

Horizon Scanning Applied:

Gathering Open Source Information and Turning it into Intelligence

Scope

- ▶ OSINF: A paradigm shift
- ▶ Improving the Intelligence Cycle
- ▶ Beyond the current framework

Key Conclusions

- ▶ Visualise
- ▶ Share
- ▶ Contextualise

Scope

- ▶ ***OSINF: A paradigm shift***
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Information is no Longer Powe



About OSINT

- ▶ **Open Source Intelligence involves:**

- ▶ collecting information from open sources;
- ▶ analysing it to produce actionable recommendations.

- ▶ **Open sources include (inter alia):**

- ▶ Media - newspapers, magazines, radio, television, and computer-based information (free or paying);
- ▶ Official data – e.g. government reports, budgets, demographics, hearings, press conferences, speeches;
- ▶ Professional and academic – e.g. conferences, symposia, professional associations, academic papers, and experts;
- ▶ Other sources - e.g. Commercial satellite imagery, weblogs, social networking on the internet, youtube videos.

Open Sources: Just One of Many

- ▶ Seven major intelligence disciplines
 - ▶ human intelligence,
 - ▶ imagery intelligence,
 - ▶ measurement and signature intelligence,
 - ▶ signals intelligence,
 - ▶ **open-source intelligence,**
 - ▶ technical intelligence,
 - ▶ counter-intelligence.
- ▶ *The Defense Technical Information Center (DTIC®)*

Open Sources: Not just Internet

	Signals	Human	Satellite	...
Classified	<i>SIGINT</i>	<i>HUMINT</i>	<i>SATINT</i>	
Open	<i>TV, Radio...</i>	<i>„ASKINT“ ...</i>	<i>Google Earth...</i>	

The Similarities & Differences

<i>Classified sources</i>	<i>Open sources</i>
A wide variety	A wide variety
Can be wrong	Can be wrong
Accuracy is essential	Impact/speed is essential
Few collectors/views	Many collectors/views
Limited quantity	Vast quantity

OSINF = A Flood of Information



Hence the Challenges

- ▶ Complexity
- ▶ Information overload
- ▶ Immediate response fire-fighting

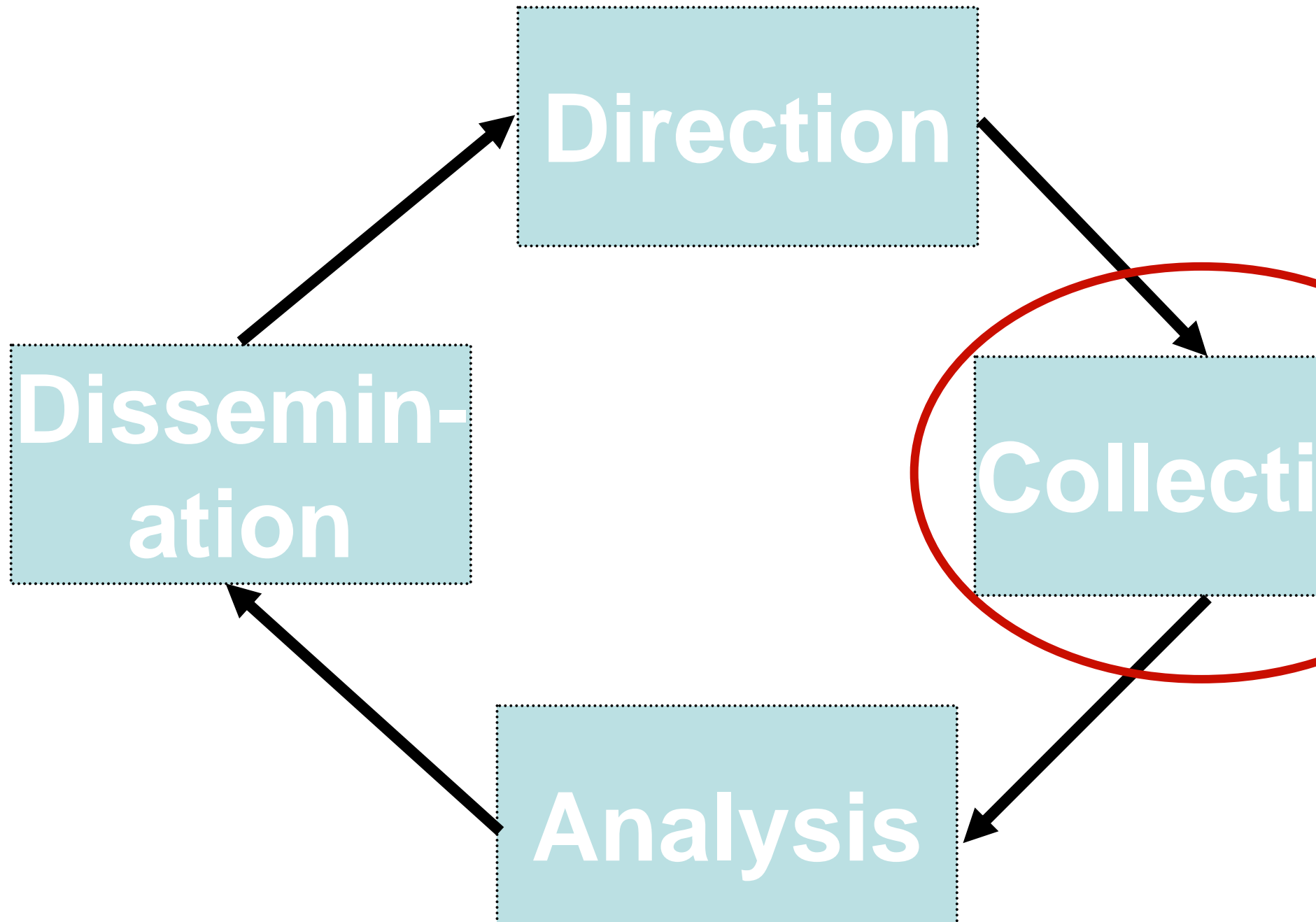
Key Conclusions

- ▶ Visualise complexity to use the right brain
- ▶ Share perspectives to minimise overload
- ▶ Contextualise responses in the bigger picture

Scope

- ▶ OSINF: A new paradigm
- ▶ ***Improving the Intelligence Cycle***
- ▶ Beyond the current framework

The “Intelligence Cycle”

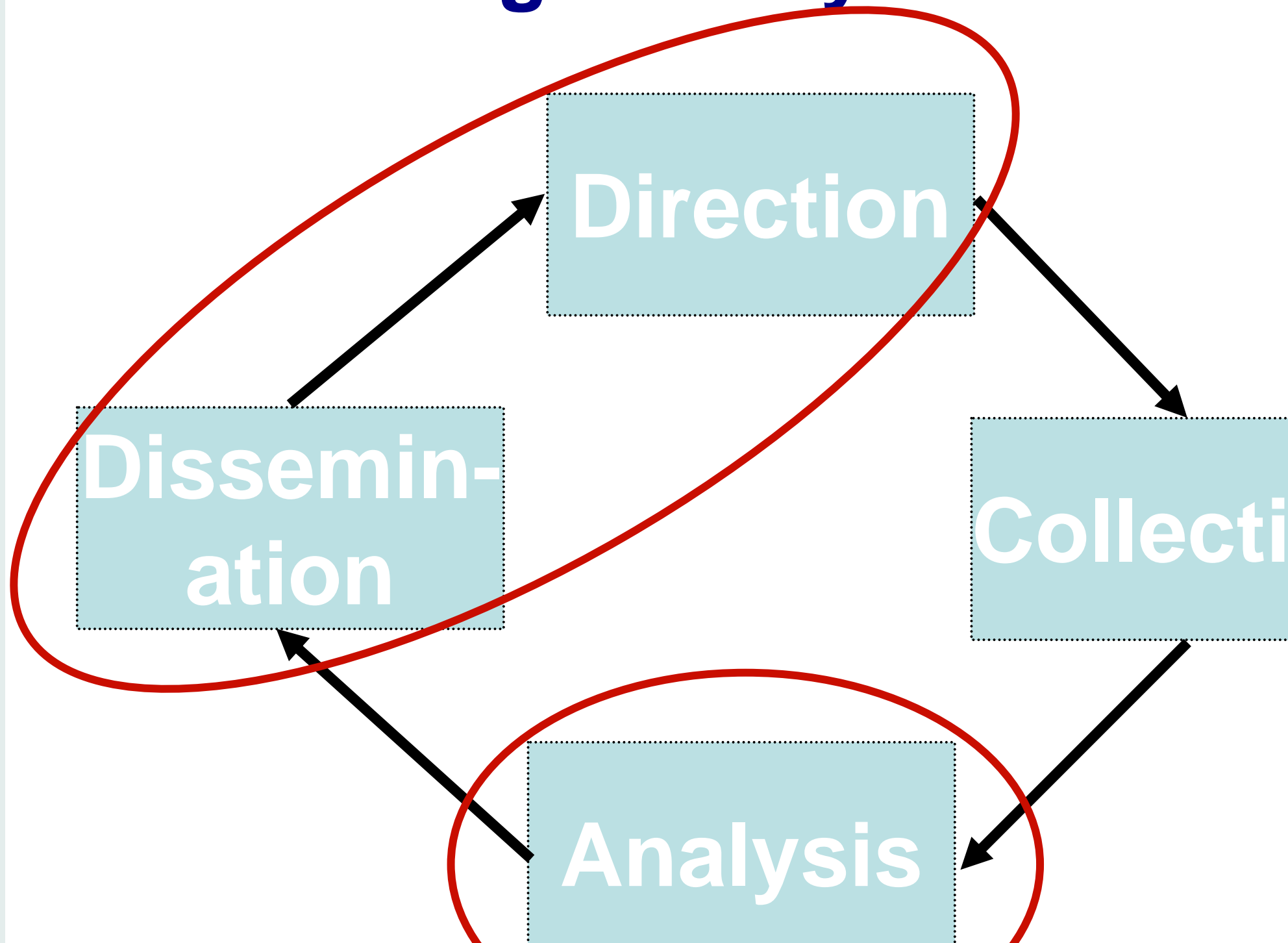


Why the Focus on Collection?

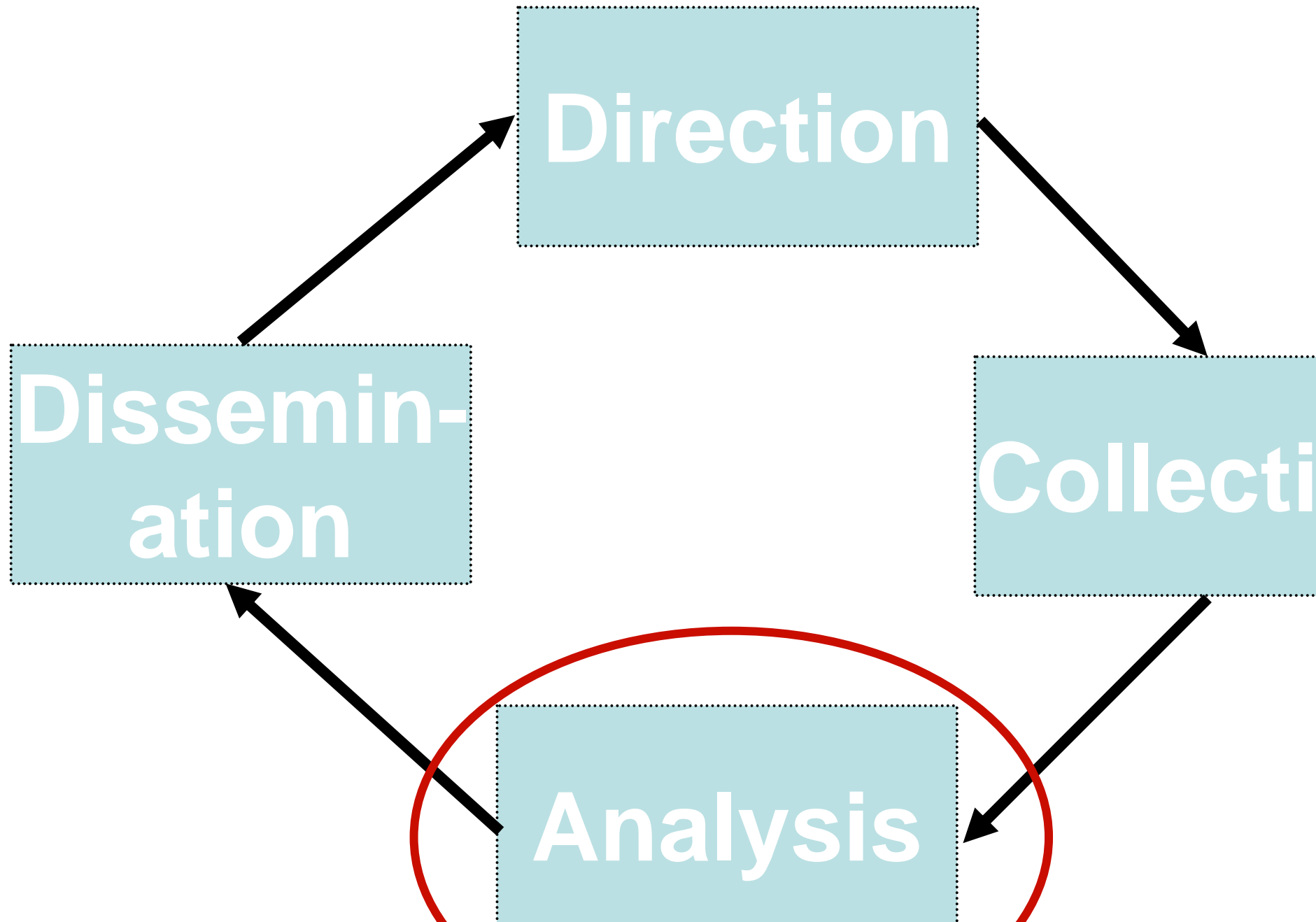
“We have information coming out of our ears, but we just cannot analyse it. Yet governments persist in spending 95% of their budgets on collecting more information rather than filtering and analysing it!”

A government official at the EUROSINT FORUM

The “Intelligence Cycle”



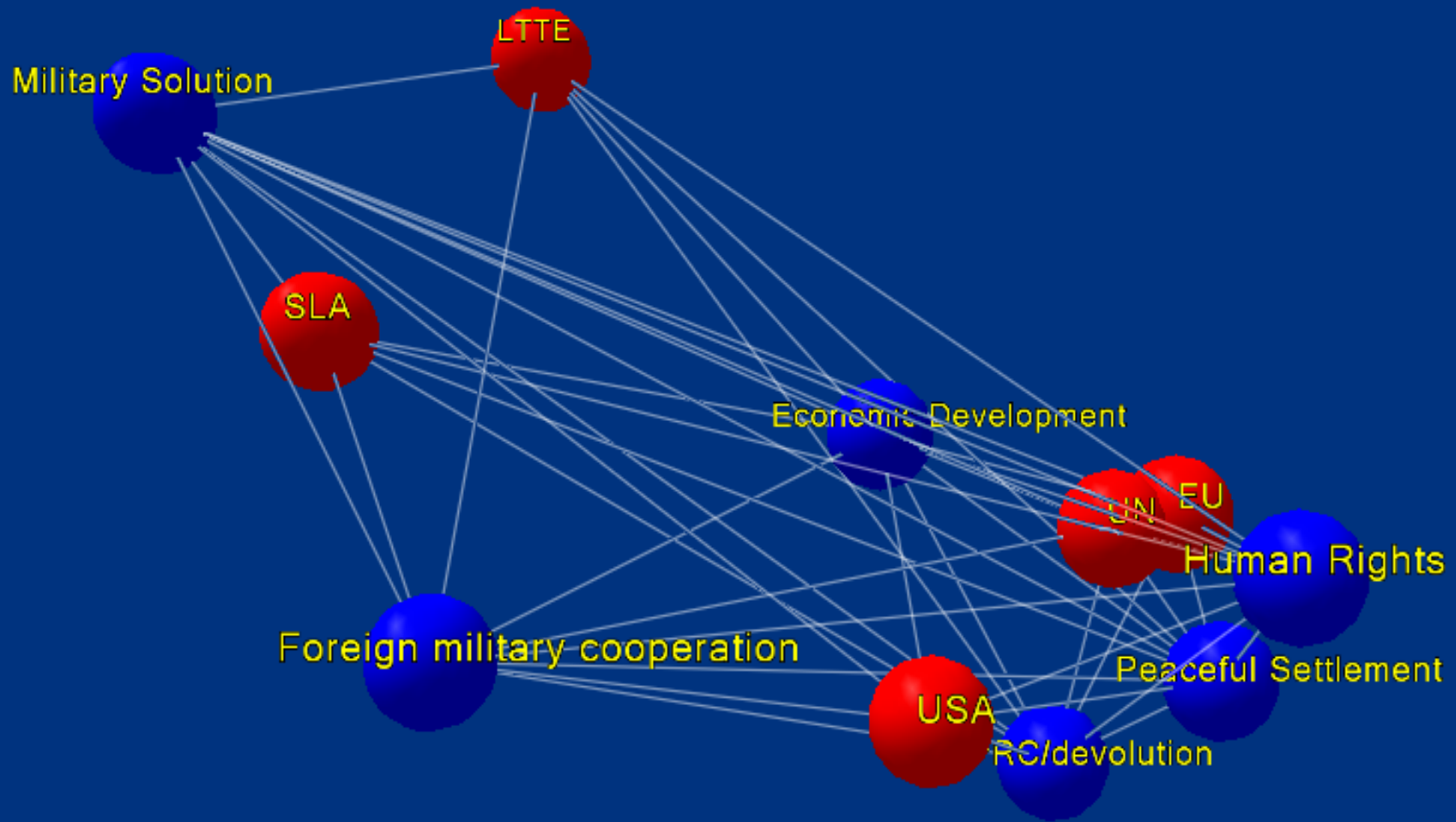
The “Intelligence Cycle”



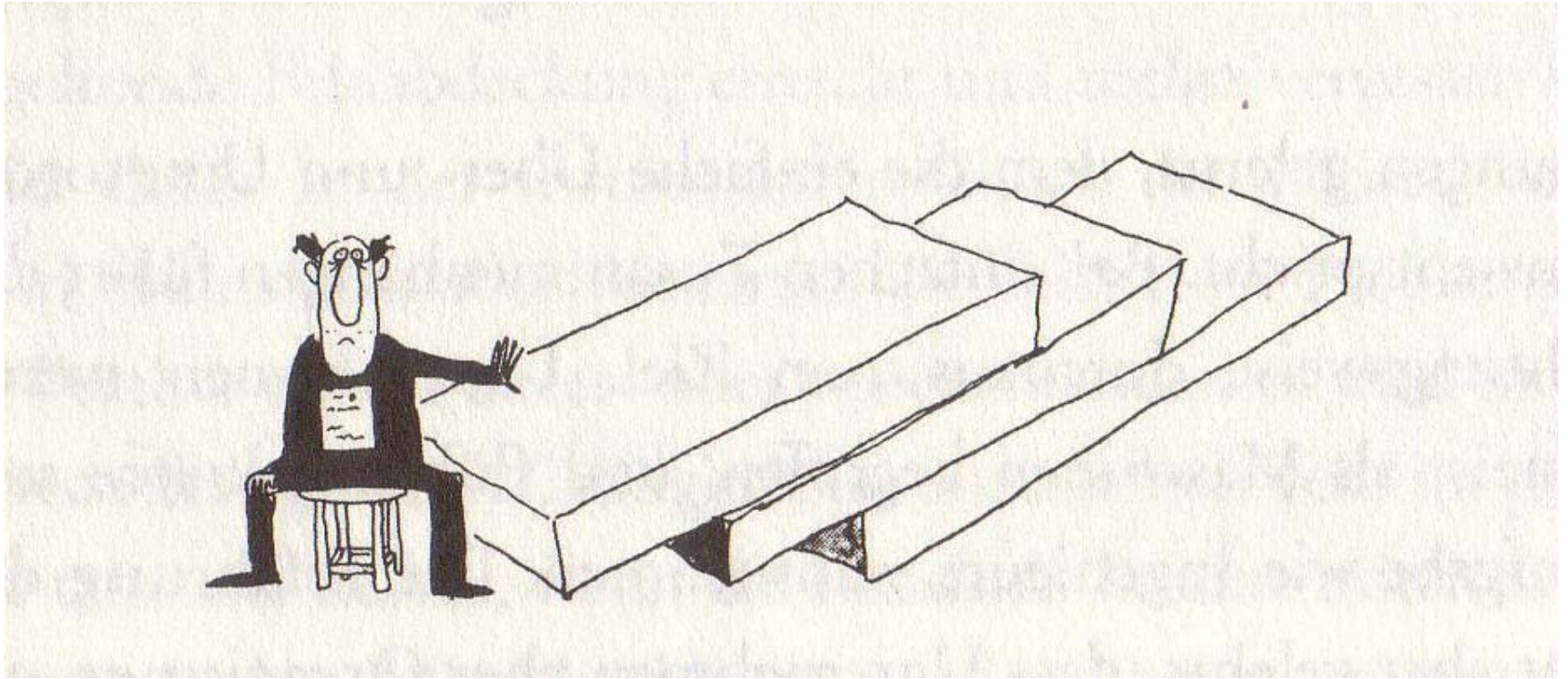
Change Perspectives



Visualise complexity: See a new viewpoint

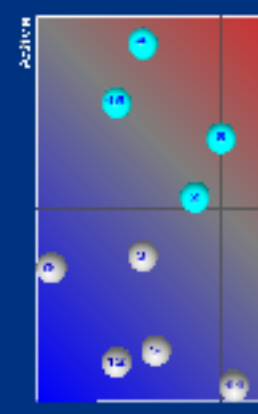
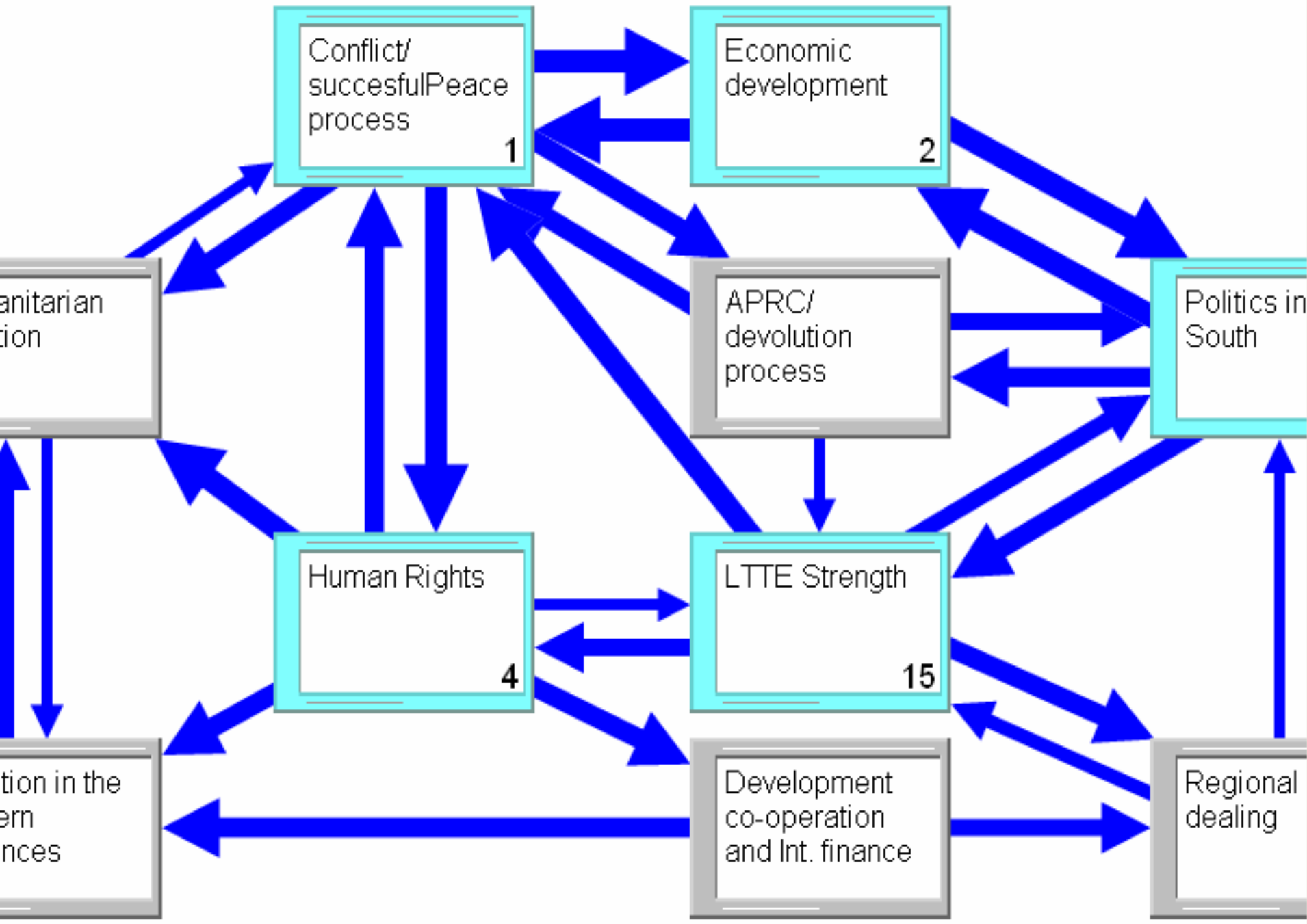


Beware of Experts Working Alone

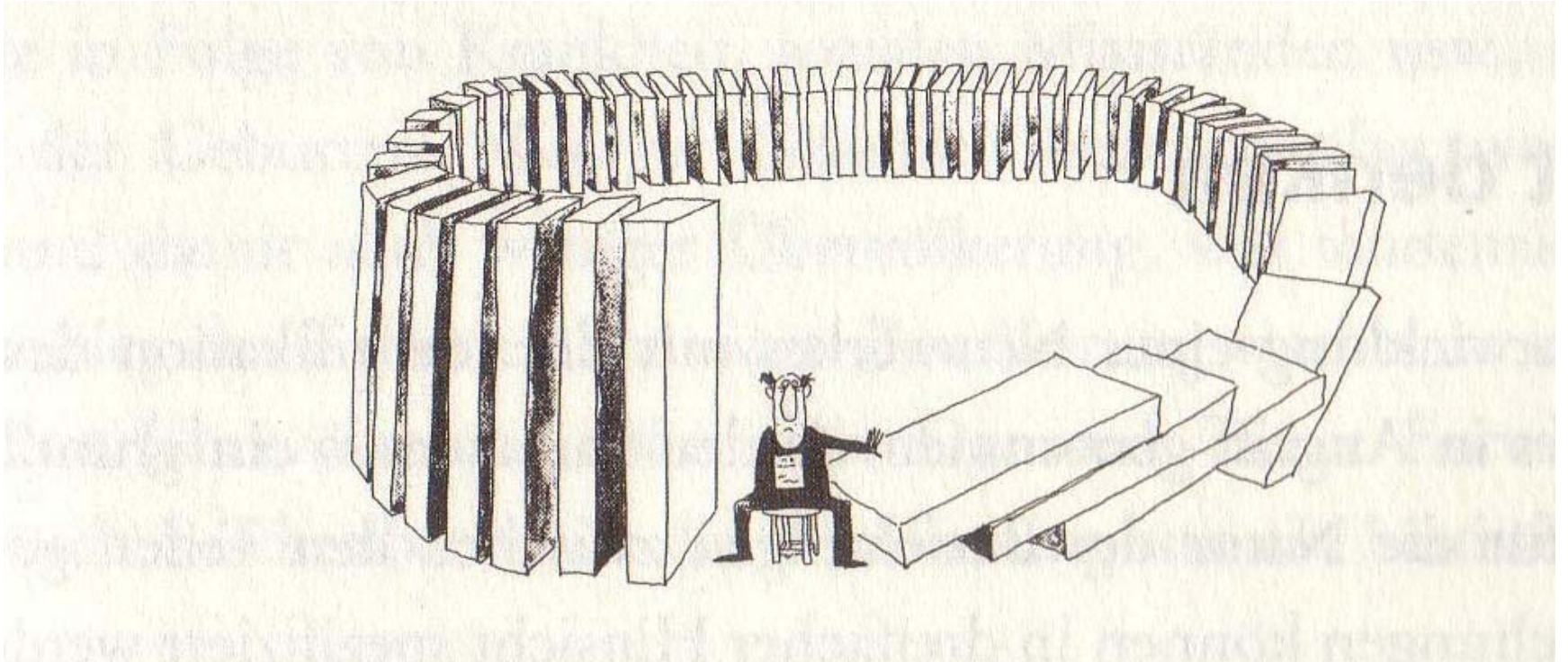


Interaction to get the big picture

Situation: The issues that will determine Sri Lanka's future!



Look to the Future



“Fluid” scenarios to explore context

Scenarios December 2008

Politics in the South

Rajapakse stays, current coalition

Stronger Rajapakse new parliament

Coalition with opposition forces

Chaos and state of emergency

LTTE Strength

Splintered leadership

Leadership implosion

Prabhakaran stays in control

Human Rights

Clamp down on both sides

LTTE gets worse but govt. stays same

Continuation of today

Acceptance of international role/UN

Economic development

Major setback

Confidence shaken

Struggle through

Gold rush expectations

Conflict/
successful Peace process

Restart of peace process

Cease fire -
Muddling through

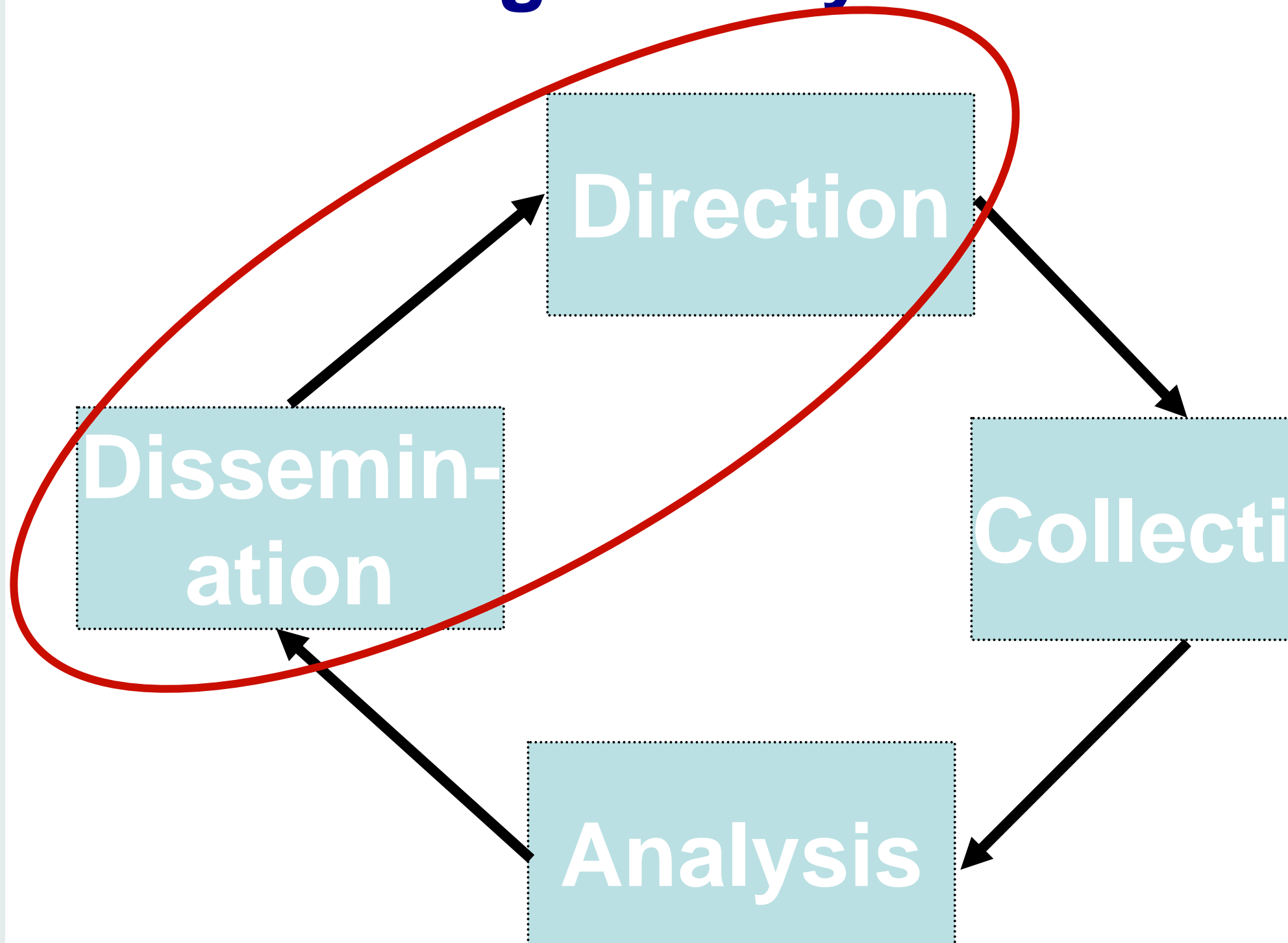
guerilla war

Fourth Eelam war

Push the Limits of Scenarios

- ▶ Group Diversity
- ▶ Introduce “wild cards”/“black swans”
- ▶ Play and playact

The “Intelligence Cycle”

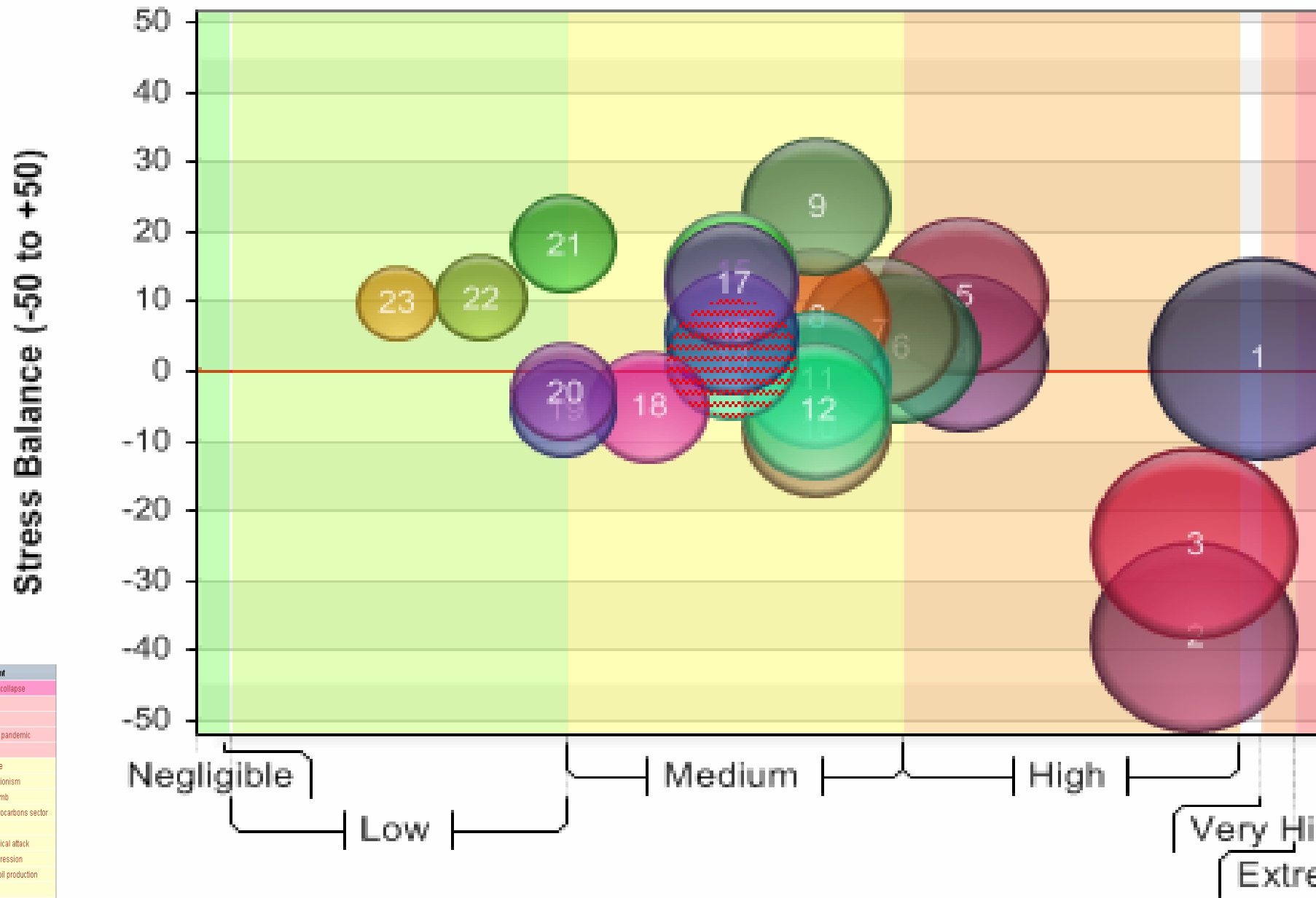


Leaders have Mental Maps



Source
"Maps

Visualise: Right Brain Power

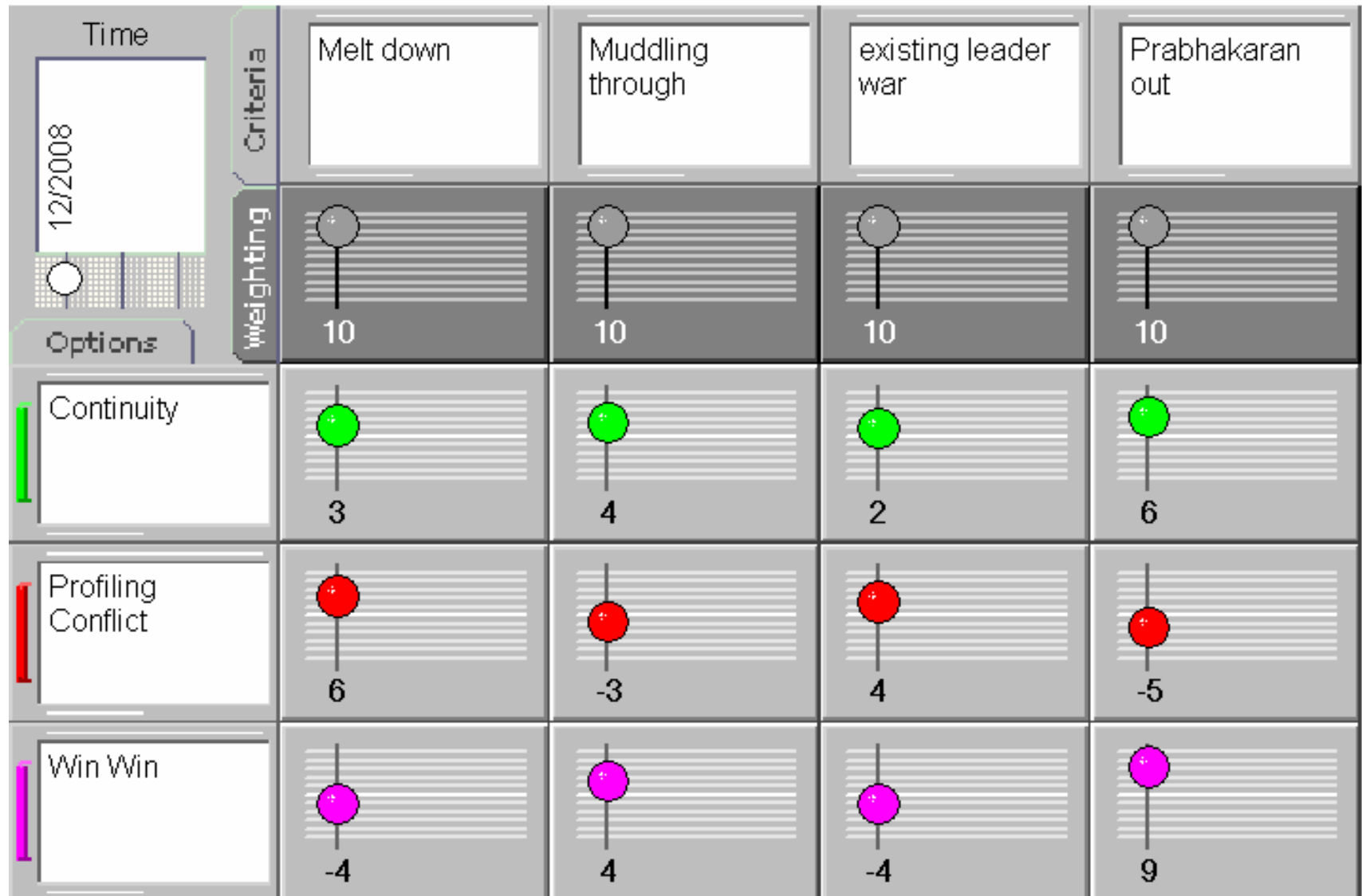


Share: Give Deciders Options..

Strategy				
International profiling of Sri Lanka Conflict	Development co-operation	Use of diaspora	Second track	Restrictive measures for people/groups
High profile to Sri Lankan conflict	Focus on humanitarian support	Ignore	Current support for CBMs	No restrictive measures
Disengage	Move to traditional co-operation	Engage	Step up support for second track	Targeted measures
Engagement without spotlight	Increase commitment			

...And Let Them Choose

Which Strategy (left) is most robust over all scenarios (top)



Contextualise: Keep it short...



Scenario two: De facto partition

Probability	High
Risk/features	De Facto Partition
Political risk	High
Security risk	Very High
Economic risk	Big & Broad
External risk	Big & Broad
Social risk	High
Total country risk	High

The second scenario postulates that continuity rather than change will characterise the development of Iraq in 2007, allowing for the projection of current trends from 2006. In essence, this means gradual deterioration of the political, security and social fabric of the country. Stability would therefore

2007 were instead deferred to 2008. Under this scenario, the parliamentary agenda would be repeatedly disrupted by security crises and political infighting. The government would pass some of its key legislation by the end of the year, in particular the Petroleum Law and De-Baathification Law, but resolution on key issues such as the constitution and Kfauk would be deferred beyond 2007.

By the end of 2007, the Iraqi Army would be stronger, but remains reliant on the overt assistance of US military forces. Key structural issues such as the economy, infrastructure and public health would see little improvement as all attention would be focused on initiatives related to national reconciliation and security. Most of Iraq's neighbours would remain on the sidelines and focus on their own defensive efforts in the field of border security while undertaking a range of largely cosmetic initiatives

the security realm, the government is highly unlikely to regain a monopoly of violence in 2006 no matter how successful its development of the Iraqi Army. The key dynamics are not between the government and the militia or insurgents, but arguably between the various armed sub-state groups themselves. The institutional presence in Iraq will slowly draw down in 2007, but not significantly enough to end the sense of an occupation. Instead, the key effect of withdrawal is likely to be to exacerbate sectarian and factional grievances that have been restrained to a degree since 2003. Coalition withdrawal to a more training-oriented mission will allow Iraqi factions to find a natural balance throughout an extremely violent period of co-existence bargaining. As local dynamics unfold, the government will continue to function periodically as an arbitrator but will not have the capacity to intervene decisively

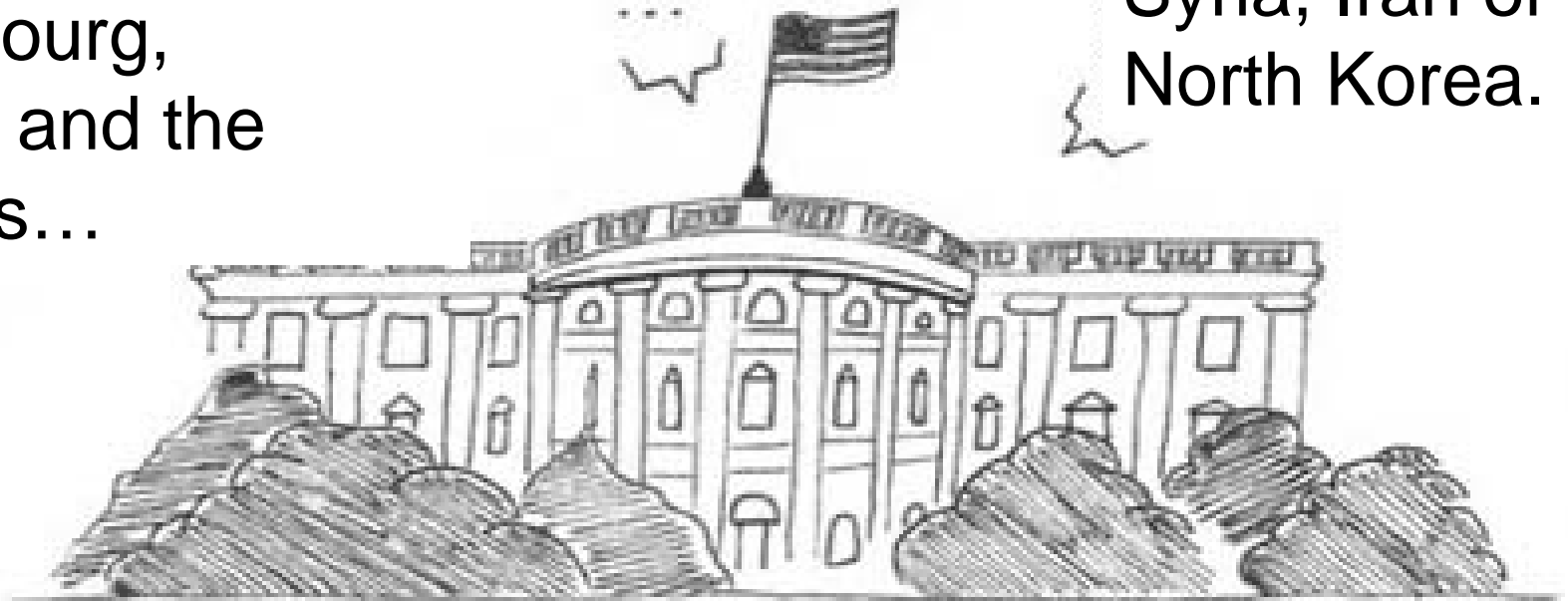
Source: Jane's Intelligence Review

...in a language they understand

Who is next?!?

So, let's recapitulate,
we have the choice
between attacking
Luxembourg,
Canada and the
Maldives...

Err... actually
Mr President it's
Syria, Iran or
North Korea.



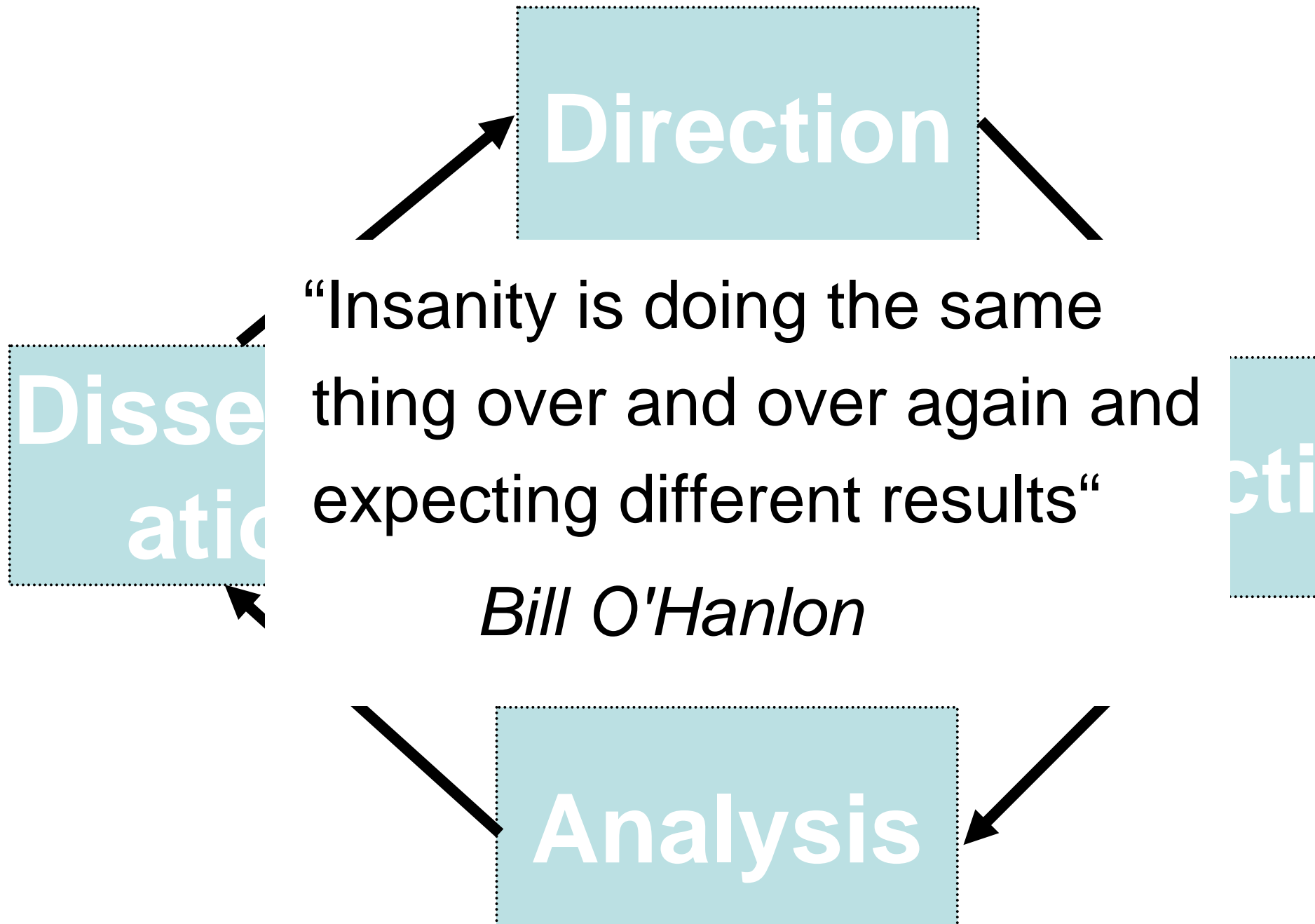
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The “Intelligence” Cycle?



Why Scan the Horizon?

“Luck is when planning meets opportunity“

Seneca the Younger

But who should have planned?

The key actors in finance:

- Government
- Bankers
- Insurance brokers
- Hedge Fund managers
- Parliamentarians
- Media
- Citizens

Long Term Loses to Short Term

- ▶ Elections in 5 not 50 years!
- ▶ Lobbyists: why change unless forced?
- ▶ Fear of revealing a problem (secrecy)

So: Build pressure with society-wide debates

The Cynefin framework

Complex

Cause and effect
coherent in retrospect
do not repeat

Complicated

Cause and effect
separated
over time & space

Chaotic

No Cause and
effect relationships
perceivable

Simple

Cause and effect
relations repeatable
and predictable

Financial Meltdown: Chaos?



The Ultimate OSINT?

- ▶ Make citizens your analysts
- ▶ Keep the process public
- ▶ Tap the Collective Unconscious