



OUR IMPACT

2014-2018



پوهنتون کاردان
KARDAN UNIVERSITY



OUR VISION

—
In the spirit of excellence,
aspiring for knowledge and
growth



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We are an "A" Grade university having received the national accreditation by the Government of Afghanistan's Ministry of Higher Education (MoHE) through the World Bank's Higher Education Development Project (HEDP)



MESSAGE FROM THE VICE CHANCELLOR

We are pleased to present Kardan University's impact report (2014-2018), which provides an extensive review of our work across four domains: economy, society, culture and environment. This report is the reflection of our commitment to sustainability, highlighting our unwavering commitment to advancing our socio-economic and environmental impact.



Meena Rahmani

Kardan University is one of the pioneers of the modern-day higher education in Afghanistan. For over a decade, we have been contributing towards Afghanistan's economy and society by producing highly educated and skilled workforce, creating employment, improving lives, and generating knowledge.

Looking into the future, Kardan University envisions advancing the sustainable transformation of the economic and social landscape of Afghanistan by adopting world-class academic practices to produce highly qualified and skilled human capital.

Kardan University is home to education, research, innovation, and public engagement. We will continue to leverage these strengths and the inspiration of our

community to be a significant driver for Afghanistan in making strides towards the UN's 17 Sustainable Development Goals (SDGs).

As an accountable and results-oriented institution, we reinforce our commitment to adopt best practices, measure progress and share our impact report with our stakeholders.

We hope that this report will inspire our stakeholders and accelerate further action toward improving the impact of our activities.

Meena Rahmani

Vice Chancellor for Academic Affairs

INTRODUCTION

For over 17 years, Kardan University has been at the forefront of educating and developing Afghanistan's workforce with talented specialists, managers and leaders who are making significant impact across our communities.

This report presents Kardan University's estimated institutional impact at the community, regional, and national levels during the years 2014-2018. Developed by Kardan University's leading researchers, this report suggests that we contribute significant value through spending, employment creation, knowledge generation, and enabling a competent workforce. Further, Kardan University's social, cultural, and environmental contributions are deemed significant and impactful during the reporting period.

Key findings and achievements of Kardan University during the years 2014-2018 are highlighted as follows:

- Total contribution of AFN 147.43 million towards the national economy.
- Publication of over 115 research papers in internationally recognized journals and publications including Clarivate Analytics, Scopus, IEEE, and ABDC.
- Provision of 115 million AFN as scholarship and financial aid bursaries to qualified and students with challenging socio-economic situations.
- Participation of over 12,250 individuals at public engagement events including training seminars, job and education fairs, volunteer initiatives and competitions.
- Participation of over 190 students and 140 faculty members in various internationalization efforts including exchange programs, regional competitions, and foreign scholarships.
- Deployment of green information system resulting in the decrease of 469.5 pounds of emissions produced annually.

With average annual expenditure of over AFN 100 million, over 30,000 graduates and over 115 peer-reviewed research publications, Kardan University continues to lead the higher education sector in Afghanistan. Building on our cumulative impact over the past five years, we are strengthening our programs and services by adopting organizational sustainability in everything we do at Kardan University.

More than ever before, we are focused on improving the quality of teaching, strengthening student services and contributing to the economic growth of our communities.

Taken together, these efforts enable us to mark the beginning of an institution committed to sustainability and well-being of our future generations. As we nurture and inspire future leaders, we will continue to embed sustainability principles in our work, minimize our environmental impact and contribute meaningfully towards the socio-economic impact of our communities through innovative and responsible practices.

AT A GLANCE



STUDENT ENROLMENT

 **5581**

Representing undergraduate and graduate students, including 1564 women.

EMPLOYMENT RATE

 **88%**

Representing full-time undergraduate and graduate student data

INTERNATIONALIZATION

 **330**

Kardan University students and faculty attended international exchange programs from 2014 to 2018



Deployment of Green Information System by Kardan University decreased 469504 lb of emissions released annually consuming 80 tons of paper.



Over 12,250 people attended public events at Kardan University from 2014 to 2018.



Kardan University contributed on average AFN 1.02 million per year in community development initiatives.



AFN 4.07 million spent on average per year for Kardan University's communications and marketing.



Kardan University student expenditure rate increased by 21.9% from 2014 to 2018.



Kardan University established two international standard journals; Kardan Journal of Economics and Management Sciences and Kardan Journal of Social Sciences and Humanities during the years 2014-2018.



Kardan University has an employment rate of 88% representing undergraduate and graduate students based on the 2014-2018 data

AT A GLANCE



(Left to right) Nasir Rahmani, Tamim Asoulmal, Asil Zarang, Mursal Amiri, Kardan University's Philip C. Jessup International Law Moot Court Competition team for the year 2018

AFN
4,250
Millions

Contributed to the economy by Kardan University and our students from 2014 to 2018.

AFN
115
Million in Scholarships

Kardan University provided AFN 115 million as scholarships to our students from 2014 to 2018.

Over
300
Faculty & Staff

On average Kardan University directly employed over 300 faculty and staff each year from 2014 to 2018.

Over
4,000
Female Alumni

Kardan University alumni stands at over 30,000 including over 4,000 female alumni by 2018.

1,568
Jobs sustained

Kardan University sustained an estimated 1,568 jobs throughout the university supply chain each year.

300
Businesses

Over 300 businesses successfully started by Kardan University students and alumni.

AFN
316.04
Million

Injection to economy through salaries is AFN 316.04 million from 2014-2018

115
Research Papers

115 research papers published by Kardan University faculty, staff, and students from 2014 to 2018.



FIVE-YEAR STRATEGIC GOAL (2015-2020)

The 5- year strategic goal of the university is to achieve an enabling environment for academic excellence through strengthened student growth, faculty development, research initiatives and sustained innovation. To achieve this goal, we will continue to develop robust policies and procedures while ensuring and enhanced public engagement effort.

ECONOMIC IMPACT

Kardan University has served as an economic engine for the regional and national communities since its founding in 2002. We have fuelled economic growth and innovation through our research, education, capital investments and tax contributions.

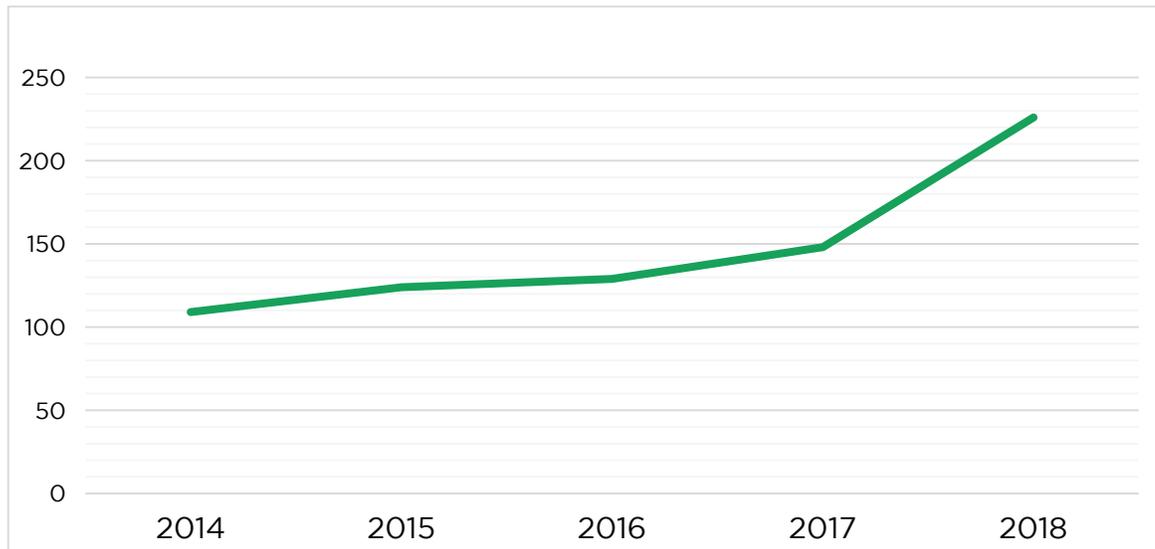
By employing thousands of employees, providing well-educated graduates who acquire high-paying jobs in public, private and non-profit sectors, and inspiring entrepreneurs who establish start-up companies and innovative technologies, we have made significant contributions to the regional and national economies.

During the years 2014-2018, Kardan University's economic impact grew by 33.73%. As described in Figure 1, Kardan University generated incremental revenue through a diverse range of academic and non-academic sources including student tuition and short-term projects, contributing to the national and sub-national economic development.

The largest amount of institutional revenue was generated through the delivery of teaching activities. The primary fund source included tuition payments. Further, some modest funds were generated through the provision of Kardan University's facilities on a lease basis such as the conference halls, computer labs, and other spaces.

We achieved significant impact through offering employment opportunities to our staff and faculty, facilitating job creation for our graduates, spending in academic and professional initiatives, student enrolment, and increasing the national tax base.

Figure 1: Total Institutional Revenue 2014-2018 (AFN Million)



Source: Chief Finance Officer, Kardan University

¹ Valero, A., & Van Reenen, J. (2019). The economic impact of universities: Evidence from across the globe. *Economics of Education Review*, 68, 53-67.



Kardan University contributed 147.43 million AFN on an average to the economy during the years 2014-2018.

EMPLOYMENT

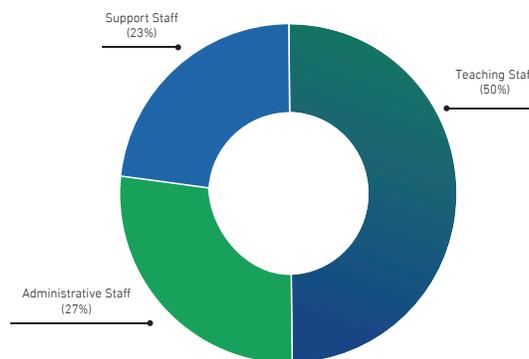
Kardan University offers the highest standards of benefits and professional growth opportunities to its employees. The University offers competitive salaries, and a fulfilling work environment that enables the university to grow and continuously attract top talent from inside and outside Afghanistan.

During the period 2014-2018, Kardan University provided Full Time Equivalent (FTE) employment opportunities to over 1500 men and women across its Kabul-based campuses, contributing meaningfully towards the national

job creation priorities. As described in Figure 2, academic professions including professors, lecturers, and researchers comprise the largest employment category at Kardan University followed by the administration professionals in skilled and semi-skilled categories.

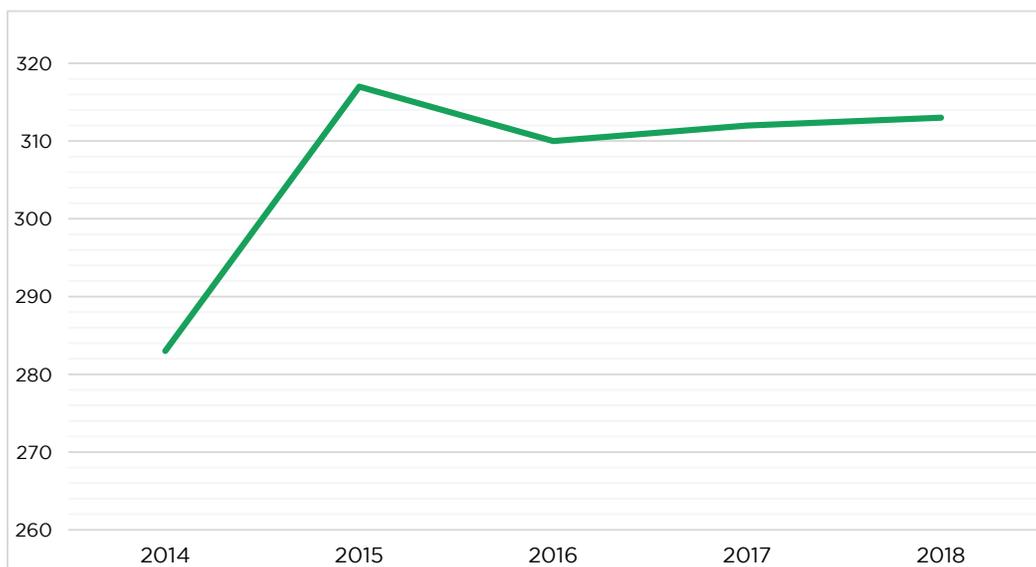
The institutional employment data indicates progressive growth in employment generated. This growth is reflective of the university's overall expansion in programs offered and student intake.

Figure 2: Kardan University's Employment Profile



Source: Human Resources Department

Figure 3: Kardan University Employment Data



Source: Calculations based on the data from HR office and Career Services office

GRADUATE EMPLOYMENT

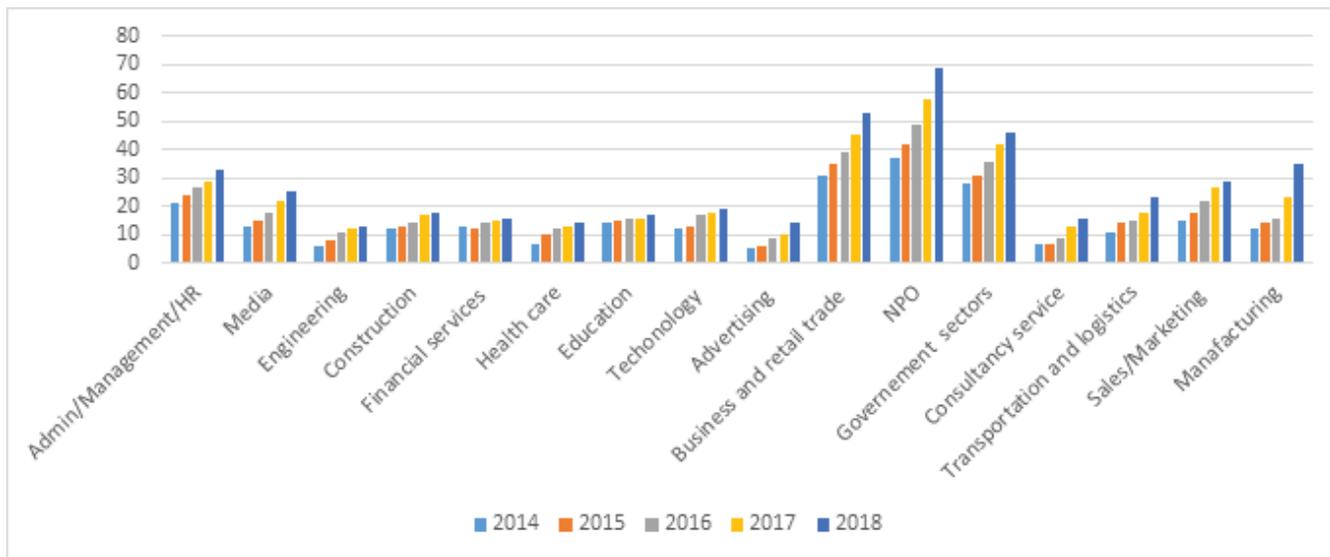
The challenge of graduates' employability remains a critical policy priority for higher education institutions in many regional economies. These concerns have received significant attention given the increasing labor market uncertainty and unsettling globalization forces (Tomlinson, 2012)².

Afghanistan is no exception. Young Afghans have limited access to productive or remunerative employment with a quarter of the labor force deemed unemployed. An estimated 8 million Afghan youths are entering the labor market with little education and limited employment prospects. In this challenging context, employment has not been able to keep up with the steady population growth, especially for the youth who comprise three quarters of the population (World Bank, 2019)³.

During the years 2014-2018, Kardan University created an estimated one in 6,400 jobs in Afghanistan. Around 1,568 jobs on average were generated through Kardan University. As explained in Graph 4, Kardan University generated employment across different economic sectors including business, construction, education and technology.



Figure 4: Graduate Employment by Industry



Source: Office of Career Services

²-Tomlinson, M. (2008). 'The degree is not enough': Students' perceptions of the role of higher education credentials for graduate work and employability. *British Journal of Sociology of Education*, 29(1), 49-61.

³. <https://www.worldbank.org/en/country/afghanistan/overview>

EXPENDITURES

Kardan University and its community of students, staff and faculty generate significant economic activity through a wide range of academic and non-academic services.

Kardan University spends its income on a diverse range of services and initiatives that ultimately benefits the entire Kardan University community.

These expenditures cover day-to-day running costs of teaching and services for students, conducting research, cross-cutting educational technologies, scholarships, and financial aid bursaries as well as maintaining campuses, libraries and computer labs, student and staff facilities.

The difference between income and expenditure or surplus is reinvested back into providing high-quality services in the future.

To understand the impact of distribution on local communities, expenditure impact is considered in the two major campus locations of Kardan University, Parwan-Du and Taimani.

During the period 2014-2018, it is estimated that the expenditure of the University generated over AFN 81 million in the Taimani area and 130 full-time jobs, including 112 full-time university jobs.

With the majority of Kardan University staff and students based around the Parwan-Du Campus, it is not surprising that the majority of the University's economic impact is felt in that area.

Approximately 3000 students are based on the Parwan-Du campuses and over 205 FTE staff at the Parwan-Du campus.

Furthermore, Kardan University contributed to a multiplier effect in bolstering local economy as local businesses and contractors provided the necessary supplies and services to meet the demand generated by the University community as a whole.

For instance, Kardan University procured significant number of goods and supplies through the local markets, including stationery, construction materials, technology equipment, catering supplies, food and vegetables, and fuel, among others. It is estimated that Kardan University's students spent around AFN 60 million on off-campus goods and services.

Between 2014-2018, Kardan University's students and graduates contributed to the launch of over 300 business start-ups, employing around 1,600 individuals. The Department of Business Administration at Kardan University is recognized as Afghanistan's most reputable and internationally accredited department, inspiring the country's top entrepreneurial talent.

Figure 5: Kardan University's Expenditures by the Year (Million AFN)

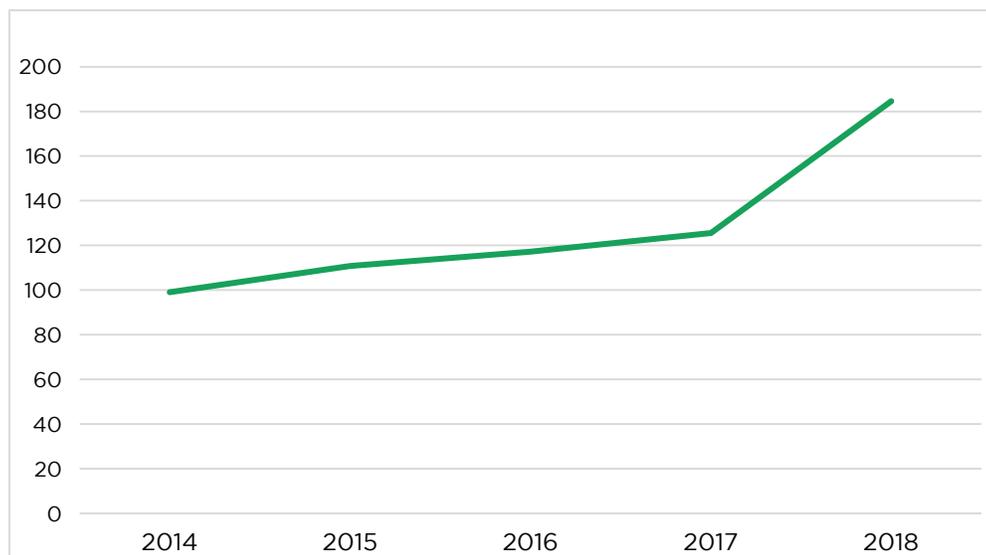
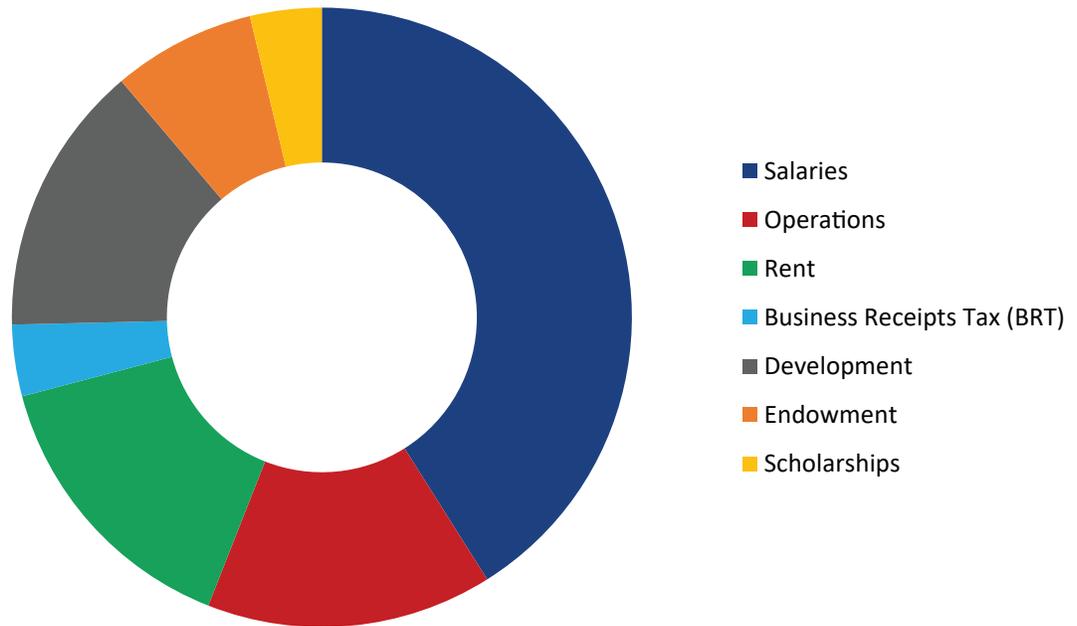


Figure 6: Kardan University's Expenditures by the Category



Source: CFO Office



STUDENT ENROLMENT

Kardan University's student population at the diploma, undergraduate and graduate levels grew steadily during the years 2014-2018, resulting in greater economic activity through tuition fee payments, rents, procurement of supplies, transport, and demand for a wide range of student related expenses.

Women comprised an estimated 25% of the student population. As described in Figure 7, the University attracted a sizeable

number of students from diverse geographic backgrounds in Afghanistan, in addition, to the majority of the students who live in Kabul.

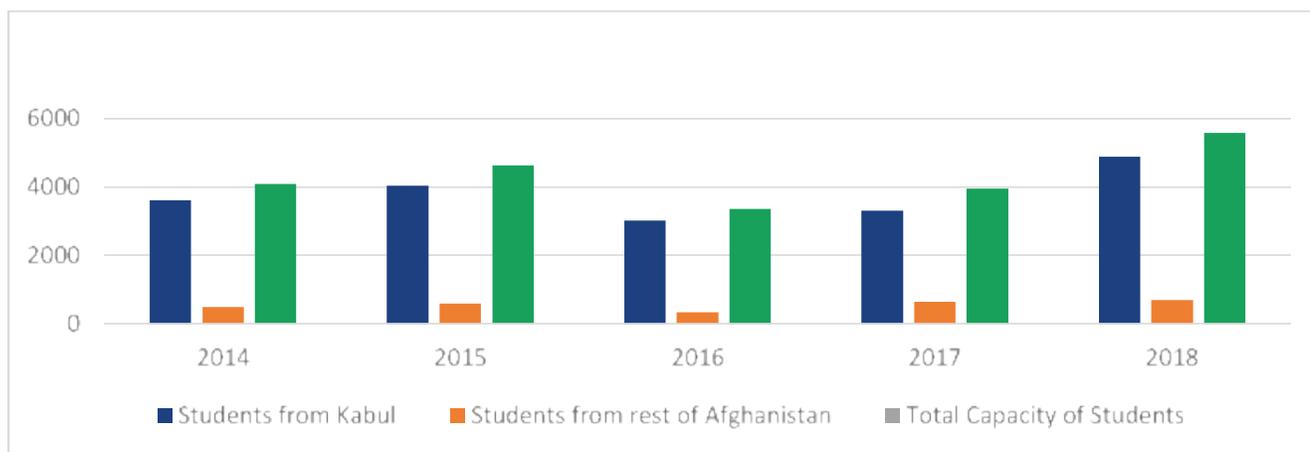
While the University had a total of 4,092 enrolled students in 2014, this figure increased to 5,581 as new academic programs such as Master of International Relations and Master of Business Administration were introduced.

During the reporting period, local landlords also benefited from the

increased student population at Kardan University as more students sought rented or leased accommodation in the areas surrounding the University campuses.

In addition, the salaries provided to staff and faculty contributed to additional consumer confidence as the University staff and faculty participated in the local economy.

Figure 7: Student Profile by the Place of Origin (in numbers)



Source: MIS Office

Kardan University's community of staff, faculty and students is recognized as an important engine of economic growth at the national and regional levels.

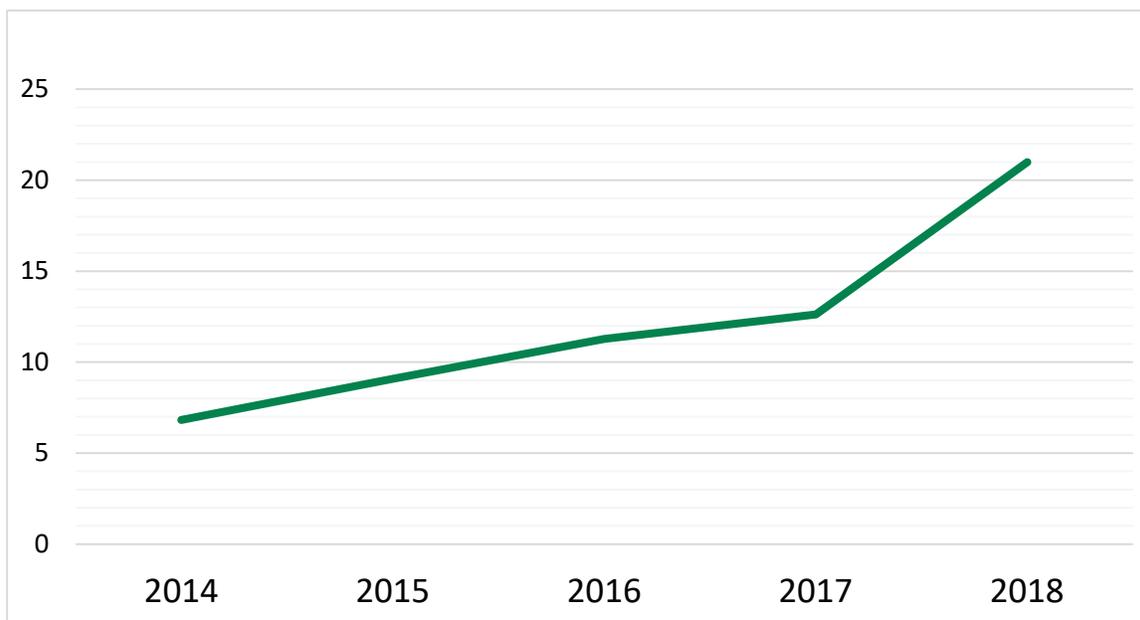


TAXATION

Kardan University contributed significant taxation to the Ministry of Finance based on a large taxpayer category during the years 2014-2018. While the University's annual tax contribution was AFN 6.83 million in 2014, this contribution was almost doubled in 2018 resulting in AFN 20.99 million tax contribution to the national economy – an overall growth rate of 207.34 percent.

The University's steady and increasing tax obligations enable the institution to play a constructive part in boosting economic growth and sustainable development in Afghanistan.

Figure 8: Kardan University's Tax Contributions (Million Afghanis)



Sources: Central Statistics Organization (CSO) and Kardan University

Overall, Kardan University's economic impact has been multifaceted, and significant leading to measurable results in job creation, taxation, community development, and support to local businesses.

The University's revenue in 2014 increased from AFN 109.8 million to AFN 226.01 million in 2018 – an estimated 105.77% growth in real terms.

Direct employment increased by 99.50% representing 203 FTE jobs in 2014 to 405 FTE jobs in 2018.

Similarly, the University's expenditures increased from AFN 99.09 million in 2014 to AFN 184.54 million in 2018 resulting in enhanced jobs, community empowerment, and tangible economic activity across Kardan University's communities.

One of the key challenges of measuring the university impact is that often significant activities performed and outputs delivered do not have a price or only have a “nominal” financial value linked with them or are being undertaken largely on a voluntary and public interest basis.



SOCIAL AND CULTURAL IMPACT

Higher education institutions must produce knowledge that promotes a vibrant social, cultural, political, and economic life across the society (Gamoran, 2018)⁴.

Since 2002, Kardan University has consistently encouraged innovations to support social engagement among students, alumni, staff and faculty members.

Kardan University's impact expands to a broad array of social, cultural, and other fundamental impacts through teaching, knowledge generation, and spending activities.

Kardan University has produced over 30,000 graduates who have made vital contributions at the national and international levels, as demonstrated through the graduate profiles in the following sections.

One of the key challenges of measuring the university impact is that significant activities performed and outputs delivered often do not have a price or only have a "nominal" financial value linked with them or are being undertaken largely on a voluntary and public interest basis.

This can mean that the very real economic and social value being generated by such outputs of the University's work can often be overlooked and undervalued.

This section of the report highlights important impacts achieved through our social and cultural interventions at the institutional and national levels.

⁴ Adam Gamoran, 2018, May 18, The Future of Higher Education Is Social Impact, retrieved from https://ssir.org/articles/entry/the_future_of_higher_education_is_social_impact





Kardan University provided over 115 million AFN as scholarships and financial assistance bursaries to undergraduate and graduate students during the years 2014-2018.

SCHOLARSHIPS AND FINANCIAL ASSISTANCE

Increasing equitable access to and incentivizing higher education for young Afghans is a fundamental priority at Kardan University.

An estimated 37% of the students come from lower socio-economic backgrounds, as evidenced through their limited ability to pay their tuition fees.

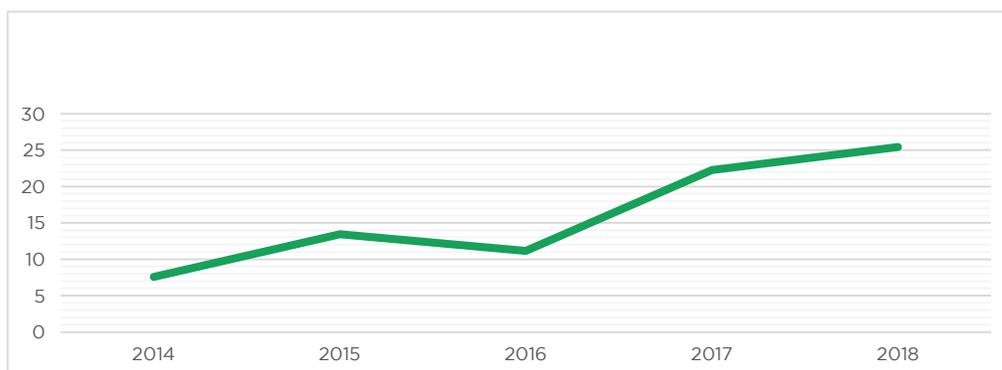
During the years 2014-2018, Kardan University provided AFN 115 million towards scholarships and financial aid opportunities for eligible undergraduate and graduate students. Under the direction and guidance

of the Scholarships and Financial Assistance Committee, the Office of Scholarships and Financial Assistance has assisted over 2,318 male and female students who otherwise would not have been able to continue their higher education.

The financial aid bursaries are provided to those students who meet the University's academic requirements but do not have the necessary means to cover their tuition costs.

The merit-based scholarships are provided to those students who demonstrate exemplary academic performance during a given semester.

Table 9: Financial Assistance, Scholarships, Student Loans, and Discounts - in Million Afghanis



Source: Scholarships and Financial Aid Office



Our financial assistance and scholarship programs advance the equitable access to higher education among the young Afghan generation



The protection and promotion of gender equality principles is a fundamental and strategic priority at Kardan University.

GENDER EQUALITY

The protection and promotion of gender equality principles is a fundamental and strategic priority at Kardan University.

The Office of Gender and Alumni Relations at the University is a testament to the institution's unwavering commitment to ensure equity and inclusiveness in its teaching, learning and professional services.

The Office promotes a positive learning environment where male and female students can pursue their education in an environment that is free from all forms of harassment, abuse, and discrimination.

Working with the Government of Afghanistan's ministries and civil society groups, the University achieved major results on advancing gender equality during the years 2014-2018.

- Establishment of the Gender Committee in order to institutionalize gender mainstreaming through awareness raising campaigns, training seminars, civil society engagement, and policy development.
- Establishment and promotion of female volleyball, bowling, and football teams in order to empower women through sports.
- Tackling the socio-cultural barriers that impede women's access to higher education through funding our students' transportation, special projects, tuition fee, study trips abroad, and advanced professional studies.
- In partnership with the United Nations, government agencies, and civil society groups, organizing seminars and educational initiatives focusing on women's rights, gender equality, female entrepreneurship, and sports competitions.



Our annual job fairs bridge the gap between academia and industry by facilitating the provision of internship and job opportunities through partnership with leading national and international organizations

PUBLIC ENGAGEMENT

Excellence in public engagement is an integral focus of Kardan University's five-year strategic plan (2015-2020). We recognize that Kardan University's students, alumni and community at large represent a critical mass of individuals who can contribute meaningfully towards Afghanistan's long-term prosperity.

During the reporting period, the Office of Student Involvement and Events organized major public engagement initiatives engaging both the University community and the general public.

These largely free-of-charge public events included skills training programs, study tours, educational seminars, sports competitions, and volunteer initiatives at the national and international levels. Some of the significant achievements during the years 2014-2018 are as follows:

- Organizing job and education fairs to bridge the gap between employers and jobseekers, attracting over 10,000 students, alumni, and general jobseekers over three separate fairs held in Kabul city.
- Organizing Engineering and Technology Symposium to highlight the latest trends and opportunities in the technology sector, attracting over 500 students, alumni, and professionals from around Kabul city.
- Conducting Annual Book Fairs and Competitions in order to encourage a culture of reading among the young generation leading to the participation of an estimated 2,000 participants at each event.
- Supporting and sponsoring 14 student clubs and societies focusing on a wide range of public engagement initiatives such as debating, sports, volunteering, law, technology, and entrepreneurship. Over 700 students benefit from these club engagements and special events.
- Spearheading the annual 40 Under 40 Award Ceremony to encourage leadership impact among Kardan University's students and alumni. Forty students were selected as the award recipients on an annual basis.

RESEARCH IMPACT

Kardan University's researchers and faculty members contributed 115 research papers published in international journals, including Clarivate Analytics, Scopus, Scimago, and ABDC listed journals.

Kardan University is recognized as a leading University committed to translating contemporary research into measurable outcomes. Further, achieving impact from our research remains a fundamental strategic priority and a key pillar of Kardan University's strategic plan (2015-2020).

The Department of Research and Development (DRD) at Kardan University employs national and international researchers who are engaged in innovative and cutting edge research on socio-economic topics.

Since the University was founded in 2002, Kardan University's researchers have conducted cutting-edge and scientific research initiatives that have not only informed policy-making but also created an impact at the national and sub-national levels.

While recognizing that empirically measuring the impact of university research is a challenging endeavor, the University has achieved tangible results in specific sectors such as the higher education, economic development, entrepreneurship, and governance reforms in Afghanistan.

Kardan University's researchers focus on the interrelated themes of Economic Growth, Higher Education, Social Development, Entrepreneurship, and Sustainable Development while other emerging areas such as Civil Engineering and Technology, as well as Law are also envisioned in the future. Kardan University devoted around AFN 12 million towards the promotion of research excellence and development of a knowledge economy in Afghanistan during the years 2014-2018.

In addition, Kardan University's research team recognizes the significance of building sustainable and meaningful partnerships with public and private sectors, leading to enhanced, meaningful, and relevant research priorities.

To advance this objective, Kardan University intends to launch the Research Society in order to strengthen research capacity to deliver significant economic, social, and environmental impacts.

The interdisciplinary Research Society's members will include distinguished national and international researchers, and undergraduate and graduate students.



During the years 2014-2018, Kardan University published two major journals focusing on the Economics, Management and Social Sciences and Humanities themes.

During the years 2014-2018, Kardan University published two major journals focusing on the Economics, Management, and Social Sciences and Humanities themes. In addition, the University's faculty members engaged in independent and collaborative research initiatives at the national and international levels, contributing articles to leading academic journals.

The Kardan Journal of Economics and Management Sciences (ISSN: 2616-3950) is an open access, peer-reviewed and referred journal comprising theoretical, empirical, and experimental papers.

The journal publishes papers focusing on relevant and emerging topics and issues such as International Economics, International Business, Financial Economics, Hospitality Management, Industrial and Management Optimization, Innovation Policy and the Economy, Socio-Economic Planning Sciences, Economic indicator, Total Quality Management (TQM), Value based Management, Entrepreneurial Development, Management in Education, Classical Economics, Monetary Neutrality, Econometrics, New Economy, Welfare Economics, Development Economics, Economic Transparency, Human Resource Management, Marketing, Supply and Logistics Management, Operations management and Research, and Game theory.

The Kardan Journal of Social Sciences and Humanities (ISSN: 2616-8707) is an open access, peer-reviewed and refereed journal. The aim of this journal is to promote interdisciplinary focus on the humanities and social sciences and become the leading academic journal in the region.

The journal publishes research papers such as Anthropology, Corporate Governance, Criminology, Cross-cultural Studies, Demography, Development Studies, Economics, Education, Ethics, Geography, History, Industrial Relations, Information Science, International Relations, Law, International Relations, Philosophy, Political Science, Population Studies, Psychology, Public Administration, Sociology, Social Welfare, Religious Studies, and Women Studies.

These original papers include review papers, conceptual frameworks, analytical and simulation models, case studies, empirical research, technical notes, and book reviews. These journals are indexed in Index Copernicus International World of Journals, Crossref, RePEc, Ideas and EconPapers, J-Gate, and Google Scholar.

NATIONAL AND INTERNATIONAL PARTNERSHIPS

More than 330 students and faculty members benefited from numerous international study programs despite visa restrictions for Afghan citizens during the years 2014-2018.

Kardan University's strategic partnership approach advances national and international cooperation to further strengthen Afghanistan's higher education sector.

The University works collaboratively with reputable partners to increase rewarding opportunities for research, teaching and learning for thousands of Afghan men and women.

From academic accreditation and membership in international networks to industry immersions and job placements for our students, the University has achieved tangible results, thanks to the full spectrum of our national and international partnerships.



Kardan University's staff and students participated in several international seminars, conferences, and competitions. Also, the University leadership signed multiple agreements of cooperation with international institutions.



(Left to right, top to bottom) Mohammad Nazir, Ahmad Jawid Qayumi, Alia Qaderi and Helai Safi, members of Kardan University's Willem C. VIS International Commercial Arbitration Team for the year 2018.

MBA graduate Nazifa Nasri's research paper was among the top four best papers presented at the 2nd International Conference on Family Business and Entrepreneurship (2018) in Bali, Indonesia.



Nazifa Nasri

INTERNATIONAL MEMBERSHIPS

Kardan University is committed to advancing international cooperation with reputable academic institutions and regulatory bodies.

The University's program-level accreditation through the International Accreditation Council for Business Education (IACBE) and membership with the Global Business School Network (GBSN), and Asia Pacific Quality Network (APQN) is a testament to the significance of the University's internationalization efforts.

During the years 2014-2018, the University's international partners contributed to the institution's growth through sharing the best practices, capacity building, exchange programs, and collaborative research initiatives.



CHEA International Quality Group



International Accreditation Council for Business Education



International Accreditation Council for Business Education



Global Business School Network



The Erasmus Program



Asia Pacific Quality Network



Accreditation Council for Business Schools and Programs



International Association of Universities

ACADEMIC PARTNERSHIPS

Kardan University established and enhanced numerous academic partnerships with the reputable academic institutions around the world during the years 2014-2018.

The Office of International Affairs and Strategic Partnerships played an important role in identifying mutually beneficial opportunities for our students, staff, faculty, and researchers. Given internationalization is an integral element of the University's value system, faculties, and departments continued to enhance their academic partnerships during the reporting period.

Kardan University's international memberships contributed to the identification and development of strategically viable academic partnerships including international conferences, student and faculty study tours, collaborative research initiatives, and professional development opportunities.

Texas
A&M University

Lodz
University

Universiti Sains
Malaysi

President
University

Chulalongkorn
University

Ural Federal
University

Indian Institute
of Management

Asian Institute
of Technology

Ural State
University



Kardan University, in collaboration with President University, Indonesia, organized the 2nd International Conference on Family Business and Entrepreneurship (2018) in Bali, Indonesia

Rozen Rahmani

NATIONAL PARTNERSHIPS

Kardan University has developed strategic partnerships with leading public, private, and non-profit agencies across Afghanistan in order to advance equitable higher education, implement innovative industry initiatives, undertake collaborative research, and create employment opportunities for the University's students and graduates.

The University's strategic partnership efforts have resulted in significant societal benefits as evidenced through job creation, skilled labor, industry-oriented curriculum, and applied research initiatives.

- Provision of AFN 6 million in financial assistance and fee reduction opportunities to over 300 undergraduate and graduate students introduced by the national strategic partners.
- Provision of technical assistance, leadership and insights into leading the Afghanistan Association of Private Universities and institutes, a network of private universities founded by Kardan University.



Ministry of Higher Education



The Asia Foundation



NETLINKS Ltd



Da Afghanistan Bank



Moby Media Group



Afghan Wireless Communication Company



Afghanistan Technical and Vocational Institute



With more than 30,000 talented alumni, Kardan University has created the Office of Alumni Relations to serve as a bridge between the university and the alumni, enabling them to create lasting change in their communities.



ALUMNI ENGAGEMENT

Over the last 17 years, Kardan University has built a strong reputation for producing skilled and well-educated graduates with sound ethical and moral values.

Kardan University's over 30,000 alumni constitute an important cadre of professionals who contribute value in public and private sectors.

A conservative estimate of employment rates of our graduates indicates employment rates upwards of 88%.

The Kardan University graduates comprise a critical mass of the professional community in Kabul and across Afghanistan.

Our graduates work in government, private sector, donor led development projects, and as entrepreneurs creating last impact in their respective communities.

Our alumni collectively contributed significant impact, to understand the scope of their success, some of their profiles are featured below in this report.

ENVIRONMENTAL IMPACT

Climate change is a global challenge that is affecting every country on every continent and requires a coordinated approach to adapt and mitigate this issue. Kardan University has a positive sustainability impact as the university's activities directly contribute to sustainability in social, economic, and environmental spheres. Sustainability is a key element of the university's strategic plan, and over the period from 2014 to 2018, Kardan University's sustainability impact increased manifold.

To reduce Kardan University's paper consumption, the University initiated the Green Information System.

Kardan University consumed an estimated 80 tons of A4 paper annually for internal and external operations equal to 32,000 reams bringing an annual cost of AFN 6,840,000, excluding the hidden cost of up to AFN 4,500,000 spent on printing services, disposing of, storing, processing, and mailing & delivery.

The manufacturing of 32,000 reams of paper is associated with a significant amount of environmental cost that equals 277.6 tons of wood, 3,096 million BTU's of energy, 1,641,600 gals of water, and 182,640 lbs. of solid wastes and 469,504 lbs. of emissions released.

It has been widely reported that the application of Information Systems (IS)

generates a paper reduction of up to 25% in the first year while this percentage doubles on an annual basis.

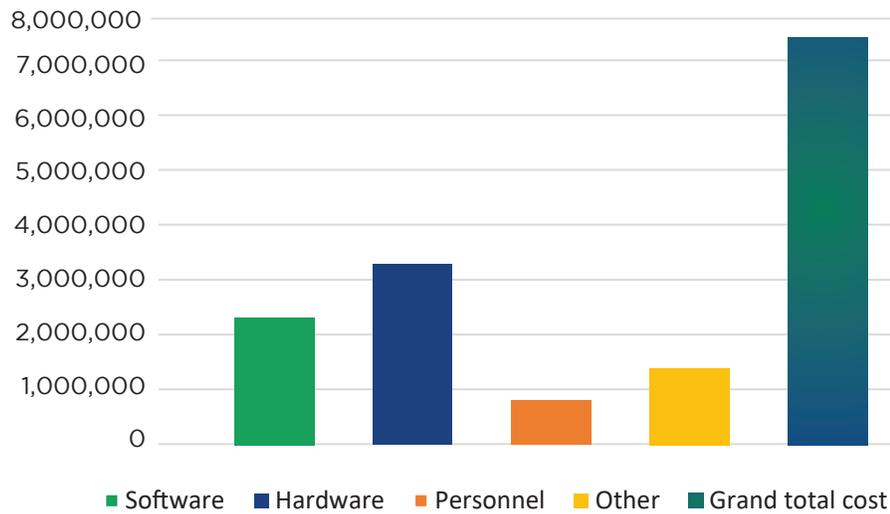
Accordingly, the application of IS cut Kardan University's paper usage by 8,000 reams in the first year, yielding a cost saving of approximately AFN 1,710,000 and an additional cost saving on the printing, storing, processing, communicating, and disposal.

The deployment of Information Technology Systems at the university has contributed significantly to reducing paper and energy consumption at the university.

Beyond savings realized through the integration of the technology in day to day operations, Kardan University contributed significantly to the social and economic sustainability of local communities through volunteering, greenery initiatives, knowledge transfer, and research activities.



Figure 10: Green “IS” Cost Estimation for KU



Sources: Calculations based on the data from MIS, CFO and L&PO

ALUMNI PROFILE

Gheyas Saadat is the Development Officer at the Embassy of Canada in Kabul, managing the Canadian Government's development funding to the Afghanistan Reconstruction Trust Fund (ARTF).





GHEYAS SAADAT

FEATURED ALUMNI

Since 2015, Gheyas has been managing an assortment of multimillion projects in the areas of Human Rights, Women's Rights and Empowerment, Humanitarian Assistance, and Linking Relief and Recovery to Development at the Embassy.

From 2012 to 2015, he worked as a Trade Commissioner for the Canadian Embassy where he was mainly in charge of promoting Canadian firms' products and services in Afghanistan as well as bridging their investment interests with Afghanistan's business environment needs.

He has also previously worked as a Protocol and Government Liaison Officer from 2008 to 2011 as well as Committee Chair from 2012 to 2015 for over 80 locally engaged employees of the Canadian Embassy.

Gheyas has served as a Lecturer at the Business Administration Department of Kardan University. He has also served as an International Mentor for the United Nations Institute for Training and Research (UNITAR) based in Hiroshima - Japan.

Gheyas is a graduate of Kardan University's Bachelor of Business Administration and Master of Business Administration program. He has completed a Diploma Certificate in Policy Analysis and Policy Design from the University of Central Asia.

In 2018, he also pursued his second Master's Degree in Public Administration (MPA) from the National University of Singapore (NUS), where he received Dean's Leadership Award.



Manizha Wafeq

MANIZHA WAFEQ

FEATURED ALUMNI

Manizha Wafeq is an Executive Board member at Afghan Women's Network (AWN) and co-founder of several organizations advocating for women's economic empowerment, including the Peace Through Business Network, and Leading Entrepreneurs for Afghanistan's Development (LEAD).

A Bachelor of Economics graduate from Kardan University, Manizha has more than 17 years of experience in working on women's empowerment and gender equality initiatives with national and international organizations. Building on the success of working with Afghan women, she co-founded the Afghanistan Women Chamber of Commerce and Industry (AWCCI) to create greater economic development opportunities for women.

Within the initial years of AWCCI's establishment, she has succeeded in getting several policy recommendations incorporated and approved, including the 5% preference clause in the national

procurement procedure of the government and 15-25% allocation of industrial parks to small, medium and women-owned businesses.

Manizha has authored, co-authored, or translated several policy papers and booklets related to gender mainstreaming and business support for women. She has trained more than 500 government staff in Kabul and other provinces on gender mainstreaming and trained over 250 businesswomen through the Institute for Economic Empowerment of Women. Manizha has received several awards for her leadership and advocacy work such as the Enterprising Women Magazine Award for her Leadership, Leadership Award from the National Business Association of the US, and Young Activist Award from the Afghan Women's Network and the Afghan Lower House of the Parliament. She is the founder of the Bibi Khadija Award, an annual award for women business owners designed to recognize and celebrate the achievements of successful businesswomen in Afghanistan.





AHMAD SHAH NAQSHBANDI

FEATURED ALUMNI

Through a voluntary international mentorship with United Nations Institute for Training and Research (UNITAR), Ahmad Shah has been mentoring young people from Afghanistan, Iraq and South Sudan.

Ahmad Shah Naqshbandi is the Deputy CEO, National Procurement Authority (NPA) at the Administrative Office of the President (AOP), Government of Islamic Republic of Afghanistan.

Ahmad Shah has a vast experience of working with national and international organizations including working in the capacity of a Personal Assistant to the President of Afghanistan, H.E. Mohammad Ashraf Ghani, Advisor to the Director General of NPA, Director of Cadre Affairs and Deputy Program Director at Afghanistan Rural Enterprise Development Program (AREDP).

Through a voluntary international mentorship with United Nations Institute for Training and Research (UNITAR), Ahmad Shah has been mentoring young people from Afghanistan, Iraq and South Sudan.

Ahmad Shah is a graduate of Kardan University's Bachelor of Business Administration. He has a postgraduate degree in Sustainable Rural Development and a master's degree in Public Procurement Management for Sustainable Development from Turin University.



Nazifullah Shaheen

NAZIFULLAH SHAHEEN

FEATURED ALUMNI

Mr. Shaheen started KaPul Group of Companies while an undergraduate business student at Kardan University. Today, he is leading one of the Afghanistan's most innovative marketing and communications services firm employing over 300 individuals across national and international markets.

A graduate of Kardan University's Master of Business Administration (MBA) program, Mr. Nazifullah Shaheen is an accomplished and passionate entrepreneur.

He is the founder and president of KaPUL Group of Companies, which he founded in 2007 while an undergraduate student in business administration at Kardan University. Gaining the theoretical concepts of

management, marketing, and accounting in the classroom, and utilizing his professional experience, Mr. Shaheen quickly expanded the company's operations and has grown it into a group of nine companies, operating in Afghanistan, Turkey, UAE, and India.

Today, the company is employing more than 300 people nationally and internationally. With a turnaround of nearly \$10 million, the KaPUL Group of Companies provides customized services in various sectors like media production, placement and monitoring, outdoor advertisement, printing, entertainment & experiential marketing, and event management.

"I remember the day when our lecturer explained the BCG Matrix, and I made up my mind that I will expand my start-up into a major business," says Nazifullah.

FEATURED ALUMNI

NARGIS JAMAL MUSHREF

Nargiss Jamal Mushref is a development practitioner with more than ten years of experience in project management, promoting Afghan women's rights, providing technical direction, and developing strong working relationships with relevant government counterparts at district, provincial, and national levels.

Nargiss currently serves as the Deputy Chief of Party of the USAID/PROMOTE Musharikat project, a position she has held after serving as the Director for the Central Region.

She is leading five regional teams at regional levels and programs at Kabul office. She also supports the project Chief of Party in oversight of project implementation, activities, and deliverables, ensuring that work plans are implemented with timeliness and quality, responsible for outreach and positive relationship building with key stakeholders, government entities, private sector, and Musharikat partners.

Nargiss began her career in project communications and reporting positions with the United Nations Human Settlement Program, quickly progressing to areas of higher responsibility within the Visibility and Communications team. Before joining Musharikat, Ms. Mushref served as Program Communications and Reporting Officer with The Liaison Office (TLO), where she worked on a project that addressed gender issues in Afghanistan's southern provinces.

She has also worked with Integrity Watch Afghanistan as an Advocacy and Communication Officer, where she developed and executed project communication strategy in line with donor requirements and served as lead writer for all strategic communications products required by the organization.

Nargiss holds a Bachelor's degree in Law (LLB) from Kardan University and is currently completing a Master's degree in Communication and Marketing at Rome Business School.



Nargis Jamal Mushref



HAFIZULLAH MOHAMMADI

FEATURED ALUMNI

A celebrated TV host with Moby Group, Afghanistan's most renowned media outlet, Mr. Mohammadi is a production expert with over a decade of experience in designing and managing popular media programs, including the Afghan Star, Radio Armaan, and sports competitions.

Hafizullah Mohammadi is the Head of Kaboora Production, a division of Moby Group, Afghanistan's largest media organization. In this capacity, he oversees Kaboora's strategic planning, special initiatives, and works with a wide range of international and local stakeholders to produce high-quality content for broadcast, special events, movies and documentaries.

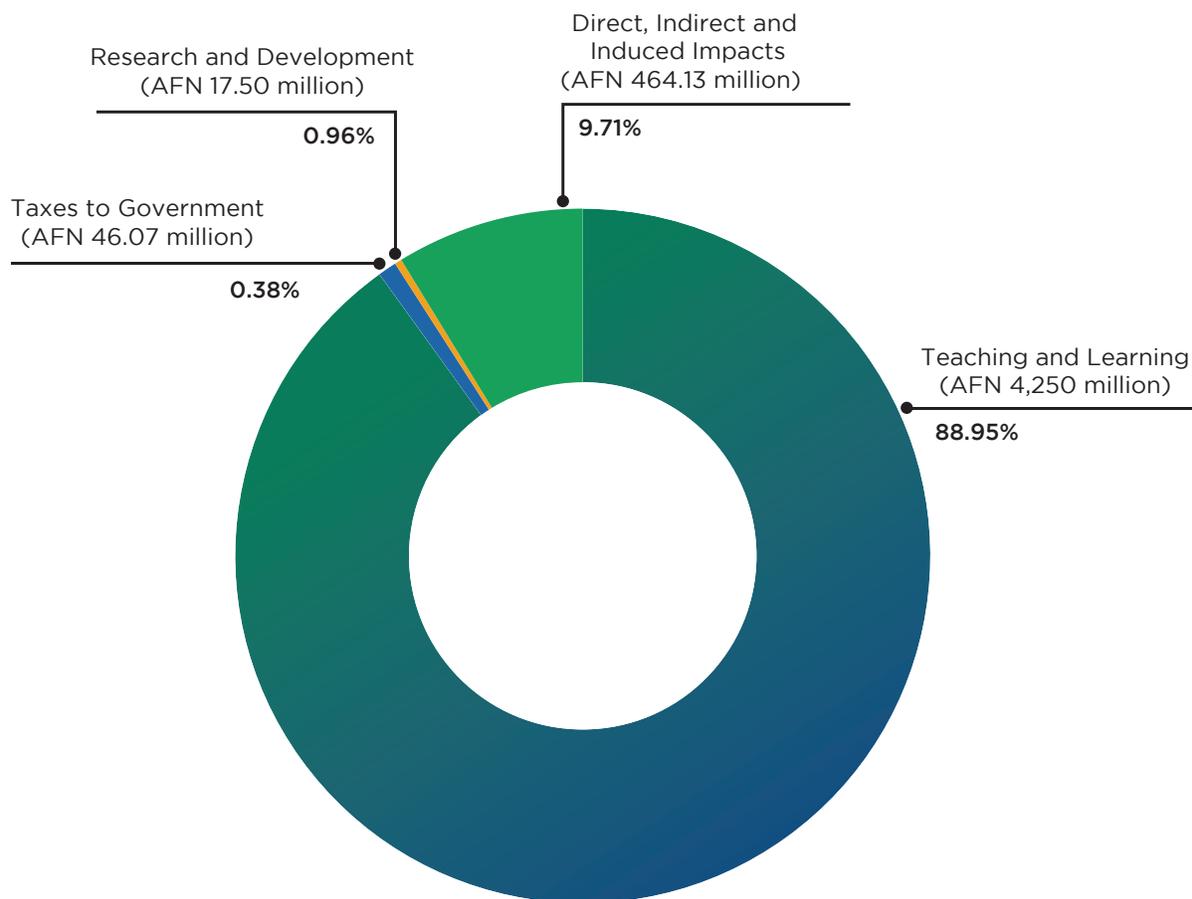
Prior to joining Kaboora, he worked as the Head of Radio Arman and a Senior Producer for major TV shows including the Afghan Star. He started his professional career as Programming Account Manager at Moby Media Group and soon worked his way up within the organization.

Hafizullah has completed his undergraduate and graduate degrees in business administration from Kardan University.

He has also attended the University of Southern California to study Journalism, specializing in Studio Producing and Directing, Fiction Content and Film Business Producing at the School of Cinematic Arts and Warner Brothers Studios.

OUR TOTAL IMPACT

Kardan University has achieved significant impact through the combined interventions in socio-economic, cultural, and environmental sectors in Afghanistan. While learning and teaching investments have been substantive and at the heart of the institution’s impact, an increasing level of contributions is being made towards taxation, research and development, and other interventions at the community and national levels such as public events, awareness raising campaigns, and competitions.



Kardan University remains committed to advancing the United Nation’s Sustainable Development Goals (SDGs) through greater investments in helping achieve the relevant SDGs, including gender equality, quality education, partnership for the goals, and economic growth. Our strategic planning process is being revised to reflect greater emphasis and alignment with the SDGs and ensuring a greater impact at the community, national and international levels. As Afghanistan’s most trusted academic institution, we are taking meaningful steps to ensure that our institutional impact is sustainable and beneficial to the future generations.

IMPORTANT MILESTONES 2014 – 2018

During the period from 2014 to 2018, Kardan University has established itself as the top-ranking institution among both public and private universities in Afghanistan. Some of the major milestones and achievements towards becoming the top university in the country are highlighted here:



2014

Kardan University student enrolment reaches 5000 including diploma and undergraduate programs – one of the highest enrolment rates in private universities in Afghanistan.

Kardan University leads the establishment of the Association of Private Universities of Afghanistan to support development of capabilities among private institutions of higher education.

Kardan University launches MBA program, marking an important milestone in expanding the university programs to graduate studies.



2015

Kardan University becomes the first university from Afghanistan to receive program level accreditation by the International Accreditation Council for Business Education (IACBE) for its Bachelor of Business Administration program.

Kardan University launches “Vision of Excellence”, the institution’s five-year strategic plan for the years 2015-2020 paving the way for the university to invest in its strategic priorities.



2016

Kardan University launches the Student Success Center, an integrated body providing students with effective services such as career development, academic writing, student engagement, financial aid, as well as alumni engagement and gender equality initiatives.



2017

Kardan University becomes a member of the prestigious Global Business School Network (GBSN) further expanding opportunities for our business students.

Kardan University establishes the Faculty Development Center to support continuous learning among faculty.

Kardan University launches Master's in International Relations program.

Kardan University launches Bachelor's in Journalism program.



2018

Kardan University achieves the Ministry of Higher Education national accreditation by securing the highest score among public and private universities in Afghanistan.

Kardan University becomes the first university from Afghanistan to be granted full membership at the Asia Pacific Quality Network (APQN).

Kardan University is accepted as a candidate for accreditation by Association to Advance Collegiate Schools of Business (AACSB), and the Accreditation Council for Business Schools and Programs (ACBSP).

RESEARCHERS' PROFILES



Murtaza Masood Niazi

Murtaza Masood Niazi is a finalist for his Ph.D. in finance from University Utara Malaysia (UUM). He is currently an Assistant Professor at the Kardan School of Graduate Studies, where he teaches courses on principles of accounting, financial management, entrepreneurship, decision-making and organizational theory and design. Mr. Niazi joined Kardan University as an Assistant Professor in 2007. He has over 17 years of teaching and academic leadership experience at the national and international levels. He has published several research papers in renowned business journals. His research interests include corporate governance, organizational performance, employee engagement, and corporate finance.



Muhammad Shahid Shams

Muhammad Shahid Shams is a PhD candidate at the University Utara Malaysia (UUM). He started his career as a lecturer at Kardan University in 2007. He is now an Assistant Professor at the Kardan School of Graduate Studies teaching entrepreneurship, leadership and strategic management courses. Prior to joining Kardan, he served in different private and public sector universities of Pakistan as a lecturer.

He has published a significant number of articles in the area of management in both local and international journals. In terms of practical experience, he has been involved in several training and consultancy projects in management-related issues. He is also a member of the editorial board of Kardan Journal of economics and management sciences (KJEMS).



Dr. Kaleemullah Khan

Dr. Kaleemullah Khan has a PhD in Organizational Behavior from Universiti Sains Malaysia (USM). He started his career as a lecturer at Kardan University in 2008. He is now an Assistant Professor at the School of Graduate Studies in the same University. Prior to joining Kardan, he served in different private and public sector universities of Pakistan as a lecturer.

He has published a significant number of articles in the area of management in international journals. He has been involved in several training and consultancy projects in management-related issues. He is a member of the editorial board of Kardan Journal of economics and management sciences (KJEMS). His areas of interest in teaching are Finance, Economics and Management.



Dr. Nassir Ul Haq Wani

Dr. Nassir Ul Haq Wani holds a PhD in Economics from Mittal School of Business, Lovely Professional University (LPU) India. He started his career as an Assistant Professor at Kardan University in 2017 and is currently the Coordinator of the Department of Research and Development (DRD).

Prior to joining Kardan University, he served in different private and public sector universities in India and Afghanistan. He has published more than 47 research papers, articles and commentaries in journals indexed in Scopus, Clarivate Analytics, ABDC and Scimago.

ABOUT KARDAN UNIVERSITY

Founded in 2002, Kardan University is the first and leading private university in Afghanistan. Over 4,000 students, 25 percent of whom are women, currently pursue diploma, undergraduate and graduate programs at Kardan University's three campuses in Kabul.

With an alumni network of 30,000, Kardan University is a household name in Afghanistan renowned for its academic excellence. More than 600 of Kardan University graduates have received prestigious graduate scholarships, including Fulbright, Chevening, DAAD and more.

Kardan University has received business program accreditation through the International Accreditation Council for Business Education (IACBE) and is candidate for accreditation with ACBSP and AACSB. We are also member of CHEA

International Quality Group (CIQG), Asia Pacific Quality Network (APQN) and Global Business School Network (GBSN).

In 2012, Kardan University helped lay the foundation of the Association of Private Universities and Institutes of Higher Education in Afghanistan and served as its elected Chair for two consecutive terms.

Kardan University's strategic initiatives are articulated in its Vision of Excellence, a five-year strategic plan (2015-2020), promoting excellence in research, faculty development, student growth and public engagement.

In September 2018, Kardan University earned Ministry of Higher Education's national accreditation and became the top ranking institution among both public and private universities in Afghanistan.



FACTS AND FIGURES

1st

First and largest private university in Afghanistan

1st

First Afghan institution to be accredited by the International Accreditation Council for Business Education (IACBE)

1st

First and only member from Afghanistan at the Global Business School Network (GBSN)

300+

Academic and Administrative Staff

600+

Students with international scholarships from Fulbright, Chevening, DAAD and more

115

Research articles in international journals

15+

Student clubs, networks and societies

30,000+

Largest alumni community among private universities in Afghanistan

4,000+

Students currently studying at Bachelor's, Master's and diploma programs

Academic Programs

Academic Program	Faculty	Language of Instruction
Bachelor & Master of Business Administration	Economics	English
Bachelor of Economics	Economics	English
Master of International Relations	Social Sciences	English
Bachelor of Political Science & International Relations	Social Sciences	English
Bachelor of Journalism and Communications	Social Sciences	Dari
Bachelor of Civil Engineering	Engineering and Technology	English
Bachelor of Computer Science	Engineering and Technology	English
Bachelor of Law	Law	Dari

Centers and Offices

Faculty Development Center	Office of Quality Assurance and Accreditation
Office of Career Services	Office of Scholarships and Financial Aid
Student Success Center	Office of Alumni and Gender Relations
Research and Development Center	Office of Student Involvement and Events
Office of International Affairs and Strategic Partnerships	Writing Center

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