

The Challenges & Future of WMD Intelligence Collection and Analysis

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Scope of Presentation

- Tailored Version of Briefing Given to Advisory Panels and to Government Audiences Meant to Spark Discussion
- Why is WMD Intelligence Hard?
- Why is the Task of Improving WMD Intelligence Necessarily Broad?
- Will Tomorrow's Proliferation Pathways Make the Task Even Harder?
- What Improvements to Intelligence Might Make the Task More Achievable?
- Elder Statesman's View Based on Personal Experience with Both Intelligence Successes and Failures

State Actor Capabilities

- Some Fifteen Countries Have Significant WMD Programs
- At least as Many Countries Have the Technical Capability to Start or Resume WMD Programs with Little Warning
 - Great Potential for Proliferation Surprise
 - “Friends” Pose Special Challenge
- WMD-Related Technology Has Propagated in the Past Decade
 - Secondary and Tertiary Proliferation
 - Commercial Entrepreneurs and Networks
 - Information Accessibility

Non-State Actor Threats

- “The Greatest Danger to Freedom Lies at the Crossroads of Radicalism and Technology”
 - President Bush
- About Twenty Terrorist Organizations Have Shown Interest in WMD Capability
- According to One Survey, WMD Experts Believe WMD Attack Greater than 30% in Next Five to Ten Years
 - Radiological Threat is Highest (40%)
 - Perpetrators Most Likely to be Terrorists

Intelligence is Key to Defending U.S. Against WMD Attacks

- Intelligence is a Necessary Enabler for All Other Steps to Reduce WMD Vulnerability, but Intelligence Cannot be Relied Upon to Solve All WMD Problems
- Hard Intelligence Information on WMD Program is Generally Sparse and Assessments Rely on Judgments of Intentions

Breadth of WMD Intelligence Problem

- Intelligence Related to Combating WMD is a Worldwide Problem with Significant Domestic Aspects.
- The WMD Intelligence Problem is Not Easily Separated from a Broad Set of Other Security Issues (e.g., counterterrorism, homeland security, strategic threats, international crime, maritime domain awareness, failed states, etc.)
- It is Beyond the Scope of Any One Country or Organization to Solve Alone

Other Scope Challenges for WMD Intelligence

- Intelligence Tasks are Generally More Modality Specific and Harder as WMD Proliferation Timeline Moves to the Right
- Successes are Resource Intensive and Not Easily Scaled Across Breadth of WMD Challenges Faced by the United States
- WMD Intelligence Focus is Now Less on Objects and More on Entities and Activities

Common Findings of WMD Intelligence Studies

- Oases of Intelligence Excellence and Successes
- Yet Also Failures Because of:
 - Lack of Horizontal Integration and Operational Art
 - Excessive Focus on Current Intelligence
 - Inadequate Use of Available Collection and Analytical Tools
 - Insufficient Accountability
 - Failure to Implement Systematically Prior Recommendations on Improving Collection and Analysis

Selected Recommendations of WMD Intelligence Studies: Collection and Exploitation

- Create Integrated Multi-INT Collection and Target Development Enterprises
- Better Exploit Open Source Information
- Nurture Collection and Exploitation Mammals in Land of Dinosaurs
- Develop Innovative Human Intelligence Techniques and Integrative Structures
- Move from Reconnaissance to Surveillance

Selected Recommendations: Organization & Analytical Focus

- WMD Intelligence Needs a Conductor and Score
- Organize Around Missions; Use Task-Force Models that Work
- Strengthen Long-Term, Strategic, and Alternative Analysis
- Improve the Rigor and Tradecraft of Intelligence

Selected Recommendations: Strategy

- Develop a WMD Intelligence Campaign Plan and Implement with Sense of Urgency
- Better Integrate Domestic and Foreign Intelligence and Non-Federal Entities
- Focus WMD Collection and Analysis on:
 - Key People
 - Money Flows
 - Transportation Means and Nodes
 - Proliferation Pathways

Back-Up Slide

Impressive History of Panels and Studies Related to Improving WMD Intelligence

- Rich Range of Prior Recommendations and Ongoing Work
- Selected Examples:
 - WMD Commission: Sweeping Criticism and Extensive Recommendations
 - Intelligence Reform Act of 2004: Created Director of National Intelligence and New National Counter Proliferation Center (NCPC)
 - Commission to Assess the Organization of the Federal Government to Combat the Proliferation of Weapon of Mass Destruction (1997/1999)
 - Internal Intelligence Community Reviews: Multiple Studies on Improving WMD Intelligence