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25 April 1951

## MEMORANDUM FOR THE FILE

SUBJECT: IAC Discussion on Collaboration of Intelligence Estimators and U. S. Operators and Planners in the Preparation of Certain Studies (23 April 1951)

1. On the question of the disposition of scheduled NIEs (\*) requiring inclusion of information on U. S. military plans and strengths in order to make them useful estimates, there was considerable discussion of the jurisdiction of the IAC and of Intelligence in this field.
2. Reference was made to the view of the JCS regarding NIE-30, namely, that the McMahon request was not made on proper authority nor was it made to the proper agency and that nothing further could be done with the IAC draft estimate in view of General Marshall's letter.
3. With respect to NIE-13 it was indicated that the assessment of the adequacy of Western European Defense arrangements was mainly a policy or operations matter, although it was recognized that by a change of title an intelligence estimate could properly be produced assessing the political, psychological, and military factors involved in the ability of the Western European Powers to meet their commitments.
4. There was a consensus on two conclusions:
  - a. that an intelligence appreciation of enemy capabilities without taking into account the capabilities and intentions of the opposing friendly forces (including U.S.) would be vacuous.
  - b. that for the IAC to get into the business of "war-gaming" would be opposed by the JCS and would in fact not be proper or useful.
5. It was recognized that the problem lay in finding some mid-point between these two extremes. There was considerable hope expressed in the arrangements reported by General Huebner and confirmed by General Megee which have been established with the Joint Staff. These arrangements provide that the members of the JIG, who have complete access to operations and policy information including war plans, should be responsible for guiding the intelligence estimators in such a way as to provide the operations or planning information essential to make their estimates useful.

MORI/CDF Pages 1 &amp; 2

- (\*) NIE-13: Prospects for the Creation of an Adequate Western European Defense
- NIE-30: Soviet Capabilities to Interfere with US Delivery of Atomic Weapons to Targets in the USSR

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6. General Huebner felt that the State Department had a similar responsibility and might develop a similar arrangement. Mr. Armstrong agreed and indicated that his people are in close contact with policy officers in the Department and as far as he knew were providing adequate and proper guidance for the intelligence estimators.

7. In the case of an estimate on a primarily military subject the view was expressed that this was properly a job for the JIC or JCS rather than the IAC. Mr. Jackson pointed out that the DCI's responsibility (in his capacity as Director of Central Intelligence as opposed to his position as Agency head) might require him to endorse or comment on such a paper even though produced by JIC.

8. The possibility was also raised that the jurisdictional area of Intelligence within which the DCI is responsible may extend further into the operations and planning sphere than the Service intelligence chiefs would be allowed to go.



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JAMES Q. REBER  
Acting Assistant Director,  
Intelligence Coordination

Original: Mr. Jackson ✓  
cc: AD/NE  
AD/SI

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OFFICE OF INTELLIGENCE COORDINATION

23 April 1961

STATUS OF PROJECTS

Progress Report No. 3

Problems in which the Office of Intelligence Coordination is involved are listed on the attached pages with brief comment. In each case O/IC is either providing assistance to the Assistant Director(s) concerned or is carrying the main responsibility by agreement or assignment.

By making such a list available from time to time O/IC seeks to acquaint the Director, the Deputy Directors, and the Assistant Directors with the current business of O/IC and to provide them the opportunity to make suggestions with respect to these problems and their solution or to suggest other problems of which this office should be aware.

This report is divided into two parts: The first deals with matters actively being pursued. Part two lists projects considered to have been satisfactorily adjusted for the time being, but in which this Office retains an interest.

JAMES Q. REBER

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OIC

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1. Psychological Intelligence Support (O/RR, O/O, O/PC)

**Problem:** To recommend the necessary arrangements for inter-agency support of psychological warfare.

**Status:** The problem has been discussed with all agencies concerned both from the planning or operating viewpoint and from the intelligence side. As a result of these conversations a tentative breakdown has been made of the kinds of intelligence support that are required.

The immediate need is: (a) to find out if this is an accurate, complete, and meaningful breakdown; (b) to determine who will provide each type of intelligence, or what portion of each type, and the extent to which each requires interagency coordination; (c) to clarify agency responsibilities and to recommend appropriate ways of achieving necessary coordination. CIA has the responsibility and initiative to see that appropriate intelligence support is provided for psychological warfare and that the intelligence activities of government departments and agencies in this field are properly coordinated.

2. Intelligence Support for Civil Defense  
(O/NE, O/SI, O/CI, O/SO, O/CD)

**Problem:** To effect necessary arrangements for intelligence support for the Federal Civil Defense Administration.

**Status:** The problem has been discussed with Mr. Babbitt of FCDA and with the other agencies concerned. A recommendation is being prepared for the DCI for possible consideration by the IAC.

3. External Research (O/O, O/RR, O/SI, O/CD)

**Problem:** To determine the optimum degree of coordination of all CIA and IAC Agency requirements for external research; and to see that necessary modifications are made in existing arrangements.

**Status:** O/O proposals and the comments of other offices have been received. O/IC is discussing the problem with interested people in the agencies concerned. In the Social Science field, ERS is compiling a list of research projects not contracted for by the Government. Government sponsored projects are coordinated through the Research and Development Board. A representative of the State-CIA External

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Research Staff sits regularly with the committee of the RDB dealing with social science matters. This committee includes representatives of O/RO (Army), O/NR (Navy), [ ] and [ ] (Maxwell Field).

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4. Evaluation (O/O, O/SO)

**Problem:** To arrive at intra- and interagency understandings and agreements to provide evaluation of O/O and O/SO reports.

**Status:** Agreements have been reached on a bilateral basis between CIA and G-2, ONI, and A-2. Understandings already exist for evaluations by O/SI and O/RR. Further discussion is necessary before agreements can be reached with the State Department. The role of O/CI in evaluation has not been determined.

5. Requirements (All offices)

**Problem:** To develop adequate arrangements for providing coordinated requirements by priority for the various collection units, particularly with respect to O/SO.

**Status:** (a) O/NE is preparing a general guidance for collectors from the point of view of estimates. This general guide if deemed useful will be coordinated with the other agencies.

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(c) O/O/C has initiated desk to desk contact with OIR, State, as a means of improving both State requests and State evaluation.

(d) JCS paper No. SM-626-51, containing G-2, ONI, and A-2 requirements (mainly for covert collection) is being matched by other requesting agencies. These will be screened for possible non-covert collection and the balance segregated according to: (1) O/SO current collection capability; (2) O/SO capability under present planning; and (3) those items for which no current plans exist.

(e) Current problems concerning daily requests for information, if not resolvable by O/SO directly with the requesters, will be referred to O/IC to

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achieve a solution, by reference to the Director if necessary.

6. Interdepartmental Committees (All offices)

**Problem:** To review the existing interdepartmental committees for which this Agency provides chairmanship and to review the interest of the Agency in those where it has only membership.

**Status:** Offices of CIA have supplied committee data to O/CD. This office is now filling gaps in the data where incomplete. A preliminary survey has been submitted to the Director. A summary of the Agency's committee relationships with recommendations is scheduled for early May.

7. Biographic Intelligence (O/CD)

**Problem:** To suggest the most effective biographic facility for the Federal Intelligence System.

**Status:** A report, setting forth possible ways of meeting this problem, has been prepared by Biographic Register of O/CD on the basis of IAC Agency replies to a survey questionnaire. Tentative views of O/CD are: (a) complete centralization of biographic records in CIA would not meet the requirements of all agencies; (b) specialization and partial centralization is possible; (c) greater coordination among existing biographic facilities is essential.



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**Status:** Pertinent directives have been approved by the Secretary of Defense after IAC concurrence; implementing manuals are being coordinated among the non-military agencies after JIC approval. The agreement by which CIA will represent the other non-military agencies in these matters can be concluded as soon as the manuals have been formally approved.



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✓ 10. Scientific Intelligence Committee (O/SI)

Problem: To examine the problems of O/SI in the field of interagency coordination in the planning and production of scientific reports and estimates and to make appropriate recommendations.

Status: Proposals of the representatives of the Defense intelligence agencies on the SIC have questioned the responsibility of CIA to coordinate scientific and technical intelligence in the federal intelligence system. This issue is currently under thorough study in O/SI and will be discussed further informally with the Defense agencies.

✓ 11. Economic Interpretation of Photographic Materials (O/RR, O/UE)

Problem: To develop the most effective arrangements by which economic intelligence can be derived from photographic materials within the government.

Status: Exploitation of Defense Department resources and those of Graphic Register of O/CD has been explored by O/RR and O/IC. It now appears that while much of value can be produced as a by-product of Air 25X1 Target Analysis, the results are likely to prove disappointing as contributions to current economic intelligence. Further investigation of photographic sources is required.

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13. Watch Committee (O/CI)

Problem: To analyze the operation and effectiveness of the IAC Watch Committee and to make recommendations for its improvement.

Status: After analysis with O/CI, O/IC has forwarded to the DCI a list of suggested modifications which will be discussed with the Chairman of the Watch Committee at an early date.

✓ 14. Coordinated Report of IAC Agency Intelligence Research Projects (O/RR)

Problem: To examine whether the preparation of a coordinated report of IAC agency intelligence production should be continued or abandoned and to recommend the proper location of this responsibility if continued.

Status: Investigation among the end-users of this report conclusively shows that it does not serve the purpose for which it was designed. Such residual value as it may have can perhaps be more effectively realized through using existing CIA Library facilities.

✓ 15. International Communist Movement (O/SO, O/CI)

Problem: To establish arrangements which will provide: (a) detailed research on the organization, techniques and individuals in the International Communist Movement; and (b) an adequate appraisal of the aims, activities and strength of the International Communist Movement in each country or region.

Status: With regard to (a) O/SO is developing a counter-proposal to the draft plan suggested by O/IC. With regard to (b) O/CI is preparing a paper defining the needs in this field and how they might be met. These papers will be the basis of further intra- and interagency discussion..

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PART II

These projects are considered to have been satisfactorily adjusted for the time being. O/IC will keep in touch with them from time to time, however, in order to assist in any further steps or modifications that may be required.



2. Interagency Operational Liaison

Statement of principles was approved at the Assistant Director's meeting. Incorporation of these principles into an Administrative Instruction is now in progress.

3. Briefing of Outgoing Military Attaches

4. Debriefing of Returning U. S. Officials

5. Intelligence Support for O/PC

6. State Department Cables

7. Foreign Service Economic Reporting  
(Proposed Executive Order)

Proposed Executive Order is expected to be issued in May.

8. National Intelligence Surveys (O/RR)

The IAC on 15 March agreed that the rate of production would remain at eight for this fiscal year and that the matter would be reconsidered by the IAC in June.

The DCI recently acceded to State's request for additional support for their part of the NIS program.



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11. NSC 29 - Protection of Strategic Resources  
and Industrial Facilities Abroad

O/IC has been given the responsibility for arranging  
for the production of research which may be needed prior to field  
investigation.

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