KOKEB ENTERPRISES LIMITED

Kokeb Multi-Facility Economic Zone

Concept Note and Site Plan

Sector 1 (122 Ha) and Sector 2 (Farm No. 10808, 153.07 Ha) — approximately 275 hectares fronting the Solwezi–Kipushi Road, Chief Mulonga's area, Mushindamo District, North-Western Province.

Revision C — Concept for discussion
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1. Purpose

This note assembles the two parcels Kokeb now controls on the Solwezi–Kipushi Road — referred to throughout as Kokeb MFEZ Sector 1 (the northern parcel with the road frontage) and Sector 2 (Farm No. 10808) — into a single development site, and sets out a first concept for developing it as a Multi-Facility Economic Zone (MFEZ). It is intended to anchor three conversations: the internal decision on phasing and capital, the pre-application dialogue with the Zambia Development Agency and the Ministry of Commerce, Trade and Industry, and the brief to the planning, survey and environmental consultants who will take the concept to statutory submission.

Everything in the plan is drawn to the true geometry of the two surveys, so areas and distances can be relied on at concept level. Zone boundaries, road alignments and facility positions are proposals, not fixed designs. The naming convention is deliberately simple: sectors for the two land parcels, numbered from the road inward, and zones Z1–Z7 for land uses, so that a plot can later be referenced as, for example, “Sector 2, Zone 4, Plot 12”.

2. The site

2.1 Land assembly

Parcel	Area	Tenure and instrument	Position
Sector 2 — Farm No. 10808	153.0739 Ha	Certificate of Title No. 140071 (27 Dec 2022); 99-year lease from 1 Dec 2022 to Kokeb Enterprises Limited; Survey Diagram SD-23188/2021	Southern parcel. North-western side is the Sector 1 F–E line; eastern side is the existing track, beyond which lies a Reserve; western boundary is the left bank of the Kilalamakebo River.
Sector 1	122 Ha (123.1 Ha by coordinates)	Department of Agriculture surveyed sketch, sheet 1226B1, approved 18 Apr 2024, endorsed by Chief Mulonga’s palace; acquired by Kokeb from the previous customary holder	Northern parcel with 762 m of frontage on the Solwezi–Kipushi Road (D271). Shares its south-western line with Sector 2.
Combined site	≈275 Ha (273.1 Ha as drawn)	To be consolidated into one title after conversion of the northern parcel; the consolidation survey fixes the Farm 10808 position definitively	2.8 km north–south, up to 1.2 km wide; bounded by road (north), Reserve (east) and river (west).

Sector 2 is positioned in this plan from the features on the ground rather than from the coordinates on its survey diagram. Its north-western side is taken as Sector 1’s F–E line itself, so the two parcels share one boundary with no gap; its eastern side follows the existing track that leaves the Solwezi–Kipushi Road near beacon C and runs south-east past E, which marks the Reserve edge; the diagram’s side lengths AB (1300 m), BC (1489 m) and CD (1512 m) are then applied, and the western side follows the Kilalamakebo. Fitted this way the farm measures 150.1 Ha against 153.07 Ha on title, the difference arising because the shared side measures 1057 m where the diagram gives 926 m. The consolidation survey, which must pick up every beacon on the ground, will settle the position definitively and reconcile the areas; nothing in the concept turns on the last three hectares.

Users of the coordinate files should note that both surveys are on the Arc 1950 datum, as Zambian cadastral work normally is. Plotted as WGS84 Sector 1 lands about 290 m too far north, which is why it appeared to straddle the road in the first Google Earth file; the accompanying KMZ and plan are datum-corrected.

2.2 Access

The whole northern edge of the site (beacons A–B–C) lies 26–31 m south of the centreline of the Solwezi–Kipushi Road, giving a continuous frontage of roughly 760 m. The main gate is placed at the mid-point of the straight B–C section, where sight lines along the road are longest. The road is unpaved secondary road D271 at this point; its upgrading, or at least a sealed junction with turning lanes, will be a condition the Road Development Agency is likely to attach to an access permit and should be built into the Phase 1 cost plan.

The existing track that leaves the road near beacon C runs along Sector 1's eastern edge and then forms the eastern boundary of Sector 2 as far as its corner B, where it continues into the Reserve. It is a useful construction and emergency access along the whole eastern flank, but it is a boundary feature rather than a site road, so the concept provides an internal perimeter road just inside it, which also serves as the firebreak to the Reserve.

2.3 Physical features and constraints

- Kilalamakebo River and stream: the entire western boundary follows the watercourse. A 50 m riparian buffer (15 Ha) is reserved as green space and stormwater corridor. The river's floodplain width is not yet known; a flood-line survey should precede the fixing of plots on the river side of the spine in Zones 4 and 5.
- Reserve boundary to the east: the track line is treated as a sensitive edge, with a 38 m buffer and firebreak behind the perimeter road.
- Road reserve: a 30 m building line from the D271 centreline has been applied; the RDA's actual reserve width should be confirmed.
- Prevailing winds in the Solwezi area are easterly to south-easterly for most of the year. Residential and community uses are therefore placed on the eastern side of Sector 2, upwind of the process-industry zone, with the 30 m spine and its planting as the separator.
- Topography, soils, geotechnical conditions, groundwater and vegetation have not yet been surveyed. These inputs may move zone boundaries and will determine earthworks and drainage costs.

3. Strategic rationale

The site sits in the Solwezi–Kalumbila corridor, where Kokeb already works and where mining expansion is generating sustained demand for engineering workshops, equipment service, warehousing and contractor accommodation that the towns cannot currently supply. The Solwezi–Kipushi Road is the natural route to the Democratic Republic of Congo through the Kipushi border, which positions the site for cross-border logistics and for suppliers serving both the Zambian and Congolese Copperbelt. The Lobito Corridor programme reinforces the same logic: a bonded, serviced zone with a one-stop regulatory shop near the border is the kind of facility that turns through-traffic into local value.

Kokeb also brings its own anchors. The equipment reconditioning and repair business, FreightLink logistics, Novea Energies and the construction division can occupy first-phase plots and demonstrate the zone to third-party investors, while Kokeb Pay provides the payments layer for zone tenants. A zone that opens with a working OEM service centre, a fuel and truck stop and a bonded warehouse is a materially easier sale to the ZDA and to tenants than vacant serviced land.

4. Planning principles

1. One formal gateway on the public road, with the regulatory, commercial and hospitality functions clustered at it so that visitors and officials never need to enter the industrial areas.
2. Heavy vehicle movements kept to the northern third: logistics, customs and warehousing sit directly behind the gate, so trucks do not traverse the site.
3. A single 30 m spine along the long axis, carrying trunk services (power, water, sewer, fibre, stormwater) in a shared corridor, with 20 m secondary roads forming development blocks of 15–35 Ha that can be subdivided to demand.
4. Industry graded from light to heavy as one moves away from the gate and the road, with process industry and utilities on the river side of the spine and people on the Reserve side.
5. Water and the river treated as assets: the riparian corridor becomes the zone's green network and stormwater system, and wastewater treatment is placed at the downstream end.
6. Phasing that follows the land: Sector 1, with the road frontage, is Phase 1 in its entirety; Sector 2 follows once the spine crosses Boundary Avenue.

5. The concept plan

The plan on the following page allocates the combined site as set out below. Areas are measured from the drawn zones and include internal access within each zone but exclude the main road reserves.

Zone	Use	Ha	%
Z1	Gateway, Commercial & Zone Administration	13.5	5
Z2	Logistics, Bonded Warehousing & Truck Terminal	32.7	12
Z3	Mining Services & Light Industrial	56.8	21
Z4	General & Process Industry	56.9	21
Z5	Utilities, Energy & Environmental Services	23.4	9
Z6	Residential, Skills & Community	40.3	15
Z7	Expansion / Agro-industrial	5.8	2
—	Green buffers, riparian strip & firebreak	19.2	7
—	Road reserves	24.3	9
	Total combined site	273.1	100

Z1 — Gateway, Commercial and Zone Administration (13.5 Ha)

West of the main gate, on the A–B frontage. Zone administration building housing the ZDA, ZRA Customs, immigration and council one-stop shop and the zone operator, running on Bumuntu Zones; business hotel and conference facility; bank and forex; showrooms and offices for tenants; convenience retail. This is the public face of the zone and the first thing built.

Z2 — Logistics, Bonded Warehousing and Truck Terminal (32.7 Ha)

East of the gate and extending back to the mid-zone cross road, with its own truck gate off the spine. Novea Energies fuel station and truck stop on the frontage; customs examination yard and weighbridge; bonded and general warehouses; container depot and truck parking. Depth and direct road access make this the natural home for the bonded facility under the Customs and Excise Act.

Z3 — Mining Services and Light Industrial (56.8 Ha)

The core of Sector 1 on both sides of the spine. OEM and equipment service centres, Kokeb's own reconditioning workshops, fabrication and engineering shops, parts warehousing, laboratories and contractor yards. Plots of 0.5–3 Ha with shared yards. The fire station, clinic and emergency base sit here, central to the whole site.

Z4 — General and Process Industry (56.9 Ha)

Immediately south of Boundary Avenue in Sector 2. Larger plots (2–10 Ha) for mineral processing and beneficiation, building-materials manufacture (precast, blocks and aggregates drawing on Kokeb's quarry), agro-processing, assembly and other plants needing heavy power and water. The western block lies against the river corridor and its lower edge is subject to the flood-line check noted above; the eastern block is reserved for cleaner process uses adjoining the residential zone.

Z5 — Utilities, Energy and Environmental Services (23.4 Ha)

River side of the spine in the southern half of Sector 2: primary substation and ZESCO intake; a solar PV park of roughly 8–10 Ha (indicatively 6–8 MWp) under Novea; water treatment and storage; wastewater treatment works at the downstream end; waste transfer and recycling. Placing utilities here keeps them downwind and downstream of everything else.

Z6 — Residential, Skills and Community (40.3 Ha)

Eastern side of Sector 2 against the Reserve buffer. Staff and contractor housing in a Bumuntu-style layout, a skills academy and training workshops aligned to tenant needs, community centre, clinic, sports ground and local shops. Around 25 Ha of net housing land supports an initial 500–700 units at typical densities, scalable in later phases.

Z7 — Expansion and Agro-industrial (5.8 Ha)

The southern tip, held for expansion, a nursery for the zone's landscaping programme and small-scale agro-industrial uses compatible with the river corridor.

Roads and green network

About 11 km of internal roads are shown: the 2.8 km spine (30 m reserve), the eastern perimeter service road and five cross roads (20 m reserves). Boundary Avenue runs along the common boundary between the two sectors and marks the Phase 1/Phase 2 line. The riparian corridor, the Reserve buffer and planted road verges together provide 19 Ha of green space and a continuous stormwater route to the river.

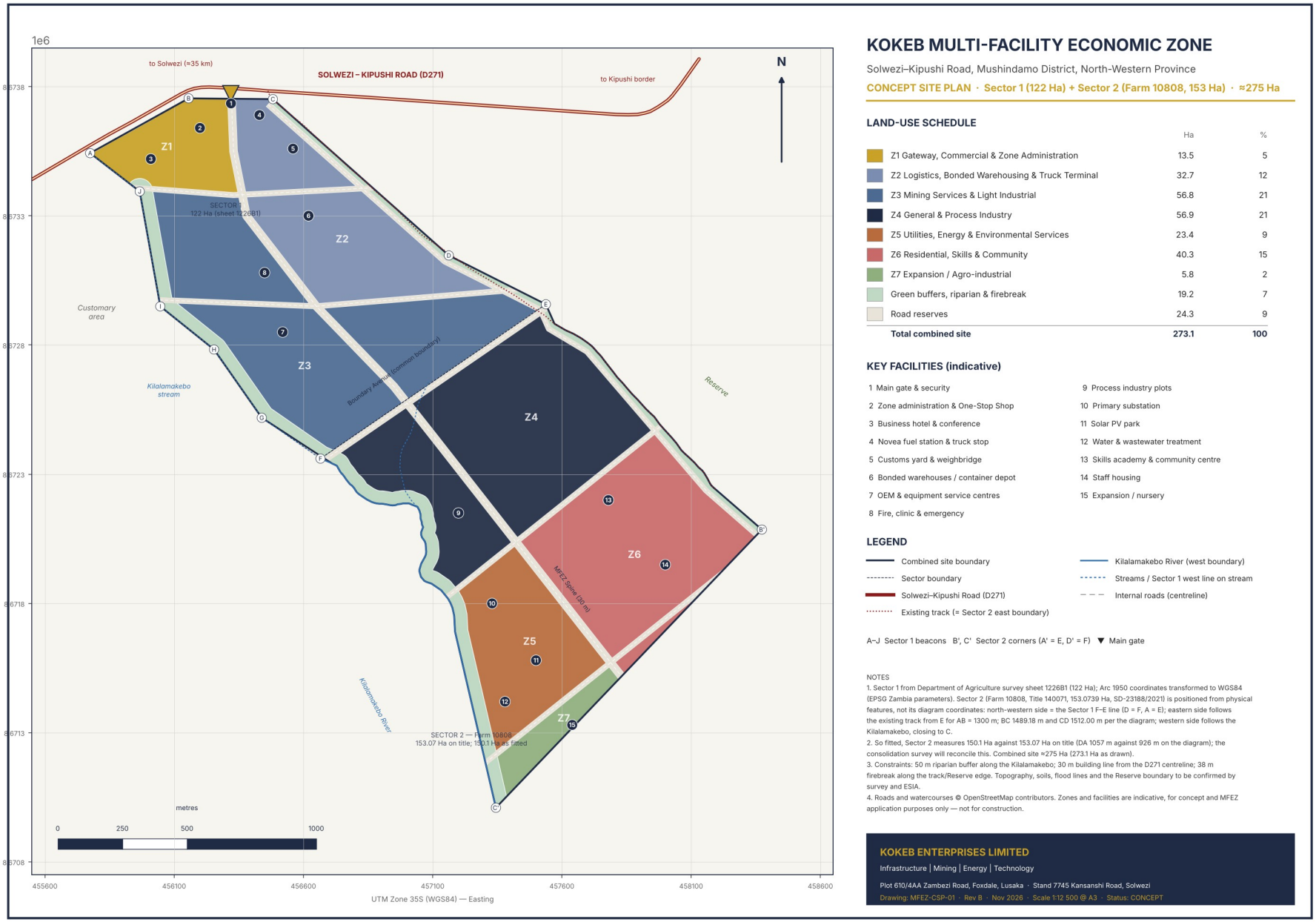


Figure 1 — Concept site plan (drawing MFEZ-CSP-01, Rev B). A full-size A3 PDF and a Google Earth KMZ accompany this note.

6. Infrastructure strategy

- **Power.** Grid connection from ZESCO via a dedicated 33 kV (or 66 kV, subject to load) line to a primary substation in Z5, with reticulation along the spine. The on-site solar park and Novea's electricity trading licence application give the zone a second supply and a selling point for tenants. Indicative Phase 1 demand of 3–5 MVA rising to 15–25 MVA at build-out should be tested with ZESCO early, as network capacity in the area is a known constraint.
- **Water.** Boreholes for Phase 1, with a WARMA abstraction permit for river water and a treatment works in Z5 as demand grows. Elevated storage at the highest point of the site for pressure and firefighting reserve.
- **Wastewater.** Gravity sewers to a packaged or pond-based treatment works at the downstream end of Z5, discharging to the river under a ZEMA effluent licence; industrial tenants to pre-treat to zone standards.
- **Stormwater.** Open swales along the roads draining westward to the riparian corridor, with attenuation ponds at outfalls; no development within the 50 m buffer.
- **Roads and junction.** Sealed spine and Phase 1 cross roads; gravel standard for later phases until occupied. A sealed, channelised junction with the D271 and the first 500 m of frontage road are Phase 1 items regardless of tenant uptake.
- **ICT.** Fibre duct in the spine corridor from day one; a zone-wide network operated under Kokeb's ZICTA dealer's certificate, with Kokeb Pay integrated for tenant billing and utilities.
- **Security.** Perimeter fence along the road and Reserve edges, controlled gate, and the perimeter road doubling as a patrol route and firebreak.
- **Zone operations platform.** The zone will be administered on Bumuntu Zones (zones.bumuntu.net), the operating software for economic zones and industrial parks developed within the group from the Bumuntu platform that already runs its serviced-plot estates in Solwezi. It carries the investor pipeline, land allocation by sector, zone and plot, leases and their covenants, billing of premiums, ground rent, service charges and utilities, and regulator reporting in one audited system, with an operator console for zone officers, a portal for each tenant company and a read-only regulator view of take-up, capital invested, jobs, compliance and collections. The sectors, zones and plot structure in this plan are the configuration the platform will carry from the first allocation.

7. Phasing

Phase	Indicative timing	Scope	Area brought to market
1	Years 1–3	Junction and gate; Z1 administration building and one-stop shop; Novea fuel and truck stop; customs yard and first bonded warehouse; spine and gateway rear road; boreholes, first substation and fibre; first Z3 plots including Kokeb's own workshops.	≈100 Ha (Z1, Z2, Z3)
2	Years 3–6	Boundary Avenue and spine extension into Sector 2; Z4 process-industry plots; primary substation, solar park and wastewater works in Z5; hotel in Z1.	≈80 Ha (Z4, Z5)
3	Years 5–10	Z6 housing, skills academy and community facilities; southern cross road; Z7 expansion; remaining Z4 plots.	≈46 Ha (Z6, Z7)

The sequence lets the zone open with its regulatory functions and Kokeb's own operations in place, and defers the capital-heavy utilities to the point where Phase 1 revenue and committed Phase 2 tenants justify them.

8. Regulatory pathway

The governing statute is the Investment, Trade and Business Development Act, No. 18 of 2022, which replaced the Zambia Development Agency Act of 2006. Under section 2 a multi-facility economic zone is one form of "special economic zone". The principal steps are:

1. **Declaration of the zone.** Under section 7 the Minister responsible for trade, after consulting the Minister of Finance and with Cabinet approval, declares an area a special economic zone by statutory instrument. Section 7(2) allows a conditional permit to be issued first to facilitate establishment — the realistic first milestone for Kokeb.
2. **Developer licence.** Section 18(1)(a) provides for a licence to develop premises as a special economic zone, with the ZDA to decide within thirty days (section 18(2)). Licences run for five years and are renewable (section 21). Section 19 sets the assessment criteria: employment creation, use of domestic inputs, value addition, export orientation, environmental impact and technology transfer — the concept note and business plan should be written to those heads.
3. **Incentives.** Section 30 ties eligibility to investment thresholds: US$50,000 for a local investor, US$100,000 for a citizen-owned company, US$150,000 for a citizen-empowerment company, US$500,000 for a citizen-influenced company and US$1 million for other investors. Tax relief is granted by the Minister of Finance on the Agency's recommendation (sections 31–33) and can be withdrawn for non-compliance (section 34). The fiscal measures announced for economic zones in recent budgets — a ten-year holiday on profits and dividends from exports, phased back in over years 11–15 — should be verified against the current Income Tax Act before being quoted to tenants.
4. **Land.** Sector 1 is customary land evidenced by a Department of Agriculture sketch and the Chief's endorsement, not a title. It must be converted to leasehold under section 8 of the Lands Act (Chief's consent, Mushindamo Town Council recommendation, Commissioner of Lands, Surveyor-General diagram) in Kokeb's name, and the two parcels then consolidated. This is the critical path item: the ZDA will expect proof of title to the whole site, and the consolidation survey also resolves the boundary sliver and fixes the river boundary.
5. **Planning.** Change of use and a layout plan approved by the Town Council under the Urban and Regional Planning Act, 2015; the MFEZ declaration does not displace local planning control.
6. **Environment.** An Environmental and Social Impact Assessment under the Environmental Management Act and the EIA Regulations, approved by ZEMA, is required for a development of this scale and will govern the riparian buffer, effluent standards and the Reserve edge.
7. **Sector permits.** RDA access permit and junction design approval; WARMA water permit; ZESCO connection agreement and, for on-site generation and trading, ERB licensing under Novea; ZRA licensing of the bonded warehouse.

9. Risks and matters to resolve

- **Tenure of Sector 1.** Until Sector 1 is converted and titled, Kokeb holds a customary-land purchase, which neither the ZDA nor a lender will treat as bankable. Start the conversion immediately; it typically runs twelve to twenty-four months.
- **Flood line along the river.** The river-side blocks of Zones 4 and 5 run to within 50 m of the Kilalamakebo. A topographic and flood-line survey should confirm the developable edge before plots

are sold there; if the floodplain is wider than the buffer, the affected land moves to green or utility use and the zones shift east.

- **Reserve boundary and status.** The nature of the Reserve beyond the track (forest reserve or other) determines buffer requirements and whether the track can be formalised as a public road. Confirm with the Forestry Department and the Surveyor-General.
- **Power availability.** Grid capacity on the Kipushi road corridor may not support process industry in Phase 2 without network reinforcement; the solar park mitigates but does not replace a firm supply.
- **Market absorption.** The plan deliberately front-loads uses Kokeb can occupy itself. Third-party uptake should be tested with the OEMs and contractors already active at Lumwana, Kansanshi and Kalumbila before Phase 2 capital is committed.
- **Road standard.** D271 is unpaved. Sealing of the frontage and junction is likely to fall to the developer; the business case should carry it rather than assume RDA funding.

10. Recommended next steps

1. Instruct a licensed land surveyor to pick up all beacons of both parcels on a common WGS84 datum, survey the river bank and the Reserve boundary, and prepare the consolidation diagram; lodge the Lands Act section 8 conversion for Sector 1 in parallel.
2. Commission a topographic and flood-line survey and a preliminary geotechnical investigation of the combined site.
3. Open the pre-application dialogue with the ZDA on the section 7(2) conditional permit, using this note and the plan as the basis, and confirm the current incentive regime in writing.
4. Engage ZESCO on connection capacity and WARMA on abstraction, and obtain the RDA's requirements for the D271 junction.
5. Appoint planning and environmental consultants to convert the concept into a statutory layout plan and ESIA scoping report.
6. Prepare the MFEZ business plan: capital cost by phase, Kokeb's own anchor occupation, tenant pipeline from the mining supply chain, and the financing structure, so that the licence application and investor conversations proceed from the same numbers; and configure the zone on Bumuntu Zones (sectors, zones, plots, tariffs and return periods) so that enquiries and allocations are recorded from the outset.

Sources: Certificate of Title No. 140071 and Survey Diagram SD-23188/2021 (Farm 10808); Department of Agriculture surveyed sketch, sheet 1226B1 (Sector 1, 122 Ha); Investment, Trade and Business Development Act, No. 18 of 2022 (ZambiaLII); Bowmans, "Zambia re-introduces fiscal incentives to promote manufacturing in economic zones"; OpenStreetMap contributors (roads and watercourses, ODbL); EPSG transformation "Arc 1950 to WGS 84 (8)" for Zambia.