

A satellite map of Europe is shown in the background, with landmasses in green and yellow and surrounding waters in dark blue. The map is slightly tilted and serves as a backdrop for the text.

Presenting the role of Team National: best practices and the TA mission in support to the operationalisation of Team Romania

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CONTENT of the PRESENTATION

- ☐ Origination of the concept of Team National (examples from different Member States)
- ☐ Current state of play in the Member States
- ☐ Best practices and examples
- ☐ Objectives of the TA mission

Origination of the concept of Team National

Link with Global Gateway

EU Development Directors-General meeting of 14 June 2024, called for “*Member States to set up a ‘Team National’, to ensure a whole-of-government approach to Global Gateway implementation and to use this space/mechanism to identify ideas for strategic priorities/flagship projects and to engage with the private sector (incl. small and medium-sized enterprises)*”

Independently from Global Gateway

Example 1 Team Finland (established in 2013): “*Team Finland network provides businesses with a smooth service chain, ranging from advice services to funding. The network offers tailor-made service packages for companies' internationalisation needs based on the services provided by the network actors.*” (source: <https://www.team-finland.fi/en/about-team-finland>)

Example 2 Team Sweden (established in 2015): “*Team Sweden is a government-initiated way of working and collaboration platform that brings together authorities, state-owned companies, regions and industry partners to strengthen Swedish exports, investments and international business opportunities. Team Sweden is not a formal organisation, but a coordinated approach designed to make Sweden's trade and investment promotion more coherent, business-oriented and transparent.*” (source: <https://www.teamsweden.se/>)

Team Nationals: current state of play (1)

Establishment of a Team National varies significantly across Member States, and is rapidly evolving:

- Member States with a comprehensive / coordination and support coordination mechanism
- Member States with a developing institutional set-up
- Member States who have taken some initiatives but haven't yet developed a coordination mechanism
- Member States who have not yet established a structure or mechanism

- **Impetus given by the announcement of a GG Investment Hub at the GG Forum in October 2025, where Team Nationals are given a specific role in the identification process and endorsement of GG projects**
- **A Team National contact point in each MS**

Team Nationals: current state of play (2)

- Reference to a “Team National”: new, increasingly officially used, evolving. Not all MS refer to it spontaneously and give it visibility, even if they work as a “Team National”.
- Some examples of MS with established Team National (not exhaustive):
 - “Team Finland” and “Team Sweden”
 - “Team Slovakia” established in 2021 to support the internationalisation of the economy
 - “Team Greece” established by a decree in January 2025.
 - “Team Poland for Ukraine” formalised in July 2025, “Team Poland” increasingly used.
 - “Team Austria” established in December 2025
 - “Team Slovenia” officially launched in February 2026
 - “Team Netherlands” officially launched in February 2026

Team National: best practices and examples (1)

➤ Leadership:

In majority of instances, MFA; within MFA, in some MS, under the Development Cooperation unit, or the unit in charge of economic affairs, or EU affairs.

In some MS however, the responsibility is shared, with economic and/or trade entities also playing a leading role. Spain: GG oversight anchored into the Directorate general for international trade and Investments in the Secretariat of State for Commerce. In Sweden, Business Sweden is leading with the MFA.

In some MS, the Office of the Prime Minister is involved in the leadership – in Italy, leading political role in the context of the implementation of the Mattei Plan; in France coordination role as on all EU matters.

➤ Entities and organisations involved:

- ❑ A lot of similarities among MS:
 - MFA and ministries in charge of the economy and of finance
 - Line ministries (in most of instances on a case-by-case basis)
 - DFIs and ECAs (in MS where there are some)
 - International trade and/or investment agencies
 - The private sector (chambers of commerce, business associations); **but:** differences lie in the degree of involvement

Team Nationals: best practices and examples (2)

➤ Coordination mechanisms:

- a formal group (structured Team National),
- in a few MS, appointment of a high-ranking foreign service officer (ambassadorial level) to oversee and coordinate national GG engagement (Finland, Sweden),
- an informal group,
- ad hoc meetings (loose and irregular coordination)

➤ Engagement with the private sector:

- Inclusion of the business community (Chamber of commerce, business association) in the Team National
- Outreach mechanisms, such as inviting the business community for all or some meetings of Team National, or inviting specific businesses depending of agenda of meeting and / or local context

Team Nationals: best practices and examples (3)

➤ **Services provided:**

Currently, differences in the scope of services provided, depending on the state of advancement of the Team National and local context

- **Endorsement role for the GG Investment Hub (DG INTPA, ENEST):** screening (GG criteria)
- **Constructing investment proposals:**
 - **from providing information:**
 - sensitizing the national private sector on the GG strategy
 - regular information sharing among the national stakeholders by convening ad hoc information / consultative meetings
 - systematic provision of updated practical information (one-stop-shop, access to information on GG opportunities incorporated in existing platforms)
 - **to supporting (including financially) national businesses in their international investment projects:**
 - offering a package: not only access to market intelligence and opportunities, but also access to financial support - loans, guarantees, and export credit guarantees.

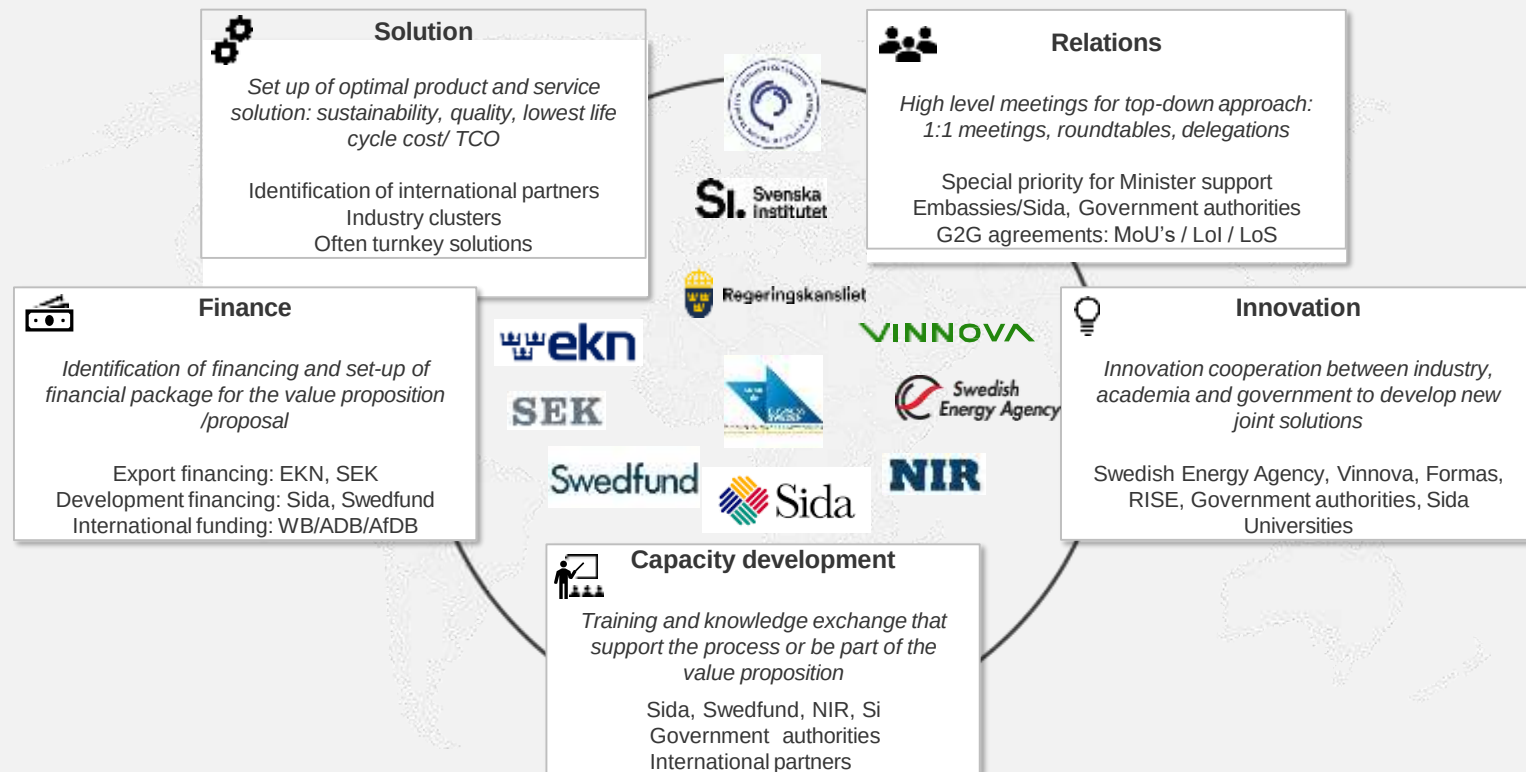
Team Nationals: best practices and examples (4)

➤ Examples:

- 1/ Sweden (extracted from a presentation by Team Sweden)
- 2/ Finland (Presentation by FINNVERA)
- 3/ Netherlands

Team Sweden ensures a winning proposition together with Swedish companies

The Team Sweden toolbox – five key dimensions for competitiveness



SERVICE PATH OF INTERNATIONALISATION SERVICES FOR FINNISH COMPANIES

We support your company's competitiveness and opportunities to achieve significant international growth.

team
FINLAND



Team Nationals: best practices and examples (7)

Example: Team Netherlands

➤ Composition

Netherlands Enterprise Agency (RVO): trade promotion organisation

FMO: Development finance institution

Atradius Dutch State Business: Export credit agency

Invest International: financial institution

VNO-NCW: Confederation of Netherlands Industry and Employers

Dutch government

For internationalisation of the economy, the Dutch apparatus includes an Ambassador for Business and Development (in place before launch of TN)

➤ Services offered

Dedicated internet RVO portal offers:

1/ key information on Global Gateway and Investment Hub, and link to RVO advisory services (which existed before the launch of Team NL); advisory services cover among others:

- Tailor-made country information: from country comparison to market exploration;
- Tailor-made business partner support: identification of suitable partners, and connection;
- Information on grant and funding opportunities;
- Information on legislation, export rules and product requirements.

2/ information on Global Gateway tenders and calls for proposals (with link to EC relevant webpages)

Objectives of the TA mission (as stated in the ToR)

➤ Overall objective:

- To strengthen Romania's engagement in the implementation of the Global Gateway strategy with a focus on the national coordination platform (Team Romania) and its engagement & coordination with relevant domestic stakeholders (e.g. private and public sector entities), EU institutions, other Team Nationals and Team Europe.

➤ Sub-objectives:

- Map and review the RO Government and Private Sector response to the EU Global Gateway strategy.
- Identify institutional, financial and operational gaps affecting Romania's participation in Global Gateway initiatives.
- Provide recommendations to the relevant RO authorities to increase the efficiency of Team Romania, including, where relevant, lessons learnt from other Team Nationals.
- Improve RO's ability to identify, prepare and promote bankable Global Gateway investment projects.
- Improve RO's alignment to the EU institutional architecture and financial mechanisms available for the Global Gateway Strategy.

Activities of the TA mission (as stated in the ToR)

➤ Operationalisation of Team Romania

- Review the interplay between public institutions and private sector organisations for the internationalisation of the economy and the achievement of sustainable development in partner countries.
- Map national policies, programmes and financial mechanisms relevant for GG engagement in partner countries.
- Map functional competencies and roles of the key institutional stakeholders involved in GG implementation with a view to their interplay in relation to GG projects' pipeline origination.
- Identify potential capacity building needs in terms of GG engagement amongst the relevant public entities.
- Elaborate recommendations for strengthening of Team Romania's structures and coordination mechanisms.
- Highlight good examples that other Team Nationals have experienced and that could also be applied by Team Romania.

➤ Private sector engagement

- Elaborate recommendations for Team Romania to identify, process and endorse GG project proposals (including within the framework of the Global Gateway Investment Hub).
- Elaborate recommendations to enhance Team Romania's capacity to engage with private sector actors in order to share GG opportunities and Commission support in this regard.

➤ Engagement with other Team Nationals

- Elaborate recommendations on ways to build partnerships and to identify opportunities for strategic cooperation with other Team Nationals, including on (joint) project origination, with a view to "*Team Europeanisation*" of investment proposals, and
- Elaborate recommendations on strengthening the relationship between Team Romania and Team Europe.

Deliverables of the TA mission (as stated in the ToR)

1/ Diagnostic report highlighting strengths and areas for improvement of the process in place.

2/ Recommendations with different follow-up options and concrete proposals for next steps to strengthen, inter alia:

- institutional architecture of Team Romania
- engagement with the private sector, including with a view to enhance project origination to the GG Investment Hub.
- policies, financial instruments and support programmes relevant to Global Gateway implementation.
- engagement with EU institutions and other Team Nationals with a view to develop bankable joint initiatives within the Team Europe approach.

Thank you !

Q/A

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