Combined Joint Intelligence Operations Center – Afghanistan

STRATEGIC INTELLIGENCE UPDATE

Recommended ISAF Guidance for Female Engagement Teams

23 FEB 2010

Overall Classification of this Briefing is UNCLASSIFIED //FOUO
## RECOMMENDATION

Establish ISAF Guidance for Female Engagement Teams

**Purpose:** To standardize female engagements for ISAF units to enable systemic collection of information from the female population in a culturally respectful manner to facilitate building confidence with the Afghan population.

**Guidance Should Contain:**
- Strategic, Operational, and Tactical Relevance of FETs
- Organizational Constructs
- Afghan Cultural Context
- Informing the Lines of Operation
- Tactical Employment: FET Methods and Techniques
- Risks and Considerations
- Information Management and Methodology
- Assessments

**Key Takeaway:** A comprehensive engagement strategy is essential for building confidence with the population, but must be achieved with a coordinated effort governed by a specified intent for information synthesis.

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To Build Confidence with the Population

RESPONSE
Engage 100% of the population

RESPECT
Afghan societal norm of gender segregation

RELATIONSHIPS
Develop community trust and cooperative environment to achieve the mission

48% Female
52% Male

100% Afghan Population

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FET Influence & Informative Value

Current Military Operations
- Nonpermissive Environment
- First Responders

Future Military Operations
- Civil Military Operations (CERP/HA/VMO)
- Information Operations
- Force Protection

ISAF & Local GIRoA Decisions
- Stabilization & Reconstruction (PRT & MRRD)
- Governance (PG/DG)

ISAF & Local GIRoA

GIRoA & International Community

NGO/NPO

Financial Investment (DFI)

Human Rights

Near Term

Long Term
Non Lethal Targeting of the Human Terrain

Corroborate
Clarification

Convergence
Caliber Increased

WOMEN
(eyes & ears)

MEN
(mouth)

CHILDREN
(legs)

EF

GIRoA

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FET Mission Process

Mission Analysis
- Intel Back Brief & Research
- Staff Analysis
- BN CDRs Guidance

Research Design & CONOP
- Company CDR Input
- OP Situation Analysis
- Target Task Purpose

Female Engagements
- Patrol AO
- Imbed w/ Patrol for Rehearsals
- Sqd Ldr Pre-Brief

Final Products
- Develop Products
- Back Brief To Staff
- Sharepoint CIDNE Email

Final Products
- Sharepoint CIDNE Email

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• Respect the roles of the males in Afghan society

• Involve the elders to garner community support and give them ownership of the effort

• Respectful disposition builds confidence with the males and females that ISAF/GIRoA supports Islamic values and traditions
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<th>Governance</th>
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<th>SECURITY</th>
<th>R&amp;D</th>
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<tr>
<td>• Leadership</td>
<td>• Coordination &amp; Cooperation</td>
<td>• Freedom of Movement</td>
<td>• Health Care</td>
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<td>• Participation</td>
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<td>• Reintegration</td>
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<td>• “Shadow” Gov.</td>
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<td>• Judicial System</td>
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<td>• Economic</td>
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</table>
MAKE NO PROMISES
BUT FOLLOW THROUGH WHEN YOU CAN:
1. Tea Pot = Improved Economic Capacity and Standard of Living
2. Translator Teaching = Literate Son
3. Pack of Socks = Exposure to Elements Reduced

We’ve been drinking 3 cups of tea…now let’s help them make the tea.
How does FET support ANSF??

Partnership  
Informing

Training  
Recruiting

Professional Development  
Public Perceptions

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Getting to the Hard Questions

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Comprehensive Engagement

FET members can engage males too.

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ISAF guidance is needed for consistency in engagement methodology and reporting procedures.

**Guidance Should Contain:**
- Strategic, Operational, and Tactical Relevance
- Organizational Constructs
- Afghan Cultural Context
- Informing the Lines of Operation
- Tactical Employment: FET Methods and TTP
- Risks and Considerations
- Information Management and Methodology
- Assessments

*Paper on this topic to follow from HTS: Each item above treated as a chapter.*