unlock infrastructure investment under the Global Gateway framework. Despite the port's strong performance, outdated road and drainage infrastructure hindered its competitiveness. To address this, the Shipping Association of Jamaica, representing operators such as CMA CGM and Kingston Wharves, partnered with the Jamaican government to establish a PPP. This arrangement allowed private stakeholders to finance and execute a €140 million drainage redevelopment project, addressing long-standing fiscal constraints and enhancing port operations.

The PPP was facilitated through a Special Purpose Vehicle (SPV) created by the Shipping Association, enabling them to contract loans and co-manage the infrastructure upgrade with the government. European actors played a key role in the initiative: the European Commission provided technical assistance for feasibility studies, advised on PPP modalities, and facilitated dialogue between stakeholders. The European Investment Bank (EIB) supported the port infrastructure component through concessional loans, with the potential involvement of other European DFIs, while leveraging expertise from EU companies like CMA CGM.

The financial structure exemplifies the Global Gateway's holistic approach. Initial technical assistance unlocked a much larger investment by addressing fiscal gaps and building stakeholder consensus. The European Commission's €2 million-worth technical support, complemented by funding through the EU's Jamaica MIP, EUROCLIMA, and the EIB's Water Management Framework, unlocked €140 million in investments. This 360-degree strategy also incorporated soft trade facilitation measures to improve regulatory efficiency and green corridor initiatives to promote sustainable port operations, aligning with EU values.

This case highlights the EU's growing role in structuring PPPs, particularly in regions dominated by other financial institutions like the Inter-American Development Bank. By integrating technical assistance, policy dialogue, and financing tools, the EU positioned itself as a reliable partner for complex infrastructure projects, while securing market intelligence and procurement opportunities for European companies.

The Lobito Corridor: A Strategic Initiative for the EU and Global Gateway

The Lobito Corridor is a high-priority Global Gateway investment, announced under the G7 Partnership for Global Infrastructure and Investment (PGII) in 2023. Connecting Angola, the Democratic Republic of the Congo (DRC), and Zambia, the corridor aims to enhance regional connectivity, unlock export potential for critical raw materials, and promote sustainable economic growth. Central to EU ambitions to rival China's influence in Africa, the corridor supports the export of copper and other key resources vital for green technologies such as wind turbines and electric vehicle batteries. Investments include rehabilitating 1,200 km of railways, upgrading the Port of Lobito, and facilitating trade and transit measures that reduce logistical costs and carbon footprints while boosting regional competitiveness.

The Lobito Corridor showcases a collaborative model of multi-stakeholder engagement. Led by the EU and the US, in partnership with the African Development Bank (AfDB), Africa Finance Corporation (AFC), and private companies such as Mota-Engil, Vecturis, and Trafigura, the project combines public and private expertise. A 2022 30-year concession awarded to Lobito Atlantic Railways enabled the launch of critical rail infrastructure work, supported by a 2023 Memorandum of Understanding (MoU) signed at the Global Gateway Forum. The MoU formalizes roles and objectives, with investments spanning logistics platforms, agri-value chains, customs reform, and vocational education to drive inclusive growth in the region.

The financing structure integrates EU NDICI funding, U.S. pledges of \$2.3 billion, and an initial \$1.6 billion mobilized for rail and port modernization. Private actors, including Trafigura, are modernizing facilities while aligning with the EU's green and digital transition goals. In January 2025, Commissioner Sikela and President Lourenço announced a €76.5 million assistance package to complement the project. This package includes €43 million for technical education

under the PROSPERA initiative, €8.5 million for trade facilitation aligned with the EU-Angola SIFA, and €25 million for biodiversity and ecotourism. Together, these efforts position the Lobito Corridor as a model for sustainable infrastructure investment and EU-Africa cooperation.

MAV+: Strengthening Africa's Pharmaceutical Systems Through Collaboration

The Manufacturing and Access to Vaccines, Medicines, and Health Technologies initiative (MAV+) is a flagship Global Gateway project and Team Europe Initiative launched in 2021. It aims to enhance Africa's pharmaceutical manufacturing capacity while addressing barriers to access for vaccines, medicines, and health technologies. With a comprehensive, 360-degree approach, MAV+ focuses on three pillars: supply-side support for local manufacturers, demand-side market consolidation, and strengthening the enabling environment through regulatory frameworks and technology transfer. Anchored in the EU's Strategy with Africa and aligned with the African Union's Partnerships for African Vaccine Manufacturing (PAVM), MAV+ fosters sustainable local production while advancing global health objectives, universal health coverage, and economic development in partner countries.

MAV+ exemplifies multi-stakeholder collaboration, uniting Team Europe, African institutions, and international partners such as the WHO and Bill & Melinda Gates Foundation. Private sector involvement is incentivized through risk-sharing instruments, coordinated by the European Investment Bank (EIB) and other European development banks. Support for market integration and investments in the enabling ecosystem, such as the African Medicines Agency and WHO's mRNA technology transfer hub, boosts confidence in local production. Financial backing totals €1.1 billion, comprising €663.8 million in loans and €316 million in grants and blended finance. This holistic financial and technical support model positions MAV+ as a cornerstone of Africa's health and pharmaceutical resilience.

Transport Infrastructure Development in Costa Rica: Electrification of Bus Fleets

The electrification of Costa Rica's bus fleets is part of a broader set of Global Gateway initiatives aimed at greening the country's transport infrastructure. A central focus has been the transition to electric buses (e-buses), with plans to procure 1,000 units over three years. The EU has played a critical role, providing technical assistance, developing financing models, and supporting pilot projects such as an Electric Bus Rapid Transit (BRT) system in San José. European private sector stakeholders, including manufacturers such as IVECO, CAETANO-BUS, SCANIA, and others, were brought into the investments design and subsequent implementation.

The "Business Model for E-Bus Massification", developed with EU support, is of particular interest. Under this model, a Special Purpose Vehicle (SPV) supplier manages the procurement, maintenance, and recharging infrastructure for e-buses, which are then leased to bus operators. Operators handle fleet operations, maintenance in collaboration with manufacturers, and staff training. Resource management includes digital payment systems, which were fulfilled by European SMEs specializing in ticketing software. While the government provides guarantees and oversees infrastructure readiness, the SPV model helps bridge gaps in financing, reducing barriers for private operators to transition to e-mobility.

EU contributions include not only technical expertise but also active facilitation between Costa Rican public institutions, European manufacturers, and financiers like the IDB, CABEL, EIB, and European DFIs (KfW and AFD). Development cooperation agencies such as GIZ, along with European embassies and commerce chambers, have ensured coordination across sectors. This initiative highlights the potential of Global Gateway projects to involve European SMEs in supply chains, advancing sustainable mobility while supporting innovative business models in emerging markets.

