

CALL FOR INVESTMENT PROPOSALS FOR THE DEVELOPMENT AND OPERATIONALISATION OF FUEL FILLING STATIONS 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 fuel filling stations at selected airports across Zambia. The objective of this Call for Investment Proposals is to enhance non-aeronautical revenue, improve service offerings to airport users and surrounding communities, and support economic activity through the provision of reliable and modern fuel retail infrastructure. ZACL seeks commercially viable proposals that align with its strategy of optimising land use, diversifying revenue streams, and promoting sustainable commercial development within airport environments. The targeted airports under this Call are: Simon Mwansa Kapwepwe International Airport; Harry Mwaanga Nkumbula International Airport; Solwezi Airport; Mfuwe International Airport; Chipata Airport; Kasama Airport; Mansa Airport and Mongu 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 the Government of the Republic of 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, 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. As part of its commercialisation and revenue enhancement strategy, ZACL is making available land within the precincts of selected provincial airports for the development of fuel filling stations. These developments are intended to serve airport users, nearby communities, logistics operators, and the general public, while contributing to local economic development and improved service delivery.

2. SCOPE OF PROPOSED INVESTMENT

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

- Design and development of modern fuel filling stations compliant with Zambian standards and international best practices;
- Financing of the entire project by the investor;
- Construction and installation of fuel storage, dispensing equipment, and associated infrastructure;
- Operation and maintenance of the fuel filling station over the agreed lease period;
- Provision of related ancillary services, where applicable, such as convenience retail, car care services, and basic amenities, subject to ZACL approval.

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 bankable;
- 3.1.2. The investor must demonstrate technical capacity and relevant experience in fuel retailing or related sectors;
- 3.1.3. The investor must demonstrate adequate financial capacity and access to funding;
- 3.1.4. The proposal should demonstrate clear socio-economic benefits, including job creation, improved service delivery, and local economic stimulation;
- 3.1.5. The development must not compromise airport safety, security, or operations.

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 fuel filling station development; Estimated total project cost; Proposed implementation timeline; and Proposed operational model. The following documentation should be attached.

- Licence from the Energy Regulation Board to operate fuel stations.
- 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 include cost and revenue models, and demonstrate commercial viability, that is, the ability to generate sustainable revenue and returns.
- **Management Capability:** The proposal must show evidence that the proposed management team has the necessary technical and managerial skills to operate fuel filling stations safely and efficiently.
- **Evidence of Operations:** The operator must show clear evidence of existing and fully operational fuel stations around the country.
- **Compliance:** Full compliance with all applicable Zambian laws, regulations, and industry standards, including environmental and safety requirements.
- **Environmental and Social Considerations:** Proposals should demonstrate environmental responsibility and adherence to health, safety, and environmental standards.
- **Developmental Impact:** Preference will be given to proposals that demonstrate job creation and local community engagement and participation.
- **Scalability impact:** Preference will be given to proposals that will promote the inclusion of several other services such as eateries, pharmacy, and car wash, among others which will be priced on a concession rate.

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, and enhancement of service delivery at provincial airports. **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 Fuel Filling Stations 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 – Fuel Filling Stations 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: 27th 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.