

PROGRAM

DEPARTMENT OF STATE

3060121 (3)

UNCLASSIFIED CLASSIFICATION

For each address check one ACTION

PD AAC-455-A1

TO - AID/W TOAID A- 026

76 X
Project 12/1
PROP

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A.I.D.			
DATE SENT 3/1/73			

DISTRIBUTION ACTION
UHM INFO.
ROOM
35
OTHER AGENCY

FROM - USAID/KABUL

SUBJECT - Higher Education - Kabul University 306-11-660-121
Revised PROP

REFERENCE -

59 p.

The original PROP for subject project was submitted to AID/W in July 1972 and conditionally approved in August 1972.

Submitted herewith is a first revision of the PROP. It reflects changes agreed to by the Mission, AID/W and Kabul University. These changes have been incorporated into the PIO/T and the PROP which were signed on Jan. 27, 1973.

To facilitate your review, your attention is called to the major changes as follows:

- Face Sheet - Adjusted Funding Table ✓
- Pg. 10 - Provision for a Staff Development Plan. *see Appendix B.*
- Pg. 13 - Restatement of ten advisory positions.
- Pp. 14-15 - Commodity Plan and procurement procedures. *see Appendix C*
- Pg. 17 - Detailing of RGA Inputs
- Appendix A - Final Versions of Position Descriptions -
 - B - Inclusion of Staff Development Plan
 - C - Inclusion of Commodity Plan

NEWMARK LEWIS

Attachment: a/s (15 cys.)

PAGE 1	OF 1	PAGES 1
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DRAFTED BY <i>[Signature]</i> ED:ARLanna:jrd	OFFICE ED	PHONE NO. 230	DATE 2/27/73	APPROVED BY: <i>[Signature]</i> Arthur H. Boehme, Acting Director
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AID AND OTHER CLEARANCES
DP *[Signature]*

ED, DP, CO, D, DD, C&R
MGT

UNCLASSIFIED CLASSIFICATION

Memorandum

10

TO: See Distribution
FROM: Education Division, USAID/Afghanistan
SUBJECT: Revised PROP
Higher Education - Kabul University 306-11-660-121



The original PROP for this project was submitted to AID/W in July 1972 and conditionally approved in August 1972.

The attached PROP Revision reflects changes agreed to by the Mission, AID/W and Kabul University,

among which the major changes are:

- Face Sheet - Adjusted Funding Table
- Pg. 10- Provision for a Staff Development Plan
- Pg. 13- Restatement of ten advisory positions.
- Pp 14-15- Commodity Plan and procurement procedures
- Pg. 17- Detailing of RQA Inputs
- Appendix A- Final Versions of Position Descriptions
 - B- Inclusion of Staff Development Plan
 - C- Inclusion of Commodity Plan

As a result of extensive negotiations and agreement on the adjustments cited above, a PROAG was signed on Jan. 27, 1973.

Distribution:

AID/W 15
D
DD
DP-12
Tech. Div. -12
CO-3
MGT-2
TO-2

I. PROJECT IDENTIFICATION

1. PROJECT TITLE: **Higher Education - Kabul University**

APPENDIX ATTACHED
 YES NO

2. PROJECT NO. (M.O. 1973.2)
306-11-660-121

2. RECIPIENT (specify)
 COUNTRY **Afghanistan**
 REGIONAL INTERREGIONAL

4. LIFE OF PROJECT
 BEGINS FY **74**
 ENDS FY **76**

3. SUBMISSION
 ORIGINAL
 REV. NO. **1**, DATE **Feb. 1973**
 CONTR./PASA NO.

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A. FUNDING BY FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMODITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE \$ US (U.S. OWNED)			
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT LOAN	(2) COOP. COUNTRY	(3) JOINT	(4) BUDGET
1. PRIOR THRU ACTUAL FY													
2. OPRN FY	831	527	127	189	252	65	50						
3. BUDGET FY	925	478	115	342	456	55	50						
4. BUDGET +1 FY	901	428	103	378	504	45	50						
5. BUDGET +2 FY													
6. BUDGET +3 FY													
7. ALL SURO. FY													
8. GRAND TOTAL	2657	1433	349	909	1212	165	150						

9. WITHIN DONOR CONTRIBUTIONS
 (a) NAME OF DONOR: **None**
 (b) KIND OF GOODS/SERVICES:
 (c) AMOUNT:

III. ORIGINATING OFFICE CLEARANCE
 1. DRAFTER: **A. Lanza**, TITLE: **Education Officer**, DATE: **20/2/72**
 2. CLEARANCE OFFICER: **V.W. Brown**, TITLE: **Director**, DATE: **20/2/72**

IV. PROJECT AUTHORIZATION

7. CONDITIONS OF APPROVAL

3. CLEARANCES

BUR. OFF.	SIGNATURE	DATE	BUR. OFF.	SIGNATURE	DATE

3. APPROVAL AAS OR OFFICE DIRECTORS
 SIGNATURE: _____ DATE: _____
 TITLE: _____

4. APPROVAL AID (See M.O. 1973.1 VI C)
 SIGNATURE: _____ DATE: _____
 ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT

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 followed a continuing series of strikes from other quarters - secondary schools, teachers, bus drivers, electrical workers, etc. that confirmed 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 advisors 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 RGA Ministries and society in general.

Several faculties are strong and getting more so. The Faculty of Education has, in response to felt needs, 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 these 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 RGA 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 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 RCA, 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 curriculum 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

the basic infrastructure of the undergraduate program, these junior faculty members would be selected for participant training principally from among the faculties of the University with which USAID has been identified in the past but may be from central Administration or other faculties. The readiness of the individual for training and his promise of future service to the University would be major consideration in the selection. Further, selection is to be based upon Training and Staff Development plans prepared by each Faculty concerned (Appendix B).

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.

KU will review faculty nominations and select candidates for visiting lectureships principally from the Faculties of Agriculture, Education and Engineering. Basic criteria for selecting visiting lecturers will be:

- (1) Qualifications: Minimum of an MA degree or equivalent
- (2) Teaching Experience: Minimum of 5 years with at least 3 years following the MA
- (3) Professional Competence: Ability to teach and do research and/or study in a U.S. institution
- (4) Age: Approximately 35-45
- (5) Previous Training: Must have discharged commitments following previous study abroad approximately 2 years for each year of USA or foreign donor paid study abroad. Exceptions to this criterion may be considered.
- (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.

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. Approximately \$50,000 a year of project funds will be earmarked, 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 have his family accompany him abroad.

The Visiting Lecture 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. Advisor for Planning
2. Advisor in University Business Management and Administration
3. Advisor in Engineering Management Education
4. Advisor to CECSAR (The Center for Engineering Consulting Services and Applied Research) and Supporting Engineering Management Advisor
5. Advisor in Agricultural/Civil Engineering
6. Electrical Engineer - Advisor in Electric Power Generation and Distribution
7. Advisor in Animal Science and the Teaching of Agriculture Research Methodology
8. Advisor in Plant Science Conservation Education
9. Teacher Education Curriculum Specialist - University level
10. Vocational Teacher-Training Advisor

* 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.

The requirement for resident full-time US advisors in this project will be subject to change according to KU needs, AID funds and joint KU/Contractor/AID judgements. However, current estimates are for: 10 in FY 74, 9 in FY 75 and 8 in FY 76, a project total of 27 man years.

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 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.'s development. Such specialists can be the purveyors of innovation and change. The full-term U.S. advisors will assist the University in identifying the need and readiness for such short-term consultant services.

Fourth: Vital KU commodity requirements are for textbooks, library support, teaching materials and spare parts particularly in those U.S. sponsored faculties where English is the language of instruction and where science, engineering and agricultural laboratories are U.S. equipped.

As indicated in the appended Commodity Plan (Appendix C) these commodity requirements are to be partially met by FY 73 project funds of \$65,000. However, this amount of U.S. commodity funding is conditioned upon KU's expending from its total, university-wide commodity budget, at least an equal amount of foreign currency.

At the project's beginning, therefore, KU will undertake as a minimum to purchase commodities for the whole university in a total amount equal in value to those provided by the U.S. in this project. By the end of a ten year period, the RGA should be in a position to fully fund the foreign exchange for commodities without external assistance. In moving toward that goal the RGA will increase its foreign exchange commodity allotment in each succeeding year in at least the same amount as the U.S. reduces its contribution annually. U.S. commodity input for FY 73 of \$65,000 is to be placed at the disposal of KU through a PIOC and Letter of Commitment against which Letters of Credit may be drawn by KU. Subject to availability of funds and the performance of the RGA in meeting the stipulated requirement for increased foreign exchange for commodities, subsequent commodity funding under this Project may be: FY 74 - \$55,000; FY 75 - \$45,000.

In past projects, AID and its contractors have handled procurement on behalf of KU. AID and KU have now agreed, however, to shift procurement administration responsibilities under this project to appropriate offices within the University. The U.S. Business Management and Administration Advisor and the USAID Procurement Office will assist KU staff to assume

the new responsibilities by working with counterparts on improving procurement procedures.

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

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.

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 Action:

1. The Implementing Agent

This project should be implemented by a contractor who has access to the resources of the American academic community. 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 levels required, but a University Consortium could provide adequate support or a non-profit organization such as the Institute of International Education or National Education Association might provide the required services.

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.
- (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 27 man years @ \$50,000/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

(1) Afghan administrators and teaching staff are to be provided as counterparts to U.S. advisors and consultants.

(a) Recruitment of the Teacher Education Curriculum Specialist (Position IX) is to be undertaken only when KU is prepared to best utilize his services. Specifically, the assignment of a Dean or a Special Assistant to the President, and/or a University Committee to deal with problems of teacher education and inter-faculty relations will be deemed sufficient demonstration by K.U. of its readiness to utilize the U.S. Teacher Education Curriculum Specialist.

(2) Qualified candidates for participant training and visiting lecturer programs are to be selected by KU.

(3) Foreign currency allocations for the purchase of essential commodities for KU. At project initiation, KU total foreign exchange commodity funds are to equal at least the U.S. input and are to be increased annually in an amount that is not less than the decreasing U.S. commodity inputs as previously described in the Course of Action section of this Project Agreement.

KU agrees to be responsible for commodity procurement under this project.

(4) Office space and basic equipment and supplies for US advisors, consultants and counterparts.

(5) KU is also to make provision for reasonable administrative support for the foreign advisors and their project activities. KU support will include the training of staff to manage the administration and utilization of all project inputs.

PROP - Higher Education Kabul University
306-11-660-121

A P P E N D I X "A" - Position Descriptions

"B" - Staff Development Plan

"C" - Commodity Requirements
Plan

Position I

Final Version

POSITION DESCRIPTION
HIGHER EDUCATION/KABUL UNIVERSITY
PROJECT NO. 306 LL-360-121

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

TITLE: Advisor for University Planning

DURATION OF ASSIGNMENT: One year (extendable)

PRINCIPAL COUNTERPARTS:

1. The President's Special Assistant for KU Development
2. Director General for Budget and Planning
3. Director of University Research Center
4. General Director for Education

Secondary Counterpart: President of the University

SCOPE OF WORK:

General Statement: The incumbent will assist Kabul University in the preparation of a 5-10 year development plan. He will provide skills in the budgeting of scarce educational resources, in planning techniques and procedures, and will assist in seeing that the planning exercise is carried through at the level of the University's constituent divisions. The development of alternative allocations of facilities, the strengthening of teaching faculties and careful analysis of the directions of change in curricula and academic programs will also be his concern. Incumbent will work toward coordination of efforts in planning and academic development activities between American efforts and those of other donors.

Specific Duties and Responsibilities:

1. Advises counterparts as to the kinds of information useful in the development of a sound and creative educational development plan for the University. Helps to discover sources of information.
2. Assists in the University's plans for the organization of an effective institutional research office within the University Research Center to assemble planning data, conduct studies of University operations, and determine appropriate linkages with public and private sectors of the national economy.
3. Assists the University's research projects relevant to the development of a University plan, e.g.
 - a. Space utilization survey of University physical facilities;
 - b. Survey and analysis of faculty teaching loads;

- c. Study of curricula of separate Faculties to determine extent of duplication in course offerings;
 - d. Projections of enrollment based on alternative hypotheses;
 - e. Projection of requirements for teaching staff;
 - f. Studies of costs.
4. Supports the University's program to strengthen planning techniques and procedures by:
- a. Being capable of helping to organize short seminars on the campus directed by experienced individuals;
 - b. Assisting in planning for the University's staff development;
5. Being capable of demonstrating the value of budgeting as a tool of planning in:
- a. Setting priorities;
 - b. Control of growth;
 - c. Improved utilization of allocations;
 - d. Establishing rules and procedures appropriate to plan implementation.
6. Provides technical advice in connection with the University's continuing critical review of existing academic programs and continuing study of new academic programs to evaluate their budgetary requirements and potential contribution to the needs of the University, its students and the nation.
7. Provides advisory assistance to the University's planned evening extension classes.
8. Provides planning assistance to the University in connection with its plans to develop new post-secondary school two year community colleges giving particular attention to projected costs as related to academic offerings, size of enrollment, etc.
9. Assists in the Afghan process of selection of suitable persons for participant training in educational planning and administration.

EXPECTED CONTRIBUTION:

Work of incumbent is aimed at supporting Afghan recognition of the importance of careful and systematic planning for University development including new budgeting procedures. During the course of the project, Kabul University hopes to complete the plan.

QUALIFICATIONS REQUIRED:

Incumbent must be experienced in Higher Education Administration. At least 10 years of university experience, including at least 5 years in educational planning, budgeting and administration. Specifically, experience as Dean or Associate Dean of Faculties or Director of University Development would be desirable. Previous overseas experience is also desirable.

Position II

Final Version

POSITION DESCRIPTION
HIGHER EDUCATION/KABUL UNIVERSITY
PROJECT NO. 305-11-660-121

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

TITLE: Advisor in University Business Management and Administration

DURATION OF ASSIGNMENT: One to three years

PRINCIPAL COUNTERPARTS: (1) General Director for Administration
(2) Vice-President for Administration
(Business Affairs)
(3) The President's Special Assistants for
KU Development

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

BACKGROUND AND SCOPE OF WORK:

The Office of the Vice President for Business Administration at Kabul University has the overall responsibility for the budgeting, accounting, payrolling and financial record keeping for the university. Many related responsibilities such as warehouse keeping fall to this office. This office is also responsible for the integration of the business aspects of the various faculties with the central administration, as well as the training of the business managers of each faculty.

In the past, each faculty managed its own business affairs, generally reporting directly to the Ministry of Finance on budget and financial matters. With the granting of the University charter and the centralization of the business affairs responsibilities at the central administration level, KU asked AID for assistance in setting up the office of the Vice President for Business Management and in training personnel.

Since 1966, Indiana University under contract with AID, has provided an advisor for Business Affairs. Through the combined efforts of the Afghans and this advisor, the Office of the Vice-President is only now beginning to take on a semblance of some organization. For example, activities thus far include:

1. An accounting system has been initiated.
2. The new RGA purchasing manual designed to facilitate standardized purchasing procedures has been distributed.
3. A more systematic method of warehousing and inventory keeping is being installed.
4. The operation of a coordinated transportation system has begun.
5. A maintenance system is being developed.
6. Several members of the department have been sent to the USA for short-term training.
7. On-the-job training courses have been conducted for operating personnel.

Specific Duties and Responsibilities:

In order to help improve the effectiveness of the business affairs operation, the incumbent will have the following specific duties and responsibilities.

1. Advise KU in developing budget planning and implementation stressing the concept of the budget as an instrument of administrative control.
2. Advise in establishing the departmental roles and functions so that when Vice Presidents change, the organization can remain stable and functioning.
3. Advise in integrating the functions of the Office of the Vice-President for Business Administration with the business affairs of the various faculties. This should result in achieving more standardized accounting, purchasing and funds allocation procedures.
4. Advise KU in its whole budgetary and funding cycle. This involves assistance to the faculties in preparing their budget requests; incorporating these submissions in the overall KU budget; and then preparing the final KU budget to the Ministry of Education. Once the budget has been approved, the incumbent will assist KU in releasing funds to the faculties. The whole process is one of assisting the Afghans to develop sound and effective business affairs management.
5. Advise in the development and implementation of training programs, both overseas and on-the-job, for counterparts, faculty business managers and second and third echelon personnel in the Office of the Vice President for business administration to carry out the major administrative functions of budgeting, purchasing, property management, accounting, inventory control and other related areas in accord with RGA regulations.

EXPECTED CONTRIBUTION:

Work of the incumbent should help provide more efficient support services for the continued development and conduct of the academic programs of the University. Better support services and improved management techniques and administrative practices will result in more efficient use of limited budgetary and human resources. Evaluation of the contribution will be provided once each year at an annual FAR review.

QUALIFICATIONS REQUIRED:

Incumbent must have had at least five 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. Since second and third level management personnel have very limited English language capability, incumbent must be willing to learn basic Dari. In order to make effective use of forms, regulations and manuals, he will need the services of a skilled translator. Understanding and tolerance of different cultural and attitudinal backgrounds are essential.

POSITION III

Final Version

POSITION DESCRIPTION
HIGHER EDUCATION/KABUL UNIVERSITY
PROJECT NO. 306-11-660-121

Engineering Management Advisor

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

TITLE: Advisor in Engineering Management Education.

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 deplorable state concerning organization, procedures, and operations. Management philosophy and application is very much lacking. The Faculty is in the position of being able to ameliorate 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 a valuation 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, UN 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.

-3-

A further responsibility is the coordination of management teaching with UN 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 enterpreneurial 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.

Position IV

Final Version

POSITION DESCRIPTION
HIGHER EDUCATION/KABUL UNIVERSITY
PROJECT NO. 305-11-660-121

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

TITLE: Advisor to CECSAR (The Center for Engineering Consulting Services and Applied Research) 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 Statement: CECSAR has developed during the last two-three years as the applied research arm of the Faculty of Engineering. At present, CECSAR has a full-time staff of two and space which is now being finished. Its purpose is two-fold: (1) to provide the faculty and students with the facility, the environment, and the resources to conduct research related to the courses at the Faculty and (2) to provide the desirable images between the University and the public and private industrial sector through applied research and consulting services. The incumbent will work with the Director in an advisory capacity in organizing, administering and developing CECSAR. Since the focus of the center is on applied research, the incumbent will be invaluable, at least in the early stages, in assisting the Director and in the selection of suitable research activities, in writing proposals and in transmitting the skills of contract searching. He will play an important advisory role in establishing liaison with private industry and the public sector through the Chamber of Commerce, A.I.D. Divisions (Private Enterprise, Engineering) and various R.G.A. Ministries with a view towards developing sources of engineering consulting work and applied research. The incumbent may be called upon to teach Engineering Management courses at the Faculty of Engineering, as developed in liaison with the Management Engineering Advisor.

Specific Duties and Responsibilities:

1. Assist in organizing, developing and administering the CECSAR to the extent that the newly appointed Director requests assistance along these lines. This aspect of assistance is expected to diminish as the Director gains experience in this new activity.

2. Assist in selection of suitable research projects, and transmit his skills in drafting proposals and contracts.
3. Assist the Afghans in developing linkages with private industry and the public sector in the area of applied research.
4. Assist the Afghan staff at the Faculty of Engineering to relate the process and results of CECSAR's applied research to the programs at the Faculty.
5. Teach where demand is appropriate and assist in training the FOE staff in applied research skills.
6. Assist in developing Afghan expertise in preparing final applied research reports and in the costing aspects of each activity.

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 orientation which is 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. While not a responsibility of the advisor, his assistance in the development of CECSAR will indirectly serve to provide an opportunity for the FOE staff to derive additional income to augment their extremely low salaries, thus reducing the risk of their finding 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 would have a background of five to ten years of full time experience in industry in 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.

POSITION V

Final Version

POSITION DESCRIPTION
HIGHER EDUCATION/KABUL UNIVERSITY
PROJECT NO. 305-11-650-121

Advisor to Agricultural-Civil Engineering Curriculum

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 U.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 Statement: 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 Faculty's 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 V

Final Version

POSITION DESCRIPTION
HIGHER EDUCATION/KABUL UNIVERSITY
PROJECT NO. 305-11-660-121

Advisor to Agricultural-Civil Engineering Curriculum

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 Statement: 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 Faculty's 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. 306-11-660-121

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

TITLE: Electrical Engineer, Advisor in Electric Power Generation and Distribution

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

PRINCIPAL COUNTERPARTS: Counterparts for this incumbent will be the Afghan
Staff members of the Electrical Engineering Department,
Faculty of Engineering.

SCOPE OF WORK:

General Statement:

The present Afghan staff members in the Electrical Engineering Department have been trained in the U.S. schools that have provided little or no training in the area of power. The emphasis in U.S. schools has been on electronics, circuit theory, transistors, servomechanisms, etc. However, Afghanistan's requirements are for electrical engineers with expertise in electric power generation, transmission and distribution. The incumbent will re-evaluate the present electrical engineering curriculum and develop new programs in the power area.

Afghanistan currently has a number of hydroelectric plants. In the future more hydro power will be developed. Plants that are fueled with coal and natural gas will be introduced.

Presently Afghanistan has some power plants that are inoperable, especially diesel plants, owing to the lack of Afghan expertise. There is the large Kajakai project, staffed by foreign engineers because of a lack of Afghan technical experts.

There is potential for the development of small hydro plants on streams to serve local villages with both power and irrigation. This will eventually be part of Afghanistan's rural development planning.

Afghan electrical engineers conversant with power plants are required for all of the above projects.

Specific Duties and Responsibilities:

The Faculty of Engineering is the only source for training of electrical engineers in Afghanistan, and must have a strong Electrical Engineering Department with an emphasis on power generation, transmission and distribution. The incumbent will have the responsibility to evaluate the present electrical engineering program, and develop new undergraduate courses and/or options in the power area. He will be called upon to initiate post-graduate courses in power plant engineering, operation and maintenance for the Afghan staff and engineers in the power industry; e.g., staff members of Afghanistan Breshna Khvasssa (ABB).

It is essential that methods of cost accounting be introduced in the power courses to obtain realistic rate structures for electric energy. The present rate structure is totally unrealistic, and represents a prime difficulty for Afghanistan's power industry.

Another major problem in Afghanistan is unauthorized use of electric energy. Power courses should teach techniques that would lead to the prevention of meter by passing as well as unauthorized connections to power lines.

The incumbent will be called upon to help obtain consulting or research work for the electrical engineering faculty in the power area, through the Center for Engineering Consulting Services and Applied Research (CECSAR). He will work closely with the faculty members assigned to such projects.

EXPECTED CONTRIBUTION TO FACULTY OF ENGINEERING, KABUL UNIVERSITY

The advisor will contribute to the strengthening of the electrical engineering staff in the area of power plants, transmission and distribution of electrical energy. The incumbent's presence will encourage the Ed staff members to engage in consulting and research projects that will enhance their practical experience, making them more valuable to the Afghan power industry and governmental agencies. The curriculum will be revised with more practical courses geared to the actual needs of Afghanistan.

QUALIFICATIONS REQUIRED:

The incumbent should have five to ten years working as an engineer in an electrical utility, either public or private. Preferably the experience should be with a utility that had a mix of steam, hydro and diesel power plants. This experience should include the operation, maintenance and administration of the foregoing plants.

This advisor should have had academic standing at a recognized engineering school with at least five years of teaching experience. He must be able to initiate new courses in the energy generation area.

Two years' experience working in overseas programs, preferably in developing countries, would be desirable.

Position VII

Final Version

POSITION DESCRIPTION
HIGHER EDUCATION/AFGHAN UNIVERSITY
PROJECT NO. 165211-050-121

POSITION ASSIGNMENT (Location): Agricultural Research Educator is to be headquartered in the Faculty of Agriculture, Kabul, University.

TITLE: Advisor in Teaching of Agriculture Research Methodology.

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.

- Secondary Counterparts:
- (1) Appropriate officials of the Ministry of Agriculture and Irrigation.
 - (2) Director of the Agricultural Research Institute (proposed).

SCOPE OF WORK:

General Statement: To provide advice to faculty members and students and strengthen the curriculum in the development of research efforts relevant to the needs of Afghanistan, and to assist in the further development of Animal Science in the Faculty of Agriculture.

Specific Duties and Responsibilities:

1. To aid the Afghan Faculty in the development of its own research programs from inception to publication or presentation.
 - a. To advise with the Faculty on research opportunities relevant to the needs of the country.
 - b. To facilitate research funding, travel, conference attendance including help in the identification of qualified participants and worthy Visiting Lecturer candidates.
 - c. To identify with Faculty and students the supplies and equipment necessary for their special research and instruct them in procurement procedures. As necessary, see to improving procurement procedures in cooperation with US Advisors to KU Central Administration.

2. To encourage and assist the Faculty in incorporating research findings into their teaching.
3. To arrange with faculty members, seminars and research methodology courses to inspire greater staff and student participation in research projects.
4. To encourage the continuing development of research in the much neglected Animal Science areas of the Faculty. To encourage Faculty and student participation in studies of the development of animal production, stock improvement, fattening and finishing and modern packing plant operation and marketing.
5. To advise on the conduct of animal science research (see above) in cooperation with the School of Animal Health Technicians run by the Ministry of Agriculture and Irrigation with the help of F.A.O.
6. To help to bring the Faculty of Agriculture into closer liaison with all other Agricultural Agencies in Afghanistan and selected foreign agencies from the Asia area.

EXPECTED CONTRIBUTION TO FACULTY, K.U., AFGHANISTAN, etc: To help generate research skills and efforts into relevant paths; 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 and to assist in the further development of Animal Science in the Faculty of Agriculture.

QUALIFICATIONS REQUIRED: The incumbent should have a PhD in Animal Science and experience with research development. Ideally, his background would also include teaching experience and course and curriculum development. He must have, or be able to develop quickly, an understanding of the areas of research vital to Afghan agriculture. He must be able to assist in the development of the Animal Science curriculum including nutrition, breeding, production management and marketing. He must be willing to appreciate the roles and responsibilities of key Afghan personnel and be able to foster cooperation internally within the Faculty and externally with the Ministry of Agriculture, the Research Institute and other concerned agencies.

Position VIII

Final Version

POSITION DESCRIPTION
HIGHER EDUCATION/KABUL UNIVERSITY
PROJECT NO. 306-11-360-121

POSITION ASSIGNMENT (Location): Plant Science and Conservation Advisor is to be headquartered in the Faculty of Agriculture, Kabul University.

TITLE: Advisor in Plant Science and Conservation Education.

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

PRINCIPAL COUNTERPARTS: The Dean and Assistant Dean and Head of the Departments of Soils, Agronomy and Horticulture.

Secondary Counterparts: (1) Appropriate officials of the Ministry of Agriculture and Irrigation.

(2) Director of the Agricultural Research Institute (proposed).

SCOPE OF WORK:

General Statement: In cooperation with counterparts and other advisors, to guide and assist in the teaching, research, and development work that the students and staff of the Faculty of Agriculture may come to appreciate the vital importance of plant science, conservation and on-farm water management.

Specific Duties and Responsibilities:

1. To aid in continuing curriculum development in the general areas of plant science and soil science, and to introduce basic courses in range development and water conservation.
2. To assist his counterparts in lecture and laboratory planning for the courses cited above.
3. To help inculcate in students and faculty the philosophy of interdependence of soil, water and plants.
4. To encourage Range Development and Water Management as teaching and research areas in a manner that is relevant to Afghanistan.

5. To encourage the continuing development of research in the Plant/Soils Science and Water Management areas of the Faculty. To encourage Faculty and student participation in studies of the development of crop diversification, cropping patterns, soil classification, range management and water conservation.

EXPECTED CONTRIBUTION TO FACULTY, K.U., AFGHANISTAN, etc: This advisor will help make possible the development of degree level work in plant science, soil science, conservation and water management at Kabul University. He will also help improve liaison with other Agricultural Agencies.

QUALIFICATIONS REQUIRED: The advisor should have a PhD in Plant Science and experience with research development. Ideally, his background would also include teaching experience and course and curriculum development. He must have, or be able to develop quickly, an understanding of the areas of research vital to Afghan agriculture. He must be able to assist in the development of courses in plant science, soil science, conservation and water management. He must be willing to appreciate the roles and responsibilities of key Afghan personnel and be able to foster cooperation internally within the Faculty and externally with the Ministry of Agriculture, the Research Institute and other concerned agencies.

POSITION DESCRIPTION
HIGHER EDUCATION/KABUL UNIVERSITY
PROJECT NO. 306-11-660-121

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

TITLE: Teacher Education Curriculum Specialist - University Level

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

PRINCIPAL COUNTERPARTS: The Dean, Faculty of Education

- Secondary Counterparts:
- (1) Departmental Chairman
 - (2) Chairman of Faculty Committees dealing with curriculum changes and related administrative problems.

SCOPE OF WORK:

General Statement: The responsibility for secondary education teacher training at Kabul University is divided among several faculties, i.e., Education, Science, Letters and Agriculture, with limited coordination among them. There is also limited coordination between the University and the Ministry of Education regarding in-service teacher training and teacher placement throughout the Nation. The incumbent will assist KU in working towards better coordination and integration of the Education elements of the curriculum preparing secondary school teachers. By encouraging and guiding the Faculty of Education in these relationships, graduates from any faculty will have adequate training in teacher education as well as in subject matter skills. It is planned that in achieving these relationships, the incumbent will also be assisting in the reorientation of the curriculum at the Faculty of Education.

To achieve this overall objective, this advisor will have the following Specific Duties and Responsibilities:

1. Advise in improving the teacher education curriculum by reviewing relevance to the nation's expanding need for teachers at all levels.
2. Advise the Faculty of Education in coordinating its plans and programs of in-service teacher training with those of the Ministry of Education.
3. Review and make recommendations for improvement of programs of student teaching.
4. Study, analyse and provide recommendations for the establishment of a program of teacher certification.
5. Advise counterparts in the identification of qualified candidates for participantships and visiting lectureships.

6. Through the activities outlined above, it is expected that this advisor will assist the Faculty of Education in its relationships with the other faculties concerned with teacher training. Involved in this responsibility will be the reorientation of the program at the Faculty of Education concurrently with the introduction of joint curricular programs in teacher training in the other faculties.

EXPECTED CONTRIBUTION: The incumbent should help make it possible for the Faculty of Education to improve the quality of its own curriculum and also contribute to the professionalization of teacher training efforts in the Faculties of Letters, Science and Agriculture. This should diminish duplication of efforts among faculties and help KU to improve utilization of staff, plant and budgetary resources. The anticipated result is that the Ministry of Education will have more and better qualified teachers for the nation's expanding secondary schools and more KU graduates will be employed in a profession that is of paramount importance to Afghanistan's development.

QUALIFICATIONS REQUIRED: The incumbent should have a doctorate in Education with specialization in Teacher Education and with emphasis on Secondary Education and/or Curriculum Development. He should also have five to ten years of experience in teacher education including both classroom and curriculum development work. In addition, a background in science or math education would be particularly appropriate to the requirements at KU. Finally, some previous overseas experience would be most desirable.

Important personal qualifications include mature judgement coupled with a willingness to understand and tolerate the unique cultural and attitudinal backgrounds of Afghans. An entirely new professional approach is required in a society in which modernization and efficiency are secondary to maintaining traditions . . . a society in which personal relationships are very sensitive.

POSITION X

Final Version

POSITION DESCRIPTION
HIGHER EDUCATION/KABUL UNIVERSITY
PROJECT NO. 306-11.860-121

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 vocational-technical 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. Coordinate activities with other international agencies that may cooperate in vocational and technical education.
10. 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.
11. Assist and advise in the preparation and maintenance of budgets to insure adequate support of the program.
12. Teach 4 to 6 hours each week principally in the professional methods courses until Afghans can be trained to do the teaching.
13. 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 training 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.

STAFF DEVELOPMENT PLAN PROPOSAL
FOR SELECTED FACULTIES OF KABUL
UNIVERSITY

The attached Staff Development Plan for selected Faculties and Departments of Kabul University reflects several unusual characteristics and requirements of this institution.

To being with, the Faculties that come under this Plan are still very new and have, as a consequence, staffs that are young and inexperienced.

Staffing plans must take into account the level of maturity, the steady growth of student enrollments, the realities of foreign brain drain, and the demands on experienced university staff to leave K.U. for other RGA Agencies.

In anticipation of heavy attrition, all Faculties employ young Bachelor-degree level staff members every year in numbers exceeding classroom teaching requirements. After they have served an assistantship, the best of these young professionals are given first priority for study abroad. This will explain why, for example, some departments can make "available for training" up to 50% of their total staff.

A further explanation for the high percentage of "staff available for training" is that training programs of more than three months are placed in the same category as longer training opportunities. Therefore, a professor listed as "available for training" on the Staffing Plan may in fact be absent for only part of a school year.

Finally, for the purposes of this Project Agreement (Higher Education - Kabul University, No. 306-11-660-121) the attached Plan indicates only AID - sponsored training. It should be noted that Kabul University staff have

available to them an even greater total number of training programs offered directly by the RCA or through international organizations and the U.S., USSR, FRG, France and other bi-lateral donors.

A complete and comprehensive Staff Development Plan to be compiled for the whole university by Fall 1973 will take into account all Faculties and sources of training opportunities. The full Staff Development Plan will be incorporated into K.U.'s Five Year Development Plan which is now in preparation.

Proposed Staff Development Plan
 U.S. Participant Schedule
 for Selected Faculties

	FY 73	FY 74	FY 75
	Man Years		
Central Administration	4	9	9
Faculty of Agriculture	6	10	12
Faculty of Education	4	7	8
Faculty of Engineering	7	12	13
TOTAL FY 73	21		
TOTAL FY 74		38	
TOTAL FY 75			42
Project TOTAL (MAN YEARS)			

PROPOSED STAFF DEVELOPMENT PLAN
CENTRAL ADMINISTRATION

DEPARTMENT OF:	1973 - 1974			1974 - 1975			1975 - 1976		
	Total Staff	Available for Training	Proposed AID Participants	Total Staff	Available for Training	Proposed AID Participants	Total Staff	Available for Training	Proposed AID Participants
Business Management and Planning	26	6	2	26	8	4	26	8	3
Student Affairs	8	1	-	8	1	-	8	1	1
Faculty Administrators (Faculty Business Management: Deans)	36	8	2	36	8	5	36	8	5
TOTALS	70	15	4	70	17	9	70	17	9

PROPOSED STAFF DEVELOPMENT PLAN - FACULTY OF AGRICULTURE

DEPARTMENT OF:	1973 - 1974			1974 - 1975			1975 - 1976		
	Total Staff	Available for Training Proposed AID Participants	Proposed AID Participants	Total Staff	Available for Training Proposed AID Participants	Proposed AID Participants	Total Staff	Available for Training Proposed AID Participants	Proposed AID Participants
Basic Science	12	5	2	12	6	2	12	5	2
Animal Science	10	4	2	10	5	3	10	5	3
Veterinary Science	8	2	-	8	4	-	8	4	-
Field Crops/Agronomy	7	2	-	7	2	-	7	4	1
Soils & Irrigation	7	1	-	7	2	-	7	2	-
Horticulture/Forestry	7	3	1	7	4	1	7	3	2
Agric. Extension Education	5	2	-	5	2	1	5	2	1
Agric. Economics	5	3	-	5	1	1	5	2	1
Farm Mechanics/Ag. Engr.	6	2	1	6	2	2	6	2	1
Plant Protection/Entomology	6	2	-	7	3	-	7	3	1
TOTALS	73	26	6	74	31	10	74	32	12

P ~ Priority

PROPOSED STAFF DEVELOPMENT PLAN - Faculty of Education

DEPARTMENT OF:

ENGLISH

SOCIAL SCIENCE

Science (MATH)

PROFESSIONAL EDUCATION
(including Vocational
Teacher Training)

TOTALS

	1973 - 1974			1974 - 1975			1975 - 1976		
	Total Staff	Available for Training	Proposed AID Participants	Total Staff	Available for Training	Proposed AID Participants	Total Staff	Available for Training	Proposed AID Participants
ENGLISH	30	10	.	32	10	.	35	10	.
SOCIAL SCIENCE	10	5	1	12	6	2	13	6	2
Science (MATH)	21	8	1	21	8	2	21	8	2
PROFESSIONAL EDUCATION (including Vocational Teacher Training)	10	4	2	11	4	3	12	4	4
TOTALS	71	27	4	76	28	7	81	28	8

PROPOSED STAFF DEVELOPMENT PLAN
FACULTY OF ENGINEERING

DEPARTMENT OF:

Elec. Engineering,
Math & Physics

Mech. Engineering,
Management, Chem.

Civil Engineering

Architecture

TOTALS

	1973 - 1974			1974 - 1975			1975 - 1976		
	Total Staff	Available for Training	Proposed AID Participants	Total Staff	Available for Training	Proposed AID Participants	Total Staff	Available for Training	Proposed AID Participants
Elec. Engineering, Math & Physics	24	15	4	25	15	5	26	7	5
Mech. Engineering, Management, Chem.	14	7	1	15	7	2	16	5	3
Civil Engineering	21	8	2	22	7	4	23	9	3
Architecture	9	2	-	11	3	1	13	5	2
TOTALS	68	32	7	73	32	12	78	26	13

APPENDIX "C"

*SUMMARY OF ESTIMATED COMMODITY REQUIREMENTS
FOR SELECTED FACULTIES - K.U.

	FY 73	FY 74	FY 75
Central Administration	500	1,500	3,000
Faculty of Agriculture	2,000	4,500	7,000
Faculty of Education	1,000	2,500	5,000
Faculty of Engineering	1,500	6,500	10,000
From K.U. Budgets	5,000 (7%)	15,000 (21%)	25,000 (36%)
From Project Funding	65,000 (93%)	55,000 (79%)	45,000 (64%)
* Total Annual Requirement	\$70,000	\$70,000	\$70,000

* Only foreign exchange requirements in selected RGA Budget Codes 300 and 400 items are herein identified.

** The K.U. Foreign Exchange Budget Request in 1351 (1972/73) for Materials and Supplies (Codes 300/400) is \$87,200 for all Faculties. The total K.U. Foreign Exchange Budget request for 1351 (1972/73) is \$266,600 which covers in addition to Materials and Supplies the following: Foreign Professors salaries, communications, travel, grants and subsidies for students abroad.

ESTIMATED COMMODITY REQUIREMENTS
FACULTY OF ENGINEERING

Afghan Budget Code	1973	1974	1975
320 Books and Periodicals	9,000	9,000	9,000
360 Educational and Recreational Supplies	2,000	2,000	2,000
370 Laboratory, Scientific and Medical Supplies	11,000	11,000	11,000
380 Office and Housekeeping Supplies	2,000	2,000	2,000
390 Materials and Supplies (Misc.)	1,000	1,000	1,000
410 Equipment and Machinery (Spare Parts)	5,000	5,000	5,000
Total Commodity Requirement (Foreign Exchanges)	30,000	30,000	30,000
From the K.U. Budget	1,500	6,500	10,000
Balance for Project Funding	28,500	23,500	20,000
Percentage of Requirement met by K.U.	5%	22%	33%

ESTIMATED COMMODITY REQUIREMENTS.
FACULTY OF AGRICULTURE

Afghan Budget Code	1973	1974	1975
320 Books and Periodicals	10,000	9,000	8,000
360 Educational and Recreational Supplies	2,000	2,000	3,000
370 Laboratory, Scientific and Medical Supplies	3,000	4,000	4,000
380 Office and Housekeeping Supplies	1,000	1,000	1,000
390 Materials and Supplies (Misc.)	2,000	2,000	1,000
410 Equipment and Machinery (Spare Parts)	2,000	2,000	3,000
Total Commodity Requirement (Foreign Exchange)	20,000	20,000	20,000
From the K.U. Budget	2,000	4,500	7,000
Balance for Project Funding	18,000	15,500	13,000
Percentage of Requirement met by K.U.	10%	27%	35%

ESTIMATED COMMODITY REQUIREMENTS
FACULTY OF EDUCATION

Afghan Budget Code	1973	1974	1975
320 Books and Periodicals	5,000	5,300	5,500
360 Educational and Recreational Supplies	4,000	3,500	2,800
370 Laboratory, Scientific and Medical Supplies	2,500	2,700	3,000
380 Office and Housekeeping Supplies			
390 Materials and Supplies (Misc.)	1,000	1,000	1,200
410 Equipment and Machinery (Spare Parts)	500	500	500
Total Commodity Requirement (Foreign Exchange)	13,000	13,000	13,000
From the K.U. Budget	1,000	2,500	5,000
Balance for Project Funding	12,000	10,500	8,000
Percentage of Requirement met by K.U.	8%	19%	38%

ESTIMATED COMMODITY REQUIREMENTS
CENTRAL ADMINISTRATION

Afghan Budget Code	1973	1974	1975
320 Books and Periodicals	2,000	2,400	2,700
360 Educational and Recreational Supplies	500	400	300
370 Laboratory, Scientific and Medical Supplies			
380 Office and Housekeeping Supplies	1,000	1,000	1,000
390 Materials and Supplies (Misc.)	1,000	1,000	1,000
410 Equipment and Machinery (Spare Parts)	2,500	2,200	2,000
Total Commodity Requirement (Foreign Exchange)	7,000	7,000	7,000
From the K.U. Budget	500	1,500	3,000
Balance for Project Funding	6,500	5,500	4,000
Percentage of Requirements met by K.U.	7%	21%	43%