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: CIA-RDP90G01353R000400460001-1

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Declassified in Part - Sanitized Copy Approved for Release 2013/11/27
: CIA-RDP90G01353R000400460001-1

Have a copy sent to
me for retention

Requested of IPC 18 NOV 1988 hlr

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Providing Copies of the FY 1989 National Intelligence Topics (NITs)
to the Congressional Oversight Committees

FROM:

Chief, Intelligence Producers
Council Staff (IPCS)

EXTENSION

NO.

IPC 7588 88

DATE

ER 4047 88

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Chief
Intelligence Producers
Council Staff (IPCS)

17/
Oct 88

h

1 to 3: I am prepared to send copies to HAC & SAC if you or John Helgerson deem it appropriate.

O/DDI REG
LOGGED

2.

3. Chairman, Intelligence Producers Council (IPC)

19 OCT 1988
27 OCT 1988

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O/DDI REG
LOGGED

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5. Deputy Director of Central Intelligence

10/29/88

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7. Director of Central Intelligence

11/7

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- Larry - Please document for the DCI sign. file.

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DCI
EXEC
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DIRECTOR OF CENTRAL INTELLIGENCE
Intelligence Producers Council
Washington, D.C. 20505

IPC 7588/88
14 October 1988

MEMORANDUM FOR: Director of Central Intelligence
VIA: Deputy Director of Central Intelligence
Chairman, Intelligence Producers Council (IPC)
FROM: [Redacted] Chief, Intelligence Producers Council Staff (IPCS)
SUBJECT: Providing Copies of the FY 1989 National Intelligence
Topics (NITs) to the Congressional Oversight Committees

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1. Action Requested: That you sign the attached letters forwarding the US Policymakers' National Intelligence Topics (NITs), FY 1989 to the chairmen of the intelligence oversight committees of the Congress. [Redacted]

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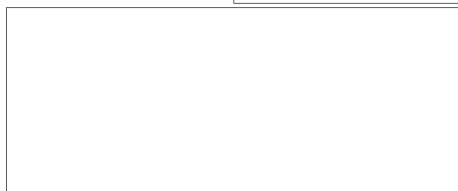
2. Background: At the 8 September 1988 meeting of the Committee on Requirements and Priorities, Senior Interagency Group-Intelligence, DDCI Gates approved the Intelligence Producers Council recommendation of sending copies of the FY 1989 NITs to the Congressional intelligence oversight committees. In the past, the NITs have been provided to the Chairmen of the Senate and House intelligence oversight committees. [Redacted]

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3. Recommendation: That you sign the transmittal letters to Senator Boren and Congressman Stokes at Tabs A and B respectively. [Redacted]

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Attachments:

- A. Ltr. to Senator Boren (w/Cy #583 of NITs)
- B. Ltr. to Congressman Stokes (w/Cy #684 of NITs)

CL BY: Signer
DECL: OADR



IPC 7588/88

SUBJECT: Providing Copies of the FY 1989 National Intelligence Topics
(NITs) to the Congressional Oversight Committees

Distribution:

Orig - addressee

- 1 - DDCI
- 1 - Exec Registry
- 1 - Chairman/IPC
- 1 - DDI/CIA Registry
- 1 - D/OCA/CIA
- 1 - D/ICS; DD/ICS; DDR&E
- 1 - LL/ICS
- 1 - IPC Subject File
- 1 - IPC Chrono File
- 1 - ICS Registry

IPC/ (14 Oct 88)

25X1

The Director of Central Intelligence

Washington, D.C. 20505

07 NOV 1988

The Honorable David L. Boren, Chairman
Select Committee on Intelligence
United States Senate
Washington, D.C. 20510

Dear Mr. Chairman:

Enclosed for your information is the FY 1989 edition of US Policymakers' National Intelligence Topics (NITs) which has just been published. The NITs document represents the most authoritative statement of critical intelligence needs of senior US policymakers. The Intelligence Community uses this document as guidance in formulating requirements, setting priorities, and planning finished intelligence production. Moreover, the NITs take on even greater importance as a tool for focusing resources more efficiently. [REDACTED]

25X1

If intelligence is to do its job well, constant interaction between the policymaking and intelligence-producing communities is critical. The NITs are unique in the Intelligence Community because they are formulated by the policymakers, thereby providing a vehicle for the policymaking community to directly influence intelligence production. I believe this year's NITs are especially relevant because of more active participation by the policymaking community. These improvements are only a small part of a greater effort on our part to be more responsive to consumer needs by bringing greater rationality to the top-level requirements and evaluation structure. [REDACTED]

25X1

This same letter with enclosure is being sent to Chairman Stokes of the House Permanent Select Committee on Intelligence. [REDACTED]

25X1

Sincerely yours,

/s/ William H. Webster

William H. Webster

Enclosure

25X1

SECRET

The Director of Central Intelligence

Washington, D.C. 20505

07 NOV 1988

The Honorable Louis Stokes, Chairman
Permanent Select Committee on Intelligence
House of Representatives
Washington, D.C. 20515

Dear Mr. Chairman:

Enclosed for your information is the FY 1989 edition of US Policymakers' National Intelligence Topics (NITs) which has just been published. The NITs document represents the most authoritative statement of critical intelligence needs of senior US policymakers. The Intelligence Community uses this document as guidance in formulating requirements, setting priorities, and planning finished intelligence production. Moreover, the NITs take on even greater importance as a tool for focusing resources more efficiently.

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This same letter with enclosure is being sent to Chairman Boren of the Senate Select Committee on Intelligence.

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Sincerely yours,

/s/ William H. Webster

William H. Webster

Enclosure

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SECRET

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SENIOR INTERAGENCY GROUP (INTELLIGENCE)

WASHINGTON, D.C. 20505

ICS 88-3351
26 September 1988

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MEMORANDUM FOR: SIG-I Committee on Requirements and Priorities

FROM:

[Redacted]
Executive Secretary

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SUBJECT: Minutes of SIG-I Committee Meeting on 8 September 1988,
1500 Hours [Redacted]

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Summary of Decisions [Redacted]

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The Chairman, Deputy Director of Central Intelligence Gates, with the concurrence of the Committee principals, approved US Policymakers' National Intelligence Topics for 1989, subject to changes proposed by the National Security Council Staff to the NIT on Third World Insurgencies, and directed that it be provided to the Intelligence Oversight Committees of Congress.

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Minutes of the Meeting [Redacted]

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The Chairman, Deputy Director of Central Intelligence Gates, convening the meeting, noted the unfortunate circumstance that the Committee last met in October 1986. He observed that it has been his experience over the years that one of the Intelligence Community's most difficult tasks is to get policymakers to focus on what their requirements are. He recalled that, during the Carter administration, then DCI Turner had wanted to hold a Policy Review Committee meeting on requirements, but had refused to convene it until all the policymaking principals would be in attendance. After four months of trying, he realized his goal was unattainable, as National Security Advisor Brzezinski had warned.

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The Chairman then noted that a number of changes have been made to improve the previous environment in which a number of sets of requirements appeared to exist, the relevance of one set to another was not always clear, and the relationship between requirements, resource allocation, and intelligence production was uncertain. The Intelligence Community Staff has been restructured by adding a Deputy Director for Requirements and Evaluation--currently, [Redacted]--and by creating a new office to support him, both for the purposes of bringing a greater coherence to the requirements process and for tying it better to resource decisions. Those officers are now

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[Redacted]

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[redacted]

in place and have played a key role over the past months. The Intelligence Producers Council has also been an important element in bringing a greater rationality to the processes. The NITs are the most authoritative statement of the policymaking community's requirements, and they will become all the more important for allocating intelligence resources as we enter a period of resource stringency. [redacted]

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Concluding, the Chairman hoped above all that the Community will be able to answer policymakers' questions better. He understands that senior intelligence officials are in agreement with the document before the Committee and that policymakers have spent considerable time on refining and improving it, for which he thanked the Committee members and the IPC Staff. He then invited [redacted] Chairman of the IPC, to take the floor. [redacted]

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[redacted] judged that the process of arriving at the NITs has been improved and that there was a better response from policymakers this year. As for the question of what the Intelligence Community does with the NITs, it is instructive that over 2,500 finished intelligence products were produced during the past year that responded to NITs. Many of these products would, no doubt, have been produced without the NITs, but comparing production to the NITs allows us to test ourselves on the relevance of our products. We have a way to go in this regard, and he intends that the IPC be more aggressive in the future. The NITs, for example, will be coming out this year at the same time that the Central Intelligence Agency and the Defense Intelligence Agency publish their analytical production programs, which means that the NITs are not informing the research planning process. One of his goals for next year is to produce the NITs three months earlier. [redacted]

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[redacted] turned the floor over to [redacted] Chief of the IPC Staff, who reported that, in pursuit of the revitalization of the process mentioned by the Chairman, the NITs have been produced earlier this year than in any year since 1985, and they will be produced even earlier next year in time to help shape production agenda. [redacted]

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[redacted] observed that he has been concerned about certain misperceptions which the Intelligence Community and policymakers have about the NITs. Some within the Intelligence Community perceive the NITs as nothing more than a catalogue, one that is growing out of control. This is certainly not the case. The growth and diversity of recent NITs are only a reflection of the growth in the number of users of intelligence in the policymaking community and their specific needs. [redacted] referred the principals to a set of four graphics illustrating his point. In 1982, for example, we identified a body of 153 top policymakers using our products. Today, that number has more than doubled to about 328. The types of issues of concern to policymakers are more diverse; topics such as the Strategic Defense Initiative, AIDS, treaty monitoring, mobile missiles, and narcotics were scarcely heard of a decade ago. [redacted]

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[redacted] stated that he would like to dispel also the policymaking community's misperception that the NITs have little impact of intelligence production. He referenced [redacted] report of 2,500 NIT-related finished intelligence products in FY 1987, ranging from typescript memoranda to National Intelligence Estimates. For the first six months of this year, over 1,000 reports have been published in response to current NITs; the Community is responding. [redacted]

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To improve the NITs document, two significant changes have been made. One was the establishment of a NITs Working Group, consisting of representatives of the agencies represented on the Committee. The Group met for the first time this summer to develop, review, and coordinate the NITs, and this review resulted in an improved document. This forum will be used throughout the year to improve producer-consumer cooperation in a number of areas of common interest. [redacted]

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The second change, [redacted] continued, is the name of the document. Many within the policy community felt there was nothing unique about the NITs document to distinguish it from any other intelligence document. Its title now has "policymaker" in it. The principals should also be aware that the IPC discussed and reviewed the document last Tuesday and endorsed it. [redacted]

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Concluding, [redacted] noted that the principals have before them a last-minute change proposed by the National Security Council Staff to the NIT on Third World Insurgencies. He recommended that the principals approve the NITs with the NSC Staff's proposed change and that the document be provided by the Director of Central Intelligence to the Congressional Intelligence Oversight Committees, as was done in 1986. [redacted]

At the Chairman's invitation, Mr. Hawkins, representing the Department of Defense, reported that his organization has had a good deal of discussion with the IPC Staff on the NITs during this year and last and concurs with the document. Defense is not totally happy with it, primarily because of its size, some 69 pages of requirements. He hoped that over time the document will be distilled to provide Defense with a shorter document that will have greater focus. DoD is grateful for the changes that have been made this year and endorses getting an earlier start next year. [redacted]

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Mr. Kelly, representing the NSC Staff, characterized the document as a fine one, but shared DoD's concern over the serious growth in the number of NITs and the need to tie them better to the schedule of production programs. He then asked whether the NITs provide guidance also for the Compendium of Future Intelligence Requirements (COFIR). [redacted] responded that they do not guide the COFIR directly. But, of the some 2,000 copies of the NITs document that are distributed, some go to those concerned with producing US Foreign Intelligence Requirements and Priorities for use by intelligence collectors and producers. [redacted]

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Mr. Negus, representing the Joint Chiefs of Staff, concurred with the document. He reported that DIA uses it as a sanity-check when composing its research program, and military attaches and other military intelligence collectors use it as a reference work. But the fact is that 2,490 of the 2,500 NIT-related products referred to earlier would have been produced without the NITs as a result of the constant conversation that takes place between intelligence producers and policymakers. The NITs codify the results of that discussion; he does not wish to minimize its utility for such purpose. [redacted]

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Mr. Kamman, representing the State Department's Bureau of Intelligence and Research, reported that he has recently had the occasion to explain the intelligence priorities-setting process to policymakers. Some seem to believe that the process largely involves budgets and resources, but not to understand that the Department of State's requirements for intelligence necessarily

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[redacted]

compete with the demands of other policy agencies. He has tried to make the points that the existence of the NITs is valuable to balance competing demands and that, if policymakers at State wish their preferences to be reflected in the NITs and elsewhere, they must let INR know what their views are. The document, on the other hand, is too voluminous to be of much use to State Department collectors of information. Referring to one of [redacted] graphics, he noted the sharp dip in 1983 in the number of NITs selected and asked whether it reflected an effort to cut back their number? [redacted]

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[redacted] responded that the dip was solely the result of a change in the NITs art-form. And once it had been made, policymakers had criticized the NITs for not being specific enough. For this year's edition, policymakers were consulted early on and, by and large, consider it good. [redacted]

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Mr. Darby, representing the Treasury Department, expressed his organization's pleasure with the document, which, he observed, obviously involved a lot of work and numerous compromises. [redacted]

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Mr. Walsh, representing the Department of Energy, reported that his organization had not been as active a player as most in the NITs process until the Working Group was formed this year. Energy is satisfied that the views of its representative on the Group are reflected satisfactorily and that the document is appropriate to its purposes. [redacted]

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Mr. Brumley, representing the Commerce Department, congratulated the IPC and its Staff for their work. He noted that 34 percent of the NITs directly reflect the Commerce Department's interests, and 18 percent do so indirectly, which gives Commerce considerable satisfaction. [redacted] added that the IPC Staff is currently conducting an intelligence consumers survey and that a number of early respondents--and, specifically, the Secretary of Commerce--have said that the NITs are useful. [redacted]

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The Chairman observed that, vis-a-vis the world of requirements, the relationship between the intelligence and policy communities has experienced many problems over the years. Policymakers tend to believe that Intelligence is off working its own agenda, while Intelligence tends to believe that policymakers avoid thinking through what they want from the Intelligence Community. There is no doubt, in his view, that the quality of intelligence directly reflects the degree of effort policymakers put into making the process work. He agreed with Mr. Negus that, if the process is working right, NITs are primarily a codification of what the Community is already doing. If the NITs come as a surprise, then the dialogue between Intelligence and policymakers is insufficient. [redacted]

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The 1983 dip in the number of NITs, the Chairman continued, in part reflected his belief at the time that the list of NITs was too long and its specificity too deep. He preferred instead generalizing the NITs into broad issues relevant to intelligence collection and requiring very sober coordination. Because of the felicitous intelligence resource situation of recent years, the Community has been in a position to accept virtually all requirements levied on it. But now that we are running into a resource problem, we will have to decide what we can and can not do. [redacted]

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[redacted]

Concluding, the Chairman reported that, as a vehicle for improving the intelligence-policy dialogue, he plans to make the Committee on Requirements and Priorities more active. He is satisfied with the NITs document before the Committee and that the dialogue with consumers is essentially healthy. But he hoped the principals will take the message back to their organizations that constant interaction is critical, if intelligence is to do its job. He then thanked the principals for the time their agencies devoted to producing the NITs, approved the document, instructed [redacted] to see to its publication, and approved its being provided to the Intelligence Oversight Committees. [redacted]

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Mr. Walsh referred to the coming change of administrations and judged that it would be advantageous for the Community to orchestrate a program for orienting incoming policymakers on the intelligence process and issues. If the Community does not, these policymakers will attempt to use the process inappropriately and ineffectively. [redacted]

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The Chairman hoped that, when the time comes in February and March, senior Community officials will be aggressive in doing missionary work. The DCI and he are prepared to invest a substantial amount of their time to it, and he expects others to sit down with the new policymakers to explain how the intelligence process works. It is important that they understand that Intelligence is not the practitioner of some black art, but rather a considerable asset to be used. The Community, per se, has never done missionary work before, and, even when CIA has attempted it, CIA could have done a better job. Orientation pamphlets and videos are not sufficient to the task; it is necessary to go in and talk personally with the policymakers.

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[redacted]

Mr. Negus seconded the Chairman's views. The discussion having ended, and there being no further business before the Committee, the Chairman adjourned the meeting. [redacted]

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[redacted]

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SIG-I MEETING

8 September 1988 - 1500 Hours

Committee on Requirements and Priorities
National Intelligence Topics

Attendees:

Robert M. Gates, DDCI, Chairman

NSC

Barry Kelly
Mary Henhoeffler

State

Curtis Kamman

Defense

Charles A. Hawkins, Jr.

Treasury

Michael R. Darby
Randall M. Fort

Commerce

Robert Brumley
Christine Crosby

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Energy

Robert J. Walsh

JCS

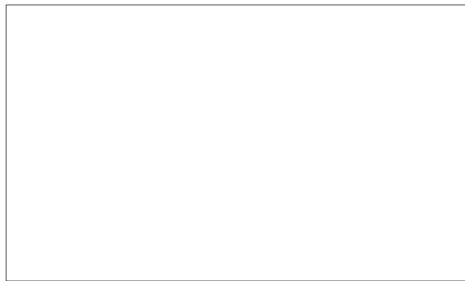
Gordon Negus
Major Stephen Simpson, USA

IPC

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ICS

IPC Staff



SUBJECT: Minutes of SIG-I Committee Meeting on 8 September 1988,
1500 Hours [redacted]

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Distribution: ICS-88-3351

- 1 - Deputy Assistant to the President
for National Security Affairs (Attn: Mr. D. Barry Kelly)
- 2 - Under Secretary of State (Attn: Mr. Russell Ingraham)
- 3 - Under Secretary of Defense (Attn: Mr. Charles A. Hawkins, Jr.)
- 4 - Under Secretary of Treasury (Attn: Mr. Randall M. Fort)
- 5 - Under Secretary of Commerce (Attn: Mr. Kim FitzGerald)
- 6 - Under Secretary of Energy (Mr. Robert J. Walsh)
- 7 - Senior Representative of the Chairman,
Joint Chiefs of Staff (Attn: VADM Howe)
- 8 - Director, Intelligence Community Staff
- 9 - DDCI
- 10 - ADDI/CIA
- 11 - IPC Staff
- 12 - Executive Registry
- 13 - ES/SIG-I
- 14 - SIG-I Chrono
- 15 - SIG-I Subject
- 16 - ICS Registry

ES/SIG-I: [redacted] (26 Sept 88)

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Draft Minutes of SIG-I Committee Meeting on 8 Sept 88, 1500 Hours

25X1

FROM: Executive Secretary, SIG-I

EXTENSION

NO.

ICS-88-3347

DATE

9 Sept 88

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TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Executive Registry

12 SEP 1988

W

2. DDCI
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13 Sept

RG

(SEE NOTE INSIDE)

3. Executive Registry

4. ES/SIG-I
5501 CHB

5. *orig + file note to SIG/ICS
14 Sept 88*

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B-602-IR

INTELLIGENCE COMMUNITY STAFF

9 September 1988

NOTE FOR THE DDCI

Bob

would like your permission to circulate copies of the attached minutes, once you have reviewed them, to the members of his Ad Hoc DDR&E Steering Group. He apparently wants them to understand how serious you are about giving greater coherence to the requirements-to-resources process.

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ES/SIG-I

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Attachment:
Draft Minutes

APPROVED:

/s/ G

DDCI

DISAPPROVED:

DDCI

DATE:

13 SEP 1988

ACTION

SECRET



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SENIOR INTERAGENCY GROUP (INTELLIGENCE)
WASHINGTON, D.C. 20505

ICS 88-3347
9 September 1988


MEMORANDUM FOR: SIG-I Committee on Requirements and Priorities

FROM: 
Executive Secretary


25X1

SUBJECT: Draft Minutes of SIG-I Committee Meeting on
8 September 1988, 1500 Hours 

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1. The attached draft minutes are submitted for your personal review. 

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2. Unless you have provided your comments by noon on 23 September 1988,
or have requested more time for consideration, the Executive Secretary will
take you that you concur in the minutes as drafted. 

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Attachment:
Draft Minutes



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R-602-TP

D R A F T

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DRAFT Minutes of the Meeting of the Committee on Requirements and Priorities,
Senior Interagency Group - Intelligence, on 8 September 1988 at 1500 Hours

[]

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Summary of Decisions []

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The Chairman, Deputy Director of Central Intelligence Gates, with the concurrence of the Committee principals, approved US Policymakers' National Intelligence Topics for 1989, subject to changes proposed by the National Security Council Staff to the NIT on Third World Insurgencies, and directed that it be provided to the Intelligence Oversight Committees of Congress.

[]

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Minutes of the Meeting []

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The Chairman, Deputy Director of Central Intelligence Gates, convening the meeting, noted the unfortunate circumstance that the Committee last met in October 1986. He observed that it has been his experience over the years that one of the Intelligence Community's most difficult tasks is to get policymakers to focus on what their requirements are. He recalled that, during the Carter administration, then DCI Turner had wanted to hold a Policy Review Committee meeting on requirements, but had refused to convene it until all the policymaking principals would be in attendance. After four month of trying, he realized his goal was unattainable, as National Security Advisor Brzezinski had warned. []

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The Chairman then noted that a number of changes have been made to attempt to improve the previous environment in which a number of sets of requirements appeared to exist, the relevance of one set to another was not always clear, and the relationship between requirements and resource allocation and intelligence production was uncertain. The Intelligence Community Staff has been restructured by adding a Deputy Director for Requirements and Evaluation, [redacted] and creating a new office to support him, for the purposes of bringing a greater coherence to the requirements process and for tying it better to resource decisions. Those officers are now in place and have played a key role over the past months. The Intelligence Producers Council has also been an important element in bringing a greater rationality to the processes. The NITs are the most authoritative statement of the policymaking community's requirements, and they will become all the more important for allocating intelligence resources as we enter a period of resource stringency. [redacted]

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Concluding, the Chairman hoped above all that the Community will be able to answer policymakers' questions better. He understands that senior intelligence officials are in agreement with the document before the Committee and that policymakers have spent considerable time on refining and improving it, for which he thanked the Committee members and the IPC Staff. He then invited [redacted] Chairman of the IPC, to take the floor. [redacted]

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[redacted] judged that the process of arriving at the NITs has been improved and that there was a better response from policymakers this year. As for the question of what the Intelligence Community does with the NITs, it is instructive that over 2,500 finished intelligence products were produced

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[REDACTED]
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during the past year that respond to NITs. Many of these products would, no doubt, have been produced without the NITs, but comparing production to the NITs allows us to test ourselves on the relevance of our products. We have a way to go in this regard, and he intends that the IPC be more aggressive in the future. The NITs, for example, will be coming out this year at the same time that the Central Intelligence Agency and the Defense Intelligence Agency publish their analytical production programs, which means that the NITs are not informing the research planning process. One of his goals for next year is to produce the NITs three months earlier. [REDACTED]

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[REDACTED] turned the floor over to [REDACTED] Chief of the IPC Staff, who reported that, in pursuit of the revitalization of the process mentioned by the Chairman, the NITs have been produced earlier this year than in any year since 1985, and they will be produced even earlier next year in time to help shape production agenda. [REDACTED]

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[REDACTED] observed that he has been concerned about certain misperceptions which the Intelligence Community and policymakers have about the NITs. Some within the Intelligence Community perceive the NITs as nothing more than a catalogue, one that is growing out of control. This is certainly not the case. The growth and diversity of recent NITs are only a reflection of the growth in the number of users of intelligence in the policymaking community and their specific needs. [REDACTED] referred the principals to a set of four graphics illustrating his point. In 1982, for example, we identified a body of 153 top policymakers using our products. Today, that

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number has more than doubled to about 328. The types of issues of concern to policymakers are also more diverse; topics such as the Strategic Defense Initiative, AIDS, treaty monitoring, mobile missiles, and narcotics were scarcely heard of a decade ago. [redacted]

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[redacted] stated that he would like to dispel also the policymaking community's misperception that the NITs have little impact of intelligence production. He referenced [redacted] report of 2,500 NIT-related finished intelligence products in FY 1987--ranging from typescript memoranda to National Intelligence Estimates. For the first six months of this year, over 1,000 reports have been published in response to current NITs, so the Community is responding. [redacted]

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To improve the NITs document, two significant changes have been made. One was the establishment of a NITs Working Group, consisting of representatives of the agencies represented on the Committee. The Group met for the first time this summer to develop, review, and coordinate the NITs, and this review resulted in an improved document. This forum will be used throughout the year to improve producer-consumer cooperation in a number of areas of common interest. [redacted]

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The second change, [redacted] continued, is the name of the document. Many within the policy community felt there was nothing unique about the NITs document to distinguish it from any other intelligence document. Its title now has "policymaker" in it. The principals should also be aware that the IPC discussed and reviewed the document last Tuesday and endorsed it. [redacted]

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Concluding, [] noted that the principals have before them a last-minute change proposed by the National Security Council Staff to the NIT on Third World Insurgencies. He recommended that the principals approve the NITs with the NSC Staff's proposed change and that the document be provided by the Director of Central Intelligence to the Congressional Intelligence Oversight Committees, as was done in 1986. []

At the Chairman's invitation, Mr. Hawkins, representing the Department of Defense, reported that his organization has had a good deal of discussion with the IPC Staff on the NITs during this year and last and concurs with the document. Defense is not totally happy with it, primarily because of its size, some 69 pages of requirements. He hoped that over time the document will be distilled to provide Defense with a shorter document that will have greater focus. DoD is grateful for the changes that have been made this year and endorses getting an earlier start next year. []

Mr. Kelly, representing the NSC Staff, characterized the document as a fine one, but shared DoD's concern over the serious growth in the number of NITs and the need to tie them better to the schedule of production programs. He then asked whether the NITs provide guidance also for the Compendium of Future Information Requirements (COFIR). [] responded that they do not guide the COFIR directly. But, of the some 2,000 copies of the NITs document that are distributed, some go to those concerned with producing US Foreign Intelligence Requirements and Priorities for use by intelligence collectors and producers. []

[REDACTED]
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Mr. Negus, representing the Joint Chiefs of Staff, concurred with the document. He reported that DIA uses it as a sanity-check when composing its research program, and military attaches and other military intelligence collectors use it as a reference work. But the fact is that 2,490 of the 2,500 NIT-related products referred to earlier would have been produced without the NITs as a result of the constant conversation that takes place between intelligence producers and policymakers. The NITs codify the results of this discussion; he does not wish to minimize its utility for such purpose. [REDACTED]

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Mr. Kamman, representing the State Department's Bureau of Intelligence and Research, reported that he has recently been deeply involved in explaining the intelligence process to policymakers. Some seem to believe that the process largely involves budgets and resources, but not to understand that INR must compete for National Foreign Intelligence Program funds along with the Community's other agencies. He has tried to make the points that the existence of the NITs is valuable for the process and that, if policymakers at State wish their preferences to be reflected in the NITs and elsewhere, they must let INR know what their views are. The document, on the other hand, is too voluminous to be of much use to State Department collectors of information. Referring to one of [REDACTED] graphics, he noted the sharp dip in 1983 in the number of NITs selected and asked whether it reflected an effort to cut back their number? [REDACTED]

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[redacted]

D R A F T

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[redacted] responded that the dip was solely the result of a change in the NITs art form. And once it had been made, policymakers had criticized the NITs for not being specific enough. For this year's edition, policymakers were consulted early on and by and large consider it good. [redacted]

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Mr. Darby, representing the Treasury Department, expressed his organization's pleasure with the document, which, he observed, obviously involved a lot of work and numerous compromises. [redacted]

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Mr. Walsh, representing the Department of Energy, reported that his organization had not been as active a player as most in the NITs process until the Working Group was formed this year. Energy is satisfied that the views of its representative on the Group are reflected satisfactorily and that the document is appropriate to its purposes. [redacted]

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Mr. Brumley, representing the Commerce Department, congratulated the IPC and its Staff for their work. He noted that 34 percent of the NITs directly reflect the Commerce Department's interests, and 18 percent do so indirectly, which gives Commerce considerable satisfaction. [redacted] added that the IPC Staff is currently conducting an intelligence consumers survey and that a number of early respondents--and, specifically, the Secretary of Commerce--have said that the NITs are useful. [redacted]

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The Chairman observed that, vis-a-vis the world of requirements, the relationship between the intelligence and policy communities has experienced many problems over the years. Policymakers tend to believe that intelligence is off working its own agenda, while intelligence tends to believe

[redacted]

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[REDACTED]
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policymakers avoid thinking through what they want from intelligence. There is no doubt, in his view, that the quality of intelligence directly reflects the degree of effort policymakers put into making the process work. He agreed with Mr. Negus that, if the process is working right, NITs are primarily a codification of what the Community is already doing. If the NITs come as a surprise, then the dialogue between intelligence and policymakers is insufficient. [REDACTED]

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The 1983 dip in the number of NITs, the Chairman continued, in part reflected his belief at the time that the list of NITs was too long and its specificity too deep. He preferred instead generalizing the NITs into broad issues relevant to intelligence collection and requiring very sober coordination. Because of the felicitous intelligence resource situation of recent years, the Community has been in a position to accept virtually all requirements levied on it. But now that we are running into a resource problem, we will have to decide what we can and can not do. [REDACTED]

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Concluding, the Chairman reported that, as a vehicle for improving the intelligence-policy dialogue, he plans to make the Committee on Requirements and Priorities more active. He is satisfied with the NITs document before the Committee and that the dialogue with consumers is essentially healthy. But he hoped the principals will take the message back to their organizations that constant interaction is critical if intelligence is to do its job. He then thanked the principals for the time their agencies devoted to producing the NITs, approved the document, instructed [REDACTED] to see to its publication, and approved its being provided to the Intelligence Oversight Committees. [REDACTED]

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Mr. Walsh referred to the coming change of administrations and judged that it would be advantageous for the Community to orchestrate a program for orienting the incoming policymakers on the intelligence process and issues. If the Community does not, these policymakers will attempt to use the process inappropriately and ineffectively. [REDACTED]

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The Chairman hoped that, when the time comes in February and March, senior Community officials will be aggressive in doing missionary work. The DCI and he are prepared to invest a substantial amount of their time to it, and expects others to sit down with the new policymakers to explain how the intelligence process works. It is important that they understand that intelligence is not the practitioner of some black art, but rather a considerable asset to be used. The Community, per se, has never done missionary work before, and, even when CIA has attempted it, CIA could have done a better job. Orientation pamphlets and videos are not sufficient to the task; it is necessary to go in and talk personally with the policymakers.

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Mr. Negus seconded the Chairman's views. The discussion having ended, and there being no further business before the Committee, the Chairman adjourned the meeting. [REDACTED]

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D R A F T

SIG-I MEETING

8 September 1988 - 1500 Hours

Committee on Requirements and Priorities
National Intelligence Topics

Attendees:
Chairman

Robert M. Gates, DDCI,

NSC

Barry Kelly
Mary Henhoeffler

State

Curtis Kamman

Defense

Charles A. Hawkins, Jr.

Treasury

Michael R. Darby
Randall M. Fort

Commerce

Robert Brumley
Christine Crosby

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Energy

Robert J. Walsh

JCS

Gordon Negus
Major Stephen Simpson, USA

IPC



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ICS

IPC Staff

[Redacted]

D R A F T

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SUBJECT: Draft Minutes of SIG-I Committee Meeting on
8 September 1988, 1500 Hours (OUO)

Distribution: ICS-88-3347

- 1 - Deputy Assistant to the President
for National Security Affairs (Attn: Mr. D. Barry Kelly)
- 2 - Under Secretary of State (Attn: Mr. Russell Ingraham)
- 3 - Under Secretary of Defense (Attn: Mr. Charles A. Hawkins, Jr.)
- 4 - Under Secretary of Treasury (Attn: Mr. Randall M. Fort)
- 5 - Under Secretary of Commerce (Attn: Mr. Kim FitzGerald)
- 6 - Under Secretary of Energy (Mr. Robert J. Walsh)
- 7 - Senior Representative of the Chairman,
Joint Chiefs of Staff (Attn: Gordon Negus)
- 8 - Director, Intelligence Community Staff
- 9 - DDCI
- 10 - ADDI/CIA
- 11 - IPC Staff
- 12 - Executive Registry
- 13 - ES/SIG-I
- 14 - SIG-I Chrono
- 15 - SIG-I Subject
- 16 - ICS Registry

ES/SIG-I [Redacted] (9 Sept 88)

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[Redacted]

SECRET

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23 AUG 1988

SENIOR INTERAGENCY GROUP (INTELLIGENCE)

WASHINGTON, D.C. 20505

ICS 88-3345
22 August 1988

MEMORANDUM FOR: Principals of the Committee on Requirements and Priorities
Senior Interagency Group - Intelligence

FROM: Executive Secretary

SUBJECT: Meeting of the Committee on 8 September 1988 at 1500 Hours

[Redacted]

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1. The SIG-I Committee on Requirements and Priorities will meet at the
above-cited time [Redacted]

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[Redacted] The meeting will be chaired by the Chairman, Deputy Director of Central
Intelligence Gates. Attendance is by principals plus one. [Redacted]

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2. The agenda for the meeting contains one item, US Policymakers'
National Intelligence Topics for FY 89. The document will be sent to you
under separate cover in the next several days. [Redacted]

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3. Please supply the names of your attendees to the Secretariat

[Redacted]

no later than noon, 7 September 1988. [Redacted]

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[Redacted]

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Distribution:

- Deputy Assistant to the President
for National Security Affairs
- Under Secretary of State
- Under Secretary of Defense
- Under Secretary of Treasury
- Under Secretary of Commerce
- Under Secretary of Energy
- Senior Representative of the Chairman,
Joint Chiefs of Staff
- Director, Intelligence Community Staff

[Redacted]



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B-602-1R


SECRET

SUBJECT: Meeting of the Committee on 8 September 1988 at 1500 Hours



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Distribution: ICS 88-3345

- 1 - Deputy Assistant to the President
for National Security Affairs (Attn: Mr. D. Barry Kelly)
- 2 - Under Secretary of State (Attn: Mr. Russell Ingraham)
- 3 - Under Secretary of Defense (Attn: Mr. Charles A. Hawkins, Jr.)
- 4 - Under Secretary of Treasury (Attn: Mr. Randall M. Fort)
- 5 - Under Secretary of Commerce (Attn: Mr. Kim FitzGerald)
- 6 - Under Secretary of Energy (Mr. Robert J. Walsh)
- 7 - Senior Representative of the Chairman,
Joint Chiefs of Staff (Attn: VADM Howe)
- 8 - Director, Intelligence Community Staff
- 9 - DDCI
- 10 - ADDI/CIA
- 11 - IPC Staff
- 12 - Executive Secretariat 
- 13 - Executive Registry
- 14 - SIG-I Chrono
- 15 - SIG-I Subject
- 16 - SIG-I Micro
- 17 - ICS Registry

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ES/SIG-I  (22 Aug 88)

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SECRET



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DIRECTOR OF CENTRAL INTELLIGENCE
Intelligence Producers Council
Washington, D.C. 20505

8 September 1988

NOTE FOR: Deputy Director of Central Intelligence
Chairman, Intelligence Producers Council

FROM:

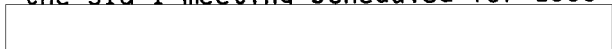


Chief, Intelligence Producers Council Staff

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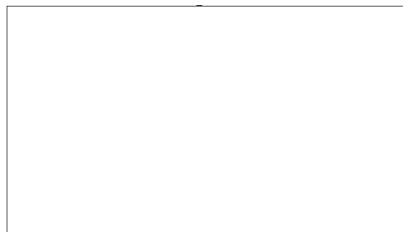
SUBJECT: SIG-I Meeting on the FY 1989 NITs

1. Attached for your use is a recommended plan for conducting the SIG-I meeting scheduled for 1500 hours, 8 September 1988, at the



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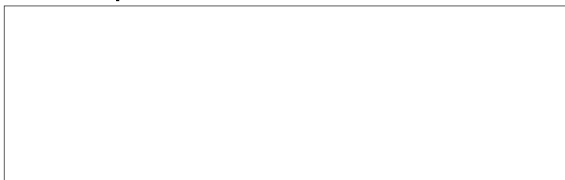
2. At the 6 September IPC Meeting, the members were complimentary and supportive of the changes implemented and process used in developing the FY 1989 NITs.



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PLAN FOR THE MEETING

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1. DDCI makes introductory remarks (Tab A); introduces Chairman, IPC

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2. Chairman, IPC provides background comments (Tab B); introduces Chief, IPC Staff

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3. Chief, IPC Staff provides context for the NITs document and details the changes and improvements now under way. Closes with recommendation for approval and asks that DCI provide a copy of the NITs to the Congressional Oversight Committees as was done in 1986

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4. Discussion by the SIG-I members (See background information at Tab D).

5. DDCI makes closing comments and gives mandate to to implement the FY 1989 NITs, incorporating the changes as approved (Tab E).

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6. The FY 1989 Draft NITs are at Tab F.

7. The package of changes by the NSC is at Tab G.

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SECRET [REDACTED]

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Tab A

TALKING POINTS FOR DDCI
SIG-I COMMITTEE ON REQUIREMENTS AND PRIORITIES MEETING
8 September 1988

- Since this is the first time this committee has met in quite a while (October 1986) to discuss the National Intelligence Topics (NITs), I would like to reiterate my wholehearted support for the goals and objectives of this project.
- The NITs take on even greater significance in times of scarcer resources such as we now face. We intend to apply the NITs as a tool to ensure that the resources of the Intelligence Community are used efficiently. (FYI: We will be using the NITs to help make evaluations under the DCI's one percent funding program.)
- We will also be using the NITs to achieve better satisfaction of the policymakers needs, with a focus on qualitative performance.
- I understand that the senior officers who participate in the Intelligence Producers Council have endorsed the NITs and are inclined to make greater use of them in their production plans and quality assessments.
- I also understand that members of your respective organizations worked very hard this year to refine and improve this important statement of policymakers' intelligence needs. I commend your representatives for their efforts.
- As you know, the NITs are administered through the Intelligence Producers Council, and [REDACTED] as the Council Chairman, is here today to introduce the document to us.

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SECRET [REDACTED]

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SECRET [redacted]

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Tab B

TALKING POINTS FOR CHAIRMAN, INTELLIGENCE PRODUCERS COUNCIL
SIG-I COMMITTEE ON REQUIREMENTS AND PRIORITIES MEETING
8 September 1988

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-- When [redacted] and I became involved with the Intelligence Producers Council earlier this year, we set a goal to revitalize the NIT process and ensure that the NITs lived up to the spirit and intent of their purpose.

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-- In particular, we wanted to be certain that the NITs truly reflected the chief needs of our top policymakers.

-- [redacted] and his staff have accordingly set in motion a series of reforms calculated to achieve our goals. As you will see, these changes involve substance as well as art form.

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-- We have before us a document whose origins differ considerably from those of its predecessors. I am confident, however, that the document we are considering today represents a real improvement because of the way it was produced.

-- [redacted] will now give us the details concerning the FY 1989 NITs that have been tabled for our approval.

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SECRET [redacted]

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Tab C

TALKING POINTS FOR CHIEF, IPC STAFF
SIG-I COMMITTEE ON REQUIREMENTS AND PRIORITIES MEETING
8 September 1988

- As has pointed out, our main objective this year has been to begin revitalizing and improving the entire NITs process. 25X1

- In recent months I have been concerned about certain misperceptions which the Intelligence Community and policymakers have about the NITs. I want to talk about two of them.

- Some within the Intelligence Community perceive that the NITs are growing out of control. However, this is certainly not the case. The growth and diversity of recent NITs are only a reflection of the growth in the numbers of users of intelligence in the policymaking community and their specific needs. In 1982, for example, we identified a body of 153 top policymakers using our products. Today, that number has more than doubled and stands at 328. The types of issues of concern to policymakers are also more diverse: topics such as SDI, AIDS, treaty monitoring mobile missiles, and narcotics were scarcely heard of at the beginning of this decade.

- We also want to dispel the policymaking community's misperception that the NITs have little impact on intelligence production. Let me assure you that they do. The producers of intelligence, who keep their own records on outputs, have furnished us data showing in FY 1987 that over 2500 finished intelligence products--ranging from typescript memos to National Intelligence Estimates--responded to that year's NITs. For the first six months of this fiscal year, over 1,000 reports have been published in response to current NITs.

- For the purpose of improving the NITs document, we have made two significant changes. One was the establishment of a NITs Working Group consisting of representatives of your respective agencies. This group met for the first time this summer to coordinate the NITs. We like to think that it resulted in an improved document. We plan to use this forum throughout the year to improve consumer-producer cooperation in a number of areas of common interest.

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- The second change is the name of the document. Many within the policy community felt there was nothing unique about the NITs document to distinguish it from any other intelligence document. You will note the document title now has "Policy-maker" in it.
- You have before you some last-minute changes to page 57 of the draft NITs as proposed by the National Security Council Staff. We are prepared to accommodate those changes, if you approve them.
- I recommend that you approve the draft FY 1989 NITs.
- In addition, I recommend that the approved NITs be provided by the DCI to the Congressional Oversight Committees as was done in 1986.

-2-

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Tab D

DISCUSSION BY THE SIG-I MEMBERS

- The NSC has provided a last-minute addition to the NIT package; if the NSC does not withdraw it, the IPC Staff is prepared to accommodate whatever changes the SIG-I approves.
- Each member will be provided a set of graphics showing the growth and distribution of the NITs by subject area. This may generate some discussion.
- There is a possibility that Charlie Hawkins of DoD may raise the issue of how seriously the Community responds to the NITs. However, [redacted] met with Hawking last week and showed him how the changes in the application of the NITs will help ensure that the Intelligence Community will be responsive.

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Tab E

CLOSING REMARKS BY DDCI

- Now that we have had a chance to discuss and review the draft, I recommend that we approve the document and ask [redacted] to see to their publication (with the changes as agreed to during our discussion).
- I will also recommend that the DCI forward a copy of the FY 1989 NITs to the Congressional Oversight Committees.
- Overall, what we are seeing is a process and document that is resulting in several changes--all of them for the better. Certainly the Community should be in an excellent position to serve you--the policymaking community--more effectively.
- Furthermore, it appears that with the formation of the NITs Working Group, the SIG-I will be playing a more vigorous role in supplying key guidance to the Intelligence Community. I thank you all for your help and support.

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Tab G

Proposed Change

Third World Insurgencies

21. Threats to US national security interests posed by insurgencies.
 - a. Assessment of underlying political, military, economic, and social causes of unrest.
 - b. Prospects of local government to counter the insurgency; military capabilities of government and opposition.
 - c. Effect of insurgencies on US access to bases, resources, and markets.
 - d. Political, economic, psychological dimensions of local government strategy; integration of military strategy; strengths, weaknesses, and prospects of overall strategy.
 - e. Political, economic, and psychological dimensions of insurgent strategy; strengths weaknesses and prospects of strategy.
 - f. External support for government and insurgents.
 - g. Trends in gains and losses.
 - h. Links between insurgent groups and narcotics trafficking and international terrorism.

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