



**Mr Janusz Lewandowski**  
Commissioner-Designate  
European Commission  
Rue de la Loi 200  
B – 1049 Brussels

10 December 2009

Dear Mr Lewandowski,

In January 2010, you will have a hearing with the Budgets Committee in the European Parliament as Commissioner-Designate for Budget and Financial Programming in the next European Commission.

After the global financial crisis, European companies and citizens aspire to brighter economic prospects. It is through business development and investments that Europe will find the capacity to meet societal and environmental challenges successfully and at the same time rebuild a sound macroeconomic environment. Putting companies and entrepreneurs at the heart of the EU's future policy agenda will be a key success factor for Europe.

We expect from the next Commission a clear commitment to open market principles. Introducing the necessary reforms to strengthen Europe's capacity for growth and job creation will require determined action on six priority issues:

- Fixing the financial system and restoring credit flows,
- Implementing reforms to attract investment and innovation,
- Developing a viable exit strategy to excessive public deficits,
- Boosting skills and human capital for the recovery,
- Bolstering open trade and fighting protectionism,
- Ensuring global commitments to fight climate change.

Europe's social and economic model, alongside a vibrant single market, a well-functioning monetary union and solid external relations, offers a strong base for turning current challenges into opportunities for development.

In your specific field of responsibility, European companies are keen to see concrete results on the following points:

## 1. **Reallocate funds towards competitiveness**

While there is at present no justification to increase the EU budget, doubling EU spending on R&D and innovation is possible and needed in the next programming period. A thorough reform of the Common Agriculture Policy (CAP) should allow for a significant shift in the structure of EU spending towards competitiveness areas where the EU's added value is clearly identified.

**2. Increase leverage of the funds**

To guarantee a revolving effect of the EU's limited resources, financial instruments should be developed in coordination with the European Investment Bank Group. Effective public-private partnerships also lead to a better allocation and management of funds, encourage risk-sharing and increase value for money.

**3. Improve governance**

More transparency is needed during the negotiation process and relevant stakeholders should be more closely involved. Red tape should be effectively cut back. Objective and independent evaluations need to be implemented which allow for a reallocation of funds to better performing programmes. An effective system of EU expenditure auditing must be in place at both European and national level.

We attach more detailed policy briefings on the EU Budget, Lisbon Strategy, and Research and Innovation.

We are confident that you will secure the European Parliament's endorsement to pursue a policy programme along the lines defined above.

Yours sincerely,



Philippe de Buck  
Director General



Jürgen R. Thumann  
President