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Information Peacekeeping and the Future of Intelligence¹

An emerging global intelligence network features five revolutionary trends that will combine to create a global information society helpful to global stability and prosperity:

1. The traditional national intelligence "tribe," the tribe of secret warfare and strategic analysis, will be joined by six other tribes, each gradually assuming equal standing in a secure global network: the military, law enforcement, business, academic, nongovernmental and media, and religious or citizen intelligence tribes, the latter being "smart clans" and "smart mobs" challenging "dumb nations" for power.
2. In specific areas generic to all tribes, collaborative advances will be made and codified in "best practices," as defined by the International Organization for Standardization (ISO).² Included will be shared competencies and standards related to global multilingual open source collection, massive geospatially-based multimedia processing; analytic toolkits; analytic tradecraft; operations security; defensive counterintelligence; and the capstone areas of leadership, training, and culture.
3. Multilateral information sharing rather than unilateral secrecy will be the primary characteristic of intelligence. Spies will still be needed and used, including spies skilled in offensive counterintelligence and covert action, not only clandestine collection—but fully 80 percent of the value of intelligence will be in shared collection, shared processing, and shared analysis.
4. Intelligence will become personal, public, and political. It will be taught in all schools and become a core competency for every knowledge worker; it will

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emerge as a mixed public-private good and a benchmark against which investments of the taxpayer dollar can be judged. It will also impact on politics, as elected and appointed officials are evaluated by the voters, based on their longer-term due diligence in applying intelligence to the public interest.

5. Intelligence will transform peacekeeping by simultaneously making the public case for major increases in funding for soft power instruments among countries. Included will be funding for permanent United Nations (UN) constabulary forces, as well as a United Nations Open Decision Information Network (UNODIN), itself a strategic and tactical intelligence architecture for multicultural policy, acquisition, and operational decisions having to do with global security.³

SEVEN INTELLIGENCE TRIBES

First, the tribes. By 1986, it became clear to me that no single nation, and certainly no single intelligence organization, was capable of single-handedly mastering the data acquisition, data entry, and data translation or data conversion challenges associated with twenty-four hours a day, seven days a week (24/7) "global coverage," and I initially conceptualized a global network of national-level agencies cooperating with one another.

But in the course of sponsoring over fifteen international conferences, featuring the best that the private sector has to offer, it became obvious to me that there are seven tribes of intelligence, not one; that these tribes are at very elementary stages in their development; and that the tribes share some generic functions that lend themselves to burden-sharing, while at the same time the tribes also have unique conditions where they alone can excel.

For the sake of simplicity, and recognizing that the evaluations will vary from nation to nation, Figure 1 rates United States intelligence tribes in relation to my concept of an objective or "perfect" intelligence standard.

• National:	50	out of 100
• Military:	40	out of 100
• Business:	30	out of 100
• Academic:	30	out of 100
• Law Enforcement:	20	out of 100
• NGO-Media:	20	out of 100
• Religious-Citizenry	20	out of 100

Figure 1. Evaluation of the objective capabilities of each tribe.⁴