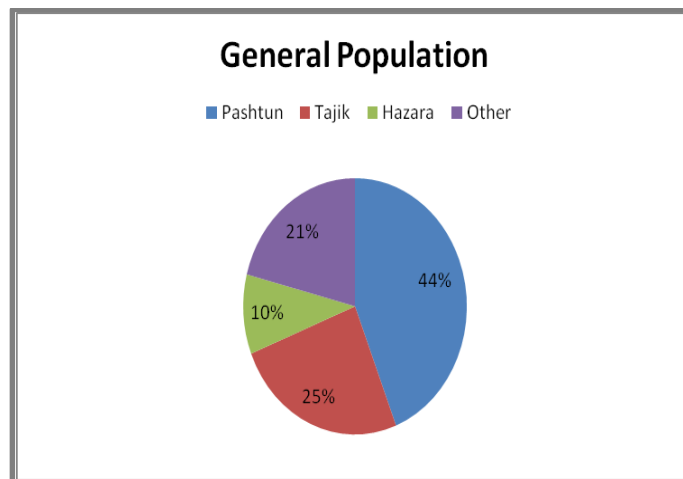


Information Paper

Executive Summary: Since Minister Mohammadi was appointed in July, 2010, he has attempted to lead change in MOI through retirements, new appointments, and delegation of authority. To date, his personnel policies have been ethnically balanced, but Hazara and other minorities like Sadat are under-represented.

Leading Change in MOI: Since Minister of Interior Mohammadi took office in July 2010, he has taken many proactive measures to attack corruption, introduce efficiencies and improve security. These measures include tangible steps to increase accountability, eliminate waste, decentralize and delegate authority to trustworthy leaders. Major reforms to the Ministry of Interior's (MOI) underlying legal framework will help reduce bureaucracy, negative incentives and corruption. The Minister has also prioritized concrete actions to improve force quality, capabilities and leadership. He has introduced and promoted core values and a system of discipline and rewards, mandatory basic education and high quality training. Additionally, he is attempting to ensure MOI is ethnically balanced and represents the general population as depicted in the below chart.



In an effort to decentralize leadership, Minister Mohammadi is also delegating responsibility to trusted, high ranking key officials. He expects these leaders to leverage their authority in different regions of the country to help resolve difficult security-related problems. The Minister of Interior has also eliminated hundreds of ANP leadership positions deemed to be wasteful or redundant and the groundwork is being laid to remove thousands of patronage positions. The Minister has also shown a propensity to remove officers who are not performing well.

Retiring Old Leadership: Under the previous legal framework, guaranteed and dependable retirement benefits were not provided for police. This resulted in an entire generation of senior Soviet-era officers “holding on,” causing stagnation in both personnel and ideology in the upper

levels of the MOI. The lack of retirement security also depressed retention and contributed to increased corruption in the lower ranks, undermining police reputation and retention. The passage of the ILON and introduction of retirement regulations enabled the retirement of many police, including 57 general officers from a balance of ethnicities with an average age of 65 and 44 years average service. This has and will continue to open paths for promotion and an infusion of new talent into MOI. As the figure below illustrates, retirements appear to be ethnically balanced.

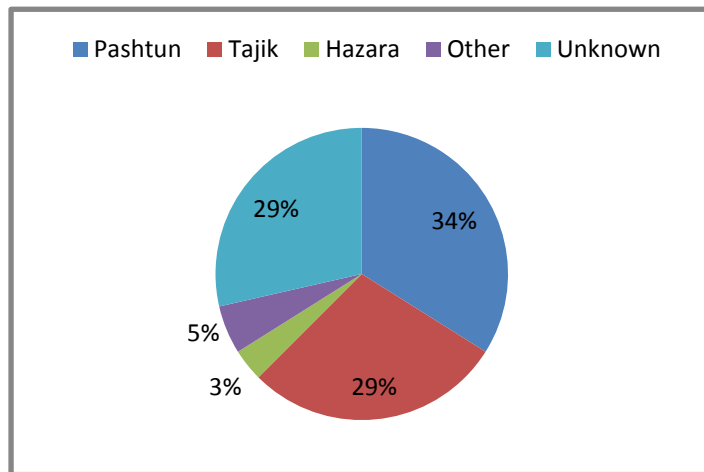


Figure 1: Ethnic Breakdown of Retired MOI Personnel

Providing New Leadership: As of November 7, 2010, Minister Mohammadi changed 32 top ministerial leaders and many top provincial leaders. Appointees included thirteen Pashtuns, ten Tajiks, six from other ethnic minorities, and three unknown. New rules were also put in place limiting appointees to a maximum of three years in a position to reduce opportunities for involvement in corruption. New appointments have been ethnically balanced. Many of these leaders are attacking corruption and implementing needed reforms and efficiencies.

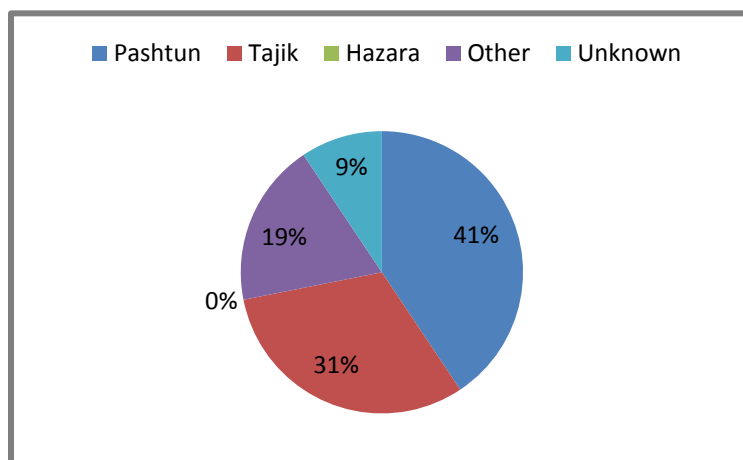


Figure 2: Ethnic Breakdown of MOI Leadership Appointments

Proposed Leadership Changes: As of 15 January 2011, Minister Mohammadi proposed moving 15 senior officers. These senior officers included at least two Sadat and one Hazara individual, making up at least twenty percent of the proposed changes. These personnel changes would significantly increase Uzbek, Sadat, Hazara, and other minority ethnicities within the senior MOI leadership. The table lists the proposed appointments; ethnicity was not available for all to do a full analysis.

Conclusion: Ethnic proportions of recently appointed MOI officials more appropriately represent the ethnic makeup of Afghanistan. As compared with the recent MOI retirees, Pashtun representation has grown by 7 percent. Tajiks continue to be overrepresented by 6 percent, while Hazara are underrepresented in MOI senior leadership positions.