

MISSION LETTER

Brussels, 1 December 2024

Ursula von der Leyen
President of the European Commission

Jozef Síkela

Commissioner for International Partnerships

Dear Jozef,

The Commission we will serve in together will be called upon to make choices that will shape our Continent and our Union for years and decades to come. In a time of great global instability and great expectations of Europeans, we must live up to that responsibility. **We must deliver and lead from the front**, working closely with the people and regions of Europe and the parliaments, governments and institutions that serve them.

This was the spirit of the Political Guidelines which I presented to the European Parliament in July 2024 – our common plan for European strength and unity. It focuses on ensuring our **security** in every sense in a more dangerous and turbulent world, on supporting people and citizens by strengthening our **prosperity**, our social market economy, green and digital transitions and sustaining our unique quality of life. We will strengthen our **democracy**, rally around our values and ensure that we are stronger at home. We will work with our partners and better assert our interests around the world.

Together, we will respond to the real and legitimate concerns and expectations that Europeans expressed at the last elections. We will be closer to people and businesses where it really matters with practical support and sustained investment. We will strive to **make Europe faster and simpler** in the way that we act – and in the way we interact with people. And we will work towards European unity at every turn, starting from within our College.

I am convinced that your experience, motivation, and European commitment will be an essential part of this team. This letter sets out my expectations for our collective work, as well as for your own mission.

New Commission, new approach

The priorities that I have set out in the Political Guidelines are not standalone areas of work. They are all connected and they will all impact each other. The same will be true for the work of the College as a whole and for each of its Members working together in a spirit of **collegiality**. I expect every Member of College to take **full ownership** of what is agreed.

Every Member of College is equal and every Member of College will have an equal responsibility to deliver on our priorities. With this in mind, I expect cooperation at all levels and for you to take an active role across all priorities and to facilitate access to your services where other Commissioners' responsibilities require it.

You will work with myself and the Commissioner for Budget, Anti-Fraud and Public Administration for a **simpler, more focused and responsive long-term budget** that reflects European strategic priorities and our ambition to be an **Investment Commission**.

Given the transformative nature of the next long-term budget – and in order to adapt to our modern approach and new spending priorities – **I will review the structure of the College and the missions** of each Member of College.

I would also like you all to play an active role in **supporting candidate countries to prepare for joining our Union** in your respective policy areas. I count on you when it comes to the pre-enlargement policy reviews and for our broader **ambitious reform agenda**.

I expect you to all contribute to achieving our agreed climate objectives, notably those set for 2030 and the climate neutrality goal for 2050.

As we head to 2030, each Member of College will ensure the delivery of the EU targets and objectives defined for that year, as well as of the **United Nations Sustainable Development Goals** within their policy areas. The College as a whole will be responsible for the overall implementation of the Goals.

Beyond what is listed in your individual mission below, I would like all Members of College to draw on recent or upcoming reports. This notably includes the **Draghi Report** on the future of European competitiveness, the **Niinistö Report** on how to enhance Europe's civilian and defence preparedness and readiness, the report from the **Strategic Dialogue on the future of EU agriculture**, as well as the **Letta report** on the future of the Single Market.

Working together for Europe, working closer to Europeans

To ensure trust and confidence of Europeans, I also want the College to lead when it comes to openness, transparency and representation.

First, **this Commission will strengthen its relationship with EU institutions**. I expect all Commissioners to be present in the European Parliament, both in plenary debates, in Committee meetings and in trilogues. Equally, I expect all Commissioners to engage with Member States and participate in the relevant Council formations. This is essential for ensuring accountability and better communicating our work and our planning.

I will ask you to organise a **structured dialogue** with your respective Parliamentary Committee to chart a way forward for any Article 225 Resolutions adopted by the Parliament calling for legislative proposals. This will be part of our work in ensuring **transparency and information flow** with the Parliament and Council, notably before major events and at key stages about international negotiations.

Second, this Commission will be **more present on the ground, more often and in more regions**. I would like you to visit Member States regularly. I encourage you to go local, visit places and meet Europeans from across our Union, including in cities, rural and sparsely populated areas. Our network of Representations will support you in this. You should meet with representatives from regional or local areas, notably relying on our network of EU Local Councillors, and to give **more visibility to EU projects** making a difference to people's lives on the ground. When engaging with our international partners you will also be supported by our network of EU delegations around the world.

I expect you to **actively communicate** on the Commission's actions and decisions and explain the benefits and opportunities stemming from our work. You should also help **tackle disinformation**, notably by providing clear and accurate information at all times.

Third, this Commission will start **a new era of dialogue** with citizens and stakeholders. You should organise a first edition of the **annual Youth Policy Dialogues** within the first 100 days so that young people can be heard and can help shape your work.

This will be part of our work in embedding **citizen participation** in our work. We will build on the Conference on the Future of Europe to instil a true and **lasting culture of participative democracy**. We will choose policy areas and proposals where recommendations from a European Citizens' Panel would have the greatest value and follow up on their proposals.

Fourth, every Member of College must show a **true European commitment** beyond doubt and be fully independent in their action. I expect full adherence to all applicable integrity, impartiality and ethical rules from all, starting with the **Code of Conduct**. You will ensure that the rules on transparency and meetings with interest representatives are fully respected, including for your staff and services. We will **strengthen our**

transparency system by extending the requirements of the Transparency Register to all managers.

Fifth, we will ensure that the Commission becomes **more representative** of the people we serve. We have made a lot of progress in terms of gender balance across management but there is clearly more to be done. Reflecting the EU's strength in diversity, your Cabinet should ensure **gender and geographical balance**.

While the Berlaymont will remain your primary headquarters, you will also have an office within your Directorate-General and be expected to be present on a regular basis to **work closely with your staff and services**. We will collectively ensure that the Commission is an inclusive, respectful and safe workplace.

Making Europe simpler and faster

The success of this new Commission will be measured against our ability to meet the targets and objectives we set, notably as part of the **European Green Deal**.

You will be responsible for the delivery of the policy objectives and targets within your portfolio. To achieve this, you should make full use of all instruments for implementation and enforcement, including infringement proceedings.

You will ensure that existing rules are fit-for-purpose and focus on reducing administrative burdens and simplifying legislation. You must contribute to reducing reporting obligations by at least 25% – and for SMEs at least 35%. You should leverage the power of digital tools to deliver better and faster solutions. We must listen to all companies and stakeholders who work on a daily basis to comply with EU legislation. You will organise at least two **Implementation Dialogues** per year with stakeholders to align implementation with realities on the ground. You will prepare an **Annual Progress Report on Enforcement and Implementation** for your respective Parliamentary committees and Council formations.

You will also work to **stress test the EU acquis** and table proposals to eliminate any overlaps and contradictions and be fully digitally compatible, while maintaining high standards.

New legislation must ensure that our rules are simpler, more accessible to citizens and more targeted. You will ensure the principles of **proportionality, subsidiarity and Better Regulation** are respected, including through wide consultations, impact assessments, a review by the independent **Regulatory Scrutiny Board** and a new **SME and competitiveness check**. Proposals must be evidence-based and the Joint Research Centre, our internal scientific service, can support you in that work.

Your mission

I would like to entrust you with the role of Commissioner for International Partnerships.

Europe's international partnerships are crucial for our prosperity, resilience and security. In recent years, the EU has maintained its unwavering commitments on development and on the eradication of poverty, while taking a more and more assertive approach in aligning its interests with its partnerships in a more contested and unstable world. It is essential that we continue this work as part of our economic foreign policy to ensure we create long-term, mutually beneficial partnerships, investing in a common future with our partners and committing for the long-term. You will work closely with the High Representative/Vice-President on these matters.

- You will strengthen Global Gateway to ensure it puts forward the most attractive integrated offer to our partners including on infrastructure investment, trade and macro-economic support. Your task will be to **take Global Gateway from start-up to scale-up** and ensure the programme's role in supporting global connectivity and investment until 2027 and beyond. You will refine and accelerate the offer the EU makes to its partners and ensure faster disbursement of funds where possible.
- You will continue building on the **Team Europe approach**, by aligning approaches and mobilising resources from Member States, public development banks and development finance institutions, the European Investment Bank, the European Bank for Reconstruction and Development, export credit agencies, and the private sector.
- I would also like you to invest in **making Global Gateway a trusted and quality brand** throughout the world. I would like you to put in place an effective and visible tracking and reporting of Global Gateway, including on the mobilisation of private funding, and **measuring impact and results** of investments, notably when it comes to human rights and political freedoms.
- I would like you to strengthen **transparency and communication**, both to inform EU stakeholders and taxpayers but also to raise the profile and interest of the program among partners, taking into account a global context of rising disinformation. You will **strengthen stakeholder dialogue** in the EU and partner countries.
- You should work to ensure that partnerships and Global Gateway investments are developed in synergy with **new Clean Trade and Investment Partnerships** to help secure supply of raw materials, clean energy and clean tech from across the world.

- You will lead the EU's engagement in all **Just Transition Partnerships** to contribute to partner countries' commitments in decarbonising the power sector.
- You will work on building **comprehensive partnerships** with an integrated approach so that economic, humanitarian, development, peace and security policies all contribute to strengthening these partnerships. These will notably address the root causes and key drivers of irregular migration in partner countries and fight the networks of smugglers.
- You will continue to ensure that the EU promotes the **United Nations' 2030 Agenda for Sustainable Development** and the Sustainable Development Goals.
- You will play a leading role in strengthening our mutual partnership with **Africa**, ensuring support to bridge the investment gap through Global Gateway, and working together to mutually address the concerns of our partners across the continent.
- I want you to build on the growing partnership between **EU and Central Asia** and explore, in particular the potential of deepening the relationship on connectivity and critical raw materials.
- I want you to contribute to deepening our engagement with our partners in **Asia** and the **Indo-Pacific**, including by contributing to the new Strategic EU-India Agenda.
- You should also deepen the cooperation between the EU and **Latin America and the Caribbean** on our shared interests, from security to energy, through Global Gateway investments.
- You will support a **differentiated approach** with regard to Least Developed Countries by focusing more effectively on their specific vulnerabilities and to conflict areas, fragile countries, and other complex settings. You will work on the basic needs and human development in countries that face challenges and also consider the specific needs and interests of **Middle Income Countries**.
- As women and girls play a key role in development, you should ensure that **gender equality and the empowerment of women and girls** continue to be a top priority in our international cooperation and development policies, in line with the Gender Action Plan III.
- I want you to support the High Representative/Vice-President in ensuring that the EU continues playing a leading role in **reforming the international system**,

including the United Nations and the Multilateral development Banks, making it more inclusive and more effective and promoting effective multilateralism.

As a rule, you will work under the guidance of the High Representative/Vice-President. The Directorate General for International Partnerships will support you in your work.

Way forward

The actions listed in this letter will shape your work. However, we will need to complete and adapt as we go along and I count on your ideas and expertise in this regard. In addition to College meetings and our continuous discussions, I will invite you every six months for a structured reporting meeting to discuss progress and challenges in delivering on your mission.

Reflecting the evolving nature of political priorities, the Commission must remain agile in allocating staff where most needed. I expect you to play a collegial role in this, by working with your services to identify efficiencies and contributing to corporate redeployment efforts across the Commission.

Given the scale of the challenges and the many issues in our in-tray, we must **hit the ground running on day one**.

I look forward to working closely together for Europe.

Yours sincerely,



Dr. Ursula von der Leyen
President of the European Commission