

CALL FOR INVESTMENT PROPOSALS FOR THE DEVELOPMENT AND OPERATIONALISATION OF SPORTS AND RECREATIONAL FACILITIES AT SELECTED AIRPORTS IN ZAMBIA

OBJECTIVE

Zambia Airports Corporation Limited (ZACL) is seeking to diversify its revenue streams by commercially utilising its land holdings located beyond the terminal buildings and airport precincts, guided by the implementation of a comprehensive Land Use Plan. The Corporation invites suitably qualified public and private sector investors to submit Investment Proposals for the design, financing, construction, operation, and maintenance of sports and recreational facilities at selected airports across Zambia. The objective of this Call for Investment Proposals is to promote healthy living, enhance community well-being, and diversify non-aeronautical revenue through the development of accessible, modern, and professionally managed sports infrastructure within airport precincts. The proposed sports facilities are intended to support active lifestyles by providing convenient, safe, and high-quality spaces where individuals, corporate teams, and communities can engage in sporting and recreational activities after work and during leisure time.

The targeted airports under this Call are: Kenneth Kaunda International Airport (Lusaka); Harry Mwaanga Nkumbula International Airport (Livingstone); Simon Mwansa Kapwepwe International Airport (Ndola); Mfuwe International Airport; Solwezi Airport; Kasama Airport; Mansa Airport; and Chipata Airport.

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 11th 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 has allocated land around its airports that is strategically earmarked for the development of a broad range of commercial activities. To guide this initiative, ZACL has adopted the Airport City (Aerotropolis) concept, which entails the planned development of integrated commercial cities around its airports. This concept is intended to support the Corporation's objective of diversifying and growing non-aeronautical revenues while reducing reliance on traditional airport charges. The Airport City initiative is also aligned with Zambia's vision of positioning the country as a regional transportation and logistics hub for Southern Africa. Through this approach, ZACL seeks to optimise the value of its land assets beyond terminal precincts by attracting both public and private sector investments on a structured, commercially viable basis. The planned developments are expected to create vibrant, self-sustaining economic zones comprising logistics, commercial, leisure and hospitality, office, and support services, thereby enhancing the overall airport ecosystem while contributing meaningfully to job creation, investment attraction, and national economic growth.
- 1.3. In line with its commercialisation strategy and commitment to social value creation, ZACL is making available land within selected airport environments for the development of sports and recreational facilities. These facilities are envisioned as inclusive, community-oriented developments that support health, wellness, and social interaction while remaining commercially viable and professionally managed.

2. SCOPE OF PROPOSED INVESTMENT

The proposed investment shall generally include, but not be limited to, the following:

- Design and development of multi-sport recreational complexes;
- Construction of one (1) standard football pitch per site (where land permits);
- Development of multiple mini-football (five-a-side) pitches;
- Construction of tennis courts, basketball courts, netball courts, and other complementary sports facilities;
- Ancillary infrastructure such as changing rooms, ablution blocks, lighting, parking, perimeter fencing, and spectator areas;
- Provision of support amenities including small kiosks, refreshment areas, gym or fitness spaces, and sports equipment hire (subject to approval);
- Financing of the entire project by the investor.
- Operation, management, and maintenance of the sports facilities over the agreed lease period.

The final configuration and scale of facilities at each airport will be subject to land availability, commercial viability, zoning considerations, and approval by ZACL.

3. CALL FOR PROPOSAL REQUIREMENTS & ELIGIBILITY

3.1. Guiding principles

In evaluating proposals, ZACL will be guided by the following principles:

- 3.1.1. The project must be commercially viable and financially sustainable;
- 3.1.2. The investor must demonstrate relevant experience in sports facility development, management, or related sectors;
- 3.1.3. The investor must demonstrate adequate financial capacity and access to funding;
- 3.1.4. The proposal should clearly articulate how the project promotes healthy living, community engagement, and social well-being including job creation;
- 3.1.5. The development must not compromise airport safety, security, or operational efficiency.

3.2. Submission Format

Proposals may be submitted as detailed concept notes for initial evaluation. At a minimum, submissions should clearly provide the following information: Company name and legal status; Registered physical and postal address; Contact details; Date of registration and place of incorporation; Shareholding and directorship structure; Origin and source of investment funds; Relevant experience of the investor in similar projects; Description of the proposed sports facilities and layout concept; Estimated total project cost; Proposed implementation timeline and phasing; and Proposed operational and management model. 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 and Tax Clearance Certificate
- 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)

3.3. 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.
- **Financial Viability:** Proposals must demonstrate the ability to generate sustainable revenues and cover operational costs.
- **Management Capability:** Evidence of technical, operational, and managerial capacity to run sports and recreational facilities.
- **Compliance:** Full compliance with all applicable Zambian laws, regulations, and industry standards, including health and safety.
- **Environmental and Social Considerations:** Demonstrate responsible land use, environmental stewardship, and community inclusivity.
- **Developmental Impact:** Preference will be given to proposals that demonstrate job creation, youth engagement, and promotion of healthy lifestyles.

4. INVESTMENT STRUCTURE

The successful investor(s) will be engaged under a Design, Engineer, Procure, Construct, Finance, and Operate (DEPCFO) model through a long-term commercial lease arrangement. The lease tenure shall be determined based on the scale, location, and nature of the proposed investment, subject to ZACL's internal approvals.

5. EVALUATION, DUE DILIGENCE & ADDITIONAL INFORMATION

5.1. 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 3**.
- **Due Diligence:** Selected proposals will be subjected to further technical, commercial, financial, and legal due diligence.

5.2. Additional Information

- **Alignment with ZACL's Strategy** All proposals must align with ZACL's strategic objectives, including revenue diversification, optimisation of airport land use, enhancement of community value, and promotion of healthy living. **ZACL reserves the right to accept or reject any proposal and is not bound to select any investor under this Call.**

6. SUBMISSION PROCEDURES

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

6.1. 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 Sports Facilities at Selected Airports." 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.**

6.2. Soft Copy Submission

- Email proposals to: **Landuse-allairports.proposals@zacl.aero**. Ensure the subject line reads "Call for Investment Proposals – Sports Facilities at Selected Airports."

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: 13th March 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.
- ZACL reserves the right to amend or cancel this Call at any stage in accordance with applicable procedures.