



داریانا افغان هوایی شرکت

ARIANA AFGHAN AIRLINES

P.O.BOX(76)KABUL AFGHANISTAN

TOR

SHORT TERM INDIVIDUAL INTERNATIONAL CONSULTANT

31-January -2018

A) COMPANY BACKGROUND

Ariana Afghan Airlines Co. Ltd, Established in 1955, is the oldest airline of Afghanistan and serves as the country's national carrier. The company operates from Hamid Karzai International Airport (HKIA) Kabul, domestically and provides international linkages to China, India, Iran, Kuwait, Russia, Saudi Arabia, United Arab Emirates and Turkey. The carrier is headquartered in Shāre Naw, Kabul, and it is wholly owned by the Afghan Government.

B) PURPOSE OF ASSIGNMENT

The company's new leadership has conducted initial assessment and started improving organizational setup, operating procedures and new investment activities. The best practices, followed worldwide, are needed to be implemented in each and every department and in daily routine works of the company. The scope of this organizational reform is wide and includes functional and non-functional areas like Corporate Governance, Administration, Organizational structure, Planning, Contract Management, Finance, Procurement, Commercial and Marketing, Training/Capacity Building, Recruitments, Safety aspects, Quality Assurance, Flight Operations, and Maintenance & Engineering. The basis for all these changes are laid in the 'By Law' of the company, which looks outdated and unresponsive to the real-life requirements of the company in the current situation.

The company requires an internationally experienced consultant in the field of aviation and airline management for a period of 2 months to review company's By Law and recommend improvements for re-development of the document, with assistance of a national legal advisor and in consultation with company's stakeholders. The consultant is responsible to conduct a comprehensive comparative study of company's documents and other international standards to prepare a professional draft of the 'By Law'. The consultant may work full time in Kabul or off-station for few weeks for completing this assignment.

The main output of this assignment is developing a standard and perfect By Law document for Ariana Afghan Airline, which should enable the company to have free hand in business growth and expansion of the company's activities.. The By Law document shall be formulated professionally based on company's requirement and international best practices so that it could attract & encourage international investors, FDI and interested strategic partners to engage and partner with the company.

The responsibility of the consultant, are stated but not limited to:

- Conduct a quick organizational screening and present a brief work plan to AAA management.
- Collect and review documents on initial assessment of organization's situation and gaps. (Conduct a gap analysis of 'as it is' and 'to be' state of the organization)



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- Conduct data-gathering interviews and meetings with members of executive board (BOM), Board of Directors (BoD), and related stakeholders to know in depth about expectations and to collect any data, documents or other artifacts, if required.
- Perform a comparative study of similar structures and models, practiced in other countries, and present best-fit model for Ariana's review, with justifications.
- Prepare a draft copy of company's 'By Law' calibrating it with Ariana's historical and future views.
- Cross-check legal and policy issues with company's board of advisors and related stakeholders.
- Provide a comprehensive presentation on draft By Law including proposed organizational structure.
- Incorporate stakeholder's technical comments into the paper and prepare the final draft of the By Law.
- Perform other tasks related to the preparation of the By Law that may be required in coordination with the BOM.

C) COST/ REMUNERATION

The consultant is required to submit his/her financial proposal for the assignment together with the application. The cost summary will be negotiated as per company's scale and practices. The cost can include fee in lump sum or daily/hourly rate, accommodation and a round trip ticket.

D) QUALIFICATIONS

The consultant must be experienced in the field of aviation and airlines. The candidate is required to have familiarities with international legal and commercial laws related to airline corporations. The minimum experience required for the position is 10 years in relevant fields.

The candidate shall have at least a master degree in the field of airline management, international law, commercial activities, and/or related fields. For the purpose of confidentiality and protection of commercial rights of Ariana Afghan Airline Co, the consultant shall not have worked for competitor national airline company in last 5 years.

E) MANAGEMENT AND SUPERVISION

The consultant will report to the Board of Directors of Ariana Afghan Airlines and will work in coordination with the members of the BOM and Advisors. The selection of the consultant will be through a desk-review or/and a skype interview process or both.



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F) EXPECTED DELIVERABLES

- (a) Submission of inception report including findings and proposed changes to the By Law including the company's structure, two weeks after the start of the consultancy;
- (b) Presenting the first draft of the By Law in a joint consultative meeting including representatives from Ariana's BOM & advisors/related staff, BOD, MOF Legal Board, ACAA, and other related institutions, 1.5 months from the start of the consultancy;
- (c) Present the final written version of the By Law by the end of the 7th week from the start of the consultancy. The last version of the document will include the comments and recommendations made by the related stakeholders and representatives.

H) PAYMENT SCHEDULE

Payment of the Consultant for the provision of deliverables outlined above shall be according to the following schedule:

- Acceptance of the inception Report 20%
- Acceptance of the First Draft Report 40%
- Acceptance of the Final Deliverables 40%

I) SUBMISSION OF APPLICATIONS:

Interested candidates are invited to send their letter of application, CV, draft work plan for the process of developing and preparing the By Law to (HR department at hr.arianaana@gmail.com) no later than 20-02-2018 with subject "Consultant: Preparation of By Law for Ariana Afghan Airlines (AAA). All applications must include an operational e-mail address and a mobile phone number. Please note that only shortlisted candidates will be contacted.

Ariana Afghan Airlines (AAA)