

NOTES FOR ROUND-TABLE DISCUSSION ON COORDINATION  
OF AGENCY INTELLIGENCE ACTIVITIES

I. OF THE CIG

Directive No. 1, paragraph 1 reads: "In the President's letter of 22 January 1946 he stated 'It is my desire, and I hereby direct that all foreign intelligence activities be planned, developed and coordinated to assure the most effective accomplishment of the intelligence mission related to the national security.'"

By NIA Directive No. 5 the Director of Central Intelligence was "authorized and directed to act for this Authority in coordinating all federal foreign intelligence activities related to the national security to insure that the overall policies and objectives established by this Authority are properly implemented and executed."

A. RESPONSIBILITIES OF THE INTERDEPARTMENTAL COORDINATING AND PLANNING STAFF

By CIG Administrative Order No. 6 the Interdepartmental Coordinating and Planning Staff (ICAPS) "acts for the Director of Central Intelligence in the coordination of intelligence activities related to the national security and in the preparation of recommendations regarding the establishment of overall policies, plans and procedures to assure the most effective accomplishment of the national intelligence mission. In discharging these responsibilities this staff will maintain continuous supervision of the planning and coordination of the Central Intelligence Group. It will focus its activities on the coordination of the intelligence activities of the State, War, Navy and other governmental departments and individuals concerned."

It is planned that the ICAPS staff will consist of individuals assigned from government departments in the same proportion as they have representation as permanent members on the Intelligence Advisory Board.

ICAPS will be organized internally so as to give prompt attention to all recommendations for coordination which may come to it either from the intelligence agencies of the Government or from the operations offices of CIG. Where inter-agency consultation appears advisable it will call together authoritative representatives of the interested agencies, who, with a representative of the appropriate operating office of CIG, will discuss the problem at hand. When a coordinating plan has been developed by such discussion, formal notification will be sent from CIG to the agencies with a request that the necessary administrative procedures for its implementation be inaugurated. Indication will also be given of the name and position of the officer from the appropriate operation office of CIG who will act as coordinator of the plan. Subsequent informal liaison between the agencies and the CIG may be maintained direct with that designated coordinator. All requests to change the plan in any fundamental which will require inter-agency agreement should be addressed to ICAPS.

II. POSSIBLE FIELDS OF COORDINATION

It is the intent that this first meeting of representatives of the several intelligence agencies with the ICAPS explore the current implementation of the national intelligence mission in an attempt to plan for its most effective accomplishment. The various budget reductions give reason to believe that this can be effected only through the most complete coordination and the elimination of unnecessary duplication in every field.

A. NATIONAL INTELLIGENCE PLAN \*\* AGENCY INTELLIGENCE PLANS

It is considered that the basis of the coordination of Collection, as well as all other intelligence functions, lies in the establishment and continued maintenance of a National Intelligence Plan (or NEPI). Recommendations from the intelligence agencies are invited as to the contents and policies to be contained in the NIP, which can then be prepared for the Director CIG and submitted to him for approval to the NIA. It is believed that the coordination of the Intelligence Plans of each intelligence agency and the interchange between agencies will greatly

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B. COLLECTION

1. Integration of field instructions on reporting.

It is considered necessary that standing instructions to field officers be reviewed in order to attain the proper implementation of an integrated collection effort. These instructions should carefully set forth the pertinent and detailed ECI of the various agencies, based upon the National and Agency Intelligence Plans mentioned in the paragraph above. Inter-agency agreement on the proper balance of field personnel assignments will succeed, or fail, in accordance with the degree of integration of instructions to field officers on the preparation of their reports.

2. Field personnel assignments.

While there are many types of intelligence information of small interest to but one agency of the Government, there are many more of joint or multilateral interest. Among these are reports by economists, agriculturists, sociologists, mineralogists, transportation experts, etc. Assignment of such specialists to the field should be coordinated, (CIG requests that each agency supply it with lists of its personnel assigned abroad with an indication of each individual's specializations, if any).

3. Inter-agency availability of training facilities.

With increasing attention being given by each of the agencies to the advance training of its officers designated for intelligence service abroad there is developing a series of agency schools in Washington. It is possible that through the absence of contact, with a resulting lack of understanding among the agencies of their individual requirements, that the activities of these schools are overlapping. A coordination and integration of their curricula may be helpful. (CIG requests detailed reports of these training courses).

C. DISSEMINATION OF INTELLIGENCE INFORMATION.

It is believed that one of the principal reasons for continuing duplication in field reports has been an uncertainty on the part of the reporting official as to the promptness of dissemination among the agencies in Washington of the intelligence information submitted from the field. Therefore, a study of the present practices for the inter-departmental exchange of intelligence information coming into each agency from abroad appears necessary. The best manner of presentation might be detailed flow charts.

D. RESEARCH AND EVALUATION.

Whereas each agency must necessarily continue to carry the responsibility for all research and evaluation of material of ~~sole~~ interest to it, there are many fields having broader interests. Unless there is a proper coordination of the research effort of all the agencies in this broader field there will continue to be either a duplication where identical intelligence information is available to more than one agency or in mis-applied where research is attempted without access to all intelligence information available to the Government as a whole.

1. Research programs

An initial step toward full coordination can be by the exchange of advance periodical statements of plans for research programs. With these available CIG can assist the agencies by pointing out possible duplications or by making available to the agency information of a pertinent available character.

2. Inter-agency allocation of studies.

As the practice of coordination develops it would be possible for CIG in consultation with the agencies to allocate to the most appropriate agency any suggestion mutually required.

3. Temporary Assistance to CIG.

To undertake early studies of a joint or multilateral interest.

E. DISSEMINATION OF EVALUATED INTELLIGENCE.

By NIA Directive No. 2 an initial task assigned to the Director of Central Intelligence was the production of daily summaries containing factual statements of the significant developments in the field of intelligence and operations related to the national security and to foreign events for the use of the President, the members of this Authority, and additional distribution.

1. Inter-Agency Distribution.

In addition to the specified CIG documents there are numerous intelligence documents prepared by the several agencies and given inter-agency distribution. A proper coordination should eliminate this duplication thus freeing writers and editors for better application to their particular agency's problems.

2. Intra-Agency Distribution.

Although the distribution within an agency of its own intelligence material is a matter for determination by that agency it is believed that an inter-agency arrangement will be helpful if one agency were called upon to prepare a special document or a special section for an extant document for internal distribution in the existing agency. Thus State Department could prepare a weekly political section being for Navy readers and inclusion in a weekly Navy summary; while ONI and G-2 could prepare weekly briefs of military developments for State readers. This inter-agency cooperation might even be extended up to the Cabinet Secretary level to relieve the members of the NIA from the necessity of reading full texts of highly classified but lengthy incoming reports.

3. CIG Reports.

As directed, CIG will prepare from time to time central reports the dissemination of which must be carefully integrated with the other dissemination programs.

III. SUBJECTS SUGGESTED FOR COORDINATION.

As stated above under number I-A, Responsibilities of ICAPS, the Inter-departmental Coordinating and Planning Staff recommends the submission to it of subjects for better coordination in the interests of the most effective accomplishment of the national intelligence mission, from both within and without the Central Intelligence Group.

The following suggestions for coordination, integration or centralization have already been received.

Those, the disposition of which has not yet been determined, will be the subject of future interdepartmental discussions.

1. Foreign Broadcast Intelligence Survey  
(Already centralized in CIG)
2. Survey of United States Foreign Language Press  
(Already allocated to State).
3. OSS Photographic Intelligence Files  
(Already allocated to Navy)
4. Acquisition of Foreign Publications  
(Already allocated to Library of Congress)
5. Central Register of Intelligence Information  
(Under study)

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6. Central Contact Register of United States Residents of Foreign Intelligence Potential  
(Under study)
7. Psychological Warfare  
(Under study by S/NCC)
8. Intelligence Information From American Business Firms Abroad
9. Coordinated Utilization of Private Research and the Social Sciences
10. Central Map Index
11. Coordination of Intelligence Research
12. Censorship Planning
13. Resources Potential Program
14. Sampling Technique Applied to Intelligence
15. Intelligence on Foreign Industrial Establishments
16. Coordination of Scientific Intelligence
17. Intelligence Information Plan for Post-War China
18. Foreign Petroleum Developments
19. Coordination of Geographic and Related Intelligence
20. Assignment of Mineral Attaches
21. Coordination and Budget Estimates
22. Joint Army-Navy Intelligence Effort
23. Intelligence Terminology