



Dialogue on Innovative Higher Education Strategies

*DIES – a joint programme of the  
German Academic Exchange Service (DAAD)  
and the German Rectors' Conference (HRK)*

### DIES Training Courses

Training courses for university managers

### DIES Dialogue

Conferences, seminars and information visits

### DIES Projects

Capacity development with varying thematic priorities

### DIES Partnerships

Partnerships between universities in developing countries and Germany in the area of higher education management

## Contact

#### German Academic Exchange Service (DAAD)

Section P32 – Development Cooperation:  
Partnership Programmes and Higher Education Management  
Kennedyallee 50, 53175 Bonn, Germany  
Email: [dies@daad.de](mailto:dies@daad.de)  
Internet: [www.daad.de/dies](http://www.daad.de/dies)

#### German Rectors' Conference (HRK)

International Department  
Ahrstraße 39, 53175 Bonn, Germany  
Email: [dies@hrk.de](mailto:dies@hrk.de)

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Federal Ministry  
for Economic Cooperation  
and Development

## DIES Training Courses

## DIES Dialogue

## DIES Projects

## DIES Partnerships

**DAAD**

Deutscher Akademischer Austauschdienst  
German Academic Exchange Service

**HRK**

German Rectors' Conference  
The Voice of the Universities

## About DIES



Universities throughout the world are operating in an increasingly dynamic environment characterised by global challenges. They face intense competition for students, highly qualified researchers and third-party funding. This holds true for developing countries too, where the demand for tertiary education has been skyrocketing over the last decades.

In light of these developments, higher education management in all its particulars is becoming more and more important in the field of international development cooperation. The programme “**Dialogue on Innovative Higher Education Strategies**” (DIES), jointly coordinated by the German Academic Exchange Service (DAAD) and the German Rectors’ Conference (HRK), offers four components in the following regions: Africa, Spanish-speaking Latin America and Southeast Asia.



**DIES Training Courses** and **Dialogue** events foster the competencies of academic leadership staff and contribute to the enhancement of institutional management at universities in developing countries. In addition, the measures facilitate the exchange on matters of higher education management between participants from Germany and the respective partner countries.

In the frame of **DIES Projects**, the DAAD and the HRK cooperate with foreign partner organisations on current reform topics. For this purpose, dialogue events and training courses in the target region are combined with a particular thematic focus and adapted to the needs of the target group.

**DIES Partnerships** offer universities in developing countries and Germany the opportunity to cooperate in the area of higher education management.

What all DIES components have in common is that they pursue a practical approach, facilitating change by means of developing the skills and competencies of individual members of staff. DIES thereby aims at improving the institutional higher education management as well as aligning the higher education systems with the national and regional development goals, so as to contribute in the long run to stronger and more international universities in developing countries.

[www.daad.de/dies/en](http://www.daad.de/dies/en)



## DIES Training Courses

### DIES Training Courses

...offer modular, practice-oriented training opportunities for management-level professionals from universities in developing countries. The training offers are based on a blended-learning approach.

DIES Training Courses have been created in response to specific tasks faced by university faculty members at various levels of the organisation. These range from human resource, research and financial management to quality assurance and applying for external funds. Participants in all DIES training courses are assisted by experienced international trainer teams in implementing practical changes at their home institutions.

[www.daad.de/dies-training/en](http://www.daad.de/dies-training/en)

# DIES Testimonial



## **Cynthia Borja**

Dean, School of Psychology  
Universidad de Las Américas,  
Quito, Ecuador

*»The DIES programme helped me plan and develop strategies to improve the academic unit I am in charge of. Not only was I able to learn about strategic planning for a more technical and, at the same time, practical standpoint from those leading the workshops, but I was also able to learn from my peers about better practices that have worked for them in the Latin American context. I was able to come back to my role with a renewed sense of creativity and with clear goals set up to continue developing my academic unit to its greatest potential.«*



# DIES Training Courses

## International Deans' Course

The International Deans' Course (IDC) is designed for newly elected deans and vice-deans from Africa, Southeast Asia and Latin America. It deals with the various dimensions of faculty management such as financial management, quality assurance, leadership – supplemented with practice-oriented modules on project management and soft skills. As the course progresses, participants develop action plans which they then use to implement individual reform projects at their home universities. The individual plans are presented and discussed among experts and peers during the subsequent presence phase(s).

Cooperation partners for the IDCs Africa and Southeast Asia are the Osnabrück University of Applied Sciences, the Centre for Higher Education (CHE) and the Alexander von Humboldt Foundation (AvH).

The IDC Latin America is jointly implemented by the Saarland University and the University of Alicante, Spain.

# DIES Testimonial



## **Aye Aye Tun**

Pro-Rector  
Dagon University, Yangon, Myanmar

*»The IDC made a great difference to my way of thinking as a leader of a university. It imparts everything I was very keen to be equipped with: it offered opportunity to enhance expertise, skills and competencies; it makes me feel confident enough to tackle and solve the challenges emerged from current education reform during the transitional period in Myanmar.«*



## **Félix Ayoh'Omidire**

Department of Foreign Languages  
Obafemi Awolowo University,  
Ile-Ife, Nigeria

*»Participating in the DIES programme was a great experience. Thanks to the efficient techniques and soft-dialogue methods imparted to us by the unbeatable coordination team, not only was I able to develop a ground-breaking and innovative approach towards the improvement of the quality and quantity of postgraduate production in my home institution, but I also learnt to better handle interpersonal relationships within the system.«*

# DIES Training Courses

## **Training on Internal Quality Assurance (TrainIQA)**

TrainIQA targets designated as well as experienced quality assurance managers at higher education institutions in Anglophone Southern Africa (SADC) and Francophone Africa as well as Southeast Asia (ASEAN). For each region a separate training course is offered.

Its overall goals are to contribute to the institutional development in the area of quality assurance of teaching and learning of local universities and enhance the dialogue between higher education institutions in the target regions, as well as among higher education institutions at the local level and with German institutions.

The modular course is based on a blended-learning approach and combines leadership and management topics in a holistic way. It aims at strengthening the structural development of higher education institutions and at supporting the trainees in their endeavour to build up and enhance systematic quality assurance structures.

TrainIQA is implemented by the Center for Quality Development at the University of Potsdam along with regional partners.

# DIES Testimonial



## **Dr. Nwe Nwe Myint Thein**

Associate Professor / Quality Manager  
University of Information Technology, Myanmar

*»This is the very first experience for me to learn and discuss the QA related activities with the experts from Europe and ASEAN and all participants working in their respective institutions. Beginners luck! Within the training period of TrainQA, processes and procedures for internal quality assurance in my institution will be strengthened systematically through applying the experiences I have got and learning best practices from all mentors' and peer institutions. Based on these experiences, I'll share my knowledge with my colleagues and take part in all QA activities leading to quality education. Thank you very much DAAD, HRK, University of Potsdam, DIES project team and my respectful mentors.«*



## **Andrew Madoda Makola**

Director: Quality Assurance & Information Management  
University of the Western Cape  
Cape Town, South Africa

*»I joined the TrainQA course in November 2020. After the first session, I already feel empowered by the project management skills: I have adopted the project management approach in performing my normal university work activities and also applying in my chosen project for the course. The provided study materials are an invaluable resource, not only for the course but a 'must have' IQA repository for any quality assurance practitioner in higher education. The international QA experts that form part of facilitators, trainers and guest presenters are the best in the field, bringing in their diverse and expert knowledge and approaches to IQA. «*



## DIES Training Courses

### UNILEAD

The supraregional University Leadership and Management Training Programme (UNILEAD) is open to young management-level professionals from universities in Africa, Latin America and Southeast Asia. The majority of participants work as coordinators of central university administration units, in areas such as quality assurance, human resource management, controlling or international affairs. UNILEAD is based on a blended-learning approach and includes three modules on project management, finances & investment and human resource management. An online-based learning platform provides preparation and follow-up for the topics and offers the opportunity to receive feedback from mentors and exchange thoughts with fellow participants. In between the contact phases of the course, participants carry out individual projects at their home universities to directly apply what they have learnt to practice.

In UNILEAD, the University of Oldenburg is the cooperation partner.

Furthermore, the University of Oldenburg, together with different international partners, offers specially focused regional UNILEAD courses in Africa, Latin America and Southeast Asia.

# DIES Testimonial



## **Nguyen Danh Thao**

Director, External Relations Office  
Ho Chi Minh City University of Technology,  
Ho Chi Minh City, Vietnam

*»The UNILEAD programme has inspired me to apply educational management strategies at our university, contributing to our achievements in all aspects: quality assurance, international integration and cooperation, and university-industry linkage.«*



## **Giovanni Anzola**

Director, International Affairs  
Universidad de La Salle,  
Bogotá, Colombia

*»The UNILEAD programme helped me to trigger the institution's capacity to drive its aims in a more structured and comprehensive way. I can assure that — with no doubt — this programme provided me with the skills and knowledge to achieve such an acknowledgement.«*



## DIES Training Courses

### **Proposal Writing for Research Grants**

The aim of Proposal Writing for Research Grants (ProGRANT) is to enable young academics from Africa, Latin America and Southeast Asia to develop proposal writing skills according to international standards and to design, write and budget a promising proposal for national and international research funding. Using a blended-learning approach, ProGRANT is structured in three modules: two seminar modules and a trainer guided e-learning module.

The trainer teams consist of German and regional experts. Grant writing experts share their knowledge in the field of research funding, subject-specific trainers provide expertise on the nuances and details of their particular field. The courses are offered in English, Spanish, and French depending on the location.

The courses are organised and conducted by the University of Cologne in close cooperation with ProWiss (Consulting Services for Researchers).

# DIES Testimonial



## **Leah Komen**

Senior Lecturer & Thesis Coordinator  
Daystar University, Nairobi, Kenya

*» ProGRANT is a breath of fresh air, especially for new PhD holders. It introduces you to a new dimension in the area of research: sourcing for funds, structuring your proposal, as well as the differences between writing grant and academic proposals. You interact with people of different career levels and are offered room to learn. You are taught how to unlearn some bad habits such as procrastination and working in isolation. The skills are transferrable and so I highly recommend the ProGRANT programme. «*



## **José Peres-Cajías**

Professor, Economic Development & Economic History  
Universidad Católica Boliviana "Sao Pablo",  
La Paz, Bolivia

*» I certainly advise you to take this opportunity. I have learnt practical skills concerning research funding that otherwise would require the consultation of different sources or people. I also had the opportunity to meet wonderful and interesting researchers. «*



## DIES Training Courses

### **Management of Internationalisation**

The DIES Training Course Management of Internationalisation (Mol) by the University of Hannover supports participants from Africa, Asia and Latin America in professionalising the management of the central tasks of their international offices.

The main topics of this tripartite course are internationalisation, strategic management, managing partnerships, incoming and outgoing student and researcher mobility as well as consulting and marketing.

Each module offers a balance between conceptual learning and practice oriented training, management skills as well as soft skills.

The DIES Training Course Management of Internationalisation was designed for heads of international offices and university managers who are responsible for coordinating international activities for their universities.

The University of Hannover is in charge of the Mol course, which is implemented together with the University of Guanajuato (Mexico), Manipal University (India) und Jomo Kenyatta University of Agriculture and Technology (Kenya).

# DIES Testimonial



## **María Carolina Serrano Ramírez**

Director, International Relations  
University of Sabana,  
Chía/Bogotá, Colombia

*» The discussions that grew around the sessions set up a convenient scenario for feedback and sharing good practices with other colleagues from around the world, facilitating a multi-perspective approach to our very own challenges. Moreover, the DIES Mol course gave us useful tools to improve our soft skills, resulting in a multiplying effect in the way we understand and live our job, reflecting directly in our teams and institutions. «*



## DIES Training Courses

### **National Multiplication Trainings**

This DIES programme supports multi-part continuing education courses, so-called National Multiplication Trainings (NMT). The NMTs are administered independently by former participants of the DIES measures. They focus on the various subjects of faculty management, such as project management, finance & staff coordination, research management, quality assurance and internationalisation.

DIES alumni can apply for funding to implement NMT initiatives in Africa, Latin America and Southeast Asia. By acting as multipliers for the knowledge and skills gained during their own training, the NMT coordinators play an invaluable role for the sustainability and reach of the DIES training activities.

# DIES Testimonial



## **Victor Delgado**

Professor, Business Law  
Universidad Católica Santa María La Antigua,  
Panama City, Panama

*»Participating in a prestigious programme like DIES represents a great opportunity to improve our competencies in Higher Education Management and Strategic Planning. The experience through all the programme was excellent, and it became an opportunity to exchange our knowledge and experiences among the participants and the staff. Finally, you can have a wonderful intercultural experience and there is no doubt that the new tools and contacts would be implementing and would be valuable once you are back in your country.«*



## **Hamadi Iddi Boga**

Vice Chancellor  
Taita Taveta University,  
Voi, Kenya

*»DIES provided me with an exceptional opportunity to learn about key aspects of higher education management which were totally new to me. This course is indispensable to any manager or aspiring manager in a higher education institution. I use every opportunity available to pass on the knowledge and skills to colleagues in Kenyan institutions.«*



## DIES Dialogue

### DIES Dialogue

...events (conferences, seminars, information visits, workshops, etc.) create fora for professional exchange on current topics in higher education management. Next to the exchange of expertise and good practice, it is the primary goal of this programme line to stimulate projects and initiatives on higher education reform in developing countries.

The target group of the dialogue events are political decision-makers in higher education and research, members of the university leadership, higher education managers of middle and upper leadership level as well as national and international actors in development cooperation.

The events are tailor-made by the DAAD and the HRK, and implemented in cooperation with the DAAD global network and local partners.

[www.daad.de/dies-dialogue](http://www.daad.de/dies-dialogue)

# DIES Testimonial



## **Hanna Bachtiar-Iskandar**

Head, Academic Quality Assurance Board  
Universitas Indonesia,  
Jakarta, Indonesia

*» An excellent, well prepared programme especially in terms of the approach and networking. The mix of experts and dynamic groups from various backgrounds allowed for fruitful interactions. I learnt and was inspired a lot. «*



## **Shaza Mohammad**

Director, Quality Assurance Unit  
Mansoura University,  
Mansoura, Egypt

*» Thanks to DIES and its trainings, both my faculty and my university were able to design and implement new quality assurance strategies and to get nationally accredited. «*

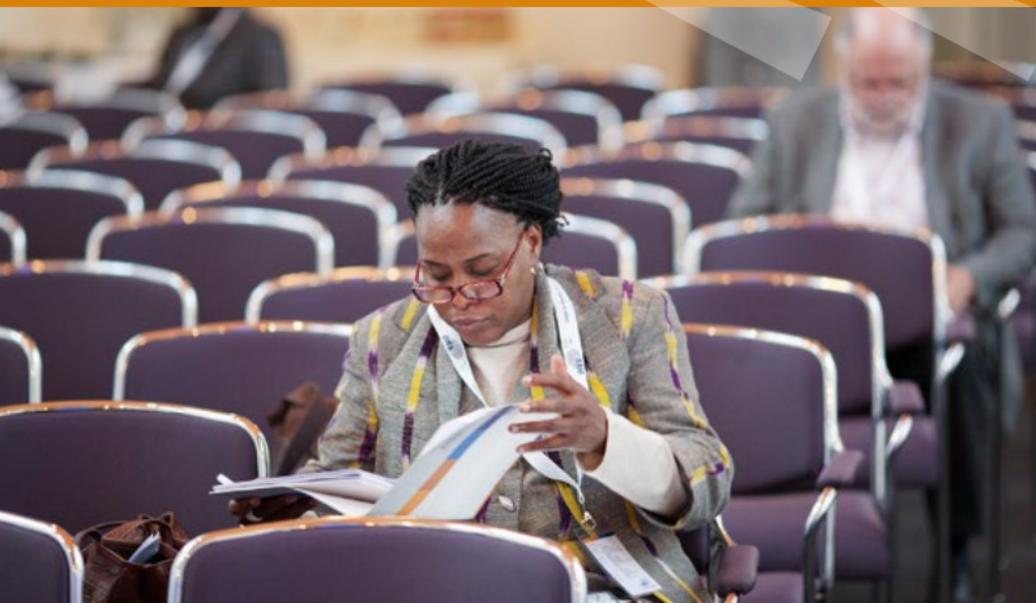
## DIES Projects

...each focus on one particular thematic area. They combine the DIES programme components dialogue events and training courses. In the frame of these long-term measures, the DAAD and the HRK themselves are usually engaged as partners and draw up a corresponding agreement with the national or regional partner organisations.

Currently, DIES projects mainly focus on the topic of quality assurance. Other project topics include: the quality of doctoral education in Africa and the opportunities of women in science.

[www.daad.de/dies-projects](http://www.daad.de/dies-projects)

## DIES Projects



## DIES Testimonial



### **Bahisham Bte. Yunus**

Director, Strategic Planning and Quality  
Universiti Tenaga Nasional,  
Kajang, Malaysia

*» During the project, I have met with wonderful mentors, learnt and create a networking with many friendly QA practitioners within the region and Europe. My project to re-structure QA within my university paid-off where recently we have been awarded the self-accreditation status by the Minister of Higher Education and the Malaysian Qualifications Agency (MQA). Thank you very much DAAD, HRK and friends.«*

## DIES Project Southeast Asia

Established in 2010, the ASEAN-QA project aims at developing capacity and establishing common standards in the field of quality assurance in the ASEAN region.

The core aspect of the project is a training course for internal quality assurance (TrainIQA), tailored at quality assurance managers and coordinators of universities in the ASEAN region. Participants are acquainted with concepts and tools of QA management, and develop – under the guidance of European and ASEAN experts – individual projects to promote quality structures at their home universities.

Regional cooperation and harmonisation efforts, as well as the establishment of expert networks are promoted by the international scope of the course, integrating eleven target countries (the ten ASEAN member states plus Timor-Leste).

The DIES Project in Southeast Asia is coordinated by the University of Potsdam, jointly with the ASEAN Quality Assurance Network (AQAN), the ASEAN University Network (AUN), the European Association for Quality Assurance in Higher Education (ENQA), and the SEAMEO Regional Centre for Higher Education and Development (SEAMEO RIHED).

## DIES Projects



# DIES Testimonial



## **Ky Ravikun**

Vice-Rector, International Relations,  
Academics & Internal Quality Assurance  
Phnom Penh International University,  
Phnom Penh, Cambodia

*» My participation in the ASEAN-QA has helped me a lot with my quality assurance work, especially Internal Quality Assurance, in the sense that it has given me broader ideas about how to start building a quality assurance system and manage it; it helps keep me updated with the regional, and world trends on and processes in quality assurance. With ASEAN-QA, we also have built a quality assurance network - a person-to-person communication, an institutional connectivity, we share our good quality assurance practices, mechanisms and processes.«*

## DIES Project West and Central Africa

Since 2013, DIES has been engaged in a quality assurance project addressing West Africa, called EWAQAS (Enhancing West African Quality Assurance Structures). It offers policy dialogue events and capacity building activities, thus supporting initiatives on strengthening and harmonising national higher education systems in the region. In the first project phase, two training courses (TrainIQA) were developed, reflecting the language division of the region. Currently, the project focuses exclusively on francophone Africa.

This project was extended to Central Africa and Madagascar in 2016, starting with a training for external quality assurance.

The Saarland University coordinates the project, with the support of regional partners: the Association of African Universities (AAU), the Conseil Africain et Malgache pour l'Enseignement Supérieur (CAMES), the West African Economic and Monetary Union (UEMOA), UNESCO BREDIA, and the UNESCO International Institute for Educational Planning (IIEP).

## DIES Projects



# DIES Testimonial



## **Ronnie Frazer-Williams**

Performance Contract Coordinator &  
Senior Lecturer, Chemistry  
Fourah Bay College, University of  
Sierra Leone,  
Freetown, Sierra Leone

*» The most important benefit of the TRAINIQA programme is the acquisition of knowledge and skills in quality assurance which was completely lacking before commencing the training. This knowledge has enabled me to contribute meaningfully to the development of a QA structure in my country. In addition, through the TrainIQA programme, my university developed its QA policy. Now, I am now capacitated to carry on with QA activities as I execute my tasks as a Performance Contract Coordinator.«*

## DIES Partnerships

...support measures of individual training for managers in the field of higher education as well as structural reforms at universities. The programme DIES Partnerships with universities in developing countries is designed to contribute to the efficient use of scarce resources by well-trained management personnel and to provide incentives for quality improvement.

The long-term objective of the programme is to strengthen institutional management and thus to contribute to sustainable development and to support efficient and cosmopolitan universities in Germany and the partner countries. A university partnership can be supported up to four years with a maximum annual grant of up to EUR 70,000.



**DIES Partnerships**



*» To participate in this DIES Partnership opened us new possibilities to initiate international cooperation and investigations with a broader scope – to analyse phenomena that have a certain signification in our concrete reality from an international perspective, allowed us to create mayor understandings and positioning. «*



**Virgina G. Reyes De La Cruz**

Director, Institute of Sociological  
Investigation  
Benito Juárez Autonomous University  
of Oaxaca,  
Oaxaca, Mexico

**DIES Testimonial**

## Possible topics for DIES Partnerships are:

- Establishment and expansion of cross-sectional institutes, such as international offices, graduate schools and career centres
- Innovations in quality assurance management at universities – in the areas of human resources, infrastructure, budget and organisation
- Cooperation with external interest groups to further develop university and faculty (tracer studies, alumni networks, fundraising)

A precondition for the funding of DIES Partnerships is a currently existing partnership agreement. Besides tandem applications by a German and a foreign university, partnership projects that involve two or more institutions of higher education in partner countries are particularly welcome.

- **Application deadline:** June 30th of each year
- **Funding begins:** January 1st of the following year

[www.daad.de/dies-partnerships](http://www.daad.de/dies-partnerships)



**DIES Partnerships**

*» The cooperation between the German and Colombian colleagues inspires, broadens one's minds and has significantly contributed to further develop the approach of practice-oriented, interdisciplinary research for political decision-makers and to render it part of university structures. «*



**Gesa Grundmann**

Researcher, Centre for  
Rural Development  
Humboldt University of Berlin,  
Berlin, Germany

**DIES Testimonial**



## DAAD

The German Academic Exchange Service is the world's largest organisation for the funding of international student and scholar exchange. It is a registered organisation with the German institutions of higher education and student bodies as members.

The DAAD awards scholarships, supports the internationalisation of German universities, promotes German studies and the German language abroad, assists developing countries in establishing more effective higher education systems and advises decision-makers on cultural, educational, and development policy issues.

## HRK

The German Rectors' Conference (HRK) is the association of state and state-recognised universities in Germany. The HRK currently has 268 member institutions, in which around 94 per cent of all students in Germany are enrolled.

The HRK functions as the voice of the universities in dialogue with politicians and the public and as the central forum for opinion-forming in the higher education sector.

The HRK cooperates with universities and corresponding organisations all over the world. Its aim is to represent the interest of German universities at an international level and to support German universities in their internationalisation process.

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