

Team Greece

Engaging in Global Gateway Projects

1. Introduction

This paper explores how the Hellenic Republic can leverage its strategic assets to foster public-private collaborations under the [European Union's Global Gateway \(GG\)](#) initiative, and expand its presence in sectors like energy, transport, digital infrastructure, health and education. Building on its implementation of the [GREGY Interconnector](#) (Greece-Egypt Electrical Interconnection) investment, the [EuroAsia Great Sea Interconnector](#) (yet to be formally finalised), as well as two more recent Global Gateway flagship adoptions in the “Healthcare Investment in Egypt” and “Integrated Bauxite and Aluminum” projects, the Hellenic Republic is poised to continue developing new investment proposals.

In this context, this background paper introduces Team Greece as a dedicated platform to enhance public-private collaboration, ensuring alignment with the EU's Global Gateway priorities and maximizing Greece's strategic potential.¹

2. Team Greece

The General Secretary for International Economic Relations and Outreach formalized the establishment of ‘Team Greece’, as a specialized Working Group designed to enhance Greece’s participation in the European Union’s Global Gateway strategy. This initiative underscores Greece’s commitment to leveraging its strategic and sectoral strengths to capitalize on investment opportunities in critical areas such as infrastructure, digital networks, health, and education.

The formation of ‘Team Greece’ brings together representatives from key ministries and agencies under the coordination of the Ministry of Foreign Affairs. This group includes the following key stakeholders:

<i>Hellenic Ministries</i>	<i>Financial Institutions</i>	<i>Subject-Matter Experts</i>
Ministries of Energy, Transport, Health, Education, Maritime Transport, and Digital Governance.	Financial and trade-focused entities, including the Hellenic Development Bank and Export Credit Greece.	Senior officials and technical experts tasked with aligning Greece’s policies and actions with EU priorities.

The composition ensures a comprehensive, cross-sectoral approach to identifying and implementing strategic projects that align with Greece’s geopolitical and economic interests. In this regard, as mentioned in **the Decision of the Ministry of Foreign Affairs**, ‘Team Greece’ will therefore serve as a dynamic platform for:

- **Strategic Dialogue:** Facilitating the exchange of views on emerging projects under the Global Gateway strategy, identifying areas of alignment with national interests.
- **Timely Updates:** Informing Greek businesses and institutions about opportunities in infrastructure, education, health, and other key sectors.
- **Coordination with the EU:** Strengthening Greece’s engagement with European Commission services to advance project implementation and secure funding.
- **Collaboration with EU Member States:** Building synergies with other national teams (where established) and relevant public and private actors to exchange best practices and foster joint programs and investments in third countries.

The Working Group will convene semi-annually under the leadership of the General Secretary to: (i) evaluate progress on existing projects and future initiatives (ii) set goals and priorities based on new developments and emerging opportunities and (iii) address challenges and ensure alignment with broader EU and national objectives. Additionally, the Working Group may meet in expanded formats as needed to address urgent opportunities or challenges, involving a broader set of stakeholders for targeted discussions.

1. This paper is followed by a second Background Paper titled “Guidelines on How to Engage Global Gateway”, offering detailed guidance to stakeholders wishing to contribute to Global Gateway (GG) projects, while outlining the advantages of doing so for Greek public and private organisations.

Team Greece therefore represents a strategic step in maximizing Greece's role in the EU's Global Gateway framework. By fostering inter-ministerial collaboration, following a whole-of Government approach and aligning national priorities with EU objectives, the Team Greece **aims to improve the Greece's position** in leveraging investment opportunities that promote sustainable growth and regional cooperation. This initiative underscores Greece's commitment to playing a significant role in shaping the EU's outreach to neighbouring regions and beyond.

3. Overview of Team Greece's Strategic Role

Team Greece serves as a strategic platform to enhance Greece's participation in the EU's Global Gateway strategy by aligning national priorities with EU objectives, fostering inter-ministerial collaboration, and positioning Greece as a significant player in sustainable growth and regional cooperation. The platform exploits the Hellenic Republic's strategic position, at the crossroads of Europe, Africa, and the Middle East, making it an ideal hub for implementing the EU's Global Gateway initiatives. This positioning allows Greece to bridge the advanced capabilities of Europe with the emerging needs of neighbouring regions.

- **Strategic Connectivity:** Greece's transport and energy networks, enhance its role as a gateway for EU trade with Asia and Africa. Its proximity to the Middle East and North Africa enhance its potential to become a globally important transport and energy hub.
- **Cultural and Historical Ties:** Shared historical and cultural affinities with countries in the Balkans and the Black Sea region strengthen Greece's role in building trust and collaboration.
- **Sectoral Opportunities:** Greece can serve as a pilot region for expanding Global Gateway sectors, including energy, transport education, health and digital infrastructure, enabling cross-regional knowledge transfer.

Sectoral Expertise

Team Greece demonstrates extensive sectoral expertise through its multidisciplinary representation and strategic focus areas. Formed under the auspices of the Greek Ministry of Foreign Affairs, it integrates stakeholders from diverse government ministries and associated bodies. Key areas of expertise include infrastructure development, digital transformation, health systems, environmental sustainability, and education, reflecting Greece's priorities within the EU's strategic objectives. Members bring specialized knowledge in fields such as broadband communications, renewable energy, logistics, public health, and international educational exchange. Collaboration with financial institutions such as the [European Investment Bank \(EIB\)](#) and the [European Bank for Reconstruction and Development \(EBRD\)](#) underscores its capacity to leverage financing mechanisms effectively.

Team Greece also fosters public-private partnerships, coordinating with industry representatives, and aligning national goals with EU priorities. Regular consultations with business advisory groups and national teams from other EU member states ensure the integration of best practices and collective strategies. Through semi-annual meetings and dynamic task force engagements, the following sectoral expertise is prioritized, reflective of the overall areas where alignment with the EU Global Gateway is prioritized:

- **Renewable Energy Leadership:** Greece has become a regional leader in green energy transitions, particularly solar and wind energy. It also aspires to emerge as an energy and transport hub. Collaborations with EU initiatives like [REPowerEU](#) and its advanced wind farms can serve as models for sustainable projects under the GG framework.
- **Digital Transformation:** Greece's [Ministry of Digital Governance](#) has spearheaded nationwide digitization efforts, from public service platforms to high-speed broadband expansion, which can inform digital network projects in partner countries regions.
- **Health and Education Initiatives:** Recent reforms and investments in healthcare infrastructure and education innovation position Greece as a regional model. The inclusion of ministries specializing in these areas within "Team Greece" highlights their role in extending expertise to beneficiary countries, addressing disparities, and enhancing workforce capacity.

4. Expanded Collaborative Models

Team Greece serves as a dynamic platform for an expanded collaborative model, bringing together government ministries, financial institutions, and private sector entities. By integrating expertise across various sectors (current and future priorities) it fosters policy coherence and multi-sectoral initiatives. Engaging with EU bodies like DG INTPA and DG NEAR and collaborating with institutions such as the EIB and EBRD, Team Greece provided an expanded collaborative model, linking all key institutions in the Global Gateway ecosystem. Its partnerships with other EU member states further promotes knowledge sharing, best practices, and joint programs, paving the way for scalable, impactful collaborations.

Public-private collaboration models such as ‘Team Greece’ is an instrumental model aimed at aligning national strategies with the European Union’s *Global Gateway* initiative. Similar frameworks in other EU countries facilitate internationalization and economic growth, with a short comparative overview of other EU Member State approaches are provided below:

Comparative Overview of Public-Private Collaboration Models			
Country	Model Name	Structure and Operational Approach	Key Activities and Service Offer
Finland	<i>Team Finland</i>	Team Finland functions as a dedicated national platform G2B structure with a wide network of all relevant public actors (Ministry for Foreign Affairs, Ministry of Economic Affairs and Employment, Business Finland, Finnvera, Centres for Economic Development, etc.). To enhance Team Finland’s Global Gateway offer, in 2023 a Global Gateway Taskforce was established, chaired by an Envoy (at ambassadorial level). Team Finland works closely with the services offered by parallel initiatives, e.g. Business Finland and the Confederation of Finnish Industry.	<ul style="list-style-type: none"> Team Finland’s primary offer is to support companies interested in internationalization (from exporting to establishing foreign offices), in developing and executing an internationalisation plan. While Team Finland does not fund private operations directly, it directs interested parties to other available sources, particularly within Business Finland (e.g. Business Finland’s Tempo funding, Explorer funding and Talent Funding) Utilizes Business Finland’s Investor Services to introduce Finnish companies to VC-, CVC-, and PE funds in Europe. Organizes seminars for finish business networks, including on Global Gateway opportunities.
Sweden	<i>Team Sweden</i>	Sweden follows by in large the Finnish model. Support to Global Gateway engagement is anchored in existing institutions and mechanisms designed to promote the internationalization of the economy. Beyond the MFA it leans heavily on Business Sweden and the Swedish Foreign Trade Association for service provision.	<ul style="list-style-type: none"> Under Team Sweden, Business Sweden has the mandate to coordinate all Swedish actors on GG, and to gather information on GG opportunities, around which Swedish companies can monitor application rounds and tenders. Formally acts as a channel through which interested companies can engage SIDA, Swedfund, export credit agencies, or foreign delegations. Organising numerous outreach seminars for the private sector.
Germany	<i>Germany Trade & Invest (GTAI)</i>	GTAI acts as a one stop shop for German companies seeking to increase exports and improve foreign business engagements (as well as inwards investment). While pre-dating GG, GTAI has oriented itself to become the one-stop-shop for German companies participating in GG, including through a dedicated focal point at GTAI for GG related inquiries.	<ul style="list-style-type: none"> Provides a list of relevant GG calls for proposals and tenders (EC, EIB, EBRD, DFIs, etc.) on a dedicated portal. Runs a more general central information platform with market information, information on international contracting, list of focal points, events etc., of relevance for export players. GTAI draws on partnerships with various German chambers of commerce, to engage private companies.

In terms of operationalization, while not all EU Global Gateway projects are structured as public-private partnerships (PPPs), many of them leverage PPP models as a core mechanism to achieve their objectives. Tailored PPP models can be deployed to ensure sustainable financing and operational efficiency for Global Gateway projects, and they provide the ‘substance’ for substantial collaboration, in the following priority sectors:

- **Infrastructure:** Leverage Greece’s experience with transportation PPPs, such as Athens International Airport, to develop sustainable transport and logistics projects in partner countries.
- **Health Systems Strengthening:** Establish partnerships between Greek hospitals, pharmaceutical companies, and local health systems in Partner countries to enhance healthcare delivery.
- **Education Reform:** Use Greece’s digital education platforms to develop scalable, tech-enabled education.
- **Sustainable Digital Networks:** Expand high-speed connectivity through shared investments, using Greece’s broadband network expansion as a template within partner countries.

These models demonstrate the value of public-private partnerships as a model for promoting national economic interests and facilitating international partnerships within the EU framework.



5. Incentives for Private Participation

Below is an overview of the incentives and advocacy efforts being established, to encourage, de-risk and incentivize commercial capital.

Incentive Type	Description
EFSD+	This fund provides a variety of risk-sharing instruments, including guarantees and blending facilities, to mobilize up to €135 billion in public and private financing. These tools help mitigate investment risks in challenging markets, making projects more attractive to private investors.
Access to Tenders	Private companies can participate in calls for proposals and tenders published by EU institutions, agencies, and bodies. The EU Tenders Portal allows businesses to search for opportunities by country, region, and sector, facilitating involvement in Global Gateway projects.
Technical Assistance	The EU offers technical assistance to enhance the capacity of partner countries and private sector entities in preparing and implementing bankable projects. This support ensures value for money in infrastructure investments and helps create an enabling environment for business operations. Greek companies seeking EU-funded technical assistance for entering Green Growth markets (renewable energy, energy efficiency, sustainable agriculture, and circular economy) can access the MY ESPA platform. This resource provides information on various funding programs, including those supporting green energy, digitalization, and infrastructure projects. By exploring the available programs, businesses can identify opportunities for technical support and funding to enhance their competitiveness in bidding processes.
Public Private Partnerships (PPPs)	The Global Gateway strategy emphasizes collaboration between the public and private sectors. By engaging in PPPs, Greek private companies can leverage public funding and support to undertake large-scale infrastructure projects, sharing risks and benefits with public entities.
Market Access and Networking	Participation in Global Gateway projects provides companies with access to new markets and the opportunity to establish networks with local partners, governments, and other stakeholders. This can lead to long-term business relationships and further investment prospects.

These incentives and advocacy efforts are designed to create a conducive environment for private sector participation, fostering sustainable development and enhancing public services in alignment with the *Global Gateway* objectives.

Advocacy for EU-Level Support – The Hellenic Republic:

- Continues to lobby for greater EU commitment to GG projects in health and education, highlighting their critical role in achieving Sustainable Development Goals (SDGs).
- Continue to advocate for the EU to expand its funding envelope for non-energy GG projects (with a new focus on Education and Health), ensuring equitable resource allocation across sectors.

As noted above, and as expanded in the other papers, collaboration will often lead to formal PPPs being established, though the wider aim of Team Greece included strengthening public and private collaboration. The key difference is that PPPs are formal, long-term contractual agreements between public and private entities for delivering specific projects or services, while wider public-private collaboration encompasses flexible, non-contractual partnerships for broader goals like knowledge sharing, innovation, or co-financing. Where PPPs are involved the following financing instruments will be developed.

6. Team Greece Road Map & Emerging Sector Priorities

The Team Greece Roadmap, prepared by the Ministry of Foreign Affairs, provide a generic framework to enhance Greek participation, leveraging Greece's strategic geographical position, sectoral expertise, and well-coordinated stakeholder engagement. At its core, the roadmap highlights collaboration across government agencies, emphasizes a proactive approach to fostering partnerships, in key sectors such as renewable energy, digital transformation, healthcare, and education.

Strategic Meetings and Briefings

- Regular consultations with EU institutions (e.g., DG INTPA, DG NEAR) and financial organizations such as the EIB and EBRD to align priorities and discuss participation pathways.
- Stakeholder consultations with Greek enterprises, industry associations, and governmental bodies to maximize project opportunities.

Awareness and Capacity Building

- Organization of seminars, webinars, and informational events to disseminate findings on flagship initiatives and enhance the capacity of Greek enterprises to engage effectively.



- Creation of a Greek Business Advisory Group to consolidate efforts and advance flagship initiatives.

Strengthened Communication Channels

- Active outreach to embassies, economic offices, and EU representatives in partner countries to identify emerging opportunities.
- Publication of analyses and updates on flagship initiatives through platforms like Hellenic Aid.

Coordination and Collaboration

- Coordination with EU member states for knowledge sharing, joint programs, and leveraging collective expertise.

Strategic Objectives

*The following strategic objectives guide the focus on the road map: (i) **Position Greece as a Regional Player**: Leverage its expertise and regional connectivity to lead in sustainable development and regional cooperation projects (ii) **Promote Flagship Initiatives**: Drive innovation and investment in sectors such as digital transformation, energy, healthcare, and logistics and (iii) **Align National Goals with EU Priorities**: Ensure that Greek efforts contribute to the broader objectives of the Global Gateway strategy.*

By integrating these elements, Team Greece provides a solid foundation for sustainable development, while reinforcing the country's role as a proactive participant in the EU's ambitious Global Gateway agenda.

