

“Integrating Hospitality into Airport City Development: A Critical Analysis of Hotel Development at R.G. Mugabe International Airport in Harare, Zimbabwe.”

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Abstract

The rapid evolution of global aviation hubs has transformed airports from simple transport nodes into complex ecosystems—termed *airport cities* or *aerotropoli*. Within these urbanized airspaces, hospitality infrastructure, especially hotels, plays a critical role in integrating passenger comfort, economic activity, and territorial branding. This paper critically analyses the integration of hospitality within airport city development at R.G. Mugabe International Airport (RGMI), Harare, Zimbabwe. Drawing on the principles of airport urbanism, infrastructure economics, and hospitality management, the review assesses the current and potential hotel developments in the airport precinct. Findings indicate that the strategic inclusion of hotel facilities can catalyze the airport’s transformation into a multifunctional economic hub aligned with Zimbabwe’s Vision 2030. However, policy fragmentation, investment constraints, and limited spatial planning coordination hinder realization. The paper concludes by offering policy and planning recommendations for harmonizing hospitality and aviation development to optimize regional competitiveness.

1. Introduction

Airports have evolved far beyond their conventional role as gateways for air transportation. In the 21st century, they have become strategic growth nodes in the global urban system, often serving as catalysts for regional economic transformation. The emergence of the *airport city* concept, characterized by the integration of commercial, retail, logistics, and hospitality functions within the airport precinct, underscores the multidimensional potential of airports in national development strategies. In sub-Saharan Africa, the integration of hospitality into airport development remains underexplored. Most African airports—except for major hubs like OR Tambo (South Africa), Addis Ababa Bole (Ethiopia), and Nairobi Jomo Kenyatta (Kenya)—lack structured airport city planning frameworks. Zimbabwe’s R.G. Mugabe International Airport (RGMI), formerly Harare International Airport, represents a significant opportunity to examine this evolving paradigm. The airport, strategically located approximately 15 km southeast of Harare’s central business district, is undergoing major expansion under the Zimbabwe National Airport Development Master Plan (2020–2035) [1].

Hospitality development, particularly the inclusion of on-site and near-site hotels, is a critical component of airport city functionality. Hotels not only accommodate transit passengers and airline crews but also serve as venues for conferences, business meetings, and leisure activities—functions that enhance non-aeronautical revenue streams. As airports increasingly rely on such revenues to sustain operations amid volatile air traffic patterns, hotel development emerges as a strategic imperative. This review critically analyzes the role and current status of hotel development within the RGMI precinct. It explores how integrating hospitality aligns with Zimbabwe’s broader infrastructure modernization agenda, evaluates potential socio-economic benefits, and benchmarks RGMI’s progress against regional and international examples [2].

2. Conceptual Framework: Airport City and Aerotropolis Theory

The *aerotropolis* model, first popularized by John Kasarda, conceptualizes the airport as a central node around which urban and economic development radiates. The *airport city*—the core of this model—comprises facilities such as hotels, offices, logistics centers, and retail complexes that serve both air passengers and local populations. According to Freestone (2009), the model represents the spatial materialization of globalization through mobility and connectivity. In this framework, hospitality serves as both a functional and symbolic component. Functionally, it provides rest, recreation, and business services to travelers; symbolically, it projects the host city’s brand identity. The success of airport cities like Amsterdam Schiphol, Incheon, and Singapore Changi can be partly attributed to the quality and integration of their hotel infrastructure. Airport boundary represents the nucleus of a potential *Harare Aerotropolis*. Given Harare’s geographic centrality in southern Africa and the airport’s ongoing expansion, the potential for developing a vibrant airport city anchored by hospitality and logistics is substantial [3].

3. Hospitality Integration in Airport Development

Globally, airport hotels have transitioned from mere layover accommodations to multifunctional hubs for meetings, exhibitions, and short-stay tourism. Airports like Changi, Doha Hamad, and Dubai International demonstrate how hospitality integration enhances passenger satisfaction and non-aeronautical income. A 2019 report by the Airports Council International (ACI) indicated that non-aeronautical revenues account for 40–60% of total airport income, with hotels and retail being the leading contributors. This financial diversification is particularly critical for airports in developing economies, where passenger volumes may fluctuate.

Table 1. Comparative Overview of Airport-Linked Hotel Models

Model Type	Description	Example Airport
<i>Integrated Terminal Hotel</i>	Directly attached to passenger terminal	Crowne Plaza Changi (Singapore)
<i>Adjacent Cluster Hotel</i>	Within walking distance, separate building	Hilton Heathrow (UK)
<i>Airport District Hotel</i>	Part of wider business park near airport	InterContinental OR Tambo (South Africa)
<i>Transit Capsule/Short-Stay Facility</i>	Inside secure area for short layovers	YotelAir (various)

For RGMI, strategic integration of these models depends on land-use planning, passenger flow patterns, and national tourism objectives. Given Harare’s ambition to boost business tourism and MICE (Meetings, Incentives, Conferences, and Exhibitions) activities, an adjacent cluster or integrated terminal hotel could be most viable [4].

4. Overview of R.G. Mugabe International Airport

Originally constructed in 1956 and later expanded in the 1980s, RGMI remains Zimbabwe’s largest aviation hub. The 2022–2025 modernization project, funded through a US\$153 million loan from China Exim Bank, includes terminal expansion, runway upgrades, and a new air traffic control system. Passenger capacity is expected to rise from 2.5 million to 6 million annually by 2030 (CAA Zimbabwe, 2023). Despite these infrastructural upgrades, the surrounding land remains underutilized. The existing hospitality offer is minimal—consisting mainly of off-site accommodations such as Rainbow Towers and Cresta Lodge in central Harare, approximately 20 minutes away. The absence of an on-site hotel limits transit passenger convenience and constrains the airport’s competitiveness as a regional hub. The government’s 2030 Vision blueprint identifies tourism and infrastructure as twin pillars for national recovery. Thus, integrating hospitality into the RGMI development plan could align with strategic priorities, including employment creation, foreign exchange generation, and urban regeneration [5].

5. Hotel Development in Airport Environments

The development of hotels in airport environments has emerged as a critical strategy for enhancing passenger experience and diversifying airport revenue. As aviation competition intensifies and airlines push for lower airport charges, non-aeronautical income—particularly from hospitality—has become indispensable. The International Civil Aviation Organization (ICAO, 2020) underscores that airports must evolve into *multi-service platforms* capable of attracting not only air passengers but also local businesses and conference tourism.

5.1 Typologies of Airport Hotels

Airport hotels can be categorized according to their **spatial relationship**, **ownership**, and **functional role**.

From a spatial perspective, three typologies are most prevalent:

1. **Integrated Terminal Hotels** – Located within or attached to the terminal complex, offering direct access to gates and check-in counters. These typically serve transit passengers and airline crew requiring quick access.

- *Example:* Aerotel, Singapore Changi Airport.
- 2. **Adjacent Precinct Hotels** – Situated within the airport boundary but detached from terminals. They often host longer-stay business travelers and conferences.
 - *Example:* Hilton Garden Inn, Heathrow Airport.
- 3. **Peripheral Cluster Hotels** – Found within the broader aerotropolis or business district surrounding the airport. They benefit from airport proximity while catering to local and regional markets.
 - *Example:* InterContinental OR Tambo, Johannesburg.

Table 2. Spatial and Functional Typology of Airport Hotels

Typology	Key Features	Target Market	Integration Level
Integrated Terminal Hotel	Direct terminal connection, limited size	Transit passengers, airline crew	High
Adjacent Precinct Hotel	Within airport boundary, large- scale, conference facilities	Business travelers, MICE markets	Medium
Peripheral Cluster Hotel	Part of wider business park, accessible by road	General tourists, long- stay guests	Low

In developing countries, integrated terminal hotels are rare due to high capital costs and land- use restrictions. However, *adjacent precinct hotels* present an attainable model for airports such as R.G. Mugabe International, where land is available but financial constraints persist [6].

5.2 Ownership and Investment Models

The successful implementation of airport hotel projects depends on sound investment structures. Globally, four models dominate:

- **Public Ownership and Operation:** Managed by the airport authority (e.g., Munich Airport’s Kempinski Hotel).
- **Public-Private Partnership (PPP):** Joint ventures between airport authorities and private investors, where risk and profit are shared.
- **Private Concession:** A private developer leases airport land for a fixed period and independently manages operations.
- **Franchise Management:** Local investors develop the hotel under an international brand (e.g., Hilton, Marriott).

For Zimbabwe, the PPP model offers the most practical path. The Civil Aviation Authority of Zimbabwe (CAAZ) could lease airport land to a private investor under a *Build-Operate- Transfer (BOT)* agreement. This model aligns with the country’s National PPP Policy Framework (2021), which encourages private capital inflows in infrastructure and tourism.

Design and Sustainability Considerations

Modern airport hotels must embody sustainability and resilience principles. Key design criteria include:

- **Acoustic insulation** to mitigate aircraft noise.

- **Energy efficiency** through solar integration and passive ventilation.
- **Smart technology** for digital check-in, room automation, and air quality monitoring.
- **Flexible conferencing facilities** adaptable for both business and leisure events [7].

6. Case Study: Hotel Development at R.G. Mugabe International Airport

6.1 Existing Conditions

R.G. Mugabe International Airport, despite its status as the national gateway, lacks an on-site hotel. Travelers rely on accommodations located within Harare’s urban area—Cresta Lodge, Meikles Hotel, or Rainbow Towers—all over 10 km away. This spatial disconnect reduces transit convenience, especially for night arrivals or early-morning departures.

The airport precinct currently includes administrative offices, cargo terminals, and limited retail facilities but no significant hospitality infrastructure. CAAZ’s 2035 Master Plan identifies approximately **40 hectares** of undeveloped land to the north and east of the terminal—designated for commercial use.

Table 3. Land Use Allocation around R.G. Mugabe International Airport (2025 Master Plan)

Zone	Area (ha)	Proposed Use	Remarks
A	15	Cargo & logistics park	Under feasibility study
B	10	Business/commercial zone	Potential hotel site
C	5	Airport support services	Maintenance facilities
D	10	Reserved for expansion	Future terminal growth

Zone B, adjacent to the access road leading from Airport Road, represents the most viable site for hotel development. Its proximity to both terminal and highway allows dual accessibility for passengers and local visitors.

6.2 Stakeholder Landscape

Key stakeholders include:

- **Civil Aviation Authority of Zimbabwe (CAAZ):** Land custodian and regulatory authority.
- **Ministry of Transport and Infrastructural Development (MoTID):** Policy oversight and investment approval.
- **Zimbabwe Tourism Authority (ZTA):** Marketing and hospitality standards.
- **Private Investors:** Potential developers and operators.
- **Local Authorities:** Responsible for utilities and planning approvals.

A multi-agency collaboration is essential to ensure that hospitality development is harmonized with aviation operations, zoning, and environmental safeguards.

6.3 Strategic Justification for a Hotel at RGMI

1. **Passenger Convenience:** Reduces travel time between airport and accommodation, enhancing passenger satisfaction.
2. **Revenue Diversification:** Generates stable non-aeronautical income for CAAZ.
3. **Business Tourism Growth:** Enables Harare to attract conferences and exhibitions tied to aviation and trade.

4. **Employment Creation:** Direct jobs in hotel operations, indirect jobs in construction and services.
5. **Urban Competitiveness:** Positions Harare alongside regional hubs such as Johannesburg and Addis Ababa.

A financial pre-feasibility study (CAAZ internal draft, 2023) estimated that a **150-room four- star hotel** at RGMI could generate annual revenues of **US\$7–10 million** with a payback period of 7–9 years, assuming occupancy rates of 65–70%.

Proposed Development Concept Design Vision:

A “*Gateway Hospitality Complex*” integrating a mid-scale hotel (150 rooms), conference center (400 pax capacity), airline crew quarters, and transit lounge.

Development Phasing:

- **Phase 1 (2025–2027):** Feasibility study, land lease, PPP agreement.
- **Phase 2 (2027–2030):** Construction and commissioning.
- **Phase 3 (2030–2035):** Expansion with branded retail and F&B outlets.

6.4 Policy and Institutional Challenges

Several constraints may hinder hotel development at RGMI:

- **Fragmented Planning Authority:** Overlap between CAAZ, Harare City Council, and the Ministry of Transport.
- **Foreign Currency Shortages:** Affect importation of building materials.
- **Limited Investor Confidence:** Due to macroeconomic volatility.
- **Environmental Concerns:** Need for proper noise and waste management plans.

To overcome these, the government must establish a **Special Development Zone (SDZ)** around the airport to streamline approvals and offer tax incentives to investors [8].

7. Economic, Social, and Environmental Impacts

7.1 Economic Impacts

Airport hotels are proven engines of local economic development. At RGMI, a medium-sized hotel could contribute significantly through direct spending, employment, and multiplier effects.

Table 4. Projected Economic Impact of Proposed RGMI Hotel (Estimated)

Impact Category	Estimated Annual Value (USD)	Description
Direct Employment (Operational)	150 jobs	Staff, management, maintenance
Indirect Employment (Supply Chain)	300 jobs	Food, transport, services
Annual Revenue	8 million	Accommodation, F&B, conferences
Tax Contribution	1.2 million	VAT, income, tourism levies
Induced Local Spending	3 million	Ancillary spending in Harare

Furthermore, such a project would enhance Harare's international competitiveness by offering business-class infrastructure at the point of arrival, reducing *leakage* of tourism spending to foreign destinations.

7.2 Social Impacts

The social benefits of integrating hospitality into RGMI's airport city framework include:

- **Job Creation:** Promoting youth and female employment in hospitality and service industries.
- **Skills Development:** Training programs in hotel management and aviation hospitality.
- **Community Engagement:** Local suppliers providing food, crafts, and services.
- **Cultural Representation:** Zimbabwean architecture and art showcased in the hotel's design.

However, potential social challenges include displacement risks if surrounding land is re-zoned and the need to ensure equitable access to new economic opportunities (**Figure 1**).

7.3 Environmental Impacts

Sustainable hotel development requires balancing growth with ecological stewardship. Major environmental considerations include:

Energy Efficiency: Adoption of solar photovoltaic systems to supplement Zimbabwe's national grid.

- **Water Management:** Greywater recycling for landscaping and sanitation.
- **Noise Mitigation:** Acoustic engineering to minimize aircraft noise intrusion.
- **Green Landscaping:** Buffer zones with indigenous vegetation to reduce carbon footprint. An **Environmental Impact Assessment (EIA)** should be mandatory before project approval, in line with Zimbabwe's Environmental Management Act (Chapter 20:27).

7.4 Long-Term Vision

By 2035, the RGMI precinct could evolve into a fully functional *airport city*, integrating hotels, logistics, retail, and business parks. The proposed hotel would act as the **anchor catalyst**, demonstrating how hospitality infrastructure can transform an airport into a dynamic economic node. Such a transformation aligns with **Zimbabwe Vision 2030**, which aspires to create an upper-middle-income economy through infrastructure modernization and tourism diversification [9].

8. Challenges and Opportunities

8.1 Institutional and Governance Challenges

One of the central barriers to integrating hospitality into airport city development in Zimbabwe is the **fragmented institutional framework**. The Civil Aviation Authority of Zimbabwe (CAAZ), Ministry of Transport and Infrastructural Development (MoTID), and Zimbabwe Tourism Authority (ZTA) operate with overlapping mandates but without a unified policy for airport area development.

This results in disjointed decision-making and regulatory delays, particularly regarding:

- **Land tenure and leasing rights:** CAAZ holds airport land under state title, which complicates private-sector leasing.
- **Zoning approval:** Harare City Council retains statutory planning powers, creating bureaucratic overlap.

8.2 Environmental approvals: Environmental Management Agency (EMA) requires separate EIA certification, often not synchronized with aviation timelines.

Financial and Investment Constraints

Zimbabwe's macroeconomic volatility poses a significant barrier. Inflation fluctuations, exchange-rate instability, and limited access to long-term financing make it difficult for developers to secure foreign currency loans.

Additionally, many international hotel chains require **revenue repatriation guarantees**— something the Reserve Bank of Zimbabwe (RBZ) can only offer within strict limits. The absence of robust project-finance instruments and limited domestic capital markets restricts local investors' capacity.

Potential mitigation measures include:

- Establishing a **Tourism Infrastructure Fund**, supported by public–private contributions.
- Providing **sovereign guarantees** for strategic projects.
- Encouraging **joint ventures** between foreign hotel operators and Zimbabwean pension funds or institutional investors.

8.3 Planning and Infrastructure Limitations

Another constraint is inadequate supporting infrastructure. The RGMI precinct suffers intermittent **water supply**, inconsistent **power availability**, and poor **road lighting** on Airport Road—conditions that increase operating costs for potential hotels.

Furthermore, **digital connectivity** remains weak; high-speed fiber coverage is limited, affecting international business travelers who demand robust digital environments. Addressing such infrastructure deficits is vital for any successful hospitality investment.

8.4 Opportunities for Integrated Growth

Despite these barriers, the potential for synergy between aviation and hospitality sectors at RGMI is immense. Several enabling factors stand out:

1. **Strategic Location:** Harare's central position in Southern Africa provides regional accessibility for business travel between SADC nations.
2. **Government Vision 2030:** Prioritizes tourism infrastructure as a catalyst for economic growth.
3. **Emerging Passenger Growth:** Projected rise in arrivals (post-expansion) from 2.5 million to 6 million passengers annually.
4. **Diaspora and Regional Markets:** High demand for convenient stop-over facilities among diaspora and regional traders.
5. **Policy Reform Momentum:** Zimbabwe's PPP Act (2021) and the new National Investment Policy create frameworks conducive to private participation. Harnessing these opportunities requires a coordinated development strategy that integrates airport management, tourism policy, and investment promotion under a unified vision [9].

9. Comparative Analysis: Lessons from Regional and Global Airports

To contextualize the potential of RGMI's hospitality integration, it is instructive to examine comparative cases where airport hotels have successfully catalyzed aerotropolis growth.

9.1 OR Tambo International Airport, Johannesburg

OR Tambo International Airport (ORTIA) provides a leading African example of a successful airport city. The airport precinct houses multiple hotels—InterContinental OR Tambo (5-star), Protea Transit Hotel, and City Lodge—each serving distinct market segments.

Key success factors include:

- A dedicated airport city zoning plan, governed by Airports Company South Africa (ACSA).
- Integration of hotels with conference facilities and logistics parks.

- Supportive investment climate and stable financial system.

ORTIA’s hospitality infrastructure contributes approximately 15 % of its total non-aeronautical revenue (ACSA Annual Report, 2023). Lesson for RGMI: Establish a clear land-use plan and an institutional entity—perhaps a *Harare Airport City Development Company*—to coordinate investment.

Addis Ababa Bole International Airport, Ethiopia

Bole Airport’s integration with the Ethiopian Skylight Hotel (operated by Ethiopian Airlines) demonstrates a national-carrier-driven hospitality model. The 373-room hotel provides transit accommodation for the airline’s global network passengers and hosts business events. This vertically integrated model ensures consistent occupancy and aligns hospitality operations with the airline’s schedule. The state’s backing minimized financing risk and accelerated delivery. Lesson for RGMI: Consider collaboration with Air Zimbabwe or a regional airline to anchor hotel occupancy through crew and passenger contracts.

9.2 Nairobi Jomo Kenyatta International Airport, Kenya

At JKIA, the Four Points by Sheraton and the Hilton Garden Inn exemplify successful PPP arrangements between Kenya Airports Authority (KAA) and private developers. Both projects were developed under land-lease concessions and are strategically located within the airport precinct. These hotels have stimulated local employment and positioned Nairobi as a regional conference hub. Lesson for RGMI: Adopt a transparent PPP model with defined tenure and revenue-sharing formula to attract reputable international brands.

9.3 Dubai International Airport and Singapore Changi

Globally, the most advanced airport cities, such as Dubai and Changi, treat hospitality as an integral brand and experiential component rather than a peripheral service. The Dubai International Hotel inside Terminal 3 is part of Emirates’ customer-experience architecture, while Changi’s Jewel Complex integrates retail, hotels, and recreation into a single ecosystem. These models demonstrate that hospitality integration amplifies an airport’s destination identity—turning it from a transit point into an attraction. Lesson for RGMI: Position the future RGMI hotel as a cultural and architectural symbol showcasing Zimbabwean heritage (stone art, local cuisine, music) to strengthen place identity.

9.4 Synthesis of Comparative Insights

Table 5. Comparative Summary of Airport Hotel Models

Airport	Ownership Model	Integration Type	Key Success Factor	Applicability to RGMI
OR Tambo (SA)	PPP / ACSA-owned	Adjacent Precinct	Land-use zoning & governance	High
Addis Ababa Bole (ETH)	State-Airline Owned	Integrated	Airline-driven occupancy	Moderate
Nairobi JKIA (KEN)	PPP / Lease	Adjacent Precinct	Clear concession structure	High
Dubai DXB (UAE)	Airline-Integrated	Terminal Hotel	Brand experience integration	Moderate

Singapore Changi (SGP)	Government- Private	Mixed	Destination branding & retail synergy	Moderate–High
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9.5 Regional Positioning of RGMI

Within Southern Africa, Harare can leverage its geographic centrality to attract both **regional conference tourism** and **air cargo trade**. The presence of a high-quality airport hotel would:

- Encourage airlines to schedule **night-stop layovers** in Harare.
- Enable **conference tourism** through quick airport access.
- Strengthen Harare’s image as a safe, efficient travel hub.

By benchmarking against OR Tambo and JKIA, RGMI can adopt best practices in governance, financing, and branding to transform itself into a competitive node in the SADC aviation network [10].

10. Conclusions and Recommendations

10.1 Summary of Key Findings

This review has demonstrated that integrating hospitality into airport city development is not merely an architectural or commercial exercise but a **strategic urban-economic intervention**.

For R.G. Mugabe International Airport, hotel development represents both an immediate opportunity for non-aeronautical revenue and a long-term catalyst for metropolitan growth.

Key insights include:

- The absence of an on-site hotel at RGMI limits passenger convenience and non- aeronautical income.
- Global models show that **PPP and airline-linked ownership structures** offer effective frameworks.
- Strategic land (Zone B) exists for hotel development within RGMI’s 2035 Master Plan.
- A well-designed, sustainable, 150-room facility could yield annual revenues of US\$8– 10 million and create over 450 direct and indirect jobs.
- Governance reform, infrastructure upgrades, and investor incentives are essential to unlock this potential.

10.2 Policy Recommendations

1. **Establish a Harare Airport City Authority (HACA):** A statutory body to coordinate planning, land use, and PPP arrangements for all commercial development within the airport zone.
2. **Adopt a Dedicated Airport Hospitality Policy:** Developed jointly by CAAZ and ZTA, specifying design standards, environmental requirements, and investment modalities for on-site hotels.
3. **Implement a Public-Private Partnership Framework:** Use a BOT or long-term concession model (25–30 years) to attract private investment while retaining public ownership of land.
4. **Develop Infrastructure and Utilities:** Prioritize reliable power, water, ICT, and access roads under the Harare Airport Corridor Improvement Program.
5. **Integrate Sustainability Standards:** Mandate EDGE/LEED certification for airport- area hotels and promote green mobility (EV shuttles, bike paths).
6. **Branding and Marketing Strategy:** Market RGMI’s hospitality assets under the theme “*Gateway to Zimbabwe – Gateway to Africa*”; promote conference tourism through regional campaigns.

10.3 Capacity Building: Partner with local universities and hospitality training institutes to produce skilled personnel

for future airport city employment.

Future Research Directions

To move from conceptual analysis to practical implementation, future research should focus on:

- **Economic feasibility studies** incorporating passenger flow modeling and return-on- investment analysis.
- **Spatial planning simulations** to optimize land allocation within the airport city.
- **Social-impact assessments** evaluating inclusivity and community integration.
- **Comparative governance frameworks** across African aerotropolis

Such empirical work will ground theoretical models in the realities of Zimbabwe’s evolving economic landscape.

10.4 Concluding Reflections

Integrating hospitality into the R.G. Mugabe International Airport development plan represents a transformative opportunity for Zimbabwe. Beyond serving passengers, an airport hotel symbolizes national modernity and confidence. If properly planned, financed, and managed, it can ignite a broader *airport-city economy*—linking transport, tourism, logistics, and culture in a self-reinforcing ecosystem. The global shift toward airport urbanism demonstrates that airports are no longer edges of cities but new urban centers in themselves. For Harare, embracing this paradigm could redefine its urban trajectory, positioning Zimbabwe as a competitive, connected, and hospitable hub within the southern African region.

Table 6. Summary Matrix of Strategic Recommendations for RGMI Airport City

Strategic Area	Recommended Action	Lead Institution	Expected Outcome
Governance	Establish Airport City Authority	MoTID + CAAZ	Coordinated planning
Investment	Adopt PPP/BOT framework	Treasury + Invest Zim Agency	Increased FDI inflow
Infrastructure	Upgrade utilities & access roads	Harare City Council + ZESA	Reliable service delivery

Strategic Area	Recommended Action	Lead Institution	Expected Outcome
Hospitality Development	Build 150-room sustainable hotel	Private Investors + ZTA	Enhanced airport experience
Sustainability	Mandate green-building certification	EMA + CAAZ	Reduced environmental footprint
Branding	“Gateway to Zimbabwe” campaign	ZTA + Tourism Ministry	Strengthened destination image

The integration of hospitality within the RGMI precinct is not just an infrastructural upgrade but an urban renaissance opportunity. It calls for visionary leadership, institutional collaboration, and investor confidence. If these elements converge, Harare could soon host an airport city where travel, business, and culture intertwine—a tangible emblem of Zimbabwe’s re-emergence on the global stage.

Fundings

There is no funding support and grant/award for this manuscript.

Declarations

● Availability of data and materials

Not applicable.

● Ethics approval and consent to participate

Not applicable.

● Consent for publication

Not applicable.

● Competing interests

The authors declare that they have no competing interests.

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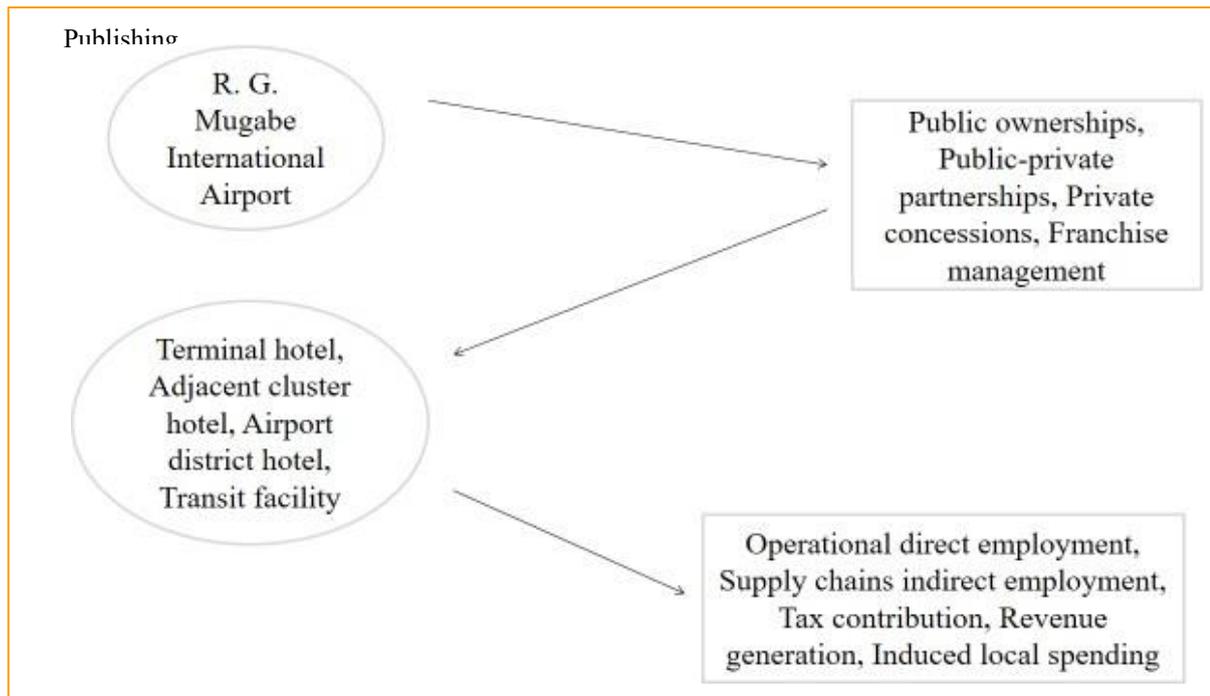


Fig. 1: Social and economic development in Zimbabwe International airport