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8 May 1973

MEMORANDUM FOR: General Graham

SUBJECT: Intelligence Production Review  
(Interim Report)

1. Attached is a first analysis of CIA, State Department and DIA intelligence production on Latin America for the period 1 April 1972 to 1 April 1973. The analysis is based on 166 documents entered into the CIA Central Reference Service AEGIS computer.

2. Although the AEGIS file is not a management tool, the file can be effectively used for at least some generalized production analysis. Based on my own knowledge of production for the Latin American area, I have a high degree of confidence that the file covers almost all of the finished intelligence production for the area and that the CRS analysts' title expansion entries are valid and appropriate.

3. Based on the criteria used for the analysis, most intelligence production is "appropriate" in terms of producer interest and competence. The primary finding to the contrary is that the DIA should concentrate on matters of direct military concern and State and CIA should not normally produce in these areas. Of the seven clearly "inappropriate" documents, four were State and CIA documents on strictly military matters, and three were purely political products prepared by the DIA.

4. While the analysis showed little outright production duplication, there is considerable overlap among producers. Because of the broad interests of CIA and State, some duplication is probably unavoidable and may serve a useful purpose when there is a difference in interpretation of events; however, given the scarcity of resources in the community, duplication should be held to a minimum.

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4. General recommendations for production management improvement will have to await the findings of similar surveys for other geographic areas, but two tentative recommendations appear to be taking shape.

a. The DCI, probably through the USIB vehicle, should address the matter of appropriate agency production. Our analysis should provide a good basis for this.

b. Some means must be devised to keep production duplication and overlap in check. To this end, an online registry file for finished intelligence production would appear to be a feasible solution. The file would consist of the proposed title for a product, a brief content description, and the estimated production date. Each agency contributing to the file would be responsible for inputting the file and consulting it before initiating production. Within directive bounds, an agency would have the option to declare its intention to produce on a subject already identified, but the file would immediately alert production managers to carefully scrutinize the duplicative products. IC/PRG access to file on a continuing basis would allow us to take corrective action in cases of unwarranted duplication.

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Attachment

Distribution:

✓ Orig - Addressee

1 - PRG Subject  
1 - PRG Chrono

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April 1972 to April 1973Latin America

	Total Documents <sup>1</sup>	Most Appropriate <sup>2</sup> Producer	Appropriate <sup>3</sup> Producer	Least Appropriate <sup>4</sup> Producer
CIA	71	53	16	2
State (INR)	68	61	5	2
DIA	27	20	4	3
TOTAL	166	134	25	7 <sup>5</sup>

<sup>1</sup>Based upon CRS AEGIS file holdings.

<sup>2</sup>Criteria:

- a. Production on a subject under DCID authority.
- b. Production on a subject clearly within the responsibility of the producing agency and production for which the producer has the greatest competence within the intelligence community.

<sup>3</sup>Criteria:

- a. Production does not violate DCID authority.
- b. The producing agency has some responsibility for such production and a considerable degree of competence on the subject.

<sup>4</sup>Criteria:

- a. Production violates DCID authority. (No product in this sample review violated DCID authority.)
- b. The producing agency has little direct responsibility for such production and limited competence in the subject area.

<sup>5</sup>Documents in the least appropriate producer category are:

CIA:

1. Peruvian Arms Procurement Policy (US military assistance problems aid Soviet military sales of MI-8 Helicopters; Offer of MIG-21, T-54 tanks; Olmos, Paita projects), published March 1973.
2. Arms Sales in Latin America (Military sales from Europe, USSR on increase; US military assistance; mirage, MI-8 Helicopters, YAK-40 sales or interest), published April 1973.

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State:

1. Peru: Soviet Helicopters for Air Force (Military sale of MI-8), published December 1972.
2. Patterns and Trends in the Development of Chinese Communist Military Assistance Activities Since 1954, published August 1972.

DIA:

1. Bolivia: President Banzer's Downfall--One Crisis Away (Military coup possibility; Labor relations, devaluation crisis; Shaky FPN Alliance, FSB, MNR Role), published February 1973.
2. The Argentine Military--Return to the Barracks? (Role in Govt after elections; electoral law), published March 1973.
3. The Argentine Military and Peron's Return (Peronist activity; election maneuvering), published December 1972.

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