



CALL FOR PROPOSALS

DIES National Multiplication Trainings 2025-2026

DEADLINE: 20 JANUARY 2025

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 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 five cohorts, 2013-2014, 2017-2018, 2019-2020, 2021-2022 and 2023-2024, supporting a total of 69 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 2025-2026**.

2. ELIGIBLE APPLICATIONS

In order to apply for participation in the **DIES NMT 2025-2026** 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 an NMT in the past.

- a. Proposals are handed in by a Training Committee of three to four persons;
- b. One alumna/alumnus who successfully completed a DIES training course between January 2023 and December 2024 needs to apply as the lead applicant. This lead applicant should not have implemented a NMT in the past either as lead or as team member. 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 January 2023 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 team members. However, there is a maximum of one non-DIES alumna/alumnus per Training Committee.
- e. In exceptional cases, the Training Committee can include maximum one team member who implemented a NMT.

Application Group 2: Continuing Multiplication Training

The continuing multiplication training is designed for existing Training Committees that 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 previous 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 2025.

- a. Proposals are handed in by a Training Committee that offered multiplication training, but not yet continuing multiplication training in the past NMT Programme cohorts (2021-2022 and 2023-2024);
- 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, and will receive and handle the NMT Programme funds.
- c. Non-DIES alumni or DIES alumni who were not part of a previous NMT Training Committee can join as team members. However, per Training Committee there is a maximum of either one Non-DIES alumna/alumnus or one DIES alumna/alumnus who was not on an NMT Training Committee before.

3. FRAMEWORK FOR THE MULTIPLICATION TRAINING COURSES

3.1 General Structure and Timeframe

The Multiplication training activities are designed and delivered by the Training Committee in their home country or, upon special justification, in the region. **The planned training needs to follow the DIES training methodology, structure and thematic focus, while also being innovative and responsive to the current needs and developments of higher education management in the target country.**

The proposed training should have at least **two** interconnected (presence) **workshops** of three to four days each, with a break of about four to five months in between. The proposed multiplication training should have at least **20 participants** and can start from September 2025¹ at the earliest and end in September 2026 at the latest.

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.

¹ Continuing multiplication training can start earlier than September 2025.
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3.2 Fields of Topics of the Multiplication Training Courses

The topic of the multiplication training course needs to be aligned with the field of high education management and correspond to the thematic focus of the DIES training courses, 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 focus on a single topic or address multiple topics, provided they are logically connected and aligned 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. DIES alumni are encouraged to form a Training Committee comprising individuals from different training courses or different cohorts of the same training course.

The Training Committee is in charge of coordinating and organising the training as well as implementing the training in terms of content and delivery. In their role as trainers, they are responsible for the content-related issues such as drafting training programme, 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 the 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

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**

HEIs² with a good mixture of gender. Participants should **not** have taken part in any 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 the Project Action Plan³ (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 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 person, 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 External Expert Support

The Training Committee can invite **one mentor and one speaker** as external experts to participate in their training. The external experts cannot have the role of a permanent trainer but are supporting the training on a selective basis, such as for planning and programme drafting, and for 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:

Mentor for the NMT implementation:

- Following the NMT training methodology, each Training Committee for “new multiplication” **needs to invite one expert as mentor**. The continuing multiplication Training Committee can, but does not have to, invite the mentor.
- The mentor can come from the home country of the Training Committee, the region, or Europe.
- The main role of the mentor is to support and advise the Training Committee in the planning and implementation of the multiplication training with a focus on contents and didactics.
- The mentor is expected to attend at least one workshop in person to provide evaluation and feedback. If present on-site, the mentor can also take on an additional role of a speaker, contributing insights for certain session(s). However, the mentor will not serve as a full member of the Training Committee

² In order to support the multiplication at the national level, participants from the same institution are limited to a maximum of three persons.

³ The PAP needs to be finalised by the end of the training at the latest.

and will not mentor the participants' change projects. Their speaking role should be kept minimal, as the Training Committee is responsible for the primary content delivery.

- At the application phase, the Training Committee can, but not have to propose a mentor. The decision on the mentor will be made at the selection. Further contacts with the mentor will be established after the selection. However, in the budget planning, an honorarium needs to be planned for the mentor by the Training Committee of "new multiplication". Depending on the engagement of the mentor, the honorarium can vary.
- If the Training Committee would propose a mentor during the application phase, 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 speaker for the multiplication training workshops:

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

Kindly note that during the physical workshop, the Training Committee can invite either the mentor or an external speaker to contribute. However, the number of the persons in this role should be limited to one. Besides DIES trainers, it is encouraged to involve alumni who have already implemented multiplication training in the past⁴. The University of Potsdam will support the applicants with suggestions of mentors and alumni speakers upon request after the selection.

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

To assist the Training Committees in preparing and implementing their respective multiplication courses, the Programme will offer hands-on training opportunities, cooperative planning sessions, and discussions with experts and peers. **Two members** from each Training Committee (generally the lead and one committee member) will be invited to attend a "Training of Trainers" (ToT) workshop in Potsdam, Germany in the summer of 2025 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 The information of the alumni trainers can be found at <https://www.dies-nmt.org/nmt/trainer-pool.html>.
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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 implementation and experiences, and to address and discuss open issues with their peers.

4.3 Wrapping Up: Closing Workshop

Depending on the continuation of the DIES NMT Programme beyond 2026, the Training Committees might be invited to a Closing Workshop in 2027 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 have the opportunity to 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.

	Application group 1 (New Multiplication Training)	Application group 2 (Continuing Multiplication Training)
NMT budget reference (maximum)	25,000 Euro	15,000 Euro
Own contribution	At least 10% of the total budget	At least 30% of the total budget
Eligible expenditure to be covered with NMT Programme funding		
Honorarium of experts (one mentor and/or one speaker)	Yes	

Honorarium of Training Committee	Yes
Travel of one expert and Training Committee	Yes
Accommodation and meals of one expert and Training Committee	Yes
Travel of participants ⁵	No
Lump sum for accommodation and meals ⁶ 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 20 January 2025 at 18:00 CET**. The DIES NMT Programme will start with an online onboarding in May/June 2025, followed by a presence workshop in July in Potsdam, Germany. The actual multiplication courses can start earliest in September 2025 and end latest by September 2026, depending on the sequencing and number of workshops. The following table shows the preliminary dates.

20 January 2025	Deadline for submission of proposals
End of February 2025	Notice on selection results
May/June 2025	On-boarding "Training of Trainers"
July 2025	Workshop "Training of Trainers"
September 2025 to September 2026	Implementation of multiplication training courses in the target regions
2027 (to be confirmed)	Closing Workshop

⁵ Travel expenses for participants can be requested in exceptional cases and need to be approved by University of Potsdam in advance.

⁶ Accommodation and meals for participants are covered on a lump sum basis. Please refer to Annex 3 for further information.

In order to apply, the Training Committee must register at <https://www.dies-nmt.org/s/nmt25reg/en.html> and fill out the application form and upload the required documents online. The online application must be handed in **until 20 January 2025 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 Center for Quality Development at the University of Potsdam at 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 the whole training concept 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 February.

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)