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6 August 1954

MEMORANDUM FOR: Inspector General

SUBJECT: Coordination of External Research

1. Scope of the Problem: The responsibility of determining what research can be more efficiently undertaken by outside contractors than by the Agency itself rests with the deputy directors and the heads of offices and senior staffs. The Special Assistant to the Director for Planning and Coordination (SA/PC/DCI) is responsible for coordinating the Agency's external research. All units of the Agency with the exception of the Office of Communications and the Technical Services Staff clear their external research activities through the Special Assistant's Office. The position of the excepted offices is that knowledge of their research must be strictly limited because of its sensitivity.

The Deputy Director (Intelligence) (DD/I) is responsible for intelligence research, hence DD/I offices sponsor the major part of the Agency's external research. The Office of Research and Reports (ORR) in the field of USSR and Bloc economics and the Office of Scientific Intelligence (OSI) in the area of Soviet and Satellite science and technology let most of DD/I's external research contracts.

The Deputy Director (Plans) (DD/P) contracts for certain research needed to support specific operations.

Most Agency research is of primary interest to one office and of secondary interest to several, and it is therefore sponsored by the office chiefly concerned. Some research, however, is of sufficient importance to several Agency programs to warrant central sponsorship by the SA/PC/DCI in order best to fulfill the requirements of the several offices involved.

A representative list of external research projects in progress and recently completed is attached as Tab A.

2. Intra-Agency Coordination: The SA/PC/DCI maintains a central record of all CIA external research projects (except those of the Office of Communications and the Technical Services Staff) for the mutual benefit of the several offices of the Agency and as an assurance against undesirable duplication of effort and unnecessary expense. He reviews all project proposals with the exceptions noted, before they are sent to the final approving authority (the Deputy Directors for projects under [redacted] and the Project Review Committee for those [redacted] and over). When two or more offices have an interest in a particular research proposal, the Special Assistant coordinates their requirements, the better to increase the utility of the project to all offices concerned.

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The responsibilities of the various Agency offices for coordinating and providing support for external research are set forth at Tab B.

3. Extra-Agency Coordination:

a. External Research Staff, Department of State (ERS):

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[redacted] the External Research Staff, which is part of the Office of Intelligence Research, Department of State. ERS issues an annual inventory and quarterly supplements of government-sponsored foreign area and psychological warfare external research projects (Tab C). It also publishes comprehensive lists of non-Government sponsored social science research on foreign areas in progress (Tab D). ERS maintains a "Central Research File" which is available for reference by research analysts and collection officers.

b. Operations Coordinating Board (OCB): Major external research proposals that are apt to be of special interest to high level officers of other government agencies are presented to OCB by the Director of Central Intelligence for consideration of their agencies' requirements before CIA lets a contract. Current Agency projects that were presented to OCB include those on "Tensions in Communist China," "Future US Problems in the Satellite States," and "War Documents Research on Soviet Psychological Warfare."

c. Economic Intelligence Committee (EIC): The EIC coordinates external (as well as internal) research on economics in the USSR and the Soviet Bloc among its member agencies. The secretariat of the Committee, located within CIA, works closely with the External Research Staff.

d. Scientific Estimates Committee (SEC): The SEC publishes an annual report and a quarterly supplement on the status of certain scientific and technological intelligence production projects conducted by the member agencies of the SEC. The reports cover both external and internal research projects (Tab E).

e. National Science Foundation: Representatives of CIA and the National Science Foundation are exploring the possibilities of the Foundation's publishing a comprehensive inventory of scientific research sponsored by all government agencies comparable to the social science inventory produced by ERS/State. Should such an inventory be produced, the reports of the SEC mentioned above would of course be modified.

f. Interagency External Research Meetings: Persons responsible for external research in each of several national security agencies, as well as representatives of some of the major government contractors, meet monthly to discuss matters of common concern. Each month the representatives of one agency or contractor discuss their particular problems. In general the discussion is confined to social science research. The following agencies and contractors are usually represented: CIA, Defense, Army, Navy, Air Force, State, U.S. Information Agency, Operations Coordinating Board, Office of Naval Research,

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g. Major CIA Contractors:

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b. Other Non-Government Contractors: Other major private contractors for CIA include

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c. Other Government Agencies: For reasons of efficiency, economy and/or security, CIA occasionally finds that other Government agencies are better suited to perform certain types of research than are non-Government contractors. These include the Departments of Agriculture, Commerce (U.S. Census Bureau), Interior (U.S. Geological Survey), Labor (Bureau of Labor Statistics), State (Office of Intelligence Research), and the Library of Congress.

5. Appraisal of External Research: The SA/FC/DCI with the assistance of other officers of CIA and, when appropriate, with the assistance of consumers in other agencies, makes an effort to appraise all external research projects. The extent of the appraisal varies, of course, with the nature and importance of the project. In general, appraisals are made on the following occasions:

- a. Each quarter, in the case of lengthy projects;
- b. On receipt of important interim working papers;
- c. On receipt of a final research report;
- d. When a contract is to be extended or renewed.

These appraisals serve to determine whether or not certain types of problems are in fact researchable; to improve the final

research product (when the appraisal is made on an interim basis); and to provide an evaluation of the contractor for use in subsequent negotiations.

Examples of appraisals are attached at Tab G.

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**Office of the Special Assistant
to the Director
for Planning and Coordination**

CEN/lb

**cc: (less Tabs C, D, and E)
1 - SA/PC/DCI
1 - DD/I
1 - Chief, RGM/OIS**