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DIRECTOR OF CENTRAL INTELLIGENCE
Human Resources Committee

Office of the Chairman

HRC-80-17
2 April 1980

The Honorable
Richard W. Murphy
American Ambassador
Manila

Dear Mr. Ambassador:

Since late 1974, the interagency Human Resources Committee has conducted the FOCUS Review Program of reporting from selected US Missions abroad. The purposes of this program are to provide Chiefs of Mission with an updated, concise, and agreed statement of priority national intelligence needs and to assess the adequacy, timeliness, and responsiveness of Mission reporting to intelligence needs in support of national policy goals. The program is carried out on an interagency basis with full Department of State participation. We propose to conduct such a review of the reporting from Embassy Manila in early May. A brief description of the FOCUS Program is enclosed.

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The National HUMINT Tasking System (NHTS) is being developed in response to Executive Order 12036 which directs the National Intelligence Tasking Center to undertake collection tasking based on national intelligence needs. The FOCUS process permits the Foreign Affairs and Intelligence Communities to review what is being reported by a Mission and, on that basis, to determine what policymakers and analysts perceive to be their intelligence needs. A HUMINT Tasking Plan on the Philippines will be prepared as part of the NHTS following the FOCUS process. The relationship of NHTS to the Post Substantive Reporting Plan is discussed in State telegram 040936, February 14, 1980 (Roger Channel).

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We would appreciate your participation in the FOCUS process. We will call a meeting in early May of both analysts and policymakers. This meeting will be chaired by the National Intelligence Officer for China, East Asia, and the Pacific, Any thoughts that you are able to send to me before then will be given

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REVIEW ON 1 APRIL 1986

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priority consideration during this meeting. Your recent GORM statement and your latest Post Substantive Reporting Plan will be most useful to us, of course. We would welcome any additional views you may have on opportunities or difficulties you may be experiencing in carrying out the Mission's reporting functions. Mission views would assure that the FOCUS review is conducted with a realistic appreciation of the reporting situation as seen from your vantage point.

[redacted]

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The final report will be sent to you by the DCI through [redacted]. We will invite your reactions to it. Other copies will be sent to the National Foreign Intelligence Board, to the Office of the Inspector General, Department of State, and, of course, to officials in Washington directly responsible for backstopping field elements on Philippine matters. [redacted]

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As you are aware from the Secretary's message of February 15, 1979 (State 038873), there is urgent high-level concern about the adequacy of political, military, economic, and S&T reporting. As a consequence, FOCUS reports are reviewed by the Political Intelligence Working Group, composed of David Aaron, Frank Carlucci, and David Newsom. The Philippines is one of the watchlist countries designated by that group for continuing scrutiny. [redacted]

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I hope that the FOCUS Review will be helpful to you in coordinating Mission reporting on the Philippines. [redacted]

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Sincerely,

[redacted signature]

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Chairman

Attachment:
FOCUS Summary

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DIRECTOR OF CENTRAL INTELLIGENCE
Human Resources Committee

16 August 1978

FOCUSIntroduction

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FOCUS is an interagency program which reviews the reporting by human resource elements of the Intelligence Community and other Departments and Agencies affiliated with U.S. Diplomatic Missions abroad. The FOCUS Review Program is conducted by the Director of Central Intelligence Human Resources Committee. The FOCUS Reviews are designed to help enhance the effective management, coordination, and utilization of reporting programs in the field and at the Washington level. The program (a) assesses the adequacy, timeliness, and responsiveness to national intelligence needs in support of national policy goals of the reporting from selected U.S. Missions abroad; and (b) provides Chiefs of Mission with timely, concise, and agreed-to statements of priority national intelligence needs.

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FOCUS Reviews are carried out in close cooperation with responsible policy officers of the Departments of State, Defense, and Treasury, and the National Security Council Staff. The views of the Chief of Mission concerned about reporting problems and opportunities are solicited in advance of the review and carefully taken into account when received.

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FOCUS Reviews contain four sections:

Part I, U.S. Policy Goals and Issues, is a brief statement by the Department of State of key policy goals and issues in U.S. relations with the subject country which is based upon the most recent interagency policy paper for the country concerned. Part I provides the overall framework and specific issues-oriented terms of reference for the entire FOCUS Review. Part I, together with Part II, provides the parameters for the Statement of Priority National Intelligence Needs contained in Part III.

Part II, the Reporting Assessment, assesses Mission reporting for its quality, timeliness, and responsiveness to national intelligence in support of U.S. policy goals and issues. The Reporting Assessment is written by the National Intelligence Officer concerned on the basis of an interagency seminar in which policy officers and intelligence analysts participate. For those aspects of the Assessment in which a consensus is not reached, provision is made for dissenting views to be recorded.

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Part III, the Statement of Priority National Intelligence Needs, flows directly from the Reporting Assessment (Part II) and is developed against the background of U.S. policy objectives and issues (Part I). It is an interagency consensus statement prepared by the Human Resources Committee in close consultation with the National Intelligence Officer. Additional supporting guidance may be sent to the field through Departmental and Agency channels if required.

Part IV, the Action Review, addresses coordination and management problems and opportunities identified during the course of the review. It summarizes action being taken and presents recommendations for further Departmental and Agency action in response to these issues. The Action Review is an interagency consensus statement; if there are dissenting views they will be included.

[redacted] The FOCUS Review when completed is reviewed by the Director of Central Intelligence, who transmits the report to the Chief of Mission [redacted] Copies of the FOCUS Review are also sent to the National Foreign Intelligence Board for information to the Office of the Inspector General, Department of State, and to member agencies of the Intelligence Community.

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