



DEFENSE INTELLIGENCE AGENCY  
WASHINGTON, D.C. 20340-5100



INFO MEMO

U-11-1119/CE

FOR: UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY,  
AND LOGISTICS

FROM: Ms. Sharon Houy, Chief of Staff, Defense Intelligence Agency

SUBJECT: Defense Intelligence Agency Response to the Final Report of the Defense Science Board Task Force on Defense Intelligence, "Counterinsurgency (COIN) Intelligence, Surveillance, and Reconnaissance (ISR) Operations"

The Defense Intelligence Agency (DIA) reviewed the final report of the Defense Science Board (DSB) Task Force (TF) on Defense Intelligence, "Counterinsurgency (COIN) Intelligence, Surveillance, and Reconnaissance (ISR) Operations." DIA directorates, the International Security Assistance Force Joint Command ISR Division, the Afghanistan-Pakistan Task Force, the United States Central Command Directorate for Intelligence, and the Joint Functional Component Command-ISR provided 18 substantive inputs.

While all directorates and coordinating agencies concurred with the DSB TF Final Report, several offices also provided substantive comments. Comments generally fell within the four core areas summarized below:

- A whole-of-government approach and significant changes in policy are required at the national, the interagency, and specifically the Department of State levels to support independent governance, promote multi-national participation, and leverage socio-cultural behavioral expertise outside of government in a COIN environment.
- No universally understood definition of COIN exists. Greater understanding of the full spectrum of COIN operations across the whole-of-government should generate greater persistence and the discipline to focus on the long-term employment of ISR. This would allow the Department of Defense (DoD) to look beyond traditional ISR technical collection and its use for kinetic operations to discover how it may support the rest of the Intelligence Community (IC), as well as interagency, nongovernmental, and coalition partners.
- Greater synchronization is needed at the strategic, operational, and tactical layers of ISR analysis to avoid duplicating capabilities at each echelon. Cross-domain

information sharing is inadequate, and the inability of the IC to synchronize and execute collection management and mission planning across disciplines and classification domains is a challenge to tasking, collection, processing, exploitation, and dissemination (TCPED) in support of COIN operations.

- Training for operators, planners, analysts, and linguists is inadequate in socio-cultural dynamics, ISR employment, and emerging technologies. This deficit includes linguistic and cultural support to the TCPED process, hampering the Department of Defense's ability to determine insurgent intent and to win the "hearts and minds" battle.

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THE UNDER SECRETARY OF DEFENSE

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MEMORANDUM FOR: SEE DISTRIBUTION

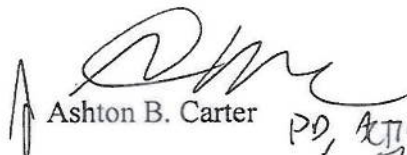
SUBJECT: Final Report of the Defense Science Board (DSB) Task Force on Defense Intelligence – Counterinsurgency (COIN) Intelligence, Surveillance, and Reconnaissance (ISR) Operations

The attached subject report contains the DSB assessment of the Department's use of ISR in COIN Operations.

The Advisory Group concluded that significant ambiguity exists in the definitions of COIN and ISR, which created two major problems. First, it led to an overwhelming dominance in the use of ISR for counter-terrorism and force protection missions at the expense of COIN operations. Second, it led to a focus on overhead collection activities at the expense of COIN operations.

To improve the Department's use of ISR for COIN, the group recommends increasing the focus of ISR on incipient insurgencies. They likewise advise the use of emerging technologies and techniques to both improve our understanding of COIN environments and also deal with the deluge of sensor data.

I approve the public release of this report. Please review the findings and recommendations and provide comments to the DSB Secretariat (my point of contact is Major Michael Warner at 703-571-0081 or michael.warner@osd.mil) by July 31. Unless appropriately marked, all comments will be treated as publicly releasable.

  
Ashton B. Carter PD, ACTING  
5/15/11

Attachment:  
As stated

cc:  
Secretary of Defense  
Deputy Secretary of Defense  
Under Secretary of Defense for Intelligence  
Director of National Intelligence

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