



**RWANDA AIRPORT COMPANY LTD**

***NON- AERONAUTICAL COMMERCIAL GUIDELINES  
FOR KIGALI INTERNATIONAL AIRPORT***

***Prepared by:***

*Rwanda Airports Company (RAC)*

***Unit:***

*Business Development Unit*

***Done:***

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## **1. Introduction**

Kigali International Airport (KIA), managed by Rwanda Airports Company (RAC), is the primary gateway for Rwanda and a strategic hub for regional and international connectivity for RwandAir.

These commercial guidelines define the principles, framework, and procedures governing all commercial activities within KIA. It ensures that business operations support the airport's mission of delivering world-class service, financial sustainability, and alignment with Rwanda's Vision 2050 for socio-economic transformation.

These guidelines outline the standards and requirements for non-aeronautical commercial activities at Kigali International Airport to ensure high-quality passenger experience, operational efficiency, and compliance with relevant regulations. All concessionaires, service providers, and operators must adhere to these guidelines. The Kigali International Airport operates 24/7, and all services must align with this framework, including sufficient staffing for shift work to maintain continuous operations. Quarterly evaluations for applicable services will be based on the Airports Council International - Airport Service Quality (ACI-ASQ) survey report, with a minimum score of 4.50 out of 5 targeted. Failure to meet standards may result in corrective actions, up to termination of agreements.

## **2. Objectives**

The objectives of these Commercial guidelines are to:

1. Maximize non-aeronautical revenue to support airport growth and self-sufficiency.
2. Ensure transparent, fair, and competitive access to commercial opportunities.
3. Deliver high-quality services and amenities to passengers, staff, and
4. Promote innovation, sustainability, and local entrepreneurship.
5. Maintain a consistent image and operational standards reflecting the national identity and values of Rwanda.

## **3. Scope**

These Non-Aeronautical Commercial guidelines apply to all commercial operations, concessions, and revenue-generating activities conducted within the premises of Kigali International Airport (KGL).

They cover, but are not limited to, the following areas:

These guidelines apply to all concessionaires, tenants, service providers, and commercial operators including:

- Duty Free and retail shops
- Food & Beverage (F&B) outlets
- Branding and advertising services
- Financial and banking services
- Airport taxi services
- Airport lounges
- Pharmacy services
- Local product vendors
- Any other non-aeronautical commercial activity

All operators must comply with Rwandan laws and regulations.

### **3.1 Duty Free and Retail Shops**

- Domestic and international duty-free and duty-paid shops
- E-commerce or pre-order platforms related to airport retail

#### **3.1.1 Product Quality Standards**

Only quality, authentic, and attractive products shall be sold or displayed.

No product with less than 3 months to expiry shall be displayed or sold.

- All international products must be supported by a Quality Certificate from a recognized standards organization.
- All suppliers must be consistent and approved by Rwanda Airport company.

#### **3.1.2 Pricing and Controls**

- Concessionaires shall submit all pricing for Rwanda Airports Company approval to prevent overpricing and protect passenger affordability.
- Average expenditure per passenger must be maintained at a minimum of USD 7.

#### **3.1.3 Staff Training**

- Mandatory training on:
  - Product knowledge
  - Customer care
  - Training records
  - Fluent in English, French, Swahili and Kinyarwanda

### **3.2 Food and Beverage (F&B) Services**

- Restaurants, cafés, bars, and fast-service counters
- Mobile or vending services operating within passenger and public areas

### 3.2.1 Quality and Service Delivery

- All food and beverage products must comply with recognized food safety standards and regulations. Order delivery time must not exceed 15–25 minutes, depending on standard and quality of the food item
- All items displayed on the menu must be available at all times.
- Any menu change or price revision must be submitted for prior approval by the Rwanda Airports Company.
- Menu should include varieties to accommodate different preferences and dietary restrictions.

#### Maintenance of Equipment

- Any faulty or damaged equipment must be repaired or replaced immediately to ensure there is no impact to the products offered.

### 3.2.2 Monitoring and Reporting

- F&B outlets must have a digital system to monitor:
  - a) Order time
  - b) Preparation time
  - c) Delivery performance
- Performance reports must be submitted quarterly for evaluation. Operators must implement a system to monitor orders from placement to delivery, tracking performance metrics. Reports on order performance must be submitted to the Rwanda Airports Company for quarterly evaluation performance.
- A preventive maintenance plan must be submitted

### 3.2.3 Staff Requirements

- Staff must wear **clean, neat uniforms** and adequate staffing must be available for 24/7 operations.
- Training and Records: Records of staff training on quality, service, and customer care.

### 3.3 Transport and Vehicle-Related Services

- Car rental agencies and chauffeur services
- Taxi operations, shuttle buses, ride-hailing, and ground transportation services
- Parking management, valet services, and electric vehicle (EV) charging stations

### 3.3.1. Airport Taxi Services

#### a) Operational Standards

- All taxi operators must hold valid licenses issued by the relevant regulatory authorities.
- Operators must adhere to all national and airport-specific transport regulations.
- Only **Electric Vehicles (EVs)** or **Hybrid vehicles** are permitted, in line with environmental sustainability objectives.
- No vehicle older than **5 years** from the date of manufacture may operate at Kigali International Airport.
- The standard vehicle type authorized for airport taxi services is **SUV class**.
- **Concession fees** and related commercial terms will be determined solely by **Rwanda Airports Company (RAC)**.
- Drivers must wear clean, professional, and easily identifiable uniforms
- Changes in base rates must be communicated to RAC prior to implementation

### 3.3.2 Service Quality

- Operators must maintain a minimum ACI-ASQ score of 4.50/5.
- Drivers must undergo customer care training and multi-language training.
- Operators must have functional and transparent financial management systems

Online taxi booking platforms are encouraged to improve passenger convenience.

### 3.4. Customer Experience

Quarterly evaluation using ACI-ASQ Survey, minimum score 4.50 / 5.00

- Quarterly submission of customer care training records.

#### 3.4.1. Customer Feedback & Monitoring

All concessionaires must maintain a customer feedback mechanism. Feedback systems must be integrated with the Airport's Central Customer Feedback System for continuous monitoring and service improvement.

### 3.5 Advertising, Sponsorship, and Media

- Static, digital, and interactive advertising displays
- Brand activations, promotions, and sponsorship programs

- Advertising & Branding Services

### **3.5.1 Advertising Materials**

- All branding materials must be of high quality, durable, and maintained in a neat condition at all times.
- No faded or damaged materials are allowed.

### **3.5.2 Digital Screens & Technology**

- Only approved advertising screens that are energy-efficient and airport-friendly may be used.
- Concessionaires must provide technical specifications for approval. Maximum downtime allowed for repairing a failed screen must comply with RAC standards. The maximum allowable downtime 2 hours, after which the screen must be operational again
- A preventive maintenance plan must be submitted.

### **3.6 Financial and Banking Services**

- Banks, ATMs, currency exchange (Forex) booths, and financial kiosks.

#### **3.6.1 Compliance**

- All financial service providers must comply with National Bank of Rwanda regulations.

#### **3.6.2 Service Requirements**

- Must operate 24/7 in line with airport operations.
- Staff must wear formal attire at all times.
- Staff must be fluent in English, French, Swahili or at least two of the languages.
- Ensure quality services are available at all time.

### **3.7 Passenger and Hospitality Services**

#### **Airport Lounge Operators**

#### **3.7.1 Service Quality**

- Lounges must maintain excellent customer service standards and provide:
  - Comfortable and high-quality furniture
  - Clean, well-maintained facilities
  - Professional and neat staff uniform

### **3.7.2 Pricing & Modifications**

- Any change in prices must be submitted to Rwanda Airports Company for approval.
- Any modification to lounge layout, service, or pricing must be justified and approved in advance by RAC.

### **4. Pharmacy Services**

Pharmacy operators must comply with the relevant regulatory body. Ensure cleanliness, efficiency and effective of professional staff

### **5. Local Product Vendors**

All local products offered must comply with relevant regulatory body standards for quality, safety, and labeling.

### **6. Enforcement & Compliance**

#### **6.1. Non-compliance with any element of these guidelines may result in:**

- Written warnings
- Penalties including fines
- Suspension of operations
- Termination of concession agreement.

### **7. Continuous monitoring will be performed by the Rwanda Airports Company on the following:**

- Airport lounges, VIP services, meet-and-greet programs, and hospitality suites
- Passenger support services such as baggage wrapping, SIM card sales, insurance desks, pharmacies, and related amenities.

#### **7.1. Real Estate and Property Leasing**

- Office spaces, warehouses, hangars, and other leased facilities used for commercial or operational purposes.

#### **7.2. Other Commercial Activities**

Any additional business or service that generates revenue within airport premises or its immediate vicinity under the airport company's control.

## **8. Governance and Oversight**

- The Business Development and Marketing Unit of Rwanda Airports Company (**RAC**) is the primary authority responsible for implementing these guidelines at KIA.
- The department shall oversee planning, tendering, contract management, and performance monitoring of all concessionaires.
- RAC shall ensure compliance with Rwanda Civil Aviation Authority (RCAA) regulations, environmental policies, and national laws.

Regular audits and inspections will be conducted to ensure adherence to these guidelines and contractual obligations.

### **8.1. Responsible Authority**

The Business Development & Marketing (BDM) Unit of the Rwanda Airports Company (**RAC**) is the primary authority responsible for the implementation, management, and continuous improvement of these non-aeronautical commercial guidelines at Kigali International Airport (KIA).

#### **8.1.2 Roles and Responsibilities**

The Business Development & Marketing Unit shall:

- Oversee the planning, tendering, negotiation, and award of all commercial and concession agreements.
- Manage contract administration, including performance monitoring, renewal, and termination processes.
- Ensure that all commercial operations comply with Rwanda Civil Aviation Authority (RCAA) regulations, national laws, environmental standards, and airport operational policies.
- Coordinate with other RAC departments, government agencies, and stakeholders to maintain a consistent and transparent commercial framework.

#### **8.1.3. Compliance and Monitoring**

- The RAC shall conduct regular audits, inspections, and performance reviews to ensure adherence to this guidelines, concession agreements, and applicable laws.
- Non-compliance or breach of contractual obligations may result in penalties, suspension, or termination of commercial rights, in accordance with RAC's enforcement procedures

#### **8.1.4. Reporting and Accountability**

- The Business Development & Marketing Unit shall provide periodic reports to RAC Management on the status of commercial operations, financial performance, and compliance outcomes.
- Regular audits and inspections will be conducted to ensure adherence to these guidelines and contractual obligations.

### **9. Concession Terms and Conditions.**

#### **9.1 Contract Duration**

- Concession contract durations shall typically range from one (1) to three (3) years, depending on the scale of investment, nature of business, and strategic value to the airport.
- Longer terms may be considered for high-investment or infrastructure-dependent projects, subject to RAC Executive Management approval.

#### **9.2 Fee Structure**

Each concession agreement shall define a transparent and measurable financial framework, which may include one or more of the following components:

- Fixed Annual Rent: Based on the space area, location category, and type of activity.
- Revenue Share: A defined percentage of gross turnover, payable periodically as stipulated in the contract.
- Minimum Annual Guarantee (MAG): A baseline annual payment ensuring minimum revenue to RAC, payable irrespective of business performance.

All financial obligations shall be paid in accordance with the agreed schedule and currency terms specified in the concession agreement.

### **10. Commercial Design and Branding**

#### **10.1 Design Standards**

All commercial outlets shall comply with the RAC Design and Branding Guidelines as detailed below:

1. All branding activities at the airport must be conducted in accordance with the Rwanda Airports Company policies. Advertisers and retailers are required to obtain prior approval before installing or displaying any marketing materials. All content must comply with safety, security, and

aesthetic standards. Installations should maintain a professional and international appearance.

- Outlets must maintain a modern, clean, and professional appearance that aligns with the airport's overall architectural and aesthetic vision.
- Designs should prioritize passenger comfort, efficient circulation, and accessibility for persons with reduced mobility (PRMs).
- Sustainability principles must be integrated into design and fit-out plans, including the use of energy-efficient systems (e.g., LED lighting), eco-friendly or recycled materials, and waste reduction practices.

## **10.2 Brand Consistency**

- All commercial spaces shall contribute to promoting Rwanda Airports Company's brand identity '**a Leading Aviation Hub**' through culturally authentic, welcoming, and innovative designs.
- Branding elements must be cohesive with the airport's visual identity and not conflict with RAC's signage, wayfinding, or advertising systems.

## **10.3 Design Approval**

- RAC reserves the right to review, approve, or reject any proposed design, layout, or renovation of commercial spaces to ensure compliance with airport standards.
- Concessionaires must obtain written approval from RAC prior to the commencement of any fit-out, refurbishment, or signage installation.
- Any modifications made without prior authorization may result in penalties or suspension of operations.

## **11. Pricing and Quality Standards**

### **11.1 Pricing Guidelines**

- Prices must remain reasonable and competitive with equivalent urban market rates, considering the airport environment.
- Concessionaires are encouraged to periodically review pricing to maintain value for money for passengers and meet market expectations.

### **11.2 Quality Standards**

- Concessionaires must guarantee the following:
  - High-quality products and services
  - Trained, uniformed, and courteous staff
  - Compliance with hygiene, safety, and customer service standards.

### **11.3 Monitoring and Evaluation**

- The Business Development & Marketing Unit shall regularly evaluate performance and service delivery as well as compliance with service, hygiene, safety, and pricing standards.
- Findings from evaluations may result in performance feedback, corrective actions, or penalties in accordance with concession agreements.

### **12. Health, Safety & Fire Regulations**

- Duty-Free shops must comply with airport fire safety rules, including fire extinguishers and sprinkler systems.
- Emergency exits must be clearly marked and unobstructed.
- Food and beverage areas must maintain hygiene and sanitation standards.
- Routine safety and fire inspections will be conducted by Rwanda Airports Company.

### **13. Operating Hours and Service Availability**

#### **13.1 Standard Operating Hours**

- Concessionaires must operate 24 hours a day.

#### **13.2 Service Continuity**

- Concessionaires are responsible for ensuring continuous service, including adequate staffing, inventory management, and backup procedures in case of equipment failure or other operational disruptions.
- Failure to maintain service availability may result in penalties, reduction in contract benefits, or corrective action, as outlined in the concession agreement.

#### **13.3. Monitoring**

- The Business Development and Marketing Unit shall periodically review operating hours and service availability to ensure compliance with agreements and passenger service expectations.

### **14. Financial Reporting and Revenue Control**

- All concessionaires must install point-of-sale (POS) systems compatible with RAC's revenue monitoring system.
- Monthly sales and performance reports shall be submitted to the Finance and Business Development Unit.
- RAC reserves the right to audit concessionaire records at any time. Non-compliance, underreporting, or fraud will result in penalties or termination.

## **15. Advertising and Sponsorship**

- All advertising within KIA, including digital screens, billboards, and branding on airport property, must be approved by RAC.
- Content must adhere to Rwandan advertising standards, respect cultural values, and avoid political or offensive material.
- Advertising contracts will follow the same concession model (fixed rent and/or revenue share).

### **15.1. Branding Locations**

- Airside Areas: Boarding gates, lounges, baggage claim area, and corridors.
- Landside Areas: Check-in halls, terminal entrances, arrival halls, car parks.
- Digital Platforms: Airport website, apps, and digital display networks.

### **15.2. Prohibited Content**

- Political, religious, or controversial messaging.
- Comparative or competitive ads targeting other airport partners or airlines.
- Flashing or rapidly changing visuals that may distract passengers or staff.
- Use of airport logos, insignia, or uniforms without written consent.

### **15.3. Installation & Maintenance**

- Only authorized contractors may install or remove branding materials.
- Regular maintenance is required at least quarterly or as directed by the Rwanda Airports Company (RAC).
- Damaged or faded displays must be repaired or replaced within 48 hours.
- Electrical and lighting systems must adhere to airport electrical and fire requirements.

## **16. Environmental & Sustainability Requirements**

- Use of eco-friendly and recyclable materials is strongly encouraged.
- Digital signage should feature automatic dimming or power-saving modes.
- Avoid excessive use of single-use plastics in promotional displays.

### **16.1. Sustainability and Corporate Responsibility**

RAC and all its commercial partners commit to sustainable airport operations by:

- Reducing waste and promoting recycling initiatives.
- Minimizing single-use plastics in retail and F&B operations.
- Encouraging local sourcing and Rwandan-made products.
- Supporting employment of local citizens and fair labor practices.
- Participating in RAC-led community and environmental initiatives.

## 17. Compliance and Enforcement

- RAC reserves the right to impose penalties or terminate contracts for:
  - a) Violation of airport regulations
  - b) Substandard service or safety breaches
  - c) Non-payment of concession fees
  - d) Misrepresentation or corruption

All disputes will be resolved in accordance with the laws of the Republic of Rwanda and the dispute resolution clauses defined in the concession agreements.

## 18. Review and Amendments

These Non-Aeronautical Commercial guidelines shall be reviewed whenever significant regulatory or operational changes occur.

RAC may issue amendments, guidelines, or circulars to update procedures, which will be communicated formally to all stakeholders.

## 19. Effective Date

These guidelines take effect on 07/JAN/2026... and apply to all current and future commercial contracts at Kigali International Airport.

### Issued by:



Electronically Signed By:  
Charles HABONIMANA  
Date: 07 Jan 2026 12:30:10



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