

**The New Craft of Intelligence**  
*Personal, Public, & Political*

OSS '02  
Global Information Forum:  
Brain Power, Web Power, & Ground Truth

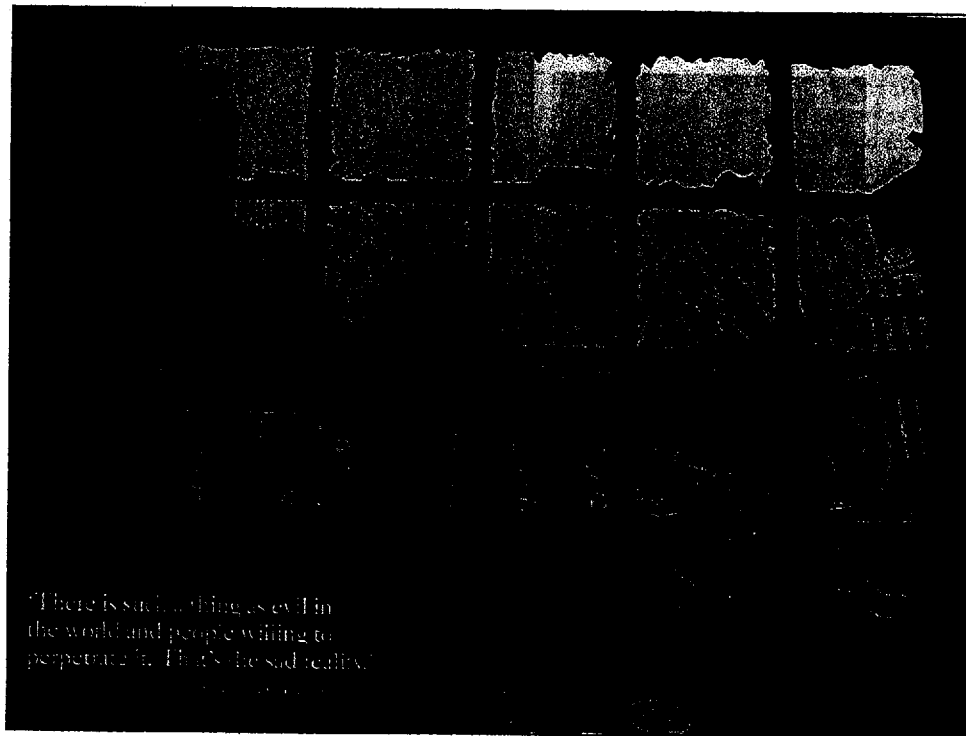


**Robert David Steele**  
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I'm glad to have this chance to highlight some of the key conclusions of my second book, which is in your briefcase.

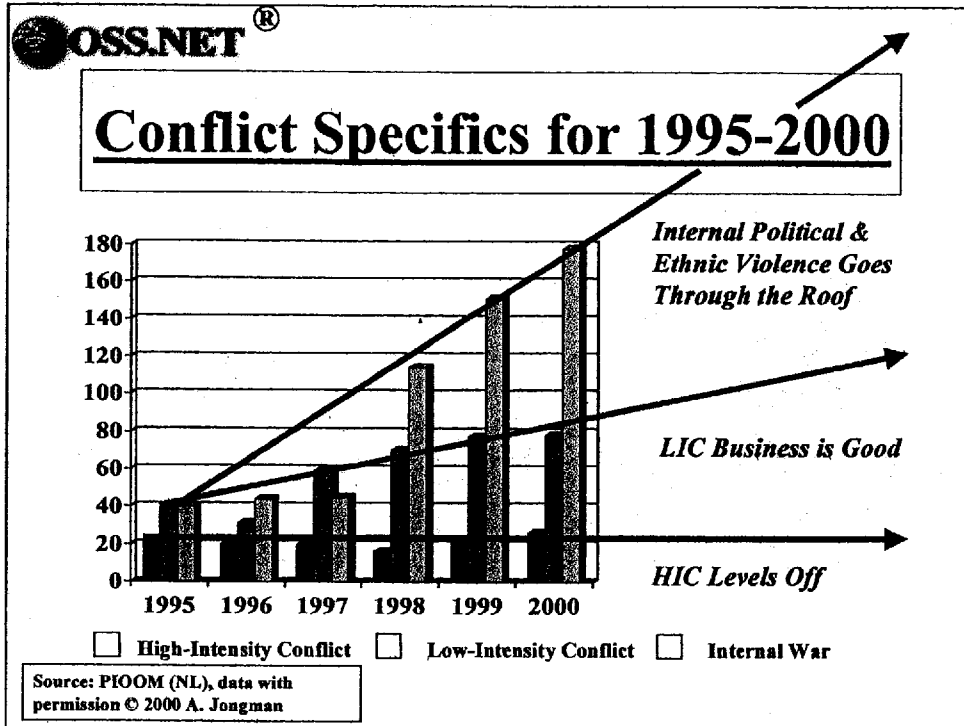
Although it follows logically from much that is found in the first book, I want to give credit to Berto Jongman and the PIOOM project. It was his map that brought it all together for me, and it is his map that I recognize today as the finest open source intelligence document in the world.



9-11 was a terrible tragedy, and it is all the more tragic because the Bush Administration has failed to learn for this. There has been no transformation of our military and no reform of our intelligence community.

9-11 was an intelligence failure, and it was especially a failure of leadership, mind-set, and management.

From a complete lack of language skills and cultural understanding to failures in data entry from field offices to the lack of a near-real-time all-source processing OpIntel "plot," our overly bureaucratized intelligence professionals, good people in a bad system, failed us. It is time for substantive internal as well as global reform.

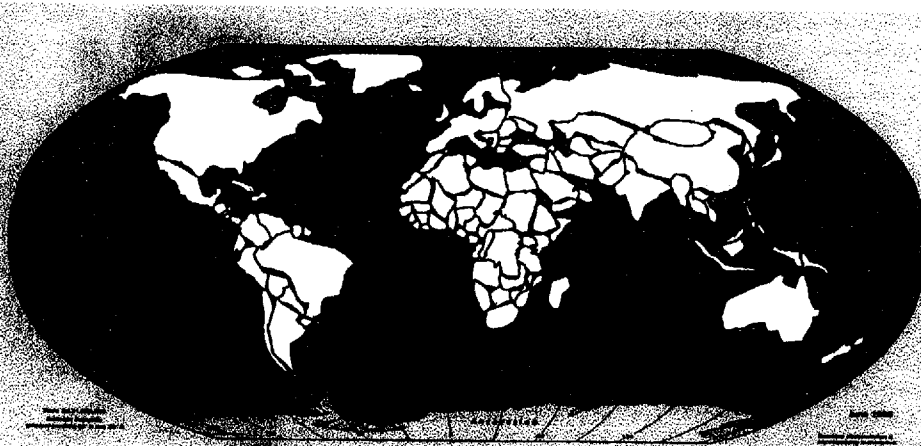


The world around us is at war and this is now threatening directly the *homeland* of major states.

These are the trend lines from 1995-2000.

## Conflict Facts for 2002

23 LIC+, 79 LIC-, 175 VPC



Source: PIOOM (NL), data with  
permission © 2002 A. Jongman











Each day, today, give or take a few, we have *on-going* just over 100 low-intensity conflicts between states, and just about 175 violent political conflicts internal to specific nation-states.

The most populous countries, including India, Nigeria, Indonesia, Pakistan, Colombia, China, Russia, Uganda, Ethiopia, and Sudan, are engaged in between 6 and 32 conflicts *each!*

90% of the casualties within this new third world war are civilians dying within their own homeland.

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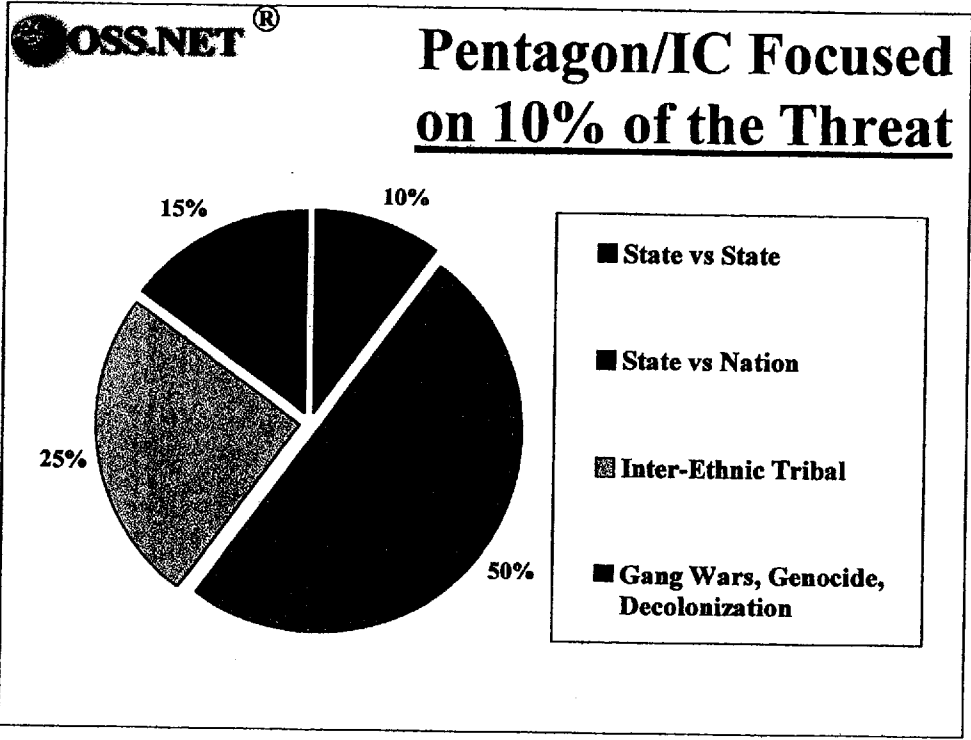
## External "Issues"

	<b>Complex Emergencies</b> 32 Countries		<b>Peacekeeping Forces</b> 15 UN, 50 Other
	<b>Refugees/Displaced</b> 66 Countries		<b>Landmines</b> 59 Countries
	<b>Food Security</b> 33 Countries		<b>Torture Common</b> 92 Countries
	<b>Modern Plagues*</b> 59 Countries & Rising		<b>Corruption Common</b> 80 Countries
	<b>Child Soldiers</b> 41 Countries		<b>Censorship Very High</b> 62 Countries

\*State of the World Atlas (1997),  
all others from PLOOM Map

As Berto Jongman's map and other sources illustrate, today's urgent non-traditional national security challenges include:

- **20** complex emergencies, **50** other missions--
- millions of refugees and internally-displaced persons across **66** countries;
- food scarcity and related disease in **33** countries;
- modern plagues, from AIDS to Ebola to tuberculosis, creeping across **59** countries and rising
- and 18 active genocide campaigns--active campaigns--going on *today*.
- ...the list goes on.

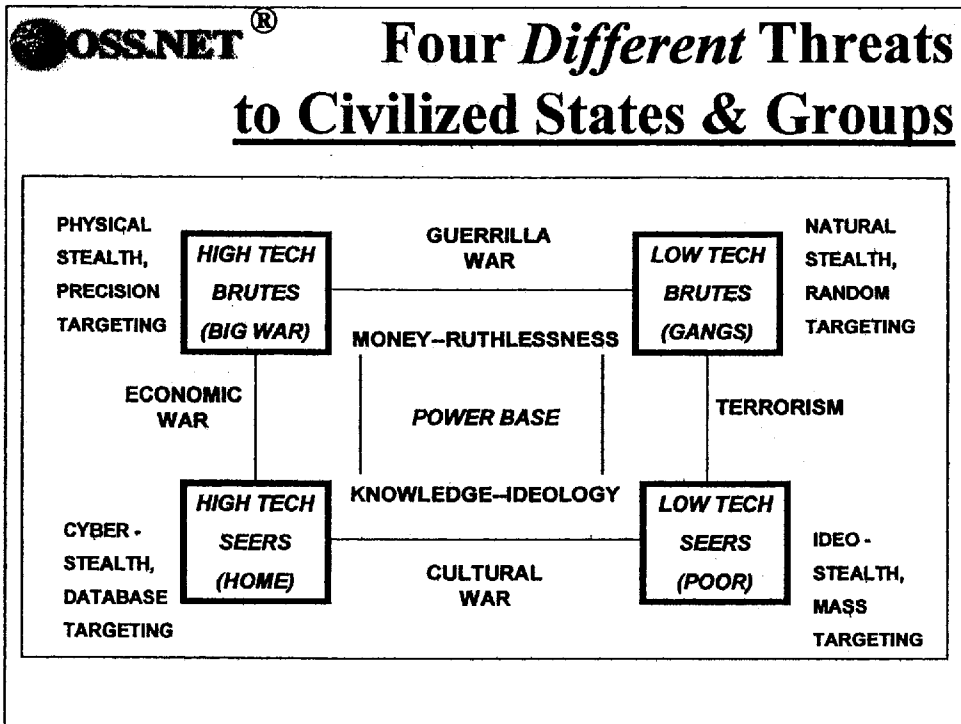


In terms of actual casualties and expenses, only 10% of the conflicts today involve traditional state-on-state, force-on-force conflicts.

Fully half of the conflicts are unconventional confrontations between states that exist and nations that have not been allowed to exist.

One quarter of the conflicts are internal violent conflicts (not including genocidal behavior).

The final 15% is about gang warfare, genocide, and anti-colonial uprisings.



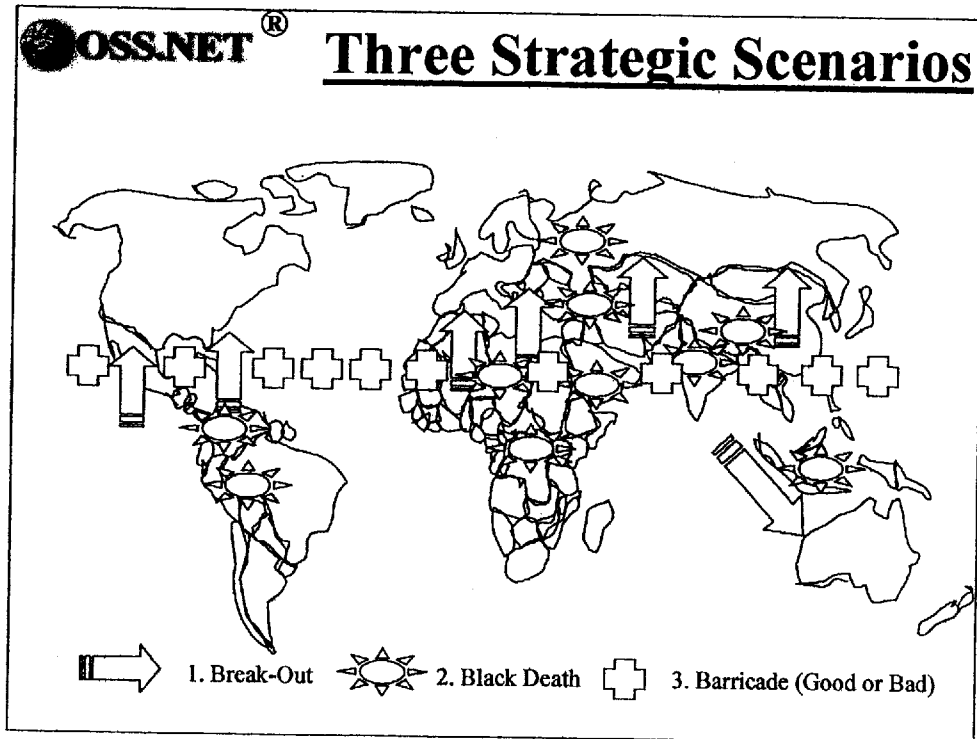
We must be able to analyze four distinct threats.

High-tech brutes are states with armies.

Low-tech brutes are terrorists and criminal gangs.

Low-tech seers are the dispossessed of the world, with legitimate needs that are not being met.

High-tech seers, states and gangs, practice economic espionage and electronic theft or terrorism.



Here are three “big picture” scenarios. I call them the Break-Out, Black Death and Barricade Scenarios.

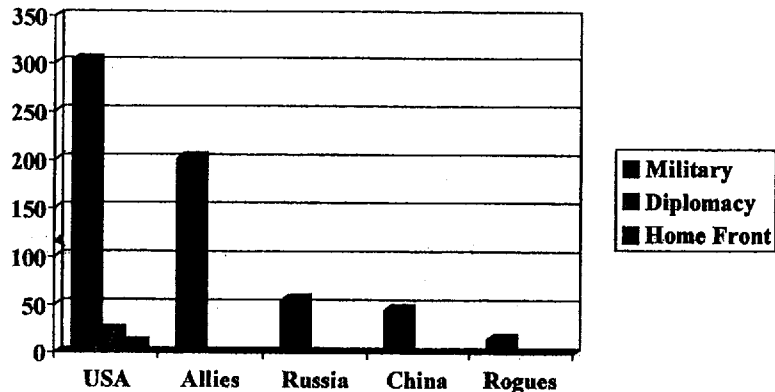
The break-out scenario is clear. At some point millions of dispossessed will get smart and realize we can't keep them out forever. They take to the boats and march through Mexico. Europe and Russia from the ground, Australia from the sea. Think about what that means.

The black death scenario is occurring today--tens of thousands are dying across 59 countries and at some point those countries may run out of able-bodied men with whom to bury the dead. Plagues begin migrating. Then what?

Finally, there is the barricade scenario. We can spend money to keep them out by force, or by charity. Which?



**OSS.NET<sup>®</sup> Must Double Diplomacy,  
Redirect Military, Home Front**

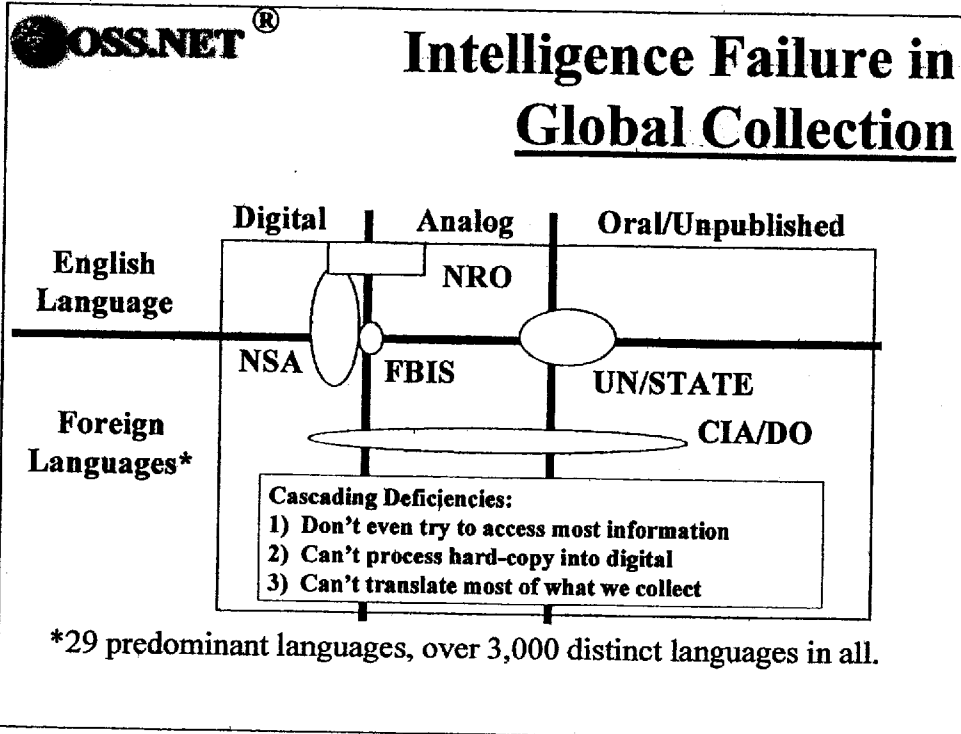


There is a huge disconnect between the real-world threat and our actual capabilities.

Our military gets over \$300 billion a year but is only ready for 10% of the actual threats.

Our “soft power” elements--the Department of State, the Peace Corps, the Agency for International Development, some other odds and ends, gets less than \$30 billion a year or 10% of what the military gets.

All countries, but especially the USA, must rethink their total national security concepts, force structure, and budgets.

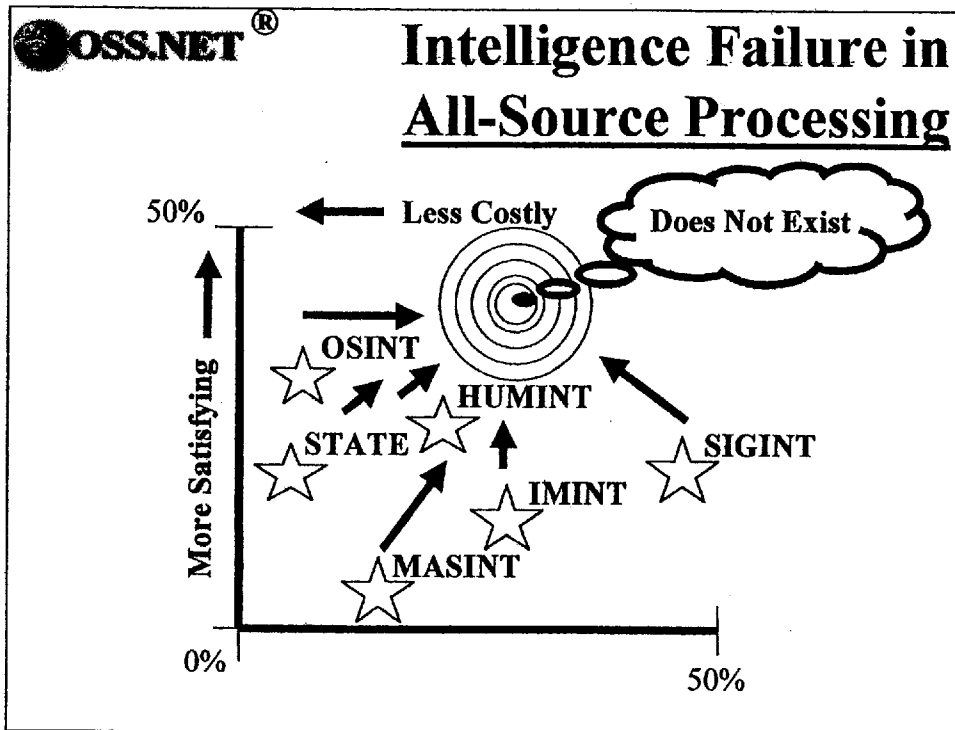


Focusing specifically on intelligence....

We have failed to properly prepare for war in the 21st Century because our premises have failed us.

We spend \$30+ billion a year on stealing a fraction of the information that is relevant to our decision-making.

We are not accessing the vast range of openly available foreign language information that we must understand if we are to deal effectively with Islamic, Chinese, and other concerns.

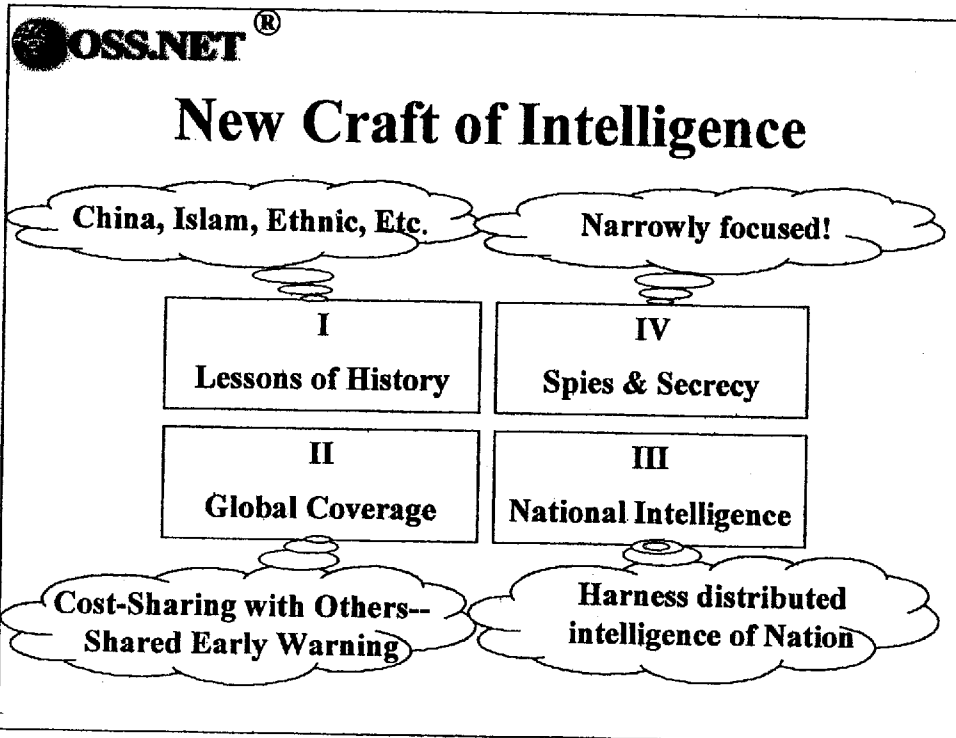


The information we do collect never gets processed in an integrated way.

At the same time, our analytic toolkits--including tools for collaborative work across organizational boundaries--are a disgrace, mostly because management has never been willing to reduce spending on collection technology in order to create analysis technology.

We must have a single integrated all-source processing agency to make sense of it all and we must have toolkits.

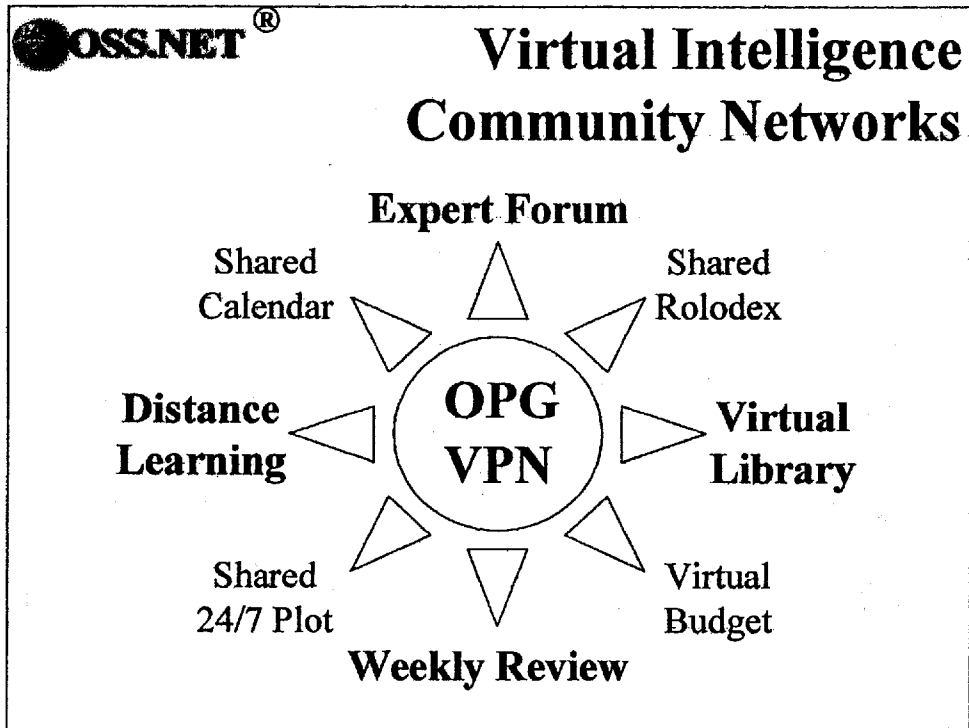
We must extend this concept to multi-lateral intelligence at multiple levels of security.



This is my vision for the *new craft of intelligence*. My vision leverages the Internet as a communications tool, not as a source, and it is primarily about people working with people to share knowledge.

You have an entire book in your briefcase on this topic, so I will simply summarize here by emphasizing

- the importance of foreign historical and cultural information as a foundation for all-source intelligence as well as *homeland security*;
- of burden sharing for global coverage;
- of embracing the distributed intelligence of each Nations private sector; and
- of focusing our secret capabilities much more narrowly.













We can leverage the Internet today to create Operational Planning Groups that cut across organizational boundaries, even national boundaries.

This is what one might look like. It brings together weekly intelligence summaries on that specific issue area, with expert forums, distance learning for the new folks, and a shared virtual library.

*Shared calendars, directories, a virtual “plot” of time and space factors related to the issue area, and a transparent government-wide virtual budget, would make these subject-matter experts a force in their own right, irrespective of organizational affiliations.*

## My Personal Plan--Please Help

00	 <b>ON INTELLIGENCE: Spies and Secrecy in an Open World</b>	10	 <b>GROUND TRUTH INTELLIGENCE: Humanitarian &amp; Journalist Sources &amp; Methods</b>
02	 <b>THE NEW CRAFT OF INTELLIGENCE: Public, Personal, &amp; Political</b>	12	 <b>ACADEMIC INTELLIGENCE: Harnessing Distributed Structured Knowledge</b>
04	 <b>COMMAND-DRIVEN INTELLIGENCE: The Asymmetric Challenge</b>	14	 <b>WHOLE EARTH INTELLIGENCE: Water, Food, Energy, Species, &amp; Habitat</b>
06	 <b>BUSINESS INTELLIGENCE: Blending the Long View and the Human View</b>	16	 <b>RELIGIOUS &amp; ETHNIC INTELLIGENCE: Cloaks &amp; Daggers in the Service of God and Clan</b>
08	 <b>LAW ENFORCEMENT INTELLIGENCE: Global Gangs vs. Local Governments</b>	18	 <b>THE ETHICS OF INTELLIGENCE: God, Man, Spies, Terrorists, &amp; Carpet-Baggers</b>

Before I finish, I want to take a moment to share with you my personal plan for continuing to write about intelligence.

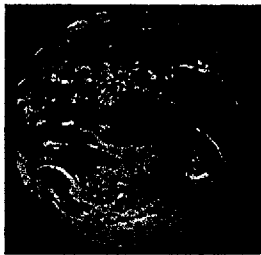
You have the preliminary outlines for each of these books in the Proceedings. Shortly I will reconfigure my primary web site, OSS.NET, to create a forum for each of the communities or topics shown here.

It is my hope that you will help me, over the next sixteen years, by suggesting to me events I should attend, and putting me in touch with smart people in each of your countries who might contribute to my research. I intend for these books to be international in scope, rather than U.S. centric.

We have a long way to go, but the road ahead is clear.

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There are 26 new rules for the new craft of intelligence in my book, and I hope you like them. In my mind, we have three tasks before us:

- First**, to establish national information strategies in each country, creating “Smart Nations”;
- Second**, to redirect our technical emphasis from unilateral collection to multi-lateral processing and a common international analysis toolkit; and
- Third**, to accept the rule of law, and understand that the Third World War can only be won by governments acting together, legally, against predatory corporations, criminal and terrorist gangs, and poverty in general.

The future of our Intelligence Community--as well as the future of our children--is in our hands.

# OSS '02 PROCEEDINGS "The New Craft of Intelligence: Brainpower, Webpower, & Ground Truth" - Link Page

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