



Director of
Central
Intelligence

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A Compendium of Interagency Coordinating Mechanisms: An Update [Redacted]

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Intelligence Producers Council

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*IPC 85-10001
August 1985*

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Note to the Reader

This reference aid updates the IPC document (IPC 83-10001) entitled *A Compendium of Interagency Coordinating Mechanisms: An Update*, published in August 1983, and is intended as a replacement for it. The aid incorporates changes and additions recommended by Community elements that update the listings of Community participants; identify new Community coordinating mechanisms and working groups; provide a more detailed breakout of some DCI Production Committees; and supplement the previous list of interagency coordinating mechanisms by adding the names and functions of consultative groups advising the DCI on matters relating to intelligence collection, exploitation, and production. A few mechanisms listed in the previous edition of this document were deleted since they no longer exist.

The Intelligence Producers Council (IPC) Staff appreciates the contribution made by Community elements in the preparation of this document and hopes that they will continue to keep it up to date. For purposes of updating the document, we request that recipients notify the IPC Staff [redacted] as they note needed changes to the listings of interagency mechanisms.

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If recipients of this document would like more information on the mechanisms listed in this document, they are welcome to call the IPC Staff. For information on DIA participation in the interagency mechanisms, recipients are encouraged to call the Defense Intelligence Agency, Vice Director for Foreign Intelligence, [redacted] Information on DCI Production and Collection Committees as well as DCI advisory groups may be obtained from the respective Executive Secretaries and/or staff whose locations and telephone numbers are listed below:

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Committees/Advisory Groups	Location	Telephone
[redacted]		

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Preface

The intelligence process—collection, processing, production, and dissemination—requires continued and effective communication among collection and production elements in the Intelligence Community. To further such communication, a number of interagency coordinating mechanisms—both formal and informal—are available for analysts and managers from various intelligence components to use for collection problems, research, or intelligence production. Some mechanisms have representatives from all agencies in the Community and address broad subject areas, while others are confined to a relatively small group who focus on much narrower topics. As an aid to analysts, this paper lists and describes existing mechanisms within the Community and elsewhere in the Executive Branch of government that serve as an interface on intelligence research and production.¹ It also includes a listing of Community groups with which analysts can work to improve collection and exploitation in their substantive areas.² High-level DCI advisory groups whose actions may impact on intelligence analyses and production are also listed in the paper.

¹ This paper does not include the senior interagency groups (SIGs) nor interagency groups (IGs) that assist the NSC in fulfilling its responsibilities. While the above groups, both regional and functional, may discuss intelligence matters, their focus is to establish policy objectives, develop policy options, make appropriate recommendations, and consider the implications of agency programs for foreign policy or overall national security policy.

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**The Intelligence Community and the
 Need for Interface**

The Intelligence Community (IC) is charged by Executive Order with the responsibility for carrying out intelligence activities necessary for the conduct of foreign relations and the protection of the national security of the United States. (See page 3 for responsibilities and activities of the principal components of the Intelligence Community.) These activities include the collection of information needed by senior government officials and the production and dissemination of finished intelligence. The ability of the Community to successfully carry out these activities depends to a great extent on continual and effective communication between personnel of various intelligence components and dialogue with policymaking elements in the US Government.

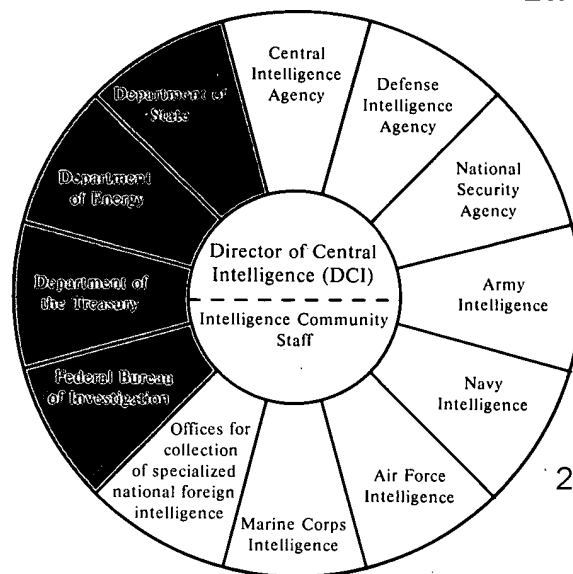
As with any large organization, there are formal and informal channels within the Community for analysts and collectors to communicate among themselves. Interagency mechanisms have been established to promote both types of communication. They include groups concerned with research, analysis, and production and others that focus on collection and exploitation. There are also mechanisms (for example, NSC-sponsored groups or meetings initiated by State Department regional bureaus) outside the Intelligence Community that provide a forum for discussion among intelligence and policymaking elements.

Close coordination among Community elements is not limited to working-level analysts. There are also mechanisms at Community policy and management levels that facilitate coordination in establishing guidance for production and collection planning, in identifying solutions to production and collection resource problems, and in approving interagency intelligence products such as National Intelligence Estimates and Interagency Intelligence Memorandums. These mechanisms and those at the working level are discussed in the sections that follow.

The Intelligence Community

- ▷ Department of Defense elements
- ▶ Departmental intelligence elements (other than DOD)
- ▷ Independent Agency

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Interagency Mechanisms on Research and Production
 Dialogue among analysts on research and production in the Community is effected through an extensive network of interagency mechanisms. Some mechanisms enable analysts to exchange substantive information and information on production plans, research,

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and analysis; relate intelligence to current policy or security issues; identify information gaps; and develop collection requirements to address information gaps. These mechanisms range from formal, highly structured bodies that have been established by DCI Directive to informal working groups created at the initiation of analysts. The names, substantive areas of concern, and the membership of these mechanisms are listed in appendix A. The appendix lists the mechanisms under the category of intelligence (that is, political, economic, military, and special subjects) that relates to its substantive concern. [redacted]

The most formal mechanisms are the DCI Production Committees and their supporting subcommittee structure. The present committees are:

- Economic Intelligence Committee (EIC).
- Foreign Denial and Deception Analysis Committee (DDAC).
- Joint Atomic Energy Intelligence Committee (JAEIC).
- Science and Technology Intelligence Committee (STIC).
- Technology Transfer Intelligence Committee (TTIC).
- Weapon and Space Systems Intelligence Committee (WSSIC).

Although their main focus is intelligence analysis and production, they are involved in all aspects—collection, processing, production, and dissemination of information—of the intelligence process and have an important impact on Community activities. Each agency of the Intelligence Community is represented on the full committee as well as on one or more of the associated subcommittees and working groups. Subcommittees or working groups focus on key topics (for example, [redacted]

[redacted] within the Committee's substantive area of concern. Some of the working groups have permanent tenure while others (not listed in appendix A) are organized to address a specific task and are dissolved once that task has been completed. [redacted]

Somewhat less formal than the DCI Committees are interagency working groups formed at the behest of the National Intelligence Officers or the National Security Council. Like the DCI Committees, they function as a forum for providing a Community

position on intelligence issues of major concern to the DCI or senior policymakers. Such groups are usually formed to produce formal national intelligence products (for example, National Intelligence Estimates, Interagency Intelligence Memorandums) on specific topics or to provide direct substantive support to continuing policy issues such as MBFR, strategic arms reductions, international terrorism, or narcotics. While some of these groups have permanent status, the tenure of most will depend on the sensitivity of a particular topic, the duration of a crisis, or the time required to produce a coordinated piece of national intelligence. Principal participants in these working groups are CIA, DIA, State, NSA, and the service intelligence organizations, although others such as Treasury or DOE occasionally play active roles. [redacted]

The third category of interagency coordinating mechanisms includes those that are generated by intelligence analysts or a policymaking element's perceived need for a continuing dialogue on topical issues. These mechanisms are ad hoc groups that meet on a more or less regular basis. A multitude of such ad hoc groups now exist and they cover an impressive, almost pervasive, range of topics. The majority of the existing groups focus on military (for example, arms production and deployment, force developments and trends, military assistance), economic (for example, resources, foreign trade, economic relations), and global (for example, illicit drug traffic, international terrorism) issues. The most active participants in these groups are CIA, DIA, State/INR, and the military services. [redacted]

Finally, the interagency analyst contacts established through the mechanisms discussed above comprise a totally informal communications network that probably makes the most significant contribution to an effective sharing of analytical judgments and intelligence information. [redacted]

Interagency Mechanisms for Collection and Exploitation

Collection planning and operations respond primarily to the requirements and priorities mechanisms (that is, DCI Collection Committees: the Committee on

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The IC's Principal Components and Responsibilities

Central Intelligence Agency (CIA) has primary national responsibility for the clandestine collection of foreign intelligence; for conducting counterintelligence abroad; for research and development of technical collection systems; and for the production of political, military, economic, biographic, geographic, sociological, and scientific and technical intelligence to meet the needs of national policymakers.

Defense Intelligence Agency (DIA) satisfies the foreign intelligence and counterintelligence requirements of the Secretary of Defense, the Joint Chiefs of Staff, the Unified and Specified Commands, and Defense Department components, and provides the military intelligence contribution to national intelligence.

National Security Agency (NSA) is responsible for the centralized coordination, direction, and performance of highly specialized technical operations in support of US Government activities to protect US communications and produce foreign information.

Army Intelligence provides specialized intelligence support (to include collection, production, and dissemination of military-related foreign intelligence as well as counterintelligence work) to the Army worldwide and to DOD.

Naval Intelligence works to fulfill the intelligence, counterintelligence, investigative, and security requirements and responsibilities of the Department of the Navy.

Air Force Intelligence conducts and manages collection, processing and analysis, and dissemination activities to meet worldwide Air Force and national intelligence needs.

Marine Corps Intelligence provides intelligence support to Marine Corps tactical commanders, primarily in the amphibious warfare mission area, and to Marine Corps worldwide contingency missions.

Department of State's Bureau of Intelligence and Research produces political and some economic intelligence to meet department needs, coordinates State's relations with foreign intelligence operations, disseminates reports received from US diplomatic and consular posts abroad, and participates in the preparation of National Intelligence Estimates.

Department of Energy is primarily a consumer of intelligence but it collects political, economic, and technical information on foreign energy matters; produces some foreign intelligence; and provides technical and analytical research capabilities to other intelligence operations.

Department of the Treasury collects foreign financial, monetary, and economic data; produces analysis to support the Secretary of the Treasury; and assists in the production of national intelligence.

Federal Bureau of Investigation (FBI) has primary responsibility for counterintelligence within the United States.

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Imagery Requirements and Exploitation, SIGINT Committee, and the HUMINT Committee) established within the Intelligence Community. Therefore, it is necessary for each analyst to become familiar with the resource management system of his or her individual agency as well as their agency representative on each of the DCI Collection Committees. It is through such channels that analysts may influence collection and exploitation activities. [Redacted]

Appendix B lists those DCI Committees, subcommittees, and working groups that play a major role in implementing collection and processing requirements submitted by analysts. DCI Committees also address processing and dissemination problems, but, in these areas, their efforts are effectively supplemented by ad hoc, interagency groups. These ad hoc groups are also listed in the appendix. [Redacted]

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Community Coordination at the Policy and Management Levels

In addition to the DCI's Production and Collection Committees, there are other DCI advisory bodies that provide a forum for senior representatives from intelligence organizations involved in collection, processing, and analysis to exchange views and reach agreements on substantive aspects of national intelligence (see appendix C). The most senior, and perhaps the best known, is the National Foreign Intelligence Board (NFIB) whose membership includes the DCI, DDCI, and the heads of CIA, DIA, NSA, and State/INR. One of the principal functions of NFIB is to advise the DCI on the production, review, and coordination of national foreign intelligence. For example, the NFIB meets regularly to approve the publication and issuance of National Intelligence Estimates (NIEs) and Special National Intelligence Estimates (SNIEs) produced under the auspices of the National Intelligence Council (NIC). Other Community bodies that have an impact on analytic processes include the DCID 1/2 Committee, the Intelligence Producers Council (IPC), the Critical Intelligence Problems Committee (CIPC), the Intelligence Information Handling Committee, and the Intelligence Research and Development Council. At a lower level than the NFIB, these bodies provide a mechanism for Community managers to identify key resource and substantive issues and to seek solutions to problems of common concern.

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There are still other mechanisms available to the DCI that do not involve direct participation by all Community elements but whose actions affect Community production and analyses. These mechanisms—the Military-Economic Advisory Panel (MEAP), the Science and Technology Advisory Panel (STAP), the Nuclear Intelligence Panel (NIP), and the Senior Review Panel—were established by the DCI to provide a soundingboard and source of advice on a wide range of military-economic and technical matters. Members of these advisory panels come from organizations and institutions outside the Intelligence Community. The functions of the panels are described in appendix C.

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Appendix A

Listing of Interagency Mechanisms Related to Research and Production

The mechanisms listed in this appendix are organized by categories, subcategories, and topics as defined in DCID (Director of Central Intelligence Directive) 1/2, "US Foreign Intelligence Requirements Categories and Priorities." The mechanisms are listed under the category and subcategories of intelligence that relate to the substantive area of concern. For

reference purposes, the category and subcategories used in the attached listing are outlined below. Because the attached listing contains several acronyms for Community and non-Community participants in the activities of these mechanisms, a glossary is provided on page 31. 25X1



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