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OUTCOME OF PROCEEDINGS

From:	General Secretariat of the Council
On:	15 June 2026
To:	Delegations
Subject:	Council Conclusions on Global Gateway

Delegations will find attached a consolidated version of the Council Conclusions on Global Gateway, approved by the Council at its 4182nd meeting held on 15 June 2026. The document consolidates the original publication and the two COR documents that were published subsequently to the original publication (addition of footnotes at paragraphs 4 and 18).

Council Conclusions on Global Gateway**A. Preamble/ Context**

1. Global Gateway is the European Union's worldwide investment strategy, to mobilise public and private resources to bridge the global investment gap across the digital, climate and energy, transport, health, education and research sectors. Grounded in European values and high standards, it supports mutually beneficial partnerships with partner countries and strengthens the Union's geopolitical role by delivering, through a Team Europe and a comprehensive 360-degree approach, high-quality, trusted, secure, and sustainable investments combining infrastructure, connectivity, enabling frameworks and policy cooperation. It aims to support partner-country priorities by fostering sustainable development and resilience, including social inclusion, inclusive growth and skills development, while advancing the Union's strategic interests.
2. The Council reaffirms that, in a context marked by growing geopolitical and geoeconomic challenges and by increased pressure on democratic governance, the global environment and economic security, Global Gateway is part of a positive and comprehensive offer of the European Union and its Member States for strategic cooperation with partner countries. This offer brings together development cooperation, foreign and economic policy, trade and investment, to address shared global challenges, support sustainable development, resilience and human development, and contribute to strengthening the Union's strategic autonomy, competitiveness, economic security, in an open economy, through mutually beneficial partnerships.

3. The Council welcomes that the Global Gateway strategy has become an integral part of the Union's external action, having expanded significantly in operational scope and visibility and mobilising substantial resources. It supports the EU's engagement with partner countries, as part of the wider set of external action instruments, together with other development cooperation actions contributing to EU Official Development Assistance. Recalling its policy-setting role, the Council intends to provide clear political direction for the future evolution of the strategy as it enters its next phase. EU actions should support complementarity and coherence across the different areas of the Union's external action, including, where relevant, the Common Foreign and Security Policy (CFSP).
4. The Council recalls that the Global Gateway strategy is based on democratic values and high standards, including good governance and transparency, respect for the rule of law, human rights and gender equality, environmental and social sustainability. It further underlines that Global Gateway is implemented through equal and mutually beneficial partnerships driven by the needs and priorities of partner countries and reflecting the strategic interests of the European Union including its outermost regions¹, which as fully fledged EU regions, are an integral part of the EU, and the overseas countries and territories associated with the EU. It stresses the need to consolidate and scale up progress in order to deliver high-impact, transformative, sustainable and mutually beneficial outcomes for the European Union and its partner countries.

¹ Article 349 of the Treaty on the Functioning of the EU recognises the specific constraints of the Outermost Regions and provides for the adoption of specific measures in this regard, as exemplified by the Council Conclusions of 21 June 2022 on the Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee, and the Committee of the Regions titled "Putting People First: Securing Sustainable and Inclusive Growth, Unlocking the Potential of the EU's Outermost Regions".

5. The Council recognises the geoeconomic challenges faced by the European Union, its Member States and partner countries, including vulnerabilities in supply chains and access to critical raw materials and other strategic inputs, and underlines the importance of Global Gateway initiatives that advance the Union’s geopolitical priorities and contribute to a secure and stable environment for investments. At the same time, such investments should create opportunities for European companies, including through meaningful participation of SMEs, and support the sustainable economic development of partner countries, including by contributing to the diversification of supply chains. The Council further underlines that Global Gateway should remain fully aligned with the rules-based international order and global commitments, including the 2030 Agenda and its Sustainable Development Goals (SDGs), the Paris Agreement, the Kunming–Montreal Global Biodiversity Framework and the Seville Commitment on Financing for Development.

B. Strategic Vision and Objectives

6. The Council emphasises the importance of fostering mutually beneficial partnerships that contribute both to the sustainable development and resilience of partner countries, including in fragile contexts and least developed countries, and to the strategic interests of the Union. It underlines that Global Gateway has to be implemented through a comprehensive 360-degree approach, combining transformative infrastructure with enabling environment reforms, including regulatory frameworks, skills development and institutional strengthening, in order to maximise long term development impact, resilience, social cohesion and visibility. The Council stresses that Global Gateway can be applied across all partner countries, while noting that, in situations of fragility, it should appropriately complement the other dedicated approaches and tools. When operating in fragile settings, Global Gateway actions should be tailored to the context and based on risk-informed and conflict-sensitive approaches in line with the do-no-harm principle.

7. The Council stresses the focus of Global Gateway investments in its priority sectors, with an emphasis on where the Union has comparative advantages and partner demand is strong, notably digital transformation and secure and trusted connectivity, renewable energy, transport corridors and health systems, education and research. The Council underlines the importance of cooperation with partner countries on critical raw materials on a mutually beneficial basis, promoting local value and decent job creation, sustainability and inclusive local development, EU secure and sustainable supply chains, and the highest environmental and social standards. In addition, the Council underlines the importance of cooperation in sectors with beneficial impact on development, for instance agriculture, water and sanitation.
8. The Council highlights the Team Europe approach, as the backbone of Global Gateway delivery. It also recognises the central role of EU Delegations, Member States' Embassies and coordination with capitals in leading political and policy dialogue as well as coordinating with local stakeholders throughout the project cycle, ensuring that Global Gateway implementation is carried out in full respect of partner country ownership and grounded in mutually beneficial and equitable partnerships. The Council also invites the Commission to propose options to streamline the identification of Global Gateway flagship projects, in full respect of established formats and procedures.

C. Governance and Coherence

9. The Council recalls its key role in setting Global Gateway policy priorities in line with the Union's strategic priorities and in ensuring their consistency and effectiveness. Based on the overall political and strategic steer set by the European Council, the Council will provide political guidance on the thematic and geographical priorities of Global Gateway and on its integration into the Union's external action. The Council urges the Commission to ensure the early, systematic and meaningful involvement of Member States throughout the planning, selection and evaluation of Global Gateway actions, including through structured consultations.
10. The Council recognises the role of the Global Gateway Board in providing strategic guidance and taking stock of the implementation of the Global Gateway strategy, in support of the political orientations set by the Council, and in overseeing, monitoring and evaluation. The Council calls on the Commission to convene the Board at least once a year, whenever possible back-to-back with the Foreign Affairs Council in its relevant composition, and to ensure the timely and substantive preparation of its meetings and agendas in the appropriate Council preparatory body. The agendas of Board meetings should focus on issues of clear political relevance and allow for strategic discussions, including on the implementation of the strategy, between the Commission, the High Representative for Foreign Affairs and Security Policy and Member States.

11. The Council notes that the current governance arrangements may be reviewed in light of the governance of any future EU external action instruments.
12. The Council underlines the importance of transparency and effective cooperation across all Global Gateway governance structures. It strongly encourages the Commission to ensure closer, regular and effective involvement of the Council and Member States in the work of the Business Advisory Group (BAG) and the Civil Society and Local Authorities Advisory Platform (CSO/LA Platform). The Council further calls for a clear articulation of the roles of the BAG and CSO/LA Platform, and of their relationship with the Global Gateway Board and Member States.
13. The Council calls on Member States and the Commission to report regularly on the progress of the implementation of Global Gateway, with full transparency on mobilised funding, including the contribution to the EU policy objectives and interests, and the implementation of Global Gateway initiatives. Such reports should be standardised and inform the discussions of the Global Gateway Board. The Council further underlines the importance of Global Gateway financial reporting by all Team Europe actors in a timely, clear, transparent and structured manner.
14. The Council encourages coherent engagement of development finance institutions, public development banks, private sector actors, international cooperation agencies, export credit agencies and implementing agencies under the Team Europe approach and Team National, ensuring openness, non discrimination and responsible business conduct.

15. The Council underlines the importance of a whole of Commission approach to ensure a coherent implementation of the Global Gateway strategy across its services and through EU Delegations in partner countries. The Council welcomes the continued establishment and strengthening of Member States' "Team National" coordination structures in a whole of government approach, bringing together different Member State actors, including in the fields of foreign affairs, development, finance, trade and private sector, and linking them systematically with the Team Europe approach and Global Gateway delivery.

D. Local Ownership and mutually beneficial Partnerships

16. The Council reaffirms the importance of local ownership and alignment with partner country priorities, including their national sustainable development plans as well as early and continuous meaningful engagement with national, regional, and local authorities, regional organisations, civil society and social partners throughout the project cycle. Consultation with such actors can mitigate risks and boost Global Gateway project sustainability. Global Gateway corridors should be country and region driven, informed by political economic analysis and consultation at national and cross-border levels, and should support regional strategies and cross-regional corridors to strengthen policy convergence, sustainability and regional integration.
17. The Council stresses the need for enabling environments, civil society participation, strengthening of local regulatory, institutional and technical capacities as well as respect for the rule of law and good governance, including transparency and accountability, throughout the project cycle to ensure sustainability, local value creation and lasting development impact. Particular attention should be given to local development of skills and training of human resources, including for maintenance capacity.

18. The Council recalls the Busan development effectiveness principles² of ownership, focus on results and alignment, transparency, mutual accountability and inclusive partnerships, and underlines their application across Global Gateway. The Council also highlights the added value of Global Gateway in its commitment to responsible and transparent financing, providing a sustainable offer that secures long-term viability and safeguards partners against debt vulnerabilities.

E. Private Sector Engagement and Small and Medium sized Enterprises (SMEs)
Participation

19. The Council underlines the central role of the private sector, including SMEs from Member States and partners, in delivering Global Gateway, including through mobilisation of private capital, technical expertise and the development of sustainable value chains. In this context, the Council underlines the importance of appropriate tools, methods and safeguards to ensure the confidentiality of companies' sensitive information across the project cycle to facilitate private sector engagement.
20. The Council welcomes the operationalisation of the Global Gateway Investment Hub and the relevant private sector engagement initiatives in all geographic areas, as predictable entry points and coordination mechanisms for the EU private sector. In this context, it underlines the importance of ensuring coherence and common standards for private sector actors and calls on the Commission to further enhance their coordination. The Council further calls on the Commission and Member States to strengthen efforts to involve the private sector in the implementation of Global Gateway and to clarify the concrete financial and non-financial benefits they provide.

² As outlined by the Busan Partnership for Effective Development Co-operation.

21. The Council calls for improved access for EU SMEs to Global Gateway investment opportunities through early involvement and accessible and timely information on projects and procurement, including through regular and timely publication of upcoming opportunities via the Global Gateway Investment Hub and EU Delegations. This should also apply to the other relevant private sector engagement initiatives in all geographic areas covered by the Global Gateway Strategy. The Council further calls for reduced administrative and financial barriers, early stage and targeted project preparation, as well as matchmaking and appropriate risk mitigation tools to facilitate EU SMEs participation.
22. The Council invites the Commission and Member States to ensure that implementing partners benefitting from EU funding for external engagement strengthen strategic procurement policies and practices that foster fair competition and a level playing field, including in situations where EU companies face limited access to external markets, in particular through the effective use of standards and in full respect of relevant international trade rules and the United Nations (UN) Guiding Principles on Business and Human Rights.

In this context, the Council underlines the need to safeguard fair competition in Global Gateway investments by addressing market distortions and ensuring that procurement processes are not undermined by circumvention of international rules or the submission of structurally subsidised bids, including, where necessary, through targeted and risk-based measures in strategic sectors in line with the Union's strategic interests. The participation and the mobilisation of private sector entities from Member States should be supported,

whenever possible, including through the broader use of rated criteria focusing on value, quality, sustainability and resilience, and promoting the application of high standards by all implementing actors. These practices must also safeguard economic security, enhance local value creation and employment opportunities in partner countries, as well as strengthen the EU's competitiveness and strategic autonomy in an open economy, and also reduce high-risk dependencies in critical sectors.

23. The Council underlines that Global Gateway's infrastructure investments should adopt the highest social, environmental and labour standards that are in line with EU values and take place in full respect of international law.

F. Effective Multilateralism

24. The Council reaffirms its commitment to upholding the UN Charter, the 2030 Agenda and underlines the importance of supporting partner countries in their progress towards the SDGs, including its engagement in least developed countries and fragile contexts. It further reaffirms the Union's steadfast commitment to effective multilateralism as a crucial enabling environment for international development and for Global Gateway implementation and to the rules-based international order with the UN at its core. It encourages close cooperation with the UN system, the World Trade Organisation and the Organisation for Economic Cooperation and Development (OECD), international financial institutions, regional development banks, like-minded partners and other relevant development actors.

25. The Council stresses the importance of working with the OECD, G7 and G20 to promote high standards on transparency, rule of law, debt sustainability and environmental and social safeguards, as well as to ensure a level playing field while avoiding fragmented or duplicative infrastructure investment offers from the EU, its Member States, and like-minded partners.
26. The Council underlines that Global Gateway should contribute to global and regional public goods and remain aligned with global commitments on financing for development, transparency, sustainability and debt management, notably in line with the Seville Commitment on Financing for Development.

G. Strategic Use of EU Financial Instruments, Competitiveness and Economic Security

27. The Council recognises the central role of financial instruments such as guarantees and blending in mobilising sustainable investments for Global Gateway projects, and underlines the coherent deployment of the full EU toolbox, including technical cooperation, to deliver a competitive and predictable offer aligned with partner priorities and EU strategic interests.
28. The Council underlines the need for synergies and complementarity between external and internal financing instruments, including to support EU competitiveness, safeguarding the integrity of Official Development Assistance (ODA) eligible operations and ensuring transparent use of ODA and other resources. It stresses the importance of transparency and accountability in the use of financial instruments.

29. The Council encourages enhanced coordination between implementing agencies, Development Finance Institutions (DFIs) and Export Credit Agencies (ECAs), where appropriate and consistent with international rules, to support strategic sectors and projects, resilient and diversified value chains and secure infrastructure, while maintaining high environmental and social standards.
30. The Council underlines that strengthening the Union's economic security must rely on mutually beneficial partnerships that respect partner-country ownership and the interests of the EU. Global Gateway should be implemented in a strategic manner that ensures coherence with EU policies, strengthens the Union's resilience, security and competitiveness, reinforces delivery capacity, reduces high-risk dependencies, safeguards critical sectors and infrastructure, and supports the provision of high-quality and reliable offers in partner countries in a manner consistent with the Union's strategic interests and legal framework.
31. The Council welcomes targeted EU financial support to leverage operations of EU financial institutions and private sector in support of Global Gateway implementation. All Member States, also those without ECAs and/or DFIS, should have access to the respective EU-level funding so that they can participate effectively in Global Gateway. The Council further supports efforts towards new, budget neutral EU-level financing and guarantee tools to support operations of EU export credit agencies contributing to the implementation of the Global Gateway and the enhanced coordination of EU financial tools. These solutions should be simple and specifically tailored to support EU ECAs, ensuring additionality and complementarity to existing national systems, and that all Member States and their businesses, including SMEs, can participate effectively in Global Gateway.

H. Strategic Communication

32. The Council stresses the importance of a clear, consistent, fact-based, transparent and coordinated communication by all Team Europe actors to be implemented across all partner countries and regions, as well as in Europe, particularly around key missions, summits and milestones, to enhance Global Gateway's visibility, prevent and counter potential disinformation on Global Gateway and consolidate its recognition as a trusted brand with the ultimate objective of strengthening the recognition and credibility of the EU. It also emphasises the importance of effectively engaging audiences in partner countries through targeted communication campaigns to maximise the visibility of Global Gateway.
33. The Council stresses that communication on Global Gateway should convey a coherent narrative, based on branding guidelines, that reflects its role in advancing the Union's wider external action and strategic priorities, as well as its contribution to shared prosperity, improved connectivity and sustainable development. It also calls for a partner-centred approach focused on concrete results and mutual benefits, tailored to regional and national contexts, as well as targeted audiences.
34. The Council encourages strengthened joint communication efforts on Global Gateway, coordinated by EU Delegations, including on the basis of shared communication material, and conducted jointly with Member States to optimise outreach. Where relevant, Member States should integrate Global Gateway in their respective outreach, ensuring consistent yet differentiated messaging.

I. Cross cutting Synergies

35. The Council underlines the need to ensure synergies and coherence between EU external action and relevant internal policies across competitiveness, trade, digital, climate and energy, transport, health, education and research, while preserving distinct mandates and avoiding duplication and fragmentation.
36. The Council recalls the importance of integration of horizontal priorities, namely, climate and environmental sustainability, poverty reduction, agriculture and nutrition, gender equality, health, human rights, education, skills development and decent work, digital inclusion and the protection of cultural heritage across design, implementation and monitoring, and encourages structured exchanges of experience across regions and sectors to replicate successful models.
37. The Council encourages stronger alignment between Global Gateway investments and the Union's trade and industrial policy instruments, enhancing market access, investment facilitation, regulatory convergence, and sustainable supply chain integration to maximise the development and economic impact of Global Gateway projects.

J. Way Forward

38. The Council remains committed to advancing Global Gateway as a core element of the Union's external action, particularly in a geopolitical context marked by increased fragmentation, instability and competition.

39. The Council calls for continued structured dialogue with partner countries and all relevant actors at every level, on Global Gateway priorities, delivery and implementation. It looks forward to continued discussions on improving the governance structure, including the roles and interplay between its different elements. The Council underlines the importance of enhanced cooperation between EU Delegations and Member States to ensure coherent implementation and strengthen strategic communication.
40. The Council encourages governance and delivery arrangements that ensure political and strategic steering by the Council, effective coordination and timely exchanges within the Global Gateway Board. The Council further stresses the importance of clear and transparent criteria for project selection, regular and more uniform reporting, a strengthened focus on project preparation and timely implementation, and the monitoring of milestones and impact.
41. The Council calls on the Commission to conduct regular stocktaking of progress on Global Gateway implementation based on reporting provided by all Team Europe members, to provide investment and policy guidance for the Global Gateway implementation in the relevant regions. Such stocktakes should provide a clear overview of funding committed, investments mobilised, communication efforts, as well as lessons learned and best practices, including from flagship projects, and should be presented ahead of meetings of the Global Gateway Board. The Council underlines the need to reflect on the progress and potential improvements in the delivery of the Global Gateway strategy. The Council also calls for a transparent methodology to assess development outcomes, resources mobilised and contributions to the Union's strategic interests.
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