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DEPARTMENT OF STATE

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9-25-72

File
Project 121

46p.

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TO - KABUL AIDTO A- 117

8.2 million
A. Prop. approved 2/74 after comp

FROM - AID/Washington

SUBJECT - PROP Approval Project 306-11-660-121

REFERENCE -

Attached is a copy of the approved PROP and Project Authorization signed by the AA/ASIA for the subject project. We regret the delay in transmission of these documents.

1. The PROP is approved as a three-year interim project. It was also stipulated that further assistance to higher education in Afghanistan will depend upon the preparation of an overall development plan by the RGA. This interim project is intended to fund mutually agreed-to activities which will assist the University carry out its institutional role in the country's economic and social development effort and sustain the academic quality of those faculties associated with U.S. assistance.
2. The Mission is authorized to conclude a Project Agreement (ProAg) with KU. The ProAg should stress the interim nature of this project and the conditions under which it has been approved. During your upcoming discussions with RGA on this ProAg, we recommend that you stress the need to work out a long range plan for the university. In this connection, you may wish to indicate our readiness to consider providing KU consultant help in completing such a plan.
3. The Mission should note that the PROP review did not determine the type of intermediary contractor required to implement this project, i.e., the "hiring hall" concept vs. a consortium of universities. Before reaching a decision on this point, we need your judgment as to the precise services expected from the intermediary -- particularly such questions as the requirement for any substantive institutional backup and the degree of responsibility for placement and support of visiting lecturers and placement and supervision of participants.

PAGE 1 OF 2

DRAFTED BY <i>WVaffle:bt</i>	OFFICE ASIA/ED	PHONE NO. 22896	DATE 9/21/72	APPROVED BY: John S. Alden Chief, ASIA/TECH/PSD
AID AND OTHER CLEARANCES				
ASIA/NE:RFriedline(draft)		CN/ROD:RDilts(draft)		ASIA/NE:ELangmaid(draft)
ASIA/DP:RBirnberg(draft)		ASIA/TECH:RJBallantyne(draft)		ASIA/ED:HFreeman(draft)
ASIA/DP:ALezin(draft)		UNCLASSIFIED		

4. ASIA/TECH will explore with OIT and CU the range of arrangements under which scholars such as the Afghan professors are brought to the U.S. for visiting lectureships. We will also contact some prospective universities to assess their interest in participating in the visiting lecturer arrangement, the qualifications they would seek from prospective Afghan institutions, and an indication of the level of remuneration they would be prepared to provide. We would welcome Mission suggestions as to the particular institutions we should contact.

5. As indicated in the approval document, the Agriculture Research Advisor should devote his major effort to the teaching and the directing of a research methodology program at the Faculty of Agriculture (a significantly narrower scope of activity than that proposed in the draft PROP). However, as the Faculty of Agriculture will be the staff source for the agriculture research institutes, we would expect this advisor to become involved in the planning for this institution as it develops.

ROGERS

Attachment: PROP Approval by AA/ASIA
August 18, 1972

AfG 121

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR, ASIA

AUG 18 1972

FROM : ASIA/TECH/PSD, John S. Alden *J. Alden*

SUBJECT: PROP Approval Project 306-11-660-121, Higher Education
Kabul University (KU), Afghanistan

Purpose

This memorandum is to request approval of Project 306-11-660-121, Higher Education, Kabul University, for a three-year period, 1 July 73 to 30 June 76. This project will provide for faculty development through a participant training and visiting lecturer program, as well as provide technicians on a case-by-case basis to help meet certain high priority objectives of Kabul University. A small commodity procurement element is also included.

1. Background

In June 1973, Project 013, Kabul University Administration Improvement; Project 093, Faculty of Engineering Assistance; and Project 092, Faculty of Agriculture Assistance, will terminate. During the past year a study and analysis of present and foreseeable conditions was conducted to provide information concerning the appropriateness and feasibility of "Post 73" assistance. The attached PROP requesting such a program reflects the combined thinking of Kabul University leadership, USAID/A and AID/W.

Throughout the project preparation exercise, A.I.D. has taken the position that Kabul University needed to develop expertise in university planning and, indeed, must formulate a plan for the University's future development in order for it to rationally request long-range assistance from A.I.D. or other donor agencies. In the absence of even a rudimentary identification of priorities it was felt that an institutional relationship based on long-term growth objectives of the University could not be justified. Therefore, the Mission and A.I.D. have agreed on a three-year "interim" project to provide technical assistance in the form of participant and visiting lectureship training, advisors in carefully selected high priority areas and limited commodities.

2. Discussion

In order to carry out an interim activity until the Government of Afghanistan and Kabul University can begin to identify its priorities and develop the rudiments of a development plan, the PROP calls for both participant training for prospective faculty members and a visiting lectureship program for existing faculty. This training is contingent on and to be carried out in conformity with a faculty development program which is presently being formulated at Kabul

University. To implement the visiting lectureship element, under which faculty members would come to appropriate U.S. universities as visiting lecturers, A.I.D. will use a "topping off" procedure in which the participating U.S. university will pay a portion and A.I.D. will provide an additional amount. The exact formula for determining this amount has not yet been determined. A.I.D./W intends to review current Agency experience with similar programs, including procedural questions regarding visas, income tax, minimum wages, etc., before making this determination. The formula will establish a maximum A.I.D. contribution for the training of each faculty member under the visiting lectureship program.

U.S. commodity support for the project will be provided on a descending scale and be based on RGA willingness to accept increasing responsibility for the procurement of commodities, including those requiring foreign exchange. This should be reflected in a commodity funding plan. In addition to the descending scale of U.S. commodity support, the plan should encourage KU to (a) budget for such expenditure and (b) develop procedures with the Ministries of Education and Finance regarding the allocation of resources for items which must be purchased with foreign exchange. This plan shall be submitted to AID/W for review.

During the PROP review, the U.S. advisory inputs were approved in substance subject to the following qualifications:

a. The title and function of the Agricultural Research Advisor must be changed to clarify his role as one of assisting Kabul University with teaching methodology and demonstration research activities.

b. Further elaboration is required in the area of Business Management to indicate what has been accomplished to date and what remains to be done. The duties and responsibilities of the job also need to be defined in more specific terms.

c. While the Budget and Planning position was approved in principle, the exact type of person needed and the length of time for which he will be required is not known at present. This will be determined by what is accomplished by Kabul University's staff during the next year and how the new Rector views this activity.

d. Approval of the Agricultural Ecology (Range Management) position was held in abeyance. Prior to program implementation, a TDY expert will be supplied to discuss with the Ministry of Agriculture, KU, and other donors the role of the University in this field. The expert will then provide recommendations as to whether A.I.D. should be involved.

The method of project implementation was left open with the understanding that this determination will be made following receipt of a ProAg which will clearly define the relationships between the visiting

PROJECT AUTHORIZATION

1. PROJECT NUMBER 306-11-660-121	3. COUNTRY AFGHANISTAN	4. AUTHORIZATION NUMBER
2. PROJECT TITLE Higher Education - Kabul University		5. AUTHORIZATION DATE
7. LIFE OF PROJECT		6. PROP DATED July 5, 1972

a. Number of Years of Funding: FY 73-75
Starting FY 1973; Terminal FY 1975

b. Estimated Duration of Physical Work
After Last Year of Funding (in Months): 12 months

8. FUNDING BY FISCAL YEAR (in U.S. \$ or \$ equivalent)	DOLLARS		P.L. 480 CCC + FREIGHT	LOCAL CURRENCY			
	GRANT	LOAN		Exchange Rate: \$1 = 80 af\$		HOST COUNTRY	
				U.S. OWNED	JOINTLY PROGRAMMED		OTHER
Prior through Actual FY				GRANT	LOAN		
Operational FY 73							
Budget FY 73	646					\$16,800	
B + 1 FY 74	762					32,400	
B + 2 FY 75	679					28,000	
B + 3 FY							
All Subsequent FY's							
TOTAL	2087						

9. DESCRIBE SPECIAL FUNDING CONDITIONS OR RECOMMENDATIONS FOR IMPLEMENTATION, AND LIST KINDS AND QUANTITIES OF ANY P.L. 480 COMMODITIES

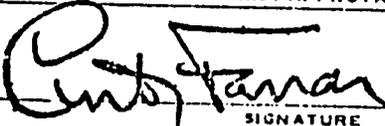
The U.S. funding of the dollar purchased commodities element will be decreased each year during the life of the project and the RGA element of dollar purchased commodities will increase proportionally.

10. CONDITIONS OF APPROVAL OF PROJECT
- a) Title and function of Agricultural Research Advisor be changed.
 - b) Business Management position description must be clarified including revision of responsibilities.
 - c) Budget and Planning position subject reevaluation by new KU Rector.
 - d) Range Management/Forestry position must be studied in terms of potential input to KU.
 - e) Visiting lectureship element must be refined in terms of Agency experience.
 - f) Commodity element to be reevaluated and a revised commodity plan submitted for AID/W review.
 - g) USAID/A will develop a proposal for the selection of a contract intermediary. This proposal will contain a justification of the type of intermediary requested. (Use continuation sheet if necessary)

11. Approved in substance for the life of the project as described in the PROP, subject to the conditions cited in Block 10 above, and the availability of funds. Detailed planning with cooperating country and drafting of implementation documents is authorized.

This authorization is contingent upon timely completion of the self-help and other conditions listed in the PROP or attached thereto.

This authorization will be reviewed at such time as the objectives, scope and nature of the project and/or the magnitude and scheduling of any inputs or outputs deviate so significantly from the project as originally authorized as to warrant submission of a new or revised PROP.

A.I.D. APPROVAL		CLEARANCES		DATE	
 SIGNATURE	AA/ASIA Curtis Farrar TITLE	ASIA/NE:RFriedline	ASIA/DP:ALezin (draft) ASIA/TECH:RBallantyne (draft) ASIA/DP:AWWhite (draft) ASIA/TECH/ED:RFreeman	8/18/72	
		8-18-72		DATE	8/18/72

Continuation of block 10.

- h) The funding for the project is only approximate. Final determinations concerning the number of technicians and the amount of commodity support may reduce the proposed funding amounts.

I. PROJECT TITLE

II. PROJECT IDENTIFICATION

Higher Education - Kabul University

B. Lanza

APPENDIX ATTACHED

YES NO

2. PROJECT NO. (M.O. 1033.7)
306-11-660-121

3. RECIPIENT (Agency)

COUNTRY Afghanistan

REGIONAL INTERREGIONAL

4. LIFE OF PROJECT

BEGINS FY 74

ENDS FY 76

5. SUBMISSION

ORIGINAL 7/3/72 DATE

REV. NO. _____ DATE

CONTR./PASA NO.

III. BUDGET (USD) AND MAN MONTHS AND REQUIREMENTS

A. FUNDING BY FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS			E. COMMODITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATES: \$ US. (U.S. DOLLAR)		
		(1) \$	(2) MAN	(1) #	(2) MAN	(1) \$			(2) MAN	(1) US. GRANT LOAN	(2) LOCAL COUNTRY	(3) PERCENT	(4) SUBJECT
1. PRIOR YEAR ACTUAL FY													
2. OPRI FY	73	997	602	151	189	252	65(4)	50					
3. BUDGET FY	74	901	449	91	332	456	70(3)	50					
4. BUDGET AT FY	75	737	226	42	393	516	63(4)	50					
5. BUDGET +2 FY													
6. BUDGET +3 FY													
7. ALL BUDG. FY													
8. GRAND TOTAL		2,635	1,367	285	914	1,224	204	150					

9. OTHER DONOR CONTRIBUTIONS

(1) NAME OF DONOR	(2) KIND OF GOODS/SERVICES	(3) AMOUNT
None		

IV. APPROVALS AND OFFICE ENDORSEMENTS

1. DRAFTER A. Lanza	<i>A. Lanza for</i>	Education Officer	DATE 7/5/72
3. CLEARANCE DRAFTER B. Harvey	<i>B. Harvey</i>	Director	DATE 7/1/72

1. CONDITIONS OF APPROVAL

-Went NY to struggle with complications with help ready to apply whenever they appear serious

2. CLEARANCES

DIR/OFF.	SIGNATURE	DATE	SUP/OFF.	SIGNATURE	DATE

3. APPROVAL AND/OR SERVICE DIRECTOR

SIGNATURE	DATE	4. APPROVAL AND (See P.C. 1033.1 (1-5))	SIGNATURE	DATE

ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT

*Other costs refer to Visiting Lecturers

A. Necessity and Justification

Kabul University (KU) stands at the apex of Afghanistan's Educational system. It constitutes the prime hope of the nation's youth who aspire to local and national leadership. From the University should come the motivation and leadership for orderly change in the nation's quest for social and economic modernization. Unfortunately KU has been racked by a series of student demonstrations and strikes in recent years. The most recent and longest was from December 1971 to May 1972. The strikes are purported to result from student dissatisfaction with certain KU policies and practices. In fact, the student strikes are a reflection of a national sense of frustration and KU has become the focus for expression of political unrest. When in May, 1972, the RGA settled the KU strike by capitulating to student demands, the students returned to classes. However, there have been a continuous series of strikes from other quarters - secondary schools, teachers, bus drivers, electrical workers, etc. that confirms the widely held view that the KU strike was reflecting a basic national unrest.

In other words, the KU strike does not reflect solely upon conditions at KU. The University troubles are rather a reflection of the economic and political ills of Afghanistan. That is not to say that KU has no problems. The University has more students than the current staff is prepared to deal with; budgets are inadequate; the relatively traditional character of the staff coupled with the poor secondary education preparation of students results in an overall low quality of KU graduates. This, in turn, makes

utilization of graduates more difficult. Thus, the Fourth Five-Year Plan reports that there are over 2000 expatriates in Afghanistan in jobs that should be filled by Afghans. At least one legitimate cause for the distress of KU students is the distinct possibility that they will not find employment on graduation.

The pattern described above is one common to developing nations. The problems are formidable and not likely to be solved in the next five years; however, planning can be carried out and important improvements can be made. KU can become more relevant to Afghan social and economic development, staff can be upgraded and KU administration organization made more efficient. This hopeful view is supported by evidence of progress over the past ten years.

Kabul University has risen in a decade from a scatteration of weak and largely autonomous individual faculties with separate planning and administration to an institution with one principal campus and with considerable progress made in coordinated planning and administration. The academic programs of several faculties have been strengthened significantly through the contributions of foreign advisers and through the training of a growing number of qualified Afghan teachers and administrators.

Kabul University's growth and development during its formative period have been accomplished by a heavy dependence on foreign assistance. This assistance includes the development with U.S. help of its new campus in Kabul and extensive technical assistance from the U.S., France, Germany, UAR and the USSR directed toward the development of individual faculties. As a result,

It is unlikely that KU will ever become an American-type centralized university. Not only will strong traditions discourage this but the diversity of bilateral assistance has developed faculties that are somewhat unique in educational philosophy and method. Nevertheless, there is much room for inter-faculty sharing and cooperation for identification of common goals; for a strengthened central administration; and more efficient utilization of available resources.

KU should not be measured against U.S. university standards. Rather, its potential may be judged on how far it has come in the past decade.

KU now has a good entrance examination; it knows its enrollment limitations and has managed to keep down the student explosion we all feared; central administration is slowly moving toward better service to the faculties in central warehousing, central registration, student records, motor pool, dormitory and health services. There is expressed concern in KU about the need for the University curriculum to be relevant to Afghanistan's needs. The fact that more and better secondary school teachers must be graduated from KU has been established as an objective. There are also efforts (very recent) to relate KU more closely to the needs of RCA Ministries and society in general.

Several faculties are strong and getting more so. The Faculty of Education has, in response to felt need, introduced a Secretarial Curriculum for girls. The Faculty of Engineering has introduced Agricultural Engineering and Engineering Management courses to make its curriculum more relevant. The Faculty of Agriculture will soon introduce an agricultural mechanics specialty

and is steadily improving its capacity for local adaptive research. In fact, the U.S. assisted faculties are all beginning to respond to Afghanistan's requirements for local research.

The major thrust of University development to date has been in three principal areas: (1) the identification of the particular faculties required for a relevant and coordinated Higher Education program for Afghanistan; (2) the development of the basic administrative and academic infrastructure of those faculties; and (3) the development of necessary central administrative and student services. Foreign assistance has concentrated in these areas of University development with a major emphasis on building the infrastructure of individual faculties. This direct assistance to individual faculties has meant that in many instances foreign instructors in the past have had to assume a major share of the regular classroom teaching in the absence of adequately trained Afghan instructors. As the supply of qualified Afghan personnel has increased, the role of the foreign expert has been shifting to advisory functions and demonstration teaching.

This shift to Afghan leadership has been a fortunate and successful trend that has enabled notable progress in basic institution building. For example, direct U.S. assistance to the Faculty of Education was successfully completed and terminated as planned on June 30, 1971. Also current projects of U.S. assistance to the Faculties of Agriculture and Engineering will terminate on June 30, 1973. With the completion of these projects, these faculties will have the basic capability to sustain existing programs at current program levels.

Nevertheless, Kabul University will have a need for some type of direct external assistance for at least ten years. A large part of future foreign assistance should be designed to help the University maintain its forward motion and avoid the pitfalls which normally accompany development and expansion. The RCA recognizes the need for external assistance to Kabul University and is highly desirous that the U.S. apply its experience in Higher Education in Afghanistan, to help cope with the many problems yet to be faced in Kabul University's development.

This PROP takes into account that KU is at a crucial point in its development. There has been a rapid decrease in foreign support and a corresponding need for KU to be more active in determining its future. KU must begin to review its objectives and plan its future direction if foreign assistance in the mid-seventies is to be more than merely a continuation of past programs. This project must, therefore, be viewed as "interim" in that it will assist KU to maintain its standards and forward motion in selected faculties while encouraging and assisting the University administration to prepare a comprehensive University Development Plan for the next 5 to 10 years.

Thus this project provides the mechanism for AID to respond to Kabul University's immediate needs in areas where the U.S. has particular expertise and experience.

Rationale for U.S. Assistance

In planning this project, consideration has been given to the nature, type and extent of U.S. assistance which would be most feasible. Thus this project is designed to meet high priority needs of a selective nature that help sustain the forward motion of Kabul University while ^{making} allowing responsible Afghans the opportunity to do the planning for expansion and development that is yet to be done.

It is designed to furnish the type of selective, interim U.S. assistance that will build strength within the University itself for achieving its own objectives. This type of external help, directed at maintaining momentum that will allow Kabul University the opportunity to do serious forward planning, seems to be in accord with the long-range goals of the RGA, the expressed purpose of U.S. foreign assistance, and the thinking of AID/W. The major focus of this plan is to train selected Afghans, both abroad and on-the-job, for instructional and leadership roles in selected faculties. Prior to the conclusion of the project period a determination as to further programs of assistance is to be made. Future U. S. assistance will depend in part upon the readiness of KU to plan for future development and its capacity to utilize further assistance.

Project Purpose, Outputs and Inputs.

This project is responsive to the USAID/A Education Sector Goal which is:

"to assist the RGA in creating an educational system which is dedicated to producing a new generation of Afghan youth with the skills, attitudes and values required for a more dynamic and modernizing environment."

The project is designed to provide the university assistance in continuing its current programs in selected faculties while encouraging the Kabul University administration to put new emphasis on overall Kabul University developmental planning.

Kabul University will be helped by the project to maintain its current level of operation while strengthening its own institutional planning capability. Without careful planning Kabul University cannot hope to achieve its goal of producing graduates to constitute a cadre of top level leaders, managers and technicians needed for the social and economic development of Afghanistan.

Project outputs involve several components of university life: a) Academic programs; b) Research; c) Administrative organization.

A. The quality of instruction at KU will depend upon increased professional knowledge and competence of instructional staff; use of improved teaching techniques and instructional materials. Participant training is designed to meet requirements for quality instruction. In addition, certain U.S. advisors and their counterparts will undertake studies of the balance between theoretical and practical studies and programs of student and staff work-experience that will lead to upgraded university curricula.

B. KU is learning to serve Afghanistan through applied research efforts in Agriculture, Engineering and Education. The awareness of KU faculty and administration of its "out-reach" responsibilities is a new phenomenon which is to be stimulated, encouraged and supported by this project.

When Kabul University has a better grasp of its long-range objectives, outputs of future projects might include, in addition to the above, academic improvements based upon inter-faculty curricula coordination; sharing of staff and facilities and inter-disciplinary research.

C. University organization and the upgrading of administrative services within the scope of this project will include such things as improved budget formulation, more effective use of budgets, modest administrative and organizational improvements including better facilities utilization and maintenance.

In brief, the project implementation plan is composed of four parts: (1) participant training abroad for the most promising junior faculty members, (2) the Visiting Lectures program to provide refresher study, teaching and research abroad for selected senior faculty members, (3) guidance in research, curriculum development and on-the-job training by short and long-term U.S. advisors and (4) essential commodity support.

First: It is proposed that junior faculty members be sent abroad, primarily to the U.S., for participant training focused largely at the Master's degree level as this is the minimum level of training required for permanent appointment to the various faculties. To give strength to

on by [unclear] across 16 [unclear]

the basic infrastructure of the undergraduate program, these junior faculty members would be selected for participant training from among the faculties of the University with which USAID has been identified in the past. The readiness of the individual for training and his promise of future service to the University would be major consideration in the selection.

D. The magnitude of the participant program is projected in accordance with the best estimates of the availability of staff for training, the needs of the on-going program and future requirements of concerned faculties. Kabul University will formulate a staff training plan to fulfill the teaching and research needs of the particular faculty in question. This would be created by the Afghan faculty in consultation with our advisors using such criteria as: size of faculty needed, administration/management requests, professional qualifications and types of courses to be offered in the various faculties. Previous experience and faculty planning indicate availability of and need for participants as indicated below:

FY 73, \$189,000 for 21 participant years;
FY 74, \$342,000 for 38 participant years;
FY 75, \$378,000 for 42 participant years;

(The apparent increase from FY 73 to FY 74 is largely illusory since funds until completion of programs for present contract participants have been provided from terminal FY 72 funding of current contracts.)

Second: The Visiting Lectures Program. Selected senior Afghan instructors (4 or 5 a year) would go to the U.S. for one year programs for teaching experience, research, or study within their own discipline. Provision for such refresher training is seen as particularly important to help this isolated university (KU) maintain professional quality and freshness among the senior faculty. It also should provide inducement for highly qualified instructors to remain at Kabul University even in the presence of tempting offers to go elsewhere.

A committee for considering selection of candidates for visiting lectures positions would include representatives from the candidates' faculty, KU central administration, U.S. advisors and USAID. Basic criteria for selecting visiting lecturers will be:

- (1) Ages: Approximately 35 - 45
- (2) Qualifications: Minimum of an MA degree or equivalent
- (3) Teaching Experience: Minimum of 5 years with at least 3 years following the MA
- (4) Professional Competence: Ability to teach and do research and/or study in a U.S. institution
- (5) Previous Trainings: Must have discharged commitments following previous study abroad approximately 2 years for each year of paid study abroad
- (6) Faculties: Faculties which the U.S. has sponsored in the past will receive preference; however, representatives from other faculties will be considered on the basis of overall contribution to KU development.

NO

Problem

The Visiting Lecturer would continue to draw his KU salary (\$40-60/mo.), would be paid by the host U.S. university at U.S. rates for perhaps 1/4 or 1/3 time teaching or assisting, and would receive from AID support for the remaining 3/4 or 2/3 time, averaging perhaps \$10,000 per man year. Such an arrangement is necessary if senior staff are to have a rewarding non-degree year as real colleagues at the receiving U.S. institution gaining a valuable sabbatical experience.

Special funding arrangements will be required to allow extraordinary project grant payment to senior staff who may also be paid for part-time teaching or research in receiving U.S. institutions. It is planned that a fund be established within this project from which salaries may be "topped" or special research expenses met. Arrangements for each senior staff member will be dealt with separately according to the special circumstances of his training program. If he desired to use his grant and earned income to do so, a professor would be able to take his family.

The Visiting Lectures program provides for the upgrading (as described above) of five senior Afghan professors in FY 73, five Afghan senior professors in FY 74 and five in FY 75.

Third: U.S. Advisors: The faculty and administrators of Kabul University express an urgent requirement for continuing full-time foreign advisors on campus to assist with research, demonstration teaching, curriculum work within selected faculties, on-the-job training of Afghans (particularly returned participants), student work programs, and other community-linkage activities.

As increasing numbers of Afghans are trained the need for foreign advisors is reduced, but the requirement has not yet been eliminated. Thus this project provides for a limited number of U.S. advisors to meet specific priority needs at K.U. The advisor is to be carefully selected to carry out the scope of work included in each of the job descriptions attached to this PROP (Appendix A). While the advisor services are projected from two

to three years each it is expected that during the life of the project changes will be required. Some tours may be reduced to one year, for instance, and justification submitted for substitute or additional positions* For the first year of project implementation, however, U.S. advisors in the following fields are proposed: (For job descriptions see Appendix A).

1. Engineering Management
2. The Center for Engineering Consulting Services and Applied Research (CECSAR).
3. Agricultural/Civil Engineering
4. Development of Agriculture Research
5. Agricultural Ecology and Conservation
6. Vocational Teacher-Training
7. Budget and Planning
8. University Business Management and Administration.

The requirement for resident, full-time U.S. advisors in this project is estimated to total 22 man years - 8 in FY 73 and FY 74 and reduced to 6 in FY 75.

To meet special needs, the project also provides for short-term U.S. consultants (7 man months a year for a total of 21 man months) to conduct research, workshops, seminars, conferences, planning sessions, and on-the-job training of Afghan faculty and staff in areas of curriculum development, university coordination, university relationships with government and industry, and other areas of common interest. In the past, short-term consultants have

* It is anticipated that most advisors would be programmed for two years with some extensions for the third year. Special waivers will be required for one year tours where necessary.

conducted seminars and guided faculty studies and research. Short-term consultants have advised on the animal science curriculum, student services, academic credit systems, agricultural engineering, vocational teacher training, etc. In view of KU's proposed emphasis on university outreach through research, short-term consultants can continue to make valuable contribution to K.U. development. Such specialists can be the purveyors of innovation and change. The full-term U.S. advisers will assist the University in identifying the need and readiness for such short-term consultant services.

Fourth: Materials, supplies and equipment requirements are increasingly being met by larger K.U. commodity budgets. In 1971-72 expenditures were approximately Afs 15.4 million (\$192,000) requested 1972-73, Afs 28.2 million (\$352,000). Eventually the RGA should be in a position to fully fund K.U. commodities; however, because of currently strained Afghan budget, K.U. requirements, particularly for textbooks, library support, materials and spare parts are inadequately supported. This is particularly true in U.S. sponsored faculties where English is the language of instruction and where U.S. equipped engineering and agriculture laboratories will continue to require some (reduced annually) foreign exchange commodity support for at least five to ten years. As KU's own budget and foreign exchange allotment increases it must undertake the related increase in procurement responsibilities. In past projects, AFD and its contractors have handled procurement on behalf of K.U. This project proposes, however, to shift

no soft help

procurement administration responsibilities to appropriate offices within the University with the help of the Business Management Advisor.

Commodity requirements to be covered by this projects

FY 73	\$66,000	} wrong trend
FY 74	\$70,000	
FY 75	\$68,000	

In summary: The project will place special emphasis on the placement of U.S. Advisors in, and the selection of participants and senior professors from those areas in which there has been substantial previous U.S. investment. This project is proposed at a level large enough to help K.U. maintain standards and a sense of forward motion while encouraging development planning and organizational initiatives on the part of KU staff.

Conditions Expected by 1976

BIG ORDER

By 1976 it is expected that Kabul University will have a development plan and the mechanism to implement the plan; that K.U. will have improved administrative management; that there will be a trained and knowledgeable staff, with a high staff retention rate; that in the face of some enrollment growth, there nevertheless will be an Afghan capability to handle basic instructional needs; and that the curricula (and graduates) at the faculties concerned will be more responsive to the economic and social needs of the nation.

It is expected that this project, and the programs of other donors will provide sufficient input to keep the number of faculty members with overseas training at an adequate level in spite of some growth in enrollments.

how much

It is intended that the contributions of this project in maintaining a link between Kabul and the U.S. academic community will be sufficient, even in the face of radical agitation and student unrest, to help the University achieve its goal of becoming a positive force for evolutionary development and reform.

Course of Actions

1. The Implementing Agent

This project should be implemented by a contractor who has access to the resources of the American academic community. A non-profit organization such as the Institute of International Education or National Education Association might provide the required services. There will be need for participant placement and advisor recruitment for the Faculties of Agriculture, Education, Engineering, and in University Administration. No single university contractor would be adequate to backstop the variety of recruitment and placement for participants at the level required, but a University Consortium could provide adequate support.

U.S. Inputs

- (a) USAID Education Division support and Project management.
- (b) Participant training in U.S. and third country institutions for selected junior faculty members (101 man years @ \$9000/year), average of two year training periods.

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- (c) Refresher training in consortium universities for 13 senior Kabul University faculty members (15 man years @ \$10,000/year).
 - (d) U.S. faculty and administration advisors, for a total of 22 man years @ \$60,000/year (includes salary, differential, overhead costs, travel, etc.)
 - (e) Short term consultants for seven man months a year for a total of 21 man months in three years @ \$3000 a mo.
 - (f) Essential commodities primarily for support of U.S. advisors and consultants.

RGA Inputs

- (a) Afghan administrators and teaching staff as counterparts to U.S. Advisors and consultants.
- (b) Qualified candidates for participant training and visiting lecturer programs. RGA provides Trust Funds for part-payment of international travel.
- (c) Office space and basic equipment and supplies for U.S. Advisors, consultants and counterparts.

A P P E N D I X 'A'

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APPENDIX A

POSITION DESCRIPTION
HIGHER EDUCATION/PAEEDL UNIVERSITY
PROJECT NO. 705-11-83D-121

Engineering Management Advisor

POSITION ASSIGNMENT (Location): This position is located in the Faculty of Engineering of Kabul University.

TITLE: Engineering Management Advisor.

DURATION OF ASSIGNMENT: The assignment is for two years starting July 1973 (extendable to three years if required).

A shorter duration will be considered only for applicants who previously served as visiting staff members at the Faculty of Engineering, and thus are familiar with the job environment, staff, and Kabul University.

PRINCIPAL COUNTERPARTS: Counterparts for this incumbent will be Afghan staff who are in training to teach management courses at the Faculty of Engineering. It is expected that the incumbent will undertake to train and guide as many as four Afghan counterparts designated to teach in specialty areas of management engineering. The competence level of the counterparts will be beginners in management who will range from those seeking Master's degrees in management/business administration, to those just graduated with Master's degrees from USA institutions.

SCOPE OF WORK:

General Statement: Primary work will be to lay the foundation for a viable curriculum in management engineering. This includes devising a curriculum, course structuring, teaching special classes, and developing Afghan teaching staff. During the incumbent's tour, courses will need to undergo regular modification using feedback from actual implementation.

Specific Duties and Responsibilities: Afghanistan's industry, commerce, and government is in a explorable state concerning organization, procedures, and operations. Management philosophy and application is very much lacking. The Faculty is in the position of being able to alleviate this critical need as many of its graduates are called upon to serve in so-called management positions in both government and industry. By preparing engineer graduates with management philosophy and practices they will not only perform better in their technical work, but will be able to contribute their management skills to improved operation to many sectors of the economy.

In the present absence of trained Afghans, the incumbent is to be the major author and overseer of new courses in management engineering. He must help determine a set of relevant courses that will provide a management emphasis to complement a basic program in general engineering.

Each new course must be identified, developed and introduced into the classroom. Courses from other disciplines must be arranged with other cooperating faculties. These courses will become examples of cooperative linkages among faculties, and will result in a much more cooperative, unified and strengthened University operation. Examples are courses in economics, geography, accounting and law.

Materials and books for all new courses must be procured and/or assembled. There must be a constant feedback of results, with evaluation followed by changes, additions and innovations.

Particularly in the beginning, foreign experts must be solicited for specialty courses such as accounting and law. The incumbent will help locate suitable talent. Such personnel may come from other contracting agencies, US staff, or the Peace Corps. There must be an ability to inter-relate and work with these organizations. An immediate responsibility will be helping with the integration into the program of a Peace Corps Volunteer business administration expert with limited teaching experience, who will be available from September 1973.

Incumbent's direct teaching duty will be limited to those management courses for which Afghan or other teachers are not available probably in the areas of management principles and practices and operations research.

Guiding and teaching Afghan staff will be a major duty of the advisor as objective is to develop a local staff of management teachers. This will be the most difficult part of his assignment since the Afghan staff will be largely inexperienced. The advisor must have a unique ability to innovate, experiment and test the plan for converting young and inexperienced staff into teachers of management.

An important auxiliary advisory function will be the establishment of a bridge to Afghan industries and government agencies for management teaching. This will involve both special management courses, taught at the Faculty, and other in-service courses taught at the various organizations. The incumbent's primary function in this regard is to develop Afghan staff to permanently carry on such services as a function of the Faculty.

A further responsibility is the coordination of management teaching with ISI and ILO efforts in management. These organizations plus USAID and other foreign donors may make a coordinated effort to eventually provide Afghanistan with the much needed management training in various sectors. The incumbent is to encourage Faculty participation in support of the efforts of others in management training.

EXPECTED CONTRIBUTION TO FACULTY OF ENGINEERING, KABUL UNIVERSITY, U.S. assistance in development of management courses at the Faculty of Engineering is particularly appropriate because American management philosophy and practices are recognized throughout the world as superior. Through these new courses Afghanistan will have an opportunity to learn about democratic management and entrepreneurial activity. This will be a lasting contribution to the Afghan scene that will reflect a positive image of America's contribution to modernization regardless of the nature of internal changes in Afghanistan in the near or distant future.

Development of courses in management engineering will allow the Faculty to make a unique contribution of high priority to the development of Afghanistan.

QUALIFICATIONS REQUIRED: Professorship in management engineering or equivalent. Experience in teaching management principles, project administration, and operations research courses for a minimum of five years.

Industry experience of at least ten years with a minimum of five years in a middle management or top management position.

Two years experience work in overseas programs, preferably in developing countries.

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POSITION DESCRIPTION
HIGHER EDUCATION/KABUL UNIVERSITY
PROJECT NO. 505-11-500-121

POSITION ASSIGNMENT: (Location) Faculty of Engineering, Kabul University,
Kabul, Afghanistan

TITLE: Advisor to the Center for Engineering Consulting Services and Applied Research (CECSAR) and Supporting Engineering Management Advisor, Faculty of Engineering, Kabul University

DURATION OF ASSIGNMENT: Two year appointment starting July 1, 1973.
(extendable to 3 years if required).

PRINCIPAL COUNTERPARTS: The principal counterpart will be the Director of the Center for Engineering Consulting Services and Applied Research. The incumbent will be advisor to the committee of the Faculty of Engineering for CECSAR. In addition, the incumbent will serve as consultant and advisor to the faculty members working on projects for CECSAR.

SCOPE OF WORK:

General Statements: The incumbent will work with the Director of CECSAR and help write proposals and/or contracts for consulting or applied research work. He will help in contacts with local industry through the Chamber of Commerce, AID participating agencies (e.g., Chacchi Company, Bureau of Reclamation), AID Divisions (e.g., Private Enterprise, Engineering), the various RGA ministries, for possible sources of engineering consulting work or applied research and development. The incumbent may be called upon to teach in his specialty at the Faculty of Engineering, engineering management courses as developed in liaison with the Management Engineering Adviser.

Specific Duties and Responsibilities: In many cases the incumbent will help to write the proposals and contracts for CECSAR, or edit proposals or contracts written by the Faculty or Director. After obtaining a contract for either consulting work or applied research the incumbent will work closely with the Faculty members assigned to the project, to supervise and help administer the program of work. After completion of a project he will advise and help the Project Director to prepare the final report and accounting for the project. He will prepare case study materials for the management courses as they relate to industrial operations and engineering management.

EXPECTED CONTRIBUTION TO FACULTY OF ENGINEERING, KABUL UNIVERSITY: The incumbent's contribution will be the strengthening and stability of the staff of the Faculty of Engineering. Owing to the additional practical engineering experience obtained through various projects, the Faculty will gain a more practical engineering orientation which would be preferable to the theoretical approach that is now prevalent. Local practical experience will enhance the professional development of the staff and allow important contributions to Afghanistan's development. Especially important will be the additional income for faculty members to augment the extremely low salaries, thus stabilizing the faculty, and preventing the erosion of the Faculty of Engineering staff who will otherwise find alternate opportunities increasingly attractive. Activities in development and support of the Engineering Management program will assist the faculty in developing a practical foundation in that area based on local conditions.

QUALIFICATIONS REQUIRED: As the incumbent will be working in the actual area of engineering practice, the candidate should have a background of ten to fifteen years of full time experience in industry or consulting engineering practice. This experience should be as broad based as possible. The work in Afghanistan can cover a wide range of basic engineering, e.g., foundry and machine shop practice, engineering design, plant layouts, civil engineering (roads, canals, dams, and hydro projects), and some electrical engineering.

The incumbent should have had academic standing at a recognized engineering school, and must be able to offer courses in management and industrial operations.

The incumbent should be experienced in fields of Mechanical Engineering typified by manufacturing processes and plant operations. A man with these qualifications will be able to work closely with the program in Engineering Management without duplicating the specialties contributed by an Agricultural-Civil Engineering advisor.

The candidate should have two or more years of overseas experience working in the industrial and educational climate of a developing country.

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POSITION DESCRIPTION
HIGHER EDUCATION/ KABUL UNIVERSITY
PROJECT NO. 505-11-620-121

POSITION ASSIGNMENT (Location): Agricultural Ecologist is to be headquartered in the Faculty of Agriculture, Kabul University but with regular and recognized part-time assignment with the Ministry of Agriculture and Irrigation.

TITLE: Specialist in Agricultural Ecology and Conservation.

DURATION OF ASSIGNMENT: Two years (extendable to three years if required).

PRINCIPAL COUNTERPARTS: Dean, Assistant Dean, and personnel in the Ministry of Agriculture and Irrigation concerned with Soil and Water Conservation, Range Management, Forestry Development.

SCOPE OF WORK:

General Statements: In cooperation with counterparts and other advisors (particularly the Research Development Advisor) to help guide the teaching, research, and development work so that Afghanistan's natural resources may be conserved and augmented as agriculture enters more diversified paths.

Specific Duties and Responsibilities: To give special attention to soil and range conservation and to help with improvement of the forestation of the country. To help relate the teaching and research in the Faculty of Agriculture to the ground water analyses previously initiated. To help supervise other micro-environmental studies. To insure that the well-trained Afghan professors utilize the well-equipped laboratories of the H.A.I. To help bring appropriate faculty specialists into contact with the German-supervised PAKTIA Project and to establish interaction with the Helmand Valley project for the Faculty.

3 | **EXPECTED CONTRIBUTION TO FACULTY, K.U., AFGHANISTAN, etc.:** Emphasis on improvement of all aspects of the environment within which agriculture operates, and to incorporate this idea into teaching and research and operational work. To work toward increased liaison between the new School of Forestry of the Ministry of Agriculture and Irrigation and the Faculty of Agriculture.

QUALIFICATIONS REQUIRED: Should be a broadly experienced individual with knowledge of Range Management, Watershed Conservation, and Forestry, preferably with a M.S. in soils or in plant science and acquaintance with the region.

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POSITION DESCRIPTION
HIGHER EDUCATION/KABUL UNIVERSITY
PROJECT NO. 906-11-880-121

POSITION ASSIGNMENT (Location): Agricultural Researcher is to be headquartered in the Faculty of Agriculture, Kabul University but with regular and recognized part-time assignment with the Ministry of Agriculture and Irrigation.

TITLE: Research Development Advisor in Agriculture.

DURATION OF ASSIGNMENT: Two years (extendable to three years if required)

PRINCIPAL COUNTERPARTS: The Dean and Assistant Dean of the Faculty of Agriculture, plus all research-involved staff. Also the President of Research of the Ministry of Agriculture and Irrigation.

SCOPE OF WORK:

General Statement: To provide advice to faculty members in the development of research efforts relevant to the needs of Afghanistan, and to help relate those efforts to all agencies, Afghan and foreign, concerned with agricultural development.

Specific Duties and Responsibilities: To work with Afghan counterparts to inform the Afghan Faculty on research funding, research conferences, and research opportunities and needs as such information is gathered from all agencies who might be sources or donors. To assist with the organization and logistics of such research efforts and to help to develop a working liaison between the Faculty, the Ministry of Agriculture and Irrigation, the Helmand Valley Authority, PACCA, UNDP, and UNESCO, etc. To improve liaison between the Animal Health Technician School of the Ministry of Agriculture and Irrigation and the Faculty of Agriculture.

EXPECTED CONTRIBUTION TO FACULTY, K.U., AFGHANISTAN, etc: To help generate research drive and efforts into relevant areas, to help develop a priority list of necessary research areas, to help strengthen the relationship of teaching to research and to emphasize the importance of diversification of research. To advise and assist with the logistics of carrying out research activities.

QUALIFICATIONS REQUIRED: PhD in related field, broad experience with research development administration, an understanding of the areas of vital research for Afghan agriculture, a knowledge of Faculty and Ministry and other agency structure and the role of the key personnel involved, teaching and/or research experience in agriculture.

3

POSITION DESCRIPTION
HIGHER EDUCATION/KABUL UNIVERSITY
PROJECT NO. 305-11-680-121

Agricultural-Civil Engineering Advisor

POSITION ASSIGNMENT: (Location) This position is located jointly in the Faculties of Engineering and Agriculture of Kabul University.

TITLE: Agricultural-Civil Engineering Advisor.

DURATION OF ASSIGNMENT: The duration of this assignment will be two years starting July 1973 (extendable to three years if required). A shorter duration may be considered for an applicant who has had previous experience at Kabul University.

PRINCIPAL COUNTERPARTS: The incumbent will work closely with several junior members of the Afghan staff who will be training to assume responsible teaching positions in Agricultural Engineering, Agricultural Mechanics, and in related fields. He will work with Afghan staff members who have received graduate training at the M.S. or higher levels in hydrology, irrigation, soil mechanics, farm power and farm machinery. He will advise the coordinators of the Departments of Civil Engineering in the Faculty of Engineering and of Agricultural Engineering and Mechanics in the Faculty of Agriculture on academic matters affecting the Departments. He will work with all staff members of these Departments on matters related to the curriculum and laboratories and will advise on research and consulting projects, particularly on those related to his field of competence.

SCOPE OF WORK:

General Statements: The primary responsibility of the incumbent will be to develop and strengthen the existing program in Agricultural Engineering and help develop the new introduced program in Agricultural Mechanics. These are cooperative programs between the Faculty of Agriculture and the Faculty of Engineering and are administered by the Department of Agricultural Engineering and Mechanics and the Department of Civil Engineering in the respective faculties. Engineering aspects of the program which require particular attention are soils, hydrology, irrigation, farm power, and farm machinery, particularly the latter two topics. He must coordinate the efforts of both faculties to develop curricula and laboratories suitable to the needs of Afghanistan. He will advise the Coordinators and staff members on all matters affecting the Departments of Civil Engineering and Agricultural Engineering and Agricultural Mechanics.

Specific Duties and Responsibilities: The incumbent must develop suitable courses and laboratories in the fields of farm power and farm machinery. Afghan staff must be selected and trained to assume responsibility for teaching and professional practice in these fields. The incumbent must be prepared to plan appropriate courses and teach in these fields until a suitable staff can be trained. Course notes should be prepared to guide the Afghan staff as they take over teaching responsibilities.

Trained Afghan staff members are available in the fields of hydrology, irrigation and soils, but course content and laboratory work must be adapted to the specific needs of Agricultural Engineering. The incumbent must integrate these courses and appropriate courses at the Faculty of Agriculture into a strong program suitable to Afghanistan. Coordinating the efforts of the two faculties will be an important responsibility.

The incumbent may be called upon to conduct advanced courses and seminars for staff members. He will advise in selecting new staff members in planning academic programs for staff members undertaking advanced study abroad. He will advise in curriculum development and on the conduct of research and consulting projects in Civil and Agricultural Engineering, particularly in his fields of specialization.

EXPECTED CONTRIBUTION TO FACULTY OF ENGINEERING, KABUL UNIVERSITY: The incumbent will develop a strong program in Agricultural Engineering and Agricultural Mechanics which are particularly important to the development of the agricultural economy of Afghanistan. In addition to feeding the population, agricultural products provide the raw materials for industrial development in Afghanistan.

The Agricultural Engineering and Agricultural Mechanics curricula are unique in Afghanistan. Strong programs in these fields will enhance the production contribution to the development of the country. Agricultural Engineering which encompasses Agricultural Mechanics is a uniquely American discipline and American expertise in the field is widely acknowledged. It is appropriate that this activity be sponsored by USAID.

The continued development of a successful cooperative program will encourage similar ventures among other faculties and between departments, helping to relieve the rigid compartmentalization which characterizes Kabul University at the present time.

QUALIFICATIONS REQUIRED: The incumbent must hold a senior staff appointment at the level of professor, or equivalent, at a recognized U.S. University. He should have specialized training and professional experience in fields related to Agricultural Engineering, specifically in hydrology, irrigation, soils, farm machinery, farm power, and related areas. Previous overseas experience in a position similar to the one described here is desirable.

POSITION DESCRIPTION
HIGHER EDUCATION/KABUL UNIVERSITY
PROJECT NO. 508-71-550-121

POSITION ASSIGNMENT (Location): Kabul University, Faculty of Education

TITLE: Vocational Teacher Trainer

DURATION OF ASSIGNMENT: Two Years (extendable to three years if required)

PRINCIPAL COUNTERPARTS: (1) Vocational Teacher Training Coordinator,
Faculty of Education
(2) Dean, Faculty of Education

SCOPE OF WORK:

One of the most important functions of this position is to assist in establishing the inter-relationship between the vocational education system and the Faculty of Education to develop a curriculum for training of vocational-technical teachers to the baccalaureate-degree level. The scope of this position encompasses advice on curriculum implementation including equipment, administration and organization; when the basic curriculum has been written, further development will encompass subject organization and materials as well as advising on research and survey activities to determine those skills most needed within the economy. This is an important aspect of building a viable vocational-technical system where none now exists. This educational advisor will be advising on in-service and pre-service training of teachers and staff in this new project. The work must be closely coordinated with that of the Dean and other educators within the Faculty of Education.

SPECIFIC DUTIES AND RESPONSIBILITIES:

1. Advise host-country officials on the education of vocational-technical teachers through the baccalaureate degree.
2. Advise on curriculum development including equipment, administration, standards, of in-service training of teachers and staff.
3. Advise and assist in survey projects to determine the level of skills required for in-country training of vocational-technical teachers.
4. Encourage and help develop cooperation between the various agencies within the vocational education system to promote the development of an effective vocational-technical education system.

5. Advise on the development and use of tests and measurements in the area of vocational training.
6. Provide technical advice and assistance in the subject matter fields required for VT Education in Afghanistan.
7. Advise in the upgrading of qualifications of teachers, teaching standards, and the utilization of skilled vocational teachers.
8. Coordinate work with other education advisors working in related fields of education.
9. Report to the Mission on program progress and recommendations for changes and modification of the program as necessary.
10. Coordinate activities with other international agencies cooperating in vocational and technical education.
11. Cooperate with and advise the Dean of the Faculty of Education on programs and affairs relative to the department.
12. Inspect, advise and assist teachers in the construction of course outlines and the conduct of their classes. Promote close contact with the Vocational Education Department, Ministry of Education.
13. Assist and advise in the preparation and maintenance of budgets to insure adequate support of the program.
14. Teach 4 to 6 hours each week principally in the professional methods courses until Afghans can be trained to do the teaching.
15. Work directly with students in the program to a limited degree. The principal attention of the advisor is to be directed toward advisory work in the training of faculty and the administration and organization of this program.

EXPECTED CONTRIBUTION TO FACULTY, K.U., AFGHANISTAN, etc.: To build a viable, self-sufficient program for growing vocational-technical teachers to the baccalaureate level. No such program graduates will be assigned to teaching positions in the public school system.

QUALIFICATIONS REQUIRED: Professionally trained as a vocational educator in the trade and industrial area. Should hold the Master's degree or beyond in vocational education and be trade competent in one of the trade and industrial fields. Must have ten years experience in vocational education working on the post-high school level. Must be able to work and live abroad, to work with and understand the problems encountered in another culture. Must have the ability to plan and execute a program for training vocational-technical teachers through the baccalaureate degree where no such system now exists.

POSITION DESCRIPTION
HIGHER EDUCATION/KABUL UNIVERSITY
PROJECT NO. 595-11-260-121

POSITION ASSIGNMENT (Location): Kabul University, Offices of Central Administration

TITLE: Advisor in University Business Management and Administration

DURATION OF ASSIGNMENT: Three years

PRINCIPAL COUNTERPARTS: General Director for Administration and Vice-President for Administration (Business Affairs)

Secondary Counterparts: (Director of Budget
(Director General for Maintenance
(Personnel Director
(Director of Purchasing
(Director of Transportation
(Director of Depot (Warehousing)
(Director General of Accounting

SCOPE OF WORKS

General Statement: Incumbent faces a challenging task in helping to create an effectively functioning system of business management and administration at Kabul University. A majority of his counterparts and virtually all of their subordinates must learn: (1) greater appreciation of the value of work; (2) an increased degree of self-discipline; (3) increased appreciation of the interests of a group or organization relative to self-interest; (4) to make rational decisions and be willing to defend them; (5) to accept responsibility; (6) to delegate authority; (7) to make mistakes and admit them; and (8) to discuss rather than argue a question. Counterpart progress toward these (perhaps idealistically phrased) criteria is the general responsibility of the incumbent.

He must also become familiar with the general administrative regulations of the BSA as the framework within which a program for building efficient management procedures must operate. Finally he must be prepared to expand his efforts through his counterparts to reach the administrative staff (assistant deans, business managers, etc.) in the individual faculties. In this general effort incumbent must obtain the cooperation of all American advisers and representatives of other donors at Kabul University.

*Adapted from a report on public and business administration training by Leo C. Kahrt to Director, USAID/Afghanistan.

Specific Duties and Responsibilities:

Help devise and put into practice a variety of techniques for making counterparts conscious of the principles of management and the "art" of getting a job done -- short courses on K.U. campus, at AID/A; participant training; direct advice and demonstration.

Examine the operation of major functions; purchasing, property management, budgeting, accounting and others for compliance with RGA official procedures. Advise on improvement of Kabul University operations within these procedures. Investigate and question these practices justified only by tradition. Advise on the development of a system of incentives and rewards for good performance and penalties for poor performance. Continue efforts to develop a systematic maintenance program. Emphasize the use of the University budget as an instrument of administration.

Assist counterparts to demonstrate the economies of centralized management functions to the separate faculties. Coordinate and integrate performance of management functions by the individual faculties. Advise and assist in the improvement of central administration services. Develop management training program for new employees.

EXPECTED CONTRIBUTION:

Work of the incumbent should provide more efficient support services for the development and conduct of the academic programs of the University. Better support services and improved management and administrative practices will result in more efficient use of limited resources.

QUALIFICATIONS REQUIRED:

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Incumbent must have had at least ten years service in responsible positions in college or university business administration in the U.S. An advanced degree in business or public administration is desirable, but not essential depending on work experience. Predeparture intensive language training is highly desirable for this position since second and third level management people have very limited English capability, and the ability to understand and use the Dari forms, regulations, manuals and procedures (rather than translations of them) has psychological as well as a substantive advantage.

Important personal qualifications include mature judgment, emotional stability and capacity to work under pressure. Understanding and tolerance of different cultural and attitudinal backgrounds are essential.

POSITION DESCRIPTION
HIGHER EDUCATION/KABUL UNIVERSITY
PROJECT NO. 506-11-560-121

POSITION ASSIGNMENT (Location): Kabul University - Offices of Central Administration

TITLE: Advisor for Budget and Planning

DURATION OF ASSIGNMENT: Three Years

PRINCIPAL COUNTERPARTS: (1) Director General for Budget and Planning
(2) Director of University Research Center
(3) General Director for Education

Secondary Counterparts: President of the University

SCOPE OF WORK:

General Statement

The end product of the incumbent's efforts and activity will be the production of a 5-10 year development plan for Kabul University. He will first need to educate his counterparts in the need for planning, including the budgeting of scarce educational resources; then to advise on planning techniques and procedures (which do not need to be sophisticated); and finally see to it that the planning exercise is carried through at the level of the University's constituent divisions, the several faculties as well as by the central administration. The plan should not only develop alternative allocations of facilities, teaching faculty and potentially available funds, but must also reflect careful analysis of the directions of change in curricula and academic programs. Incumbent must achieve coordination of effort in planning and academic development activities among other American advisors; between American efforts and those of other donors; and finally within the University as a whole.

Specific Duties and Responsibilities

Advises his counterparts with respect to the kinds and sources of information needed for the development of a sound educational plan for Kabul University. Assists in the organization of an effective institutional research office within the University Research Center. Proposes research projects relevant to the planning effort. Emphasizes the importance of budgeting as a device for correlated planning or an instrument of planning. Encourages liaison with RGA agencies concerned with manpower planning, especially Ministry of Planning and Ministry of Education. Seeks to develop adequate knowledge of planning techniques

and procedures through participant training, short seminars and direct advice. Through counterparts, develops effective working relationships with Deans of the several faculties and organizes seminars for discussion of planning and academic development. In all of these activities, emphasizes the critical importance of seeking efficiency and elimination of duplication in the use of scarce resources.

Encourages critical review of current academic programs to determine which should be strengthened. Proposes careful study of new programs in the light of the needs of the University, its students, and the nation. Emphasizes need for development of common facilities to achieve maximum efficiency in the use of resources.

Reports regularly on University developments to the Chief Education Advisor, USAID/A, and facilitates contacts between University officials and USAID/A. Assists in the preparation of reports and documents required by Hissick and AID/W. Assists in the selection of suitable persons for participant training in educational planning and administration.

EXPECTED CONTRIBUTION

Work of Incumbent should result in recognition of the importance of careful and systematic planning for University development. During the course of the project, a University development plan should be completed. A sound and well-conceived plan should not only improve the operating efficiency of the University, but assist the University in obtaining more R&A funding and substantial long run assistance, e.g., an educational development loan from foreign donors.

QUALIFICATIONS REQUIRED:

Incumbent must be a mature, experienced senior member of a U.S. University Faculty. An advanced degree in Higher Education administration would be most appropriate. At least 10 years of teaching experience is essential, with an additional 5-10 years in educational planning, budgeting and administration. The ideal experience is as a Dean of Faculties or Provost. Previous overseas experience is desirable.

Important personal qualifications include mature judgement, emotional stability and capacity to work under pressure. Understanding and tolerance of different cultural and attitudinal backgrounds are essential.

UNITED STATES GOVERNMENT

Memorandum

TO : Mr. Vincent Brown, Deputy Director
THRU: Mr. Cecil Uyehara, AD/DP
FROM : Anthony R. Lanza, Chief, Education Division *RL*
DATE: 6/3/72

SUBJECT: Education Briefing Paper for Mr. Brown's TDY in Washington
(Current and Future Project Ideas)

Since we had a two-hour review of the education program this week, this memorandum will not include extensive background information.

K.U. Project Post-73

In spite of the fact that Dr. Freeman reported AID/W was not interested in considering future aid to Kabul University at this time, the Mission is going ahead with drafting a PROP for assistance to Kabul University post-73. The PROP will follow the guidelines laid down by AID/W as follows:

- 1 - A participant program for junior staff approximately the same size as currently provided.
- 2 - Special visiting professorships for senior Afghan staff members.
- 3 - American full-time advisors justified on a case by case basis.
- 4 - Short-term consultants as necessary.
- 5 - Limited commodity inputs.

AID/W has reacted negatively to the Mission's desire to contract a consortium for the post-73 project. We will, therefore, (with some reluctance) agree to the "hiring hall" services of an organization such as IIE. The above has been agreed to after extensive negotiating in person by Mr. Harvey and by cable from the Mission. We should probably not attempt to negotiate any change or expansion of the above conditions until such time as we can be more certain that K.U. will complete its current school year and begin its next school year on schedule.



Dr. Freeman is fully briefed on the proposed PROP and may be expected to support the Mission submission.

Future Activities:
(Vocational Teacher Training):

As you will recall from the AIT/PAR Review, SIU has offered to allow Mr. Griswold to remain in Afghanistan on sabbatical for 6 months at SIU expense, October 1972 to March 1973 to assist in the development of a Vocational Teacher Training curriculum in the Faculty of Education. Mr. Griswold was requested by name by the MOE. We believe the SIU offer is a generous one and propose from April to August 1973 to offer Griswold a Personal Services Contract so that work on VTT can be continued. This activity will lay the groundwork for the Kabul University project advisor in VTT who should be on board post-73.

Future Activities:
(Curriculum and Textbook):

Our current Curriculum and Textbook project is on schedule and we can look forward to completion of books, grades 1 through 6, by the end of the Fourth 5-year plan (1976/77). We are encouraging the MOE to think about the next level of education (Middle School-grades 7,8 and 9) in terms of new curriculum and textbooks. It is clear that a Middle School modernization needs to be built on the work that TCCU is currently doing. For this reason we do not believe it appropriate that Middle School C&T be undertaken by a non-U.S. bilateral donor or even by a multilateral donor. Curriculum and textbook development requires a cohesive set of educational philosophy and objectives. We fear that a UNESCO team, for instance, would be unable to take advantage of the extensive groundwork our current C&T project has provided. Whether TCCU should contract for a Middle School C&T project is an open question which need not be addressed at this time. However, USAID must seriously consider a new or continuing C&T project.

Future Activities
(Radio Education):

At present UNESCO has a very modest radio education activity which needs to be strengthened. It consists of three phases: I. Teacher Education; II. Adult Education; III. Classroom Radio. Radio will be the principal means of mass communication in Afghanistan for many years to come. Radio education can be an effective means for upgrading in-service teachers and enhancing the regular school program as well as providing some general adult education. Insofar as it is possible, USAID should encourage a larger UN input into

the radio education activity or alternately should undertake to cooperate in an enlarged project. This recommendation is in keeping with AID's interest in innovative educational methods. (For Afghanistan, Radio Education will represent a genuine innovation).

Future Activities

(Vocational Subjects in the Secondary Schools):

On the recommendation of foreign advisors and as proposed in the Fourth Five-year plan, Afghanistan wishes to introduce more vocational subjects into its secondary schools. While the MOE is not talking about anything as ambitious as the U.S. type comprehensive high school system, the MOE does want more functional education at the secondary level. The intention is that secondary school programs will become more terminal. The U.S. has had considerable experience in such programs and we might be in a position to help the MOE plan for diversifying its secondary education curriculum. Such assistance would involve initial planning assistance and perhaps the support of pilot activities in several provinces. Although USAID has not been officially approached for such assistance, we have had indications that the MOE is likely to ask for our help in diversifying its secondary school program.

Funding Future Activities:

In the past, all US assistance to education in Afghanistan has been on a grant basis. There has not been any indication that the RGA is interested in an educational loan from the U.S. If, on the other hand, the activities suggested above (and others) could be integrated into a broad education sector project, there is a possibility that the RGA might be interested in an education sector loan. The major attraction to the RGA would be the assurance of receiving funding of the magnitude it requires to attack major education problems. Obviously current "piecemeal" solutions have been less than satisfactory.

The activities described above (and others) could tie together U.S. assistance to education. Currently we have projects at the primary school and the university, at the extremes of the educational spectrum. These projects would be made more meaningful to Afghan development if they were integrated with the kinds of Middle and Secondary school projects discussed above.

USAID's Role:

To the extent possible USAID should encourage more formal teacher training efforts in several of the Faculties at K.U., particularly the Faculties of Education, Science and Letters.

We must also consider beginning a new project, or expanding our present Curriculum and Textbook Project, to include Middle and Secondary school curriculum and textbook preparation. The effect would be to have significant American inputs at each level of education from primary through secondary to the university with the objective of an overall quality increase in an education system that is more functionally responsive to Afghanistan's developmental needs.