

## CALL FOR PROPOSALS

# DIES National Multiplication Trainings 2023-2024

**DEADLINE: 12 FEBRUARY 2023**

### 1. BACKGROUND AND OBJECTIVES

The **DIES National Multiplication Trainings (NMT)** Programme was jointly initiated by the German Exchange Service (DAAD) and the German Rectors' Conference (HRK) in 2013 with the aim to support DIES Alumni in their roles as multipliers in higher education management and to promote the sustainability of the DIES training courses.

Under the NMT Programme, alumni of the different DIES training courses are encouraged to submit joint training proposals in the area of higher education management and to implement training activities in their home countries for higher education managers who have not yet attended a DIES training course. Until now, NMT has undergone four cohorts, i.e. 2013-2014, 2017-2018, 2019-2020 and 2021-2022, supporting a total of 54 alumni teams to implement multiplication training in their home countries.

In order to continue supporting the growing number of DIES alumni as multipliers in higher education management, the Center for Quality Development (ZfQ) at the University of Potsdam, which has been coordinating the NMT Programme since 2017, herewith launches the **Call for Proposals for the NMT Cohort 2023-2024**.

### 2. ELIGIBLE APPLICATIONS

In order to apply for participation in the **DIES NMT 2023-2024** cohort, applicants need to form a Training Committee that meets the criteria of one of the following application groups:

#### **Application Group 1: New Multiplication Training**

New multiplication training is open to Alumni who have not yet implemented a NMT in the past<sup>1</sup>.

- a. Proposals are handed in by a Training Committee of three to four persons;

---

<sup>1</sup> In exceptional case, the majority of the training committee have not implemented a multiplication training yet.

- b. One alumna/alumnus who successfully completed a DIES training course between May 2019 and December 2022 needs to apply as the lead applicant. The lead applicant's institution will be the contract partner and receive and handle the NMT Programme funds;
- c. Alumni, who completed DIES training courses earlier than May 2019 can apply as team members, but not as the lead applicant (See *Annex 1 for eligible DIES courses*);
- d. Non-DIES alumni can join the Training Committee as a team member. However, there is a maximum of one non-DIES alumna/alumnus per Training Committee.

## Application Group 2: Continuing Multiplication Training

The continuing multiplication training is designed for existing Training Committees that already implemented a multiplication training course in one of the past cohorts. With the Continuing Multiplication Training, the Training Committee should consolidate their role as multipliers in higher education management and further promote the sustainability of the past multiplication training. Continuing Multiplication Training proposals are expected to have a higher own contribution in terms of budget and/or other sources of funding (*Please further see 5. Funding of multiplication training courses*). The first workshop of the continuing NMT needs to be implemented in 2023.

- a. Proposals are handed in by a Training Committee that offered a multiplication training, but not yet a continuing multiplication training in the past NMT Programme cohorts (2013-2014, 2017-2018, 2019-2020 and 2021-2022);
- b. One DIES alumna/alumnus from the existing Training Committee needs to apply as the lead applicant. The lead applicant's institution will be the contract partner, receive and handle the NMT Programme funds.
- c. Non-DIES alumni or DIES alumni who were not in part of a previous NMT Training Committee, can join as a team member. However, per Training Committee there is maximum either one Non-DIES alumna/alumnus or one DIES alumna/alumnus who was not in a NMT Training Committee before.

## 3. FRAMEWORK FOR THE MULTIPLICATION TRAINING COURSES

### 3.1 General Structure and Timeframe

The Multiplication training activities are conceptualised and implemented by the Training Committee in their home country or, upon special justification, in the region.

Following the DIES training course methodology, the proposed training should include **two interconnected presence workshops** of three to four days each, with a break of about five months in between. The proposed **multiplication training** should have at least **20 participants** and can start from October 2023<sup>2</sup> at the earliest and end in October 2024<sup>3</sup> at the latest.

---

<sup>2</sup> Continuing multiplication training can start earlier than October 2023.

<sup>3</sup> In case of travel restrictions and lockdown measures caused by the Covid-19 pandemic, some multiplication workshops need to be delivered online depending on the timetable of the NMT Programme.

During the multiplication training, participants need to work on **institutional change projects**, which are mentored by the Training Committee. A mentoring concept needs to be elaborated upon in the application for the NMT Programme.

### 3.2 Topics of the Multiplication Training Courses

The topic of the multiplication training course needs to be in the field of higher education management and in accordance with the topics of the DIES training courses<sup>4</sup>, such as

- Faculty Management,
- University Leadership and Management such as Project Management, Strategic Management & Academic Leadership, and Human Resource Management,
- Quality Assurance including Curriculum Development and/or,
- Internationalisation.

Training proposals can either concentrate on one topic or address multiple ones as long as they are coherent with the training objectives and concept.

### 3.3 Role of the Training Committee

The applying alumni and individuals are expected to form a Training Committee consisting of three to four persons. It is encouraged that DIES alumni who attended different DIES training courses or different cohorts of the same DIES training course form a Training Committee.

The Training Committee is in charge of coordinating and organising the training as well implementing the training in terms of content and delivery. **In their role as trainers**, they are responsible for the content-related issues such as delivering inputs, facilitating interactive sessions and coaching/mentoring the participants during the implementation of their projects. **In their role as organisers and facilitators**, the Training Committee is responsible for the whole organisation of the training, including the project management, logistics, financial administration and reporting to University of Potsdam.

Therefore, the Training Committee is accountable for

- preparing the training concept and designing the programme
- announcing the training (e.g. drafting and disseminating a call for proposal)
- selecting the participants based on predefined selection criteria
- planning and implementing the training activities
- coaching/mentoring the participants
- evaluating the training (template questionnaires will be provided)
- managing finances, accounting and reporting

---

<sup>4</sup> The topic of proposal writing is not eligible for support in the NMT cohort 23-24. Please contact the [University of Cologne](#) for further information on the possibilities of multiplication training on this topic.

### 3.4 Target Group of the Multiplication Training Courses and Selection

The multiplication training courses shall address middle or higher management staff from higher education institutions. Depending on the topic, the participants of the courses can be deans, heads of departments in central administration and quality assurance managers, etc. The participants should come from **different HEIs**<sup>5</sup> with a good mixture of gender. Participants should **not** have taken part in DIES training in the past. The further definition of the target group as well as the selection procedure are to be outlined in Annex 2.

### 3.5 Change Projects and their Mentoring

Participants of the multiplication courses need to work on an institutional change project during the training. The change project should be in line with the respective training topics. Therefore, the participants need to hand in a **project outline** to the Training Committee before the training begins (e.g. during application).

The project outline will be further discussed and elaborated during the training (e.g. by using the template of Project Action Plan<sup>6</sup> (PAP)). The participants are expected to initiate and implement these change projects at their institutions. The Training Committee is responsible for the coaching and mentoring of the implementation of the projects based on the PAP or the other comparable project management tools.

In order to monitor this process and stay in contact with the participants between the workshops, the Training Committee needs to elaborate on a mentoring concept in the proposal and specify the connected activities. The mentoring process between the workshops can be carried out by means that best fit the target group and their national context, such as personal meet-ups, e-mail or via online seminars/meetings.

### 3.6 Online Activities

Apart from the two workshops in presence, the Training Committee can enrich the training with online activities. These activities can be implemented before, between or after the presence workshops. Online activities are not compulsory. They can be content-related activities, and/or online follow-up actions.

### 3.7 Mentors and External Expert Support

The Training Committee can invite external experts to join their training. The external experts cannot have the role of a permanent trainer, but are joining the training on a selective basis such as for an input or facilitation of a session that the Training Committee is not able to deliver themselves. Depending on the type of application, the applicants can or must include the following external expertise:

#### **Mentors for the NMT implementation:**

- Following the DIES training methodology, each Training Committee for “new multiplication” **needs to invite at least one up to two** external experts either from the home country, the region, or Europe<sup>7</sup>

---

<sup>5</sup> In order to support the multiplication at the national level, participants from the same institution are limited to a maximum of four persons.

<sup>6</sup> The PAP needs to be finalised by the end of the training at the latest.

<sup>7</sup> The European expert is limited to one person only.

as mentors. The continuing multiplication Training Committee can invite mentors, but does not need to.

- The main role of the mentors is to support and advise the Training Committee in the planning and implementation of the multiplication training with a focus on contents and didactics.
- Further, the mentors can have minor active parts during the workshops (e.g. an input), but they are not meant to be engaged as a full member of the Training Committee. The Training Committee is supposed to contact the mentors and coordinate dates and availability.
- Mentors with DIES training experience are generally preferred, given the DIES training courses and their general concept are the basis for the multiplication courses.

#### **External speakers:**

- The Training Committee may invite external (keynote) speaker(s) for a short input session during the workshops. He/she should come from the country where the NMT is implemented or the region. However, the main responsibility of content delivery during the training is taken by the Training Committee.

Kindly note that the invited external expert support (including mentor and speaker) should be limited to two persons. Besides DIES trainers, it is encouraged to involve alumni who have already implemented a multiplication training in the past<sup>8</sup>. The University of Potsdam will support the applicants with suggestions of mentors and alumni upon request.

## **4. ACTIVITIES IN THE NATIONAL MULTIPLICATION TRAINING PROGRAMME**

The NMT Programme supports DIES alumni to implement multiplication training courses in the field of higher education management in their own countries. Besides the funding support, the Programme offers the Training Committees the following opportunities:

### **4.1 Kick-Off: Training of Trainers**

In order to support the Training Committees to prepare and implement their respective multiplication courses, the Programme will offer hands-on training and cooperative planning and discussions with experts and peers. Two members from each Training Committee will be invited to attend the “Training of Trainers” (ToT) workshop in Potsdam, Germany in the summer of 2023 provided they have not yet participated in a ToT in the frame of DIES in the past. During the ToT, they will present their training projects and discuss their proposals together with higher education management experts and their peers. In addition, they will be able to further develop their skills as trainers through various didactical inputs and exercises. The Training of Trainers will be complemented by an online onboarding phase. The participants of the ToT are required to hand in an action plan of their training implementation beforehand, which they will revise during and after the workshop.

### **4.2 In Between: Online Exchange**

While preparing and implementing the multiplication training courses, the Programme will offer exchange possibilities among Training Committees. The common online platform will allow them to report on their

---

<sup>8</sup> The information of the alumni trainers can be found at <https://www.dies-nmt.org/nmt/trainer-pool.html>.

implementation and experiences, and to address and discuss open issues with their peers. Additionally, there will be the possibility to consult experts in online training delivery and to get to know online tools for engaging participants.

### 4.3 Wrapping Up: Closing Workshop

Depending on the continuation of the DIES NMT Programme beyond 2024, the Training Committees might be invited to a Closing Workshop in 2025 in Potsdam, Germany. The Closing Workshop intends to wrap up and reflect the knowledge gained during the implementation of the multiplication training courses, and to establish contacts for further cooperation. The Training Committee's experiences and knowledge will be transferred to the next cohort of NMT Programme participants, who would have their kick-off back-to-back.

### 4.4 Alumni Trainer Pool

Since 2020, an Alumni Trainer Pool has been created to support the visibility of DIES alumni trainers in the NMT Programme. The alumni who successfully implemented multiplication training courses will be included in the DIES Alumni Trainer Pool and will be recommended as trainers/experts for training activities which might require their specific expertise and knowledge. The database can be publicly accessed [online](#).

## 5. FUNDING OF MULTIPLICATION TRAINING COURSES

The NMT Programme is supported by the DIES Programme (Dialogue on Innovative Higher Education Strategies) with funds from the German Federal Ministry of Economic Cooperation and Development (BMZ).

A budget of maximum **25,000 Euros** can be used as a point of reference for funds to be covered by the NMT Programme per multiplication training (including all training activities) for **application group 1**. The Training Committees are further expected to have their own financial contribution and/or acquire other sources of funding of at least 10% of the total budget.

A budget of maximum **15,000 Euros** can be used as a point of reference for funds to be covered by the NMT Programme per multiplication training for **application group 2**. The Training Committees are further expected to have their own financial contribution and/or acquire other sources of funding of at least 30% of the total budget.

|  | <b>Application group 1</b><br>(New Multiplication Training) | <b>Application group 2</b><br>(Continuing Multiplication Training) |
|--|---|--|
| NMT budget reference<br>(maximum)                                    | 25,000 Euro   | 15,000 Euro  |
| Own contribution   | At least 10% of the total budget                            | At least 30% of the total budget                                   |
| <b>Eligible expenditure to be covered with NMT Programme funding</b> |   |  |
| Honorarium of experts (mentors<br>and/or speakers)                   | Yes   |  |
| Honorarium of Training<br>Committee                                  | Yes   |  |

|  |     |
|--|-----|
| Travel of experts and Training Committee                           | Yes |
| Accommodation and meals of experts and Training Committee          | Yes |
| Travel of participants <sup>9</sup>                                | No  |
| Lump sum for accommodation and meals <sup>10</sup> of participants | Yes |
| Supporting staff   | Yes |
| Workshop materials   | Yes |

With regard to the provision for funds, the **lead applicant** will serve as the main contact for the University of Potsdam. His or her institution will receive the Programme funds for conducting the multiplication activities based on a signed funding agreement between the two parties.

A budget plan using the template of Annex 4 is required to be submitted upon application. Please refer to the **Annex 3 Guidelines for Funding** for more information when planning the budget.

## 6. APPLICATION PROCEDURE AND KEY DATES

The **deadline for proposal submission is 12 February 2023 at 18:00 CET**. The DIES NMT Programme will start with an online onboarding in May/June 2023, followed by a presence workshop in July/August in Potsdam, Germany<sup>11</sup>. The actual multiplication courses can start earliest in October 2023 and finish latest by October 2024, depending on the sequencing and number of workshops. The following table shows the preliminary dates.

|                              |   |
|------------------------------|---|
| 12 February 2023             | Deadline for submission of proposals                                    |
| End of March 2023            | Notice on selection results   |
| May/June 2023                | On-boarding "Training of Trainers"                                      |
| July/August 2023             | Workshop "Training of Trainers"   |
| October 2023 to October 2024 | Implementation of multiplication training courses in the target regions |
| 2025 (to be confirmed)       | Closing Workshop  |

<sup>9</sup> Travel expenses for participants can be requested in exceptional cases and need to be approved by University of Potsdam in advance.

<sup>10</sup> Accommodation and meals for participants are covered on a lump sum basis. Please refer to Annex 3 for further information.

<sup>11</sup> If it is impossible to hold a presence workshop in Germany due to the travel restrictions and lockdown measures caused by Covid-19, the Training of Trainer workshop will be implemented online.



In order to apply, the Training Committee must register at <https://www.dies-nmt.org/s/nmt23Reg/en.html> and fill out the application form and upload the required documents online. The online application must be handed in **until 12 February 2023 at 18:00 CET at the latest**.

In order to be considered, **applications must include**

- Online application form including training proposal (to be filled in online, see viewing sample with contents in Annex 2)
- Budget plan (to be uploaded, see Annex 4 as template)
- Curriculum Vitae of the applicants in PDF
- Certificate of completion of the DIES training course of the lead applicant
- Letter of Commitment from the higher management of the lead applicant, supporting the application for the NMT Programme and making statements on own contributions

Applicants are welcome to submit additional documents to support their application, such as

- Letter of Collaboration with other relevant external partners or organisations, especially if it implies complementary funding.

Kindly note that only complete applications will be considered during the selection. With regards to any questions on the application, please feel free to contact the Centre for Quality Development at the University of Potsdam at [nmt@uni-potsdam.de](mailto:nmt@uni-potsdam.de) for further information.

## 7. SELECTION OF MULTIPLICATION TRAINING PROPOSALS

Proposals are reviewed on a competitive basis by an expert committee set up by the University of Potsdam. The selection committee members assess the proposals not only with consideration of the overall conceptual framework (e.g. expertise of the training committee, relevance of content, didactical approach and sustainability aspect of the multiplication training), but also on the basis of cost-effectiveness, country/region and gender of applicants. The applicants will receive the selection results by End of March.

### Annexes:

- Annex 1: Eligible DIES Training Courses for NMT Application
- Annex 2: Online Application Form (viewing sample, to be filled in online)
- Annex 3: Guidelines for Funding
- Annex 4: Budget Plan Template (to be uploaded)