



Ministry  
of Defence

Army Secretariat  
Army Headquarters  
IDL 24 Blenheim Building  
Marlborough Lines  
Andover  
Hampshire, SP11 8HJ  
United Kingdom

Ref: FOI2017/00953/8259

E-mail: ArmySec-group@mod.uk  
Website: www.army.mod.uk

15 February 2017

E-mail address: [REDACTED]

Dear [REDACTED],

Thank you for your email of 19 January in which you requested the following information:

*I have previously corresponded with your office and been given approval for the use of a number of documents on the subject of 'female engagement' (see email copied below).*

*In follow up to the email below I have now started my PhD at the University of Bath. The research will take the form of semi-structured interviews and focus groups with the military and development community to explore, through discourse analysis, the subject of 'female engagement' and the role of women in British counterinsurgency. The research also includes a historical perspective looking at the case studies of Malaya and Northern Ireland. Each data gathering element of the research will have the approval of the University of Bath Social Science Research Ethics Committee and for the element involving the interviewing of MOD personnel will seek the approval of the MOD Research Ethics Committee.*

*For this research I have a collaborative working relationship with the Land Warfare Development Centre and have been meeting with them as I have progressed my pilot studies and literature review. I have today visited the Land Warfare Development Centre and spoken with the Lessons team there. They have made me aware of a number of lessons relevant to my research. These are lessons recorded on DLIMs on the subject of female engagement. The extracts are listed below:*

Lesson ID	Title	Date created	Classification
14158	6.1.2 Female Engagement Teams (FET)	26/05/2011	Official-Sensitive
14526	1.1.3 Female Engagement Team Training	18/07/2011	Official-Sensitive
15712	5.3.1 Ownership of Female Engagement Team (FET)	17/01/2012	Official-Sensitive
31912	Obs: Influence SMEs Requirement	28/01/2015	Official-Sensitive
31918	Obs: Human Environment Reconnaissance Analysis (HERA) Requirement	28/01/2015	Official-Sensitive
17055	Herrick 14 Mission Exploitation Symposium – Syndicate Discussion Records Sheet  Obs-MXS Syndicate 07 Influence and 'the Narrative'	-	Restricted
17054	Herrick 14 Mission Exploitation Symposium – Syndicate Discussion Records Sheet  Obs-MXS Syndicate 10 Stabilisation	-	Restricted
17073	Obs-MXS Syndicate 07 Influence and 'the Narrative'	-	Restricted

I am treating your correspondence as a request for information under the Freedom of Information Act 2000.

A search for the information has now been completed within the Ministry of Defence, and I can confirm that information in scope of your request is held. However, two of the above listed

documents, 31912 and 31918, are not in scope of your request and have not been released as they do not relate to female engagement.

I have attached the remainder of the documents, or relevant extracts, you have requested. Also, under section 16 of the Freedom of Information Act and to be helpful, I have attached three additional documents that relate to female engagement that you may find helpful.

Where extracts have been provided, the vast majority of the documents are not in scope as they do not relate to female engagement. I have redacted any personal information, such as names and email addresses where full documents have been provided. This information is exempt from release under section 40 of the Freedom of Information Act, which is an absolute exemption under the Act and there is, therefore, no requirement to consider the public interest in making a decision to withhold the information.

Some minor redactions have been undertaken in two of the additional documents provided under section 26 – Defence. This is a qualified redaction that requires a public interest test in order to decide where the balance of the public interest lies in releasing or withholding the information. Arguments for the release of this information include openness and transparency of how the Army works in operational areas in relation to Female Engagement Teams and outcomes required. Arguments against include the release of this information could be helpful for enemy forces, shows the Army's tactics, techniques and procedures and constraints in using Female Engagement Teams. Having considered the arguments both for and against release of the information concerned, I have decided that the balance should lie on withholding the information as its release is likely to prejudice the Army's ability to utilise Female Engagement Teams in future operations.

If you are not satisfied with this response or you wish to complain about any aspect of the handling of your request, then you should contact me in the first instance. If informal resolution is not possible and you are still dissatisfied then you may apply for an independent internal review by contacting the Information Rights Compliance team, Ground Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail [CIO-FOI-IR@mod.uk](mailto:CIO-FOI-IR@mod.uk)). Please note that any request for an internal review must be made within 40 working days of the date on which the attempt to reach informal resolution has come to an end.

If you remain dissatisfied following an internal review, you may take your complaint to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not investigate your case until the MOD internal review process has been completed. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website, <https://ico.org.uk>.

Yours sincerely,

  
Disclosure and Litigation Leader

6.1.2 FEMALE ENGAGEMENT TEAMS (FET)

**Originator:** [REDACTED] (LWDG- [REDACTED]) **Orig Unit:** Not Chosen  
**Lesson ID:** 14158 **Activity:** HERRICK 13  
**Originated By:** CF NDA(S) **Impact:** 1 - Routine  
**Classification:** Restricted **Obs Date:** 05/03/2011  
**Date Created:** 27/05/2011 **Lead By:** Land  
**To Note/Actn:** To Action **Nat Caveat:**  
**Status:** Black **User Instns:**  
**Target Date:** None Specified **Review Date:** None Specified

FIC: Information and Intelligence

Coll Trg:

LOFT Env:

Force Element: Other

**Summary of Activity:** Female engagement is excellent in concept, but in practice, female interpreters must be made available for the concept to be put into effect.

**Lesson Identified:** Train / recruit more female interpreters.

**Gatekeeper Comments:** 14 Oct 11 - Lesson linked to #14156 as requested by SPA. (ConsulCONDOCPERS)

Environment	Category	Functional Area	DLOD
Land	Prepare	G1	Training
	Command	G3	Personnel
			Organisation
			SAM
	SPA		
	[REDACTED] (DLOD PERS)		

**Comments:**

Note: Comments with a higher protective marking than your security clearance are not shown.

12 Oct 2011 (DLOD PERS) (Restricted)

Recommend that this lesson is linked to 14156 (as Master Lesson) as it highlights the same concerns about lack of female interpreters in theatre. This lesson should then be closed BLACK.

**Subordinate Lessons:**

No subordinate lessons



[REDACTED] (JFC- [REDACTED])

[REDACTED] (DLOD TRG)

[REDACTED] (DLOD ORG (ADOC))

**Master Lesson:**

14156 Female Linguists

LELWG 8 Dec 2011: Transfer to PJHQ. PERS remain as SAM

10 Feb xferring to PJHQ as per LELWG 8 Dec 11.

27 Feb 12 PJHQ J7 MJP: Lesson closed BLACK. PJHQ J3 comments as at 16/12/11 are still extant.

1.1.3 FEMALE ENGAGEMENT TEAM TRAINING

Originator: [REDACTED] (LXC: [REDACTED])      Orig Unit: Not Chosen  
Lesson ID: 14526      Activity: HERRICK 14 MST  
Originated By: None Specified      Impact: 3 - Significant  
Classification: Restricted      Obs Date: 18/07/2011  
Date Created: 18/07/2011      Lead By:  
To Note/Actn: To Action      Nat Caveat:  
Status: Green      User Instns:  
Target Date: None Specified      Review Date: None Specified

Summary of Activity: Doctrine outlining requisite FET training not freely available. Time frame once FET was allocated was insufficient to complete requisite training.

Lesson Identified: Doctrine for FET training and requirement for numbers to be made available.

Gatekeeper Comments: LELWG 8 DEC 11 - Agreed to close GREEN  
24 Sep 2014: ALSFG reviewed and NFA required.

Environment	Category	Functional Area	DLDD
Land	Prepare	G7	Doctrine & Concepts
	SPA		SAM
	[REDACTED] (DLDD DOCTRINE)		



**Comments:**

Note: Comments with a higher protective marking than your security clearance are not shown.

09 Dec 2011 (LXC- [REDACTED] (Restricted)

LELWG 8 DEC 11 - Agreed to close GREEN

28 Nov 2011 (LWDG- [REDACTED] (Restricted)

Attached reference documents indicate that lesson is close to closure (subject to endorsement at LELWG).

01 Nov 2011 (DLOD DOCTRINE) (Unclassified)

SO2 TD ISTAR 1 Nov 11: Given the comments below, and the attached evidence - recommend CLOSE GREEN.

21 Oct 2011 (DLOD TRAINING) (Restricted)

XO DTrgA: From SO2 MST Coll Trg (see email in attachments)

There is now a Doctrine Note (11/08) for FETs (in attachments) and the Land Mounting Order details the trg requirement for FETs (Enclosure M to Appendix 2 to Annex E to the LMO). Military Stabilisation Support Group (MSSG) currently run a 1 week FET course but this will be transferred across to Defence Cultural Support Unit (DCSU) - currently owned by Theatre Troops for HERRICK 17.

Recommend this lesson is closed GREEN - if not then at least YELLOW.

20 Oct 2011 (DLOD DOCTRINE) (Restricted)

SO2 TD ISTAR 20 Oct 11: From [REDACTED] LANCS,

SO1 Ops/Msn Specific Trg, Influence Activity Branch: (sic) FETs were established in Afghanistan as a result of an edict from HQ ISAF in May 2010 which directed all TFs to have 1 x FET (4 x females) in effect by 01 Oct 10. 16X was in its 2nd Ex PH when it received the order with slightly ambiguous direction of task and purpose, trg requirement and CoC etc. They got on with it – albeit with significant support from MSSG in trg the teams alongside MSST augmentees.

The Afghan COIN Centre, IA Branch, MSSG, PJHQ and the Info Ops cell in TFH (and others) spent significant effort in taking forward the FET concept. See attached DN published earlier this year.

MSSG have supported the trg of FETs for both 3Cdo Bde and 20X without a TNA and will do the same for 12X (however, I believe that will be last Bde with the remit moving to DCSU). Note: the FET team leaders are likely to become the 2nd CULAD for GH BGs.

PJHQ have a draft directive for the employment of FETs which is v close to being signed off – once this is done FORGEN, trg issues will move forward. The draft is attached. Ends. SO2 ISTAR: Given this recommend change status to Yellow.

17 Oct 2011 (PJHQ- [REDACTED] (Restricted)

PJHQ J7 Lessons: This lesson is not clear and needs to be clarified.

Is it related to the lack of doctrine for FET or is it an OET/TCR issue over lack of FET in theatre or is it related to the lack of training opportunities for FET?

PJHQ do not write the doctrine for the employment of FET.

If there is an operational requirement to increase the numbers of FET again, then it needs to be staffed through the TCR process.

18 Jul 2011 ((OLD) DLOD TRG) (Restricted)

SO2 DTrg:

DLOD Doctrine should be the lead with DTrg as an SAM.

TX to DLOD Doctrine.

[REDACTED] (DLOD DOCTRINE)

[REDACTED] JFC- [REDACTED]

[REDACTED] (DLOD TRG)

[REDACTED] (PJHQ- [REDACTED])



**Subordinate Lessons:**

No subordinate lessons

**Master Lesson:**

No master lesson

5.3.1 OWNERSHIP OF FEMALE ENGAGEMENT TEAMS (FET)

**Originator:** ██████████ (LXC Lessons Database Mgr)      **Orig Unit:** Not Chosen  
**Lesson ID:** 15712      **Activity:** HERRICK.14  
**Originated By:** SO2 IO      **Impact:** 1 - Routine  
**Classification:** Restricted      **Obs Date:** 11/09/2011  
**Date Created:** 17/01/2012      **Lead By:** Land  
**To Note/Actn:** To Action      **Nat Caveat:**  
**Status:** Green      **User Instns:**  
**Target Date:** None Specified      **Review Date:** None Specified

**FIC:** Manoeuvre      **Coll Trg:**  
**LOFT Env:**      **Force Element:**

**Summary of Activity:** During training and preparation in the UK FETs do not have an owner, but do conduct training with CF. Ownership of FETs would resolve a lot of the individual and specialist training issues.

**Lesson Identified:** There is a requirement to establish policy on the ownership of FETs during preparation and MST and then for FGen Divs and brigades to adopt it.

**Gatekeeper Comments:** FEMALE; FET; COMMAND;

LXC (3 Apr 12): Change status to RED (no comments).

LELB (23 May 12): DETS(A) to insert comments as per verbal brief at LELB, then SPA to add capping comment and then LXC DbM to close GREEN.

LXC (31 May 12 ): Above LELB conditions fulfilled by DETS(A) and SPA comments. Closed GREEN.

Environment	Category	Functional Area	DL0D
Land	Prepare	G3	Organisation
	SPA		SAM
██████████	(DL0D ORG - Do Not Use)		

[REDACTED] {8ENGRX- [REDACTED]

[REDACTED] {MSSG- [REDACTED]

[REDACTED] (DLOD ORG (ADOC))

[REDACTED] (Army EdCap- [REDACTED]

- Main POC)



**Comments:**

Note: Comments with a higher protective marking than your security clearance are not shown.

29 May 2012 (DLOD ORG) (Restricted)

SO2 Org Integration: The comment from DETS(A), dated 28 May 12, confirms that this issue has now been resolved; DCSU are now responsible for FGen and FPrep of FETs. Recommend Close GREEN.

28 May 2012 (LF-DETTA- [REDACTED] (Main POC)) (Unclassified)

As noted at the LELB on 23 May 12 this issue has now been resolved. FETs are now owned by DCSU an element of 1MI Bde. They are responsible for the FGen and FPrep of what were FETs but are, as of H17, being trained and deployed as CULADs. FEs should no longer be self generating "FETs" but should be utilising the increased pool of CULADs available in Th. Questions on FET/CULAD employment should be directed to DCSU, RAF Henlow or via their website:

[http://defenceintranet.diiweb.r.mil.uk/DefenceIntranet/Teams/BrowseTeamCategories/Orgbased/Army/](http://defenceintranet.diiweb.r.mil.uk/DefenceIntranet/Teams/BrowseTeamCategories/Orgbased/Army/DcsuDefenceCulturalSpecialistUnit.htm)

DcsuDefenceCulturalSpecialistUnit.htm

Recommend this lesson is closed green.

03 Apr 2012 (LWDG- [REDACTED] (Restricted)

LXC (3 Apr 12): Change status to RED (no comments).

**Subordinate Lessons:**

No subordinate lessons

**Master Lesson:**

No master lesson

OBS: PLANNING FOR FEMALE ENGAGEMENT

Originator: [Redacted] (Army)  
DLW-LXC-[Redacted]

Orig Unit: Not Chosen

Lesson ID: 31984

Activity: HERRICK Campaign Study - 1

Originated By: Chapter: Themes 5-7

Impact: 1 - Routine

Classification: Restricted

Obs Date: 01/12/2014

Date Created: 29/01/2015

Lead By: Land

To Note/Actn: To Note

Nat Caveat:

Status: Black

User Instns: hecsbatch9

Target Date: None Specified

Review Date: None Specified

FIC: Command

Coll Trg:

LOFT Env:

Force Element:

**Summary of Activity:** Females soldiers engaging with local women has the potential to be an important information activity tool. However, the lack of women, both soldiers and interpreters, in the deployed force led to a paucity of female engagement capabilities, potentially missing out on engagement with 50% of the local national population. Few specific female engagement teams were actually generated. Far more common were sub-unit commanders deploying those women they had in the patrol bases on the ground as female searchers and 'engagers'. This was most successful with those who would be on patrol anyway, such as medics, RMP and dog-handlers. Whilst the paucity of female engagement teams was seen as a lack of capability, it is not always appropriate for every operation. In some cases where the cultural norm is for women not to engage with strangers on official business, the forcing of engagement with them can show a lack of cultural respect and be counterproductive. A combination of the above made the use of female engagement on Operation HERRICK minimal and did not give a true understanding of its utility. More research is required to determine whether female soldiers should be force generated in engagement-specific roles at the cost of other capabilities.

**Lesson Identified:** When planning operations an early assessment is required to determine the utility of gender specific activity. This will then allow a decision to be made based on balance of investment. Are women best employed in their primary role or should they be used in engagement roles?

**Gatekeeper Comments:** UPLOAD INFORMATION  
Keywords: STUDY; CAPABILITY; CULTURE;  
Initial Analyst Comment: Link to serial 545 (31916), very similar - female CULAD/ linguists.  
Link this Obs into it.  
SAM: PJHQ

Environment	Category	Functional Area	DLGD
Land	Prepare	G3	Organisation
SPA			SAM
x x (OBSERVATION)			

PJHQ - HCS PJHQ - HCS (PJHQ - HCS)



**Comments:**

Note: Comments with a higher protective marking than your security clearance are not shown.

17 Nov 2016 (FdArmy-Warfare- [REDACTED] (Official-Sensitive)

OBS Closed - acknowledged by SAM

16 Nov 2016 (FdArmy- [REDACTED] (Official-Sensitive)

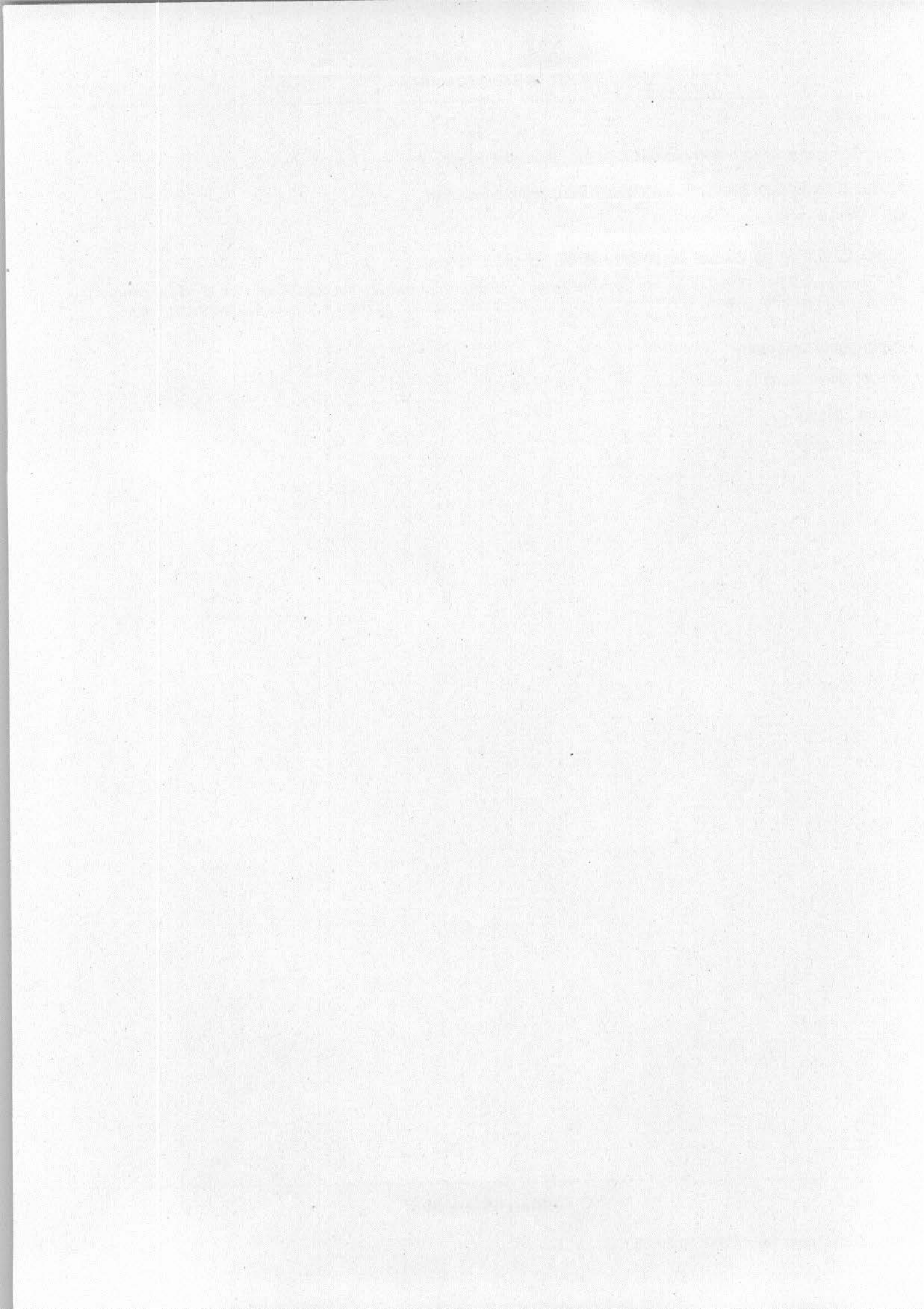
Comment from PJHQ: 'PJHQ does not have the levers to change this however, the requirement would be temporal, an adqual may be better. Recommendation: Th single Services engage in a discussion to establish the requirement.'

**Subordinate Lessons:**

No subordinate lessons

**Master Lesson:**

No master lesson



[REDACTED]

TFHHQ-1300-Influence-15-FET

24 Jul 11

See Distr

### TFH FET LESSONS IDENTIFIED

Refs:

- A. LWDG Doctrine Note 11-08, FET in Afghanistan.
- B. PJHQ Directive for FET, Jun 11.
- C. BRITFOR SOI 159, FET, 12 Apr 11.
- D. JTEC 1600/22, FET Issues and Recommendations for Development, 22 Apr 11.
- E. FET NES(S) BN 003, Feedback on FET debrief, 5 Jul 11.

### **ISSUE**

1. FETs have been operational in the TFH AOR since early Op HERRICK 13. The HERRICK 14 FETs were trained and deployed for the full tour. The genesis of TFH FETs has seen much staffing, development of doctrine and directives, varied training and trialling of concepts. TFH FET members gathered at BSN MOB on 4 Jul 11 to share experiences and identify lessons.

### **AIM**

2. The aim of this paper is to summarise FET lessons, to give updated advice to CFs and direction to TFH FETs and to inform the FET community-of-interest of developments.

### **TIMING**

3. Routine. The direction given in this paper is effective from receipt. Development of UK doctrine and any agreed updates to the PJHQ Directive for FET may follow in due course.

### **RECOMMENDATIONS**

4. The following recommendations are made to assist commanders in understanding and tasking FET:

- a. **Engaging with All.** FETs are females trained to engage with all LNs – male, female, young and old. (para 6a)
- b. **Function.** FETs work across FFUI. FFU probably occupies most of their time. But the desired outcome is to provide positive influence amongst and between LN. (para 6b)
- c. **Coord.** The HQ TFH FET Coord Officer is to develop closer working links between HQ TFH, H-PRT Gender Advisor, the FETs and others involved. (paras 6c and 6o)
- d. **Split Teams.** It is possible to split the 3 pers FET, even down to a single FET member per three CF sub-units. In each case, the FET Comd must consent. (para 6d)
- e. **Deliberate Search.** FET can be used for *targeted* compound searches and during VCPs to achieve FFUI and de-escalation. It is preferable to use an out of area FET for deliberate compound searching. CFs may coordinate the swap of FETs for short periods in order to allow this, informing the HQ TFH FET Coord Officer. (paras 6e and 6f)
- f. **Kinetic Ops.** [REDACTED]
- g. **Working alongside ANSF.** FETs can work alongside ANSF. But only where appropriate should the FET concept be developed for transition to ANSF. (paras 6g and 6h)



- [REDACTED]
- i. **Linguist.** FETs have vastly reduced combat effectiveness without a female linguist in the rural areas of Helmand but are not so constrained in the town areas; female linguists should therefore be focussed on those areas. (para 6i)
  - j. **Training of FETs.** The training of FET pers requires further development. FETs must conduct some MST alongside CFs in order to educate CFs in FET utility and requirements. (para 6m)
  - k. **Hand-over / Take-over.** It is critical to allow FETs a comprehensive hand-over. A 3 week overlap between FETs is recommended: 2 weeks is a minimum. (para 6n)
  - l. **Equipment and Support.** FET need the ability to playback radio items featuring LN females, for the benefit of LN female engagement and general education. (para 6r)

## BACKGROUND

- 5. **Forum.** During a half-day meeting at BSN MOB, FET Comds and team members provided feedback on their activity over the last 8 weeks. The meeting was attended by all 4 UK FET Comds, 5 of their 8 FET members, H-PRT's Gender Advisor, HQ RC(SW)'s FET Coord Officer and TFH's SO1 Info Ops. This meeting acted to inform development and employment of FETs during Op HERRICK 14 and provides lessons to assist in the preparation, training and deployment of subsequent FETs.
- 6. **Lessons Identified.** The following observations and lessons were generally or universally agreed by all participants:

- a. **FET Mission and End-state.** Refs A and B state the FET mission as:  
"TFH FETs are to directly engage Afghan men and women, build trust and influence the Afghan population in order to support the Battle Space Owner's intent."

But the Desired End State is set as:

[REDACTED]

This leads to a fundamental misunderstanding in some quarters that FETs are specifically designed to engage with Afghan females. It is clear that FETs have great utility in engaging with males, females, children, the young and the old. FETs are female ISAF personnel who engage with any local nationals.

- b. **Balance of FET Operational Function.** There will inevitably be a balance between the operational functions of FIND, FEEL, UNDERSTAND and INFLUENCE (FFUI). Until adequate understanding is achieved, the balance of FET effort must be on FFUI before I. Even where no FFUI tasking is obvious, the very presence of FET members can have a de-escalating effect – an example of the influence of PPP. We must remember that the desired end in the use of FET is positive influence between and amongst LN.
- c. **C2.** The C2 model for FET of TACOM to TFH and TACON to CFs has been made to work. But TACON to CFs, in purist terms, means that the CO cannot even assign tasks within the FET mission for the team; TACOM is the minimum command status to CFs to allow proper tasking and coordination. Double-hatting of FET pers almost always degrades capability. A closer working link is needed between FET and H-PRT.
- d. **Splitting of FET.** Direction to date has emphasised that the FET is a team and should be employed as a team. It is apparent from FET Comds' experience that there will be situations in which splitting the team is both appropriate and effective. Each FET Comd

[REDACTED]

must be allowed to make that decision herself. Split teams do allow a greater spread of female engagement capability across a CF battlespace. The penalty where the split results in a single female operating within a sub-unit is that one-to-one engagement with LN females is much less likely to be possible due to FP concerns. But the instance of one-to-one engagement by HERRICK 14 FET has been so low to date that this penalty appears acceptable. Singleton FET members can increase their productivity by teaming up with other CF females (especially medics, vets, military policewomen and MSST females), even though these have not been given specific training in female engagement.

e. **Spread of Resource.** With only one FET per CF, it will never be possible to spread FET resource to all areas where FET could have a useful effect. CFs should consider employing FET:

- In newly accessed areas, to assist FFU and then I – support CLEAR and HOLD.

[REDACTED]

- To assist medics, vets and MSSTs in delivering advice and short courses to LNs – to assist the BUILD.
- To support or even lead male dominated shuras – HOLD and BUILD.
- In leading community activity such as rubbish clean-ups – HOLD and BUILD.

f. **Kinetic Areas.**

[REDACTED]

g. **Working with the ANA.** One FET has worked closely with an ANA Tolay. This has reportedly been very successful and has allowed both greater access by that FET to LNs and has acted to show ANA what could be achieved by an indigenous FET or, simply, ANSF females. The numbers of females in the ANSF is extremely small and we should be wary of over-encouraging the ANA to follow our example: nonetheless, our example may encourage wider and better utilisation of ANA females. ANA attitudes towards FET vary but, wherever it seems to be acceptable, it should be considered as an employment option. It is notable that ANA encountered in some of the TFH AOR are extremely reticent about searching LN females: LN females are often ushered through CPs and cars containing LN are frequently unsearched – providing INS a potential TTP for evading search.

h. **A Concept to Give to ANSF?** There was debate over whether the FET concept is one to transition to ANSF. While there is nothing to rule-out transition to ANSF, this should not be a primary aim of UK FET. Where it seems appropriate, the concept should be handed over. If this gains traction, it should be supported. The saying 'Afghans have to want something more than we do in order for it to work' may sound trite, but it holds good. Whatever concept we come up with, it is unlikely to last beyond transition unless it is perceived, by ANSF and / or LN, as providing clear benefit. The other aspect of FET



[REDACTED]

transition is that of responsibility for coordination of the delivery of GIRoA initiatives to DCC or DoWA, working with LN F. This is certainly where our FET transition effort could lie.

i. **Linguist Capability.** All FET members agreed that access to LN females was rare if the only linguistic capability was through a male interpreter. Interactions with males and children were still possible and, occasionally, with females – eg during cordon and search ops when there is more communal engagement. But FETs lose a great deal of combat effectiveness without the presence of female linguists. Given that LN female interpreters are exceptionally rare, the only viable choice is to have military female linguists. FET Comds should be Pashtu linguists. If they are also CULADs, the CF CULAD capability is also significantly increased.

j. **Localism and Aspiration.** Afghan society in the TFH AOR is highly localised. Attitudes, social mores and reaction to ISAF presence and ops varies, sometimes dramatically, between even nearby locales. Generalisations are unhelpful. There is, however, a distinct split between urban and rural areas: more cosmopolitan attitudes do occasionally occur in urban areas but rarely in rural ones. We must set realistic aspirations: we are unlikely to change any fundamental aspects of Afghanistan's character and mores in the next 3-5 years.

k. **Patience.** The HERRICK 14 FETs have found that it takes a great deal of time to develop permissiveness. It is important that CF comds and FET members have the patience to develop FFU of an area, even although the prize is INFLUENCE and it is desired immediately. This implies a significant level of investment and hope; if influence does not subsequently develop, no doubt a degree of despondency can then set in – but it must be accepted that we will not always succeed.

l. **Access to Female Engagement.** The social dynamics of LN in the TFH AOR frequently militate against contact with adult females by any ISAF personnel. FETs provide an opportunity to gain access that is otherwise absent. Provision of a service, eg veterinary engagement, health advice or handouts of minor consent winning items can provide the catalyst for FET to gain access. FETs requested equipment that would allow them to replay radio broadcasts that included interviews and statements by prominent Afghan females – for example Provincial Councillors. The one-time BBC Pashtu “women’s hour” was thought to be very popular and worth rebroadcasting using the same method. It was assessed that these were particularly powerful in engaging the attention of LN females. While FETs do have digital recording gear that allows replaying of such radio clips, the speaker is small and cannot be heard in a room. HQ TFH FET Coord Officer is to investigate provision. Access approaches have followed various forms:

- Top down: access has been found through initial engagement with village elders, winning of confidence and then agreed access through these elders.
- Escorted: sometimes male family heads have supervised FET engagement with LN females.
- Bottom up: chance meetings in the course of patrols have occasionally allowed engagement with females.
- Deliberate ops: VCPs and cordon and search ops can allow access due to the degree of lack of consent that has to be shown in order to conduct searches. In such cases, the presence of a FET often serves to de-escalate an otherwise tense situation.
- With an offer: veterinary training initiative and ISAF vet clinics and veterinary training initiatives (VTIs) are particularly effective in gathering both male and female LNs. Health briefs – one team is assisting delivery of “Level 1 health awareness” courses – can also be popular.
- Youth shuras offer the chance to access young teenagers. This is an otherwise neglected group by ISAF and ANSF. There does appear to be youth appetite for purposeful activity. Provided something practical can be delivered, the concept of youth shuras offers interesting potential.



[REDACTED]

m. **Training.** The pre-training for HERRICK 14 FETs was compressed to the degree that a further week long training period was required in theatre before deployment to CFs started. Ideally, this training should be carried out prior to arrival in theatre. The PDT and MST carried out in the UK should, if possible, be reorganised to allow:

- 10 week patrol Pashtu course (SPL110+0) – which requires an MLAT score of 80+. Although not agreed by every FET member, there was a general agreement that better language skills would allow easier interaction with LNs.
- Thorough Basic Close Combat (BCC) skills.
- A more generic cultural training package: current FET members felt that the package given had misled them into forming a fixed picture of LN attitudes and behaviour whilst experience very rapidly gained in theatre had shown that things were much more variable.
- Search training: all FET members requested more thorough search training.
- Embedding some training with CFs during MST. All FETs reported that their CFs took time to understand the capability of FETs. The capability needs to be understood by incorporating FET in training serials during CF MST that include: FET at LN shuras; VCPs; compound searches and female engagement serials where multiple commanders are able to brief FET on their white picture – and then provide security for the exploitation of a FE<sup>2</sup>.

n. **Hand-over / Take-over.** The HERRICK 14 FETs did not benefit from a hand-over / take-over with their HERRICK 13 counterparts, other than, in a few cases, less than an hour face-to-face in BSN MOB. FETs develop working relationships with LNs across their AORs. In this respect, they have a very similar function to CULADs. Unless we permit hand-overs similar to that of CULADs – 16 to 21 days – we will never properly capitalise on the FET concept. HERRICK 14 FETs were unanimous that virtually all of the good work by HERRICK 13 FETs was lost due to the lack of personal introductions to the key interlocutors developed with such patient effort over the preceding months. The hand-over should include:

- Week 1: arrival, Cat 2 RSOI, half-day central briefing by in-place IO and FET Comds, move to CF locs
- Week 2: accompany in-place FET for a full week's battle rhythm
- Weeks 2 and 3: throughout, meet key LN interlocutors

The minimum time needed is 2 weeks – which will still be a rush. If the focussed FET training referred to in sub-para 5m above cannot be delivered during MST, it will need to be replicated in theatre. However, the key hand-over involvement is between the outgoing FET Comds and the incoming complete FETs. It would be acceptable for the other FET members to overlap by less than the 3 week ideal.

o. **Female Engagement outwith FET.** It is apparent that other organisations are carrying out some form of female engagement. It appears to be carried by UK FPW around the BSN MOB area, using Force Education Centre pers. US HTT attached to TFH also appears to be conducting limited female engagement. Wherever deliberate female engagement is intended, it should at the very least be coordinated via HQ TFH FET Coord Officer – SO2 J5 IO at HQ TFH.

p. **Photography of FET at Work.** Despite the desire to gather 'good news' imagery, all pers should be aware that photography of women is often regarded by LN as suspicious or sinister. Any intent to photograph female engagement should be handled sensitively: no

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<sup>2</sup> On FTX there are Pashtu females as well as males and most of these serials are already run. No additional resource or significant rewrite of trg serials is necessary. FET serials will serve to broaden understanding of the many reasons that patrols are conducted.

[REDACTED]

photography should be taken unless LN females and their male leaders readily agree and it should not be considered as a measure of female emancipation in rural areas.

q. **MoE.** Measures of Effectiveness are difficult to achieve. Judgements are likely to be subjective rather than objective. Nonetheless, feedback on FET employment is essential to furthering the concept. Local atmospherics before, during and after FET employment are likely to be the surest indicator of effectiveness.

r. **Further Development.** Initiatives that one or more FETs are pursuing include:

- Direct engagement through the LKG DOWA (Department of Women's Affairs) offices. The DOWA offices provide a secure environment where women may gather. The LKG FET is closely engaged. A recent visit developed into an impromptu VTI attended by 53 LN females.
- Shura attendance. Where a FET includes a linguist, FET presence in a listening and supporting capacity at political, development and security shuras provides the opportunity to initiate further engagement.
- Increasing FET ability to offer health advice and delivery of simple medication. However, there is a difficulty in delivery of even non-prescription medication due to liability concerns. This is frustrating given (1) that many medications considered to be prescription only, or even just subject to pharmacist's advice on purchase, in the UK can be bought over the counter in Afghanistan and (2) many of the ill-health conditions encountered are easily treated.
- The TFH PSE will support FETs with recordings of radio health advice programming and, if it can be found, BBC Pashto "women's hour" programmes. These can be delivered by FET to local audiences using compact recorders with speakers. The equipment necessary is to be investigated by the HQ TFH FET Coord Officer.
- Coordination of easier access by LKG FET to the Provincial Council.
- A widows' NGO exists that works in Afghanistan. This may assist future engagement.
- FETs that have access to urban areas are investigating ways to make and reinforce links between urban and rural females. Ideas include the marketing, in urban areas, of rural products. Outreach from urban areas is constrained by the ability of women to travel, even escorted by male family members. But some outreach is possible, especially by female Provincial Council members and DOWA officials. The possibility of delivering T3 training (veterinary and medical) to LNs is under investigation.
- Increasing understanding of NGOs operating in Afghanistan. FET frequently encounters people and situations that need specialist support, eg mental health problems. Such support can often be delivered only by NGOs and FETs need to know where to direct LN F for such support.
- Potential female projects. Sewing cooperatives, beekeeping enterprises and poultry farming initiatives are being investigated as springboards for greater female engagement between rural areas, DCC, DoWA and the Helmand Widow's Association allowing the FET to hand over areas susceptible to positive influence to GIROA at the earliest opportunity. All FET influence activity should look to the longer term ability of LN F to engage with the existing GIROA initiatives and the Afghan NGOs.

[REDACTED]  
Lt Col UK-A  
SO1 IO HQ TFH

[REDACTED]

Distribution:

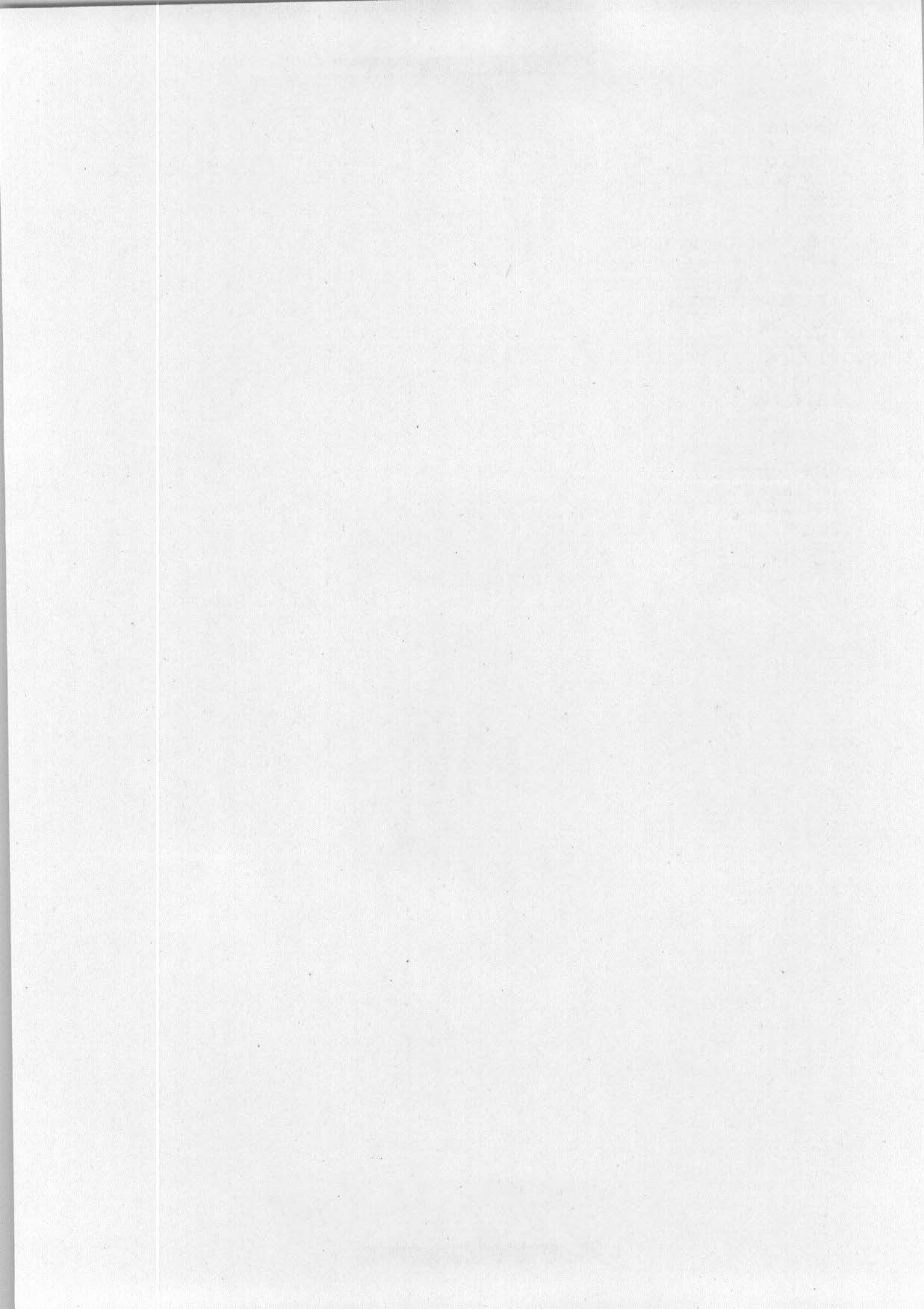
External:

PJHQ J3 JE  
LWC IA Branch  
DI(HF)  
DSTL  
H-PRT RoL (Gender Advisor)  
H-PRT Population Engagement  
SO1 J7 JtFSp(A) / Comd BTC  
LWC Prism LO RC(S)  
CO DCSU  
CF COs  
CF CsOS  
CF IO Offrs  
FET Comds

Internal:

COS TFH  
TFH Lever Chiefs  
TFH AAA  
SO2 IO  
CULADs  
PSE







**FEMALE ENGAGEMENT IN AFGHANISTAN**

## References:

- A. HQ IJC/FRAGO/507-2010 dated 12 Sep 10. Female Engagement Support to GIRoA.
- B. PJHQ FRAGO 82/10 dated 14 Jul 10. Op HERRICK – Formation of Female Engagement Teams.

**INTRODUCTION**

1. Female Engagement Teams (FET), made up of female soldiers who have received specialist training, enable the military to engage with those female communities that are not accessible through conventional means. Used for both the collection and dissemination of information, they can be employed across the conceptual framework of a COIN campaign<sup>1</sup> to influence the population and to develop our own understanding of the human terrain.<sup>2</sup> There are risks associated with conducting female engagement, and we should never seek to influence the values of the indigenous culture and their attitudes towards the rights of women. However, a deliberate and considerate approach will result in long-term benefits to both us and the host nation government.

**AIM**

2. This Doctrine Note (DN) clarifies what is meant by female engagement, explains why Task Force HELMAND (TFH) carries out female engagement and what it aims to achieve in doing so. It also gives guidance on how to approach and conduct female engagement through the use of FETs.

**BACKGROUND**

3. **Doctrine.** UK doctrine at the operational and tactical level recognises the importance of considering the population when planning and executing operations. JDP 0-01<sup>3</sup> includes the civilian population, along with conventional forces and irregular activists, as one of the internal actors that must be understood in order to define the operational context of any campaign. JDP 3-40<sup>4</sup>, which relates specifically to stabilisation<sup>5</sup>, advises that the civilian population should be the focus when seeking to shape the 'key conflict relationship'.<sup>6</sup> More critically, AFM Vol 1, Part 10 concludes that 'The strength of the relationship between these three groups generally determines the outcome of campaign.'<sup>7</sup> These references imply that there is a requirement to engage with both men and women, although female engagement is not stated explicitly.

<sup>1</sup> AFM Vol One, Part 10 dated Jan 10 – *Countering Insurgency*, pp. 4-3 to 4-4.

<sup>2</sup> AFM Vol One, Part 10 dated Jan 10 – *Countering Insurgency*, pp. 3-4 to 3-6.

<sup>3</sup> JDP 0-01 dated Aug 08 – *British Military Doctrine*, pp. 3-1 to 3-2.

<sup>4</sup> JDP 3-40 dated Nov 09 – *Security and Stabilisation: the Military Contribution*, pp. 2-23 to 2-24.

<sup>5</sup> Stabilisation is the process that supports states that are entering, enduring or emerging from conflict, in order to prevent or reduce violence; protect the population and key infrastructure; promote political processes and governance structures, which lead to a political settlement that institutionalizes non-violent contests for power; and prepares for sustainable social and economic development (JDP 3-40 dated Nov 09 – *Security and Stabilisation: the Military Contribution*, p. 2-2).

<sup>6</sup> The key conflict relationship is made up of the host government, competing elites and wider population.

<sup>7</sup> AFM Vol One, Part 10 dated Jan 10 – *Countering Insurgency*, p. 1-1.

4. **Afghan Society.** Elements of Afghan society are very conservative, particularly so in Helmand Province. This conservatism manifests itself in many ways, one of which is a strong protectiveness toward the female population. Upon reaching maturity, many women withdraw into a close circle of family members and are rarely seen by or communicate with people outside this group, particularly with men from outside the family group. This presents a problem to the average male ISAF soldier as he is unable to communicate freely with nearly 50% of the adult Helmand population.

5. **Recent Experience.** Both US and UK experience has proved that female ISAF soldiers are more likely to be able to engage with the adult female population. This is particularly pertinent in areas where the security situation does not allow Government of the Islamic Republic of Afghanistan (GIROA) or foreign civilian representatives to communicate freely with local women. Regional Command South West (RC(SW)) and TFH have been directed to carry out female engagement (Refs A and B). The term female engagement should be taken to mean female ISAF troops interacting with Afghan local nationals (LN) with a focus on the Afghan woman and their families.

## ROLE

6. **Mission.** As directed in Ref A, FETs are to directly engage Afghan men and women, build trust and influence the Afghan population in order to support the battlespace owner's intent.

7. **Desired End State.** The desired end state of female engagement as laid out in Ref A is that:

- a. Women do not support or enable the insurgency.
- b. Women influence families/communities not to support the insurgency.
- c. Women influence others to demand basic services from the government.
- d. Women influence family and community members to support GIROA.

8. **Stability and Security.** Comprehensive stability will be the basis for enduring success in Helmand and wider Afghanistan. However, the primary objective of female engagement is to support the improvement of the Security line of development through the building of trust between the Afghan LNs and the ANSF. Where capacity allows, other lines of development should be supported.

## FOUNDATIONS

9. **Gain and Maintain Popular Support.** One of the principles of COIN is to 'gain and maintain popular support'. However, female engagement is an area where many opportunities exist to cause offence and alienate communities or elements thereof. FETs must therefore ensure they consider the second-order implications of all their actions as support from the wider community must be paramount.

10. **Approach.** Due to the huge differences in culture between the ISAF soldier and the Afghan male and female, it is best to approach female engagement in a deliberate and cautious manner. This includes the steady building of strong relationships between the battlespace owners and the male religious and tribal leaders who will enable FETs to operate. A 'military style' drive for fast results will be off-putting to the LNs and may cause offence.



11. **Reinforcing GIRoA.** If GIRoA does not have the support of the population, our stabilisation efforts will not endure. Afghan women must therefore understand how their local and national government is developing to better support their needs. Connecting the local women to their provincial Department of Women's Affairs is key. To that end, female engagements must promote all levels of government. The gender lead within the Provincial Reconstruction Team (PRT) will be able to provide guidance on suitable areas of progress.

12. **Command and Control.** In order to be able to support the battlespace owner's intent, FETs are placed under the Tactical Command of the Combined Force (CF), and it is their responsibility to administer them. The FETs will, however, be coordinated by the TFH FET Coord Officer, who is linked to the PRT and HQ RC(SW), and will ensure unity of approach across all the FETs. If the CF CO requires guidance on how to employ the FET, he should consult his Cultural Adviser (CULAD).

## PLANNING

13. **Risk Assessment.** Prior to carrying out any female engagement, the potential risks to the Afghan females must be carefully assessed. Any involvement with ISAF may put women and their families in harm's way with the insurgent, and lead to a loss of trust between the LNs and the wider ISAF force. All risks should be identified and, where possible, mitigated through detailed planning; Annex A provides further guidance to FET Leaders on questions to be asked when planning.

14. **FET Structure.** PJHQ has directed (Ref B) HQ TFH to generate one FET per CF. Each team consists of a dedicated Team Leader and two female soldiers. These additional two soldiers will have received female engagement training but are likely to have an additional role within the CF.

15. **Interpreters.** Afghan women are much more likely to be willing to speak to ISAF personnel through a female interpreter. Ideally, one member of the FET will be a qualified Pashtu speaker. However, alternative options to consider are the use of female military interpreters attached to the CF, female CULADs and US Marine Corps (USMC) FET members. If a female interpreter is not available, Afghan male interpreters can be used, but only after consultation with the ANSF and local tribal and religious leaders to confirm that the interpreters are acceptable.

16. **Afghan National Security Forces (ANSF).** The ANSF may not understand why female engagement is necessary and instead see it as culturally insensitive. By explaining the rationale, approach and likely outcomes, the ANSF are more likely to support the activity and assist in persuading the local male stakeholders to allow engagements. Their presence, as part of the force protection, will serve to further legitimise the activity. However, caution must be exercised because not all members of the ANSF will give local women the levels of respect expected by the LNs. In time, female engagement may provide an opportunity for partnering and mentoring, ultimately enabling the ANSF to take the lead. Experience has shown that misunderstandings between the ANSF and ISAF can be disproportionately damaging to the wider partnering relationship, so female engagement should not be undertaken if the local ANSF are not supportive.

17. **Military Stabilisation Support Team (MSST).** MSSTs carry out stabilisation activities on behalf of the Stabilisation Advisors and will be able to provide an insight into opportunities for engagement. Once the FET has established a relationship with a particular female community, the MSST will be able to support with projects based on the women's requirements. Examples include the development of community centres, improved access to healthcare, and better education for their children.

18. **Influence.** As articulated in the desired end state, female engagement is seen as a means of utilising Afghan women's influence. All influence messages intended for the Afghan community, be it male or female, should be discussed with the CF Influence Officer. Likewise, any information received that is likely to be of use in developing future messages should be fed back. The Influence Officer will also be able to task the PSYOPS organisation to develop supporting products such as radio announcements and educational posters.

19. **Appearance and Clothing.** FET members must at all times look like the professional soldiers that they are. Anecdotal evidence suggests that it can help with engagement if a female ISAF soldier is identifiably female. The best means to achieve this is to wear hair in a plait rather than a bun if it is long enough. This has the added advantage that, if the FET member does not wish to stand out on a patrol, she can tuck the plait into her body armour. On entering a compound, the FET Leader may decide it is safe for the FET to remove their Personal Protective Equipment (helmet, body armour, glasses) in order to put the Afghan women at ease. The wearing of headscarves has generated both positive and negative responses from LNs, so FETs are advised to carry headscarves and only to wear them if requested by the host, be it male or female.

20. **CF Phased Approach.** Female engagement should evolve over a series of phases. In areas where the local community is receptive to female engagement, it should be possible to complete the initial phases relatively quickly; this will not be the case when local tribal and religious leaders are less than convinced by our motives.

a. **Phase 1.** The CF should identify between two and four geographic areas on which the FET can concentrate. They should be:

- (1) Relatively permissive.
- (2) Non-kinetic.
- (3) Regularly patrolled.
- (4) Heavily populated.

b. **Phase 2.** The FET, or at least the FET Leader, should patrol with the CF in the selected areas and engage LNs encountered in order to build up a rapport and trust. The presence of the FET should become a regular occurrence during these framework patrols.

c. **Phase 3.** The FET Leader should continue to engage with identified LNs and start to ask sensitively and patiently about the needs of the families, with a view to being invited into compounds. When visiting compounds, it is recommended that the FET Leader take a small gift, such as a sample-size shampoo and conditioner, for the women in the household. Cultural awareness training is to be heeded in terms of who the gifts go to and in what order. The gifts should be purchased locally in order that the females know what they are and how to use them.



d. **Phase 4.** Once access to a few compounds has been gained, the FET Leader can suggest a women's informal gathering as a means of increasing the female attendance and centralising the discussions.

e. **Phase 5.** The FET should provide support to this gathering and plan the next one with the women there. Each gathering should have a focus, for example:

(1) Educating LN women about the schools available in the area for their children.

(2) A talk by one of the females from the Provincial Council.

(3) A discussion about starting a small cooperative business.

(4) A talk on the justice system and how to access it, or on recruitment into the ANP.

The FET should not control the gathering, so it is important that the women choose a leader from within their group. They must then see the gathering as an opportunity to voice their views and concerns to their local government via ISAF.

f. **Phase 6.** The final stage involves the emergence of female Key Leaders who expand and run these informal gatherings, establishing direct links with the Department of Women's Affairs, and providing the district and provincial governments with a clearer indication of their requirements.

#### **ADDITIONAL CONSIDERATIONS**

21. **Alternative Approaches.** If the tribal and community leaders are unwilling to support female engagement, the use of medical, veterinary, and agriculture engagements may assist in increasing their trust. Such engagements should not be seen as an alternative to female engagement, rather an opportunity to prove that we understand the sensitivities surrounding women. It is therefore imperative that these events be aimed at the entire community and not solely at women, and that messaging and discussion be limited to topics associated with that particular engagement.

22. **J2.** The purpose of the FETs is not intelligence gathering. Where it has been tried, the local women instantly became extremely wary and it was then difficult to re-engage. The FET members should make themselves aware of the White and Red picture for the area they are visiting so that, should relevant information be revealed in the course of a normal conversation, it can be passed to the J2 cell.

23. **Developing Host Nation Capability.** Even though Afghan society (Para 4) and the ANSF (Para 16) might not initially understand the significance of female engagement, the ANSF should be encouraged to maintain links with the female communities through the use of their female personnel. FET Leaders, through Afghan National Army (ANA) and Police (ANP) mentors, can advise local commanders on the ways and means of developing their own indigenous capability.

## EXPLOITATION

24. **Engagement Debriefing.** The FET must be fully debriefed on completion of a meeting or more formal engagement. Although this is likely to be led by the G2 Cell, and will provide a valuable input to the Single Intelligence Narrative, the FET must ensure that the information is disseminated to those who can action it; in addition to written engagement reports, one-to-one conversations will ensure the recipients fully understand the local female population.

25. **Formal Reporting.** The format for female engagement reports is mandated by HQ RC(SW) and can be found in the HQ TFH SOPs. Reports are to be sent to the TFH FET Coord Officer, who produces a weekly summary, which is then disseminated on to HQ RC(SW).

## SUMMARY

26. Female engagement in areas where religion or culture isolates the women has its risks. However, through careful planning and execution, these risks are mitigated and the engagements can provide a clearer insight to the communities' hopes and fears. FETs, in either the supported or supporting role, should be seen as a capability that spans the conceptual framework of a COIN campaign and can contribute not only to security, but also to the other lines of development too.

Annex:

A. FET Leader's Planning Aide Memoire.

FET LEADER'S PLANNING AIDE MEMOIRE

1. This Annex provides the FET Leader with questions to consider when conducting a combat estimate in relation to female engagement.

<p><b>Question 1</b> What is the situation and how does it affect me?</p>	<ul style="list-style-type: none"> <li>• Who in the CF will be able to provide additional information on the local environment?</li> <li>• What is the relationship between the local woman and the human terrain in which she lives?</li> <li>• How are the ANSF likely to respond to female engagement?</li> <li>• How much risk do the insurgents present to female engagements?</li> </ul>
<p><b>Question 2</b> What have I been told to do and why?</p>	<ul style="list-style-type: none"> <li>• Are the mission and tasks allocated supporting the CF Comd's intent and coherent with the desired end state of female engagement?</li> <li>• How does the female engagement relate to the Shape, Secure and Develop, and what influence will this have on topics of discussion?</li> <li>• Are the risks associated with female engagements going to serve as constraints, and how can they be mitigated?</li> <li>• Should the engagement focus more on messaging or information gathering?</li> </ul>
<p><b>Question 3</b> What effects do I want to have on the population?</p>	<ul style="list-style-type: none"> <li>• What effects that are currently being delivered to the male community can be replicated with the female element of the population?</li> <li>• <del>_____</del> <del>_____</del> <del>_____</del></li> <li>• What is the female perception of security and how might this differ from the male's?</li> <li>• Can the women inform and influence governance and economic development?</li> <li>• Do my proposed effects contribute to enhancing GIRoA's reputation?</li> </ul>
<p><b>Question 4</b> Where can I best accomplish each effect?</p>	<ul style="list-style-type: none"> <li>• Do the largest concentrations of women provide the best opportunity for female engagement, or are their tribes anti-GIRoA or reluctant to allow female engagement?</li> <li>• Are potential locations in close proximity to the insurgents' Forward Line of Own Troops, and is there a risk of engagements being disrupted?</li> <li>• When considering the lines of communication, is there going to be sufficient time for worthwhile discussion once transit times have been taken into account?</li> </ul>



<p><b>Question 5</b> What resources do I need to accomplish each effect?</p>	<ul style="list-style-type: none"> <li>• What force protection is going to be required to support the female engagement, and how are the ANSF being utilised?</li> <li>• Is protected mobility available to mitigate the impact of extended lines of communication (ie long transit times) and increase the time available for engagement?</li> <li>• Where is the interpreter being sourced from?</li> <li>• Are stabilisation funds and Consent Winning Activity products required to help generate trust?</li> </ul>
<p><b>Question 6</b> When and where do the effects take place in relation to each other?</p>	<ul style="list-style-type: none"> <li>• What other CF activity is likely to be taking place at the same time as the female engagement?</li> <li>• Is there any risk that the female engagement might undermine the status quo of communication between ISAF and the LNs?</li> </ul>
<p><b>Question 7</b> What control measures do I need to impose?</p>	<ul style="list-style-type: none"> <li>• Which LNs and when will they be informed about the time and location of the female engagement?</li> <li>• What C2 arrangements are required between the FET and the associated Force Protection?</li> </ul>

<b>GROUP/SYNDICATE NAME</b>	Syn 7 / Influence & The Narrative
<b>SCRIBE</b>	[REDACTED]
<b>CONTACT DETAILS</b>	[REDACTED]

1. BLUF. Three top/key bullet points e.g. any significant issues, observations or themes which emerge (to be briefed at the back-brief at the conclusion of MXS Day 1).

- a. [REDACTED]
- b. Two – Once the effect (verb) is understood then the capability (noun) can be defined; this will remove some of the confusion over the term 'influence'. The syndicate believed that there is a clear need for a single capability owner for 'Influence' – i.e. "Info Ops Plus Plus " (Info Ops, cultural advice, Reintegration, Religious Engagement, Female Engagement). This is seen as essential to effectively resolve issues across all DLODs i.e. training, FORGEN, doctrine etc.
- c. [REDACTED]
- d. [REDACTED]

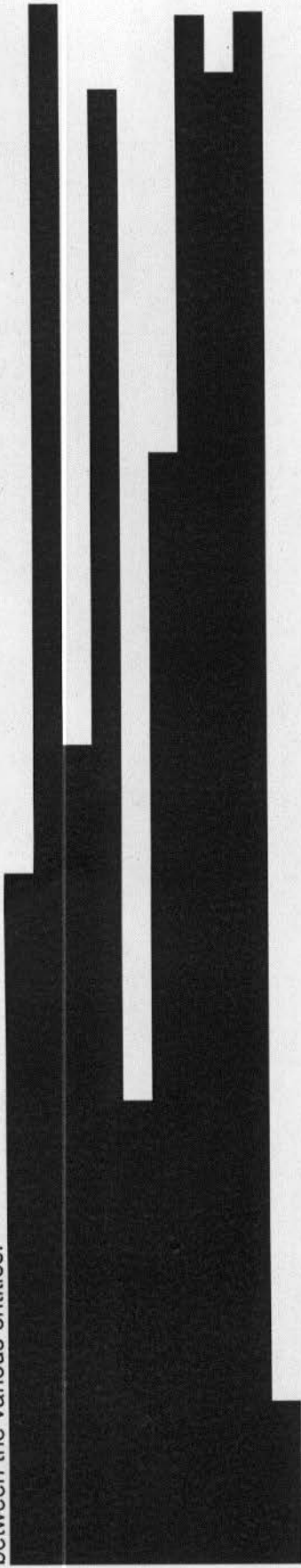
2. Outline of opening remarks by Syndicate leader - [REDACTED] (S01 Influence)

[REDACTED]

16X experience is 'Influence' as a capability = Info Ops Plus Plus i.e. focus on cultural advice, targeting, Female Engagement, Religious engagement & reconciliation.

[REDACTED]

CULAD and FET capability improving and complementary to support provided by AAA and McNeil Tech & HTT – but there can be conflict between the various entities.

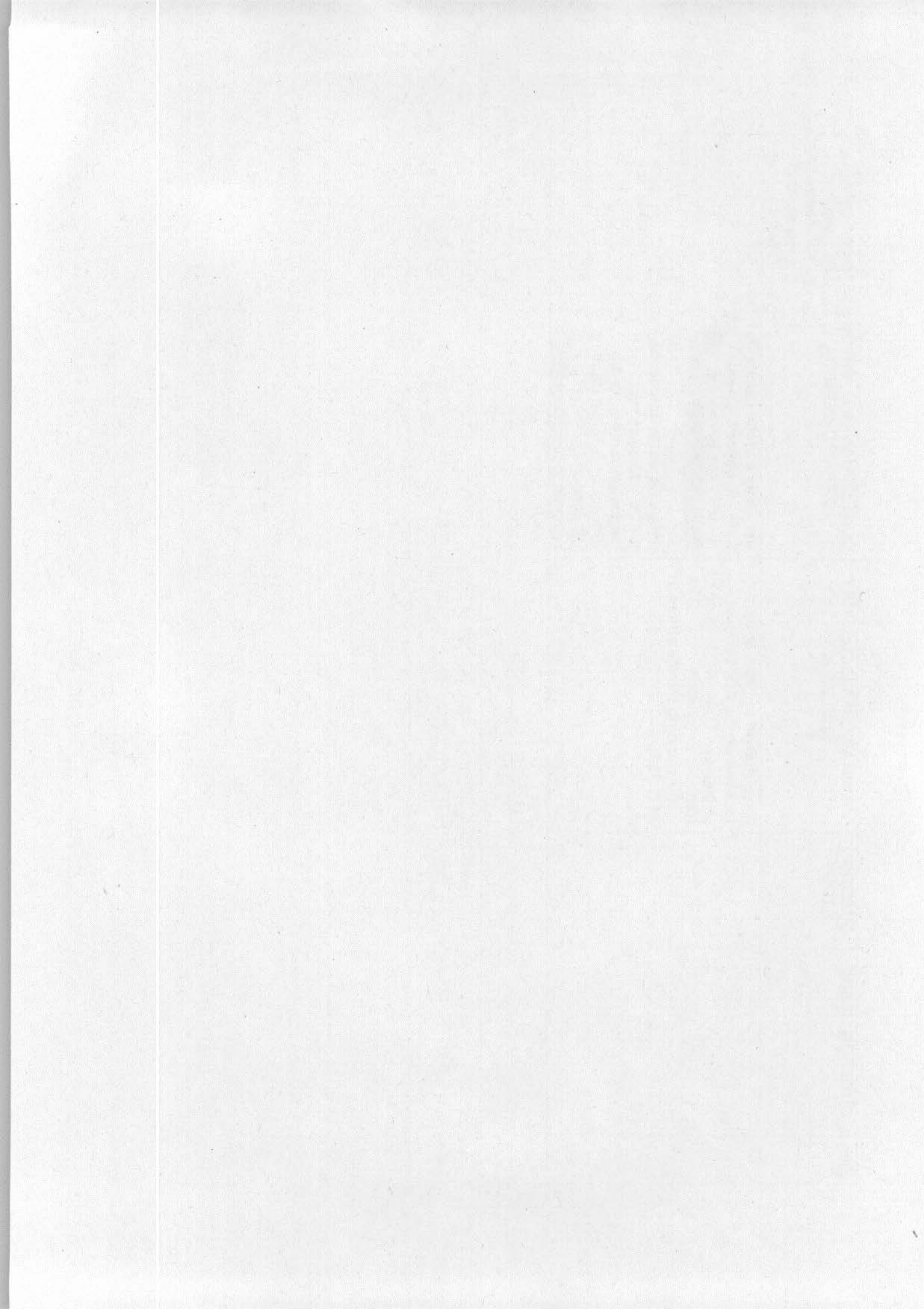


3. Table below to capture the questions/issues.

Ser	QUESTION / ISSUE	QUESTION FROM?	SUMMARY OF DISCUSSION / RESPONSE	CONTEXTUAL INFO AND/OR EXTRA COMMENTS	Issue Staffing Suggestion: (PJHQ/Theatre/LF Cts/HQ Air/LXC MJP/? PJHQ/Theatre. DCSU?)
3	FETs - How have Female Engagement Teams been employed by CFs and Sub Units. How successful has this been, what results have been achieved and how might their training be improved during MST?	[Redacted] SO1 FTU, LWC	4 x FETs TACON CFs. Language skills critical weakness during H13 ([Redacted] - 1RIRISH). Need to accept that AFG males need to be engaged prior to access to females.  CF tasks for FETS - Info collection / HT; engagement with AFG males and females; access to female only environments. Female search? (Detail captured in TF FRAGO)  Trg for the future - Increase language trg. Tm leader must	Should this not be a core capability? ([Redacted] - 101 Log Bde)  Who should provide the lead for training and taking the capability into core? ([Redacted] DCSU). Note: FETs RODs from the mtg held on 14 Jun 11 suggests that DCSU may be the most appropriate lead for FETS given the close/complementary nature of their focus with that of CULADs.  Should this be an area for	PJHQ/Theatre. DCSU?



Ser	QUESTION / ISSUE	QUESTION FROM?	SUMMARY OF DISCUSSION / RESPONSE	CONTEXTUAL INFO AND/OR EXTRA COMMENTS	Issue Staffing Suggestion: (PJHQ/Theatre/LF Cts/HQ Air/LXC MJP/?
			<p>have studied to Level 3; be focused on the AO; conduct engagement training, leading of female shuras and understanding female affairs in AFG (HMD).</p>	<p>the TA as a niche capability? Note - need for a database to record FETs personnel. ( [REDACTED] - 3 Div)</p> <p>It may be worth considering the US approach on languages/culture for all officers from initial training. US allocating officers a regional focus. (Capt [REDACTED])</p>	



HERRICK 14 MISSION EXPLOITATION SYMPOSIUM – SYNDICATE DISCUSSION RECORD SHEET

<b>Syndicate</b>	Stabilisation
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Chair [REDACTED]

Scribe [REDACTED]

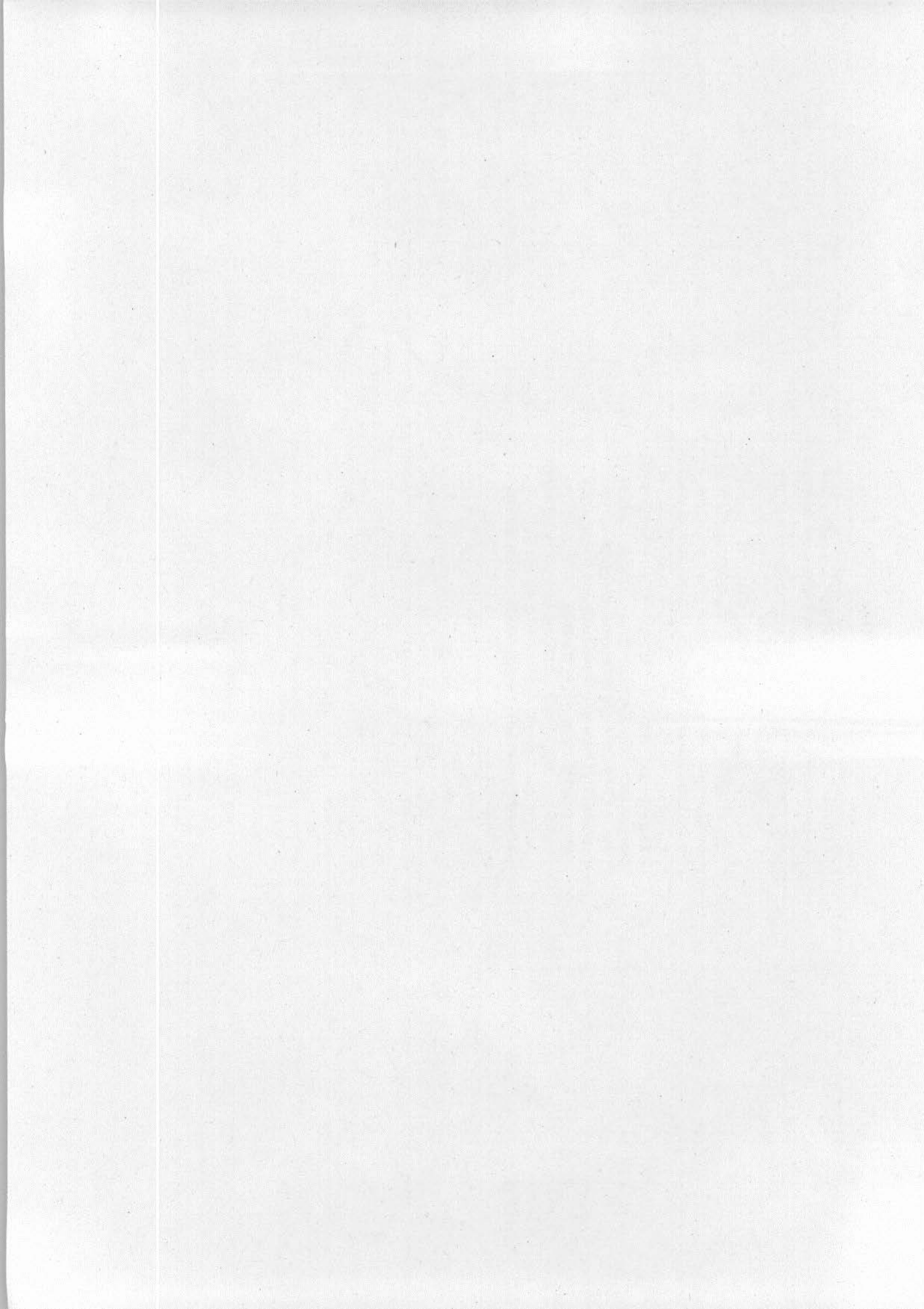
Top Three Issues / Themes Discussed (Verbal Back-brief)	
1.	<b>Integrated Transition Planning.</b> [REDACTED]
2.	<b>Managing the Fringes of Protected Communities.</b> [REDACTED]
3.	<b>Female Engagement.</b> There is considerable confusion over the purpose of FETs with the majority of feedback on their impact being very negative. Clarity is required on their concept of operations. There were also significant misgivings over the standard of military skills that the teams possess; to be of use FETs must be trained to Cat 2+. FETs are most effective when they build a rapport with locals this means that they need to be based in the area permanently and not be brought in and out to meet specific tasks – this is in part a question of having enough FETs to cover the ground.

HERRICK 14 Syndicate Introduction Summary
[REDACTED]



Ser	Question/Issue	Raised By	Summary of Discussion	Suggested Resolution	Ownership
	<p>Did you make use of FETs? If so for what? How can they be used more effectively?</p>	<p>MSSG</p>	<p>There was a general sense of frustration over the use of FETs with very little positive being said. Issues could be grouped into three areas – the concept, the training and the resourcing.</p> <p><b>Concept.</b> There seemed to be considerable confusion over what the FETs are there to do. Are they there to help develop our understanding of the human terrain, are they there to influence an element of the local society, are they there to assist with immediate and tactical issues such as dealing with women when entering a compound and with searching women and children. While it was accepted that the needs of different areas will mean they might be used for different things there is a lack of clarity over their role. <b>Comment:</b> It is understood that there is a PJHQ endorsed concept for the use of FETs however awareness and/or adherence to this concept appears limited within the Bde and BGs.</p> <p><b>Training.</b> There was considerable disquiet over the level of training that FETs receive. If they are meant to be engaging frequently "outside the wire" then they should be trained to Cat 2+. They weren't and there were several anecdotes given of FET members not being familiar with their personal weapons – it was suggested that their poor skills were putting other patrol members at risk. It was also felt that they were not getting much training on the role and practices of being a FET – a reflection of the conceptual confusion perhaps. <b>Comment:</b> The lack of Cat 2+ training has featured in MSSG POIs over several Herrick cycles and is unacceptable. Sufficient training</p>	<p>The role, purpose and use of FETs should be included in the mission specific training for Bde and BG staff.</p> <p>PJHQ should mandate that FETs are trained up to Cat 2+ standard. Including FET personnel in the Cat 2+ elements of MSSG pre-deployment training may offer a means of achieving this provided that sufficient training resources are made available to MSSG.</p>	<p>LWDG</p> <p>PJHQ DCSU</p>







**HERRICK 14 MISSION EXPLOITATION SYMPOSIUM – SYNDICATE DISCUSSION RECORD SHEET**

<b>Syndicate</b>	<b>INFLUENCE AND THE 'NARRATIVE'</b>
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<b>Chair</b>	[Redacted]
<b>Scribe</b>	[Redacted]

Top Three Issues / Themes Discussed (Verbal Back-brief)	
1.	Pre-deployment Influence Awareness/Training [Redacted]
2.	Measurement of [Influence Activity] Effect [Redacted]
3.	Staff Experience [Redacted]

Ser	QUESTION / ISSUE (a)	Raised By (b)	SUMMARY OF DISCUSSION / RESPONSE (c)	Suggested Resolution (d)	Ownership (e)
1	How can companies in the field assist in delivering the Bde IO plan? Particularly in terms of preparing and training pre-deployment.	[Redacted] (1 LANCs, Coy Comd)	[Redacted]  <ul style="list-style-type: none"> <li>Training - the analogy was drawn to the progressive build up in LFTT. IO training should be equally progressive and gradual. It should include PSYOPS, CULAD and FETS awareness/trg and should commence well ahead of deployment (12 mths).</li> </ul>	See left	

