

06 August 2025

Terms of Reference

Facilitation of an e-Learning Course on organising deliberative processes at local level (in English language)

I Project Summary

NALAS strives to support *South-East Europe cities and municipalities grow into sustainable, smart, inclusive and resilient livelihoods*. In achieving this, local governments must create mechanisms that enable citizens participate in making important decisions and shaping the future of their communities. Citizen participation represents a condition for effective democratic citizenship for all residents and it enhances the active role of citizens, improves trust, increases transparency and strengthens democratic processes.

The value of deliberative democracy has been widely promoted by the Congress of Local and Regional Authorities of the Council of Europe (the Congress), both through its statutory work and co-operation activities. NALAS, as an important partner of the Congress, has promoted citizen participation through policy positions, research papers, and different project activities. Still, compared to the other forms of citizen participation, deliberative democracy is a relatively new concept for South-East Europe (SEE) local governments and their associations.

The regional project "Promoting deliberative democracy and innovative approaches to citizen participation in South-East Europe", implemented in partnership of the Congress, as the lead, and NALAS, aims to promote deliberative democracy and increase the capacities of NALAS' member Local Government Associations (LGAs) and the local governments (LGs) of South-East Europe, enabling them to plan and implement deliberative democracy processes.

Project's overall objective: Residents in South-East Europe enjoy enhanced local democracy and more transparent and inclusive local public institutions

Project's specific objective: Local governments and their associations have enhanced capacities to implement and integrate deliberative approaches in local decision-making.

As a partner in the regional project, NALAS is responsible for:

- Co-ordination with LGAs and LGs throughout the duration of the project
- Organisation of the meetings of the Community of Practice on deliberative democracy
- Piloting of the e-course on organisation of deliberative processes at local level

E-learning course on organisation of deliberative processes at local level will be integrated into NALAS E-Academy and will become part of its regular offer. The course will provide a broad overview of deliberative processes in the local governance context and introduces the terminology, key concepts, scope, principles, values and benefits of deliberative democracy.

The course will explain why commitment to deliberative democracy is important and offers a rationale for local decision makers for commissioning a citizens' assembly.

The e-course will last over four weeks (tentatively: 22 September – 17 October), including introductory and closing webinar. It will be open to the entire NALAS membership and may be attended by up to 150 participants (estimate).

Within this framework, NALAS is **inviting experienced expert to apply for this assignment** to provide **(co-) facilitation services for an e-learning course** for local governments **on organising deliberative processes at the local level**.

The e-learning course will be developed within the NALAS e-Academy as part of the project "Promoting deliberative democracy and innovative approaches to citizen participation in South-East Europe", supported by the Council of Europe.

II Scope of the assignment

The selected applicant will support the delivery of an online course on deliberative democracy hosted on the NALAS e-Academy platform (<http://nalas-academy.com/>). The applicant will co-facilitate the course designed to introduce participants from South-East Europe to the principles, tools, and practices of deliberative democracy at the local level.

The co-facilitator will work closely with the Lead Facilitator and Course Coordinator / Course Co-Facilitator to ensure a high-quality learning experience for all participants. The applicant is expected to:

- Master all course content, including readings, assignments, discussion topics, and assessment rubrics; inform the Course Coordinator or Technical Developer of any update or correction required;
- Provide timely and motivational responses to participants' queries;
- Participate in the peer-exchange session and share practical experiences and examples related to deliberative democracy; Facilitate forum discussions;
- Support and encourage participant engagement and progress throughout the course;
- Provide formative feedback and objectively grade participant assignments;
- Participate in the course's introductory webinar and closing session and support the Course Coordinator in its preparation and delivery.
- Collaborate with the Lead Facilitator and other co-facilitator to ensure alignment in approach and evaluation; consult regularly and hold online exchanges with other facilitators, when needed.
- Prepare inputs for the final report summarising key outcomes and feedback from facilitation activities.

Selected applicant will be responsible for a portion of the course content and participants, with responsibilities divided equitably under the oversight of the Lead Facilitator.

III Overview of services and deliverables

Service	Expected deliverables	Timeline
1. Participation and contribution in preparatory and e-course meetings	<ul style="list-style-type: none">- Participated in preparatory and co-ordination meetings with other facilitators, technical developer, NALAS and Council of Europe;- Supported to Course Coordinator in preparing the introductory webinar;- Participated in course Introductory webinar; Peer-exchange session and Closing webinar, with provision of relevant inputs	Before and throughout the course duration
2. Support to participants and facilitation of their engagement in the course	<ul style="list-style-type: none">- Responded timely to participant questions; motivational messaging and reminders to complete tasks/go over modules (if needed);- Monitored actively participants' progress;	Throughout the course duration
3. Assessment and grading of participants' assignments	<ul style="list-style-type: none">- Graded assignments fairly and on time according to the rubric;- Provided qualitative feedback to participants where appropriate.	Throughout the course, and as per the module schedule

4. Quality assurance and reporting	<ul style="list-style-type: none"> - Contributed to course content review and error correction; - Shared regular feedback with the Lead Facilitator and other facilitators; - Submitted a brief assignment report on facilitation experience, including reflections, issues encountered, and participant engagement patterns; - Provided inputs for the Lead Facilitator's report. 	Throughout the course duration; reporting due within 3 days after course conclusion
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All deliverables listed above should be approved by NALAS. More precise timeline of deliverables will be defined in the contract and throughout the project implementation.

Payments will be made based upon completion of services, submission of proof of delivery, the reports and invoice/request for payment. The assignment report should be submitted not later than 2 days after the realisation of all activities and submission of deliverables.

IV Required Profile, Skills and Competences

The ideal candidate should possess:

- **Strong academic background** (Master's degree or equivalent) in political science, public administration, governance, or related fields, ideally with formal or practical exposure to participatory democracy and deliberative methods;
- **Minimum of 3 years of experience** in delivering training and/or facilitating learning, preferably in areas related to democratic governance, citizen participation, or local government operations;
- **Proven track record** in in-person or remote adult learning support, with demonstrated ability to motivate and guide learners in different environments;
- **In-depth knowledge or hands-on experience** in deliberative democracy, citizen engagement, or participatory processes—ideally through practical implementation or academic research; participation in the ongoing Training of Trainers Programme on deliberative democracy of the Council of Europe will be considered a strong asset.
- **Excellent spoken and written English**, at **C1/C2 level** according to the Common European Framework of Reference for Languages (CEFR);
- **Familiarity with Moodle or other learning management systems (LMS)** is considered a strong asset;
- **Previous experience collaborating with local governments, civil society organisations, or international institutions**, will be considered a distinct advantage;
- **Previous experience in working with Local Government Associations and/or NALAS** will be considered an asset.
- **Working knowledge of Bosnian, Croatian, or Serbian** will be considered an asset.

V Application Procedure

Interested applicants are asked to submit the required documents **by 15 August 2025, 17:00 (CET)**. The documents must be submitted in English language **by e-mail, to milovic@nalas.eu and stanoevska@nalas.eu with subject: Facilitation – NALAS E-course**

Please provide:

1. Technical Offer (.pdf format)

- CV (.pdf format)
- Cover Letter (.pdf format; one (1) page length max.), clearly outlining how the applicant meets the requirements set out in the section **IV Required Profile, Skills and Competences**

2. Financial Offer (.pdf format)

Financial Offer should be submitted using the following format:

	Service	Gross Amount in EUR
1.	Participation and contribution in preparatory and e-course meetings	
2.	Support to participants and facilitation of their engagement in the course	
3.	Assessment and grading of participants' assignments	
4.	Quality assurance and reporting	
	TOTAL AMOUNT IN EUR:	

Gross amount should include the personal income taxes and other taxes obligatory under the laws of the Republic of North Macedonia (at the moment 10% from the gross amount) and will be calculated and paid by NALAS. The Consultant will receive the net amount reduced for the paid personal income tax.

Note: Please provide the Financial Offer in a separate, single (1) pdf document.

VI Evaluation and Selection

The evaluation of the applications and selection of the best offeror will be made in accordance with the quality-cost based selection method (70 % technical component and 30% financial component).

VII Ownership

All materials, documents and information prepared, developed or adjusted by the expert and used for the purposes of preparation, conduct and implementation of the activities, as well as reporting, remain the property of the NALAS. The service expert agree that no part of the materials, documents and information may be reproduced or distributed in any form, or by any means, or stored in a database or retrieval system, for any other purposes and objectives than those related to this Terms of Reference, without the prior permission of NALAS.