



EUROPEAN COMMISSION
Directorate-General for Structural Reform Support (DG REFORM)

Catalogue of possible technical support measures to help with COVID-19 recovery

***Disclaimer:** the present document lists possible measures that could be requested as technical support to DG REFORM in the context of the COVID-19 recovery. The examples proposed are illustrative, non-exhaustive and based on the experience of DG REFORM in providing support to Member States.*

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Possible short-term measures

Education

Subarea	Possible measures that could be requested
Upskilling and reskilling workforce	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Reviewing lifelong learning strategies and proposing concrete measures to achieve better reach out and enrolment • Designing skills forecasting systems (tools and consultation mechanisms) • Designing cooperation mechanisms and incentives; developing tracking systems • Designing evaluation, validation and recognition mechanisms (RCVV), adapting competence and qualification frameworks
Supporting school to work transition	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Updating counselling and guidance services • Designing cooperation mechanisms between education and the economy at large • Reforming governance of the education structures
Increasing education system's resilience	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Accelerating the digitalisation of the education system • Reforming teacher education • Modernising schools curricula • Reforming student's assessment system • Introducing and/or adapting quality assurance systems • Fostering innovation to address the acceleration of the large-scale transformative changes linked to the crisis • Promoting knowledge-sharing and peer-to-peer learning (on how to handle the structural challenges)

	<p>emerging in the aftermath of the crisis)</p> <ul style="list-style-type: none"> • Improving efficiency of the education system by adapting funding systems and reviewing funding formulas • Designing mechanisms to involve private sector in funding skills systems and lifelong learning
Addressing growing socio-economic inequalities	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Adapting legal frameworks • Reviewing structural provisions

Governance and public administration

Subarea	Possible measures that could be requested
Coordination of economic response	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Improving the costing of reforms
Coordination of emergency response	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Improving coordination of emergency response services • Improving risk assessment and support to coordinated planning between services • Improving assessment of resilience and emergency preparedness
Improving the access to services	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Setting up alternative types of access to administrative and public services
Digitalisation	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • eServices and infrastructure deployment to ensure continuity of operation and delivery of services

	<ul style="list-style-type: none"> • Developing digital government through the support to the development of the Chief Information Officer (CIO) office & support to the development of digitalisation strategies and action plans for the State • Developing data management, open data and e-government: a focus on data management, open data and e-Government user-centricity will help the development of digital public services and evidence based policy making
Integrity Measures - Fight against fraud and corruption	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Developing anti-corruption measures to be implemented on the management of emergency response
Other	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Supporting adjustment of HR policy management to adapt teleworking and other aspects for work in the context of crisis • Providing support to strengthen skills of senior officials and elected representatives in terms of organisation, strategy, capacity-building purposes and management of crisis situations • Providing support in preparing and enacting laws, in particular the use of fast track procedures in combination with ensuring civil society and civic participation

Growth and business environment

Subarea	Possible measures that could be requested
Advice on value-chain disruptions and mitigation measures	<p>Support Member States could benefit from expertise to design policy instruments for businesses part of value chains disrupted by the COVID-19 crisis.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Provision of expertise to diversify markets and strengthen value chains in sectors where Member States have competitive advantage

	<ul style="list-style-type: none"> • Support to find new markets and to attract investors, in line with the smart specialisation priorities • Support for designing measures to better integrate existing industrial sectors into European value chains • Support to design and test policy instruments (at national or regional level) that allow targeted access to public funding for businesses which are part of value chains disrupted by the COVID-19 crisis • Support to effectively inform businesses of mitigation measures to cope with value-chain disruptions including by designing awareness campaign on available technical and financial support options, and on how to align business strategies to the changing regulatory landscape • Support to better align businesses with science to better valorise R&D results and increase the share of value added business activities
<p>Industrial, SMEs and family business strategies in line with EU recovery measures and recommendations</p>	<p>Member States could benefit from expertise and advice to reduce regulatory burdens on the industry and SMEs in particular, to make the re-opening and returning back to growth and competitiveness as successful as possible under more favourable conditions.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Reviews and analysis of existing regulatory burdens and proposals for simplifications, digitalisation, one-stop shop structures or indeed reduction of regulatory burden • Supporting the set-up of sectoral or geographic clusters of SMEs, which is a way of burden and information sharing, and cost reductions • Boosting the promotion and development of ‘business angels’ • Boosting new company start-ups, potentially in market segments vacated by companies under bankruptcy procedures • Promoting and helping ‘second chance entrepreneurs’, i.e. entrepreneurs who ended in bankruptcy procedures as a fall-out of the COVID-19 economic stress; speeding up the legal procedures and facilitating a return to the market <p>In addition, Member States could benefit from expertise to better explain to businesses - focusing on SMEs - the EU recovery measures and recommendations, as well as their adjusted regulatory obligations.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Providing comprehensive information to businesses on the recovery measures

	<ul style="list-style-type: none"> • Advising on how to align their strategies to the new regulatory landscape • Raising awareness about available technical and financial support options, informing stakeholders • Developing web-based, user-friendly tools for businesses, with a focus on small-and-medium-sized enterprises <p>More broadly, Member States could also benefit from the development of entrepreneurial ecosystems that could include the following measures:</p> <ul style="list-style-type: none"> • Developing regional growth strategies • Improving management standards in SMEs • Supporting intrapreneurship • Designing funding mechanisms and tools for developing an ecosystem for start-ups and the digitalisation of SMEs • Preparing action plan to support specific industries e.g. creative industries • Providing expertise to collect evidence on businesses’ technology and management capabilities and the effects of COVID-19 on the corporate sector • Providing expertise in managing large public investments and investment projects • Providing expertise in making state-owned enterprises more efficient and in setting up and managing public-private partnerships
<p>Sectoral policies to deal with the impact of COVID-19 (e.g. transport, tourism, etc.)</p>	<p>Member States could usefully benefit from advice and expertise to boost foreign investment and trade in goods and services, both within the EU and with non-EU countries, as a key factor contributing to restoration of prosperity. While the EU is the global leader on trade, some Member States lag behind in trade integration and the attraction of foreign direct investment. Member States can take action to reap additional benefits from the single market and international value chains in order to support economic recovery and boost jobs and growth.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Designing single window digital solutions for traders interacting with authorities • Developing internationalisation strategies for regions lagging behind in order to reap the benefits of globalisation • Identifying regulatory barriers and enhancing administrative capability to attract foreign direct investment

- Developing action plans for the introduction of artificial intelligence for investment and trade agencies

Member States could also benefit from expertise to digitalise services in the tourism sector:

- Advice on enhancing the digital services of visitor centres, destination management organisations
- Best practices in using innovative digital tools to promote the destination and match new customers' demand

In addition, Member States could benefit from expertise to review their licensing and inspections framework, in view of the need to boost economic activity and reduce the administrative burden for businesses, while safeguarding public interest with a focus on public health and safety.

The requested measures could for example consist of the following:

- Supporting the mapping of the existing processes and licensing framework
- Identifying bottlenecks and activities where notifications could replace ex-ante licenses
- Streamlining controls and inspections and controls systems with the help of risk-based methodologies
- Raising awareness and encourage voluntary compliance from businesses
- Developing IT-tools and platforms to allow e-notifications from businesses, collecting data and organising controls and inspections based on algorithms and risk-assessment
- Developing investment programmes and action plans for energy infrastructure, particularly in view of the short and medium-term recovery of the transport sector (electric mobility)
- Developing strategies and measures aimed at reducing SMEs' green transition costs, for example, by improving energy efficiency to reduce operating costs, increasing SME investments in renewable energy installations and ensuring opportunities for SMEs in the areas of renovation and clean energy technologies

Health

Subarea	Possible measures that could be requested
Coordination of crisis response across countries and across sectors (health, social, economic)	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Developing mechanisms for cross-sectoral emergency response • Capacity building for crisis preparedness and response • Developing models of cross-country coordination in crisis management • Enabling flexible reallocation of resources and production facilities including for goods and services such as gloves, masks, and portable ventilators, and building or expanding clinical care facilities, such as refurbishing intensive care units or inpatient facilities in hospitals and preparing quarantine facilities
Crisis preparedness and response plans	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Providing expert support for developing guidelines, protocols, other normative documents for COVID-19 response • Designing communication and information campaigns • Capacity building for crisis management (institutional reform, new models of collaboration) • Capacity building for managing emergency stocks of supplies (e.g. protective equipment, testing kits, etc) • Health staff training in crisis preparedness and response / rapid reaction • Creating incentives and compensation schemes for staff involved in emergency response • Fostering the development of ecosystems and regional supply chains of medical equipment, supplies and services and its underlying research base • Strengthening collaboration for research and response to facilitate the development of vaccines, therapeutics, and other measures • Increasing R&D capacity for accelerated development of diagnostics, treatments and vaccines
Strengthening health governance and information	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Health system coordination and governance • Cross-sectoral strategic coordination (e.g. inter-ministerial working groups)

management	<ul style="list-style-type: none"> • Hospital capacity management • Effective information flows and governance relying on digital tools and e-health; crisis preparedness, response plans and risk management capacity • Blueprint / technical specifications for IT mechanisms on data collection, data management, monitoring and evaluation, quality assurance • Building up effective information flows and governance relying on digital tools and e-health • Building systems for real-time community-based disease surveillance and through proactive, evidence-based citizen engagement • Planning for equipping healthcare facilities (inpatient and outpatient care) with additional capacity that can be mobilised beyond the “business as usual”
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Labour market and social issues

Subarea	Possible measures that could be requested
Employment and active labour market policies	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Supporting labour mobility across sectors through re-skilling and re-training (or financial support), due to labour market impacts of COVID-19; design of new active labour market policies (ALMPs) specifically targeting employers and employees in sectors of transition (e.g. from hospitality to care) • Supporting sectoral policies for hard-hit sectors and structural transformation – support for sector-specific strategies and sustainable industrial policies to be developed together with employers’ and workers’ organisations • Designing temporary schemes to attract workers in critical sectors facing labour shortages, such as agriculture, care, logistics • Developing strategies for talent attraction and labour migration management • Developing activation strategies

Income support and other social benefits	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Developing or adjusting social insurance and assistance schemes to ensure immediate income support to those in need • Developing or adjusting short-time work schemes (STW) to buffer negative labour market developments • Addressing coverage gaps of unemployment benefits (e.g., self-employed, non-standard forms of employment) • Developing or adjusting income support schemes for informal carers
Social services	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Improving the efficiency of labour and social services delivery; improving capacity of the public employment services and social services institutions to cope with surges in demand; development of new instruments and models of service delivery • Redesigning delivery of services for COVID-19 context [in case of longer-term mobility and social distancing measures] • Digitalisation of employment and social services • Improving monitoring and evaluation of service provision

Public Financial Management

Subarea	Possible measures that could be requested
Expenditure policy	<p>Member States could benefit from expertise to improve the efficiency, effectiveness and allocation of public expenditure.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Support for the design and conduct of spending reviews, aiming at finding fiscal space to finance the new priorities under the COVID-19 recovery

	<ul style="list-style-type: none"> • Supporting the design and conduct of specialised/targeted spending reviews, e.g. in the healthcare sector • Providing guidance for better aligning spending reviews with the budgetary process and with other public financial management tools • Providing support to improve practices and capacity in public expenditure management, monitoring and evaluation
Macro-fiscal framework	<p>Member States could benefit from expertise to strengthen the macro-fiscal framework.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Building capacity for fiscal risk analysis and assessment (including fiscal stress-testing), and developing fiscal risk management frameworks • Enhancing the quality of macroeconomic and fiscal forecasts • Designing and implementing fiscal rules, e.g. expenditure rules • Setting-up and monitoring of public guarantee schemes • Setting-up and monitoring of rainy day funds (budget stabilisation funds)
Debt and cash management	<p>Member States could benefit from expertise to improve the efficiency and effectiveness of cash and debt management operations.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Support to strengthen cash and debt management processes, operations and tools • Support for conducting public debt sustainability analyses (DSAs)
Budget preparation and implementation	<p>Member States could benefit from expertise to improve the budgetary process, and in particular to increase the efficiency of budget execution practices.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Support to improve the efficiency of governance and spending in public investment • Support to strengthen the medium-term budget framework • Support to improve budget execution

Revenue administration and tax policy:

Subarea	Possible measures that could be requested
Tax policy	<p>Member States could benefit from expertise to strengthen its tax policy analyses and modelling capacities in view of Member States' recovery.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Analysis of tax policies, tax policy options and tax gaps to trigger tax reforms, environmental tax shifts and a reorientation of the tax mix that would be more supportive to inclusive and sustainable growth • Analysis of welfare implications of fiscal incentive proposals • Micro-simulations and modelling • Forecasting revenues
Tax policy	<p>Member States could benefit from expertise to rationalise and institutionalise its tax expenditure reviews in view of strengthening overall expenditure control and aligning public policies better with their stated goals.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Developing a methodology for estimating the costs of tax expenditures • Developing a methodology for evaluating the impact of tax expenditures • Carrying out cost-benefits assessments of tax expenditures • Providing advice on setting up a dedicated technical body
Fight against aggressive tax planning, tax fraud and evasion	<p>Member States could benefit from expertise to curb aggressive tax planning, tax fraud and evasion in view of safeguarding Member States' mobilisation of revenue.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Building capacity for the implementation of the EU anti-tax avoidance package and base erosion and profit shifting actions • Designing and implementing anti-fraud strategies

<p>Tax compliance</p>	<p>Member States could benefit from expertise to improve its tax compliance approaches.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Refining tax compliance strategies and compliance risk management (in the context of e.g. a larger digital economy, more or different tax fraud etc.) • Advising on how to reduce the burden on taxpayers (e.g. cooperative compliance, compliance-by-design approaches, behavioural approaches)
<p>Digitalisation</p>	<p>Member States could benefit from expertise to reduce compliance costs for revenue administrations and taxpayers.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Preparing a business case and technical specifications for digital solutions • Streamlining and automatizing business processes
<p>Revenue administration</p>	<p>Member States could benefit from expertise to enhance its taxpayer services.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Providing advice on improving or developing electronic services and communication initiatives towards taxpayers • Redesigning business processes
<p>Revenue administration</p>	<p>Member States could benefit from expertise to advance its business continuity measures and contingency-planning.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Providing advice on business continuity measures such as fully electronic decision-making processes, identification of critical and non-critical activities, staff and taxpayer safety, remote work, etc.
<p>Revenue administration</p>	<p>Member States could benefit from expertise to strengthen its audit, collection and enforcement operations.</p> <p>The requested measures could for example consist of the following:</p>

	<ul style="list-style-type: none"> • Providing advice on how to design, improve or implement modern debt collection approaches, processes, procedures and tools • Providing advice on how to enhance the control of the digital economy • Optimising business processes • Carrying out a feasibility study on using new technologies
<p>Customs</p>	<p>The requested measures could for example consist of support for social distancing for customs and other border officials and trade:</p> <ul style="list-style-type: none"> • Using automation, electronic data processing and e-payments, replacing any paper processes and thus avoiding physical contact during the clearance process • Developing protocols to reduce the need for close contact between traders, transporters and border officials so as to protect stakeholders and limit the spread of the virus, while maintaining essential assessments to ensure revenue, health and security

Possible medium-term measures

Financial services and access to finance

Subarea	Possible measures that could be requested
<p>Access to finance for SMEs</p>	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Supporting national authorities/national promotional institution in the design and operationalisation of financial instruments • Supporting national authorities/national promotional institution in building their capacity to operate/use financial instruments for their national investment priorities • Supporting national authorities in developing and implementing strategies to enhance alternative financing opportunities for SMEs • Supporting national promotional institution in design and implementation of the Sustainable finance objectives, in line with the EU taxonomy
<p>Insolvency (framework which is flexible, i.e. adapted to the current circumstances)</p>	<p>Member States could benefit from expertise to implement reforms in order to strengthen the legislative framework governing insolvency and restructuring. Besides ensuring a uniform transposition of the Directive (EU) 1023/2019, they could also benefit from expertise to respond to the special circumstances resulting from the COVID-19 outbreak.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Measures to address problems related to illiquidity and/or over-indebtedness • Introducing or upgrading the existing early warning tools (i.e., aimed at flagging financial distress at an early stage) • Facilitating in-court reorganisations and out-of-court dispute settlement mechanisms • Improving the efficiency of the framework governing insolvency and restructuring • Enhancing the use of electronic means by digitalising the handling of insolvency and enforcement cases, as well as the capacity of the courts dealing with these proceedings in light of the higher inflow of cases

	<p>resulting from the COVID-19 outbreak</p> <ul style="list-style-type: none"> • Providing a second chance to viable debtors
Non-performing loans	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Developing a systematic approach to the restructuring of non-performing loans (NPLs), including mapping and segmentation of NPLs • Developing debt resolution strategy

Governance and public administration

Subarea	Possible measures that could be requested
Coordination of economic response	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Better regulation: developing evidence-based decision making and improvement of inter-ministerial coordination • Developing structural innovation in public administration by a better identification of areas of improvement and the development of a governance system to test innovations and implement successful ones across the administration. • Multi-level governance: aligning the complex relations between the various levels of government, including a clear distribution of tasks and responsibilities across all actors involved • Improving the costing of reforms
Coordination of emergency response	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Improving coordination of emergency response services • Improving risk assessment and support to coordinated planning between services

Improving the access to services	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Ensuring continuity of administrative service delivery in times of crisis.
Digitalisation	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Developing digital government through the support to the development of the Chief Information Officer (CIO) office & support to the development of digitalisation strategies and action plans for the State • Developing data management, open data and e-government: a focus on data management, open data and e-Government user-centricity will help the development of digital public services and evidence based policy making.
Integrity Measures - Fight against fraud and corruption	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Developing internal control and internal audit • Assessing the risk in the health care system procurement and e-procurement reform • Creating specialised investigation units in public healthcare financier entities • Capacity-building on detection and investigation of healthcare fraud, waste and abuse
Justice	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Improving the efficiency of the judicial system, in particular administrative justice

Growth and business environment

Subarea	Possible measures that could be requested
Emergency strategies in case of	Member States could benefit from expertise to design, assess and implement strategies and measures to minimise damage caused by disruptive environmental and natural hazards or similar events with the

<p>environmental/natural disaster with similar impact as COVID-19</p>	<p>aim to ensure more resilient societies/communities and economies.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Developing action plans for ensuring energy security and independence of critical sectors and infrastructure • Assessing the risks and devising measures to ensure safety and security of the energy system • Enhancing resilience of strategic and complex assets by estimating their dependency on external critical infrastructures, predicting crisis scenarios and defining a possible common military and civilian framework to manage emergencies • Implementing climate change mitigation and adaptation strategies • Developing strategic plans for coastal protection • Designing measures for preventing environmental degradation as this is expected to increasingly affect economic activity, through more frequent extreme weather conditions, influences on human health and less reliable access to material resources and ecosystem services • Developing disaster preparedness and contingency plans
<p>Modern, sustainable and resilient economy through innovative research, digital infrastructure, clean energy, circular economy and mobility services</p>	<p>Member States could receive support for a wide range of reforms aimed at scaling up or improving the quality of investments for the green and digital transitions, creating a modern, sustainable and resilient economy in the medium term.</p> <p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Improving the regulatory environment for investments in digital infrastructure, clean energy, circular economy or clean and smart mobility • Elaborating long-term strategies for sustainable growth to set a coherent framework for investments, accompanied by implementation measures and communication action plans • Ensuring a level playing field for innovative businesses while protecting consumers by improving monitoring and evaluation tools and investigation capacities of competition authorities • Promoting the use of productivity enhancing digital technologies in enterprises or the public sector through evidence-based measures, industry 4.0 strategies, or specific digital infrastructure such as building information modelling • Designing action plans to foster innovative, tech start-ups, building collaborative ecosystems

	<ul style="list-style-type: none"> • Ensuring clean and affordable energy supply for the economy by designing strategies, financial instruments and regulatory frameworks for renewable energy, storage technologies, energy efficiency, and modern infrastructure integrating energy systems across sectors and borders • Improving conditions for green investments by supporting the development and updating of national energy and climate plans and long-term climate strategies covering the whole economy • Designing national implementation modalities for funding mechanisms under the EU Emissions Trading System • Moving towards a resource-efficient economy by developing circular economy strategies and action plans, analysing waste management systems, and by improving the implementation and enforcement capacities for environmental policies and strategies • Alleviating social and economic effects of the transition to a low carbon economy, for example by elaborating regional just transition plans and or financial and governance arrangements for their implementation, covering inter alia R&D and land-use policies, communication strategies, or sectoral redevelopment • Promoting smart, sustainable and efficient transport solutions that provide users with more affordable, accessible, healthier and cleaner alternatives, by modelling investment scenarios, analysing the cost-effectiveness of transport policies and developing action plans and communication strategies.
<p>Stress-tests for economy, tool-kit for improvement of Member State’s mitigation measures and preparedness programmes</p>	<p>Member States could receive support in order to improve their regulatory framework, rendering it more flexible and adaptable to changes.</p> <p>The requested measures could focus on the following issues:</p> <ul style="list-style-type: none"> • Elaboration/improvement of Regulatory Impact Assessment (RIA) methodologies and tools to assess the regulatory costs for businesses and the public administration • Supporting the digitalisation and risk-based framing of the inspections and controls procedures <p>Policy coherence in the sustainable development context and the mainstreaming of Sustainable and Development Goals (SDGs) in policy-making will be instrumental to cope with the recent post-COVID-19 policy developments and the implementation of key EU instruments such as the Recovery and Resilience Facility. Member States could benefit from support in:</p> <ul style="list-style-type: none"> • Identifying and strengthening the right tools and governance mechanisms to stimulate policy

	<p>integration</p> <ul style="list-style-type: none"> • Properly considering policy effects • Improving monitoring, reporting and evaluation systems • Stress tests and risk assessments of energy systems to ensure safety and energy security <p>Member States could also move towards the safeguarding of citizens from environment-related pressures which is another important key element of the European Green Deal. Member States could further engage in reforms to address these challenges by further developing the capacities of their environmental policies and strategies.</p>
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Health

Subarea	Possible measures that could be requested
Ensuring adequate and equal access to healthcare and universal coverage	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Integration of care • Increasing accessibility for disadvantaged groups • Strategic and operational plans for universal coverage (e.g. addressing gaps in effective coverage) • Financial schemes to ensure affordability of healthcare costs for the most vulnerable • Reducing financial barriers to health services to enable the timely diagnosis and treatment
Strengthening health governance and information management	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Health system coordination and governance • Cross-sectoral strategic coordination (e.g. inter-ministerial working groups) • Hospital capacity management • Blueprint / technical specifications for IT mechanisms on data collection, data management,

	<p>monitoring and evaluation, quality assurance</p> <ul style="list-style-type: none"> • Building up effective information flows and governance relying on digital tools and e-health • Building systems for real-time community-based disease surveillance and through proactive, evidence-based citizen engagement
Addressing working conditions of health staff	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Legislative and regulatory reviews on working conditions • Gap analyses • Exchange of good practices on workplace organization & conditions
Ensuring adequate financial resources for PPE, primary care, testing and critical medical equipment	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Spending reviews • Healthcare budget / public finance reforms • Designing rapid reaction mechanisms such as emergency funds • Reforms of payment models for primary, outpatient and hospital care

Labour market and social issues

Subarea	Possible measures that could be requested
Employment and Active Labour Market Policies	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Implementing flexible schemes to promote job retention and job sharing to address the needs of the workers and employers alike • Designing active labour market policies, including public employment programmes; these will be important instruments to get people who are still unemployed back to work, create new jobs, and help matching well-trained workers with enterprises • Up/re-skilling of people who will have to transition to new sectors and occupations (special focus

	<p>on green and digital transition)</p> <ul style="list-style-type: none"> • Supporting the transition from informal to formal employment; the COVID-19 crisis serves as a reminder of the crucial need to make the transition from the informal to the formal economy a priority area in national policies • Prioritising skills and jobs for young people; specific measures include active labour market policies aligned to sectoral priorities in the post-COVID-19 economy, ensuring access to education and training for those who are currently excluded, support for those who continue or return to education, training and work-based learning, and promoting youth entrepreneurship • Developing job creation programmes and building a sustainable business environment and innovative business models; the current crisis can also be an opportunity to build innovative business models – such as social enterprise, inclusive business and impact investing; bringing in the creative and financial resources of the private sector at early stages will contribute to easing the recovery process • Reducing the digital divide and leverage new technologies for human-centred development; implementing measures to invest in digital skills and preparedness for digital changes; with change also comes the responsibility to regulate so that workers are protected from any negative side effects
<p>Income support and other social benefits</p>	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none"> • Safe and accessible work-place; integrated strategies to intervene in strengthening occupational safety and health (OSH), social protection coverage, and anti-discrimination actions within the work place • Supporting investments in social protection: measures introduced in the aftermath of the crisis (i.e. parental leave, childcare benefits, care giving benefits, etc...) should be transformed in sustainable social protection mechanisms that are adopted to Member States post-COVID-19 economic context • Efficiency of social benefits & services organisation and delivery (e.g. payment of social assistance benefits, benefit indexation methods) • Designing new social protection intervention; supporting conceptualisation & piloting of new schemes (i.e. Universal Basic Income); mapping vulnerable populations, not included in records for social benefits, tax or workers registries that could include the homeless or travelling persons, refugees etc.

Social services	<p>The requested measures could for example consist of the following:</p> <ul style="list-style-type: none">• Supporting investments in care work: reforms of the working conditions and wage setting of care workers to ensure that care jobs in health, including domestic workers and personal care workers, and in education, including early childhood education, are provided with high quality standards• Designing new approaches to the provision of elderly care; COVID-19 has shown the model of, especially larger, care institutions to be problematic also from this point of view; the speeding up of the process of deinstitutionalisation towards more community based care is now more needed than ever; technical support can be provided on strategy development and implementation• Strategies to better organise return to work and care activities (childcare, schooling, care for older people); all return to work policies should consider sequencing with school reopening as well as strengthening care support• Recognition of informal care (children and the elderly) & introduction of remuneration and social protection schemes around it• Access to social services (well-integrated with active labour market policies) for most vulnerable people; evaluation, analysis, piloting of new approaches, support on scale up
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