

~~CONFIDENTIAL~~9  
28

25 September 1981

NIC PROCEDURES: PRODUCTION OF  
INTERAGENCY INTELLIGENCE ASSESSMENTS

This directive provides specific guidance on the process of preparing National Intelligence Estimates (NIEs), Special National Intelligence Estimates (SNIEs), and Interagency Intelligence Memoranda (IIMs). It spells out the detailed steps by which the National Intelligence Council and other units involved in producing estimates will apply the new procedures for interagency intelligence production that were discussed at NFIB on 21 July 1981 and subsequently promulgated by the DCI in his Memorandum to NFIB of 30 July 1981 (copy attached).

I. Fast-Track Procedures

Fast-track procedures are used in producing estimates (SNIEs and some IIMs) under the pressure of short deadlines. As the 30 July memorandum indicates, normally Category "A" SNIEs will be produced within one week (i.e., five working days from inception to NFIB approval) and Category "B" SNIEs in three weeks. On occasion these time periods will have to be compressed or expanded to meet specific needs. Deadlines for fast-track IIMs will vary from project to project; in producing them the procedures described below will generally apply. (IIMs, however, usually are approved for publication by C/NIC after the NFIB Representatives have coordinated them and are not reviewed at NFIB Principals' meetings. Those IIMs to be issued by the DCI do require NFIB Principals' concurrence, which is obtained through the Executive Secretary, NFIB.)

A. Stage 1 -- Project Definition (Cat. A: 1 day or less; Cat. B: 3 days or less)

- The request for a SNIE is received and brought to the attention of C/NIC and the DCI.
- Once the DCI approves going ahead, C/NIC names an NIO (or another senior officer) as SNIE Chairman; notifies NFIB Principals and the NFIB Executive Secretary (by LDX or telephone) that work is beginning; and asks that each Principal name a single Representative fully empowered to speak for him in matters pertaining to that paper.
- The SNIE Chairman, in consultation with C/NIC and NFIB Representatives, identifies a principal drafter of (and perhaps other

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contributors to) the paper; establishes a production schedule; and alerts units responsible for text preparation (NIC Support Branch, OCO) and dissemination (Control Branch, OCO).\*

- The SNIE Chairman and principal drafter prepare a draft Concept Paper and Terms of Reference (TORs) for the estimate; clear them with C/NIC and the DCI; and coordinate them with the NFIB Representatives (by LDX or telephone).

B. Stage 2 -- Draft Preparation (Cat. A: 2 days or less; Cat. B: 5 days or less)

- The principal drafter prepares a first draft under the direction of the SNIE Chairman.
- The drafter (or SNIE Chairman) arranges for the text to be transcribed into the OCO text-processing system and edited by the NIC Support Branch and informs the Branch of any graphic needs.
- The draft is reviewed by C/NIC, VC/NIC, AC/NIC, appropriate Analytic Group officers, and the Senior Review Panel (usually simultaneously rather than sequentially, in the interests of time).
- A revised draft based on reviewers' suggestions is usually prepared and the OCO text is updated accordingly.

C. Stage 3 -- Representatives' Coordination (Cat. A: 2 days or less; Cat. B: 5 days or less)

- When a draft acceptable to both the SNIE Chairman and C/NIC is ready, it is distributed (normally by LDX or by special pickup arrangements) to the NFIB Representatives.
- For Category "A" SNIEs, a meeting of Representatives to coordinate the paper may be called by the SNIE Chairman if time permits; more often, the Representatives will coordinate by telephone.

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\* OCO's Control Branch [ ] disseminates interagency intelligence papers for the NIC, including initial Concept Papers and Terms of Reference (TORs), all drafts, and the finished publications. For all such papers, and especially for those produced under fast-track procedures, it is imperative that Control Branch be given as much advance notice as possible along with specific instructions as to the priority of each transmittal. Each distribution requires the preparation of documentation to ensure delivery according to prescribed security procedures, and deliveries must be accomplished via the Office of Logistics' regularly scheduled courier runs. All of this takes time. On occasion, OCO can arrange special courier runs, but this is difficult to do and should be considered only on an emergency basis.

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- For Category "B" SNIEs, a Representatives' coordination meeting will generally be convened within five working days of the draft's distribution.
- The SNIE Chairman provides the coordinated draft and the text of any proposed dissents to the DCI for his review.
- The SNIE Chairman, in consultation with C/NIC, determines whether to recommend to NFIB that the paper be released to foreign governments and communicates his decision to OCO's NIC Support Branch and to NFAC's Foreign Liaison Staff (CIA's central point of contact for exchanging substantive intelligence with selected allies and for providing substantive intelligence support to the field).

D. Stage 4 -- NFIB Principals' Review\*

- Once the DCI approves the draft for circulation to NFIB Principals, the SNIE Chairman transmits it to the Executive Secretary, NFIB, for rapid distribution.
- After a short period of time for Principals' review of the text (usually a day or two, but longer if deadlines permit), the SNIE Chairman asks the Executive Secretary of NFIB to conduct a telephone poll of the Principals on Category "A" SNIEs. Category "B" SNIEs will be considered at the next regular meeting of NFIB, if the time what that meeting is scheduled will permit the deadline to be met. Otherwise a special meeting may be called.
- For those SNIEs tabled at an NFIB meeting, the SNIE Chairman prepares a talking points memorandum for the DCI's information (separate copy to Executive Secretary, NFIB) before the meeting. This should describe the genesis of the paper, highlight key substantive issues that arose during the paper's production, etc.
- The SNIE Chairman attends the NFIB meeting, presents the paper to the Board, and seeks NFIB's guidance on releasing the text to foreign governments. The principal drafter may, at the SNIE Chairman's initiative and C/NIC's concurrence, also attend the meeting.
- The SNIE Chairman informs NIC Support Branch and Foreign Liaison Staff of NFIB's decision regarding release of the paper to foreign governments.
- After NFIB action on the paper, the SNIE Chairman reconvenes the Representatives to provide feedback on the NFIB review of the paper and to identify and propose remedial action on residual intelligence collection, analysis, or production problems raised by the paper.

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\* This stage is omitted for most IIMs.

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E. Stage 5 -- Final Production

- The SNIE Chairman or drafter provides copies of a recommended distribution list for the published SNIE to NIC Support Branch and to Control Branch, OCO.
- NIC Support Branch arranges for the text and any graphics to be printed.
- The SNIE Chairman or drafter reviews a proof copy of the final paper and approves its publication and dissemination.
- If NFIB has approved passing the paper to foreign governments, the SNIE Chairman provides for the preparation of a suitably sanitized version.
- The SNIE Chairman completes the Development File, the permanent record of how the estimate was produced, containing key correspondence and other documents marking important milestones in the paper's preparation.

II. Regular Procedures

Because NIEs generally will be longer, more complex, and somewhat less time-sensitive than SNIes, procedures for producing them provide longer intervals for writing, reviewing, and coordinating them. This will also be true for most (but not all) IIMs, which usually will also be prepared under the procedures described below. (IIMs, however, generally are approved for publication by C/NIC after the NFIB Representatives have coordinated them and are not usually reviewed at NFIB Principals' meetings. Those few IIMs to be approved by the DCI do require the concurrence of the Principals, which is obtained through the Executive Secretary, NFIB.)

The NIC produces two types of NIEs. Category I NIEs are those papers that address a topic, region, or country on a one-time or aperiodic basis, and which usually are scheduled well in advance as a result of the NIC production planning process or the request of a senior policymaker or NFIB Principal. Category II NIEs are those that are usually produced periodically or under a standing requirement for estimative treatment of a particular topic at fixed intervals (e.g., the NIE 11-3/8 and NIE 11-14 series).

A. Stage 1 -- Project Definition (Duration: usually 1-2 weeks)

- Chairman NIC designates an NIO (or another senior officer) as NIE (or IIM) Chairman.
- The NIE Chairman notifies NFIB Principals (by memo or by telephone) that work on the estimate is beginning and asks each to name a single Representative fully empowered to speak for the Principal in the preparation of the estimate.

- The NIE Chairman, in consultation with C/NIC and the Representatives, identifies a principal drafter of (and perhaps other contributors to) the paper; establishes a production schedule; and alerts units responsible for text preparation and editing (NIC Support Branch, OCO) and dissemination (Control Branch, OCO).\*
- The NIE Chairman and drafter prepare a draft Concept Paper and Terms of Reference (TORs) for the estimate; clear them with C/NIC, VC/NIC, AC/NIC, appropriate AG officers, the particular policy officers concerned with the paper, the Senior Review Panel, and the DCI.\*\*
- The NIE Chairman responds orally or in writing to the comments made by the Senior Review Panel.
- The draft TORs and Concept Paper are sent to the NFIB Representatives, who generally should have a week to review them with their Principals before a coordination meeting occurs.
- The NIE Chairman convenes a meeting of Representatives to coordinate the TORs and Concept Paper and to formalize drafting responsibilities among the NFIB agencies.
- Should circumstances require major changes in the scope or focus of the estimate thereafter, the NIE Chairman ensures that the DCI and the NFIB Principals are made aware of the changes and approve them.

B. Stage 2 -- Draft Preparation (Duration: usually 4 to 6 weeks)

- The principal drafter prepares a first draft of the estimate under the direction of the NIE Chairman. (For longer NIEs, the draft will include both the body of the estimate itself, which becomes Volume II, or Supporting Analysis, in the published NIE, and the Key Judgments, which become Volume I.)
- The NIE Chairman or the drafter arranges for the text to be transcribed into the OCO text-processing system via the NIC Support Branch, OCO, and informs the Branch of preliminary plans for graphics in the paper.
- The first draft is reviewed by C/NIC, VC/NIC, AC/NIC, appropriate officers of the AG, and the Senior Review Panel.\*\*\*

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\* See footnote on page 2 of this directive.

\*\* At such time as the NIC is fully staffed, an internal NIC panel system for the review of estimative drafts will be instituted.

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- The NIE Chairman responds orally or in writing to the Senior Review Panel's comments.
- New or revised drafts, which take into account the comments of the reviewers listed above, will (usually) need to be prepared. The successive drafts are fed into OCO's text-processing system to update the basic draft as necessary. This process continues until the draft is fully satisfactory as far as the NIE Chairman and C/NIC are concerned.

C. Stage 3 -- Representatives' Coordination

- The NIE Chairman disseminates (via OCO Control Branch) copies of the revised draft to the NFIB Representatives, who usually will have two weeks to review the draft in detail and consult their Principals.
- The NIE Chairman convenes a coordination meeting of the Representatives, who meet on consecutive working days as required to coordinate the full text and to define any areas of substantive disagreement that may exist.
- Once coordination is achieved, IIM drafts are referred to C/NIC for approval to publish. (See Stage 5 below.)
- Once NIE drafts have been coordinated, the NIE Chairman sends the coordinated text together with the text of any proposed dissents (or explanations of issues where a formal dissent is likely) to the DCI for approval to circulate the text to NFIB Principals and put the estimate on the NFIB meeting agenda.

D. Stage 4 -- NFIB Principals' Review\*

- When the DCI approves the draft NIE for distribution to NFIB Principals, the NIE Chairman asks OCO Control Branch to provide copies of the text to the Executive Secretary of NFIB, who circulates it to all Principals and places the estimate on the NFIB meeting agenda.
- The NIE Chairman, in consultation with C/NIC, determines whether to recommend that NFIB authorize releasing the estimate to foreign governments and communicates his decision to OCO's NIC Support Branch and NFAC's Foreign Liaison Staff (CIA's central point of contact for exchanging substantive intelligence with selected allies and for providing substantive intelligence support to the field).
- The NIE Chairman prepares a background memorandum for the DCI's use at NFIB (separate copy to Executive Secretary, NFIB) that describes the genesis of the paper, highlights key substantive issues that arose during the paper's preparation, etc. (This memorandum is

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\* This stage is omitted for most IIMs.

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provided to the Chief, Interdepartmental Affairs Staff, OPP, by noon on the Friday preceding the NFIB meeting date for inclusion in the DCI's briefing book for the meeting.)

- The NIE Chairman attends the NFIB meeting and, at his initiative and with C/NIC's concurrence, may be accompanied by the principal drafter of the paper. At the meeting the NIE Chairman introduces the paper and seeks the Board's guidance on releasing it to foreign governments.
- After the NFIB meeting, the NIE Chairman informs NIC Support Branch, OCO, and the NFAC Foreign Liaison Staff of NFIB's decision regarding release of the paper to foreign nationals.
- After NFIB, the NIE Chairman reconvenes the Representatives to effect any necessary cleanup work on Volume I or Volume II; to provide the Representatives with feedback on the NFIB Principals' meeting on the paper; and to conduct a postmortem on the paper to identify intelligence collection, analysis, or production problems or gaps concerning the estimate and to suggest steps to correct them.
- NIE Chairman gets approval from C/NIC to initiate action to implement steps proposed by Representatives to address intelligence problems and gaps.

E. Stage 5 -- Final Production

- The NIE Chairman or drafter prepares a distribution list for the published estimate and gives copies of the list to NIC Support Branch and Control Branch.
- NIC Support Branch arranges for final editing and printing of the text and accompanying graphics.
- The NIE Chairman or drafter reviews a proof copy of the printed paper and gives final approval for proceeding with publication and dissemination.
- If NFIB has approved passing the estimate to foreign governments in sanitized form, the NIE Chairman works with NIC Support Branch, OCO, to prepare such a version (or versions) of the estimate.
- The NIE Chairman completes the compilation of a Development File, the permanent record of how and why the estimate was produced, containing all key correspondence and other documents marking important milestones in the estimate's production.

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ATTACHMENTS:

- A. DCI Memorandum to NFIB, 30 July 1981 (C)
- B. Sample Memorandum transmitting TORs to NFIB Reps, 16 September 1981 (S/NF)
- C. Sample Memorandum transmitting fast-track estimate draft to NFIB Reps, 3 August 1981 (S)
- D. Sample Memorandum seeking DCI/DDCI approval of fast-track estimate, 7 August 1981 (S)
- E. Sample Background Memorandum and Talking Points paper for DCI's use at NFIB, 14 April 1981 (S/NF)

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*11-7-78*

The Director of Central Intelligence

Washington, D. C. 20505

Executive Registry  
**81-4807**

Attachment A

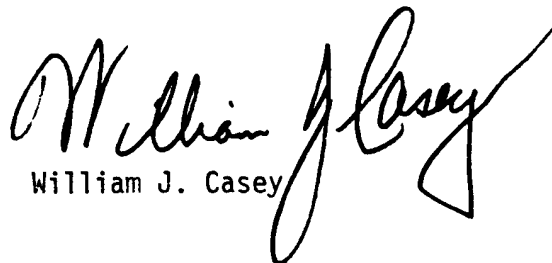
NFAC 4652-81

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30 July 1981

MEMORANDUM FOR: National Foreign Intelligence Board Principals  
FROM: Director of Central Intelligence  
SUBJECT: Interagency Intelligence Production

The attached procedures for interagency production, which we discussed at NFIB on 21 July, are approved and are effective immediately. When feasible, estimates in progress will be adjusted to conform. I ask your cooperation in making the new system work.

  
William J. Casey

Attachment:  
Procedures For Production  
Of Interagency Intelligence  
Assessments, dated 27 July 1981

DERIVATIVE CL BY SIGNER  
REVIEW ON JULY 87  
Derived from Multiple

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27 July 1981

PROCEDURES FOR PRODUCTION OF  
INTERAGENCY INTELLIGENCE ASSESSMENTS

This Notice establishes new guidelines for production of interagency intelligence assessments, based on the experience to date of the National Intelligence Council (NIC), and on recent critiques of existing procedures.

Policy

National Intelligence Estimates (NIEs and SNIEs) are the most important product of the Intelligence Community and should be given the highest priority by all intelligence agencies. They will again become the primary Intelligence Community contribution to the policy formulation process at the national level. (Interagency Intelligence Memoranda will continue to be produced as before, on occasions when the paramount intelligence task is the reaching of factual determinations. See Page 5.)

The principal purpose of these changes

- To produce NIEs and SNIEs which are better suited than are existing estimates for NSC and Cabinet-level examination and consideration, while preserving their usefulness for other important consumers
- To assist senior policymakers by producing interagency assessments which are less bulky -- and to do so quicker.
- To improve the substantive usefulness of such assessments to the policy process.
- To enhance senior review within the Intelligence Community by engaging the DCI and the other NFIB principals more fully in arriving at the judgments set out in these assessments.

Categories of Estimates

Special National Intelligence Estimates will be oriented to a current event or policy issue. The need for such estimates will normally arise from the policy formulation process. To be useful, they must be brief and timely. Papers directed at relatively narrow questions and on particularly short deadlines will normally be produced as "Category A" SNIEs. This category includes "Contingency" estimates, e.g., "What would be the reaction if the US did X?" There will also be broader "Category B" SNIEs, particularly in the political and economic fields, that require expeditious handling. Production of SNIEs will be governed by the "fast track" procedures discussed below (page 2).

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National Intelligence Estimates will also fall in two Categories. "Category I" NIEs will be those devoted to less pressing policy concerns, e.g., Yugoslavia After Tito. Papers in this category will take somewhat longer to prepare than those tied to more immediate issues, and may include extensive back-up analysis. Production will be governed by more deliberate procedures (see page 3). The number of Category I NIEs should decrease in coming months as the number of SNIEs increases. The major periodic estimates, including the Soviet military series, will be listed as Category II NIEs. They will be produced on a schedule approved by the DCI after consultation with NFIB (see page 4).

Content of NIEs and SNIEs

In preparing estimates, Principals, Chairmen, and drafters shall assure that drafts:

- Are as directly relevant to ongoing policy concerns as possible, within the ground rules of appropriate discussion by intelligence officers. They should be written in awareness of the US role in the given situations, analyze the degree to which these situations may be susceptible to the influence of the US or its friends, and address the significance of various outcomes for US interests.
- Contain as much estimative thrust as possible, including where appropriate possible alternative future developments.
- Integrate political, military, economic and other factors--especially with respect to economic forces and to the broader political purposes of military power.
- Avoid secondary issues and unnecessary detail.
- Contain, as has been the practice, any alternative or dissenting views.
- Indicate the validity of the intelligence supporting the estimate.

Fast-Track Procedures for SNIEs

Initiation: Preparation of SNIEs may be proposed to the DCI by any senior officer, although the concerned NIO is expected to anticipate the need for such estimates through his participation in the policy formulation process. If the DCI approves a proposal, the Chairman NIC will immediately notify NFIB Principals by telephone or LDX, designating an NIO as Chairman of the estimate and requesting that each Principal name a single qualified officer fully empowered to represent him in the coordination process. Representatives should have access to and be able to speak for their Principal.

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Terms of Reference (TORs)/Concept Papers: The Estimate Chairman will immediately prepare draft TORs and a concept paper, check them out with the requester and the DCI, and coordinate them with the representatives by telephone and LDX. For Category A SNIEs, these steps should take no more than 24 hours, for Category B, no more than 3 days.

Drafting Responsibilities: The Chairman will in the course of establishing TORs negotiate with the representatives to identify drafters and contributors who are both qualified and available. It will be the responsibility of the Principals to free assigned drafters and contributors from conflicting duties until the draft is completed. For Category A this should regularly require no more than 2 days, for Category B, 5 days.

Format: The SNIE will regularly run no more than 5 pages for Category A and 10 for Category B. Where essential, annexes may be appended.

Coordination: When the Chairman has a satisfactory draft, he will distribute it to the representatives for coordination, normally by LDX. Representatives should immediately seek the views of their Principals. For Category A SNIEs, the Chairman will, when time permits, convene a representatives meeting to coordinate the paper, but in extreme cases will coordinate by telephone. In any case the time required should not be more than 2 days. For Category B, representatives will normally meet, and coordination should be complete in no more than 5 days.

NFIB Consideration: SNIEs will normally be reviewed by the DCI at this stage. Concurrence of the Principals in Category A SNIEs will then be obtained by telephone or through a special NFIB meeting within the next 24 hours. Category B SNIEs usually will be considered at a regular NFIB meeting if conveniently scheduled, or at a special meeting; no more than 3 days should be required.

### Category I NIE Procedures

Initiation: NIEs in Category I will normally be proposed by the NIC and scheduled well in advance, although any NFIB Principal or senior policy officer may request one. The schedule will be considered by NFIB quarterly and approved by the DCI. Should an addition to or deletion from the schedule be proposed, Principals will be given an opportunity to comment prior to a decision by the DCI. Before work begins on a paper, the Chairman, NIC is responsible for designating an NIO as Chairman and notifying the Principals. Each Principal in turn will designate a single qualified officer fully empowered to represent him in preparation of the estimate.

Terms of Reference/Concept Paper: The Estimate Chairman will prepare draft TORs and a concept paper. He will assure that before they are sent out to the agency representatives, these papers have been checked out with the policy officers concerned and have been submitted to the DCI for his review. Once these papers go out to the representatives, the latter will be expected to review them with their Principals before the representatives come to the coordination meetings. The usual time to be given for such review, prior to the meetings of the representatives, will be one week. In cases where

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circumstances warrant significant changes in the initial purpose, scope, concept, or TORs of a given paper, the Chairman will ensure that these changes have the approval of the DCI and the NFIB Principals.

Drafting Responsibilities: The Chairman will, in the course of preparing and coordinating TORs, negotiate with the representatives to identify drafting officers and arrange for contributions from individual agencies. It will be the responsibility of each Principal to ensure that contributions assigned to his agency are delivered on schedule. Drafts should regularly be completed within one month.

Format: Each draft Category I NIE will normally consist of the basic estimate and a shorter Key Judgments section. Both will be coordinated by the Agency representatives. When published, the first volume of the NIE will contain only the Key Judgments. Volume I should be no more than 10 printed pages in length. The basic estimate will be published as back-up analysis in an accompanying Volume II. There will, of course, be occasions where the length or complexity of the estimate will necessitate variations on this concept.

Coordination: When the Chairman has a satisfactory draft, he will distribute it to the representatives. The latter will be given 2 weeks to consult with their respective Principals on the content of a draft before the representatives meet for coordination with the paper's Chairman. The representatives will meet on consecutive working days for as long as necessary to complete coordination. Discussion at these meetings will center on ironing out questions of fact, examining the principal assessments of the given paper, and identifying main areas of agreement or disagreement/dissent. If major revisions are necessary, there can be a clean-up meeting to review the final text; new issues will not be raised at clean-up meetings. Any major issues not resolved at representatives' meetings will be examined at NFIB by the DCI and the Principals.

NFIB Consideration: Volume I as coordinated by the representatives (that is, Key Judgments, together with any dissents or unresolved issues) will go to the DCI for approval and distribution to the Principals, who will be given at least 7 working days to review the final draft. It will be scheduled for the next regular meeting of NFIB thereafter. At NFIB, discussion will center on the estimate's major questions, with any necessary editorial or minor fixes to be done subsequently under the direction of Chairman, NIC and the paper's Chairman, as directed at NFIB by the DCI. The Chairman will also be responsible for conforming a coordinated Volume II to Volume I. Volume II will be published within one month after Volume I.

### Category II (periodic) NIE Procedures

The procedures outlined above for Category I NIEs in general apply also to Category II. These papers are likely to be longer (sometimes more than two volumes) and more complex than those in Category I, and arrangements for

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their production may involve an elaborate structure of working groups and subgroups, DCI Committees, etc. They will also take more time to prepare. Nonetheless, every effort will be made to move them along expeditiously, and to keep Volume I concise and policy-oriented. Present production of periodic NIEs should not be significantly changed under these procedures.

**Interagency Intelligence Memoranda (IIM)**

The IIM will be prepared in accordance with SNIE or NIE procedures as appropriate to the issue addressed, except that it will be coordinated in the Community at the NFIB representatives level and issued by the Chairman, NIC. Representatives may, of course, seek the approval of their Principals. An IIM may be referred to NFIB and issued by the DCI if he so decides, or if requested by a NFIB Principal.

**General**

These procedures should provide a maximum of one week for the production of Category A SNIE's, three weeks for Category B SNIE's, and three to four months for the production of Volume I of Category I and most Category II NIE's. Principals will, of course, retain their right of dissent in all cases and categories of estimates, including IIM's.

After NFIB discussion of an SNIE or NIE, the estimate Chairman will convene the representatives for a review of and follow-up to the NFIB proceedings. This meeting should also focus on identifying gaps in collection or analysis for future emphasis. The Chairman will be responsible for initiating further action through appropriate channels to fill such gaps.

These procedures may be abridged by C/NIC when an estimate is needed more quickly than they will permit. The only essential conditions are that each agency have an opportunity to dissent, and that the DCI approve the final product.

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Attachment B

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D.C. 20505

157

National Intelligence Council

NFAC 5826-81  
16 September 1981

MEMORANDUM FOR: The NFIB Representatives  
FROM: Henry S. Rowen  
Chairman, National Intelligence Council  
SUBJECT: TOR Meeting, NIE: Key Military Issues in the Middle East

1. The Director of Central Intelligence has requested preparation of a National Intelligence Estimate which will address Key Military Issues in the Middle East. The estimate will be prepared under the auspices of the National Intelligence Officer for the Near East and South Asia. [redacted] 25X1

2. Attached are draft Terms of Reference for the estimate prepared jointly by NFAC and NIO/NESA. We envision utilizing a principal drafter drawn from NFAC's Office of Near East/South Asia and requesting other community agencies and departments to provide substantive analytic support on specific sections. We also intend to solicit field appraisals and comments from various posts in the region through separate channels. [redacted] 25X1

3. In order to validate and modify the TOR as necessary, I would like to invite a representative from your organization to attend and participate in an initial meeting on Tuesday, 13 October, 1400 hours, Room 7E62, CIA Headquarters. Please have your clearances passed and call [redacted] [redacted] with your attendance plans by October 9. [redacted] 25X1  
25X1  
SIAT

Henry S. Rowen

Attachment  
Terms of Reference

DISTRIBUTION B

[redacted] 25X1

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Attachment C

**THE DIRECTOR OF CENTRAL INTELLIGENCE**

WASHINGTON, D. C. 20505

National Intelligence Officers

3 August 1981

MEMORANDUM FOR: NFIB Representatives

FROM : [redacted] 25X1  
Acting National Intelligence Officer for USSR-EE

SUBJECT : Draft of SNIE 11/32-81: Soviet Threat to Pakistan [redacted] 25X1

1. Attached for your review is the draft of SNIE 11/32-81:  
The Soviet Threat to Pakistan. [redacted] 25X1

2. In view of our very tight schedule, which calls for completion of this SNIE by COB this Friday (7 Aug 81), and a conflicting SNIE review session scheduled for Wednesday, we have no choice but to schedule our markup session for Tuesday afternoon. The meeting will be held at 1400 hours on Tuesday, 4 August 1981, in Room 7E32 CIA Headquarters Bldg. We will continue the meeting until all conflicts are resolved. If you have problems with any part of the text, it would be helpful if you would offer alternative language for consideration. [redacted] 25X1

3. Please call in names of attendees [redacted] 25X1  
as soon as possible. [redacted] 25X1

[redacted] 25X1

Attachment:  
As Stated

Attachment D

Executive Registry  
81-1989

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

National Intelligence Officers

NFAC #4936-81  
7 August 1981

MEMORANDUM FOR: Director of Central Intelligence  
Deputy Director of Central Intelligence

FROM : [Redacted] Acting National Intelligence Officer for USSR-EE

25X1

SUBJECT : SNIE 11/32-81: The Soviet Threat to Pakistan

1. Attached is the final draft of SNIE 11/32-81: The Soviet Threat to Pakistan for your approval. It has been produced under the new fast-track SNIE Category B procedures with some success. The draft has the concurrence of the NFIB representatives and is ready to go to the principals. [Redacted]

25X1

2. Walt Elder and I believe that this SNIE may be sufficiently non-controversial to warrant our asking the NFIB principals for telephonic concurrence, rather than calling a special NFIB meeting. If you approve the draft, we can get it out to the NFIB principals on Monday morning for their concurrence by COB Tuesday, 11 August. [Redacted]

25X1

[Redacted]

25X1

Attachment:  
As Stated

cc: C/NIC  
D/NFAC

APPROVED: William J. Casey  
Director of Central Intelligence

Date: 8/10/81

Deriv C1 By Signer  
Revw on Aug87

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**SECRET**  
NFAC #4936-81  
7 August 1981

**SUBJECT: SNIE 11/32-81: The Soviet Threat to Pakistan**

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1 - ER  
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1 - NIO/USSR-EE  
1 - NFAC Registry  
A/NIO/USSR-EE/ [redacted]  
(7Aug81)

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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

Attachment E

National Intelligence Officers

NFAC 2160-81

14 April 1981

MEMORANDUM FOR: Acting Director of Central Intelligence

VIA: Deputy Director for National Foreign Assessment  
Chairman, National Intelligence Council

FROM:



Acting National Intelligence Officer for East Asia-Pacific

25X1

SUBJECT:

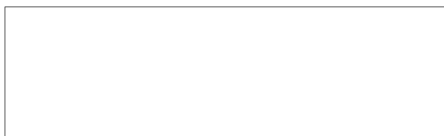
Background Paper for DDCI's Chairing of NFIB - NIE 42/14.2-5-81  
The Korean Military Balance and Its Implications for  
Hostilities on the Peninsula

1. This Estimate, drafted basically by OSR/NFAC, passed through the interagency coordination process without difficulty. There are no substantive disagreements on the text, no reservations, nor are any anticipated at the NFIB meeting.

2. The Estimate was originally required to provide intelligence judgments concerning the military balance on the Korean peninsula in support of the anticipated review of the continuation of the stationing of US forces in South Korea. President Reagan's decision that the troops will remain has, of course, eliminated that requirement. Nonetheless, renewed emphasis on US military support for the ROK and heightened concern for the overall security situation in Northeast Asia makes this paper an important and timely document.

3. After a period of strain, ROK-US relations are again moving forward with special stress on the development of the defensive capability of the South and improvements in the US/ROK combined command structure. This Estimate provides for the first time in over five years a Community judgment on the relative military balance on the peninsula, together with a projection for the trends in that balance for the next five years. It contains a sobering message -- one that highlights the continued vulnerability of the ROK and the central role US forces and support will continue to play in the defense of South Korea.

4. The timing of the Estimate is especially fortuitous. Senior US and South Korean defense officials will be meeting in California at the end of this month to begin the process of defining the scope and direction of US military assistance to and cooperation with the ROK. This paper will provide important judgments to help guide that process now and in the months ahead.



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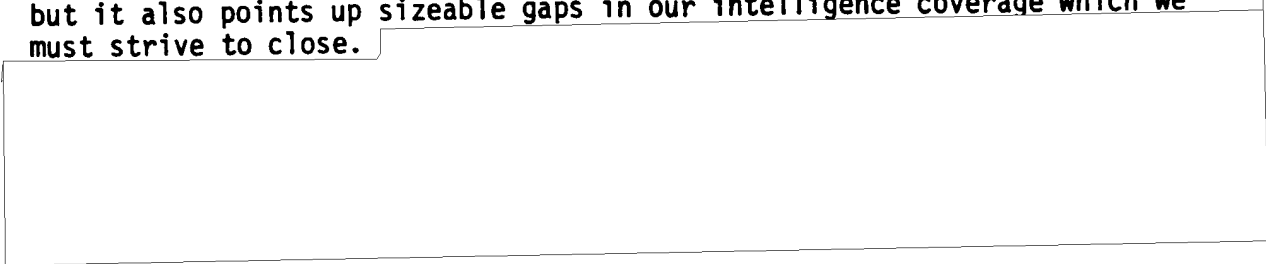


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SUBJECT: Background Paper for DDCI's Chairing of NFIB  
NIE 42/14.5-5-81: The Korean Military Balance  
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5. This Estimate displays considerable knowledge and analytic skill, but it also points up sizeable gaps in our intelligence coverage which we must strive to close.



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6. Our knowledge of the strengths and capabilities of the South Korean forces, while considerably greater than that on the North, is nonetheless not as good as should be expected given the extensive US military presence in the South and US military interaction with South Korean armed forces. We need to do a better job ensuring that evaluation of ROK military performance and capabilities reaches intelligence channels.



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