



REQUEST FOR EXPRESSIONS OF INTEREST (EOI) FOR PROVISION OF CONSULTANCY SERVICES FOR KAA PLC BUSINESS TRANSFORMATION STRATEGY

TENDER No.: KAA/EOI/HQ/0011/2026-2027

1. Kenya Airports Authority-KAA PLC operates under commercial parameters of profitability, self-financing and self-sustenance supported by requisite transparency and sustainability disclosures guided by Strategic Plan 2023-2027.
2. KAA PLC experiences aging inadequate aeronautical facilities led by Jomo Kenyatta International Airport- JKIA, international passenger traffic market share erosion, facility development funding challenges, outstanding legacy receivables above 70% of annual revenue as of September 2026, growing contingent liabilities and legacy claims, and sub-optimal business performance et al.
3. Management pegs strategic intervention on KAA PLC Business Transformation Strategy covering 2027-2050. The Scope includes inter alia modern infrastructure capacity optimization, commercial business diversification, air service development, multimodal interconnection and integration, digital superhighway integration, smart airport layout and integration, human centric culture, high-performance governance, hyper connected aviation security practice, predictive safety and autonomous systems, environment, social and governance-ESG footprint, utility resilience and funding transformation.
4. The envisaged corresponding impact include optimal output, multi-revenue ecosystem, economic expansion and connectivity, operation resilience, de-carbonization and economic growth, unified traffic management and predictive maintenance, optimize asset productivity, trust, innovation and productivity, long term strategic resilience, proactive threat prevention, risk mitigation, predictive maintenance, operation efficiency, regulatory compliance, business continuity and facility expansion for trade.
5. The detailed assignment shall be to, inter alia,
 - i. review the Strategic Plan 2023-2027, its performance and relevant plans and policy documents for baseline information and data;
 - ii. formulate 2027-2050 strategic direction;
 - iii. recommend practical strategies to:
 - a) establish JKIA as a destination- lifestyle, entertainment, business center
 - b) re-organize commercial path of other KAA PLC aerodromes and
 - c) cargo business portfolio;
 - d) optimize key revenue segments;
 - iv. identify investment opportunities and
 - v. attendant funding strategies;
 - vi. unlock the commercial value of aerodromes land bank;
 - vii. refresh Air Service Development; and
 - viii. utility resilience and ESG orientation;
 - ix. advise on optimal operating model;
 - x. calibrate mission critical skills requirements and incubation thereof

- xi. develop integrated financial projection model; and
 - xii. advise on 5-year band practical transformation implementation program.
6. The consultancy assignment will cover KAA PLC business portfolio.
7. The deliverables will include inter alia: -
- i. Inception Report.**
 - ii. Strategic Diagnostic Reports.**
 - a) Airport Benchmarking.
 - b) Market & Traffic Assessment.
 - c) Claims Root and Mitigation .
 - iii. Operation Excellence Strategies**
 - a) JKIA Destination Development.
 - b) Infrastructure Investment.
 - c) Strategic Project Pipeline.
 - d) Investor Map & Prospectus.
 - e) Stakeholder Engagement.
 - f) Digital Transformation.
 - g) Utility Resilience.
 - h) ESG Orientation.
 - i) Customer Centric.
 - j) Human Capital Optimization- structure and talents.
 - k) Operatimal Business Model.
 - l) Data Depository et al.
 - iv. Commercial Strategy**
 - a) Air Service Development.
 - b) Cargo Business Overhaul.
 - c) Business Process Transformation
 - d) Contract Documents Enhancement
 - e) Revenue Optimization.
 - f) Land Monetization.
 - g) Risk Management
 - h) Financial Model.
 - v. Miscellaneous**
 - a) Business Transformation Plan.
 - b) Board Strategy Bulletin
 - c) 5-Year Implementation Plan.
 - d) Requisite Governance Structure.
 - e) Performance indicators.
8. Consultancy period is 12 months including implementation handholding.
9. KAA PLC now invites eligible consulting firms (“Consultants”) to express interest in providing the services. Interested consultants should provide information demonstrating requisite qualifications and experience to perform the services in the form of:
- a) a detailed company profile;
 - b) description of similar assignments;
 - c) technical and managerial capabilities;
 - d) core business and years thereof; and

e) availability of requisite competencies and expertise.

10. To be shortlisted, bidders are required to demonstrate:

- i) successful completion of at least 2 similar assignments in the last **TEN** years with gross remuneration of USD 3 million.
- ii) at least **ONE** assignment for airports handling 20M+ passengers & 3M+ tons of cargo per annum
- iii) at least 10 years' experience in Africa and emerging markets in airport business advisory services.
- iv) availability of requisite competencies and expertise.
- v) Lead Consultant with international airport:
 - a. 12 years relevant experience;
 - b. 5 completed airport strategy assignments;
 - c. multiple jurisdictions;
 - d. airport operations.

vi) Project Director/Airport Strategy Lead

- a. 12 years experience;
- b. airport strategy experience;
- c. international airport assignments;
- d. demonstrated Board-level advisory experience.

vii) Other specialists and experience include

- a) Aviation Business Economist 12+ years.
 - strategic and master planning;
 - financial and commercial management;
 - air service and route development;
 - regulatory and governance compliance;
 - risk management and stakeholder diplomacy; and
 - airport sustainability.
 - aerotropolis
- b) Airport Commercial specialists 12+ years
 - business modelling
 - revenue optimization
 - market analysis and business development
 - tenant relationship management
 - customer experience design
 - cargo business development
- c) Digital Enterprise and Smart Airport Specialist 10+ years
- d) Corporate Transformation and Legal/Regulatory Specialists 10+ years
- e) Airport Master Planner and Infrastructure Specialist 12+ years
- f) Infrastructure funding -PPP/Capital Markets Specialist 12+ years..
- g) Climate Resilience- Energy & Water Specialist 10+ years.

viii) Local Participation

The proposal shall identify:

Kenyan experts;

- a) technical;
- b) financial economics;

- c) change management;
- d) airport operation- safety, security, customer service
- e) legal and risk analyst;
- f) utility- water and energy
- g) business development; and
- h) actualize knowledge transfer program.

11. DO NOT submit financial BID at this stage.

12. Consultants may associate with other firms in the form of a joint venture. Individual sub-consultants or firms shall ONLY be allowed to participate in ONE joint venture. Where a consortium is proposed, the Consultant shall clearly identify:

- a) lead firm;
- b) responsibilities;
- c) specialist firms;
- d) percentage participation;
- e) contractual responsibility;
- f) key personnel.
- g) Lead Consultant shall remain responsible for overall delivery.

13. Conflict of Interest

The Consultant shall disclose all actual, potential or perceived conflicts of interest.

Particular disclosure shall be required where the Consultant advises:

- a) airlines and competing airports;
- b) airport concessionaires and investors seeking KAA assets;
- c) infrastructure developers and competing African airports.
- d) any conflict that may arise during implementation.

14. Confidentiality

The Consultant shall maintain strict confidentiality over:

- a) KAA financial information;
- b) passenger and cargo data;
- c) security and infrastructure information;
- d) commercial and land information;
- e) concession and strategic information.

15. The Expression of interest document should not exceed 30 Pages.

16. Interested bidders may obtain further information at the address below during office hours (weekdays from 08:00Hr to 17:00 Hrs EAT from Monday to Friday excluding lunch hour (13:00 to 14:00 Hrs) public holidays and send their queries on email address tenders@kaa.go.ke.

17. Expression of Interest documents must be submitted online on or before **22/10/2026 at 11:00 am**. Interested bidders who are not in KAA system and therefore do not have login credentials should contact KAA procurement through email: tenders@kaa.go.ke for login credentials early enough and not later than three (3) days before tender closing date. All relevant submission documents must be attached on the login screen (Technical Proposal on Cfolder under technical Rfx Response system will lead you to the second screen (Cfolder) where the system creates a folder specific to you for uploading your response documents, click on "Tech Bid" the system will allow you to create a document, Click "create" button and

attach the documents.). A step-by-step manual/guide is available for downloading using the link <https://www.kaa.go.ke/corporate/procurement/manuals/>

18. For clarification please email: tenders@kaa.go.ke quoting EOI Ref: KAA/EOI/HQ/0011/2026-2027

Managing Director/CEO
Kenya Airports Authority
KAA HQ,
Jomo Kenyatta International Airport
P.O Box 19001- 00501
NAIROBI, KENYA
Telephone: 254-20- (6611000/ 6822111)
Fax: 254-20- (6822078/ 6827304)
Email: tenders@kaa.go.ke