# Terms of Reference for the selection of research teams for the elaboration of EaP CSF policy papers

### 1. Title of the contracts

Selection of research teams for the elaboration of nine policy papers.

### 2. Background

**Eastern Partnership Civil Society Forum (EaP CSF)** is an umbrella organisation of NGOs from the Eastern Partnership area and the EU. It brings together over 1,000 organisations with the goal to promote European integration, facilitate reforms and democratic transformations in the six Eastern Partnership countries – Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine.

The mission of the EaP CSF is to ensure effective participation of civil societies of the Eastern Partnership and the EU in the process of planning, monitoring and implementation of the Eastern Partnership policy in constructive dialogue with the EU and EaP decision-makers.

The EaP CSF has five Working Groups (WG) which serve as the main collaboration platform of the EaP CSF members and are responsible for the formulation of the priorities on their policy domains. The WG are designed according to the thematic priorities of the EaP as follows:

- Democracy, human rights, good governance and stability (WG1);
- Economic integration and convergence with EU policies (WG2);
- Environment, climate change and energy security (WG3);
- Contacts between people (WG4);
- Social and labour policies and social dialogue (WG5).

The EaP CSF takes an innovative approach to the COVID-19 challenge as **an opportunity for positive societal transformation** in the EaP countries. Since the COVID-19 pandemic affected nearly all public spheres in the EaP region, the EaP CSF seeks to analyse its impact, challenges and responses that are taking place in the EaP countries. Based on this study, the EaP CSF is intended to engage in shaping the public policies in the EaP countries during the COVID-19 crisis and its aftermath.

The thematic and the framework policy papers are aimed at delivering feasible policy recommendations for the EaP governments and EU decision-makers and providing guidelines for civil society, media, businesses, and other sectors. To this end, the papers also assess the EaP 2020 deliverables from a cross-sectoral perspective with minimal country-specific variations determined by application of a one-size framework towards all countries for comparative purposes.

### 3. Objectives of the assignment

The EaP CSF will sign nine individual contracts with individual researchers or groups of researchers for the elaboration of nine policy papers (eight thematic ones and one framework policy paper). The policy papers are linked to the work of existing EaP CSF Working Groups (marked in brackets):

- Decentralisation and local government in the EaP countries (WG1)
- Freedom of speech and media in the COVID-19 context (WG1)
- SMEs digital transformation in the EaP countries in COVID-19 times: challenges and digital solutions (WG2)
- Waste and water management and transition to circular economy (WG3)
- COVID-19 effects on transport (WG3)
- Digital literacy in EaP countries (WG4)
- Access to online and offline education in EaP countries (WG4)
- Impact of COVID-19 on labour migration from EaP countries to the EU (WG5)

In addition to the eight thematic papers (eight contracts), one additional paper will be drafted (one contract) summarising the findings of the eight thematic papers.

- Framework policy paper integrating the findings emerging from the above-mentioned policy papers that will serve as an umbrella for the series of eight policy papers

The **general objective** of the policy papers will be **to inform the potential for change offered by the COVID-19 crisis**. This is based on the assumption that while testing different individual systems on national, regional and local level, the COVID-19 crisis is an opportunity for countries, regions and cities to significantly transform these systems.

The policy papers will have the following **specific objectives**:

✓ Analyse how the crisis affected certain policy areas identifying threats and opportunities for the medium and long-term;
✓ Assess the implementation of specific EaP 2020 deliverables identified as priorities in each policy paper;
✓ Demonstrate policy-driven solutions and recommendations (development of mitigation and adaptation strategies will be an essential part of the papers);
✓ Provide a comparative regional perspective and identify lessons learned from both the EaP and the EU.

### 4. Scope of the assignment

The EaP CSF aims at producing, with the help of the research teams, eight policy papers which are similar in structure in order to allow comparability between the themes. Below, you can find indicative contents of the policy papers which the applicants will be able to critically comment in their application.

### 4.1. Scope of the eight thematic papers

- Introduction (purpose of the paper, methodological notes);
- Assess the implementation of specific EaP 2020 deliverables identified as priorities in each policy paper;
- Overview of the link between the individual theme and COVID-19 (direct and indirect impacts and pressures);
- Thematic boundaries of the research;
- Examples of changes/transformations (both positive and negative) in the countries of the Eastern Partnership region:
  - which originated due to the epidemiological crisis;
  - which were triggered by policy interventions;
  - which originated spontaneously as business or company initiatives.

- Comparative analysis of the six EaP countries in terms of impact of Covid-19 on the studied sector and the responses (by national/regional/local authorities and by citizens);
- Opportunities for transformation in the post-COVID-19 period (cross-country analysis based on bad and good practices in the six EaP countries but also on bad and good practices from other countries);
- Conclusions;
- Policy recommendations divided as:
  - recommendations for the EaP governments;
  - if possible, overarching/common recommendations pertinent to the EaP region as a framework/potential for the regional cooperation;
  - recommendations for the EU how it can tailor its policies towards each of the EaP countries.

## 4.2. Scope of the framework paper

- Introduction (purpose of the paper, methodological notes);
- Overview of the link between the all eight thematic areas and COVID-19;
- Assessment of the implementation of specific EaP 2020 deliverables identified as priorities in each policy paper;
- Thematic boundaries of the research;
- Examples of changes/transformations (both positive and negative) in the countries of the Eastern Partnership region in a comparative cross-sectoral and multidimensional perspective with balanced representation of all eight thematic areas and all six EaP countries;
- Structural and comprehensive analysis of the identified opportunities for change in the post-COVID period with the focus on policy dynamics and lessons learnt by the major stakeholders (authorities, civil society, etc);
- Concise conclusions with balanced representation of all eight thematic areas;
- Policy recommendations based on the recommendations elaborated from the thematic policy papers as overarching and applicable for the entire EaP region.

## 4.3. Thematic considerations

### 4.3.1. Decentralisation and local government in the EaP countries

The COVID-19 outbreak significantly affected the regions in the EaP countries. Regional/local governments had to tackle the challenge being mostly unprepared for the demands coming from the affected sectors at the local level, involving businesses, educational institutions, media, civil society, etc. This posed a potential threat to the pre-COVID level of cooperation among the main regional stakeholders. Moreover, for some EaP countries (e.g. Ukraine) the process of decentralisation is still ongoing. Hence, the COVID-19 created an additional challenge / opened up the window of opportunities for shaping inclusive cooperation among major regional stakeholders in the EaP countries. These issues are to be addressed in this thematic paper based on the following considerations:

- ✓ Analysis of implementation of the European principles of decentralization in the EaP countries addressing the context of Deliverable 11;
- ✓ Focus on the capacities of the civil society and local businesses to act as stakeholders in the process of shaping inclusive communities in the EaP region;
- ✓ Assessment of the level of cooperation between the authorities, CSO/civic initiatives and local businesses pertinent to the accomplishment of the inclusiveness;

✓ Identification of the challenges brought by the COVID-19 crisis for the effective cooperation between the authorities, CSO/civic initiatives and local businesses;
✓ Identification of best practices that emerged during the COVID-19 period;
✓ Assessment of the effectiveness of the local authorities in handling the COVID-19 driven challenges and proposal for the sustainability and durability of these endeavours;
✓ Elaboration of the recommendations for the central and local/regional authorities on the effective cooperation with the CSO/civic initiatives and local businesses to shape the inclusive communities in the post-COVID period.

### 4.3.2. Freedom of speech and media in the COVID-19 context

The COVID-19 caused significant multidimensional challenges for the freedom of speech in the EaP countries. In the pre-COVID period, these countries demonstrated different approaches to ensuring the freedom of speech and media. After the pandemic outbreak, their authorities used different tactics to tackle the challenges caused by it. This not only increased the problem with countering fake news but also affected the sustainability and working modes of the independent media.

At the same time, the COVID-19 could be seen as a testing tool for the freedom of speech and media in the EaP region. Taking this as the starting point for the analysis, this paper aims to discuss the following issues:

✓ Analysis of the implementation of a horizontal deliverable aimed at the support of the independence of media;
✓ Focus on the role of the state media, public service media, independent media and social media in providing truthful/fake information about the COVID-19 and the impact of this information on the policy making affecting the societies;
✓ Assessment of the COVID-19 crisis as a testing tool for the freedom of speech in the EaP region using the pre-COVID situation with democracy in the individual EaP countries as a starting point for the analysis;
✓ Identification of positive and negative changes resulted from the introduction of the policies related to the COVID-19;
✓ Evaluation of role of digitalisation for the independent media related to the COVID-19 crisis;
✓ Identification of the steps aimed at the further support of the independent media, their sustainability and working modes during the COVID-19 and in its aftermath in the diverse EaP environments;
✓ Elaboration of the recommendations for the governments, media and civil society in the EaP countries during the COVID-19 crisis and its aftermath.

### 4.3.3. SMEs digital transformation in the EaP countries in COVID-19 times: challenges and digital solutions

The SME sector in the EaP countries is extremely diverse. It brings together a significant number of enterprises with different degrees of their exposure towards digital transformation. On the one hand, the COVID-19 crises negatively affected the SME sector in the EaP region when many businesses lost around 80 percent of their turnover. On the other hand, it emphasized the discrepancies between different segments of the SME sector in terms of their adaptability to the changing business conditions.

In either case, the COVID-19 prompted governments and the SMEs to increase their operations online. Based on this fact, the paper suggests the discussion of the following:

- ✓ Analysis of the implementation of the Deliverables 4 and 7;
- ✓ Special emphasis should be made on the SMEs sector's diversity to avoid simplification and generalization;
- ✓ Assessment of the most common challenges for SME sector in the EaP region related to the COVID-19 crisis
  - country-specific;
  - cross-regional;
  - sector-specific;
  - cross-sectoral;
- ✓ Identification of positive and negative changes for different SME sectors resulted from alterations in business environment during the COVID-2019 crisis;
- ✓ Identification of the country-specific and cross-regional innovative solutions and best practices related digital technologies aimed at support of the EaP SMEs on different levels (central and regional governments, business, civil society);
- ✓ Summation of how the digital technologies contribute to SMEs survival and sustainability taking into account
  - COVID-19 factor;
  - diversity of the SME sector;
- ✓ Elaboration of the recommendations for the central governments, regional authorities, sector-specific SMEs, and civil society in the EaP countries during the COVID-19 crisis and its aftermath.

### 4.3.4. Waste and water management and transition to circular economy

The COVID-19 crisis was a test for urban water and waste management. In a hygiene-related crisis cities suffered water shortages and disruptions of waste collection services and recycling facilities. The crisis drew the attention to the unsustainability of the current linear system and drew the attention to the inherent insecurity of long supply chains. At the same time, reduced economic activity led to smaller volumes of generated waste and better water quality in waterways. The crisis is an opportunity to question current unsustainable practices and accelerate the transition to the circular economy, shorter circuits, more reuse (both water and waste) and recycling, etc.

The current policy paper aims to build on positive examples and identify a transition pathway for the EaP countries.

- ✓ Analysis of the implementation of the Deliverables 16 on Environment and adaptation to climate change;
- ✓ A brief comparative overview of water and waste management in EaP and the transition to the circular economy. Major gaps (infrastructure and system-wise);
- ✓ Overview on how COVID-19 crisis impacted the water management system (water supply and wastewater treatment) and the waste management system in EaP countries (national and city-level insights)
  - Identify negative effects and back up with concrete examples from EaP countries (e.g. water shortages; disrupted waste collection; increased use of single-use plastics; increased generation of medical waste. etc.);
  - Identification of positive effects of the crisis, if any, and back up with concrete examples from EaP countries (e.g. less waste, cleaner water bodies );
- ✓ Overview of effective measures that have been taken on different governance levels in EaP countries with a specific emphasis on city-level measures. Back up with concrete examples from EaP countries (e.g. XXX, etc.);
- ✓ If relevant, mention ineffective and inefficient measures, back up with examples and draw lessons from them;

- ✓ Identify opportunities for a transition to a more sustainable water and waste management including opportunities for transition to the circular economy (as per the EU Circular Economy Action Plan)
    - Analyse which ones of the already undertaken measures could lead to more sustainable water and waste management including to an accelerated transition to the circular economy (national and city) (i.e. measures related to incentivising biking);
    - Identify which ones of the measures taken internationally (both in the EU and globally) could serve as examples to the EaP countries;
- ✓ Conclusions and recommendations for the central governments, regional authorities, sector-specific SMEs, and civil society in the EaP countries during the COVID-19 crisis and its aftermath. These may contain among others:
    - Link between the water and waste management issues and climate commitments;
    - Could the crisis trigger new trends in the way we produce, distribute, purchase and consume things (e.g. the sharing economy, local consumption, etc.);
    - Greening the Covid-19 recovery funding;
    - Issues around introduction of digital solutions for water and waste management and open data;
    - Stabilisation and improvement of public services such as water supply, wastewater treatment and waste collection and management;
    - Issues around the link between urban planning and water and waste management';
    - Strengthening the capacities of the national and local governments as well as the relevant local ecosystems to implement the transition to the circular economy.

### 4.3.5. COVID-19 effects on transport

The COVID-19 crisis impacted significantly the transportation systems on national and city level as well as international connections. Impacts ranged from drastically reduced number of clients for public transportation because of lockdown to the uptake of alternative mobility because of security reasons. Positive impacts also included significantly improved air quality in urban areas. While the crisis put the transportation system to a serious test it is also an opportunity to think and act into the direction of rebuilding of a smarter and more sustainable transportation system and mobility as a whole. The current policy paper aims to build on positive examples and identify a transition pathway for the EaP countries.

- ✓ Analysis of the implementation of the Deliverable 13;
- ✓ Overview on how COVID-19 crisis impacted the transportation systems in EaP countries (urban, national and international insights)
    - Identify negative effects and back up with concrete examples from EaP countries (e.g. increase in use of private cars, financial pressure on public transport due to decreased use, etc.);
    - Identification of positive effects of the crisis and back up with concrete examples from EaP countries (e.g. better air quality in cities);
- ✓ Overview of effective measures that have been taken on different governance levels with a specific emphasis on city-level measures. Back up with concrete examples from EaP countries (e.g. opening up of additional biking lanes; closing certain streets to cars, etc.);
- ✓ If relevant, mention ineffective and inefficient measures, back up with examples and draw lessons from them;

- ✓ Identify opportunities for a transition to a more sustainable mobility
  - Analyse which ones of the already undertaken measures could open up the way to a transformation of the transport systems (national and city) (i.e. measures related to incentivising biking);
  - Analyse which ones of the measures taken internationally (both in the EU and globally) could serve as examples to the EaP countries;
- ✓ Conclusions and recommendations for the central governments, regional authorities, sector-specific SMEs, and civil society in the EaP countries during the COVID-19 crisis and its aftermath. These may contain among others:
  - Link between the transport issue and climate commitments;
  - The role of public transport;
  - Alternative transportation;
  - Greening the Covid-19 recovery funding;
  - Stabilisation and growth of public transport use;
  - Issues around private car use limitation with regards to air quality;
  - Issues around digital mobility and open data for better transport system management;
  - Implications of teleworking on the transportation system;
  - Strengthening the capacities of the national and local governments to implement the transition, etc.

### 4.3.6. Digital literacy in EaP countries

The COVID-19 crises is characterized by the increase of online activities. It revealed the crucial role of digital skills and digital literacy for societies of the EaP region, since not all the stakeholders possess the sufficient level of skills in these spheres.

While assessing the activities aimed at the development/improvement of the digital skills and digital literacy, especially among young population, this thematic policy paper, *inter alia*, offers the following discussion:

- ✓ Analysis of the implementation of the Deliverable 18;
- ✓ Overview of the media spaces in the EaP countries vis-a-vis access to the information and presence of propaganda and fake news with the elaboration of the measurement criteria for a comparative analysis of the six EaP countries;
- ✓ Analysis of the structural composition of the active users of social media (types of media, main activities and purposes, etc) with the elaboration of the measurement criteria for a comparative analysis of the six EaP countries;
- ✓ Evaluation of the digital literacy based on the above criteria and identification of the most affected groups;
- ✓ Identification of positive and negative changes in digital media space resulted from the presence of the COVID-19 factor;
- ✓ Assessment of the new media platforms providing alternative information to propaganda and tools aimed at countering fake news; comparison with similar activities in the EU countries (e.g. Latvia, Lithuania, etc.);
- ✓ Analysis of the effectiveness of the activities aimed at the development/improvement of the digital skills/literacy, especially among young population of the EaP countries during the COVID-19 crisis vis-a-vis those groups not covered by these endeavours.
- ✓ Elaboration of the recommendations for the governments and civil society in the EaP countries during the COVID-19 crisis and its aftermath.

### 4.3.7. Access to online and offline education in EaP countries

The COVID-19 significantly changed the organizational framework of education in the EaP countries. At the same time, it revealed its shortcomings and discrepancies that derived from the various interconnected objective and subjective factors.

Yet, it was a trigger for the increasing digitalization of the education processes that involve various stakeholders. This thematic paper could offer a potential discussion on the following issues:

- ✓ Analysis education system in the EaP countries before the COVID-19 with the identification of the shortcomings that the COVID-19 outbreak revealed the discrepancies:
    - capital/urban centres/rural areas;
    - secondary educational institution/higher educational institutions;
    - technical provisions;
    - necessary trainings to obtain qualifications;
    - generation gap;
    - inter-sectional vulnerable groups:
        - o low-income families,
        - o families with many children,
        - o single-parent families,
        - o national/ethnic minorities,
        - o disabled people/people with reduced capabilities, etc.
- ✓ Identification of challenges caused by the COVID-19 crisis and assessment of the positive and negative approaches aimed at their solutions (negative examples can serve as the baseline for the formulation of the recommendations);
- ✓ Assessment of the actions taken at the central and regional levels as well as the endeavours of the civil society initiatives;
- ✓ Addressing the impact of the reduced mobility in higher education in line with the Deliverable 18;
- ✓ Elaboration of the recommendations for the central and local governments, educational institutions and civil society initiatives in the EaP countries during the COVID-19 crisis and its aftermath, specifically:
    - adaptation of relevant legal provisions to effectively tackle the identified challenges;
    - addressing specific needs of the national minorities, socially disadvantaged groups, people with various disabilities, etc;
    - ensuring the sufficient level of the quality of education and in some cases increasing it.

### 4.3.8. Impact of COVID-19 on labour migration from EaP countries to the EU

The COVID-19 crises affected the EU and the EaP labour markets. The EaP labour force in the EU member states faced various challenges resulting from the introduction of the restrictive measures that affected economic activities and reduced population's mobility. At the same time, the EaP countries tackled the problem of the growing number of the working migrant returnees.

While seeking the to identify and mitigate the consequences of the COVID-19 on migrant workers from the EaP countries, this thematic paper could, *inter alia*, focus on the following issues:

- ✓ Assessment of the labour market in the EaP countries with the structural analysis of the migration patterns and flows (EU and non-EU);
- ✓ Identification of the groups of the EaP migrant workers which have been most severely affected by the COVID-19 outbreak (with special focus on the inter-sectional vulnerability factors);
- ✓ Analysis of the aid offered in each EaP countries to the migrant returnees (distant work, re-training, social support, etc), if possible related to Deliverable 6:
    - central governments;
    - local governments (if applicable);
    - CSO/civic initiatives (if applicable);
    - local businesses (if applicable);
- ✓ Assessment of positive and negative examples of the measures taken in the EaP;
- ✓ Overview of the policies of the individual EU member states towards the migrants from the EaP countries during the COVID-19 crisis;
- ✓ If it is possible to obtain sufficient data for the analysis, address special cases which involve dual/multiple citizenship or documents facilitating migration opportunities (e.g. EU passport holders among the EaP citizens, holders of the Polish Charter (*Karta Polaka*), etc);
- ✓ Brief analysis of the implementation of Deliverable 17 and its perspectives in the post-COVID period;
- ✓ Elaboration of the recommendations for the EU bodies, governments of individual EU member states, EaP governments, as well as relevant businesses and CSO/civic initiatives both in the EU and the EaP region.

## 4.4.      Framework paper

The framework paper seeks to analyse and identify general trends and patterns revealed by the studies presented in all eight thematic policy papers. It will present the findings and policy recommendations offered by the thematic policy papers in a balanced manner among all eight topics and as overarching and applicable for the entire EaP region.


## 5. Working approach and methodology

Given the nature of the EaP CSF, the work within the assignment should comply with several methodological principles:

## 5.1.      Consultations with EaP CSF membership

As a part of the policy paper drafting methodology, the selected teams will be requested to conduct a consultation with members of the EaP CSF. These are expected to inform the research both in terms of identifying EaP country-based practices but also to contribute to shaping the insights and the recommendations.

## 5.2.      Peer-review

In order to ensure the high quality of the thematic and the framework policy papers, they will be subjects of peer-review organized according to the following scheme:


## a) thematic papers

- Stage 1: A review conducted by the EaP CSF Secretariat for the compliance of the policy papers with the formal criteria described in the call

- Stage 2: first peer-review (the peer reviewers will be selected via an internal call among the respective WG members/external experts invited by the Secretariat);
- Stage 3: Communication with the authors regarding the incorporation of the comments suggested by the peer-reviewers;
- Stage 4: second peer review conducted by peer-reviewers;
- Stage 5: incorporation of the second round of comments suggested by the peer-reviewers;
- Stage 6: Language editing and finalisation of the paper (responsibility of research teams).

## b) framework paper

- Stage 1: A review conducted by the EaP CSF Secretariat for the compliance of the framework paper with the formal criteria described in the call;
- Stage 2: A peer review conducted by the Secretariat;
- Stage 3: Second Peer-review (the peer reviewers will be selected via an internal call among the respective WG members/external experts invited by the Secretariat);
- Stage 4: Communication with the authors regarding the incorporation of the comments suggested by the peer-reviewers;
- Stage 5: Language editing and finalisation of the paper (responsibility of the framework paper research team).

## 6. Timeline

### a) thematic papers
- Launch of the call for applications: 8 October 2020
- Deadline for submissions: 30 October 2020, 24h CEST
- Selection and contracting procedures: 2-13 November 2020
- Methodology refinement with ToR experts: 16-20 November 2020
- Presentation of the assessment of respective 20 Deliverables for 2020: EaP CSF Annual Assembly: 7-11 December 2020
- Submission of the first draft of the Policy Papers: 15 January 2021
- First peer-review: 18-22 January 2021
- Second peer-review: 5-12 February 2021
- Submission of the final Policy Papers: 22 February 2021

### b) framework paper
- Familiarization of the author(s) with the (pre-)final versions of the thematic policy papers: 22 January 2021
- Submission of the first draft of the framework paper: 19 February 2021
- First peer-review (EaP CSF Secretariat): 22-26 February 2021
- Second peer-review: 8-12 March 2021
- Submission of the final framework paper: 19 March 2021

## 7. Remuneration

The researchers/research teams will be paid a maximum of **4,250 EUR/ policy paper for performing the assignment.**

## 8. Application for the assignment

Individual researchers or research teams are invited to send their application in English to applications@eap-csf.eu (Subject line: Research team application) **latest by 30th October, 2020 (24h CEST)**. The applications should contain:

● An detailed **CV(s)** tailored to the assignment (max 6 pages)
● A **list of up to 5 publications** which are the most relevant/recent to the thematic area(s) the candidate/team applies for.
● A **motivation letter** explaining the suitability of the candidate/team to the assignment (max 2 pages, in case of research teams the name of group leader should be specified).
● A **brief proposal** of maximum 5 pages taking into consideration this ToR and containing, as a minimum, the following issues:
    o Critically reflect on the methodology proposed in this ToR and state if the researcher/team of researchers would like to propose additional methodological tools and considerations within the assignment;
    o Critically reflect how a relative geographical balance between all six EaP countries will be achieved in the policy paper;
    o Critically reflect on the suggested structure of the policy paper and state if they would add additional elements or limit existing ones with the relevant justification;
    o Critically reflect on the thematic focus of the policy paper and state if there are other thematic aspects and considerations which they would like to address in the papers within the overarching thematic focus;
    o Briefly propose a focus and a format of the recommendations in order to have them as clear and as actionable as possible.
● A **sample of previous work** (reports, scientific papers, etc.) written in English by the applicant.
● **Financial offer:** as a part of the proposal candidates should specify how many days/hours of work they plan to invest within the provided payment in order to prepare a high quality final product according to the guidelines and requirements specified earlier in this ToR.
● **Framework paper:** Candidates should also specify if, at a later stage, they are interested to be considered for the drafting of the framework paper.

## 9. Recruitment process

The recruitment process will be based on the expertise and skills in the relevant policy areas demonstrated by the researchers/research teams, as well as on their financial proposal. After screening of all applications, the short-listed candidates will be notified and invited for an online interview.

### 9.1. Necessary qualifications

• Second-level university degree or higher in political science, international relations, law, economy or other social sciences;
• A proven professional experience in the topic that the researcher/research team applies for;
• A proven experience in working with the EaP countries;
• Good understanding of the EU policies towards the EaP and socio-economic processes that take place the EaP region;
• Excellent written communications skills in English;

- Knowledge of Russian and at least one official language of the EaP countries;
- Ability to work independently and as a part of the team;
- Flexibility and ability to work under tight deadlines.

## 9.2. Evaluation criteria

- Relevant educational background (10%);
- Relevant academic and/or professional background in the topic (30%);
- Experience working with EaP countries (10%);
- Relevant language skills (20%);
- Critical review of the theme as presented in the brief proposal (20%)
- Financial offer (time to be spent within the budget) (10%)

## 10. References

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- UN Environment, Policy Brief: COVID-19 in an Urban World, Available at: https://www.un.org/sites/un2.un.org/files/sg_policy_brief_covid_urban_world_july_2020.pdf
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