



# CALL FOR INVESTMENT PROPOSALS FOR THE AIRPORT CITY IN THE LAND USE IMPLEMENTATION PLAN AT KENNETH KAUNDA INTERNATIONAL AIRPORT (KKIA) IN LUSAKA

## OBJECTIVE

Zambia Airports Corporation Limited (ZACL) is seeking to diversify its revenue streams by commercially utilising its extensive land holdings located beyond the terminal buildings and airport precincts, guided by the implementation of a comprehensive Land Use Plan for Kenneth Kaunda International Airport in Lusaka. The objective of this Call for Investment Proposals is to attract both public and private sector investors to undertake commercially viable developments that optimise land use and align with the Corporation’s long-term strategic vision. ZACL invites qualified investors to Design, Engineer, Procure, Construct, Finance, and Operate a range of commercial enterprises within the designated development zones of the Land Use Plan. Priority will be given to commercially viable projects that demonstrate strong synergies and integration with aviation-related activities, thereby contributing to the sustainable growth of Zambia’s aviation and logistics ecosystem.

## 1. BACKGROUND

- 1.1. Zambia Airports Corporation Limited (ZACL) is a company limited by shares and registered under the Companies Act No. 10 of 2017 and wholly owned by the Government of the Republic of Zambia. The Corporation commenced operations on 11<sup>th</sup> September 1989. The primary business activity for the Corporation is to develop, manage, and maintain a network of four (4) designated international airports, seven (07) provincial and three (03) strategic aerodromes and to provide air navigation services across the entire Zambian airspace.
- 1.2. The Corporation possesses extensive land earmarked for the development of a diverse range of commercial activities. To guide this initiative, ZACL has developed a comprehensive land use plan in Lusaka, anchored on the Airport City concept. This concept not only advances the Corporation’s income diversification objectives but also aligns with Zambia’s broader vision of becoming the transportation and logistics hub for Southern Africa. Through this initiative, ZACL seeks to leverage its land asset away from terminal buildings to attract both public and private sector investments on a commercial basis. The developments are expected to create a vibrant, self-sustaining ecosystem that enhances the overall airport experience while contributing to national economic growth and development.
- 1.3. The proposed development clusters encompass a diverse range of sectors aimed at creating a vibrant and integrated Airport City. These include facilities relating to medical and educational institutions; housing and leisure resorts; hospitality and entertainment establishments; light manufacturing and warehousing; as well as sports and recreational facilities, including golf courses and race tracks. Additional developments will cover Meetings, Incentives, Conferences and Exhibitions (MICE) infrastructure; retail and financial services; research and development centres; agro-processing and aggregation facilities; and other innovative clusters that can be justified as relevant in the airport city. Collectively, these clusters are intended to foster a complementary mix of commercial activities that enhance airport operations, stimulate economic growth, and position ZACL as a dynamic business for innovation, and investment.

## 2. CALL FOR PROPOSAL REQUIREMENTS & ELIGIBILITY

- 2.1. The Corporation will be guided by the following principles in evaluating and accepting proposals or investments within the Airport City:

2.1.1. Projects should demonstrate strong synergies with aviation services.

2.1.2. Investments must be commercially viable and bankable;

2.1.3. Investors should demonstrate liquidity;

2.1.4. There must be clear evidence of financing availability for the project.

2.1.5. Proposals should demonstrate how the project will drive socio-economic development by improving aviation services, connectivity, facilitating trade, creating jobs, generating income, and enhancing market linkages and integration.

### 2.2. Submission Format

Proposals may be submitted as detailed concept notes for initial evaluation. Further, the proposal must clearly outline the Company Name; Registered Physical and Postal Address; Contact Numbers; Company Date of Registration; Origin of Investment Funds; Business of Investing Company; Total Cost of Project; Proposed Business for Airport City; Proposed Date of Commencement of Project Implementation; List of Directors; and List of Shareholders. The following documentation should be attached.

- Clear statement on how the project fits into ZACL’s strategy
- Business Proposal and/or pre-feasibility study
- Verifiable evidence of project finance
- Certified copy of Company Registration/Incorporation
- Certified copy of certificate of share capital
- Zambia Revenue Authority TPIN
- Certified copy of list of shareholders and / or directors
- Certified ID/Passport
- Brief resumes/CVs for shareholders and/or directors
- Layout plan of Proposed development (after approval of proposal)

***Note: A non-refundable fee of ZMW 10,000 must be deposited into our bank account, as detailed below, clearly labelled as "Investment Proposal Fee." The proof of payment should be included in the submission of the investment proposal.***

BANK:

ACCOUNT NAME:

ACCOUNT NUMBER:

ACCOUNT NUMBER:

Swift Code:

STANDARD CHARTERED BANK

ZAMBIA AIRPORTS CORPORATION

0100110225600-ZMK

8700211394600-USD

SCBLZMLXXX

## 2.4. Eligibility Criteria

The eligibility criteria will be as outlined below:

- Ownership: The investment project must be undertaken by either a public or private entity operating locally or internationally.
- Value of investment: Investment should be above **\$500,000.00** for foreign investors and **\$50,000.00** for local investors
- Financial Viability: Proposals must include cost and revenue models, and demonstrate commercial viability, that is, the ability to generate sustainable revenue and returns.
- Proposals: Proposals may be submitted as concept notes for initial evaluation.
- Management Capability: The proposal must show evidence that the proposed management team has the necessary technical and managerial skills to run the proposed business, supported by verifiable track records.
- Risk Management: Projects should demonstrate to have a significant risk and environmental management plan to Airport operations.
- Compliance: All investors must fully comply with all relevant Zambian Laws and Regulations.
- Focus Areas: Investment projects must fall within the focus areas as indicated in **1.3**. However, innovative concepts that can showcase synergies and align with future development trends will also be taken considered.
- Export Potential: Producers and manufacturers are expected to deliver high-quality products that meet regional and international standards and are suitable for air transport to regional and international markets.
- Environmentally Sustainable: Preference will be given to proposals that demonstrate a positive impact on environmental, social, and governance (ESG) factors, while also promoting long-term business value, sustainability, and resilience.
- Developmental Impact: Potential to create jobs, generate income, and empower local communities (with emphasis on women, youth, and rural populations).
- Business profile: The investor must provide a comprehensive company profile including details on corporate governance, registration, and ownership structure as requested in **2.2**.
- Investment Structure: The investor will be engaged under a Design, Engineer, Procure, Construct, Finance, and Operate (DEPCO) model, offered through a long-term commercial lease, with the lease duration determined by the scale and nature of the investment.

## 3. EVALUATION, DUE DILIGENCE & ADDITIONAL INFORMATION

### 3.1. Evaluation

- **Initial Screening:** Primary screening will assess compliance with eligibility and submission requirements.
- **Detailed Evaluation:** Shortlisted proposals will undergo a detailed evaluation based on the criteria outlined in **Section 2**.
- **Due Diligence:** Selected proposals will be subjected to further technical, commercial, financial, and legal due diligence.

### 3.2. Additional Information

- **Alignment with ZACL’s Strategy:** Proposals must be consistent with ZACL’s strategic objectives, particularly those focused on revenue diversification, the promotion of aviation-related services, and the advancement of Zambia’s vision to become the transport and logistics hub of Southern Africa.

## 4. SUBMISSION PROCEDURES

Proposals are to be submitted in one of the following ways:

### 4.1. Hard Copy Submission

- Potential investors should submit, three (3) hard copies of professionally bound and in sealed envelopes, clearly marked “Call for Investment Proposals for the Airport City Development at KKIA.” Address the envelope to: **Managing Director, Zambia Airports Corporation Limited, Kenneth Kaunda International Airport, Lot No. 947/M, Airport Road, Chongwe, P.O. Box 30175, Lusaka, Zambia.**

### 4.2. Soft Copy Submission

- Email proposals to: **KKIAlanduseproposals@zacl.aero**. Ensure the subject line reads “Call for Investment Proposals for the Airport City Development at KKIA.”

**Note: Only complete submissions that fully comply with the instructions provided will be considered for evaluation. Participation in this call does not guarantee selection, and no refunds or reimbursements will be made for any costs incurred in the preparation or submission of proposals. ZACL will endeavour, but shall not be obligated, to provide reasons for the non-selection of any proposal.**

### Deadline for Submission: 13<sup>th</sup> February 2026, 17:00 CAT

- Please note that this is not an open tender but a call for proposals.
- ZACL will acknowledge receipt of proposals through email as provided by applicants.
- Due to the high volume of expected proposals, specific feedback may take additional time.