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14 December 1973

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MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Revision of Key Intelligence Questions Paper

1.   Attached are the current papers relating to the revision of the Key Intelligence Questions (KIQs) which were sent to the NSCIC members and USIB members for comment following your review of the initial paper.

2.   At Tab A is the redraft we prepared organizing the KIQs around 32 major issues considered to be of current concern to policy makers.   The issues were divided into four categories: political, economic, military, and science and technology--with one to three KIQs for each [   ] The recourse to an organization around policy issues was taken because of the large volume of proposed additions to the KIQs which were received from NSCIC and USIB.   It was felt some device was necessary to prevent the document from becoming a voluminous set of requirements.

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3.   At Tab B is a listing of the identified issues and the number of KIQs applying to each.   This was intended simply as a means of easy reference.

4.   At Tab C is a revision of the document at Tab A which we undertook today after [   ] met with the NIOs.   The NIOs strongly believe that use of "issues" would create problems that would not be raised if the format of the paper were much the same as in the original draft.   They considered the paper could still be organized around political, economic, military, and S&T categories, but that the KIQs themselves should be organized by country or regions on the basis of US "interests."   We have accommodated the NIO proposal by reorganizing the paper as it is presented at Tab C.   We are still awaiting additional detailed comments from the NIOs for specific KIQs.

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5. At Tab D is a notebook containing a set of all the responses received from NSCIC and USIB members plus the NIO input. All of the contributions were considered in the revision of the KIQs except for one supplementary batch of Navy comments, including those from the Marine Corps, which arrived only today.

6. I see some problems that we will have to address.

7. First, the paper as presented at either Tab A or Tab C contains more KIQs than are manageable for FY 74 for evaluation purposes. To make the list more manageable one of the following steps could be taken:

a. Eliminate entire issues or problems and their accompanying KIQs. There is no official source for the issues or problems as we have defined them. They were derived from our views of the problems with which the Government is wrestling as well as from the comments of NSCIC and USIB members. The issue on Africa, for instance, was included because Secretary of State Rush thought that Africa was important.

b. Delete KIQs from individual issues since the KIQs are arranged in order of their priority under each title.

c. Apply the evaluation process only to selected issues and to selected KIQs within issues, but retain the structure of the KIQs paper as we now have it. I think this is the most feasible route.

8. The second problem arises from the fact that many of the proposed additions made by various NSCIC and USIB members have not been accommodated in the revised KIQs. What I propose to do is to draft letters for your signature which would go to each contributor thanking him for the care with which he addressed the problem, explaining again the nature of the KIQs paper with emphasis that attempt has been made only to identify the truly key questions, and advise that all of their comments have been submitted to the appropriate National Intelligence Officer for use in further development of his NIO program.

Attachment

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Major General, USA
D/DCI/IC