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FROM . **KABUL**

SUBJECT . Transmittal of U-520 Report for a portion of
Project 306-12-660-093, Technical Education: Faculty of Engineering

REFERENCE . M.O. 1393.1

1. There is transmitted herewith a U-520 report on an on-going project, Technical Education -- that portion relating to the Faculty of Engineering of Kabul University. This project is handled by a contract with Educational Services, Inc.

2. The report was prepared last April, and for a variety of reasons could not be transmitted earlier.

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DRAFTED BY <i>JMH</i> AMHirsch:jmb	OFFICE PD	PHONE NO. 40	DATE 1/3/65	APPROVED BY: RLHubbell, Acting Director
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AID AND OTHER CLEARANCES
JL Crane, PD
SB Hamblen, PD

JR Auburn (in draft)

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**TECHNICAL ASSISTANCE PROJECT HISTORY
AND ANALYSIS REPORT**

- | | |
|---|---|
| 1. Name of the Cooperating Country | Afghanistan |
| 2. Project/Activity Title | Technical Education
(Faculty of Engineering), USET (ESI) |
| 3. Project/Activity Number | 306-11-660-057; 306-12-660-093 |
| 4. Date the Project was Initiated | December 9, 1962 |
| 5. Actual or Planned Termination Date for the Project | Fiscal termination: 1970;
Physical termination: 1972 |
| 6. Period Covered by the Report | October 1962 to April 1964 |

Prepared by

O. P. Bergelin
Program Director

United States Engineering Team

Contract AID/nesa-76

April 30, 1964

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1. The Background Situation

The need for a Faculty of Engineering was evident in the 1950's because Afghanistan was attempting to develop its natural resources, and there was no Afghan institution for the training of engineers. Extensive engineering projects were under way, mostly supported by foreign aid programs, but Afghanistan was making a determined effort to plan and carry out its own developmental programs.

In 1956, a combined Faculty of Agriculture and Engineering was established in Kabul University. This Faculty was assisted from its inception by the predecessor of the United States Agency for International Development (USAID) through a contract with the University of Wyoming. No Afghan engineering teachers were available, and therefore the process of developing a staff was necessarily very slow. In addition to the contract to advise the Faculty of Agriculture and Engineering, the University of Wyoming also had projects in the Ministry of Agriculture, the Vocational Agriculture School, and the Afghan Institute of Technology. The major portion of their effort was concentrated in the field of agriculture, and the feeling arose that engineering might be developed more effectively if it were a separate Faculty in the University and if the AID assistance came through a contract devoted exclusively to engineering.

Evidence that the RGA was not satisfied with the progress of technical education up to 1963 is shown by its conclusion in 1964 of an agreement with the USSR under which a large additional faculty of engineering and supporting technical institutes will be provided. Moreover, much of the cost of this project is to be borne by the RGA itself under a loan agreement with the USSR. The Russian program, as far as we know to date, intends to follow a practical approach which will provide men for specific positions. While this approach is needed during the initial stages in the development of a country, we believe that the more general approach which is being followed at the Faculty of Engineering will provide better leaders for the industrial and economic development of the country; men who are familiar with the methods of the Western world and with a sufficient command of English to communicate with other engineers and scientists and keep fully informed of technological developments and their application to Afghanistan.

In October 1962, representatives of the Educational Services Incorporated (ESI) came to Kabul at the invitation of USAID to review the situation and explore the possibility of assisting a new Faculty of Engineering. Their report presented a work plan which was approved by both USAID and the RGA. In addition to outlining the scope and procedures for assistance, the report proposed that a Consortium of American Universities be formed to carry out the program.

The initial exploratory contract was amended on February 14, 1963, to permit ESI to proceed with the organization of a Consortium of Universities and to hire a Program Director and a group of teachers to assist the Faculty of Engineering during the 1963 academic year. The ESI called together a group of universities for the proposed Consortium and from this group a party of teachers was provided and sent to Kabul in time to start the academic year during the first week of April 1963.

The existing Afghan staff consisted of Dean Qaissaanee, who had a PhD in Civil Engineering from the University of Illinois; Assistant Professor Abdul Hai Abaucy, who had an M.S. in Mechanical Engineering from the University of Illinois; Mr. M. M. Quraishee, with an M.S. degree in Physics from Michigan State University; Mr. M. Yasin Saaed, with an M.S. degree in Mathematics from the University of Wyoming; and Mr. Ghulam Nabi Natic, who had a Diploma in Architectural Engineering from the University of London. There were also three recent Faculty of Engineering graduates who had been assigned to the staff for training.

From 1956 to 1962, only General Engineering had been taught. The Wyoming engineering advisors had proposed programs in Electro-Mechanical and Civil Engineering for 1963 which the USET accepted and taught for the first time. At the beginning of the first term of 1963, there were 110 in the upper grades and 102 Freshman students, giving a total of 212 students in the new Engineering Faculty. Surveying and Materials Testing equipment was on hand, but it could not be said that there were any established laboratories. Thus, the USET started its work at the Faculty with a growing student body, a meager Afghan staff, two untested curriculums and, for all practical purposes, no laboratories.

At the present time (April 1964) conditions have improved considerably for the project. The United States Government has provided a well designed new engineering building separate from the Faculty of Agriculture. The permanent USET staff is on hand to train the Afghan staff, select the equipment, and direct the development of suitable curriculums. For its part, the RGA has agreed to provide a firm operating budget for the Faculty, counterparts for the American advisors as soon as suitable Afghans can be found, and Afghani support for building services, practical training of students, and local construction needed to augment the space in the new engineering building.

2. Project Targets and Goal Plan Objectives

The general objectives of the program are defined in the "Work Program" submitted to USAID after the October 1962 survey and later incorporated in the Project Agreements.

The ten statements under "Scope of Work" in the Work Program express the short-term and, at the same time, the long-term objective of the program. The short-term objective is to carry out activities in all ten categories. The long-term objective is to train the Afghan staff so that they will effectively carry out these activities by themselves. The progress which has been made toward achieving each objective by April 1964 is given opposite each item of the Work Program. Details are given in the Balance Sheet attached to this report.

Work Program Objective

1964 Attainment

- | | |
|---|---|
| <p>(1) Advise on the curricula of the Engineering Faculty of Kabul University with respect both to the development of courses in science and engineering, and to such related and non-professional courses as may be deemed appropriate including middle, secondary and vocational school curriculum as it bears on preparation for engineering education and training.</p> | <p>(a) Curricula have been revised and are being taught in Civil Engineering and Electro-Mechanical Engineering.</p> <p>(b) Trimester curricula in these two fields have been proposed to the University.</p> |
| <p>(2) Advise on standards of admission, methods of instruction, standards of graduation, and working towards the goal of international standards.</p> | <p>(a) All entering students are being given a general written examination. Results are being studied to set standards.</p> <p>(b) A training program for probationary staff members has been started in Kabul.</p> |
| <p>(3) Advise and assist in the development of supporting services for the Engineering Faculty, such as the library.</p> | <p>(a) Book and periodical requirements have been given to the University Library.</p> |
| <p>(4) Advise on building design and modifications and on selection of equipment and supplies required.</p> | <p>(a) Minor modifications were proposed early in 1963 for the new engineering building.</p> <p>(b) Plans are being prepared for a services building which was requested and obtained in the 1964 ProAg under Afghani funds.</p> <p>(c) Selection of basic equipment for all laboratories is roughly 60% completed.</p> |

- (5) Procure equipment, materials, and supplies to be obtained outside Afghanistan, arrange for their delivery to Kabul, and assist in proper installation thereof.
- (6) Assist the Dean of Engineering in the selection of members of Kabul University faculty and students (participants) for work and study in Consortium institutions, arrange for their orientation and training programs and perform the necessary administrative and logistic services required to handle such participants.
- (7) Provide such teaching services as may be agreed upon by the Dean of Engineering of Kabul University and the Program Director.
- (8) Advise and assist in the development of research and graduate teaching program.
- (9) To make every effort to strengthen the Kabul University Faculty including, but not limited to participant training both locally and abroad working toward the goal of international standards.
- (10) Engage in such other activities as may be conducive towards a realization of the fundamental purpose of this project. (Such as additions of new sections of laboratories, special libraries, conducting special seminars and professional conferences, etc.)
- (a) Requisitions have been prepared for about \$450,000 of equipment; approximately \$350,000 has been ordered; approximately \$85,000 has been received.
- (a) Four participants were sent to Consortium institutions in September 1963 and four more in January 1964. One participant is cleared for departure in May 1964.
Note: During the period 1956-62 inclusive, only seven engineering participants were sent for training.
- (a) In 1963 the USET supplied approximately 60% of the teaching time of the Faculty, including almost all of the advanced courses. It will have to continue at this rate until 1966 when an appreciable number of participants will return.
- (a) Small research programs on Solar Power and on Building Materials are being started by Afghan staff members. One graduate level course is taught each semester as part of the training program for prospective staff members. Major efforts in both fields will have to wait until 1967 or later.
- (a) In addition to participant training, an effort is being made to set up an external advisory committee for the Faculty which will enable the Faculty to keep in close touch with the current technical needs and developments in the country.
- (a) A monthly Colloquium series was held in 1963 and is being continued. a 4th year seminar is included in all curricula with speakers from both inside and outside of the Faculty. Arrangements are in progress to schedule professional talks and seminars by Consortium engineers and teachers who are passing through this area.

3. Project Results

The general day-to-day accomplishments of the project are presented in Section 2 and in the Balance Sheet, but it is still too early to claim any significant accomplishments. The RGA appears to accept the program as a promising approach to engineering education, and there are indications that the following ideas, which we consider important, are being accepted by the Faculty:

- A. Higher standards are needed for the selection of the teaching staff and can be enforced.
- B. Teaching can proceed faster than has been customary if the proper methods are used.
- C. Participation of staff members in the direction of the Faculty, through committees and Faculty meetings, is a part of their duties in the Faculty.

There has been no significant improvement in administrative matters such as store-keeping, building maintenance, care of equipment, inventory, and purchasing procedures. These matters, in many cases, are dictated by established governmental procedures and cannot be changed at the Faculty level. We have made recommendations for improved procedures and will continue to press for their acceptance.

4. Resources Employed

a. U. S. Resources Employed

(1) Net Obligation of U.S. Funds. Prior to June 23, 1962, ProAg funding for this program was a part of the funding for the combined Faculty of Agriculture and Engineering. The ProAg of December 9, 1962, allocated the following funds to the Faculty of Engineering from previous funding for the combined Faculties:

FY 1962	\$ 584,000
FY 1963	<u>939,000</u>
Total Within Contract	\$1,523,000
Programmed under the March 1964 ProAg for FY 1964 is an additional	<u>534,000</u>
Total Net Obligation of U.S. Funds through August 1965 is	\$2,057,000

Counterpart local currency available for installation of the new electrical distribution system amounts to Afs. 270,000 (\$4,800).

In addition to the dollar funds transferred to the Engineering Faculty project by the combined Faculty project (University of Wyoming), the following estimated amounts might be charged to the engineering phase of the Wyoming project and could be said to have been contributed to the present state of development of the Faculty of Engineering.

Commodities Turned Over to the Engineering Faculty	\$ 85,000
Participants Trained for Engineering Faculty [Estimated 18 years of training (6 participants)]	120,000
Engineering Advisors from 1956 to 1963 (Estimated 21 Teacher-Years at \$30,000/year)	<u>630,000</u>
Estimated Total Contribution of Wyoming Contract to Engineering Section of the Faculty	\$ 835,000

The new engineering building which was financed under Kabul University Project 044 also contributed to the improvement of the Engineering Faculty. The total cost of the building was \$542,311.

(2) Resources by Types

(a) U. S. Technicians. In the twelve months since its establishment, the USET has furnished 6-1/2 man-years by staff members of Consortium institutions. In addition, there were 3 man-years of resident hire technicians, giving a total of 9-1/2 man-years. The principal duty of the professional staff has been, of necessity, teaching. Their additional duties have included preparation of curriculums, definition of academic standards, selection of equipment, development of laboratories, selection of participants, and in-service training of Afghan teachers. The staff members recruited locally have served as laboratory technicians or in administrative support. All employment on this project is under the subject contract.

(b) Participants. All participants sent under this contract have gone to the United States for the study of engineering in one of the Consortium institutions. Eight men have been sent, all of whom are still in training. Three participants who had been sent under the Wyoming contract returned during the year. Two of these are now on the Faculty staff and one is a probationary member of the staff. A total of 40 man-months of participant training has been provided under this contract.

(c) Commodities. The types of commodities furnished under this contract are those necessary to equip the new engineering building. The Faculty places great emphasis on the experimental approach and therefore has planned extensive laboratories for Civil, Mechanical, and Electrical Engineering, Physics and Chemistry. A cost summary for the commodities to date is:

Commodities Received from Wyoming Contract	\$ 85,000
Commodities Received under Present Contract	<u>85,000</u>
Total Commodities on Hand	\$170,000
Requisitions in Process Through Contractor's U. S. Office	172,000
PIO/Cs Placed	<u>189,000</u>
Total Commodities on Order	\$361,000

(d) Other Resources. None.

(e) U.S.-Owned Local Currency. None.

(f) Counterpart Local Currency. Counterpart local currency in the amount of Afs. 270,000 is on deposit in a local bank account of the Faculty and will be used for the installation of an electrical distribution system now on order.

b. Cooperating Country Resources Employed (Excluding Counterpart)

<u>March 1963 - March 1964</u>	<u>Faculty Budget (RGA)</u>	
	<u>(Afghanis)</u>	
	<u>Budgeted</u>	<u>Received</u>
Operational	1,813,345	1,813,345
Developmental	868,000	564,600
<u>March 1964 - March 1965</u>		
Operational	2,773,915	-0-
Developmental	868,400	-0-

The operational funds received in the first period above were used for faculty salaries, student allotments, and building maintenance. The developmental budget was used to purchase one automobile, locally made furniture, and locally procured tools and laboratory equipment.

The FY 1964 Project Agreement contains the following clause to provide additional Afghani support:

"It is also understood that the RGA will support specific developmental and research projects of the Faculty. These projects, which will be a part of the regular budget of the Faculty of Engineering, will include: (Source: Other than PL 480 or Counterpart)

	<u>Afs.</u>
a. A practical training program for students	400,000
b. A building adjacent to the new engineering building to serve as a warehouse, service building and materials testing center	1,800,000
c. A research fund to cover housing research, cement utilization, and solar energy utilization	300,000
c. An establishment grant to build up a stock of engineering supplies, building supplies and furniture for the new engineering building, to provide emergency electrical power, and to provide transport vehicles for the Faculty	<u>3,500,000</u>
	Afs. 6,000,000"
c. <u>Resources Employed by Other Contributors.</u> None.	

5. Major Factors Affecting Progress

a. Cooperating Country Performance

After the creation of the new Faculty of Engineering, a 1963 budget was provided by the RGA. The new Dean had no previous administrative experience and did not have a business manager or business office until well into the year. Due to this inexperience, approximately Afs. 70,000 from the developmental budget was lost when proper requisitions were not forwarded before the end of the Afghan year. There is no evidence of lack of high-level interest in the Faculty nor of any factors other than administrative inexperience which hampered the financing of the Faculty.

The operations of the Faculty in staff development, length of academic session, and administrative procedures are governed by the general rules of the University. These rules are, in general, based upon old European practices and do not provide for a rapidly growing Faculty in the fields of science and engineering. When a capable Afghan engineer was available, the Faculty had difficulty in obtaining his services because the University rules did not recognize any professional experience other than that in an academic institution. The rules on consulting and outside employment are also unsuitable for an Engineering Faculty where the knowledge of the Staff members may be of great use to the country, and professional activity outside of the campus should be promoted rather than discouraged. These conditions were pointed out by the Program Director at the August meeting of the University Senate. The Chancellor appointed a committee of the Senate to investigate the University rules and to propose changes which would provide the necessary conditions for new and growing faculties within the University. There is apparently little interest on the part of the established faculties and this committee has never met.

The rules which govern the business office, property accountability, and storekeeping are based on governmental procedures which are not conducive to efficient operation of an Engineering Faculty. This situation has been pointed out to the Dean who is in agreement but, due to his inexperience, his youth, and his lack of connections within the University and the government, he has been unable to make the changes that we have recommended. For example, he arranged to have three AIT graduates take positions as laboratory assistants. These boys, who spoke English, were to be given responsibility for laboratory equipment and stores. These appointments were, however, overruled by the Minister of Education who stated that AIT graduates could not be a part of the University other than as students. The wage scale and method of employment have been such that the Dean has been unable to employ any English-speaking storekeepers or clerks so that the USET has great difficulty in communicating with the service groups and obtaining the necessary maintenance and operational support.

The USET has furnished a competent laboratory and shop mechanic, but the Dean has been unable to hire a counterpart to work with him. Under the regulations, the best he has been able to do is hire two boys from the German Mechanical School who speak no English and have had

only limited mechanical training. Up to this point there has been only a small detrimental effect to our program but, with large quantities of expensive and delicate equipment arriving during the next six months, a competent English-speaking counterpart for our mechanic is desperately needed. Unless competent men are furnished now, and allowed to work for several years with our mechanics, the care and maintenance of the laboratories will not be satisfactory after the end of our contract.

On of the first proposals made by the USET was that an advisory committee be formed, made up of members of the various ministries employing engineers and any private or semi-governmental organizations carrying out industrial or construction work. This proposal was received favorably by the Minister of Education and the Deputy Minister of Mines and Industry and was referred to the Ministry of Planning to set up the committee. This advisory committee was proposed in May 1963 and action was requested from the Planning Ministry in August and again in October, but as yet no committee has been appointed. The purpose of this committee was to advise the Faculty on the needs of the country for various types of engineers, the placement of our graduates, the organization of practical training for our students, and the employment of the staff as engineering consultants. It was intended that this committee serve as a link between the academic activities of the Faculty and the needs of the engineering community. The USET believes that this committee would serve a useful purpose and is endeavoring to have it formed although, in view of the apparent lack of interest of the Ministry of Planning, direct contact is now being made with the Ministry of Mines and Industry and others to promote the purposes outlined above.

Within the Faculty the Dean has been very cooperative. As soon as the Faculty was formed, he invited the American advisors to join the Faculty meetings where each has a vote. In general, the Faculty policies are all formulated by faculty committees, made up of Afghan and American members, and then voted upon in Faculty meetings presided over by the Dean. As the Americans outnumber the Afghans, it has taken rather delicate management to have our proposals adopted without appearing to dominate the proceedings.

The only matter which has aroused controversy is the selection of Afghan staff members. The USET insisted on high standards, and several disappointed candidates took their cases to the Chancellor and the Ministry. The Dean supported the USET in these cases, in spite of considerable outside pressure, and the Faculty decisions were upheld. We look forward to continued work with the Dean and are confident that he is in agreement with the principles of the Work Program, and will do everything within his power to help us achieve our objectives.

b. U. S. Performance

The interest of USAID in this project has been encouraging at all times and the financing has been adequate and timely. There have, however, been several instances in planning where apparent lack of communication gave rise to misunderstandings. The roles of the contractor and the Education Division should be clarified and a procedure developed which will serve both the contractor and USAID. It is the understanding of the contractor that he was employed to carry out a project under the direction of the Mission. It therefore seems logical that the planning and projection of the project should be done by the contractor and these plans then be reviewed and either approved by the Mission or modified by the contractor to meet the requirements of the Mission. Unless such a procedure is developed, there are bound to be misunderstandings and difficulties in maintaining a continuous well-organized program which will achieve the objectives required by the contract.

Case History WorksheetStatus of the Development of Kabul University Faculty of Engineering

		<u>October 1962</u>	<u>April 1963</u>	<u>April 1964</u>
1. <u>Status of Faculty</u>		Combined with Agriculture	Combined with Agriculture	Separate Faculty
2. <u>Afghan Staff in Kabul</u>				
A. Teachers	PhD	1	1	1
	MS	3	3	5
	BS	1	1	1
B. Trainees	BS	<u>2</u>	<u>3</u>	<u>9</u>
Total		7	8	16
3. <u>Project Participants</u>				
In USA		4	4	9
Returned		<u>4</u>	<u>4</u>	<u>5</u>
Total		8	8	14
4. <u>Contract Staff</u>				
A. Teaching	PhD	1	3	6
	MS	<u>3</u>	<u>3</u>	<u>1</u>
Total Teaching Staff		4	6	7
B. Supporting Staff		<u>2</u>	<u>1</u>	<u>6</u>
Total Staff		6	7	13
5. <u>Total Students</u>		170	212	250
6. <u>Senior Class</u>		9	24	30

	<u>October 1962</u>	<u>April 1963</u>	<u>April 1964</u>
7. <u>Graduates</u> (December each year)			
1959	4	18	27 (est.)
1960	10		
1961	13		
1962	6		
8. <u>Equipment on Hand</u>	\$85,000	\$85,000	\$156,000
9. <u>Equipment on Order</u>	0	0	\$361,000
10. <u>Textbooks</u>	1950	2250	4800
11. <u>Engineering Curricula</u>	1. General	1. Civil 2. Electro- Mechanical	1. Civil 2. Electro- Mechanical
12. <u>Physical Plant</u>	<u>Temporary</u>	<u>Temporary</u>	<u>Permanent</u>
A. Classrooms	6	6	8
B. Laboratories	2	2	12
C. Staff Offices	6	6	9
D. Administrative Offices	4	4	6
Total Area (Sq. Ft.)	20,000	20,000	40,000
13. <u>Contract Staff Positions</u>			
A. <u>Teaching Staff</u>			
Civil Engineer	1	2	2
Electrical Engineer	1*	1	2
Mechanical Engineer	0	2	2
Chemical Engineer	0	1**	1**
Mathematics	1	0	0
Physics	<u>1</u>	<u>0</u>	<u>0</u>
	4	6	7

	<u>October</u> <u>1962</u>	<u>April 1963</u>	<u>April 1964</u>
B. <u>Supporting Staff</u>			
Administrative Officer	1/2	0	1***
Secretaries	1-1/2	1	2
Mechanical Technician	0	0	1
Electrical Technician	<u>0</u>	<u>0</u>	<u>2</u>
	2	1	6
Total Staff	6	7	13

*Acting Party Chief

**Program Director

***Also teaches in one course

Note: The figures under Item 12 do not show the extent of the building improvement in 1964. The temporary building was an old medical building without lights, central heating, or power for the laboratories. The new permanent building has utilities, central heating, adequate lighting, and the rooms are larger and are properly designed for teaching. An additional 10,000 sq. ft. services building is included in the 1964 Project Agreement and is now being planned.

6. Appraisal of Results (by the Mission)

The ESI contract with AID is a little over a year old. During this period the USET has made progress beyond the expectations of the Mission.

ESI got a complement of engineers out here on a temporary basis on time to begin the 1963 college year. Since then, a permanent American contingent has arrived and the Kabul University Faculty of Engineering is in good shape.

The RGA is well satisfied with the present Faculty of Engineering. There have been many statements of approbation, both written and verbal, by RGA officials concerning the present American Team and also concerning RGA satisfaction with the Faculty.

Actual performance bears out the assertions of the previous paragraph. Kabul University officials have appointed a well qualified Dean who is active, has administrative ability and who is American-trained (Doctorate from the University of Illinois). The Freshman class of 1964 is both numerically and qualitatively superior to the 1963 class.

The move from the old building to the new Faculty of Engineering faculty was accomplished this past spring and the new facility is capable of turning out well prepared engineering graduates which Afghanistan is in desperate need.

The Consortium of American Universities making up the USET has shown a genuine interest in the program in Afghanistan. Personnel from both the Consortium and ESI have visited the project here. This has resulted in up-to-date information being had by all parties involved and a better program for Kabul University Faculty of Engineering.

Unquestionably the future looks bright for the Faculty of Engineering and once the USET has done its job and retired from the scene, the Faculty of Engineering of Kabul University will carry on and continue in furnishing the much needed engineers for Afghanistan.

7. Mission Director's Comments

This project is relatively new in terms of its lifetime, and a real assessment is not yet possible. What can be said is that the contract team personnel obtained through this contract project have been, with hardly an exception, of a very high caliber, well qualified professionally, and effective in their work here. In spite of the fact that they are technologically rather than social-science oriented, nearly all appear to have made a quick adjustment to working in this country, and have displayed, as a rule, real understanding of the opportunities and limitations of the environment in which they operate.

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The Faculty of Engineering at the Kabul University is, beyond doubt, a going concern. Everything now augurs well for the future. Though a great deal remains to be done, there is every reason to believe that the project, upon completion, will be adjudged one of the best that USAID operated here.

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