

Part II

OPERATIONAL INTELLIGENCE—INTEGRITY

Multinational Multifunctional Regional Centers & Networks

Part II consists of seven chapters addressing the global operational context within which I propose that the UN and its Member States—and all Eight Tribes of intelligence—creating regional networks within which to share information and contribute the diversity of view that is essential to getting a grasp on the truth at any cost—doing so reduces all other costs *and* creates a prosperous world at peace.

This part of the book emphasizes INTEGRITY in the sense that Buckminster Fuller intended—the purity of information feed-back loops among all elements so that we can avoid overshoot and over-reaction (a typical problem within Industrial-Era stove-piped organizations where the chief executive officers are buffered from reality by special interests and sycophants around them).

In my view, regional information-sharing integrity is easier to achieve than global information-sharing integrity, and logically, national internal information-sharing integrity is easier to achieve than regional. Hence, while the strategic construct or architecture is that of UNODIN, the *substance* of information-sharing is “bottom-up.” The first country to become a “Smart Nation” will be a “spike” whose immediate increased internal peace and prosperity will be noticed by and spur on all others.

While the top ten high-level threats to humanity have been identified, no one other than EIN has taken the trouble to blend from among a number of presidential-level endeavors the twelve core policies that must be harmonized, or to devise in detail the information-sharing and sense-making constructs that

allow all stakeholders in any given region to “get a grip” on reality and work together to eliminate corruption, waste, and fraud.

In this portion of the book we examine operational-level concepts intended to facilitate appreciative inquiry and deliberative dialog among all stakeholders.

Secrets are a fact of life, sometimes they are needed, and as Figure 2 on page 9 of Chapter 1 illustrates, I anticipate the need for the UN, the regional associations, and others to focus as little as 5% and as much as 20% of their time, attention, and resources on secret sources and methods. However, the default is [Open Everything](#), and a reliance on open sources and methods to the fullest extent possible—and so this book concludes in the final chapter.

Chapter 8. Operational Intelligence and Regional Policy Harmonization, in keeping with the over-all theme of this book, that the World Brain must be an Epoch B or bottom-up convergence, discusses how the existing regional organizations can harmonize their policies and spending with a completely voluntary approach to multinational information-sharing and sense-making.

Chapter 9. State of the Regional Unions, focuses on three of the most important regional organizations, the African Union (AU); the Shanghai Cooperation Organisation (SCO); and the Union of South American Countries (UNASUR).

Chapter 10. Cultures of Catastrophe, Cheating, Conflict, & Conspiracy, addresses the significant obstacle to progress, our pathological cultures.

Chapter 11. Information Asymmetries and Data Pathologies, discusses a second major obstacle to progress, but one that is immediately addressable.

Chapter 12. Revitalizing the Instruments of National Power, examines how we must move from excessive unilateral investments in war to collaborative investments in peace and prosperity, peace costing one third the cost of war.

Chapter 13. An Alternative Construct: Regional Centers & Networks, outlines the specifics of needed regional networks, with an emphasis on Africa, Central Asia, and South America.

Chapter 14. Conclusions and Recommendations, sums up this part.

Chapter 8

Operational Intelligence and Regional Policy Harmonization

This book recognizes the reality of the enormous divides that exist. In Part III we will address Tactical Intelligence and particularly Diversity. This part of the book focuses on the middle ground between strategic recognition that We must be One if we are to prosper within the closed circle called Earth; and the tactical reality of imperfect understanding and imperfect motives in conflict. Here we seek to understand the art and science of the possible at the intersection of regions, culture, information, and instruments of national power.

Apart from the UN and major global international organizations such as the [International Committee of the Red Cross](#) (ICRC), the next significant unit of both operations and analysis is the [regional political organization](#). Our objective is to put forward three simple concepts that can be actualized at the national level, at the regional or sub-regional level (e.g. North Africa), and at the trans-regional level (e.g. South America and Africa, Central Asia and Caucasus or the Caucasus, as well as bi-laterally—the [Turkey-Iran axis](#) looks enormously interesting in the near-term, and has not been properly studied by the West.

The essence of our approach to the operational challenge of harmonizing regional policies is to begin with an analytic model that is neutral—nothing more than a framework within which to associate data; with a concept for accessing all relevant information and being able to share it and make sense of it; and finally, with a voluntary regional financial information framework for optimizing spending, reducing waste, and enhancing regional peace and prosperity.

The contribution made by the [UN High-Level Panel on Threats, Challenges, and Change](#) in identifying and prioritizing the ten high-level threats to all of humanity cannot be over-stated. Without that as a starting point, nothing else in this book would have been possible.

Inspired by the High-Level Panel’s contribution, I funded EIN’s start-up and with 23 others created the analytic model that is depicted below.

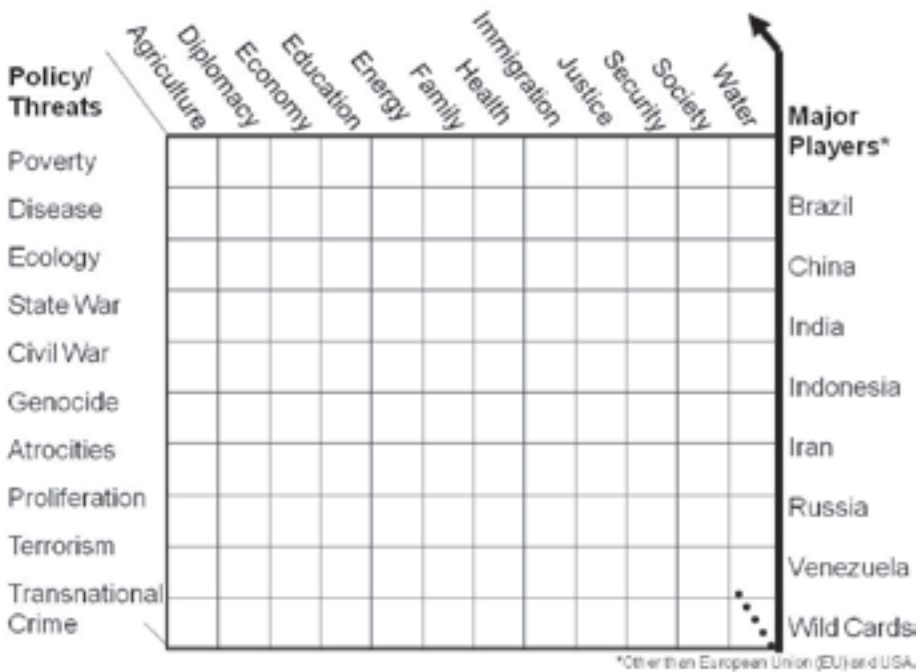


Figure 19. Analytic Matrix for Regional Policy Harmonization

On the next page I explain how we arrived at the twelve policies and eight major players that will determine the future of humanity on Earth.

With the threats established, in theory the wise men and women of the entity responsible for protecting the given commonwealth would devise a “strategy”

that in theory takes into account the means (revenues), then orchestrates the ways (or defines new ways that must be devised at cost over time), and finally directs a “campaign” in which all the instruments of national power—and allied power—are used to achieve the ends being sought.

With considerable influence from the [Strategic Studies Institute](#) (SSI) of the US Army, which holds an annual US Army Strategy Conference, I realized that no one is doing strategy properly, in part because they simply do not have an analytic model or an information-sharing and sense-making capacity. I realized we had to create that, starting with the identification of “core” policy domains. We used the “Mandate for Change” volumes, both published and online, from the past five presidential transitions to make our selection. Put clearly, isolating core policy domains comes *before* strategy development.

Twelve Core Policy Domains

There are *twelve policies* that must be managed *together*. It makes no sense to allow landowners to sell water aquifers that are part of our national commonwealth, or to use water we don’t have to grow grain we don’t need to create fuel when we have natural gas right here, right now. Below are snapshots of each of the twelve policies and why they matter, but first we must emphasize that the debt, not just the devaluation of the currency and the total loss of all quality of life gains from the middle class down to the very poor, but the huge \$8 trillion dollar debt and the \$40 trillion and up known future unfunded obligations, is a “policy” decision that is irresponsible and must be overturned. While couched in terms specific to the USA (this information appears in the chapter on “[The Substance of Governance](#)” in [ELECTION 2008: Lipstick on the Pig](#)), it is inherently internationalist in nature.

01 Agriculture is historically the most Jeffersonian foundation for our communities and our society. We need to return to local and organic, family and community owned farming, and we must learn from our ancestors across the Americas and practice deep root farming without pesticides. It merits comment that only two sustainable agricultural models exist today: the Amish model, and the Cuban model, both without pesticides.

02 Diplomacy in the past sixteen years has disappeared as a profession. Between politically-appointed Ambassadors (our Ambassador to Sweden under President Bill Clinton paid a mere \$15,000 for the job), and the conversion of our professionals into timid messengers rather than skilled observers and interpreters of foreign history, culture, and reality, we have lost our ability to understand, much less influence, the rest of the world. We need to restore diplomacy, restore the US Information Agency (USIA), and create a global information-sharing and sense-making network that is multinational and competent in all languages.

03 Economy is in severe distress from a combination of Chief Executive Officer (CEO) greed; irresponsible trading in derivatives; financial managers skimming a fifth of the value from the stock market; and the destruction of unions and export of jobs. We must demand full employment of citizens, local supply chains, disclosure of true costs, and higher or “living” wages.

04 Education is both dysfunctional, and insufficient. The Chinese graduate more honor students than our total high school graduation population. Generation 2.0 is the first that is not like us, with “digital native” understanding we lack. We need team learning, learning to learn, self-paced online, and apprenticeships in the trades and professions.

05 Energy is central. We’ve known this since the 1970’s, but Congress—and our Senators in particular—chose to ignore both Peak Oil warnings, and the ready availability of alternative energies including wind, solar, hydrogen, sap ethanol and more recently, amoeba, bacteria and termites. A two-way grid, natural capitalism, biomimicry, and zero waste are all achievable now. Citizens need to demand, however, that energy policy not be created in isolation from all ten threats and the other eleven policies. As we shall see in the next section, we must, as a Nation and as a planet, make policy that respects the massive demographic influence of the Eight Challengers.

06 Family is the foundation for any society of faith. We have killed the family in our Republic by allowing the industrial era to destroy cottage industry, family farms, and small shops—a Wal-Mart anywhere destroys all small shops for 100 to 200 miles around. That’s simply not right. Our family policy should enable

one job (or two half-time jobs) to support a family, and we should do vastly more to build family-friendly neighborhoods with community centers. Like energy, family should demand a rigorous evaluation of every threat and every policy in relation to its impact on the family now and seven generations into the future. Family is central to the neighborhood, the community, the church, and the country. It is a non-negotiable first plank that impacts on population policy, health policy, all of our infrastructure and energy arrangements, and so on. As goes the family, so goes the Republic, and the Earth.

07 Health is a public good and along with Family, the core foundation for a strong polity that can nurture and sustain a strong population that is balanced across age and capacity. In my view, and tightly connected to the collapse of education and the media as well as the family as a healthy unit, the health of our population has collapsed. Not only is it now demonstrated that 50% of our expenditures on health go to waste, but the cost to society, to the family, and to the individual of poor health is well-nigh astronomical. Health is a 4-part endeavor: healthy lifestyle; healthy environment; natural or alternative medicine; and *last*, remedial hospitalization and pharmaceuticals. At a minimum, government can mandate the publication of true costs to society and true costs to heal, and impose taxation while also offering or mandating insurance incentives. I will not argue here for either universal health coverage or universal service, but do want to mention three facts:

a) Medicare future unfunded obligations as well as current costs can be reduced to one percent (1%) of the existing tariffs because we can legally buy all of the drugs wholesale overseas for 1% of what we are paying now (at best—10% of what we pay now is a worst case).

b) Evidence-based medicine is coming to the fore at the same time that our society is beginning to appreciate the sensibility of Traditional Chinese Medicine (TCM) and its India-based counterpart.

c) Universal service, for both natural-born citizens and immigrants of any age, is a superb means of baselining the health of the population in multiple ways. At a minimum, it will ensure that the poor receive a complete physical examination

including blood work that they would not normally have access to; and it puts all adults at a condition of physical fitness that cannot be achieved efficiently in other ways. The cultural bonding, civic duty, and social responsibility outcomes are naturally very valuable also. In my view, everybody should do boot camp together both after high school or college, and at mid-career, followed by a voluntarily chosen path into the Armed Forces, the Peace Corps, or the America Corps. Two years of universal service after high school or four years after college, and a mid-career fully-funded “sabbatical”, will bring us all back together.

08 Immigration is a problem today for two reasons:

a) first, our federal government refused to follow its own prescriptions with respect to the urgent need for a population policy as outlined in Stephen D. Mumford, [*The Life and Death of NSSM 200: How the Destruction of Political Will Doomed a US Population Policy*](#) (Center for Research on Population & Security, 1994); and

b) second, our federal government is incompetent at both border control and at the enforcement of visa stay limits. Latinos (and I am a Latino on my mother’s side) are not the problem. By accepting “free trade” and ignoring the true costs of exporting jobs and importing twice as much oil as most realize (half to use here, half to get Wal-Mart crap here), we have hurt our earnest blue collar and lower middle class workers twice—first sending their jobs overseas, and then making it possible for non-citizens to fill lower-paying jobs here in the USA, immune to either employer responsibility or government intervention.

09 Justice cannot be addressed without understanding that we have three major failures embedded into our economy: we need to release all marijuana offenders to time served and balance in national service with a full paycheck; wind down the prison-slave complex; and eliminate corporate avoidance of liability through the personality clause.

10 Security is now a global, total, and permanent challenge—there is no hiding from disease, or toxic fumes or poisoned water or food. The USA needs to sharply redirect funding away from waging war and creating monstrously

expensive technical systems (both military and for secret intelligence) and instead move back toward the Common Security paradigm that wages peace, funds preventive measures, and empowers the 5 billion poor with access to free education and cell phones. Such a paradigm would only be successful if all nations and organizations agree to:

a) Share information—96% of what we need to know is not secret, not online, not in English, and not known to the federal government as it is now trained, equipped, and organized (for Rule by Secrecy & Cold War)

b) Share the sense-making burden (including historical and cultural) in partnership with all nations and all organizations from all eight tribes that I have been writing about since the 1990's: government, military, law enforcement, academia, business, media, non-profit, and civil society including labor unions and religions;

c) Harmonize policies and investments on a transparent basis—this means BOTH the policies and investments that are made on our behalf with our taxes, AND the policies and investments of all other stakeholders—foreign governments, corporations, international and non-governmental organizations, and foundations: we do this with shared information and the Global Range of Needs Table discussed in Chapter 26.

11 Society in the USA has fragmented. We the People, regardless of who is elected to high office, must demand English as the common language; federally-funded high-quality education across the Nation; universal service with common fitness training and then three choices: Armed Forces, Peace Corps, or America Corps.; and an end to religious incursions into secular governance matters.

12 Water! Most of Earth's water is sea water, and most of the fraction that is fresh water is locked up in ice. Less than 0.1% of Earth's water is available for human use. The primary obstacle to water desalination, apart from expense, has been energy, but with new sources of renewable energy, including deep water thermals and cost-effective wind and solar, it becomes possible to address this as a global project. Think about what \$100 million can buy: it can buy a Navy battleship with ammunition and crew; it can buy an Army brigade with tanks and artillery; it can buy 1,000 diplomats or 10,000 Peace Corps workers;

it can buy one day of war over water....or....it can buy a [water desalination](#) plant able to produce 100 million cubic meters of potable water a year from the sea, preventing war.

Eight Major Players—Demographic Challengers

Identifying the major players for the future was simple—in the 21st Century demographic power rules for two reasons:

1. There are not enough guns on the planet to overwhelm a resistant population that finds its Collective Intelligence; and
2. The human brain is the one renewable infinite resource we have to work with.

As much as the USA and the European Union (EU) may wish to keep their heads in the sand and allow ideology to shape decisions completely removed from reality, I believe that reality cannot be ignored.

The hard reality is that Brazil, China, India, Indonesia, Iran, Russia, Venezuela, and Wild Cards such as the Chile, the Congo, Malaysia, South Africa, and Turkey enjoy such overwhelming demographic power—and in most cases such large geographic territories all but one adjacent to the sea—that they are going to be the prime determinants of the future of humanity.

This is real simple: NOTHING the USA does in the next ten years is going to be relevant to the future of our children and grandchildren UNLESS we create a compelling story, model, or process that the eight demographic challengers can adopt as their own to prosper without making our Industrial Era mistakes.

Here are snapshots of each of these major powers.

01 Brazil is a major demographic power that is energy independent and has a growing connection to China that is being managed out of Macau at the same

time that the Chinese are pressing very aggressively to embrace all former Portuguese colonies.

02 China is deep into two major crises that will be sustained time bombs; the first is Energy and the second is Water. All investments there are at risk, and if China has a plague break out such as is common in India, it could spread like wildfire. The Chinese are doing well at combating poverty, and they are exporting their surplus men—Argentina will be majority Chinese by 2025. They are waging peace across Africa and South America—between the Chinese and Russians, between Brazil and Venezuela (number seven on this list)—the USA could find itself shut out of the Southern Hemisphere as a major player, in large part because the USA has been inept, predatory, and inattentive, taking both Africa and South America for granted.

03 India, like China, has a major water crisis, and in any given year can see 2,000 poor farmers commit suicide due to draught and debt. It represents the most complex, diverse, and potentially conflict-ridden mix of languages, tribes, ethnicity, and religions, most of them very very poor, with the “rich” information technology (IT) sector being a very small segment of the economy. It merits comment that India’s IT wealth stems from government investments in regional universities whose goal was to produce the most versatile and skilled IT engineers and programmers on the planet, all of them fluent in English. India, with the Indian Ocean, will be a relative equal to China, Europe, and the USA in Asian affairs specifically, and global affairs generally.

04 Indonesia could become a major power beyond its own territorial waters. It is proving resilient to internal turmoil, and its secular government, with the Chinese business Diaspora lurking in the background, is not only continuing to educate women apace, but with the help of the secularized women, dealing effectively with religious zealots and home-grown terrorists. They are the key to the anti-piracy program in the Malacca Straits, a critical passageway for international ships bearing energy as well as other critical cargoes.

05 Iran is what is left of Persia. We overturned their democratic election, restoring the Shah and his secret police to power. They are an extremely sophisticated nation-state, and feel besieged because they are the Shi’ite

minority nation in an overwhelming Sunni world that is funded by Saudi Arabia. Iran is also paranoid about Pakistan, a Sunni nation, having the Sunni nuclear bomb. Important note: The Pakistani nuclear program owes its health to both the deliberate overturning of US proliferation controls by Dr. Zbigniew Brzezinski, then National Security Advisor for President Jimmy Carter, and to the flood of money—billions and billions of dollars—from the US secret agencies to the Pakistani Inter-Services Intelligence (ISI) that most of us believe appropriated at least half if not two thirds of all funds for themselves and selective investments in the Pakistani nuclear program, including the acquisition of French submarines capable for firing nuclear missiles. Iran is afraid of Pakistan and Saudi Arabia, not the USA.

06 Russia is on the rebound. They are energy independent, and as their recent foray into Georgia (and the less publicized simultaneous attack on the southern end of the pipeline in the Middle East) makes clear, they can cut European energy supplies whenever they wish. Russia has enormous potential and merits complete respect—the USA has made a very serious mistake these past sixteen years in not understanding the vital importance of Russia as both a European ally, and a Caucasian bulwark against Chinese movement north into eastern Russia (Siberia, which, like the Empty Quarter in Canada, will be prime real estate as Global Warming progresses).

07 Venezuela is under the rule of its President Hugo Chavez, who strives—with some substantive success—to recreate the vision of Simon Bolivar. With its oil wealth and other natural resources including a significant share of the Amazonia region, Venezuela must be taken very seriously. Chavez has succeeded in creating the South American Union, and enjoys a populist popularity, aided by Cuban intelligence and its extraordinary competence at regional covert operations including media influence and agents of influence.

08 Wild Cards are many, my personal favorites are Chile, Denmark, the Congo, Greenland, Malaysia, South Africa, and Turkey, but virtually any country that commits to becoming a [Smart Nation](#) can be its own Wild Card.

Global and Regional Information Exploitation Architecture

The 24 co-founders of EIN ([Winston Maike](#) now deceased, replaced by [Robert Horn](#) of [Information Mapping](#) renown) spent the first six months thinking and in dialog with one another. While the [original ten-page mission summary](#) remains online and useful, below is the core concept relevant to this book's goal of inspiring regional as well as global information-sharing and sense-making for universal open exploitation.

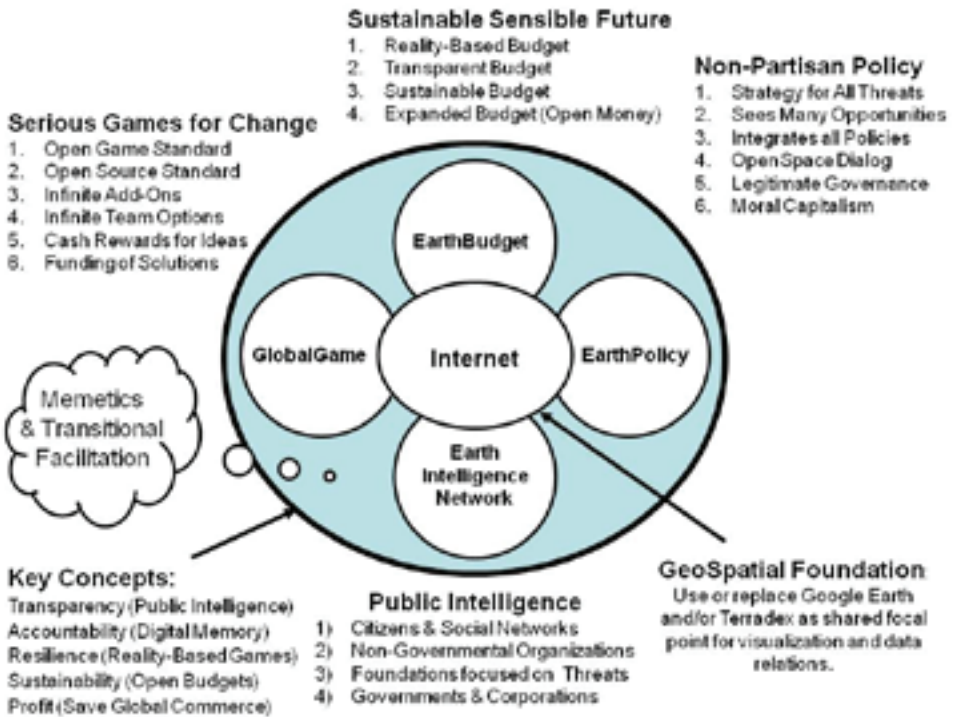


Figure 20. Six Circles of Information-Sharing & Sense-Making

Each of these circles merits deeper discussion among those who would implement the ideas that this book summarizes for others to actualize.

Further on in the book I discuss tactical and technical implementation concepts. The illustration below is the culmination of over a decade of thinking about Information Peacekeeping as inspired by Alvin Toffler’s conclusion in *Powershift—Knowledge, Wealth, and Violence at the Edge of the 21st Century* (1991) to wit, that information is a substitute for violence and wealth as well as time, space, labor, and capital.



Figure 21. Using Information to Harmonize Major Player Spending

Apart from the major demographic players, the concepts in this chapter are easily implementable within regions, sub-regions, between two countries (e.g. Iran and Turkey), or other alliances (e.g. Brazil and West Africa).

Chapter 9

State of the Regional Unions

Below is a very selective list of major regional organizations, by no means complete, but simply to provide a sense of how many allied networks the UN could energize if it were to champion M4IS2 and an Open Everything approach to the majority of the information-sharing and sense-making opportunities. Some are geographically related, others security related.

[African Union](#) (AU)
[Association of Southeast Asian Nations](#) (ASEAN)
[Central American Integration System](#) (SICA)
[Collective Security Treaty Organisation](#) (CSTO)
[Commonwealth of Independent States](#) (CIS)
[Cooperation Council for the Arab States of the Gulf](#) (CCASG)
[European Union](#) (EU)
[League of Arab States](#) (Arab League)
[North American Free Trade Agreement](#) (NAFTA)
[North Atlantic Treaty Organization](#) (NATO)
[Organization of American States](#) (OAS)
[Pacific Islands Forum](#) (PIF)
[Shanghai Cooperation Organisation](#) (SCO)
[South Asian Association for Regional Cooperation](#)
[South Asian Association for Regional Cooperation](#) (SAARC)
[Southeast Asia Treaty Organization](#) (SEATO)
[Union of South American Nations](#) (UNASUR)

Some of the organizations above that are not Unions have discussed the possibility, including the Arab League, NAFTA and the Pacific Islands Forum.

African Union

The [African Union](#) (abbreviated **AU** in [English](#), and **UA** in its other official languages) is an [intergovernmental organisation](#) consisting of 52 [African states](#). Established on July 9, 2002, the AU was formed as a successor to the [Organisation of African Unity](#) (OAU). The most important decisions of the AU are made by the [Assembly of the African Union](#), a semi-annual meeting of the heads of state and government of its member states.



Figure 22. African Union (AU)

There are eight Regional Economic Commissions (REC) recognized by the AU, each established under a separate regional treaty, all of which could benefit substantially from sharing transparent trusted information:

- [Arab Maghreb Union \(UMA\)](#)
- [Common Market for Eastern and Southern Africa \(COMESA\)](#)
- [Community of Sahel-Saharan States \(CEN-SAD\)](#)
- [East African Community \(EAC\)](#)
- [Economic Community of Central African States \(ECCAS\)](#)
- [Economic Community of West African States \(ECOWAS\)](#)
- [Intergovernmental Authority on Development \(IGAD\)](#)
- [Southern Africa Development Community \(SADC\)](#)

The African Union has a number of official bodies that could benefit substantially from intelligence (decision-support):

- [African Court of Justice](#)
- [African Union Authority](#)
- [Assembly of the African Union](#)
- [Economic, Social and Cultural Council](#)
- [Executive Council](#)
- [Pan-African Parliament \(PAP\)](#)
- [Peace and Security Council \(PSC\)](#)
- [Permanent Representatives' Committee](#)
- [Technical Committees](#)

Both the Abuja Treaty and the Constitutive Act provide for Specialized Technical Committees to be established made up of African ministers to advise the Assembly. In practice, they have never been set up. The ten proposed themes are: Rural Economy and Agricultural Matters; Monetary and Financial Affairs; Trade, Customs, and Immigration; Industry, Science and Technology; Energy, Natural Resources, and Environment; Transport, Communications, and Tourism; Health; Labour, and Social Affairs; Education, Culture, and Human Resources. Taking the latter established need and equally established inaction, imagine the value of having a global common list of committees.

Shanghai Cooperation Organisation (SCO)

The **Shanghai Cooperation Organisation (SCO)** is an [intergovernmental](#) mutual-security organisation which was founded in 2001 in [Shanghai](#) by the leaders of [China](#), [Kazakhstan](#), [Kyrgyzstan](#), [Russia](#), [Tajikistan](#), and [Uzbekistan](#). Except for Uzbekistan, the other countries had been members of the **Shanghai Five**, founded in 1996; after the inclusion of Uzbekistan in 2001, the members renamed the organisation.



Figure 23. Shanghai Cooperation Organisation (SCO)

The four major areas of cooperation cover security, economics, and cultural exchanges, as well as annual summits.

Subordinate organizations that could benefit from global information-sharing and sense-making include special working groups and non-governmental institutions including a business council, an interbank forum, and a forum.

Of great interest from a global and regional information-sharing and sense-making perspective are the Observers, Dialog Partners, and Guests.

Observers:

- India
- Iran
- Mongolia
- Pakistan

Dialog Partners:

- Belarus
- Sri Lanka

Guests:

- Afghanistan
- ASEAN
- CIS

This chapter is not focused on threats or policies, but it should be obvious that from both a threat and a policy perspective, the participants in the SCO have both a great deal of information to share and a great deal to gain from exchanging information on all of these topics and especially the threat of poverty and the policies of energy and water, with other regional alliances.

Union of South American Countries (UNASUR)

The **Union of South American Nations** ([Dutch: *Unie van Zuid-Amerikaanse Naties* - UZAN](#), [Portuguese: *União de Nações Sul-Americanas* - UNASUL](#), [Spanish: *Unión de Naciones Suramericanas* - UNASUR](#)) is an [intergovernmental](#) union integrating two existing [customs unions](#): [Mercosur](#) and the [Andean Community of Nations](#), as part of a continuing process of [South American](#) integration. It is modeled on the [European Union](#).

There is little of substance to UNASUR at this time, but in my personal view, the one thing the USA could do to nurture this region and achieve truth & reconciliation for centuries of predatory policies, is to offer M4IS2 to USASUR.



Figure 24. Union of South American Countries (UNASUR)

Chapter 10

Cultures of Catastrophe, Cheating, Conflict, & Conspiracy

The word **corrupt** (Middle English, from Latin *corruptus*, past participle of *corrumpere*, to destroy : *com-*, [intensive](#) pref. and *rumpere*, to break) when used as an adverb literally means “utterly broken”.

According to Wikipedia, which can be very useful in generic terms, but itself very corrupt in editorial practice depending on the issue, suggests that the term could refer to [Political corruption](#), , [Corporate corruption](#), [Putrefaction](#), [Data corruption](#), [Corruption \(linguistics\)](#), or [Bribery](#) in politics, business, or sport (including [match fixing](#)).

Chapter 11 will discuss Information Asymmetries and Data Pathologies, always present alongside corruption; and Chapter 15 our understanding of revolution across the political-legal, socio-economic, ideo-cultural, techno-demographic, and natural-geographic domains.

Accepting Corruption as a high-level term for being outside a State of Grace, this chapter will focus on four predominant representations of corruption in all that we do: our cultures of catastrophe, cheating, conflict, and conspiracy. We create our own catastrophes; we cheat one another with impunity; we choose to invest in war at three times the cost of peace; and we stand idly by as conspiracies murder our presidents, our civil rights leaders, the crew of the USS Liberty, and the most recently, 9-11 and the looting of the US Treasury.

This particular chapter is an essay crafted from the titles of books by others, each linked in the online version of this book to my summary of each book.

Cultures of Catastrophe

The most important insight I have gained in the past three decades of studying humanity as it stumbles about doing damage to all the Earth systems it touches, is that catastrophe is what happens when humans do not plan for, do not respond to, and then either over-react or under-react to the long-term implications of what would ordinarily be nothing more than an isolated disaster. This is IMPORTANT. It means that we are not thinking, and worse, we are not thinking holistically. [*Catastrophe & Culture—The Anthropology of Disaster*](#) (Susanna M. Hoffman) is especially helpful in pointing out that no amount of money is going to prevent catastrophe—absent a commitment to creating a culture of attention and interoperability and information-sharing, we will create our own catastrophes each time we are challenged by what could have been nothing more than a localized disaster.

We are the source and the cause of most of our catastrophes. The other three sections focus on cheating, conflict, and conspiracy. Here I emphasize the corruption inherent in how we allow our own industrial practices, our own governmental practices, to destroy, destabilize, and dismiss. [*The Next Catastrophe—Reducing Our Vulnerabilities to Natural, Industrial, and Terrorist Disasters*](#) (Charles Perrow) points out that natural disasters impact on six times more people than all the conflict on the planet. Industrial irresponsibility, especially in the nuclear, chemical, and biological industries, is legion, and much more potentially catastrophic than any terrorist attack. Of special concern is the storage of large amounts of toxic, flammable, volatile, or reactive materials outside the security perimeters—this includes spent nuclear fuel rods and tons of chlorine stored without special protection that if combined with fire would put millions at risk.

Perrow's latest book (he also wrote the seminal book, [*Normal Accidents—Living with High-Risk Technologies*](#)) is complemented by [*Acts of God—The Unnatural History of Natural Disaster in America*](#) (Ted Steinberg) This latter book is a magnificent epistle on the folly of mankind and the duplicity of government, business and the media. The author of totally brilliant as he gently sets forth the myth that we are not responsible for acts of God when in fact we are the

perpetrators of complex human, social, economic, and political fabrications and decisions that invariably: 1. Screw over the poor and those of color; 2. Amortize high risks taken by the rich across the entire taxpayer base; and 3. Conceal, lie, deceive as to the actual premeditated decisions that occasioned the disaster turning into a catastrophe.

Another book that closely supports the above conclusions and concerns is [*Collapse—How Societies Choose to Fail or Succeed*](#) (Jared Diamond). The author has conducted arduous research and lined up a number of case studies to support his five part framework of examining the topic of how societies choose to succeed or fail. They are: a. Environmental degradation, whether man-made or natural; b. Climate change (as distinct from desertification, deforestation, etc.); c. Hostile neighbors; d. Less friendly neighbors (loss of support); and e. Societies' responses.

The latter is especially important because it impacts on all the others. What we are all beginning to realize is that our over-all culture is the framework by which we [*Orient, Observe, Decide, and Act*](#) (OODA), a concept best represented in modern times by Col John Boyd, USAF (Ret), eulogized in [*Boyd—The Fighter Pilot Who Changed the Art of War*](#) (Robert Coram).

[*Critical Path*](#) (Buckminster Fuller) speaks to how the economic theory of scarcity and secrecy is evil, benefitting the few at the expense of the many. Fuller believed that Earth is NOT a zero sum Darwinian game for humans and that in fact it is the human role—the human mind's role—to “synergize” Earth into a win-win for all. In time-energy “true cost” accounting, every gallon of oil that we use costs \$1 million (in 1981 dollars). He tells us that there are two critical paths that are not understood by the public or those who profess to represent the public: path one is those natural trends that proceed with or without human errors, omissions, and interventions; path two is the human path both local and as a global aggregate. Fuller's wisdom has been reinforced by [*Non-Zero*](#) (Robert Wright) as well as [*Holistic Darwinism: Synergy, Cybernetics, and the Bioeconomics of Evolution*](#) (Peter A. Corning).

The emerging solutions that remediate, ameliorate, and obviate these negative cultures are brought forward in Parts III and IV of this book. Here we will just emphasize the break-down of the scientific method of inquiry, and the corruption that has over-taken what should be a pure investigative method that produces intelligence (decision-support). This is not about the fragmentation of knowledge, a strategic problem addressed in Chapter 5, nor is it about Information Asymmetries and Data Pathologies as discussed in Chapter 11, the next chapter. This is about inherent corruption that on the one hand divorces science from the humanities—from the moral and the social—and on the other hand seeks to actively manipulate and misrepresent scientific findings in isolation from the whole.

[*Voltaire's Bastards—The Dictatorship of Reason in the West*](#) (John Ralston Saul) calls into question much about how we organize ourselves politically, economically, and socially. The bottom line, and very consistently with other great books such as [*The Manufacture of Evil*](#) (Lionel Tiger) on the low end and [*Consilience: The Unity of Knowledge*](#) (E. O. Wilson) on the high end, is that Western thinking has been corrupted to the point that the West has become, as the inside flap of *Voltaire's Bastards* says, “a vast, incomprehensible directionless machine, run by process-minded experts...whose cult of scientific management is bereft of both sense and morality.” He concludes that secrecy is pathological, undermining both public confidence and the public dialog. Intelligence should be disseminated actionable knowledge, not secrets.

Now fast forward to [ClimateGate](#), which we will not belabor. Two books capture the fraud inherent in ClimateGate. [*The Real Global Warming Disaster*](#) (Christopher Booker) is in brief about bad science, bad media, bad politics, and bad finance. The obsession with climate change denigrates everything else—climate change is a tiny part of the larger and more legitimate threat, Environmental Degradation; and within climate change, carbon emissions are a tiny aspect in relation to emissions of sulfur and mercury as well as human destruction of wetlands and the Amazon. The other book is [*Global Warming False Alarm—The Bad Science Behind the United Nations' Assertion that Man-made CO2 Causes Global Warming*](#) (Ralph B. Alexander).

Cultures of Cheating

An entire book has been written about [*The Cheating Culture—Why More Americans Are Doing Wrong to Get Ahead*](#) (David Callahan), and another on [*The Global Class War—How America’s Bipartisan Elite Lost Our Future – and What It Will Take to Win it Back*](#) (Jeff Faux).

In brief, the men who manage money—money they invent out of thin air and then lend at outrageous rates of interest—have corrupted all aspects of our society, both within the USA and around the world. I have written about this in both a book and a chapter, see [*ELECTION 2008: Lipstick on the Pig*](#) and the chapter [*Paradigms of Failure*](#) as well as the supporting [*Annotated Bibliography on Reality*](#).

Cheating is so pervasive that I cannot really do it justice in the context of this book that strives to be an overview making the case for a World Brain with embedded Global Game, so below are three sections with recommended readings (all linked in the free online version of this book).

Cheating can occur because of information asymmetries and data pathologies, the subject of our next chapter. This is important—the more we can achieve transparency of all transactions, the more that we can reduce corruption, fraud, waste, and abuse—in other words, cheating.

Cheating at the Top

Cheating at the top is largely driven by money corrupting politics, but in fairness to the banks and corporations, it appears that the “shakedown” for money originates with the politicians who seek to exploit their privileged positions for financial advantage. Categories at [*Phi Beta Iota*](#) that cover this segment include: [*Banks, Fed, Money, & Concentrated Wealth*](#) (37); [*Budget Process & Politics*](#) (18); [*Capitalism \(Good & Bad\)*](#) (125); [*Corruption*](#) (78); [*Culture, Research*](#) (112); [*Impeachment & Treason*](#) (46); [*Politics*](#) (144); and [*Power \(Pathologies & Utilization\)*](#) (94). A few representative books are listed in the balance of this chapter.

[*Breach of Trust—How Washington Turns Outsiders Into Insiders*](#) (Tom A. Coburn M.D); [*Grand Illusion—The Myth of Voter Choice in a Two-Party Tyranny*](#) (Theresa Amato); [*How The World Really Works*](#) (Alex Jones); [*National Suicide: How Washington Is Destroying the American Dream from A to Z*](#) (Martin L. Gross); [*Running on Empty—How the Democratic and Republican Parties Are Bankrupting Our Future and What Americans Can Do About It*](#) (Peter G. Peterson); [*The Broken Branch—How Congress Is Failing America and How to Get It Back on Track*](#) (Thomas E. Mann); [*The Crisis of Western Culture*](#) (Thom Hartmann); [*The Power of Israel in the United States*](#) (James Petras); [*They Dare to Speak Out—People and Institutions Confront Israel’s Lobby*](#) (Paul Findley); [*VICE—Dick Cheney and the Hijacking of the American Presidency*](#) (Lou Dubose); [*When Corporations Rule the World*](#) (David C Korten). See also [*DVD: The AMERICAN Ruling Class*](#).

Cheating in the Middle

Cheating at the top impacts on the middle and the bottom in an appalling manner. Historically the Middle Class is the buffer between concentrated wealth at the top and terrible scarcity at the bottom—a form of safety valve for those seeking to rise and a means of offering compassion and a safety net through localized direct charity to those at the bottom. When the Middle Class is sharply reduced, the gaps between rich and poor become too evident, and revolutions generally result. In my view, this is where the disenfranchisement of the public goes too far, the center collapses, extremists dominate on both sides of the political divide, and there is a general sense of helplessness in which the Middle Class also collapses from within. See for example [*Betrayal: How Black Intellectuals Have Abandoned the Ideals of the Civil Rights Era*](#) (Houston A. Baker); [*Big-Box Swindle—The True Cost of Mega-Retailers and the Fight for America’s Independent Businesses*](#) (Stacy Mitchell); [*Democracy Matters—Winning the Fight Against Imperialism*](#) (Cornel West); [*Empire of Illusion: The End of Literacy and the Triumph of Spectacle*](#) (Chris Hedges); [*Rage of the Random Actor*](#) (Dan Korem); [*Screwed—The Undeclared War Against the Middle Class — And What We Can Do About It*](#) (Thom Hartmann); [*Soft Despotism, Democracy’s*](#)

Drift: Montesquieu, Rousseau, Tocqueville, and the Modern Prospect (Paul A. Rahe); *The Disposable American—Layoffs and Their Consequences* (Louis Uchitelle); *The End of America—Letter of Warning to a Young Patriot* (Naomi Wolf); *The Life and Death of NSSM 200—How the Destruction of Political Will Doomed a US Population Policy* (Stephen D. Mumford); *The True Cost of Low Prices—The Violence of Globalization* (Vincent A. Gallagher); *War on the Middle Class—How the Government, Big Business, and Special Interest Groups Are Waging War on the American Dream and How to Fight Back* (Lou Dobbs). See also *DVD: Bonhoeffer (2003)*.

Cheating at the Bottom

Cheating at the bottom, in my view, is simply a matter of survival, not about low moral character. I include one work on the motivation that drives terrorists because terrorism is one logical result of deeply concentrated wealth, sustained injustice, and a feeling of helplessness when combined with the human intelligence to know that it need not be so ugly for all.

Among the books in this area: *Blue Collar Ministry—Facing Economic and Social Realities of Working People* (Tex Sample); *Dying to Win—The Strategic Logic of Suicide Terrorism* (Robert Pape); *Harvest Of Rage—Why Oklahoma City Is Only The Beginning* (Joel Dyer); *Life at the Bottom—The Worldview That Makes the Underclass* (Theodore Dalrymple); *Nickel and Dimed—On (Not) Getting By in America* (Barbara Ehrenreich); *Nobodies—Modern American Slave Labor and the Dark Side of the New Global Economy* (John Bowe); *Off the Books—The Underground Economy of the Urban Poor* (Sudhir Alladi Venkatesh); *Pathologies of Power—Health, Human Rights, and the New War on the Poor* (Paul Farmer); *The Bottom Billion—Why the Poorest Countries are Failing and What Can Be Done About It* (Paul Collier); *The Globalization of Poverty and the New World Order* (Michel Chossudovsky); *The Shock Doctrine—The Rise of Disaster Capitalism* (Naomi Klein); *The Working Poor—Invisible in America* (David K. Shipler); *Unspeaking Truths—Facing the Challenges of Truth Commissions* (Priscilla B. Hayner).

Cultures of Conflict

Cultures of Conflict are a logical companion to cultures of catastrophe, cheating, and conspiracy. All four of these cultures depend on information asymmetries (in which secret plays a substantive role) and data pathologies that allow the few to deceive the many. All four of these cultures represent an abuse of power by the few over the many.

Among the core categories of reviews that are available at [Phi Beta Iota](#) are these: [Empire, Sorrows, Hubris, Blowback](#) (146); [Intelligence \(Government/Secret\)](#) (275); [Military & Pentagon Power](#) (72); [Power \(Pathologies & Utilization\)](#) (94); and [War & Face of Battle](#) (108).

Here are just a few books covering the general topics of covert war, open war, and the consequences of war for large regions such as Africa and Latin America: [A Peace to End All Peace—The Fall of the Ottoman Empire and the Creation of the Modern Middle East](#) (David Fromkin); [A War Against Truth—An Intimate Account of the Invasion of Iraq](#) (Paul William Roberts); [Blind Into Baghdad—America’s War in Iraq](#) (James Fallows); [Blood in the Sand—Imperial Fantasies, Right-Wing Ambitions, and the Erosion of American Democracy](#) (Stephen Eric Bronner); [Blood Money—Wasted Billions, Lost Lives, and Corporate Greed in Iraq](#) (T. Christian Miller); [Cultures and Globalization—Conflicts and Tensions](#) (Helmut K. Anheier); [Dark Alliance—The CIA, the Contras, and the Crack Cocaine Explosion](#) (Gary Webb); [Daydream Believers—How a Few Grand Ideas Wrecked American Power](#) (Fred Kaplan); [Dogs of God—Columbus, the Inquisition, and the Defeat of the Moors](#) (James Reston Jr.); [Dunces of Doomsday—10 Blunders That Gave Rise to Radical Islam, Terrorist Regimes, And the Threat of an American Hiroshima](#) (Paul L. Williams); [Failed States—The Abuse of Power and the Assault on Democracy](#) (Noam Chomsky); [Fiasco—The American Military Adventure in Iraq \(Hardcover\)](#) (Thomas E. Ricks); [First Do No Harm—Humanitarian Intervention and the Destruction of Yugoslavia](#) (David N. Gibbs); [Foreign Follies—America’s New Global Empire](#) (Doug Bandow); [Imperial Grunts—The American Military on the Ground](#) (Robert D. Kaplan); [In the Name of Democracy—American War Crimes in Iraq and Beyond](#) (Jeremy Brecher); [Killing Hope—US Military and](#)

[C.I.A. Interventions Since World War II Through 2003](#) (William Blum); [Legacy of Ashes—The History of the CIA](#) (Tim Weiner); [Licensed to Kill—Hired Guns in the War on Terror](#) (Robert Young Pelton); [Nemesis—The Last Days of the American Republic](#) (Chalmers Johnson); [Open Veins of Latin America—Five Centuries of the Pillage of a Continent](#) (Eduardo Galeano); [Overthrow—America’s Century of Regime Change from Hawaii to Iraq](#) (Stephen Kinzer); [Palestine—Peace Not Apartheid](#) (Jimmy Carter); [Review: Interventions](#) (Noam Chomsky); [Rumsfeld—His Rise, Fall, and Catastrophic Legacy](#) (Andrew Cockburn); [Running The World—the Inside Story of the National Security Council and the Architects of American Power](#) (David Rothkopf); [Silent Steel—The Mysterious Death of the Nuclear Attack Sub USS Scorpion](#) (Stephen Johnson); [Target Iran—The Truth About the White House’s Plans for Regime Change](#) (Scott Ritter); [The Culture of National Security](#) (Peter J. Katzenstein); [The End of Iraq—How American Incompetence Created a War Without End](#) (Peter W. Galbraith); [The Fifty Year Wound—The True Price of America’s Cold War Victory](#) (Derek Leebaert); [The Health of Nations—Society and Law beyond the State](#) (Philip Allott); [The Looming Tower—Al-Qaeda and the Road to 9/11](#) (Lawrence Wright); [The Road to 9/11—Wealth, Empire, and the Future of America](#) (Peter Dale Scott); [The Three Trillion Dollar War—The True Cost of the Iraq Conflict](#) (Linda Bilmes); [The Trial of Henry Kissinger](#) (Christopher Hitchens); [War and Decision—Inside the Pentagon at the Dawn of the War on Terrorism](#) (Douglas J. Feith); [War and Peace and War: The Rise and Fall of Empires](#) (Peter Turchin); [War is a Racket—The Antiwar Classic by America’s Most Decorated Soldier](#) (Smedley Butler); [Web of Deceit: The History of Western Complicity in Iraq, from Churchill to Kennedy to George W. Bush](#) (Barry M. Lando); [What We Say Goes](#) (Noam Chomsky); [Why the Rest Hates the West—Understanding the Roots of Global Rage](#) (Meic Pearse).

I apologize most earnestly to those readers who do not like the above manner of marshalling information—each live link (from the free online version of the book) leads to a review of the specific book, generally 1,000 words and ten links. My intent with this chapter is to address a very complex and very fundamental aspect of our global reality by acknowledging the enormous body of work created by others.

Cultures of Conspiracy

Conspiracy theories are too often denigrated when they are in fact in the forefront of truth detection. In this short single-page we touch on major conspiracy theories that have subsequently been proven to be well-founded.

Assassination of John F. Kennedy

[*A Farewell to Justice—Jim Garrison, JFK’s Assassination, and the Case That Should Have Changed History \(Hardcover\)*](#) (Joan Mellen); [*JFK and the Unspeakable—Why He Died & Why It Matters*](#) (James W. Douglas); [*Someone Would Have Talked—The Assassination of President John F. Kennedy and the Conspiracy to Mislead History*](#) (Larry Hancock); [*Tears of Autumn—A Paul Christopher Novel*](#) (Charles McCarry).

Assassination of Martin Luther King

[*An Act of State—The Execution of Martin Luther King*](#) (William F. Pepper).

Russian Sinking of USS Scorpion, Attack on USS Liberty by Israel

[*Scorpion Down—Sunk by the Soviets, Buried by the Pentagon: The Untold Story of the USS Scorpion*](#) (Ed Offley); [*The Attack on the Liberty—The Untold Story of Israel’s Deadly 1967 Assault on a US Spy Ship*](#) (James Scott).

9-11—Allowed to Happen or Made to Happen?

[*9/11 Synthetic Terror—Made in USA, Fourth Edition*](#) (Webster Griffin Tarpley); [*Painful Questions—An Analysis of the September 11th Attack*](#) (Eric Hufschmid); [*The Hidden History of 9-11*](#) (Paul Zarembka).

See all of the 9-11 materials I have reviewed at [9-11 Truth Books & DVDs](#) (27). Beyond these we now know that both Viet-Nam and Iraq were elective wars with fraudulent public declarations about causes and consequences. We also know that electoral fraud has been widespread. What don’t we know? Lots.

Chapter 11

Information Asymmetries & Data Pathologies

Information is the ultimate arbiter of wealth and various forms of power—as Alvin Toffler so ably discussed in [*Powershift—Knowledge, Wealth, and Violence at the Edge of the 21st Century*](#) (Bantam, 1991)—*information is a substitute for wealth and violence, for labor, capital, for space and time.*

The remainder of this book is about information and how to convert information into intelligence (decision-support) and intelligence into a prosperous world at peace. I call this Information Arbitrage.

This short chapter will discuss Information Asymmetries, Data Pathologies, and Missing Information.

- **INFORMATION ASYMMETRY.** An imbalance in access to relevant information between two parties, such that one party enjoys a considerable advantage over the other.
- **DATA PATHOLOGY.** A deliberate manipulation of data by one party for the purpose of deceiving, misleading, or defrauding other parties by distorting or withholding relevant data.
- **MISSING INFORMATION.** A state of poor access to information, generally not from malicious root causes, but rather from poor design and over-all shortcomings in the information industry and the bureaucracies that it serves.

INFORMATION ASYMMETRY is the primary reason why the “hidden hand” of Adam Smith does not actually work—because buyers and sellers do *not* have the same access to information. Mark Lewis did a book on Wall Street and its deceptive and manipulative practices that is still valid today: [*Liar’s Poker—Rising through the Wreckage on Wall Street*](#) (Penguin, 1990).

From [Wikipedia](#): In [economics](#) and [contract theory](#), **information asymmetry** deals with the study of decisions in transactions where one party has more or better [information](#) than the other. This creates an imbalance of power in transactions which can sometimes cause the transactions to go awry. Examples of this problem are [adverse selection](#) and [moral hazard](#). Most commonly, information asymmetries are studied in the context of [principal-agent problems](#). In 2001, the [Nobel Prize in Economics](#) was awarded to [George Akerlof](#), [Michael Spence](#), and [Joseph E. Stiglitz](#) “for their analyses of markets with asymmetric information.

Setting aside the ethical aspects of lying to your customers, conflicts of interest, and straight fraud, information asymmetry is achieved through a restriction on the availability of information.

SECRECY is the primary means by which information is restricted. There are two kinds of secrecy:

- **DEEP SECRECY.** This has only recently earned a term of its own, and is studied by David Pozen in a *Stanford Law Review* article by that [title](#). *When a small group of similarly situated officials conceals from outsiders the fact that it is concealing something, the result is a deep secret. The participant has privileged access such as might be provided by interlocking boards of directors.*
- **INSTITUTIONAL SECRECY.** Practiced by all forms of organization, including governments, corporations, and religions, this is a form of organized information control that is known to exist. In the US Government, [one authority](#) suggests that 90% of secrecy is intended to protect turf and budget while avoiding oversight and accountability.

Secrecy can also have detrimental effects, both on those who thrive on the exploitation of secrecy to their own ends, and on those whom they represent, i.e. the public.

- Secrecy as a Negative Internally: *The danger is, you'll become like a moron. You'll become incapable of learning from most people in the world, no matter how much experience they have in their particular areas that may be much greater than yours' [because of your blind faith in the value of your narrow and often incorrect secret information].* Daniel Ellsberg speaking to Henry Kissinger as recounted in [SECRETS: A Memoir of Vietnam and the Pentagon Papers](#) (Viking, 2002).
- Secrecy as a Negative Externally: *80% of what I needed to know as CINCCENT I got from open sources rather than classified reporting. And within the remaining 20%, if I knew what to look for, I found another 16%. At the end of it all, classified intelligence provided me, at best, with 4% of my command knowledge.* Tony Zinni speaking to a senior national security manager, as recounted in "[Open Source Intelligence](#)," *Strategic Intelligence* Volume II, Chapter 6, pp. 95-122.

Obviously criminal gangs, terrorist groups, dictators and secret police forces and others make a substantial commitment to secrecy. The fundamental proposition in this book is that public intelligence (decision-support) is in the public interest; and that clarity, diversity, integrity, and sustainability all require transparency of information to permit truth and reconciliation to be foremost among the participants so as to achieve peace and prosperity for all.

On the next page I provide a few references, each one linked to a full book review (in the free online version of this book) at Phi Beta Iota [Reviews](#).

- [*Agenda for a New Economy: From Phantom Wealth to Real Wealth*](#) (Korten)
- [*Global Warming False Alarm—The Bad Science Behind the United Nations’ Assertion that Man-made CO2 Causes Global Warming*](#) (Alexander)
- [*Hidden Truth—Forbidden Knowledge*](#) (Greer)
- [*Imperial Secrets—Remapping the Mind of Empire*](#) (Kelley)
- [*Nation of Secrets—The Threat to Democracy and the American Way of Life*](#) (Gup)
- [*Report of the Commission on Protecting and Reducing Government Secrecy*](#) (Moynihan et al)
- [*Rule by Secrecy—The Hidden History That Connects the Trilateral Commission, the Freemasons, and the Great Pyramids*](#) (Marrs)
- [*Secrecy & Privilege—Rise of the Bush Dynasty from Watergate to Iraq*](#) (Parry)
- [*Secrecy as Fraud \(2002\)*](#) (Pierre Tristam)
- [*Secrecy Report Card 2009*](#) (Aftergood et al)
- [*Secret Intelligence Costs Taxpayer \\$75 Billion a Year*](#) (Steele)
- [*Spying Blind—The CIA, the FBI, and the Origins of 9/11*](#) (Zegart)
- [*The Foundation—A Great American Secret; How Private Wealth is Changing the World*](#) (Fleishman)
- [*The Hidden History of 9-11*](#) (Zarembka)
- [*The Rise of the Fourth Reich—The Secret Societies That Threaten to Take Over America*](#) (Marrs)
- [*The Secret Founding of America—The Real Story of Freemasons, Puritans, & the Battle for The New World*](#) (Hagger)
- [*The Sorrows of Empire— Militarism, Secrecy, and the End of the Republic \(American Empire\)*](#) (Johnson)
- [*The Three Trillion Dollar War—The True Cost of the Iraq Conflict*](#) (Bilmes)

These are but a handful of the relevant works. The concealment of “true cost” is an information asymmetry that will be covered later in this book.

DATA PATHOLOGIES are illustrated below, each defined by a book—the full titles for each book, and links are provided on the next page.

The graphic consists of a list of eight data pathologies on the left, each accompanied by a book cover. The pathologies are: Mass Instruction, Forbidden Knowledge, Lost History, Manufacturing Consent, Missing Information, Fog Facts, Propaganda, Rule by Secrecy, and Weapons of Mass Deception. The book covers are: 'Weapons of Mass Instruction' (top right), 'Lost History' (middle left), 'Manufacturing Consent' (middle right), 'The Age of Missing Information' (middle right), 'Fog Facts' (middle left), 'Rule by Secrecy' (bottom middle), and 'Weapons of Mass Deception' (bottom right). On the far right, the word 'Integrity' is written vertically in a large, bold, black font. Above the word 'Integrity' is the word 'CURE' in a smaller, bold, black font.

- Mass Instruction
- Forbidden Knowledge
- Lost History
- Manufacturing Consent
- Missing Information
- Fog Facts
- Propaganda
- Rule by Secrecy
- Weapons of Mass Deception

CURE

Integrity

Figure 25. Data Pathologies

There are two central ideas in relation to Data Pathologies.

- Elite Wisdom versus Crowd Wisdom. All data pathologies exist because an elite believes that it knows best, and that the “crowd” is ignorant, incapable of “knowing,” and therefore best deceived or misinformed.

- Hubris. When the public is not educated, or is inattentive, this results in *carte blanche* for those who would exploit the public—and the public’s money—to their own end.

Here are a few relevant books, each linked to a full review that summarizes the book as a whole and itemizes key points and in this case, also coupled to a book that represents the antidote to the data pathology.

[Weapons of Mass Instruction](#) (Gatto); Antidote: [Teaching to Transgress—Education as the Practice of Freedom](#) (Hooks)

[Forbidden Knowledge—From Prometheus to Pornography](#) (Shattuck); Antidote: [Consilience—The Unity of Knowledge](#) (Wilson)

[Lost History—Contras, Cocaine, the Press & ‘Project Truth’](#) (Parry); Antidote: [Responsible History](#) (Baets)

[Manufacturing Consent—The Political Economy of the Mass Media](#) (Chomsky & Herman); Antidote: [The Future of Ideas—The Fate of the Commons in a Connected World](#) (Lessig)

[The Age of Missing Information](#) (McKibben); Antidote: [THE NEW CRAFT OF INTELLIGENCE: Personal, Public, & Political](#) (Steele)

[Fog Facts –Searching for Truth in the Land of Spin](#) (Beinhart); Antidote: [Scholarship in the Digital Age—Information, Infrastructure, and the Internet](#) (Borgman)

[Propaganda—The Formation of Men’s Attitudes](#) (Ellul); Antidote: [Pedagogy of the Oppressed](#) (Freire)

[Rule by Secrecy—The Hidden History That Connects the Trilateral Commission, the Freemasons, and the Great Pyramids](#) (Marrs); Antidote: [The Transparent Society—Will Technology Force Us to Choose Between Privacy and Freedom?](#) (Brin)

[Weapons of Mass Deception—The Uses of Propaganda in Bush’s War on Iraq](#) (Rampton, Stauber); Antidote: [Unspeakable Truths—Facing the Challenges of Truth Commissions](#) (Hayner)

MISSING INFORMATION is used in this book to refer to information that is known to exist, but that cannot be accessed easily. Below is one depiction of this situation from an online point of view.

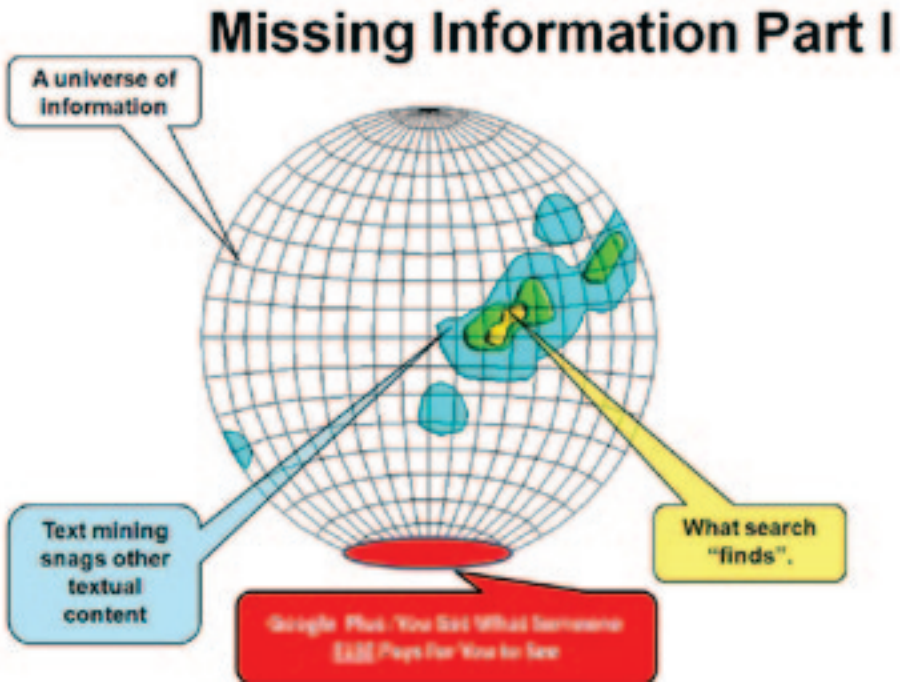


Figure 26. Missing General Information

This slide is borrowed with permission from Steve Arnold, whose chapter, [Search panacea or ploy: Can collective intelligence improve findability?](#), in [COLLECTIVE INTELLIGENCE: Creating a Prosperous World at Peace](#), is a standard in the field. I added the Google Plus at the bottom—with their programmable search engines, you now can get what someone else wants you to see rather than the best available answer. The “universe” includes analog or hard-copy information as well a C drives and email.

Below is a second illustration of how common is the reality of missing information, in this case the “true cost” of any given item. True Cost will be discussed in Chapter 25 along with Ecological Economics and Moral Capitalism, here the only point that needs to be made is that the true cost of any given good or service is simply not known to most people: how much water was used, how much fuel, how much sweatshop labor, how much tax avoidance....

Missing Information Part II

TRUE COST OF A COTTON SHIRT

- Water
- Earth Erosion
- Fuel (in situ & in transit)
- Child & Abused Labor
- Toxic Chemical Waste
- Tax Avoidance
- Waste
- Opportunity Costs (Local)
- Post Purchase Costs (Yours)

TRUE COST OF PRINT CARTRIDGES THAT LIE TO YOU



TRUE COST OF PACKAGING

- Direct Labor
- Indirect Labor
- Materiel Movement
- Warehousing
- Waste
- Overtime
- Quality
- Machinery

<http://www.securetopackaging.com/cost.php>

Figure 27. Missing True Cost Information

Ecological Intelligence—How Knowing the Hidden Impacts of What We Buy Can Change Everything matters! Until we can connect all humans with all information in all languages all the time, the World Brain will not be able to do its job of conscious evolution, evolutionary activism, holistic Darwinism, non-zero “win-win” for all. More on this in Chapter 25.

Chapter 12

Rebalancing & Revitalizing the Instruments of National Power

There is no finer center for strategic thinking relevant to the USA than the [Strategic Studies Institute](#) (SSI) of the US Army. In 2008 [Dr. Robert “Robin” Dorf](#) conceptualized and managed the annual US Army Strategy Conference on the topic of [Rebalancing the Instruments of National Power](#).

Below is a severely abridged summary of the conference, available in a [longer version with endnotes](#), and also available in [original notes](#) form.

America has hit bottom. The Comptroller General declared the Nation insolvent in the summer of 2007, and—when Congress ignored him—resigned six months later to go public with his concerns regarding the deficit, the debt, and our future unfunded obligations. The reality is that our domestic education, energy, health, infrastructure, water policies, among many others, are both foolish and unfunded. It is in this context that the militarization of foreign policy and the elective engagement in a three-trillion dollar war can be seen to have further bankrupted the Nation of blood, treasure, and spirit, while costing America its once-proud place as the ultimate champion of democracy, liberty, prosperity, stability, and peace.

The gifted speakers in 2008 resembled those who spoke in 1998 to the same conference, with the title then of “Challenging the United States Symmetrically and Asymmetrically,” a conference that questioned virtually every aspect of Joint Vision 2010. The conclusions of the two conferences are virtually identical. My [Joint Force Quarterly article](#) summarizing that event is still valid.

The 1998 Strategy Conference brought out a number of points that are still very important and still neglected. Everything below was brought forward twelve years ago, and nothing of substance has changed up to today.

- Active-reserve mix needs change
- America is its own worst enemy
- Anonymous attacks coming
- Army-Marine Corps competing with Navy-Air Force for budget
- Civil-military relationships are weak, undefined, unresourced
- Decision-making has forgotten to plan, cannot adapt to change, and is unable to stimulate a serious dialogue
- Dependency on contractors in the battle area is a major Achilles' heel
- Enemies know how to wage war between the seams of our legal systems
- Existing force structure is acutely vulnerable to asymmetric attack
- Intelligence remains an afterthought
- Issue is one of balance across the instruments of national power
- Mobility is more important than mass
- Nation is vulnerable to campaigns that leverage the international and local media
- Need four forces after next: Big; Small; Peace; Home
- Our planning process cannot deal with radical rapid shifts
- Private sector role needs examination
- Soldiers cannot be policemen
- States unlikely to attack directly
- Technology will not replace boots on the ground
- Technology without intelligence is blind
- Time and space favor the asymmetric non-traditional enemy
- Vulnerabilities in the civil sector
- We constantly underestimate willingness of others to do great harm to bystanders
- We don't do offensive asymmetry
- We spread ourselves too thin, this favors asymmetric enemy
- We suffer from fallacy of misplaced concreteness (or more recently, from ideological fantasies unchecked by reality)
- Weapons' cost must be appropriate to the target profile and priority

The good news is that America remains the most powerful and wealthiest Nation on the planet, with infinite potential to create new wealth and thus to promote stabilization and reconstruction around the world. As one individual commented during the April event, you solve illegal immigration by assuring a good life for all, everywhere, not by building walls between what's left of the good life here and the pathos everywhere else that stems from political corruption and the criminal looting of commonwealths that we help facilitate.

Here are the highlights from each segment of the 2008 Army conference.

- We are not well-organized for new era; Challenges and dangers more complex; Threats are more dispersed; Need to organize five D's (Diplomacy, Defense, Development, Domestic Capacity (Private Sector), Decision-Support (Intelligence)); AfricaCom intended to be an inter-agency command able to orchestrate Operations Other Than War (OOTW); Difficult for an outside state to impose peace—we influence other contributors, while supporting indigenous initiatives; Secretary of Defense Robert Gates on record: military alone cannot win the peace; Preventive action prior to crisis is necessary; Active, Stand-By, and Reserve Forces envisioned for Stabilization & Reconstruction missions—nine months out of the year in the field in non-permissive environments.
- Must understand the past; Pearl Harbor “never again” was catalyst; Military gained place at high table and ultimately displaced Diplomacy as top voice; Inter-agency coordination understood to be desirable, but never really achieved; White House militarized via the National Security Council, lost ability to manage economic or other forms of power; Outside secret intelligence, there is virtually no understanding of the proven process of decision-support; Technical intelligence has come to dominate the budget and the process; Need to achieve warning; US suffers from a strategic deficit. We need grand strategists and standing plans for long-term inter-agency and multinational endeavors in our national interest; We are not exercising US influence in an intelligent cost-effective manner.

- Information domain is the key terrain of the 21st Century; Our enemy is lies and half-truths, misinformation, disinformation, any threat to operational security and privacy, and our own complacency and ignorance; Enemy follows no conventional rules; Virtual Caliphate of 6,500 active extremist web sites we are not really understanding; Every soldier is a communicator, all must be able to do timely public truth-telling; Our biggest battle is for the hearts and minds of our own public and their perception of how and why we do battle; We have a *huge* Cultural Knowledge Gap; We have a *huge* Historical Knowledge Gap; Tribes, groups, non-territorial publics are the center of gravity.
- Military personnel want to know:
 - Who's who (social structure)
 - What makes them tick (cultural beliefs, values, customs, behavior)
 - What's with all the tea drinking (cultural forms including myths, narratives, and symbols)
 - Assessments of risk generally high
- Less than 1% of Department of Defense (DoD) budget spent on social sciences [this is similar to the secret intelligence world's refusal to spend more than a fraction of 1% on open sources of information in all languages]; New money pays for tools, not data—this is the sucking chest wound in Public Diplomacy and Strategic Communication; There is no coordination of research across agencies, Need a proponent within National Security Council (NSC), e.g. a Cultural Advisor to the President; Reach-back capability, 24/7 is valued but non-existent.
- Bureaucratic turf wars continue to set us back—even in the field, inter-agency elements are more about co-location than actual integration into a single team; The innovators are too low in the chain; Need budget and incentives for rotationals, need flexible responsive contingency funding, and need to manage instability rather than seek to resolve outright.
- DoD is going to have to give up major systems to fund peace operations.

- We are being destroyed on the Information Operations (IO) front—it is easier to get approval to drop a bomb than to do a press release; Need the multinational corps for small wars—we must anticipate need for proxies in areas where US presence will incite anger; Air power *claims* persistence and precision but is still not delivering (even with drones).
- Need a professional and brutally honest roles and missions debate; We must plan for advisor wars, hybrid wars; Irregular warfare has *many* categories; We should plan to help others “do” counterinsurgency *not* do it ourselves.
- Greatest success is those wars we can prevent from starting at all. Must do more to intervene in time—great deal of incoherence in this dialogue; Role of Ambassador and country team not well-defined or understood; Resident military advisors and short-term training teams are hugely different offerings; Need to get back in business of sending out many more advisors, while also attracting many more multinational students to our schools—there is no better investment than to field a future president or military leader who’s been trained in one of our schools.
- Army purged counter-insurgency capabilities after Viet-Nam; Stability operations are supposed to receive comparable priority with combat operations; Command & Staff College does not offer specialized blocks in counter-insurgency (as of 2008); Need an Advisor Corps with transition teams in permanent being, equivalent to 18th Airborne [Civil Affairs Brigade?]; Consensus is key to organizational learning and willingness to change—politics and existing cultures are pushing back hard; Services must discipline their appetites, move big war stuff into reserve, do wholesale examination of naval aviation.
- Today inter-agency operations are characterized by collocation, not by integration of inputs or outcomes; At the tactical level there is no time for Constitutional, legal, policy, political review virtually impossible, initiatives such as building a road quickly to help nurture the local economy too hard.

- Ultimate flexibility is in real money that can be spent locally [ideally not on imported Private Military Contractors (PMC)] but rather within the local economy]; Somebody has to be in charge in the field; UN is actually a good model with the Secretary General’s Special Representative (SGSR) and the Force Commander; Need to seek feedback at all times.
- DoD recognizes it cannot do it all, and in 2006 called for revitalization of civilian agencies and of integrated statecraft; Key problem is staffing of expertise across all fronts from justice and policing, public administration, business recovery, essential services, diplomacy, diplomatic security; “Whole of government” means upfront involvement in planning, not just in final stages before implementation; Same process [and program dollars] used for Continuity of Government (COG) and contingency responses overseas could be used to refine our inter-agency endeavors; We could learn a great deal from other countries, every bit of it unclassified; Agencies and Departments continue to play games with one another, the President, and Congress; Trust is the coin of the realm, we’re bankrupt.
- Recreating state institutions is not enough—must rebuild locally owned and operated capabilities and create an enabling environment at the local level; We live in a 24/7 media coverage environment; Attacks on UN and NGO people and buildings have changed their attitudes about collaboration for the better, but within strict rules of engagement; After 9/11 all environments are non-permissive—NGOs recognize this, have security officers and security training; Our goal is to leverage *all* actors; United Nations (UN) has amazing capabilities that we need to understand and integrate into our plans; 38,000 NGOs should be of immediate interest to us; some of them such as Children Care and Mercy Corps have substantial budgets and capabilities; NGOs are very concerned about the militarization of foreign assistance.
- Excessive dependence on military instrument has negative consequences; Must transform entire structure of national security including domestic security; Our institutions are out-moded—systemic failures will be often.

- We have *horizontal* challenges and a *vertical* form of government [in the Collective Intelligence citizen wisdom environment, they speak of the need to end pyramidal organizations that rely on top down command and control, and the need to adopt circle organizations that allow for very rapid adaptation and resilience at all levels]; Complexity has sky-rocketed. Newt Gingrich says we have met the enemy and it is our bureaucracy; We can learn a great deal from the business community about just enough, just in time horizontal collaboration and partnerships; We cannot preserve our national security without having 21st Century capabilities.
- Our national system for planning, programming, budgeting (PPBS), and allocating simply does not work. In the absence of a strategy all can understand, stabilization & reconstruction is not going to get the authority, budget, staff, or attention; Most endeavors will not include the military, but those that should be executing civil missions do not have the resources, training, and so on to get to the field; We cannot answer the question: what is being spent by each element of the US Government in any given country?; It takes too long to obtain budgets and field capabilities—we need to be able to act much more quickly; Each country is different—one size team does not suit all countries or conditions.
- Today we are right where the US was on 6 December 1941, the day before Pearl Harbor. Even with 9/11, which should have been a wake-up call, we've hit the snooze button and are waiting for the next big hit; We have to understand the linkages between all the sectors. We have no integrators in government or in the private sector, no one whose job it is to connect the dots, craft a message and a strategy, and implement with a carrot-stick campaign plan; Where in the USG do we go for indications and warning? We have to focus on prevention, we have to achieve a whole of government harmonization, and we have to create equally solid relationships with a vast range of NGOs, private sector elements, even key individuals around the world.

Complete [notes](#) (19 pages) and a [full article](#) expand on all of the above points.

Below I reproduce the core distinction that General Gray made in his 1989 article, [Global Intelligence Challenges in the 1990's](#), on the basis of the strategic generalizations that were achieved very quickly by the Marine Corps Intelligence Center (MCIC) in its pioneering Open Source Intelligence (OSINT) study, [Overview of Planning and Programming Factors for Expeditionary Operations in the Third World](#), eventually published in 1990.

<u>Conventional Threat</u>	<u>Emerging Threat</u>
+ Governmental	+ Non-Governmental
+ Conventional/Nuclear	+ Non-Conventional
+ Static Orders of Battle	+ Dynamic or Random
+ Linear Development	+ Non-linear
+ Rules of Engagement	+ No Constraints
+ Known Doctrine	+ Unknown Doctrine
+ Strategic Warning	+ No Existing I&W Net
+ Known Intelligence Assets	+ Unlimited 5 th Column

Figure 28: What the Marines Knew in 1988

On 19 December 1995 I was one of a handful of Americans invited to address the French national conference on “War and Peace in the 21st Century.” Dr. Robert Gates, Dr. Samuel Huntington, and Dr. Charles Cogan (a former covert operations personality) were the others, with Sir Michael Howard from England being memorable as well.

Below is the [original 1995 outline](#) of my remarks.

DIAGNOSIS of the Failure of Intelligence (INT)

1. Four Warrior Classes
2. Dependency on Information
3. Information Explosion-Drowning
4. Technological Complexity and Vulnerability
5. Ascendancy of the Disposed

STRUCTURAL IMBALANCE in Defense and INT

1. States Assume Borders, Citizens, Tax Base
2. Defense Assumes Conventional Enemy
3. Intelligence Assumes Conventional Enemy, Optimizes for Secrets
4. Information Infrastructure Assumes No Threat, No Attack
5. Law Assumes General Obedience, Domestic Criminals

NEW FORMS OF VIOLENCE and INT Challenges

1. Information Warfare (Global, Corporate, and Individual)
2. Transnational Gangs—Money, Computers, Fifth Column, Ruthlessness
3. Proliferation—Sowing Dragon’s Teeth
4. Disease—Socio-Economic, Ideo-Cultural, Techno-Demographic
5. Economic Competition and National Attractiveness

EARLY WARNING through Virtual Communities

1. Chaos and “Just in Time” Order via Virtual INT
2. Voluntary Sharing & Integration of Information
3. Public Makes Policy, Public Must Understand Threat
4. Political Accountability Essential—Leadership
5. Warning for Integration of Defense and Police

PREVENTION & ACTION with Information Strategies

1. Domestic Intelligence—Statecraft as Soulcraft
2. Environmental Intelligence—Eliminate External Diseconomies
3. Technical Intelligence—Bad Engineering (“Gov Spec Cost Plus”)
4. National Information Strategies—Four Pillars
5. Bottom Line: Know When to Kill, Kill Wisely

I take no pleasure in seeing such anticipatory insight ignored by those gathered in Paris for the event but I also hold the USG blameless—I failed to impress—Dr. Gates, who followed me, said “I’m not even going to touch that.”

Next are two of the original 1990’s graphics with a few comments, followed by a new graphic on changing our national security paradigm.

As Senator Sam Nunn (D-GA) said when serving as Chairman of the Senate Armed Services Committee (SASC), *understanding the threat comes first*—it comes before strategy, before force structure and policy development, and before action of any kind. It took the UN High-Level Panel to finally arrive at a holistic understanding of the ten high-level threats to humanity (Chapter 1). Below is a “type” threat graphic intended to set the stage for organizing Whole of Government operations along four complementary tracks.

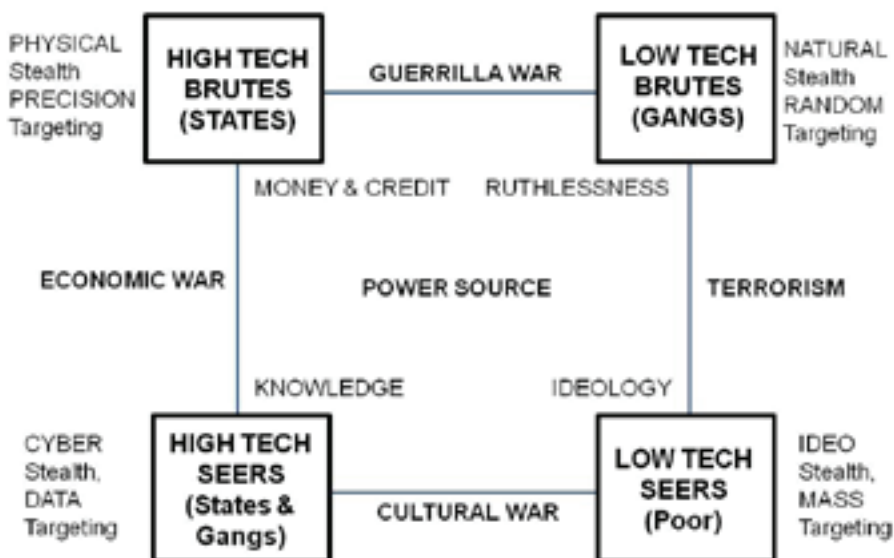


Figure 29. Different Threat Classes Require Different Approaches

This was developed in 1992 while creating a class for the Marine Corps University (MCU), Command & Staff College (C&SC). It should be obvious, but still is not understood within most governments, that there are four major threat “types” and that each requires a different mix of Whole of Government planning, programming, budgeting, and operational campaign management (as well as multinational and unilateral information-sharing and sense-making).

Following logically from the above conceptualization, below is what I briefed to the annual Army Strategy Conference in 1998—the need for four forces after next instead of the “one size fits all” then in vogue. This is discussed in much greater detail in my related article for SSI, [Threats, Strategy, and Force Structure: An Alternative Paradigm for National Security](#), finally published in 2001 but written in 1997-1998.

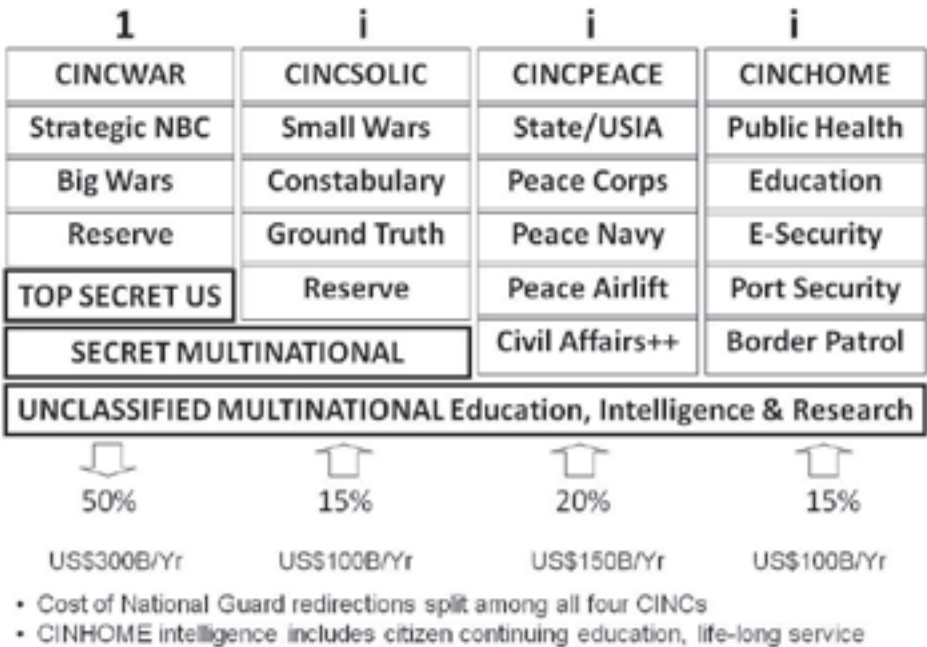


Figure 30. Rebalancing the Security Budget—Four Forces

In light of the huge expansion of the “big war” budget for Iraq and Afghanistan (and soon Yemen, Sudan, and Somalia), and the coincident devaluation of the dollar in the aftermath of a decade of inflationary money mis-management, we’re better off discussing percentages than actual dollar amounts.

When one takes the trouble to catalog all of the missions being executed by the US military (many of them because we have only one foreign affairs action default option: the military (or worse, covert paramilitary operations)), one discovers that our military is optimized for just 10% of the actual threat—what the UN High-Level Panel calls Inter-State Conflict.

Despite the massive amounts of money moved toward both secret intelligence and homeland security since 9/11, the reality is that both the [\\$75 billion a year](#) we now spend on secret intelligence, and the [\\$44 billion a year](#) for homeland security are being very badly spent for lack a [Strategic Analytic Model](#) that properly represents both the ten high-level threats (Chapter 1) and the twelve core policies (Chapter 8).

We are still planning , programming, and budgeting on an old war paradigm in which virtually all of the discretionary funding authority goes to the Pentagon, and virtually no discretionary (or surge) spending authority is assigned to all of the other elements of national power. Below is a comparison of the old war paradigm with the new peace paradigm (which is just as violent initially, but sharply reduces violence through intelligent global multinational operations).

OLD WAR PARADIGM

- Obsession with Current “Intelligence” (Actually Classified News), Driven by Fear, Partisan Ideology, & Greed
- Emphasis on Secrecy & Inner Circle Dialog Ignoring Congress & Public
- Unilateral Aggression without Serious Diplomacy or Negotiation
- Spend More Making War than Peace, Focusing on Optimizing Wealth for One Billion Rich

NEW PEACE PARADIGM

- Respect for History & Cultural Heritage, Striving for Truth & Reconciliation
- Open Dialog that Implements Article 1 of the Constitution, is Reflective
- Multinational Diversity as Primary Approach to All Challenges
- Create Stabilizing Infinite New Wealth by Sharing Free Knowledge “One Cell Call at a Time” for Five Billion Poor

Figure 31. Old War Paradigm versus New Peace Paradigm

Others, such as [Medard Gabel](#), have demonstrated that we are spending over \$1.3 trillion a year on the instruments of war, at the same time that we could create a prosperous world at peace for under \$250 billion a year. *Peace and prosperity, in other words, cost less than a quarter of what we spend on war, with one big difference: war enriches a few, while peace enriches everyone.* We can learn from the Chinese, below are highlights from a [Memorandum on Chinese Irregular Warfare](#).

- Chinese Irregular Warfare strategy appears to be more advanced than our own, and consists of the juxtaposition of 7th Generation Electronic Warfare (EW7), and a juggernaut of Presidential-level agreements and penetrations Waging Peace across the entire southern hemisphere, using trade, immigration, and cultural outreach, to gain ascendancy without fighting.
- Chinese success stories include forcing Dick Cheney's aircraft to land in Singapore for an unscheduled demarche (2007-02-25); killing the ability of the Japanese Reconnaissance Satellite (2007-03-25); possibly forcing down a B-52 "accidentally" armed with nuclear missiles (2007-08-30); hacking the Secretary of Defense's personal security system (2007-09-07); and impeding the High-Frequency Active Auroral Research Program (HAARP) a top Chinese target (2007-09-23). There are other successes and scares, including access to computers at the Northern Air Defense Command (NORAD) not connected to the Internet—the Chinese appear to have mastered use of electronic circuits to penetrate computers running on public power, one reason I speculate that the National Security Agency desperately wants to create its own power generation plants at each of its major locations.
- Chinese successes in both Latin America and Africa as well as increasingly in Central Asia have been noted but not really appreciated by US policy-makers, although some seem to harbor the [delusion](#) that they can push the Chinese back. [Charm Offensive—How China's Soft Power Is Transforming the World](#) is one book I recommend. What we do in Public Diplomacy does not compare favorably with the vastly more coherent and better-funded Chinese program.

In comparison with the Chinese effort that is coherent, peaceful, sustained, and scalable, our own Public Diplomacy, Strategic Communication, and Foreign Assistance programs are pathetic. We are losing the total war for total peace. These are the major elements of China's strategy:

- Old: **Chinese business** diasporas across Asia and especially strong in Singapore, Indonesia, and the Philippines, very strong in Argentina, growing stronger in former Portuguese colonies including Brazil, via operations from Macao.
- Old: Massive global **student populations** in the sciences, with a presence in virtually every major laboratory relevant to national security and the national infrastructure.
- New: **Presidential-level push** across the entire Southern Hemisphere, to establish trade agreements, subsidize processing and transport of needed raw natural resources, and facilitate the unrestricted immigration of Chinese nationals. Macao is base for accessing former Portuguese colonies.
- New: Substantive surge in **cultural outreach** that can fairly be described as three to five times better than ours, with free Chinese lessons, cultural centers 3-5 times better than ours, free construction of headquarters buildings (no extra charge for the electronic monitoring grid that comes with each).
- Worst-case scenarios see us losing access and respect to exploding Chinese populations that move into **majority status in Argentina and elsewhere around 2025**.

[We have more military musicians than we have diplomats.](#) That sums up our distorted and ignorant priorities.

On the next page, with pointers to fuller treatments online, are two graphics on intelligence reform, without which I expect the USG specifically, and other governments generally, to remain deaf, dumb, and blind, making decisions out of touch with reality and driven by partisan ideology instead of the truth.

Below are depicted how I believe the US \$75 billion a year community must be restructured so as to create a Smart Nation that could be the catalyst for achieving a World Brain.

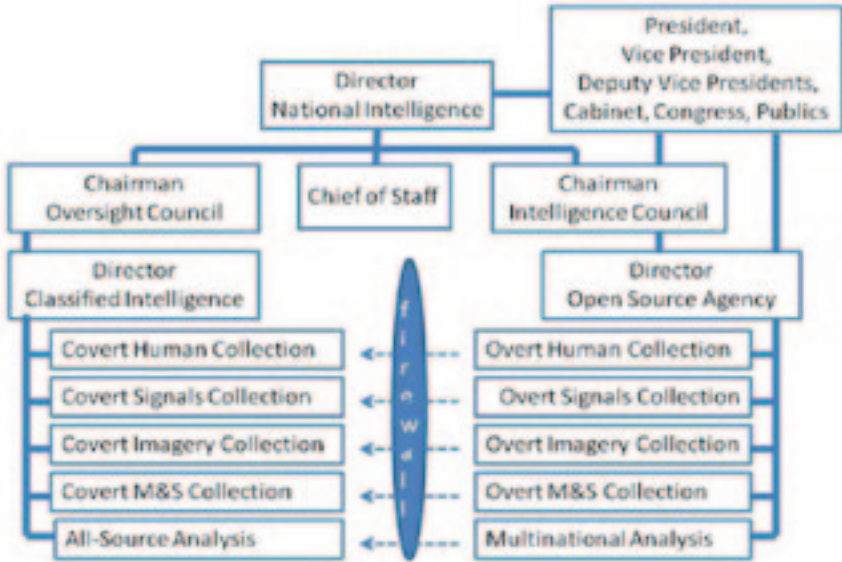


Figure 32: Essential Restructuring of US “Intelligence” Community

Apart from my various books, my latest thinking on all this is provided by my [Human Intelligence \(HUMINT\) Trilogy](#) at [Phi Beta Iota](#), consisting of:

- [Intelligence for the President–AND Everyone Else](#), as published in *CounterPunch*, Weekend Edition, February 27 – 1 March 2009
- [Fixing the White House and National Intelligence](#), *International Journal of Intelligence and Counterintelligence*, Spring 2010
- [Human Intelligence \(HUMINT\): All Humans, All Minds, All the Time](#) (SSI Monograph Draft, NEW)

Chapter 13

Regional Centers & Networks

This chapter will gore three sacred (but stupid) oxen among the varied government intelligence communities, but ultimately to the benefit of all concerned.

SACRED OX #1: National Security is about threats and the only really important subject for national intelligence to focus upon.

SACRED OX #2: Secret sources and methods are more valuable and more important and more relevant than open sources and methods.

SACRED OX #3: Bi-lateral secret discussions are better than multilateral open discussions—the inefficiencies are worth the implied bi-lateral trust.

No, no, and no. The 21st Century is seeing global recognition of at least three major epiphanies (the fancy word for “aha”):

HOME RULE IS POSSIBLE. Unilateral militarism, virtual colonialism, and predatory immoral capitalism can be resisted and refused.

INFORMATION IS POWER. The quickest route to local and regional self-governance, peace, and prosperity is through multinational information-sharing and sense-making, particularly with respect to external influences and “true cost” (Chapter 25) of proposed goods and services, both local and global.

GROUP SHARING OPTIMIZES WEALTH. The sharing of information among the members of the regional group and its Eight Tribes increases wealth for all.

With both personal humility and total respect for the reader, it is not possible to lay out a complete foundation within this book for certifying that the World Brain and Global Game will produce a prosperous world at peace. All I can do is “tell the story” and hope that at least one region will test these ideas. I am myself immediately available for adoption by any region wishing to use me in the pursuit of the vision this book describes.

What we do know, from the London School of Business, is that for every ten out of one hundred individuals who acquire and begin using cell phones, the national Gross Domestic Product (GDP) jumps one half of one percent. I believe that the documented result is under-stated for two reasons:

1. The intangible benefits of being “connected” are vastly more than just what can be measured by formal monetary metrics; and
2. GDP is not a good measure of a society’s health—Genuine Progress Indicator (GPI) is better. It is my view that at the bottom of the pyramid among the very poor, a cell phone yields 100% positive results and therefore its value is at least twice what can be measured using only monetary metrics.

A core references now available on this point is [“When a cell phone is like a cow,”](#) *The Financial Express*, Apr 07, 2007, from which the following gems are taken for sharing here:

While econometric research by the London School of Business has shown that 10 phones per 100 people add 0.6% to the GDP of a country, the United Nations estimates that 0.6% growth cuts poverty by 1.2%.

Today GrameenPhone has 10 million subscribers, connects 100 million people through 2,50,000 phone ladies, who buy phones on microloans from the Grameen Bank and lease air time to villagers to make a living after paying off their loans. Today a phone lady earns on an average \$750 a year, which is double the average annual income of a Bangladeshi. GrameenPhone has revenues of \$1 billion and annual profits of \$200 million.

A second reference, "[Can the Cellphone Help End Global Poverty?](#)," is featured within the ICT for Development web site, adding commentary that supplements a *New York Times* [story by Sara Corbett](#) of April 13, 2008.

According to statistics, 80 percent of the world population lives in cellular network range, which is double the level in 2000; and 68 percent of the world's mobile subscriptions by the end of 2006 were in developing countries, according to figures from the International Telecommunications Union. This reflects the demand, served by various network proliferation strategies.

The pressure to increase networks comes from the more than 3.3 billion mobile-phone subscriptions worldwide. "According to statistics from the market database Wireless Intelligence, it took about 20 years for the first billion mobile phones to sell worldwide. The second billion sold in four years, and the third billion sold in two." However, as stated here, there are at least three billion people who don't own cellphones, the bulk of them to be found in Africa and Asia. [Emphasis added.]

When given an opportunity by cellphone researchers like Chipchase, the residents of economically poor sections of cities express their ideas of dream phones - a bottom-up approach to design. Their ideas reflect their needs, from add-on air quality monitors to land mine detectors to weather predictors to a global positioning device (GPS) that will point to Mecca.

And, in a top-down approach, futuristic cellphone prototypes are being tested in this same socio-economic category - from phones that can recharge by being swung around for 15 minutes to those that have photos rather than numbers in their address book. Though the design focus may not appear to be directed towards ending global poverty, the connectivity of cellphones, according to designer Chipchase, may increase people's productivity and well-being because they can be reached.

Connecting the last three billion people will save humanity for the simple reason that it will unleash the entrepreneurial power of all those minds.

REGIONAL INTELLIGENCE. A regional intelligence centre should be organized to assure both the exploitation of all knowledge available locally and globally among the Eight Tribes of intelligence using the military as the hub in each national jurisdiction; and to qualify for membership in an emergent global network of regional intelligence centers that will ultimately comprise the foundation for the World Brain. An illustration of a USA-centered Multinational Decision-Support Centre (MDSC) is provided in Figure 18 on page 52 (Chapter 6). Below is a depiction of a proposed organization for an Asian Regional Multinational Decision-Support Centre fully-capable of sharing and exploiting both secret and open information.

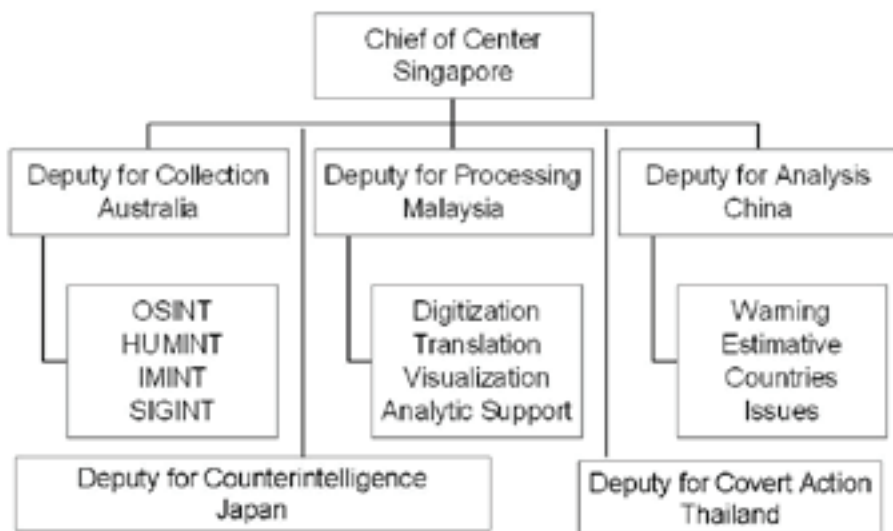


Figure 33. Regional Multinational Decision-Support Centre (RMDSC)

Below is depicted a simple form of organization where a military “watch center” provides a service of common concern for the nation (or province or district), using cell phones and the Internet to harness what I have called “the distributed intelligence” of the collective.

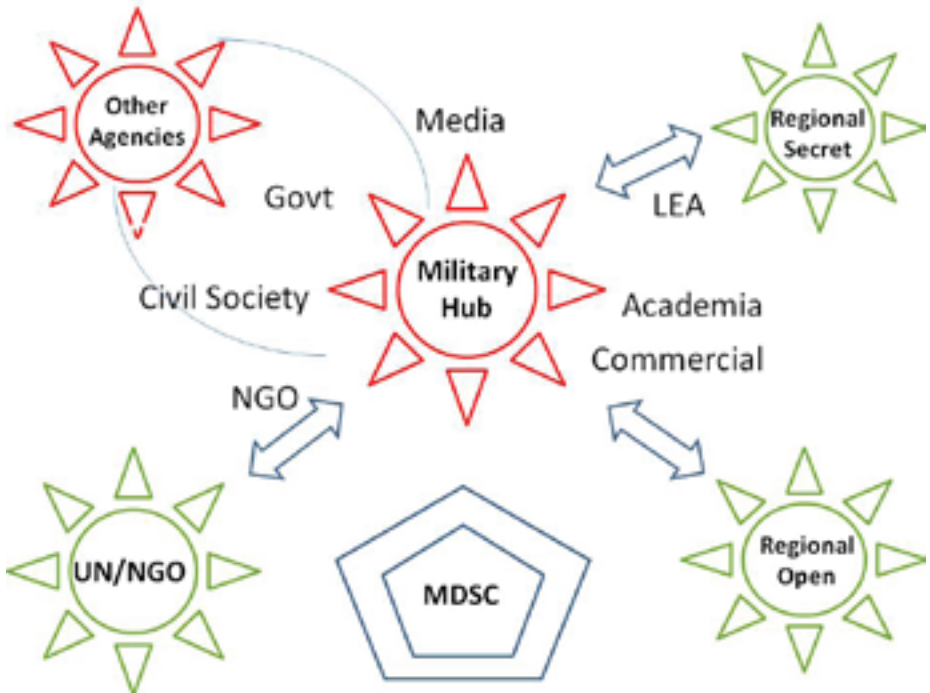


Figure 34. Home Country Military Hub for M4IS2

M4IS2 is the Swedish concept of Multinational, Multiagency, Multidisciplinary, Multidomain Information-Sharing and Sense-Making. This depiction places the home country military as the central actor for internal, regional, and global information-sharing and sense-making, both secret and open, because the military has the communications and computing resources to fulfill this role, and the military is the one “culture” that is virtually uniform around the world.

REGIONAL “ON DEMAND” EDUCATION. The poor may be illiterate, but they are not stupid. Once empowered with a cell phone, even if only a borrowed cell phone, the way is open to educate the poor “one cell call at a time.” This requires a combination of a call center or a series of call centers, and a Global Volunteer Virtual Translation Network (GV2TN) that can fully satisfy national and regional needs for educated mentors who have Internet access, language competency, and a willingness to volunteer some time—as little as 30 minutes a day—to be helpful.

There are a handful of concepts that are associated with this approach.

CULTURAL HERITAGE. Diversity is our salvation, for within diversity we find innovation in the face of adversity. The loss of a language is the loss of a culture. Creating call centers and providing a means of connecting all those who speak a particular language or dialect regardless of where they are on the planet is a superb means of both maintaining a cultural heritage, and providing the members of that culture with “global reach.”

EARLY WARNING. Over fifteen years ago, while attending a Hackers Conference (the Silicon Valley conference started by Stewart Brand), we discussed the future value of information and concluded that in the future the QUESTION is more valuable than the ANSWER. Imagine the value of ten farmers calling in with cell phone photos of the same plant disease, or the same kind of dead bird—this is a form of early warning that no country can afford, but if a call center is in place, this kind of warning comes free and in real time.

TIME-ENERGY SAVINGS. Minister Mentor Lee Kuan Yew has [written \(in 2005\)](#) “demography, not democracy, will be the most critical factor for security and growth in the 21st Century.” Nations need policies to reduce poverty and these include discouragement of excess procreation, and the use of ICT to conserve demographic time and energy. If a call center can save man-hours that would otherwise have to be used (e.g. going to the market to learn prices), this is a net productivity gain for the country as a whole.

Chapter 14

Conclusions & Recommendations

Conclusions

The INTEGRITY of the information available to decision-makers is the root factor in determining all else.

At the Operational level there must be agreement on twelve core policies about which truthful information must be shared and evaluated.

There are eight demographic challengers who will determine the future of humanity, both within their own borders, and across the Southern Hemisphere.

The regional unions are both closer to their own challenges than the UN or other international bodies, and more effective in the aggregate than any single national entity.

The USA in particular, Western countries in general, and the dictators of the planet (44 of them) now represent, with the exception of Cuba, cultures of catastrophe, cheating, and conflict.

Recommendations

Regardless of their ideological or cultural viewpoints, all parties should accept TRUTH as a factor.

The twelve core policies are Agriculture, Diplomacy, Economy, Education, Energy, Family, Health, Immigration, Justice, Security, Society, and Water.

We must acknowledge, embrace, and respect Brazil, China, India, Indonesia, Iran, Russia, Venezuela, and Wild Cards such as the Congo, Malaysia, South Africa, and Turkey.

Simultaneously with an effort to create UNODIN, emphasis must be placed on helping and encouraging each regional union to become master of its own information net.

The only viable antidote to cultures of catastrophe, cheating, and conflict is a competing culture of “the truth at any cost” that demonstrates that truth reduces all other costs for the larger good.

The primary source of inequality, poverty, and other ills challenging humanity as a whole and the impoverished regions especially is Information Asymmetry.

The secondary source of inequality, poverty, and other ills challenging humanity is missing information.

Governments and organizations are dysfunctionally organized and more responsive to special interests than to the public interest—decisions “in our name” are bankrupting the many in favor of the few.

An alternative and complementary view of the global challenge matrix is that of four threats—high tech brutes, low tech brutes, high tech seers, low tech seers.

The global distribution of legacy ICT systems compartmented by organization, issue, location, and multiple forms of secret control cannot address our challenges.

Within most governments, the military is the only organization that combines discipline, adequate funding, and C4I expertise.

The fastest way to remediate poverty and injustice is to connect the five billion poor with cell phones, and to educate them one cell call at a time.

In tandem with empowering all humans with connectivity, the determination of true costs is vital.

Budget accountability and transparency must be achieved through public demands for electoral reform including referendums and posting of all proposed legislation prior to a vote.

Governments must restructure and rebalance themselves in order to create four forces after next, one focused on waging peace, another on domestic prosperity.

Regional centers and networks that leverage open software, sources, and spectrum are the essential foundation for creating a global information-sharing environment.

The military should serve as the hub for creating national and regional and then international information-sharing and sense-making networks.