

PKSOI develops, fields Army Leader Education Program for Counter-Corruption

Dr. James Embrey, Peacekeeping and Stability Operations Institute

PKSOI develops, fields Army Leader Education Program for Counter-Corruption

Supporting COMISAF's Operational Needs



Brig. Gen. H.R. McMaster, as CJIATF-Shafafiyat commander, spoke of corruption as an operational threat.

PKSOI's leader education program for counter-corruption is preparing deploying leaders to serve as effective mentors and advisors in a rapidly transitioning Afghanistan. As Afghans decide to trust their own government and security forces rather than the Taliban and narco-criminal networks,

the counter-corruption training is a critical aide to leaders.

In 2010, **Gen. David Petraeus** determined that mission success in Afghanistan would depend not just upon defeating insurgent forces, but in defeating the larger insurgency that caused the Afghan people to distrust and reject their own government. As Commander ISAF, **Gen. John Allen** has named corruption as the #1 risk to the mission. Allen has referred to counter-corruption activity as, an absolute element of overall mission success, across the governance, development and security sectors, where millions of U.S. and international aid monies meant to support the Afghan government are misdirected by criminal patronage networks toward illicit activities.

"Corruption and organized crime rob the state of revenue, undermine the effectiveness and legitimacy of critical institutions, fuel discontent among the population, and facilitate the narcotics trade and other threats," said Allen in July.

Speaking at a Women's Shura, Allen noted the personal toll of corruption. "Crimes against women, be

it abuse, exploitation, or a question of representation, voice, and access to justice, have been wrongly attributed to culture or even to religious belief. More often than not, such crimes are fostered and enabled by corrupt practices and officials, and corrupt actions against women,” he said.

The joint anti-corruption task force, Combined Joint-Interagency Task Force - Shafafiyat (Transparency), supports efforts to identify and attack the corruption that undermines Afghan people’s confidence and channels resources to support insurgent and narcotics threats. The task force recognizes that success requires that U.S. and coalition military and civilian leaders identify and act upon the threat.

When ISAF turned to the U.S. Army Peacekeeping and Stability Operations Institute for support, PKSOI created a counter-corruption leader education program to be used by deploying NGOs, Dept. of State personnel, and Army units. Leaders understand corruption as an operational threat, and learn how to effectively engage and work with Afghan and international counterparts to identify, target and eliminate those criminal patronage activities that divert coalition and Afghan resources and enable narcotics and insurgent networks.

PKSOI has been supported by the Combined Arms Center and Army G3/7 to develop and field the counter-corruption program now available through the Army Training Network. The program develops leader understanding of Afghan views on governance and corruption. It illustrates how military and civilian teams can integrate counter-corruption thinking into ongoing operations. And, it provides considerations and approaches for understanding and working with governmental, multinational and non-governmental counterparts more effectively. The ATN site provides instructional materials, references, and current updates that assist leaders and units, and provides links to other counter-corruption institutes and organizations.

[An unclassified, open-source site for counter-corruption materials will be available to interagency and multinational partners.](#)

In the past year, PKSOI has provided instructional support to 12 COIN Seminars for deploying BCTs through Corps level leaders/staffs about Afghan governance, economics and criminal activities and how to design and plan efforts with interagency, multinational and Afghan team-mates.

Allen noted during a recent OEF Lessons Learned Forum that countering corruption through enforcement of accountable behaviors and better contracting procedures are counter-corruption activities making a difference in eliminating corruption opportunity and impressing upon our partners that the future will be based upon the trust of that the Afghan people place in their own government and security forces.

About the author



Dr. James H. Embrey is the Professor for Stability Operations at the US Army Peacekeeping and Stability Operations Institute. He joined PKSOI in March, 2008 after ending his U.S. Army career as a Colonel of Infantry, with final service as a Professor USAWC, Director for Joint Warfighting Studies, and holder of the General John J. Pershing Chair for Military Planning and Operations. His previous military experience includes command and staff positions with expeditionary experience in peace keeping and stability operations in Kuwait, Somalia, Bosnia, Albania, Macedonia, Kosovo, Iraq, and Afghanistan. Doctor Embrey's responsibilities include the development of training, education and leader development programs

in peace and stability operations, academic outreach to educational institutions, and support to interagency and joint organizations in planning, training and exercise development with a focus on stability operations.