

TAMKIN'S STRATEGIC INITIATIVE FOR THE DEVELOPMENT OF NEW KABUL CITY







INTRODUCTION

Tamkin Company presents this strategic initiative to the Government of the Islamic Emirate of Afghanistan, firmly believing that the current historical moment—marked by political stability & national sovereignty—offers an exceptional opportunity to launch major development projects that embody the transition from stability to revival.

Tamkin's strategic initiative is based on the firm conviction that, despite being stalled for over seventeen years, the New Kabul City project still holds the potential to become a symbol of cultural & developmental progress that reflects the Islamic Emirate's aspirations for building a prosperous future.

Through this initiative, Tamkin proposes a practical vision to undertake the development of the project's second phase via a balanced strategic partnership with the state—one that restores the project's civilizational compass, activates its economic tools, and launches a new development path that combines Islamic vision with global professionalism.

This initiative is not merely a development plan—it lays the foundation for a comprehensive strategic transformation, making New Kabul City a symbol of revival and a testament to the Islamic Emirate's capacity to lead a renewed civilizational project from the heart of the Ummah to the horizons of the world.



Real Islamic Economic Engine

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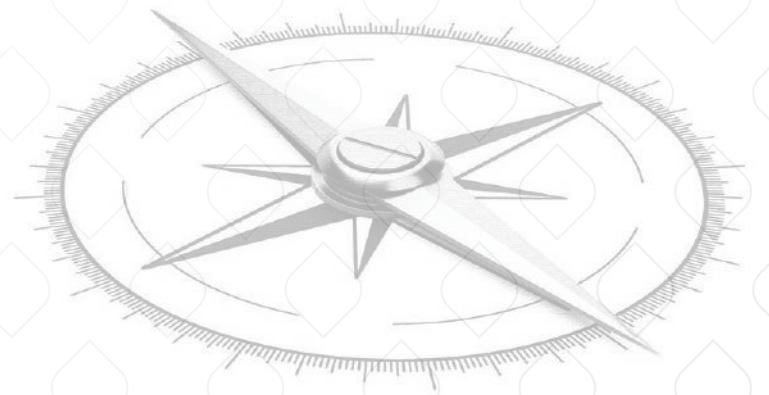
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VISION

To support the islamic emirate government in transforming the faltering state of new kabul city into a major developmental and civilizational opportunity—one that embodies the shift from stability to revival and affirms the islamic emirate's ability to lead civilizational transformation.





MISSION

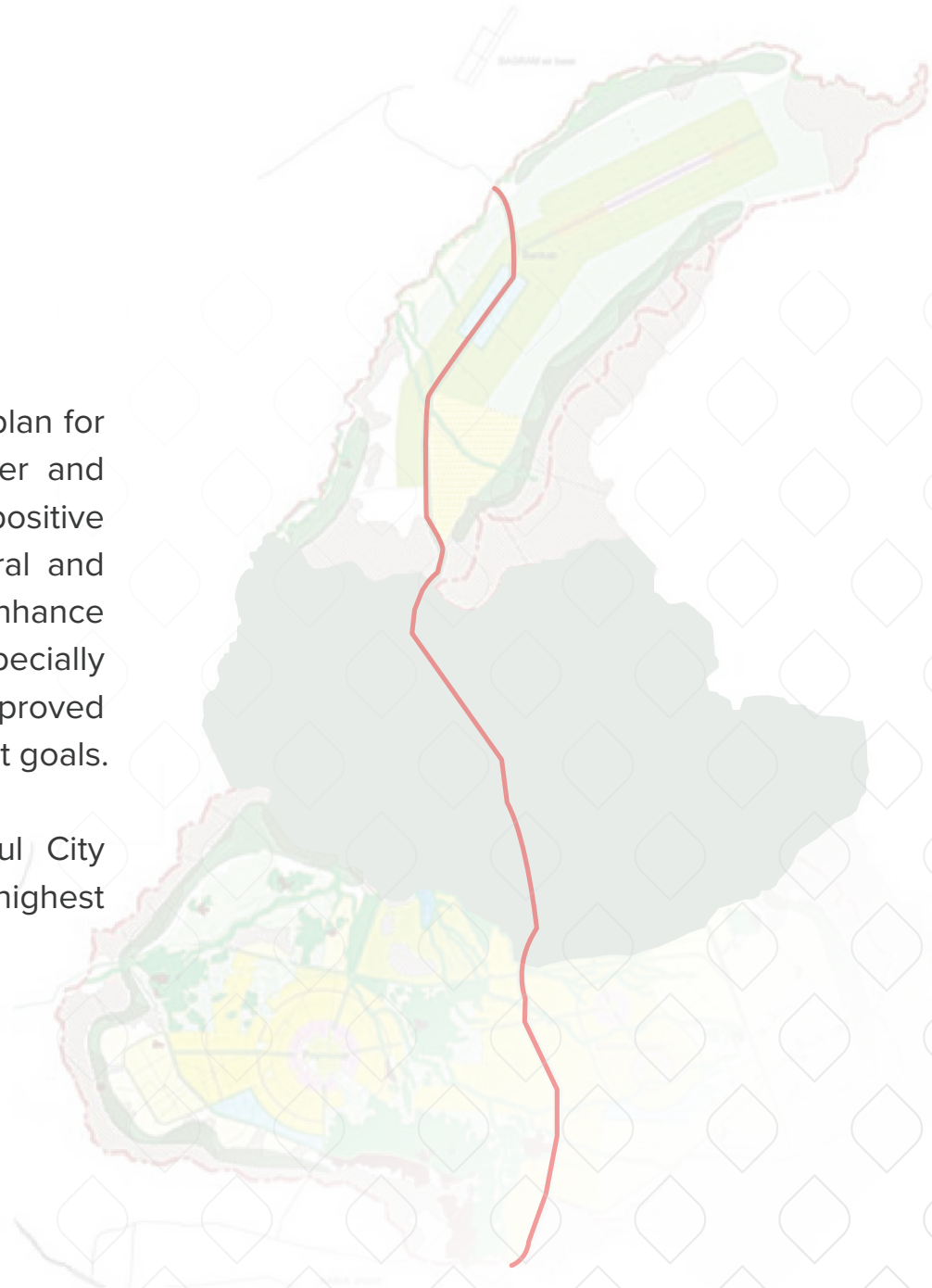
To contribute to building a practical model for stimulating the real economy in Afghanistan through a qualitative development of New Kabul City, rooted in divine values, based on a just partnership with the state and society, and launching genuine development projects that address the roots of stagnation, restore trust in the future, and pave the way for a new civilizational cycle born from the heart of the Ummah and presented to the world in the language of achievement.



STRATEGIC OBJECTIVE

Tamkin aims to carry out a comprehensive and qualitative development of the second phase of the project, achieving a significant impact not only on New Kabul City, but also on the broader Afghan economic & development landscape, through the following activities which form the pillars for realizing the strategic vision and laying the groundwork for a complete transformation of the project's trajectory:

- 1 Designing and innovating an internal urban plan for the second phase with an Islamic character and international standards, contributing to a positive civilizational image of Afghanistan in general and New Kabul City in particular. It will also enhance Afghanistan's ability to attract foreign, especially Islamic—investment, while adhering to the approved master plan and achieving all its development goals.
- 2 Developing the main artery of New Kabul City (Kabul–Bagram Road) according to the highest global standards in design and execution.



- 3 Developing all major roads within the second phase according to the new internal urban plan.
- 4 Developing complete infrastructure for all lands owned by Tamkin within the second phase.
- 5 Attracting international investors & developers across vital sectors to invest in superstructure projects in partnership with Tamkin.



- 6 Launching professional international marketing campaigns that attract investments and transform the city into a modern urban and civilizational model, representing Afghanistan's transition to genuine revival.
- 7 Gradually implementing this vision and its objectives through an action plan based on a strategic partnership agreement between the Afghan government and Tamkin.



GUIDING VALUES OF THE INITIATIVE

Tamkin's initiative stems from a value system deeply rooted in the philosophy of the real economy and a universal vision for development, guided by the following values:

1 **Divine Orientation in Planning and Execution**

Grounded in divine laws to understand universal principles of development, and operating according to the concept of Istikhlaf (vicegerency), aiming to build a sound urban and economic project that reflects values at every stage.



2 Developmental Realism

Addressing the current reality as it is, without bypassing challenges or overburdening the state, while offering practical, feasible solutions through a responsible, gradual approach.

3 Fair Partnership with the State and Society

Based on a balanced partnership that respects state sovereignty and includes society, without monopoly or absolute privileges—ensuring fair distribution of roles and benefits to build trust and serve the public interest.



4 **Focus on Building a Real Production Environment**

The initiative emphasizes market activation and the creation of sustainable production opportunities, fostering a dynamic economic environment away from speculative real estate or resource-draining, non-productive projects.

5 **Maximizing Islamic Capital**

Tying the project to the financial wealth of the Islamic Ummah and mobilizing it through Sharia-compliant investment tools that strengthen Afghanistan's economic independence and reconnect it with the global Islamic economic sphere.

6 Making Islamic Identity a Pillar of Development

Embedding Islamic identity in the architecture, spirit, and function of the city, reflecting the cultural and civilizational depth of the Ummah, and making New Kabul City a model that expresses its Islamic character.

7 Conscious Marketing and Civilizational Image

Launching intelligent marketing campaigns that shape a positive global image of the new Afghanistan and speak to the aspirations of the Islamic world for a unifying civilizational renaissance based on achievement, not claims.



DIAGNOSING THE REALITY AND IDENTIFYING STRATEGIC GAPS AND OPPORTUNITIES

Objective:

To provide a professional and realistic strategic diagnosis that highlights the fundamental gaps in the New Kabul City project, while also identifying the major hidden opportunities it holds, which can serve as strategic entry points to address stagnation and build a successful development model.

1 Dimension One: The Strategic Dimension

The strategic dimension is the highest axis from which all other dimensions emerge, as it relates to the level of vision, leadership, and the ability to make comprehensive and sustainable decisions about the future of New Kabul City.

First: Structural Gaps in the Strategic Dimension

1. Lack of a Suitable Civilizational Vision for the New Afghanistan

The New Kabul City project was conceived in a political, historical, and civilizational context that is entirely contrary to the current context of the New Afghanistan. This has created a major gap in the civilizational vision of the project.

The project lacks an Islamic civilizational philosophy that reflects the aspirations of the Islamic Emirate and opens up strategic horizons for it both internally and externally.

2. Weak Orientation of the Project Toward Achieving a Comprehensive National Impact

The project is still presented merely as an urban expansion of the capital, Kabul, without being linked to a broader strategy for civilizational advancement of the state.

3. Absence of a Comprehensive Institutional Model for Development Management

To date, there is no comprehensive institutional framework that brings together the capabilities of the state and those of the private sector.

Second: Strategic Opportunities in This Dimension

1. The Project's Potential to Reposition Within a New National and Islamic Vision

New Kabul City can be reintroduced as a gateway for development and revival—not merely a real estate project. This grants it broader horizons & stronger legitimacy. Especially under conditions of blockade and lack of international recognition, presenting an inspiring Islamic urban and civilizational model serves as a powerful tool to:

- Break political isolation without compromising on core principles.
- Attract sympathy and attention from Islamic nations.
- Affirm Afghanistan's moral and symbolic leadership within the Muslim Ummah.

2. Current Government Willingness to Partner with the Private Sector

There is a clear governmental openness to partnering with the private sector and empowering it to take an active role in executive leadership—this represents a gateway to strategic reform.

3. Potential to Launch a Joint Strategic Development Unit

The formation of a “Joint Strategic Development Unit” between the government and Tamkin can serve as a central nucleus for phased development, following a clear vision and flexible execution methodology.

2 Dimension Two: The Planning and Urban Dimension

The planning and urban dimension is one of the most influential in determining the success or failure of any new city project. It translates the vision into design and embodies developmental directions within spatial and functional frameworks that can be implemented. In the case of New Kabul City, this dimension appears to be one of the areas most in need of relative flexibility.

First: Structural Gaps in the Planning Dimension

1. Rigidity of the Master Plan Approved in 2008

Despite more than 17 years since its approval, the authorities have not made any modifications to the master plan, even though the political, social, and economic context has completely changed.

This rigidity hinders adaptation to Afghanistan's new developmental and economic needs, keeping the project disconnected from time and reality.

2. Weak Urban Substance of the Plan

The current plan focuses on the geometric distribution of blocks, without depth in civilizational, architectural, or economic functions.

There is no distinctive Islamic or national character reflected in the city to represent the civilizational identity of the new Afghanistan.

Second: Strategic Opportunities in This Dimension

1. Flexibility of Official Entities in Developing Internal Plans

Despite holding on to the main master plan, the executive authority is open to developing the internal plans—especially in Phase 2. This offers an important window to propose a modern, global Islamic planning model.

2. Possibility of Creating a Global Islamic Urban Plan for Phase 2

Tamkin can propose a globally relevant urban plan for Phase 2, carrying an Islamic civilizational identity. This would enhance Afghanistan's image both internally and externally, especially given the deep yearning across the Muslim world for grand civilizational projects that express the identity of the Muslim Ummah.

3. Transforming Phase 2 into a Model Development Zone That Stimulates the Market

Phase 2 can be turned into a highly attractive model area—particularly for Islamic investments—by marketing the global Islamic urban plan and launching gradual development starting with infrastructure and moving to superstructure. With high levels of quality and marketing, this phase can become a true engine for the remaining phases of the city in particular and for the Afghan economy in general.

3 **Dimension Three: The Economic and Investment Dimension**

The economic and investment dimension is the beating heart of any new city project, as it transforms plans and blueprints into reality by activating the market, mobilizing capital, and creating an attractive investment environment. In the case of New Kabul City, this dimension represents one of the most prominent areas of structural stagnation that has paralyzed the project's ability to take off from the very beginning.

First: Structural Gaps in the Economic and Investment Dimension

1. Absence of Market Dynamism Within the City

New Kabul City currently lacks any form of active or vibrant market. There is no commercial attraction zone or ongoing projects that stimulate investment, nor is there a real consumer or productive environment.

2. Weak Basic Infrastructure That Encourages Investment

Over 17 years, the progress in infrastructure (electricity, main roads, sanitation) has not exceeded 0.15%.

This weakness has led investors to view the city as “unprepared land,” stripping it of the enabling credibility it needs.

3. Lack of Islamic or Flexible Financing Tools

There is no financial system that aligns with the Islamic model or meets local developers' needs for flexible, participatory financing mechanisms.

This structural financial deficiency prevents wide participation from Afghan and international Islamic investors.

4. Absence of a Global Investment Marketing System for the City

There is no official platform or ongoing campaign promoting the city globally.

The international economic media is unaware of the project, leaving the city completely absent from the regional and global investment map.

Second: Strategic Opportunities in This Dimension

1. Possibility of Turning Phase 2 into an Investment-Friendly Zone

By gradually developing both infrastructure and superstructure and linking them to an active market, Phase 2 can be transformed into an economic hub that sparks investment activity across the remaining phases.

2. Tamkin's Capability to Activate Flexible Islamic Financing Tools

With its experience and participatory portfolio, Tamkin can offer Sharia-compliant participatory financing models that serve local and international developers and investors—unlocking capital that had been excluded due to the absence of appropriate intermediaries.

3. Launching an Integrated International Investment and Marketing Platform

Tamkin can establish a digital investment platform dedicated to New Kabul City, serving as a global marketing interface that reintroduces the city to investors and encourages engagement in real projects.

4. Latent Demand from Islamic Investors for Ethical and Secure Projects

There is strong demand among a segment of international investors for safe, value-driven development projects.

If positioned within a comprehensive civilizational and financial model, New Kabul City has great potential to meet this demand.

4 Dimension Four: The Institutional Dimension

Lack of Genuine Partnership Between the State and Developers,
and the Absence of a Central Incubating Model

The institutional dimension is one of the weakest aspects of the New Kabul City project. So far, no institutional model has been developed to lead, manage, and incentivize long-term partnerships. As a result, the relationship between the state and developers has remained limited and unproductive, deepening the trust gap and deterring investors.

First: Structural Gaps in the Institutional Dimension

1. Lack of Genuine Partnership Between the State and Developers

Current interactions are limited to partial procedures or incomplete contracts. There is no long-term partnership model that enhances engagement and ensures fairness and role complementarity.

The absence of a stimulating legal and regulatory framework has made it difficult for both local and international developers to invest confidently and sustainably.

2. Absence of a Central Incubating Entity

The project lacks a specialized institutional body that acts as a “strategic incubator,” bringing together the state, private sector, technical partners, and financiers.

This absence has left the project without an integrated, independent executive authority with the vision, powers, flexibility, and dynamism needed for success.

Second: Strategic Opportunities in This Dimension

1. Government's Willingness to Rebuild the Institutional Model for the Project

The government has expressed genuine willingness to move beyond outdated methods and embrace new models characterized by efficiency and partnership.

2. Possibility of Establishing a “Joint Strategic Development Unit”

Tamkin can offer an advanced model for a joint strategic implementation unit with the state. It would begin by developing Phase 2 and later evolve into a central incubating nucleus for broader development.

3. Opportunity to Build a Balanced Institutional Partnership With Developers

Through Tamkin's model, an attractive institutional framework can be offered to both local and international developers—integrating them into the project without exclusion or imbalance in roles.

5 Dimension Five: The Executive Dimension

Despite the passage of seventeen years since the approval of the New Kabul City project, actual progress on the ground has not exceeded 0.15%. This highlights the presence of an independent structural execution gap—beyond the weaknesses in vision, planning, and institutions. It reflects the absence of a direct ability to initiate on-the-ground activities according to a realistic timeline, in addition to the lack of a comprehensive system to create a vibrant and sustainable investment market.

First: Structural Gaps in the Executive Dimension

1. Field Execution Has Been Stalled Since the Project's Launch

- What has been achieved over 17 years does not match the scale of the project or its national goals.
- The extremely weak progress deepens the loss of trust and diminishes the state's ability to attract investments.

2. Absence of a “Market Maker” Entity to Drive Investment Dynamics

- In addition to weak direct implementation, New Kabul City lacks a central entity that plays the role of a "market maker", i.e., the party that:
 - Kicks off development through a strategic development program.
 - Builds investor confidence through a visible and practical model.
 - Creates ongoing market dynamism beyond the limits of government funding.
- This absence represents a critical core gap that prevents the project from becoming a vibrant and attractive environment.

Second: Strategic Opportunities in This Dimension

1. Tamkin's Ability to Serve as the Market Maker

Through its position as a lead developer and strategic partner, Tamkin can undertake the implementation of key components, including:

- The Kabul–Bagram Road, the main artery of the city.
- The primary infrastructure development for Phase 2.
- The full infrastructure development of all Tamkin-owned plots in Phase 2.
- The management and marketing of the new global Islamic urban plan for Phase 2.

Implementing these actions will relaunch the project and lay the foundation for a sustainable investment environment.

2. Launching a Partnership Model Based on Investment Barter With the State

The Afghan government has shown readiness to adopt a model where:

- Tamkin, as a strategic partner, implements the state's obligations.
- In return, it receives agreed-upon assets within a clear legal framework.

This model strengthens the project's financial independence and transforms the state into a sponsor and enabler, rather than an executor.



KEY PILLARS OF THE PROPOSED STRATEGIC PARTNERSHIP AGREEMENT BETWEEN THE AFGHAN GOVERNMENT AND TAMKIN COMPANY

1 Pillar One: The General Framework of the Partnership

A strategic partnership to develop the second phase of the New Kabul City project, based on a balanced participatory model, in which:

- Tamkin Company acts as the lead developer, responsible for preparing the master plans, executing development works, and carrying out marketing activities.
- The Afghan Government acts as the sponsoring and regulatory partner, by providing legal and institutional support as well as procedural facilitation.

Partnership Principle:

“Tamkin as Lead Developer + The State as Sponsoring and Regulatory Partner”

2 Pillar Two: Tamkin Company's Commitments

- Innovate, design, and finance a world-class urban master plan for the second phase of New Kabul City, based on approved planning standards and reflecting the city's Islamic identity. The plan's details will be agreed upon by both parties.
- Design and construct the Kabul–Bagram Road (the city's main artery) in accordance with recognized international standards, contributing to the overall functionality of the city.
- Design and construct the primary internal roads within the second phase, which fall under the state's responsibility, to accelerate development and investment activities.
- Fully implement infrastructure works on Tamkin-owned lands within the second phase, including electricity, water, sanitation, and roads.
- Launch and manage professional international marketing campaigns to reposition New Kabul City on the regional and global investment map, and to attract developers and investors from the Islamic world.

3 Pillar Three: Investment Exchange

As part of this partnership, Tamkin Company will implement a series of vital projects that are originally the responsibility of the state, such as:

- Construction of the Kabul–Bagram Road
- Implementation of the basic infrastructure for the second phase

In return:

Tamkin will be granted ownership of specific plots of state-owned land located within the second phase. These plots will be identified and agreed upon through a clear and transparent mechanism that ensures the rights of both parties.

4 Pillar Four: Joint Institutional Establishment

Both parties agree to:

Establish a Joint Strategic Development Unit between the government and Tamkin Company, which will serve as the official executive body responsible for activating the second phase of the project and coordinating planning, implementation, and marketing operations.

The unit's authority includes:

- Preparing and developing standards for internal urban planning.
- Managing the implementation of both infrastructure and superstructure works.
- Building and managing international partnerships.
- Managing and coordinating the project's marketing campaigns.

Final Note:

These pillars represent a preliminary framework for a flexible and fair strategic partnership agreement that contributes to revitalizing the New Kabul City project. It aims to launch a new developmental model in the country, transforming the project from a state of stagnation into a nationally inspiring model of progress.



EXPECTED IMPACT OF IMPLEMENTING THE INITIATIVE

The "Tamkin" initiative does not merely propose a plan to develop a part of New Kabul City—it lays the foundation for a comprehensive strategic transformation that redirects the project toward its larger goals and places it on an effective implementation path for the first time since its launch.

1 Local Impact

- Redefining New Kabul City as a national and civilizational project that marks a shift from mere stability to true progress.
- Revitalizing local investment activity after years of stagnation and hesitation, through a clear and trustworthy practical model.
- Stimulating the national market with sustainable productive and urban development projects that restore the balance between supply and demand in the real estate sector.
- Building trust between the state, society, and investors through a fair and institutionalized partnership model.

2 International Impact

- Contributing effectively to breaking Afghanistan's economic & political isolation by presenting an inspiring Islamic development model that attracts the interest of Muslim communities and institutions.
- Improving Afghanistan's global image through strategic marketing campaigns and genuine development projects.
- Linking the project to Islamic wealth and channeling Islamic capital toward an urban development model rooted in Islamic identity and oriented toward the future.

3 Estimated Quantitative Impact Indicators (Preliminary Estimates)

Based on an initial assessment and a phased five-year plan, the initiative is expected to deliver the following results:

Indicator	Estimated Value Over 5 Years
Project completion rate	From less than 1% to 20%
Potential investment inflows	Over USD 4 billion
Direct and indirect job opportunities	More than 25,000 jobs
Developed infrastructure area (Phase Two)	Over 20 million square meters
Constructed main road networks	Over 150 km (including Kabul–Bagram Road)
Reach of international marketing campaigns	In more than 50 Islamic countries

Note: These indicators are preliminary estimates and will be reviewed and detailed after the partnership agreement is signed and executive planning begins.



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