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MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Report on the Coordination of
Collection of Intelligence Information

Draft

1. You requested that in consultation with the representatives of the other IAC agencies I undertake a review of the existing provisions for the development and coordination of information requirements and collection tasks in conformity with established Priority National Intelligence Objectives.

2. While there are many details which bear upon this subject matter the following are major factors which help us to put this problem in perspective:

a. Priority National Intelligence Objectives DCID 4/4 have recently been approved by the IAC. They indicate the fundamental direction which our intelligence efforts should take in regard to the national security.

b. In many cases departmental objectives which arise from departmental needs are coincident with the priority objectives, though, of course, not in all cases.

c. The IAC now has a well established procedure for the approval and review of annual and quarterly programs for the production of National Intelligence Estimates, provision being made for flexibility to meet the changing and urgent needs of the National Security Council.

d. There already exist various arrangements, such as the Economic Intelligence Committee and the Scientific Estimates Committee with their various respective subcommittees, which make it possible to develop coordinated research programs on subjects required to support the estimating program or other security programs of interest to more than one department and in some cases mainly relevant to a

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single department. These coordinated research programs also provide collection guides, where necessary. In addition, it should be recalled that each of the intelligence producing units among the IAC agencies has a research program designed to fulfill its various responsibilities to community or national programs as well as departmental needs.

3. It is reasonable to inquire whether there is a need for greater central direction or coordination and more detailed accounting in the deployment of research resources in respect to Priority National Objectives. I do not believe so, except as special problems arise. In such cases we should deal with them as necessary. Furthermore, I believe no new overall machinery is required in the coordination of research for the purpose of providing better guidance for the collection of intelligence information.

4. Associated with each research office in the intelligence agencies and centrally for each agency there are well established units with quite similar procedures for acquiring the raw data and intelligence information which the intelligence producers need by levying requirements on appropriate reference or collection facilities. "Requirements" officers are in a sense middle men who are essential because of the size of our research organizations and our collection organizations as well as their remoteness from one another. The requirements officers must understand the needs of research, the resources available and problems of collection. Their procedures are designed to provide a clear request to the collectors for intelligence information needed for research, to guard against duplication and to work out proper priorities with the collectors. It should also be noted that collectors collect information which they have not been specifically requested to obtain, some of which when disseminated may give rise to requests for additional collection along the same lines. A fuller description of the coordination of requirements is submitted at Tab A.

5. I have discussed this matter with the IAC representatives concerned at some length. After consultation with the heads of their agencies they advise me:

a. That their respective agency's requirements are responsive to DCID 4/4 although, of course, their responsibilities also include requirements not covered by that Directive.

b. That in their view the existing arrangements for the coordination of requirements, where necessary among the agencies, are adequate, and

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c. That, in their opinion, no new overall coordination mechanism or procedures are required.

6. In these discussions it was recognized that there are specific problems in the coordination of requirements which arise from time to time such as the need for guidance on the part of the director of NSA or such as has recently been the concern of the IAC with regard to defectors. It was recognized that individual collection administrators are plagued from time to time with shortages of funds and personnel or other weaknesses. It is believed that these can be best corrected by being dealt with as specific problems, as indeed in certain cases they are or have been.

7. Another aspect of improvement in collection is the coordination of assets available to the US missions abroad as they proceed to act on the requirements served from Washington Headquarters. This report does not deal with that subject and any judgement thereon would require investigation and assembly of facts not yet accomplished as far as I am aware. It may be that you may wish to write the IAC to join you in such an investigation.

8. Recommendations:

a. That no new overall mechanism be established for the coordination of requirements for the collection of information.

b. That as specific problems arise they be treated directly.

c. That, insofar as the regular procedures of the agency or the IAC do not seem suited to deal with a given problem, you assign an officer to make a special investigation with a report and recommendations to you, or to the IAC when appropriate.

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Special Assistant to the Director
for Planning and Coordination

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