

TDA Seeks U.S. Companies for Strategic Business Plan for Ariana Airlines
September 30, 2003

Contracting Office: U.S. Trade and Development Agency
Reference Number: 0380016A

The Ministry of Civil Aviation and Tourism (MOCAT) invites submission of Proposals from interested U.S. firms that are qualified on the basis of experience and capability to provide technical assistance to develop a Strategic Business Plan for Ariana, the national airline of Afghanistan.

The aviation sector in Afghanistan has been devastated by two decades of war. The large size, poor condition of the internal road system, isolation from the rest of the world, and fractious political situation make the revitalization of this sector essential for both political stability and economic growth. Ariana was founded in 1957 and soon formed a joint venture with Pan American Airlines. At the same time the Federal Aviation Administration (FAA) was deeply involved in the establishment of the country's airports and overall aviation infrastructure. This history, which included training of technical personnel, pilots and management, is a source of considerable loyalty to the U.S. among Ariana and MOCAT management. The years of conflict, combined with the imposition of Soviet style bureaucratic management, has dealt the aviation industry a severe blow.

Starting in December of 2001 with the formation of a new national authority, Afghanistan has begun to resurrect its civil aviation sector with help from several external actors - i.e., the coalition forces, International Civil Aviation Organization, and the International Air Transport Association. While a limited capability has been restored, the rebuilding effort is still at a preliminary stage due, inter alia, to severe resource limitations and a starting point that has been described as "below zero".

Ariana is currently a department of MOCAT. The physical assets of the airline have largely been destroyed. Ariana is in need of serious restructuring if it is to survive. However, Ariana's management team lacks the skills necessary to develop a strategic business plan for airline. This TA seeks to address this need. The U.S. firm selected to conduct this technical assistance will be paid in U.S. dollars from a \$333,034 grant to the MOCAT from the U.S. Trade and Development Agency (USTDA).

A detailed Request for Proposals (RFP) is available from USTDA, at 1000 Wilson Blvd., Suite 1600, Arlington, VA 22209. Requests for the RFP should be faxed to the IRC, USTDA at 703-875-4009. In the fax, please include your firm's name, contact person, address, and telephone number. Some firms have found that RFP materials sent by U.S. mail do not reach them in time for preparation of an adequate response. Firms that want USTDA to use an overnight delivery service should include the name of the delivery service and your firm's account number in the request for the RFP. Firms that want to send a courier to USTDA to retrieve the RFP should allow one hour after faxing the request to USTDA before scheduling a pick-up. Please note that no telephone requests for the RFP will be honored. Please check your internal fax verification receipt. Because of

the large number of RFP requests, USTDA cannot respond to requests for fax verification. Requests for RFPs received before 4:00 PM will be mailed the same day. Requests received after 4:00 PM will be mailed the following day. Please check with your courier and/or mailroom before calling USTDA.

Only U.S. firms and individuals may bid on this USTDA financed activity. Interested firms, their subcontractors and employees of all participants must qualify under USTDA's nationality requirements as of the due date for submission of qualifications and proposals and, if selected to carry out the USTDA-financed activity, must continue to meet such requirements throughout the duration of the USTDA-financed activity. All goods and services to be provided by the selected firm shall have their nationality, source and origin in the U.S. or host country. The U.S. firm may use subcontractors from the host country for up to 20 percent of the USTDA grant amount. Details of USTDA's nationality requirements and mandatory contract clauses are also included in the RFP.

Interested U.S. firms should submit their Proposal to Ministry of Civil Aviation and Tourism of Afghanistan c/o USTDA by 4:00 P.M. October 27, 2003, at the address below. Evaluation criteria for the Proposal are included in the RFP. Price will not be a factor in contractor selection, and therefore, cost proposals should NOT be submitted. MOCAT reserves the right to reject any and/or all Proposals. MOCAT also reserves the right to contract with the selected firm for subsequent work related to the project. MOCAT is not bound to pay for any costs associated with the preparation and submission of Proposals.

Contracting Office Address:

United States Trade and Development Agency, TDA, USTDA, Afghan Ministry of Civil Aviation and Tourism, C/O US TDA 1000 Wilson Boulevard, Suite 1600, Arlington, VA, 22209-3901

Point of Contact:

Evangela Kunene, Procurement Data Manager, Tel: 703-875-4357, Fax: 703-875-4009, E-mail: ekunene@tda.gov

PLEASE DO NOT CONTACT CONTRACTS OFFICE

Proposal Submission Place:

US Trade and Development Agency, 1000 Wilson Boulevard, Suite 1600, Arlington, VA 22209, Attn: Strategic Business Plan for Ariana Airlines - Afghanistan

Announcement on Federal Business Opportunities:

<http://www.eps.gov/spg/TDA/TDA1/TDA1/Reference%2DNumber%2D0380016A/SynopsisP.html>