

NATO 2040:

Intelligence (Decision-Support) as Root for Transformation

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Foreword

It may be counterintuitive, but the Presidency of Donald J. Trump is potentially the best thing that could have happened if the North Atlantic Treaty Organization (NATO) is to “rebalance” and transform, reaching 2040 with four major force configurations, having four times more impact.

NATO benefits from President Trump’s demand for rebalancing in two substantial ways:

First, each of the other Member States is now being held to their obligations with respect to percentages of their national budget that should be allocated to military needs, inclusive of NATO.

Second, but not yet understood by most, and certainly not codified into any kind of formula that could lead to the transformation – and the expansion of NATO – is the matter of adapting to a complex world in which most of the threats are not military, and all of the threats require Whole of Government (WoG) planning, programming, budgeting, and execution (PPBE) both within and among each of its Member States.

This white paper outlines how Intelligence (Decision-Support) can help the NATO transform itself from a reactive conventional military instrument of the Member States; and instead become a central unifying strategic force for waging peace, achieving prosperity, and ending war in all its forms. NATO can be greater than the sum of its parts.

While focusing on intelligence – the assigned topic – the paper’s greatest value to NATO is in making the case for the need to diversify the NATO force structure. By recognizing that there are four threat classes, each of which needs a different NATO type command (Big War, Special Operations / Low Intensity Conflict, Peace including Diplomacy & Development, Homeland including Cyber), this paper shows how NATO can achieve four times more impact by 2040.

Transformation is achievable – both politically and financially – if all stakeholders hold fast to one fundamental precept: that it should be job and revenue neutral across all sub-state political boundaries. Each legislator in each Parliament or Congress will retain their current share of jobs and revenue. Each major corporation across the NATO military-industrial complex can – if they adapt – retain their current share of jobs and revenue.

Transformation can be job and revenue neutral across all stakeholder elements.

NATO must first come to grips with its lack of organic intelligence capabilities, particularly access to Open Source Information (OSIF) and its inability to produce Open Source Intelligence (OSINT) sufficiently compelling to impact on strategy, operations, tactics, and technical acquisition.

\$2 billion a year is on the table with the Under Secretary of Defense for Intelligence (USDI) for an Open Source Agency (OSA) that both creates the modern OSINT discipline, and provides a context for radical improvement in classified collection, processing, and all-source analysis. It is within NATO’s power to qualify for up to \$400M per year Final Operating Capability (FOC) in Dam Neck, with access to another \$1.6B per year in OSINT and Human Intelligence (HUMINT) capabilities – including private sector investigative and analytic capabilities – world-wide.

Three appendices are provided to illustrate the implications for NATO of doing intelligence right.

Intelligence (Decision-Support) – Intelligence Done Right

Executive Summary

The lack of organic intelligence capabilities has proven to be a substantial handicap for North Atlantic Treaty Organization (NATO) leaders . . .

The lack of organic intelligence capabilities has proven to be a substantial handicap for North Atlantic Treaty Organization (NATO) leaders as they have sought to transform NATO in preparation for the future. NATO, while it is an alliance of its Member States, is also a separate international organization. To be ready for Future Operational Environment (FOE) 2040 NATO must be able to create strategy, guide the acquisition of inter-

operable force structure, plan operational campaigns, and execute fire & maneuver of combined arms forces both in and out of area.

In the ideal, NATO could take the lead in transforming intelligence such that it provides a common foundation for Member State strategy, acquisition, operational planning, and integrated intelligence support to tactical operations.

Among the transformative shifts that must take place within the discipline of intelligence if NATO is to benefit, are from collection (inputs) to timely relevant decision-support (outputs); from an obsession with technical and digital to respect for human and situational; from focusing only on state-based military threats to all threats including non-state non-military threats; from secrecy to openness; and from planning for the worst-case to shaping – and achieving – the best case.

\$2 billion a year is immediately available for an OSA from the Under Secretary of Defense for Intelligence (USDI), a substantial portion of which (\$400M a year) could be allocated to the Atlantic Transformation Command (ACT) and the Joint Forces Command (JFC), to create a Multinational Decision Support Center (MDSC), perhaps located at Dam Neck.

The greatest transformation challenge for NATO is intellectual, not financial and not physical. This paper spends time on holistic analytics, true cost economics, and multi-level analytics precisely because none of the Member States do holistic analytics or true cost economics or multi-level analysis.

The greatest transformation challenge for NATO is intellectual, not financial and not physical.

NATO's transformation must be rooted in a transformation of NATO's mind-set. That transformation must begin with the transformation of intelligence, starting with the analytic model for "doing" NATO intelligence. An autonomous intelligence capability will make NATO priceless to its Member States in ways never before considered.

Transformation can be job and revenue neutral across all political jurisdictions. This paper shows NATO how to use OSINT to achieve transformation, and how to get the USA to pay for the transformative intelligence while also considering an American transformation – the USA, like NATO, needs four forces after next, not one. ACT can take the lead in transforming everything.

Root Definitions

Data, Languages, Tribes

Data is any raw single piece of information in a particular medium (imagery electronic, written or spoken word), most often not in digital form and often in a language other than English (over 20 languages really matter, along with Arabic in 11 major and 19 minor dialects).

Data and information are accessed and viewed by eight different information “tribes,” each of which has its own unique mix of sources, cultural and intellectual filters, processing tools, and constituencies. The eight information “tribes” in alphabetical order are: Academic, Civil Society (including Labor and Religion), Commerce especially Small Business, Government especially Local, Law Enforcement, Media including Bloggers, Military, and Non-Profit.

Without exception, all of these tribes are operating on 1% to 2% of the relevant information.

Without exception, all of these tribes are operating on 1% to 2% of the relevant information. In the case of both big business and big government, it is documented that they collect 1% of what is published, and process only 1% of

what they collect. What is published is generally 1% of what is written which is generally 1% of what is known and not written or published.

Information

Information is data that has been collated and put into a generic form for access by many. Information is generally generated, and accessed, by domain – academic disciplines, commercial categories, government policy domains, military mission areas – and not integrated across domains.

Intelligence

Intelligence, properly understood, is a synonym for decision-support. It should not be confused or conflated with covert operations that are best left to special operations.

A generic secret product is classified information, not intelligence (decision-support). Decision-support exists when the process of intelligence has been utilized to answer a specific question by a specific decision-maker or decision-making group.

A generic secret product is classified information, not intelligence (decision-support).

The process of intelligence consists of requirements definition (what do we need to know), collection management (where can we find, get, buy, or steal what we need to know), processing, analysis, and dissemination.

Decision-support is needed by NATO leaders – and their Member State leaders but the two are not the same – at the strategic, operational, tactical, and technical (acquisition) levels.

The traditionally acknowledged collection disciplines include Human Intelligence (HUMINT), Signals Intelligence (SIGINT), and Imagery Intelligence (IMINT). A new discipline of

Measurements and Signatures Intelligence (MASINT) is as yet largely unproven. A mixed discipline, Open Source Intelligence (OSINT) is both a sub-set of each of the classified disciplines, and an all-source discipline in its own right.

It is widely acknowledged that the Member State intelligence communities, the USA in particular, are weak at real-time threat detection; do not do all-source processing; have severely deficient cadres of relatively young analysts lacking in real-world experience; and also lack access to decision-makers as needed to both find out what they need to know, and to deliver answers to those questions.²

The Failed Western Intelligence System

For NATO leaders to appreciate why they need their own organic NATO intelligence capability, they must first confront the failure of the Member States in this mission area. More specific criticisms will be provided in the pages that follow but for now by way of introduction:

At the end of it all, classified intelligence provided me, at best, with 4% of my command knowledge.

General Tony Zinni, USMC, then Commanding General, U.S. Central Command

The National Security Agency processes less than 1% of what it collects.

William Binney, former Chief Technology Officer, National Security Agency

Below is a table summarizing a book-length evaluation of US secret intelligence capabilities as of 2000.³ Nothing of substance has changed since then, if anything, US intelligence is less capable today at the same time that our conventional military forces are more vulnerable to unconventional attack.

In the table below the first grade is against conventional denied area state targets. The second grade is against unconventional emerging threats including Third World states and non-state actors.⁴

	Direction		Collection		Analysis		Dissemination	
	<i>Old</i>	<i>New</i>	<i>Old</i>	<i>New</i>	<i>Old</i>	<i>New</i>	<i>Old</i>	<i>New</i>
Strategic	C	D	B	C	D	F	D	F
Operational	C	D	D	F	B	C	B	C
Tactical	D	F	C	D	D	F	D	F
Technical	B	C	B	C	C	D	B	D

Figure 1: US Intelligence Performance Evaluation Matrix

Strategic Level

Direction. No tracking system for consumer satisfaction, no automated integrated multi-discipline requirements databases, non-traditional (i.e. non-military) consumers not well-represented.

Collection. Superb but ossified capability with limited ability against emerging threats.

Analysis. Cut-and-paste community consisting of the “green and the gray”—the new and the old with the middle having quit long ago—most with no idea of life overseas and no foreign area or foreign language skills.

Dissemination. Cumbersome compendiums of limited utility to day-to-day decisions, laboriously created over time and very very classified, a bore to read and often too much (security) trouble to bother getting.

Operational Level

Direction. Self-imposed over-emphasis on “worst-case” threats continues, with a complete lack of focus on such basics as Third World mapping or Third World communications intelligence.

Collection. Virtually no support for human contingency requirements, limited low intensity conflict indications & warning capability. No real access to indigenous foreign-language open source information.

Analysis. High motivated and responsive analysts in the joint intelligence centers.

Dissemination. Excellent dissemination from national to theater headquarters level, very poor capability to support theater (forward), Joint Task Force commanders, or Country Team members.

Tactical Level

Direction. From whom? How? At the mercy of national capabilities not designed to support the tactical commander, with a theater staff between the tactical units and the national organizations.

Collection. Adequate organic capabilities with the exception of wide-area imagery surveillance, ground reconnaissance skills (basic patrolling, adequate numbers of remote ground sensors) appear to be very weak; completely inadequate prisoner handling and interrogation capabilities.

Analysis. Mixed bag, with personnel generally consumed by volumes of traffic and additional duties—they are overloaded with raw classified data and have very mediocre hardware and software.

Dissemination. Secondary imagery dissemination problems will be fixed eventually but the lack of a realistic communications architecture to support multi-media intelligence broadcasts as well as digital mapping data suggest this will be a showstopper for some time to come. Vulnerability to high energy radio frequency and other information warfare techniques will persist.

Technical Level

Direction. The mechanisms are well-established and the scientific and technical analysts know how to get what they want but they do not always ask the right question.

Collection. Very good against denied areas, less so against emerging technical powers, our present-day allies, and non-governmental groups.

Analysis. Too much emphasis on technical countermeasures and single system threat assessments. Virtually no strategic generalizations to support cost savings in major acquisition areas.

The deficiencies of the Western intelligence services are much greater than suggested above for four simple reasons:

01 No Western leader makes a major acquisition decision (or major combat commitment decisions) on the basis of intelligence. Decisions are made on a “pay to play” basis, with political contributions and other incentives yielding, in the USA, a 750% return (\$750 in government contracts for every \$1 spent on lobbying). Henry Kissinger is famous for having accurately stated:

Intelligence is not all that important in the exercise of power, and is often, in post of fact, useless.

02 The Western intelligence services do not do holistic analytics or true cost economics – no attention is given to generating decision-support that would inspire investments in what Commandant of the Marine Corps Al Gray called necessary “peaceful preventive measures.”

03 Western intelligence deliberately ignore open sources of information, and in the US at least, overt human experts who do not have national security clearances, and indigenous experts who are not “agents” of the clandestine service; are explicitly proscribed – off limits!

04 All-source sense-making tools do not exist at either the organizational or desk-top analytic level.

We need not belabor the failure of Western intelligence (as decision-support) here, but two points should be made before we go on to discuss low-cost rapidly-achievable NATO solutions.

. . . the state is in competition with banks and religions on the one hand, and criminal networks and ethnic demographic bubbles on the other . . .

First, it is absolutely essential that national security make the moral and intellectual leap to a mind-set that appreciates that in the 21st Century there are no boundaries, and the state is in competition with banks and religions on the one hand, and criminal networks and ethnic demographic bubbles on the other.

Intelligence (decision-support) must be able to access all sources in all languages on all topics, do holistic analytics with true cost economics for current, near, and long-term challenges, and shape the future.

Intelligence must also be able to share its decision-support across all eight tribes of information – national campaigns must of necessity orchestrate actions and investments by all non-governmental actors, and this demands a shared appreciation of the threat, the costs, and the countermeasures.

Second, the private sector is no better off than government. Below is a previously-published appraisal of the eight failure zones for both public and private intelligence.⁵

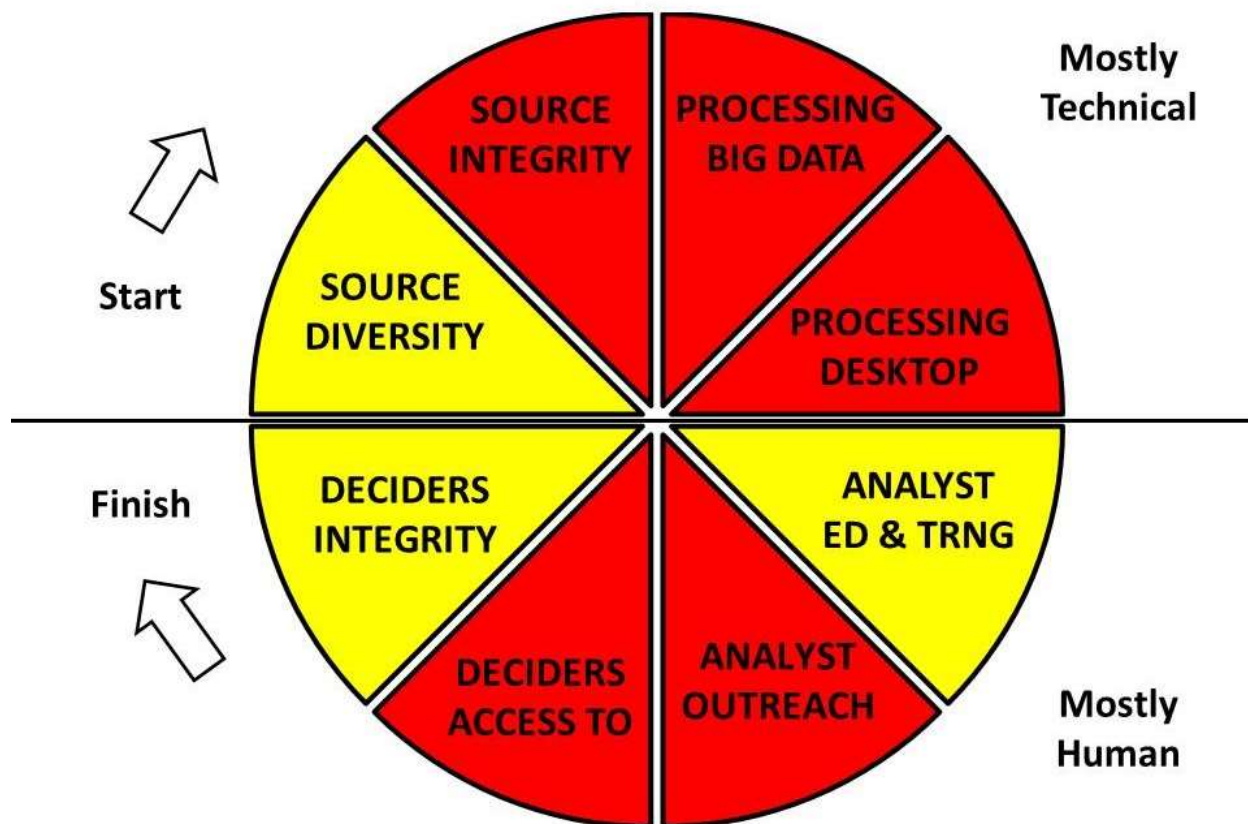


Figure 2. Flawed Analytic Foundations Common to Both Government and Private Sector

Context for Transforming Intelligence: Holistic Awareness

It is helpful, as we transition toward recommended solutions, to take heed of the words of Senator Sam Nunn (D-GA), then Chairman of the Senate Armed Services Committee (SASC):

I am constantly being asked for a bottom-line defense number. I don't know of any logical way to arrive at such a figure without analyzing the threat; without determining what changes in our strategy should be made in light of the changes in the threat; and then determining what force structure and weapons programs we need to carry out this revised strategy.

The West has failed, despite the best efforts of many including the Commandant of the Marine Corps, Al Gray, in 1989, to properly evaluate the threat and propose a new holistic approach to intelligence that can illuminate and justify funding for “peaceful preventive measures.”

There are ten high-level threats to humanity, and the West – and NATO – are spending liberally on just two of them. NATO is ignoring eight of the ten high-level threats to its Member States.

01 Poverty	06 Genocide
02 Infectious Disease	07 Other Atrocities (e.g. Human Trafficking)
03 Environmental Degradation	08 Proliferation
04 Inter-State Conflict	09 Terrorism (mostly state-sponsored)
05 Civil War	10 Transnational Crime

Figure 3. Ten High-Level Threats to Humanity

The West has also failed at properly evaluating and adapting to the physical terrain (for example, we assume warm non-humid aviation days; assume bridges will carry 70 ton systems; and assume that we do not need tracks as a standard); human-cultural terrain, and biological, spiritual, and electromagnetic terrain, or as the Russians call all three together, energetics.

These three terrain types are briefly discussed in Appendix A.

Whole Earth Collection & Analysis Model

Below is a holistic analytic model that illuminates the kind of integrated “all threats all policies all costs” approach to intelligence that is needed for any organization that aspires to be a dominant force in the affairs of its Member States and the security of the planet in 2040.

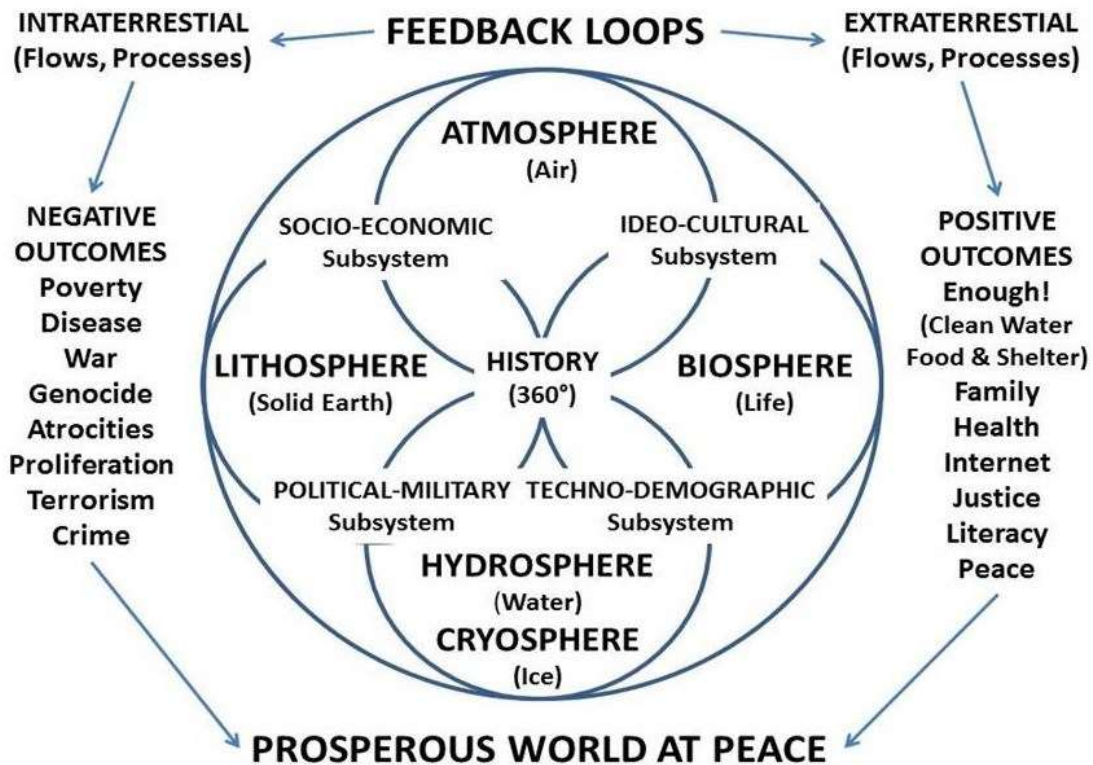


Figure 4. Necessary Holistic Analytic Approach to Total Security

Total Security demands that Member States consider all domestic threats to their state of being, as well as all policies and costs – including peaceful preventive measures – that can avoid war and achieve victory with fighting – the acme of skill.

Military- Geographic-Civil Collection & Analysis Model

Here is an alternative concept for a holistic NATO analytic model, this one developed within the Marine Corps Intelligence Activity (MCIA) in 1988. Civil and geographic factors matter greatly.

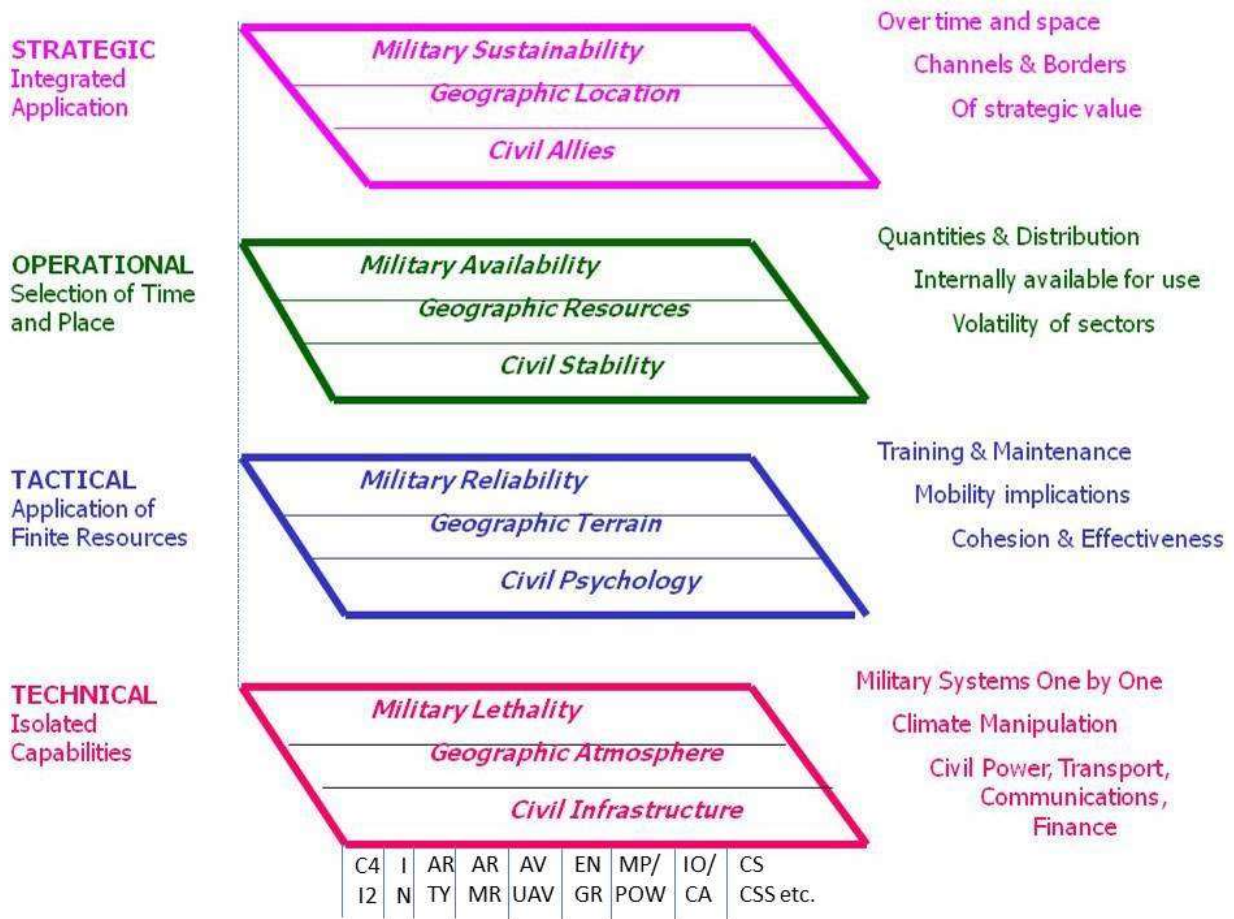


Figure 5. USMC Analytic Model Integrating Mission Area & Operating Environment

In relation to the above, the Marine Corps, in the process of producing its original intelligence product, *Planning and Programming Factors for Expeditionary Operations in the Third World*,⁶ devised “strategic generalizations” about the current and future operational environment that continue to be ignored today.

The standard aviation day is hot and humid, not warm and not humid, as the Western powers assume. This means that aviation can fly half as far, lift half as much, and loiter half as long.

There is no cross-country mobility to speak of across most of the expeditionary environment, and line of sight distance is under 1,000 meters less the Middle Eastern desert. This means that vehicles

without tracks, and very expensive weapons systems optimized for 3,000 meters kill ranges, are both inappropriate.

Most airfields have Maximum On Ground (MOG) capabilities of 1-3, while most ports have shallow drafts and poor piers and no shore lift – at the same time that most bridges have a maximum bridge loading capability of 30 tons. This means that we need many more lift aircraft, much lighter systems, and the option of parachuting entire brigades into place – tracked bridges, not wheel brigades.⁷

The above analytic model makes the point that geographic and civil factors must be co-equal to military factors when thinking about the FOE and how to devise a strategy, an inter-operable multi-national acquisition and sustainability plan, multi-national operational campaign plans, and inter-operable integratable multi-national tactical maneuvers, particular those requiring supporting fires.

. . . geographic and civil factors must be co-equal to military factors . . .

Level of Analysis Threat Distinctions – A Vital Refinement

Here is the third and final illustration of a needed change in the Member State and NATO analytic model.

Level of Analysis	Threat Grade	Comment
Strategic Sustainability	LOW (2.0)	Not sustainable for more than two weeks.
Operational Availability	MEDIUM (3.0)	Many of them scattered around.
Tactical Reliability	LOW (2.0)	Cannibalized parts, stored in open, poorly trained crews.
Technical Lethality	HIGH (4.0)	Best tanks money could buy at the time from Russia. US IC Official Threat on Worst Case Basis
General Threat Factor	<MEDIUM (2.75)	Proper analysis differentiated threat at each level which means each level commander is <i>individually</i> informed.
Military Difference	1.25 (31%)	Being wrong by 31% is significant—nuances matter. On balance, at two of four levels, threat is a LOW threat.

Figure 6. Holistic Threat Analytics Ends the Focus on Technical Worst Case Threats

The threat changes depending on the level of analysis.

The threat changes depending on the level of analysis. This particular graphic was created to demonstrate why the US emphasis on Libyan tanks as a worst-case threat was wrong. At the time they were the best tanks money could buy, but when evaluated at the strategic, operational, and tactical levels, they dropped from high (4.0) to low-medium (2.33 or 2.0 low if rounded down). Even factoring in the 4.0 for a total average of medium (2.75 or 3.0 if rounded up) this is an error of 31% -- a one-third error -- in evaluating the threat with technical blinders ignorant of holistic analytics. What this means, at root, is that we are spending too much money on heavy, sophisticated technical systems we cannot deliver, cannot maintain, cannot replace in the face of battle attrition, and generally do not need,

The transformation of intelligence must precede and make possible the transformation of NATO, not only of NATO's existing military force, but the transformation of NATO to expand with three additional new forces, ideally centered on a new Inter-Agency Development Command (IADC) funded by the Americans that makes possible Whole of Government strategy, operations, and tactics.⁸

Transforming Intelligence to Transform NATO

It is possible that NATO could become a pioneer as well as a multinational center of excellence for both 21st Century intelligence, and for the manner in which 21st Century intelligence might drive grand strategy, Whole of Government (WoG) force structure and both domestic and foreign investment programs, and new forms of multinational engagement centered on HUMINT and Information Peacekeeping (PKI) that produces indigenous stabilizing wealth while stopping the local incentives for illegal immigration into Europe -- a major 21st Century threat that will explode toward 2040.

\$2 billion a year is available for an OSA, one fifth of which -- \$400M at Final Operating Capability (FOC) -- could be placed at Dam Neck under Joint Forces Command (JFC) / 2nd Fleet oversight.⁹

\$2 billion a year is available for OSA . . .

NATO -- ACT -- could start its own transformation by helping create an OSA.

NATO -- ACT -- could start its own transformation by helping create OSA as a foundation for transforming both overt and covert HUMINT, with \$200 million a year for ACT achievable.¹⁰

All Threats, All Sources, All Tribes

In light of the proposed need to grasp all information in all languages about all topics, it would appear that a transformation of intelligence is required. Below are two "orientation" graphics that are rooted in forty-three years of practitioner experience, and (since 1988), thirty years of innovation.

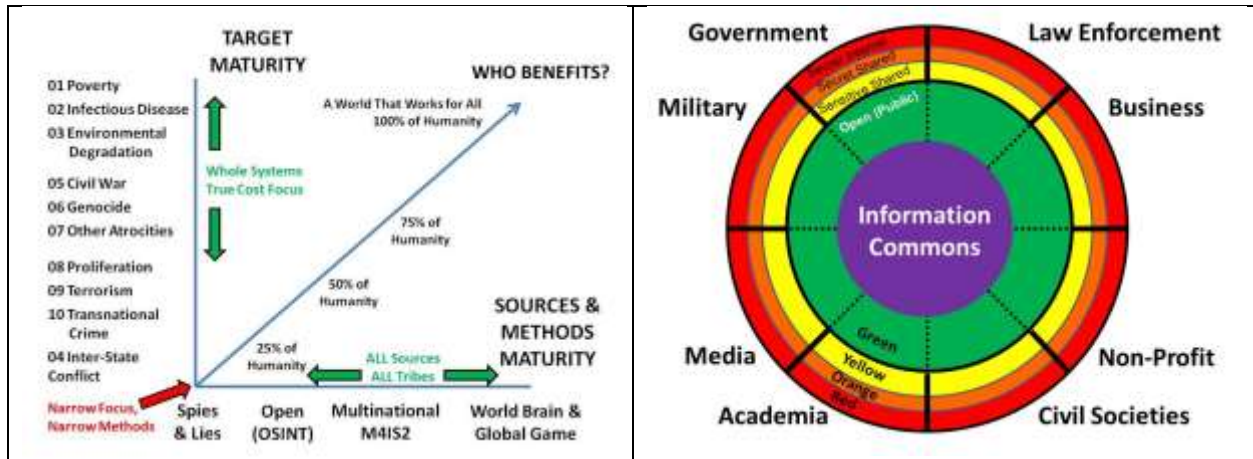


Figure 7. Needed Transformation from Secret to Open, From Military Alone to All Together

ACT was previously tasked by NATO with creating the first three NATO documents pertaining to OSINT: the handbook, the reader, and a guide for intelligence exploitation of the Internet.¹¹

ACT was now empowered to think about true and total transformation of both intelligence as a mission area, and the implications of intelligence done right, for transforming NATO's very being.

An opportunity presents itself for the ACT to leverage resources available from USDI.¹²

Embracing Open Sources as the All-Source Foundation

Below is a depiction of the degree to which OSINT can address the Essential Elements of Information (EEI) about each of the ten high-level threats to humanity listed in Figure 1.

Economic and social threats, including	95%
• Poverty	99%
• Infectious Disease	95%
• Environmental Degradation	90%
Interstate Conflict	75%
Internal Conflict including	90%
• Civil War	80%
• Genocide	95%
• Other Large-Scale Atrocities (e.g. Human Trafficking)	90%
Proliferation (nuclear, radiological, chemical, biological)	75%
Terrorism	80%
Transnational Organized Crime	80%

Figure 8. Evaluation of OSINT Utility by the Founder of the Modern OSINT Discipline

NATO (ACT) could take the lead in properly defining HUMINT as all humans, and in developing new means of integrating overt and covert HUMINT for NATO and its Member States' advantage.¹³

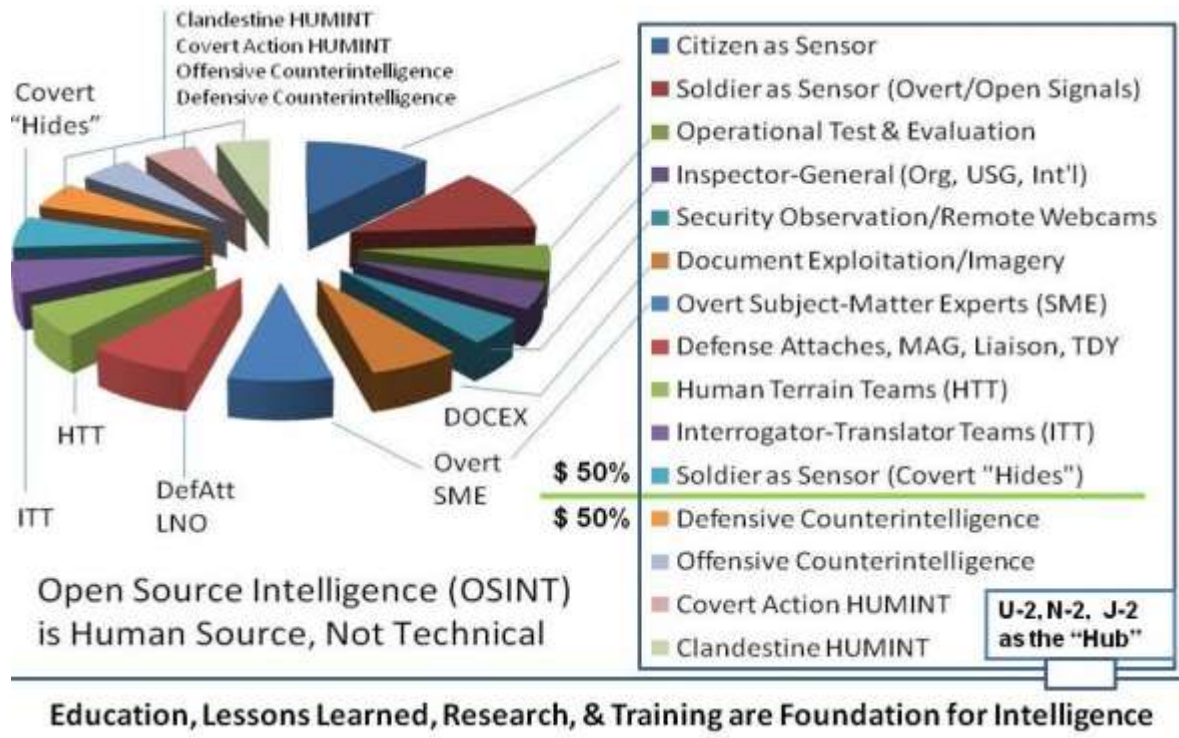


Figure 9. Concept for 21st Century Integrated Human Intelligence (HUMINT) Management

Return on Investment (ROI) & True Cost Economics (TCE)

As the public becomes more aware of the realities that the controlled Western media has been loath to reveal – the raw fact that there is no Return on Investment (ROI) for what we spend on the military, and the military is the largest polluter on the planet, creating further horrifying true costs for the military-industrial complex¹⁴ – there is going to be a demand to terminate public funding for militaries that are both a burden on society, and cannot win wars.

NATO needs to reduce waste, eliminate redundancy, and radically expand invests in waging peace . . .

development, commerce), managing a measured transfer of resources from spending on war, which should be reduced by 50%, to spending on peace, which should be increased by the transfer of that 50% savings, with no net loss to the military of total dollars.

There are exactly two solutions that NATO should consider as it prepares for the public backlash that is already manifest: first, it can work with its Member States to eradicate waste from military programs, to include the elimination of redundancy; and second, it can radically expand programs that do show a return on investment (diplomacy,

Put another way, the military – NATO – must diversify its portfolio if it is to survive the crash of the war market.

Put another way, the military – NATO – must diversify its portfolio if it is to survive the crash of the war market. It is vital that NATO and member nation leaders note that this transformation is job and revenue neutral across all political boundaries – there is no reduction in the totality of the defense budget, it is simply reallocated to create the four forces after next within a new NATO integrated grand strategy.

ACT as a Pilot Project for Multinational Intelligence (Decision-Support)

It could be possible that NATO, and the ACT particularly, could be ideally suited to create the world’s first true multinational AND Whole of Government intelligence center able to exploit all human sources both within each Member State’s “eight tribes” of intelligence (academic, civil society, commerce, government, law enforcement, media, military, and non-profit) and within the same “tribes” in each country in the FOE that is of interest.

ACT is particularly interesting for three reasons:

- It has an all-source top secret / sensitive compartmented intelligence center;
- It could bring together one person from each NATO/PfP country to serve as cadre for a new OSA that covers the eleven unclassified slices of HUMINT; and
- Military Construction (MILCON) would allow the new OSINT Centre to be constructed at Dam Neck, under the leadership oversight of ACT Joint Forces Command (JFC) double-hatted as Commander, U.S. 2nd Fleet.

Below is a depiction of what the world’s first Multinational Decision Support Centre (MDSC) might look like, alongside a depiction of how that center could advance all-source intelligence and Whole of Government decision making with particular focus on making investment decisions that favor peace over war – the near-real-time provision of OSINT to the US and NATO Member “high side” and the ability to “reach back” to funded military hubs in each country that access all eight tribes of information.

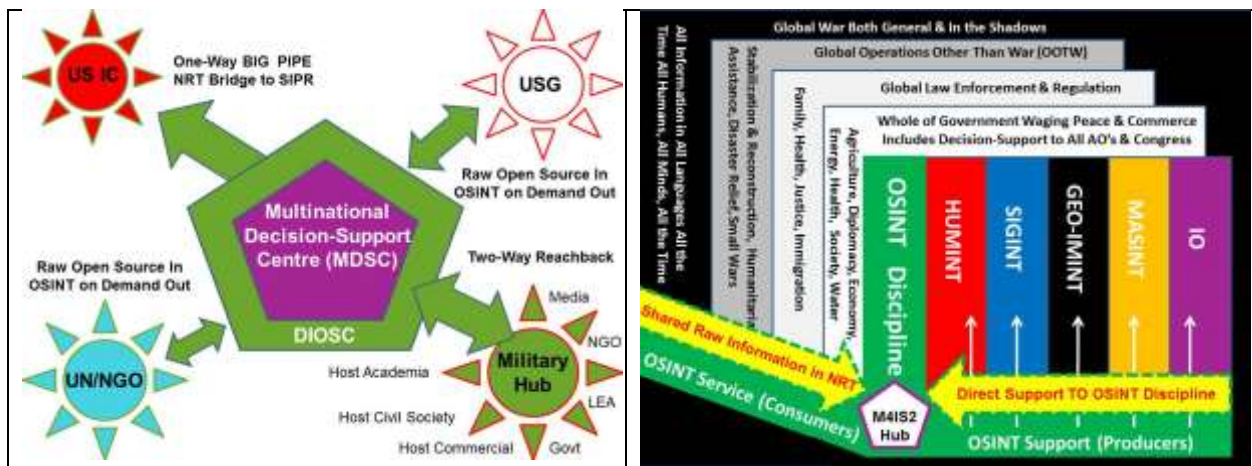


Figure 10. Multinational OSINT Centre Supporting Whole of Government/All-Source

Imagine such a capability – multinational in every possible respect – generating unclassified decision support (intelligence is supposed to be defined by the outputs, not the inputs) on the Middle East, able to integrate and make sense of all information in all languages and mediums, create timelines, plot it all on a map AND be able to share the products with both executive and legislative officials, the public, and the media – including the public and the media in the countries being studied.

Secrecy is how we protect misbehavior, not sources and methods.

Openness – the truth – is how we ground our strategy, operations, tactics, and technical force structure – acquisition – in reality.

Four Levels of Multinational Intelligence (Decision-Support)

The graphic below is a final illustration of a service that a NATO MDSC could provide to all Member States as both a “home base” pilot project and as a model for Member States to emulate.¹⁵



Figure 11. The Herring Triangle of Functionality Needs versus Relative Cost

The current situation in Eastern Europe, Central Asia, and the Middle East illuminates a complex reality that NATO is simply not ready for today and unlikely to be ready for in 2040 absent a complete transformation. NATO cannot isolate Russia or stop China’s commercial advances. NATO has an information-sharing problem with Turkey and is over-extended across Eastern

Europe and into Central Asia and the Middle East. This paper, including the three appendices, is intended to afford NATO an opportunity to create a new intellectual foundation for the future.

Transformation Stepping Stones

Legislative Transformation

Legislative transformation must begin with a clear articulation to all legislators who depend heavily on corporate contributions to their Political Action Committees (PAC), and to the corporate chiefs responsible for assigning those donations, that transformation can be job and revenue neutral across all political jurisdictions (in the USA, by state and by Congressional District).

Legislative transformation can then be reinforced through education of the public and the media.

Done correctly, transformation should produce more jobs, particularly within the USA.

A signal advantage to NATO/ACT having a MDSC is that it can generate products that are both unclassified, and politically and economically valuable to leaders of every NATO Member State.

Done correctly, transformation should produce more jobs, particularly within the USA.

A major short-coming of the secret intelligence world is that it does not produce intelligence (decision support) that can be used with the public or with all legislators or with the media.

At the same time, the NATO educational ecology has failed to produce a homogeneous alumni group or shared organizational culture across all participants from all Member States.

An opportunity exists to create new means of doing intelligence-driven strategy and intelligence-driven acquisition such that huge financial savings can be achieved on the military side while freeing up equivalent amounts for investments in peaceful preventive measures, which was precisely the point being made by the Commandant of the Marine Corps in 1989. This can at the same time create a unifying mind-set and culture for NATO.

We have wasted 30 years. Shall we not waste the next 30 years?

Now is the time for NATO to help the USA – and other Member States – get a grip on reality such that they all recognize that FOE 2040 is about creating a prosperous world at peace – a world that works for all; it is not about assuming the worst and preparing for more war in more places.

Financial Transformation

Below is depicted a comparison of what is being spent on war versus the costs of achieving all of the Sustainable Development Goals.

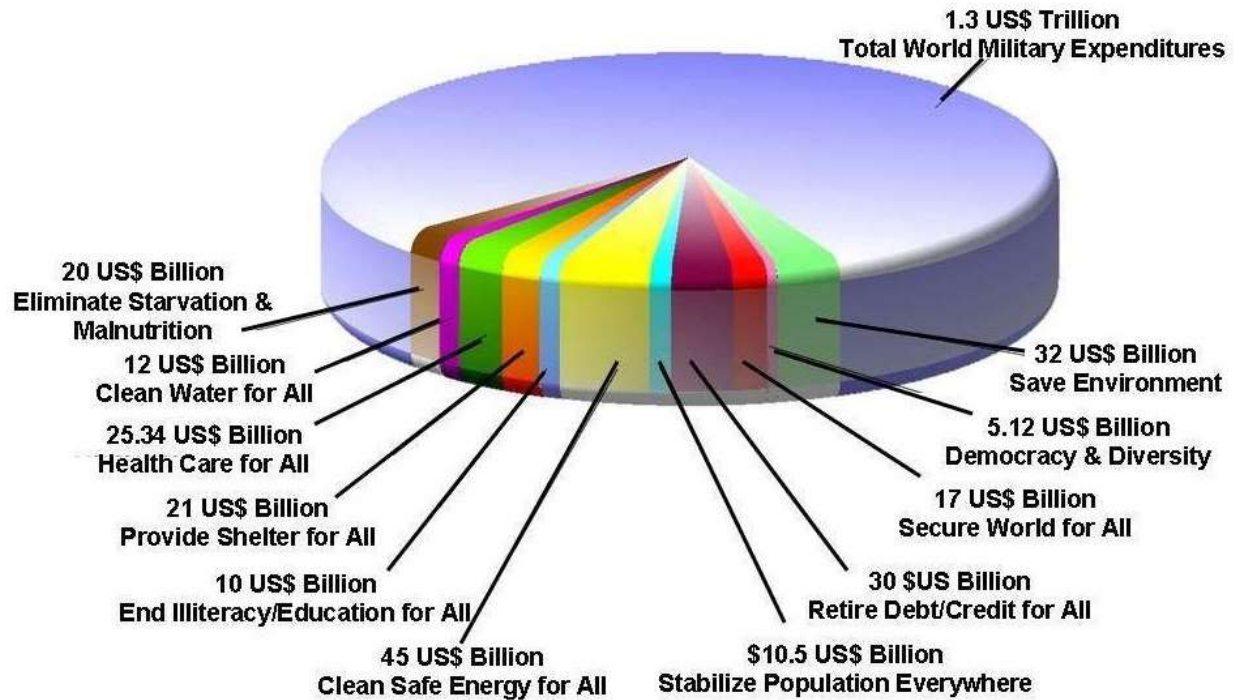


Figure 12. Baseline Comparison of Expenditures on Waging War versus Creating Peace

Although dating to 2007,¹⁶ more recent studies confirm the conclusion that we can end war by spending roughly one quarter of what we spend on war, on peace instead.¹⁷

We do not do this for three simple reasons:

- war concentrates profit for the 1% while peace distributes profit across the 99%;
- governments are corrupt, selling out to the recipients of taxpayer-dollars; and
- publics are both uneducated by mediocre schools and distracted by sophisticated mass media and social media controlled by the 1% -- this is by design.

The military-industrial complex is its own worst enemy.

The military-industrial complex is its own worst enemy. In its obsessive focus over budget share, it has destroyed the “seed corn” that is the foundation for a strong nation – public education, public health, public employment – all others government mission areas have been “starved” to feed the Big War beast.

National Security Transformation

The easiest path toward redirecting dollars from war to peace may be to create an Inter-Agency Development Command (IADC), and finally commit to moving at least \$125B a year (US only, goal should be \$500B a year from all Member States) toward meeting all seventeen of the Sustainable Development Goals (SDG) within 20 years.

Such a command could reasonably create five new flag officer billets within the US military, and fifteen new flag officer billets to be filled by other NATO Member States. Regional IADC sub-

commands could be two-star commands with civilian counterparts from the diplomatic and commerce corps at the deputy assistant secretary level.

Appendix A addresses the four threat types and four recommended type commands – the IADC/CINCPEACE type command is the least developed of the four, and the one where the most progress can be made in a short time.

Appendix B explores the IADC / CINCPEACE possibilities at an executive summary level.

Appendix C has been added in part to show that elements of NATO have been thinking about public health as a necessary concern, and in part because of the current global fear-mongering over a virus that is actually mostly radiation sickness and media hype. Like narcotics, epidemics and pandemics are a “type” threat. These threats require openness, WoG PPBE, and public/private sector information sharing and coordinated actions and investments.

Black Swans, Gray Swans, & White Swans

Within the next five to ten years changes – and disclosures – are going to turn our world right-side up and inside-out. Three areas in particular stand out:

01 The intersection of biology and energy, including electromagnetic radiation in all its forms, is sharply illuminated as the “way of the next war” in Wuhan, China. NATO is not ready for biological warfare and NATO is not ready for electronic warfare such as the Iranians and Russians have mastered with energetics, scalar (time-energy), and gravitobiology.¹⁸ As a side note, the first bloc to offer free and safe¹⁹ Internet and global to local cellular access to the 99% across the Southern Hemisphere will rule the world commercially and cultural. China appears to be the victor already.²⁰

02 Free energy is known to be readily attainable and the days of its being repressed are over. The first bloc to offer free energy and related benefits such as unlimited desalinated water to the 99% across the Southern Hemisphere is likely to be the next global super-power.

03 Extraterrestrial contacts, technologies, and issues are almost certain to be disclosed over the next several years. NATO has no space force and appears to have no access to Member State capabilities and Member State intelligence in this domain. It may be that NATO could serve as a foundation for creating a disclosure campaign plan that is coincident with NATO’s emergence as a pioneer in Whole of Government and Inter-Agency Development Command (IADC) operations.

The world appears to be on the verge of a massive positive shift toward peace and prosperity for all. This will leave NATO, with its emphasis on war and military spending, dead if not derelict. Now is the time for NATO to get a grip on reality.

The world appears to be on the verge of a massive positive shift toward peace and prosperity for all. This will leave NATO, with its emphasis on war and military spending, dead if not derelict. Now is the time for NATO to get a grip on reality. The OSA funded by USDI will help.

What If The USA Revises Its Grand Strategy?

NATO should be preparing for the day when the USA closes all of its military bases overseas and returns all of its equipment, all of its troops, and all of the support jobs now going to local nationals, back to the USA. The day may come when the USA is no longer a part of NATO – all the more reason for NATO to reflect on how best to achieve autonomous transformation.

The below graphic is the capstone depiction of the recommended changer to US Grand Strategy as submitted to President Donald J. Trump on 27 November 2019, along with multiple copies of the book summarizing a year-long review funded by the US Army Strategic Studies Institute.²¹

Level of Analysis	White House & Congress	Intelligence & Covert Actions	Diplomacy & Development	Army, Air Force, Navy & Marines
STRATEGIC	<ul style="list-style-type: none"> • Stop regime change ops • End both political support for and military subsidization of dictators • Stop banks from destroying economies • Develop a proper grand strategy in the public interest not for special interests 	<ul style="list-style-type: none"> • USAF out of the satellite business – NASA & OSA • End lethal operations not approved by Congress & end CIA drone attacks (transfer to military) • End rendition & torture • Close NRO, NSA, NGA, transfer 20% to DIA • Do Global Coverage 	<ul style="list-style-type: none"> • Restore diplomats to the majority in Embassies • Create Foreign Area Officer (FAO) regiments for every continent • Manage all fifteen slices of HUMINT as a whole • Move OSINT from technical to human side of the house 	<ul style="list-style-type: none"> • Big War is over • USAF cancel F-22 & F-35 • USAF to prioritize aerial refueling, long-haul lift, and air to air fighters • Close all bases overseas • Build 450-ship Navy able to put Marines & fires anywhere in 24 hours; ramp up Navy nuclear
OPERATIONAL	<ul style="list-style-type: none"> • Create Open Source (Technologies) Agency • Create Multinational Decision-Support Centers • Transfer Cyber from NSA to OSA • Invest in our citizens' education & fitness, restore universal draft 	<ul style="list-style-type: none"> • Multinational Decision Support Center & Network • Digital Marshall Plan • Free online education one cell call at a time • School of Future-Oriented Hybrid Governance 	<ul style="list-style-type: none"> • Establish National Peace College at NDU to become a true Whole of Government enterprise teaching ethics and leadership • Fully fund (\$150B a year) Inter-Agency Development Corps 	<ul style="list-style-type: none"> • Establish investment thresholds for regional allies or negate treaties • Devise rapid alternatives to vulnerable satellites • Create Navy and Air Force “lily pad” options • Army is the long-stay medium-heavy force
TACTICAL	<ul style="list-style-type: none"> • Assert people over technologies (e.g. pilots less expensive and more agile than bandwidth and UAVs) • Inform USAF it will never do a RAPID HALT 	<ul style="list-style-type: none"> • Persistent all source surveillance with real time geospatially-based processing in the field • Regional Multinational Transportation and Assistance Commands 	<ul style="list-style-type: none"> • Fully fund diplomatic representation funds & local purchase of open sources of information • Create precision giving via electronic banking to the village level 	<ul style="list-style-type: none"> • Transfer Close Air Support to US Army • Restore White SOF • Assure sufficiency of C-130s across all services • Navy missiles & medical • Restore TPFDD
TECHNICAL	<ul style="list-style-type: none"> • Establish D3 PPBSE • Reduce military budget by 30%, eradicate waste • Full employment with existing DoD-Labor Plan 	<ul style="list-style-type: none"> • Manhattan project on expeditionary energy and water desalination using open source technologies 	<ul style="list-style-type: none"> • Create training college for foreign D3 leaders, train them together and over entire careers • Open source analytics 	<ul style="list-style-type: none"> • Navy nuclear missiles not manned USAF bombers • 20 ton limit for most Army systems to fit on C-130s, 3rd World bridges

Figure 13. Notional USA Grand Strategy for 2040

Transformation is often well-served by “surfing” the wave of change. President Donald J. Trump is a change agent. He is also very angry at the US secret intelligence community for its role in manufacturing a completely false narrative about collusion with Russia, and then further attacking the president when a CIA analyst colluded with the Chairman of the House Senate Select Committee on Intelligence (HPSCI) to manufacture an entire impeachment trial. Today the President – and all NATO Member State publics – are being attacked with a new hoax – the Bill Gates corona virus reality show intended to lead to universal mandatory vaccines (untested and toxic) that include “digital id” within the injection.²² This paper is “actionable” and time-sensitive.

Appendix A: 4 Threat Classes, 4 Type Commands, 4X the Impact

Executive Summary

In the main paper, the urgency of an autonomous self-sufficient intelligence operations capability for NATO is documented. This appendix utilizes the known threat – 80% of which is not addressed by existing NATO or Member State capabilities – to propose a radical transformation of NATO from one conventional military force to four distinct forces, each tailored to a type threat, that will enable NATO to both shape the future with peaceful preventive measures, and be ready for the complexities of 2040. Multiple strategic studies have documented the need for this transformation.²³

If NATO embraces this vision (of four type commands), it will have four times the impact by 2040.

If NATO embraces this vision, it will have four times the impact by 2040. In the conclusion to this appendix reference is made to the need for NATO to properly evaluate three types of terrain as it moves toward 2040: physical terrain, human-cultural terrain, and bio-spiritual-electromagnetic terrain. These conclusions are independent of whether NATO remains a proxy of and dependent on the US military, or becomes a genuine European defense command against all enemies in all forms.

High-Level Threats & High-Level Challenges

There have been only two major studies in the past twenty years that have been holistic.²⁴ The table below lists their complementary findings side by side.

<p><u>GROUP ONE (Sharing Our Planet)</u> Global Warming; Biodiversity and ecosystem losses; Fisheries depletion; Deforestation Water deficits; Maritime safety and pollution</p> <p><u>GROUP TWO (Sharing Our Humanity)</u> Poverty; Peacekeeping-conflict prevention; Combatting terrorism; Education for all; Global infectious diseases; Digital divide; Natural disaster prevention and mitigation</p> <p><u>GROUP THREE (Sharing Our Rule Book)</u> Reinventing taxation; Biotechnology rules; Global financial architecture; Illegal drugs; Trade-investment-competition rules; Intellectual property rights; E-commerce rules; International labor and migration rules</p>	<p><i>01 Poverty</i></p> <p><i>02 Infectious Disease</i></p> <p><i>03 Environmental Degradation</i></p> <p><i>04 Inter-State Conflict</i></p> <p><i>05 Civil War</i></p> <p><i>06 Genocide</i></p> <p><i>07 Other Atrocities (e.g. Human Trafficking, Child Sacrifice)</i></p> <p><i>08 Proliferation</i></p> <p><i>09 Terrorism</i></p> <p><i>10 Transnational Crime</i></p>
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Figure A1. Global Challenges & High-Level Threats to Humanity

If NATO wishes to be relevant and effective in 2040, it must consider the reality that eight of the ten high-level threats to humanity are not military, and that ignoring those eight is what spawns and

perpetuates Inter-State Conflict and Terrorism.²⁵ NATO can be larger than the sum of its parts by helping Member States reallocate (not reduce) resources among Diplomacy, Development, Defense, and Commerce (D3C) while serving as a hub for integrated D3C campaigns.

NATO can be larger than the sum of its parts by . . . serving as a hub for integrated D3C campaigns.

Four Threat Classes

The distinction between conventional and emerging threats was first published in 1989,²⁶ and among the four threat classes in 1992.²⁷ The Americans have refused to take emerging threats seriously, or to invest in tailored force structures for three of the four threats, because they were “not an expensive enough problem.”²⁸ *Until true cost economics is part of intelligence, we will continue to miscalculate.*

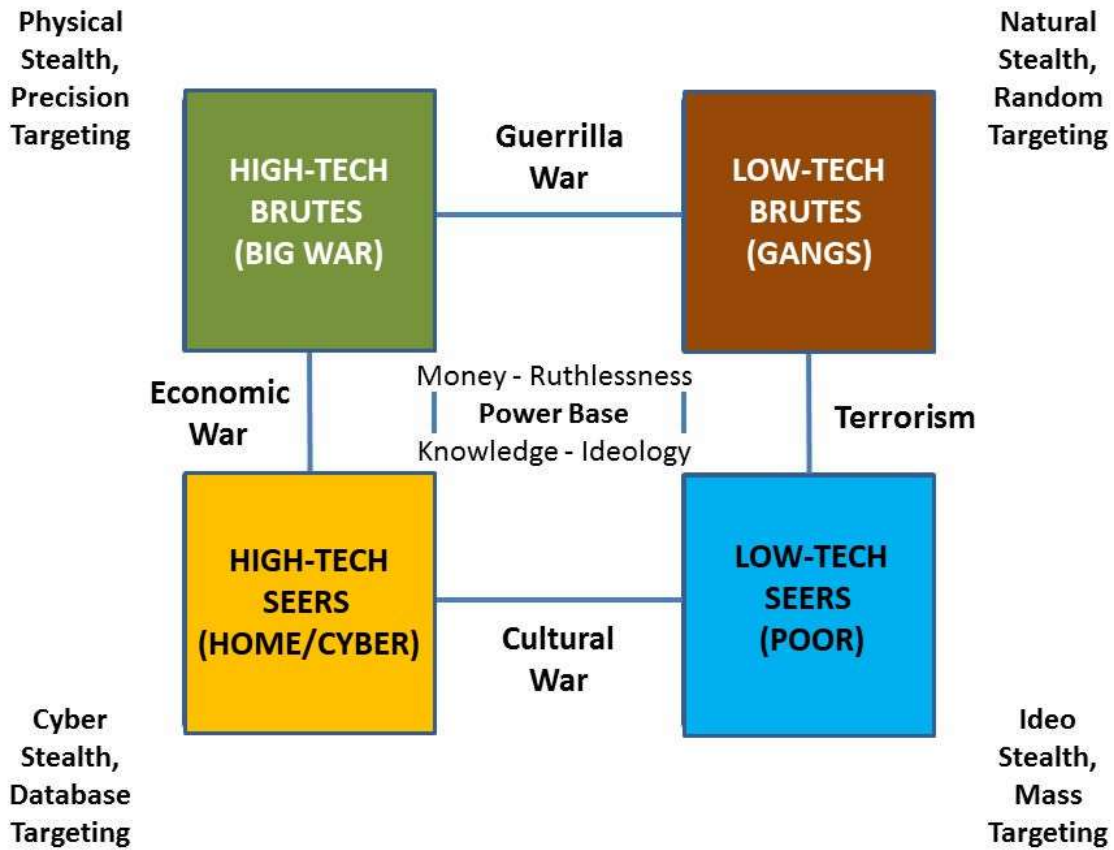


Figure A2. Four Threat Classes

The Mid-Life Crisis

Today, in 2020, NATO must address the reality that on the one hand President Donald Trump considers NATO to be a waste of US taxpayer dollars, particularly since the European members are getting a “free ride,” and on the other hand, NATO cannot win wars against the “heathen” in

Afghanistan or Iraq or Libya or Syria, and much less so against China or Russia, both of which are armed with supersonic missiles and electromagnetic weaponry including scalar time-energy intervention weapons.²⁹ Both are also dominating the Arctic while winning the peace from Central Asia down to Africa by investing in One Belt One Road commerce with a cyber overlay – e.g. China, not Europe, owns the Internet and cellular communications across, Africa.³⁰

NATO cannot survive as a military network focused only on Big War. It can, however, transform into a command & control network for Whole of Government and multinational endeavors capable of orchestrating all policies and capabilities (non-military particularly) against all threats.³¹

NATO cannot survive as a military network focused only on Big War.

Four Type Commands

Below is a concept for transforming NATO (as well as US and other Western militaries) such that it can address each of the four type threats with a type command.

CINCPAC	CINCSOLIC	CINCPAC	CINCPAC
Strategic NBC	Small Wars	Diplomacy & Development	Intelligence & Information Sharing
Big War(s)	Constabulary	Peace Corps / Peace from Above	Border Patrols & Restored Values
Reserve	Ground Truth	Economic Aid / Village Micro-Cash	Port Security
Top Secret NATO	Reserve	Environment (True Cost Economics)	Cyber-Security & Data Integrity
Secret Multinational Intelligence		Peace Navy, Free Energy & Water Desalination Plants	Public Health & Integrity Restored to Big Pharma
Public Multinational Education, Intelligence & Research			

Figure A3. Four “Type” Commands to Defeat Four Threats Within Unified Grand Strategy

Devised in the early 1990’s, this concept was rejected in the USA because waging peace has two major flaws: first, it is not considered an expensive enough problem, and second, its corollary, unlike war, the profits from peace (which are greater in the aggregate than the profits from war) are spread across the public and not concentrated within banks and the military-industrial complex. Homeland Security was not considered – until 9/11 – to be a proper “profit center.”³²

Although Special Operations have grown since 9/11, our Special Operations Forces (SOF) now suffer from two major problems: first, they have lost the skill-sets associated with “White” SOF and morphed almost exclusively into anti-terrorist hunter-killer teams; and second, the force is exhausted, diminished, and today filled with too many young people right out of basic training.

No one is managing these four forces coherently. They do not have a grand strategy, an integrated force structure architecture, or an integrated budget. Their communications, computers, and information-systems are not interoperable within any one country, much less across the coalition.

If NATO wishes to be effective – and in existence – in 2040 – it has no alternative but to persuade the Member States that NATO needs four forces after next, not one.

NATO needs four forces after next, not one.

Public education – the public is the foundation for national power – is the common factor upon which all four forces depend for their future funding and manning and effectiveness.

Reality Merits Attention – Three Terrain “Types”

None of the NATO Member States appears to take into account the actual terrain that forces will have to fight on – not only physical terrain, but also cultural terrain and biological-spiritual-electromagnetic terrain. Only one study is known to have been done in the USA, completed in 1990 as *Planning and Programming Factors for Expeditionary Operations in the Third World*,³³ updated by its original study director in 2019, *REINVENTING NATIONAL SECURITY: Grand Strategy, Global Reality, and the U.S. Army -- Everything Our President Is Not Being Told*.³⁴ The below table is a summary of what NATO is not planning for because it does not have its own organic intelligence capabilities, and no way of influencing Member States toward reality-based force structure and acquisition:

Physical Terrain	Human-Cultural Terrain	Bio-Spiritual-EM Terrain
Aviation day hot & humid	40 countries Arab/Islamic	Biological immunity
Aviation MOG 1-3	Non-western political-legal	Biological vulnerability
Hydrography/ports limited	Non-western socio-economic	Spiritual immunity
Mountains & jungles matter	Non-western ideo-cultural	Spiritual vulnerability
Bridge loading <30 tons	Non-western technologies	Electromagnetic immunity
Tracks needed for 80% land	Non-western demographics	Electromagnetic vulnerability
Line of sight <1000 meters	Local knowledge	Bio-Spiritual-EM convergence
MOG: Maximum On Ground -- EM: Electromagnetic		

Figure A4. Three Terrain Types Vital to Planning & Programming for 2040 Force Structure³⁵

Information Operations (IO) is impacted by and embedded in all three of the above terrain types. The ability to communicate is affected by physical terrain, particularly defilade; by cultural characteristics that may render most Western concepts inoperable (for example, showing illiterate people with printed flyers); and by the mix of biological, spiritual, and electromagnetic capabilities and circumstances that we do not understand as well as the Russians – energetics and scalar time-energy as well as gravitobiology are at this time well beyond the ability of NATO to comprehend, much less compete with.³⁶

It is not enough to embrace the concept of four forces after next – the reality of these three terrains – the last one well beyond Top Secret and not briefed to NATO – demands deep study and then the development of unconventional and often non-military capabilities able to achieve early warning, shape the environment, avoid conflict, and achieve allied goals without fighting.

The Wuhan Coronavirus – Prototype War

The Wuhan coronavirus is a manifestation – a prototype – of how wars will be fought in the future without, generally speaking, the use of conventional forces such as NATO has emphasized.

Biological warfare – a vaccine mutation bio-engineered in China from a virus stolen from a Canadian biowarfare facility – electromagnetic warfare – the impact of 5G in both lowering citizen host immunity and making the virus worse once acquired – and information warfare – the utterly exaggerated Western media coverage very likely directed by the cover media influence arms of MI-6 and CIA – have all come together to create the perfect storm.

The virus is not as virulent as SARS and it will peak soon. Its economic and social impact will go on for some time. There are even rumors of insider trading by those who knew in advance.

NATO (ACT) must pay careful attention to what is called gravitobiology – the intersection of biowar and electromagnetic war inclusive of scalar (time-energy) capabilities.³⁷

NATO (ACT) must also become acutely aware of the fourth leg of the stool – human consciousness in multiple forms including acts of peace, prayer, manifestations of love, and spiritual good intentions. These are no longer in the “woo woo” domain – these are tangibly documented means of healing individuals, communities, and nations.

NATO (ACT) must get a grip on biological warfare, spiritual warfare, electromagnetic warfare, and information warfare, as a whole.

The bill has come due.

NATO (ACT) must get a grip on biological warfare, spiritual warfare, electromagnetic warfare, and information warfare, as a whole.

Conclusion

One means of thinking about transformation, to include the commissioning of new Innovation Centre working groups able to integrate not only NATO participants but participants from outside NATO and outside the government-military complex, is to embrace a matrix consisting of

- Four War Types (War, SOLIC, Peace, Homeland)
- Four Levels of Analysis (Strategic, Operational, Tactical, Technical (Acquisition))

The fastest way to overcome opposition to any discussion about reducing NATO’s over-all conventional military capabilities can be addressed in two ways:

First, transformation can and must be job and revenue neutral across all political boundaries. This is essential to achieve acceptance among Parliamentary and Congressional bodies as well as all the major stakeholders in the corporate and non-governmental world dependent on the military-industrial complex.

Second, savings achieved in the eradication of the 50% waste that is characteristic of the conventional military burdened with six contractors per soldier, are not given up, they are re-directed toward new conventional capabilities (such as a 450 ship US Navy as the core for a 1,000 ship NATO navy), and the three new type commands and their capabilities.

Below is a depiction of what this might mean for NATO at the four levels of analysis across the four “type” commands, if embraced by NATO leadership as helpful in migrating toward winning 2040.

Level of Analysis	WAR	SOLIC	PEACE	HOME/CYBER
FUNDING	DOWN 50%	RECEIVE 15%	RECEIVE 20%	RECEIVE 15%
POLITICAL	<i>Transformation is job and revenue neutral across all political boundaries (e.g. national, provincial, district)</i>			
STRATEGIC	Create an integrated Grand Strategy across all four threat classes / type commands, an integrated Force Structure with assured interoperability (both electronic and logistics), and a single NATO I2O Command co-located with ACT.			
	Prioritize electromagnetic & scalar resilience starting with satellites	Prioritize NATO-wide FAO regiments w/languages, long-term in-country tours	Prioritize a NATO Inter-Agency Development Fund (IADF), 10% of war budget	Prioritize border control, repatriation of illegals, public education & health
OPERATIONAL	Create expeditionary Regional Multinational Transportation & Assistance Command capable of triaging big air / big ship flow into little air / little ship flow. Create a unified D3C training program for both NATO and indigenous officers.			
	Create 1,000 ship NATO Navy, 33% littoral, sea-reloadable (e.g. missiles)	Create global overt and covert HUMINT network all languages all topics	Create Peace from Above NATO Air Force / MASH deployable 24/7	Create long-term ethnic and cultural population plan for each member.
TACTICAL	Assert people over technologies across the board; establish integrated all source surveillance with 100% processing; create precision giving delivery matrix with electronic banking to the village level; create Reverse TPFDD capability.			
	Create integrated RSG, this includes transfer of CAS to land force command	Create global integrated constabulary/gendarme with SWAT team back-ups	Create integrated jump teams able to call in aid drops delivered via JPADS	Create true cost economics to eliminate all waste (now 50%)
TECHNICAL	Limit weight of any one elements to 20 tons. Create a global Open Source Everything Engineering (OSEE) endeavor to populate all Third World countries with free energy, unlimited desalinated water, and free Internet.			
	Eliminate all contractors, create a 12 million-man NATO army of armies	Refine technologies for eliminating single individuals anonymously	Manage global precision-giving and micro-cash electronic assistance grid	Create secure Web 3.0, Autonomous Internet, free education online
GLOSSARY	ACT: Allied Command Transformation; CAS: Close Air Support; D3C: Diplomacy, Development, Defense, & Commerce; FAO: Foreign Area Officer; JPADS: Joint Precision Air-Drop System; MASH: Mobile Army Surgical Hospital; NATO: North Atlantic Treaty Organization; RSG: Reconnaissance Strike Group; SWAT: Special Weapons and Tactics; TPFDD: Time Phased Force Deployment Data			

Figure A5. Transformation Vision for NATO 2040³⁸

The intent of the above – which is merely a starting point from which knowledgeable NATO officers can depart – is to make NATO central to what the Americans call D3C: Diplomacy, Development, Defense, & Commerce, for the Alliance as a whole. Using its superior intelligence, NATO can become a service of common concern to each Member State, and help achieve information-sharing and sense-making on a scale never before achieved by anyone.

The Margin of Victory

The decisions made today – strategic decisions and acquisition decisions particularly – will determine if we win or lose in the future – in 2040.³⁹

We have lost all our recent wars – and will lose any wars we fight in the next twenty years – because of bad decisions made twenty years ago.

The fact is that our world is which the current “powerless” public has almost unimaginable co-creative powers beyond the comprehension of many. Ethics is an operating system, and ethics is, in the end, more powerful than any combination of money and weaponry.

This is also a world in which the standard aviation day is hot and humid (we build to warm and not-humid meaning that by design our aircraft can carry half as much half as far and loiter half as long as “the book” says they will – and this is on top of the 60% of 60% availability that is standard because of maintenance issues).

It is a world in which the average bridge-loading limit is 30 tons, there is no cross-country mobility (meaning that vehicles without tracks will be immobilized), and the average line of sight distance is under 1,000 meters.

Finally, it is a world in which asymmetric means – many of them non-military – can incapacitate conventional militaries. The current cost ratio is running about \$1 for those who oppose us, against \$500,000 for our side. This is not a sustainable exchange rate.

From a strictly practical point of view – and I made this point in 2002⁴⁰ – it is far cheaper to assist the Third World in achieving peace and prosperity – with justice for all – so that its public stays home and does not seek to migrate into Europe or to the USA or Australia.

NATO in its present form is dead. If NATO embraces the vision of creating four integrated forces after next to deal with the four threat classes as a whole, then NATO will be greater than the sum of its parts – Member State contributions – and rise to a new level of effectiveness in 2040.

Four threat classes; four type commands; four times the impact.

Appendix B: Notional View of a NATO Peace Command

Executive Summary

A Peace Command, perhaps based around a new multinational multiagency development command created by the USA and co-located with the National Defense University where a Peace College could be established, is as essential to the future of NATO as are the existing conventional war and special operations / low intensity conflict capabilities. NATO support to homeland security operations are also required but not addressed in this appendix.

A Peace Command, with additional US and multinational flag billets, would integrate the following capabilities across all Member States with tangible manpower and financial commitments across multi-year campaign plans:

- Diplomatic Information-Sharing & Operations
- Development Innovation & Coordination
- Peace Operations Including Peace Navy
- Environmental Intelligence & Public Education

Diplomatic Information-Sharing & Operations

The existing diplomatic endeavors are severely constrained by the fact of diplomats being a minority in most embassies (at least in the case of the USA) with no funds for compensating indigenous open sources of information such as academics, free-lance journalists, and private investigators.⁴¹

Diplomatic operations tend to be bi-lateral and secretive – there is no established standard or network for effectively sharing information in relation to a particular threat, country, personality, organization, or other key topic.

An OSA with a NATO node at Dam Neck would for the first time provide a foundation for diplomatic information sharing at the unclassified level, with the added advantage that the same information can also be shared with the “eight tribes” that each Member State can harness to its own ends as well as to NATO’s collective needs.

Development Innovation & Coordination

A fundamental criticism of foreign assistance – apart from its incoherence – is the now-famous pejorative description that equates foreign assistance to “taking money from poor people in a rich country to give to rich people in a poor country.”

Development is broken at multiple levels starting with the United Nations (UN), where the Specialized Agencies are unresponsive to the direction of the Secretary General; donations are a tiny fraction of what is needed even if the UN were not a corrupt incapable bog; and then moving on to individual countries where the financialization of foreign assistance has led to massive corruption and general failure.

What the UN has done right is define the seventeen SDG. Others have created cost estimates rooted in the failed Western economic model that is 50% waste and 90% profit (or corruption).

What no one has done is create a global sparse matrix able to document needs at the village level, and harmonize donations by anyone anywhere such that the need is met directly and question. Below is a depiction of what a global assistance matrix might look like.

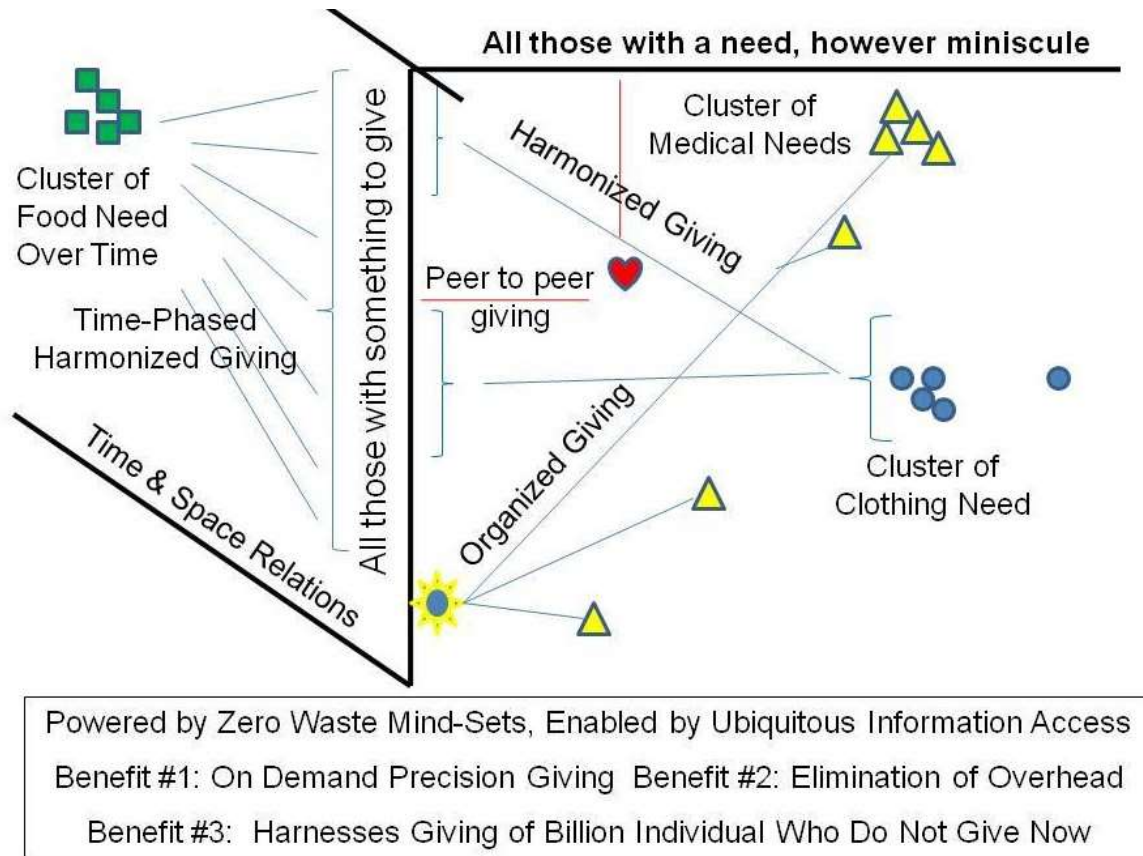


Figure B1. Global to Local Nano-Needs Coordination Matrix

The above concept goes beyond government-funded “packages” of aid, and makes possible an order of magnitude increase in micro-aid.

Here is a simple example:

A farmer in Namibia needs a part for a Soviet-era water pump from Rumania. He uses his cell phone to enter the need into the matrix. A Rumanian engineer sees the need and says he can produce the now out of stock part on his lathe in his garage, but cannot afford the shipping. A German housewife commits to paying the shipping.

Alternatively, the national university sees the need and directs it to the local Open Source Everything Engineering (OSEE) Innovation Centre, where the part is produced based on a digital scan of the broken piece, perhaps even in recycled plastic, and delivered to the farmer the next day via national post.

By 2040 there will be at least five major development innovation waves that will increase peace and prosperity while reducing conflict:

- 01 Web 3.0 will enable peer-to-peer philanthropy and commerce at levels not now imagined.
- 02 Micro-cash transactions will be the norm, across all boundaries, down to the village level.
- 03 OSEE will lift up the five billion poor at 10-20% the cost of the proprietary Western model.
- 04 OSEE, in combination with 3D printing, will enable a global shift to localized production.
- 05 True cost economics (TCE) scores for every product will be visible on every cell phone, as depicted below. This will destroy major Western industries that depend on ignoring TCE).



TRUE COST OF ONE COTTON T-SHIRT

- **Water: 570 gallons (47% irrigation)**
- **Energy: 8 kWh (machines), 11-29 grams fuel**
- **Emissions: No_x, SO₂, CO, CO₂, N₂O, and many volatile compounds**
- **Toxins: 1-3g pesticides, heavy metals (dyes)**
- **Child Labor: 17 countries, 50 cents/day**
- **Tax Cheat: Most Companies**
- **Human Rights: Most Companies**

Figure B2. Web 3.0 Plus TCE + OSEE = Peace & Prosperity Everywhere

In the above context, the primary focus for development assistance will be a mix of connectivity and education. The Chinese are substantially ahead of the West in creating the One Belt One Road initiative, along with its cyber-overlay.⁴² The Chinese are also substantially ahead of the West in understanding what Tencent, one of their most important companies, calls the offline-online axis.⁴³ The West has made the mistake – Amazon is the best example – of destroying local businesses and manufacturers to support a predatory online alternative that is subject to supply chain collapse at the same time that it wipes out ecologies of local commerce.

Peace C4I2 is going to have to evolve in an open source manner. Easily 80% of what NATO needs to know, and 80% of what NATO will need to share, must of necessity be unclassified.

An OSA in combination with a digitally-aware IADC and its parent Peace Command, is how NATO begins to adapt and evolve and build capability.

Peace Operations Including Peace Navy

Peace Operations include the non-military US Peace Corps and the other NATO Member State equivalents, as well as – in the ideal – the orchestration of Doctors Without Borders and other non-governmental capability, all benefitting from a shared C4I2 and logistics support infrastructure.

From a military perspective, there are two major new capabilities that must be developed: Peace from Above, and Regional Sea Traffic Control Teams.

Peace from Above, conceptualized in 2010⁴⁴ after the US made a complete mess of the Haiti earthquake response, establishes teams of Peace Jumpers on strip alert (for example, at MacDill AFB) who jump into a disaster the way Smoke Jumpers go into forest fires. Where they jump will be determined by imagery reconnaissance and an all-source evaluation.

Critical to their success will be masses of Joint Precision Air Drop System (JPADS) co-located with stockpiles of water and other critical “hump” resources including plastic sheeting, all focused on the need to immediately keep the population from getting ill or out of control. In the case of Haiti cholera was an easily predicted looming problem that was ignored by USSOUTHCOM – instead they airlifted in 20,000 troops with their own considerable logistics tail.

A Reverse TPFDD (Time Phased Force Deployment Data) becomes the means by which the Peace Command rapidly delivers “just enough just in time” assistance focused on stabilizing the situation.

Engineer capabilities – Sea Bees, Red Horse Squadrons, Army Combat Engineers – are then phased in, with first priority toward empowering and protecting civilian assistance teams including medical, water sanitation, and others.

As Haiti demonstrated, both airports and seaports were limited. Big Air and Big Ships were not able to arrive directly. No one recognized the obvious need for Regional Transportation Management hubs to break Big Air down to C-130 loads and Big Ships down to landing craft or Marine Corps amphibious shipping as well as US Army small craft barges.



Figure B3. Peace Operations Traffic Management Concept and Peace From Above Kit

A Peace Navy would see an increase in hospital ships and disaster relief engineering ships, perhaps fifteen in all, with a clear focus: to stop illegal immigration by remediating local disasters quickly.

Not part of the Peace Navy, but relevant as part of a global retrenchment of the USA in which land and air bases are closed down while a new 450-ship US Navy becomes the primary response capability inclusive of the Marine Expeditionary Units (MEU), and the new Expediter Squadrons ideally designed to both eradicate pirates and land supplies quickly where ports are not available.

As 2nd Fleet, the core for ACT JFC, carries out its PPBE responsibilities toward 2040, nothing could help it grow faster than to be the linch pin for a new US 450-ship Navy that is in turn a carefully designed core for a new NATO 1000-ship Navy.⁴⁵

Environmental Intelligence & Public Education

A longer term peace and prosperity initiative centers on making available to every citizen, via their cellular device, environment intelligence including TCE for every product available to them for purchase, so as to incentivize local procurement while discouraging the purchase of offerings that are creating long-term costs to the public including toxins that create disease.

The public education system is broken. The concept of putting poor people's children into a soft prison for twelve to eighteen years and calling it education is severely detrimental to the prospects for peace and prosperity.

Needed instead are very strong programs including cellular educational modules that very quickly teach individual children how to read and write and do sums by the fifth grade at the latest. Education can then be parsed into seven to thirty minute modules that teach every manner of trade skill, and in the case of those who have an affinity, the development skills needed to qualify for full-time education leading to licensing in the trades or professions.

A Peace College, co-located within the National Defense University and co-equal to the National War College, could begin training a cadre of multinational multiagency "eight tribe" leaders at the entry level, at mid-career, and in preparation for senior executive positions.

The Peace College could perhaps be used by NATO to achieve a cultural unity of perspective among Member State officers and non-commissioned officers selected to be the cadre for long-term unity of purpose in NATO's evolution.

Appendix C: NATO Intelligence in Public Health Emergencies

2020: This 2013 contribution to a NATO publication is included at this time because of the current global fears over a pandemic that has not been properly or honestly evaluated by any public or private sector entity less a few alternative media outlets. The author was the first person to posit the likelihood that the corona virus is bio-engineered and was released deliberately, not by accident; that radiation sickness caused by 5G and satellite microwave reductions of immunity are a major factor in the mis-diagnosis of the pandemic (while 5G and satellite microwave also reduce immunity and can also create biological effects); and that the wrecking of the Chinese economy and the global supply chains dependent on China has been done by the media, not the virus – we are in the middle of a massive information war against China and indirectly also against the re-election of Donald Trump. This trifecta of bio, electromagnetic, and information warfare is a perfect illustration of why NATO needs to embrace the ideas being respectfully advanced by this paper.⁴⁶



Foreword⁴⁷

Robert David STEELE

CEO, Earth Intelligence Network

I am delighted to have an opportunity to welcome this book as a contribution to the growing body of work focused on the convergence of new technologies, new human possibilities, and new organizational forms and processes.



When I was asked to speak in 2000 to all of the generals and colonels, each commanding a national military intelligence organization, from across both the North Atlantic Treaty Organization (NATO) and the Partnership for Peace (PfP), I understood that NATO was then at the very beginning of a most difficult learning curve.⁴⁸

NATO was created by governments, and governments are still today Industrial Era collections of bureaucracies accustomed to hoarding information, using secrecy to protect budgets and avoid accountability, and making decisions in isolation from other important but separate domains.

NATO, like the United Nations (UN) and most other international and non-governmental organization, continues to lack an organic intelligence capability. As I use it the word intelligence refers to the proven process of intelligence, which is not secret, and to outcomes in the form of decision-support, rather than inputs in the form of secret sources and methods.

This book, a decade after NATO first published *the Open Source Intelligence Handbook* (2001), the *Open Source Intelligence Reader* (2002), and the guide to *Intelligence Exploitation of the Internet* (2002), represents the beginning of a new period of innovation among both the traditional NATO elements, the military and diplomatic arms of the Member governments, and the long-ignored but now essential other six information and intelligence communities: academic, civil society, law enforcement, media,

and non-governmental or non-profit. Put most directly, 90% or more of the information that NATO and its varied regional coalition partners need, is created, owned, stored, and understood by individuals and organizations with whom NATO has no official relations, no direct means of secure communication, and no concepts or doctrine with which to define needed information, get needed information, and convert needed information into intelligence – decision-support – useful to NATO and the Member governments in predicting and remediating instability.

1. Internet is a Communications Network

Internet-Based Intelligence must be understood as firmly founded on Human Intelligence (HUMINT), while enabling the rapid sharing, both at machine speed and at human speed, of multi-lingual multi-media data sets. The Internet cannot be controlled by NATO and the Internet is not in and of itself a database to be exploited by NATO. What the Internet represents is a communications network that is open, infinitely agile and scalable, and inclusive – everything that NATO C4I is not.⁴⁹

2. Public Health Represents All Non-Military Target Sets

This book is a very fine first attempt to get a grip on political and legal human issues, data and intelligence technical issues, and the larger strategic and operational issues of how NATO might approach Operations Other Than War (OOTW), or in the more recent parlance, Stabilization & Reconstruction (S&R) Operations.

Infectious Disease is high-level threat number two according to the United Nations High-Level Panel on Threats, Challenge, and Change.⁵⁰ Setting aside the four “military” threat domains that NATO already understands (Inter-State Conflict, Civil War, Proliferation, and Terrorism), this leaves us with five other unconventional non-military threats that join Infectious Disease to challenge NATO: Poverty, Environmental Degradation, Genocide, Other Atrocities, and Transnational Crime.

To address these six non-military threat areas, NATO and its Members must enter the third era of national intelligence, the era of the Smart Nation.

In this light, it is with admiration that I note the recent words of NATO Supreme Commander Admiral James Stavridis, who has called for “open-source security,” and observed most wisely that the West is not going to achieve stability only through the barrel of a gun or by building walls. He has also noted the value of reaching out to people through social networks and providing services such as teaching....⁵¹

3. One World, Ready or Not

It will be difficult for the military and government officers who comprise the bulk of the NATO establishment to accept several facts about this new Internet-based multinational, multiagency information-sharing and sense-making environment.⁵²

First, it cannot be commanded nor controlled. NATO must position itself to be the welcome recipient of information and intelligence created by others; information and intelligence that is neither secret nor expensive, but that must be volunteered by the originator.

Second, it will be multilingual in nature, and no amount of money or technical processing will be able to ingest and make-sense of all that can be known. The human factor is vastly more important in peace operations than in war operations. Not only will the timeliness, relevance, and connectedness of all needed information depend on specific human actors distributed across the eight information/ intelligence communities, but so also will NATO be heavily dependent on “crowd-sourcing” such as found with the offerings of the International Crisis Mapping community that is able to organize – using volunteers – all tweets and Simple Message System (SMS) texts across the global diaspora – and also to visualize, with near-real-time translation, those texts on an open online map.

Third, NATO will find, as the US Central Command (CENTCOM) has learned, that classified information systems are not agile, do not scale, and are largely useless in OOTW or S&R Operations. NATO must adopt Open Source Technologies – not just open source software and open source hardware, but Open Base Transceiver Station (OpenBTS), Open Spectrum, and Open Standards. This will be culturally difficult for NATO, and will take over a decade. Integral to this change will be the realization by NATO that it and its Member governments must move as quickly as possible to Open Source Everything,⁵³ empowering the public with Internet-Based means of creating and sharing information, such that NATO can ride the wave of public intelligence.

Fourth and finally, NATO will find that the secret intelligence communities as well as the traditional policy communities are severely handicapped with respect to modern understanding. Governments are not good at appreciating ethnic minorities outside the nation-state context – witness how the USA and NATO failed to understand the implications for Mali of destroying stability in Libya: they have created a new haven for terrorism.

4. Riding the Wave – Leadership in the Open Era

If NATO desires to be effective in the 21st Century, it will have to transform its culture, its mind-set, and its methods to master what I have long called Information Peacekeeping (the avoidance of war through intelligence applied with integrity) and Peacekeeping Intelligence (the rapid stabilization of a violent environment through force of arms guided by intelligence applied with integrity). I personally believe that NATO could not only succeed at this endeavor, but could also be a model for the UN, which lacks both intelligence and integrity across all the Specialized Agencies (SA) as well as the central elements based in New York and Geneva. I am quite certain that if NATO does not adapt to the modern possibilities, that Brazil, China, India, Indonesia, Russia, Turkey, Venezuela and other demographic and cultural giants will create the default Internet and the default public information system of the 21st Century.

We all need a global public intelligence network that is rooted in an Autonomous Internet that cannot be shut down by any government or corporation, and that enables the public to have full and open access to budgets, facts, and systemic knowledge (if A then B). Such a network cannot be, will not be, controlled by NATO, but NATO will be helpless without such a network.

In war and peace in this century, “true cost” facts are the new bullets and the new gold. In the USA it has been established that 47% of all food is thrown away and 50% of every health dollar is fraud, waste, or abuse. At the same time, the U.S. Government has been deliberately releasing to the public false information about the health hazards of Fukushima and key economic statistics, while also

concealing the monstrous health conditions suffered by the citizens of Iraq from depleted uranium, and by our veterans, 18 of them committing suicide each day of each year. The truth is the lever with which great forces can be harnessed – however, absent morality, no endeavor is sustainable and no mastery of the truth will suffice.

Below is my favorite health slide, something I devised a few years ago while developing the Strategic Analytic Model for the Earth Intelligence Network, the 501c3 that I created to help move the world to the third stage of intelligence, the era of the Smart Nation.

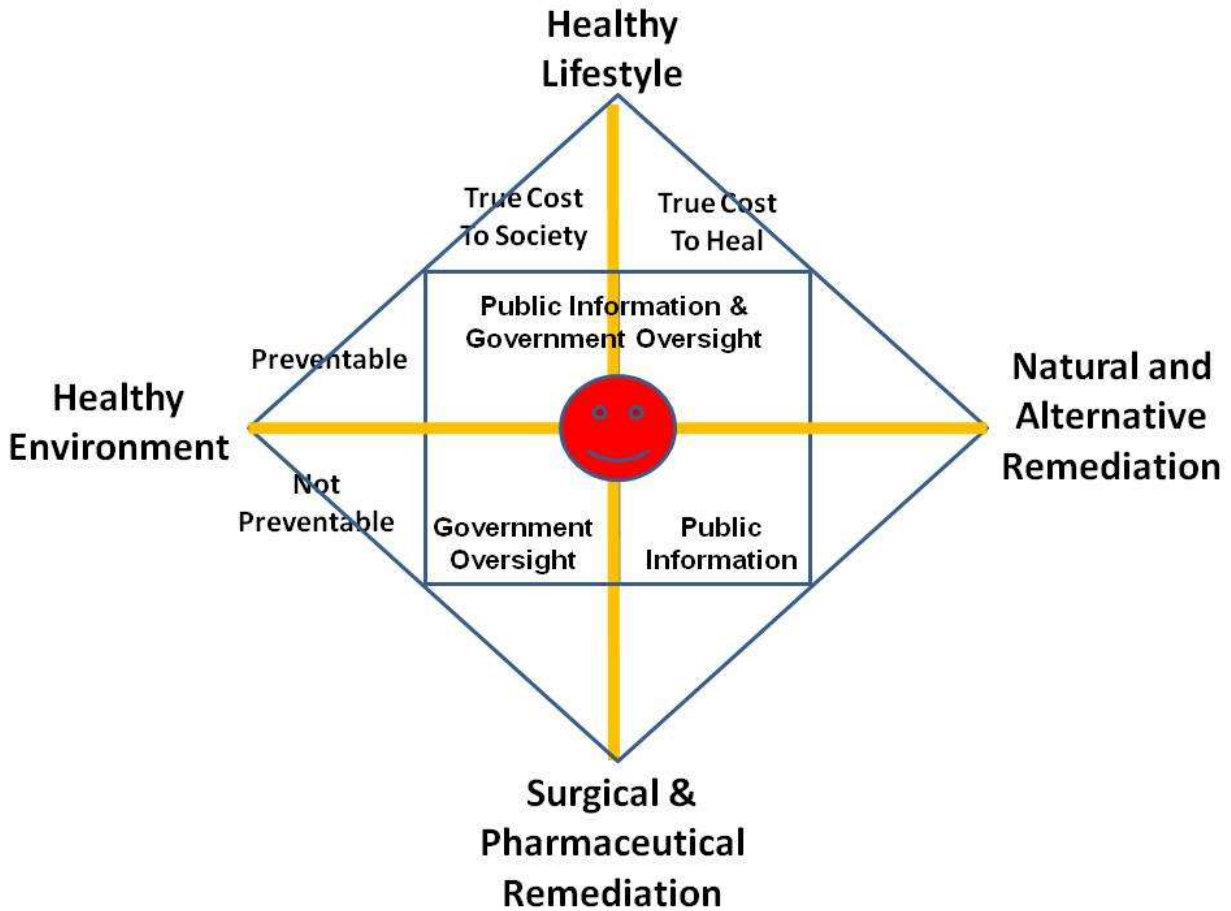


Figure C1. Health Analytics – 360 Degree Perspective.

Western governments have been corrupted by the medical industry that wishes only to focus on the Surgical and Pharmaceutical Remediation aspect of public health, because that is where the private profits are to be found. In fact, we must focus equally on individual lifestyles including the eradication of poverty; on assuring the public of healthy environments free of toxins and other carcinogens; and on alternative and natural cures. Health is an intelligence challenge. Absent a holistic analytic model, absent an appreciation for all eight information/intelligence communities, absent a commitment to “true cost” discovery, it will not be possible for NATO to adapt and excel in the 21st Century.

With that as an introduction, on the next two pages I present four graphics that could be useful in guiding NATO, the UN, and all Member states in developing what Col Jan-Inge Svensson (SE Land Forces Ret) and I call M4IS2: Multinational, Multiagency, Multidisciplinary, Multidomain Information-Sharing and Sense-Making This is what lies beyond Open Source Intelligence (OSINT).

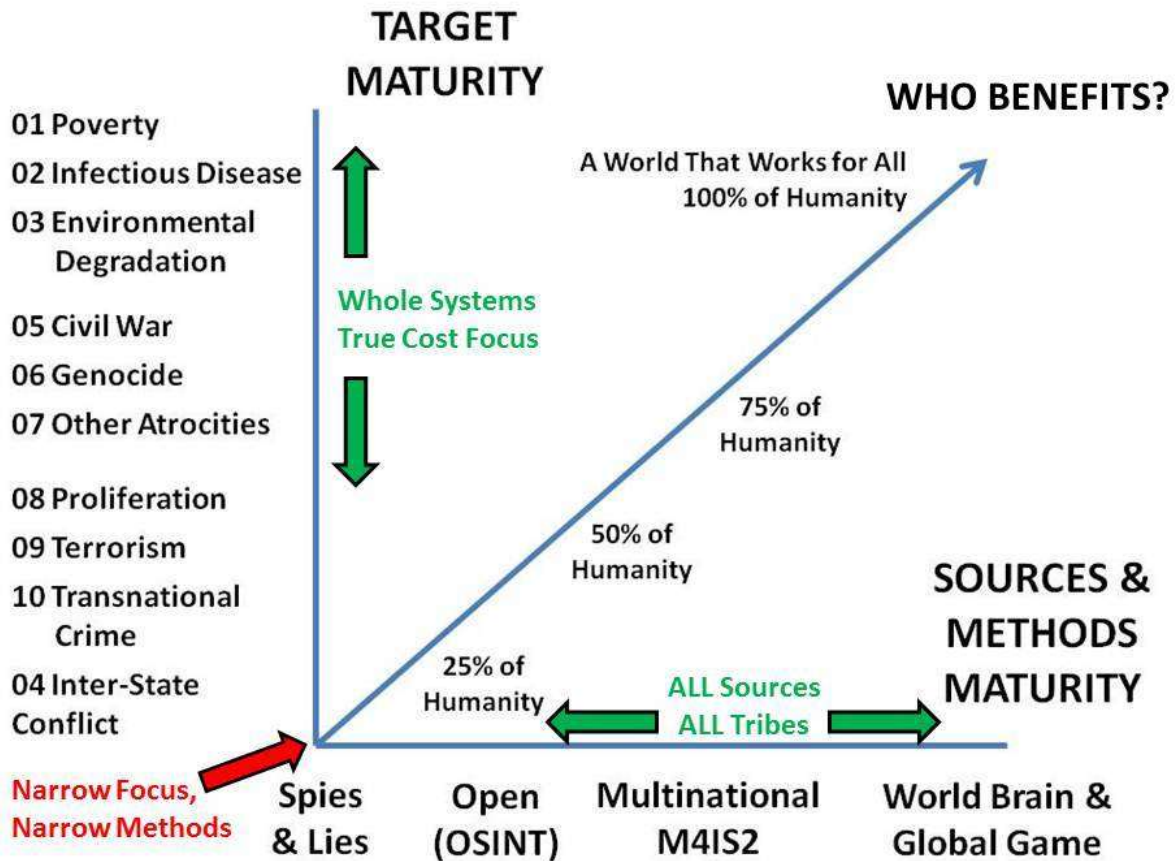


Figure C2. Understanding Modern Threats (and Sources)

This is my newest graphic.⁵⁴ It was inspired by the United Nations.⁵⁵ For the first time in modern history, the nations of the world have agreed on both what comprise the top ten threats to humanity – and their priority order. The horizontal axis represents my work these past thirty years



Figure C3. Holistic Analytic Model

Here I illuminate the strategic analytic model of Earth Intelligence Network, the non-profit that I founded in 2006 to develop new concepts and processes for achieving public intelligence. Please note both the centrality of Health as key policy number seven, and the need to address all twelve policies at once. The “health of nations” is itself a holistic analytic challenge.

All of this bears directly on NATO’s rather urgent need to achieve an organic but largely public intelligence capability, a capability that enables it to collect, process, analyze and share information converted into intelligence (decision-support).

Below and on the next page I conclude with two more graphics that suggest a strategy for how NATO might achieve full-spectrum information dominance in a most constructive manner.

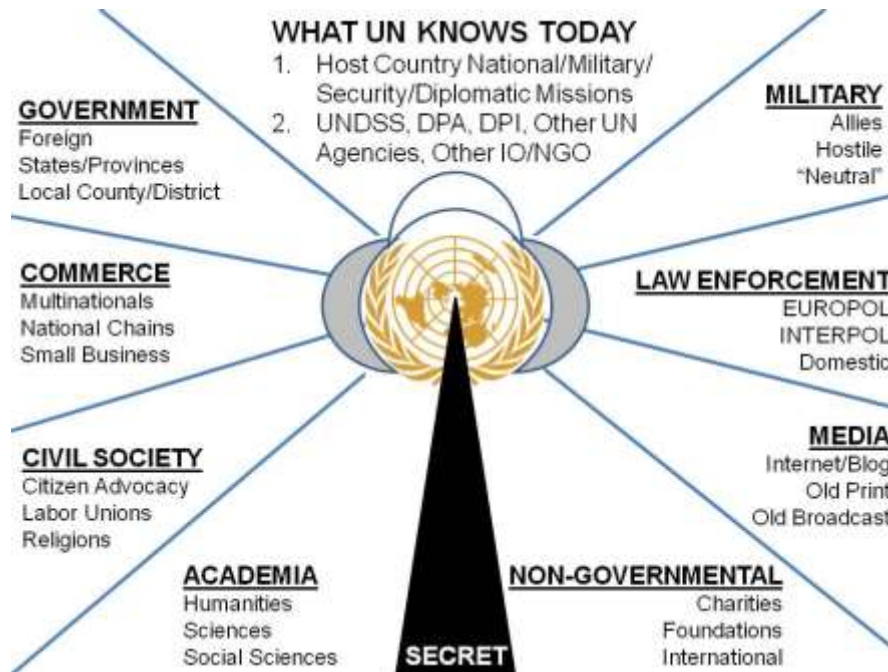


Figure C4. Achieving Access to All Information

I developed this graphic while trying to help the UN develop a legal and ethical intelligence capability. It also appears in my last book.⁵⁶ Until and unless NATO develops an M4IS2 capability that fully embraces the other seven “tribes” of information and intelligence, NATO will be a dinosaur groping in uninformed darkness, and hence ineffective.

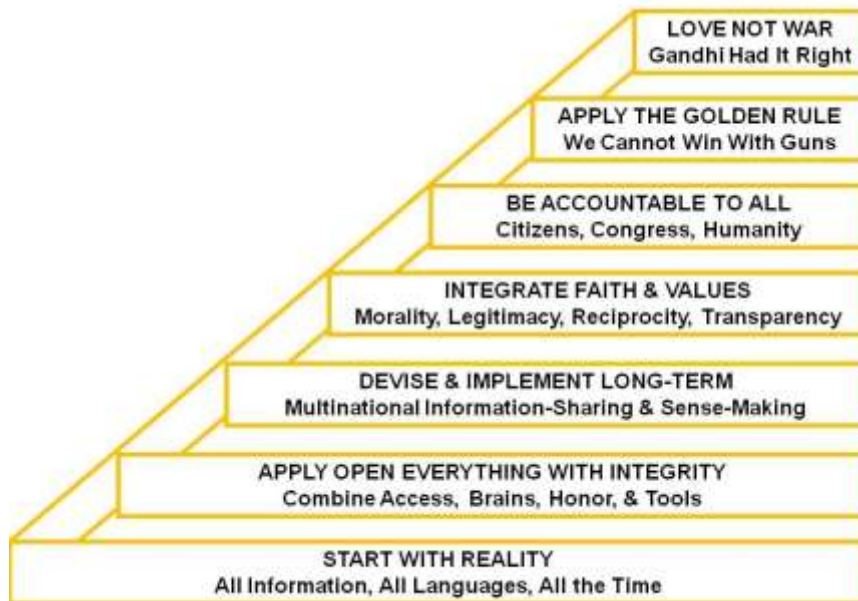


Figure C5. From Truth, Peace

NATO is in the process of transforming itself from an Industrial Era network that orchestrates “heavy metal militaries” to a modern network that uses shared information to harmonize understanding as well as spending and behavior – to do Information Peacekeeping or Peace-keeping Intelligence.⁵⁷

This first book is a very fine start toward the objective of making NATO a network of Smart Nations able to use Information Operations (IO) as a substitute for violence, as a means of creating a prosperous world at peace. This will require a considerable change in the NATO culture and the NATO mind-set. I helped inspire a partial change in 2000; this book and the recent statements of Admiral James Stavridis suggest that change is indeed occurring.

Glossary

3D	Three Dimensional	MAG	Military Advisory Group
5G	Fifth Generation Communications	MASH	Mobile Army Surgical Hospital
ACT	Allied Command Transformation	MASINT	Measurements & Signatures Intelligence
AFB	Air Force Base		
ARMR	Armor	MCIA	Marine Corps Intelligence Activity
ARTY	Artillery	MDSC	Multi-National Decision-Support Center
AV	Aviation		
B	Billion	MEU	Marine Expeditionary Unit
C4I2	Command & Control, Communications, Computing, Intelligence & Interoperability	MOG	Maximum On Ground
		MP	Military Police
CA	Civil Affairs	NATO	North Atlantic Treaty Organization
CAB	Civil Air Brigade	NDU	National Defense University
CAS	Close Air Support	NMITC	Navy Marine Corps Intelligence Training Center
CIA	Central Intelligence Agency		
CINC	Commander in Chief	OMB	Office of Management and Budget
CS	Combat Support	OOTW	Operations Other Than War
CSS	Combat Service Support	OSEE	Open Source Everything Engineering
D3C	Diplomacy, Development, Defense & Commerce	OSIF	Open Source Information
		OSINT	Open Source Intelligence
DefAtt	Defense Attache	PfP	Partnership for Peace
DEVGRU	Development Group also known as Seal Team Six	PKI	Peacekeeping Intelligence
		POW	Prisoner(s) of War
DNI	Director of National Intelligence	PPBE	Planning, Programming, Budgeting, Execution
DOCEX	Document Exploitation		
EE	Expeditionary Environment	ROI	Return on Investment
EEl	Essential Elements of Information	RSG	Reconnaissance Strike Group
EM	Electromagnetic	SASC	Senate Armed Services Committee
ENGR	(Combat) Engineering	SDG	Sustainable Development Goals
EU	European Union	SIGINT	Signals Intelligence
FAO	Foreign Area Officer	SME	Subject Matter Expert
FOC	Final Operating Capability	SOF	Special Operations Forces
FOE	Future Operational Environment	SOLIC	Special Operations Low Intensity Conflict
HPSCI	House Permanent Select Committee on Intelligence		
		SWAT	Special Weapons and Tactics
HTT	Human Terrain Team	TCE	True Cost Economics
HUMINT	Human Intelligence	TPFDD	Time Phased Force Deployment Data
IADC	Inter-Agency Development Command		
		UAV	Unmanned Aerial Vehicle
IMINT	Imagery Intelligence	UN	United Nations
IN	Intelligence	USA	United States of America
IO	Information Operations	USCENTCOM	United States Central Command
IOC	Initial Operating Capability	USDI	Under Secretary of Defense for Intelligence
IPK	Information Peacekeeping		
ITT	Interrogation-Translation Team	USG	United States Government
IW	Information Warfare	USSOCOM	United States Special Operations Command
JFC	Joint Forces Command		
JPADS	Joint Precision Air Drop System	USSOUTHCOM	United States Southern Command
LNO	Liaison Officer	WH	White House
M	Million	WoG	Whole of Government
M4IS2	Multi-National, Agency, Disciplinary, Domain) Information-Sharing & Sense-Making		

Endnotes

¹ Re-Published with Permission granted via electronic mail on 24 February 2020. Visit <https://grrrgraphics.com/>.

² The author is a former Marine Corps infantry officer and then a US spy with three overseas clandestine tours and three Washington tours in counterintelligence, satellite futures, and advanced information technology; followed by being the senior civilian responsible for creating the Marine Corps Intelligence Activity (MCIA) from 1988-1993. He went on to train over 7,500 mid-career officers from across 90 countries in Open Source Intelligence (OSINT) and “intelligence done right.” His most recent work includes the book, Robert Steele, [REINVENTING INTELLIGENCE: 30 Years in the Wilderness \(Trump Revolution 46\)](#) (Amazon CreateSpace, Earth Intelligence Network, 2019); and the lecture commissioned by the Danish Ministry of Defence in 2016, “[OSINT Done Right](#),” *Phi Beta Iota Public Intelligence Blog*, 7 February 2016. He is the most published intelligence practitioner-reformer in the English language. His personal web page is <https://robertdavidsteele.com>.

³ Robert Steele, [On Intelligence: Spies and Secrecy in an Open World](#) (OSS Inc., 2001)

⁴ Al Gray (Ghost-Written by Robert Steele), “[Global Intelligence Challenges in the 1990’s](#),” *American Intelligence Journal*, Winter 1989-1990, pp. 37-41. At the time General Gray was the Commandant of the Marine Corps, and the author was the second-ranking civilian in Marine Corps intelligence. Below are the differences between conventional and emerging threats:

Conventional Threat

- Governmental
- Conventional/Nuclear
- Static Orders of Battle
- Linear
- Rules of Engagement (ROE)
- Known Doctrine
- Strategic Warning
- Known Intelligence Assets

Emerging Threat

- Non-Governmental
- Non-Conventional
- Dynamic or Random
- Non-linear
- No constraints (ROE)
- Unknown doctrine
- No established I&W net
- Unlimited 5th column

⁵ Robert Steele, “[Foreword](#),” in Stephen E. Arnold, [CyberOSINT: Next Generation Information Access](#), Harrods Creek, KY: Arnold Information Technology, 2015.

⁶ Robert Steele (Study Director) with BDM Corporation, [Overview of Planning and Programming Factors for Expeditionary Operations in the Third World](#), Quantico, VA: Marine Corps Combat Development Command, March 1990.

⁷ The model and its findings are discussed in Robert. “[Intelligence Support for Expeditionary Planners](#),” *Marine Corps Gazette*, September 1991, pp. 73-79; “[The Asymmetric Threat: Listening to the Debate](#),” *Joint Force Quarterly*, Autumn/Winter 1998-1999, pp. 78-84; and Robert. “[First to Fight, but Not Fighting Smart: a Skeptical Assessment of Marine Corps Effectiveness in the 21st Century](#),” *Marine Corps Gazette*, May 1999.

⁸ Please refer to the companion white paper, Robert Steele, [NATO 2040: Four Threat Classes, Four Type Command, Four Times the Impact](#) (Innovation Centre, ACT, 15 February 2020).

⁹ After 30 years of being blocked by CIA, the author is finally making some progress on the need for an Open Source Agency (OSA) approved multiple times both by the Office of Management and Budget (OMB) and USDI, in all cases at \$125M Initial Operating Capability (IOC), toward \$2B a year Final Operating Capability (FOC). Most recently USDI has been told in an internal draft memorandum that the ideal distribution of these funds would be as follows:

- National Defense University, with a focus on Whole of Government & Multinational IO
 - Advantage: close to WH, USDI, supports education, research, Whole of Government ops
- Allied Command Transformation, node to be located at Dam Neck near DEVGRU and NMITC
 - Advantage: supports transformation, multinational, acquisition, and DEVGRU/NMITC
- MacDill under joint SOCOM-CENTCOM oversight with cells at each of the other strategic commands
 - Advantage: supports warfighting directly with particular attention to GWOT and OOTW
- A White House cell of six people, and a fifth cell of six people pending further discussion.

¹⁰ The calculation of \$400 million a year (with an initial year of \$25 million) is based on a concept that would divide the total funds equally among five elements as listed above.

¹¹ NATO's engagement with OSINT began in 2000 when the NATO J-2 could not afford Alvin Toffler and he recommended the author, who lectured all of the military intelligence commanders across NATO and the Partnership for Peace (PfP), "[One World, Ready or Not: From National Capabilities to Global Coverage Through A Virtual Intelligence Community Coordinated by NATO/PfP](#)," NATO Headquarters, Brussels, Belgium, 11 April 2000. As a result of the briefing, NATO directed Supreme Allied Commander Atlantic (SACLANT) to create a NATO OSINT series of working documents. The [NATO Open Source Intelligence Handbook \(2001\)](#), [NATO Open Source Intelligence Reader \(2002\)](#), and [Intelligence Exploitation of the Internet \(2002\)](#), were the outcome, the first two drawing heavily on the author's prior work in creating the [Open Source Intelligence Professional Handbook](#) (Joint Military Intelligence Training Center, 1996).

¹² A draft briefing package for USDI can be viewed at REDACTED.

¹³ It merits mention that holistic analytics and localized situational awareness cannot be achieved by technical disciplines. Only HUMINT can bring together indigenous observers with the "feeling in the fingertips" and Subject Matter Experts (SME) who are published (generally academics and non-profit authors) or present (field personnel from commerce, government, labor unions, media, and more). The Western "way" of intelligence is not only deficient for its emphasis on technical collection that is not processed, but for its insistence that most humans that it deals with must either be covert "agents" managed by clandestine officers, or "cleared" citizen SME. They are excluding 99% of the overt humans with relevant information, and 99% of the information that is not in their own language or in easy to access digital form.

¹⁴ Cf. Greta Zarro, "[Fouling Our Own Nest & Draining Our Wallets: It's Time to Divest from Endless Wars](#)," *CounterPunch*, 31 January 2020.

¹⁵ This was created by Mr. Jan Herring, the first National Intelligence Officer for Science & Technology in the USA, and shared directly with the author in the 1990's. This common sense approach to assuring timely answers for decision-makers, and the cost calculations, have not been grasped by any government or organization that we know of.

¹⁶ Copyright Medard Gabel, former assistant to Buckminster Fuller, of [Big Picture, Small World](#) (Media, PA).

¹⁷ Cf. Guido Schmidt-Traug, "[Investment Needs to Achieve the Sustainable Development Goals](#)," Sustainable Development Solutions Network, United Nations, 12 November 2015; Camilla Schippa, "[War costs us \\$13.6 trillion. So why do we spend so little on peace?](#)" *World Economic Forum*, 8 June 2016; Mara Niculescu, "[Impact Investment to close the SDG funding gap](#)," United Nations Development Programme, 13 July 2017; and Matt Agorist, "[Just 3% of What the US Spends Destroying Countries Could End Starvation—On the Entire Planet](#)," Free Thought Project, 23 January 2020;

¹⁸ A starting point can be found in the works of former US intelligence analyst Thomas Bearden, such as his books [Fer de Lance](#), [The Excalibur Briefing](#), [Gravitobiology](#), and [Energy from the Vacuum](#).

¹⁹ The USA and China are competing to proliferate their version of 5G communications – and the right to listen in on all content carried by their communications – around the world. China appears to have already won this competition in the Southern Hemisphere. Not addressed by either competitor is the growing public refusal to allow 5G as a weaponized electromagnetic system to be continued; growing public concerns over the electromagnetic "soup" that is lowering human immunity everywhere (making us more vulnerable to biological failure both natural and contrived); and the emergence of balancing positive energy forces that could make 5G safe for both humanity and all other living things.

²⁰ Cf. Mongoose, "[While US Wastes Blood & Treasure on Elective Wars, China Is Building the Internet for the Whole Earth](#)," *Phi Beta Iota Public Intelligence Blog*, 29 January 2020.

²¹ The letter of transmittal, which also went to the Secretary of Defense and multiple US Army flag officers as well as the President of the National Defense University, can be viewed at Robert Steele, "[Open Letter to the President: Reinventing National Security – New Book](#)," *Phi Beta Iota Public Intelligence Blog*, 1 December 2019. The book is based on three monographs funded by the US Army Strategic Studies Institute (SSI) available free online at Robert Steele, "[Grand Strategy, Global Reality, & Re-Inventing US National Security Centered on Re-Inventing the US Army](#)," *Phi Beta Iota Public Intelligence Blog*, 8 September 2016. The book as published is Robert Steele, [REINVENTING NATIONAL SECURITY: Grand Strategy, Global Reality, and the U.S. Army — Everything Our President Is Not Being Told \(Trump Revolution 45\)](#) (Amazon CreateSpace, Earth Intelligence Network, November 2019). T

²² The author who has managed a false flag event for the CIA, and published extensively on this topic, first declared the hoax in his article, Robert Steele with Javad Heiran-Nia, "[Interview: A Counterintelligence Perspective on the Wuhan Virus – A Zionist Bio-War False Flag Attack?](#)" *Tebran Times*, 12 February 2020. The original post with daily updates has been closed: Robert Steele, "[FAKE PANDEMIC Daily Update It's OVER! \[President is Correct — This is the New](#)

[Hoax.1](#)”, *Phi Beta Iota Public Intelligence Blog*, from 9 February 2020 to 29 February 2020. An eleven point worst-case scenario positing the interaction of biological diseases and electromagnetic pollution and/or malicious targeting is provided at Mongoose, “[Alert Reader Proposes a Petri Dish All Causes Explanation for the Wuhan Coronavirus 5G ELF Aspirin Government Mismanagement](#),” *Phi Beta Iota Public Intelligence Blog*, 20 February 2020. The hoax could yet be made real by widespread acts of biological terror sponsored by Bill Gates and other elements of the Deep State.

²³ Most recently, Robert Steele, [REINVENTING NATIONAL SECURITY: Grand Strategy, Global Reality, and the U.S. Army — Everything Our President Is Not Being Told \(Trump Revolution 45\)](#) (Amazon CreateSpace, Earth Intelligence Network, November 2019) – the three monographs comprising the book are also available free online at <https://tinyurl.com/Steele-GOARMY>.

²⁴ Jean-Francois Rischar, [HIGH NOON: 20 Global Problems, 20 Years to Solve Them](#) (Basic Books, 2002); my review “[7 Star Life Transformative Holistic Analysis](#),” *Phi Beta Iota Public Intelligence Blog*, 29 March 2003; and High-Level Panel on Threats, Challenges, and Change, [A More Secure World: Our Shared Responsibility](#) (United Nations, 2004); my review “[Seminal Work that Redirected My Life](#),” *Phi Beta Iota Public Intelligence Blog*, 8 May 2008.

²⁵ Due regard has been placed in studying existing NATO documents, such as [Framework for Future Alliance Operations: 2018 Report](#) (Allied Command Transformation, 2018) as well as related US Department of Defense (DoD) and US Army documents, particularly those of the Futures Command. All such documents are “first-rate” within their mandate, but totally focused on anticipating and confronting problems, not on anticipating and remediating solutions that allow NATO – as Sun Tzu suggested, to defeat the enemy without fighting. The Vietnamese beat the Americans with the [tunnels of Cu Chi](#) and [bare feet combined with iron will](#), the Czechs beat the Russians ([power of the powerless](#)), the Afghans beat both the Russians and the Americans, and Iraq is about to finally rid itself of the American occupying Army ([the rockets into the US Embassy were fired by American collaborators as a false flag](#)). Two references are offered for a strategic perspective: Douglas Macgregor, [Margin of Victory: Five Battles that Change the Face of Modern War](#) (Naval Institute Press, 2016); and [REINVENTING NATIONAL SECURITY: Grand Strategy, Global Reality, and the U.S. Army — Everything Our President Is Not Being Told \(Trump Revolution 45\)](#) (Earth Intelligence Network, November 2019).

²⁶ Al Gray (Ghost-Written by Robert Steele), “[Global Intelligence Challenges in the 1990’s](#),” *American Intelligence Journal*, Winter 1989-1990, pp. 37-41. At the time General Gray was the Commandant of the Marine Corps, and the author was the second-ranking civilian in Marine Corps intelligence. Below are the differences between conventional and emerging threats:

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– Known Doctrine	– Unknown doctrine
– Strategic Warning	– No established I&W net
– Known Intelligence Assets	– Unlimited 5th column

²⁷ The four threats were conceptualized for a course developed by the author, “Intelligence and the Commander,” Command & Staff College, Marine Corps University, Quantico, VA, AY 92-93, and have been depicted in many publications since then.

²⁸ In 2005 the author drafted the first intelligence appraisal on Somali piracy for USCENTCOM J-2 Plans, and it was sent to US Special Operations Command (SOCOM) and US Navy Irregular Warfare for action. In 2008 the author asked both commands why they had not responded and their answer was identical: “it was not an expensive enough problem.”

²⁹ Russian advances in mathematics and scalar time-energy weaponry have been severely over-looked, perhaps even repressed, in the West. The following works are particularly important to NATO’s understanding of the ultimate threat: Thomas Bearden, [Fer De Lance: A Briefing on Soviet Scalar Electromagnetic Weapons](#) (Cheniere Press, 2002); Thomas Bearden, [Energy from the Vacuum: Concepts & Principles](#) (Cheniere Press, 2004); Thomas Bearden, [Gravitobiology: A New Biophysics](#) (Cheniere Press, 2003); and Thomas Bearden, [Excalibur Briefing: Explaining Paranormal Phenomena](#) (Strawberry Hill, 1988). A distinct but complementary contribution is that of David Wilcock, [THE ASCENSION MYSTERIES: Revealing the Cosmic Battle Between Good and Evil](#) (Dutton, 2017).

³⁰ Cf. Robert Steele, [From Arctic to Arabian Sea and West by Southwest: A Concept for Uniting China, India, Iran, & Russia with Open Source Innovation](#), *American Herald Tribune*, 10 September 2019; and Pepe Escobar, [“Why the New Silk Roads are a ‘threat’ to US bloc,”](#) *The Saker*, 26 January 2020, where he says this specifically:

What the New Silk Roads are proposing is wide-ranging, economic, interlinked integration from East Asia, through Central Asia, to Iran, Iraq and Syria all the way to the Eastern Mediterranean. Just like the Ancient Silk Roads. No wonder vested War Party interests are so uncomfortable with this real peace “threat.”

No wonder strategic fear was glaringly visible at the NATO summit in London last month, which called for ratcheting up pressure on Russia-China. Call it the late Zbigniew “Grand Chessboard” Brzezinski’s ultimate, recurrent nightmare.

³¹ Robert Steele, [“NATO 4.0: Key Challenges AND Solutions,”](#) NATO Watch, 30 July 2013, is also available in full text online as [“Reflections on NATO 4.0 – Key Challenges and Solutions,”](#) *Phi Beta Iota Public Intelligence Blog*, 11 July 2013.

³² Early works along these lines include Robert. [“Intelligence in the 1990’s: Recasting National Security in a Changing World,”](#) *American Intelligence Journal*, Summer/Fall 1990, pp. 29-36; [“Applying the ‘New Paradigm’: How to Avoid Strategic Intelligence Failures in the Future,”](#) *American Intelligence Journal*, Autumn 1991, pp. 43-46; [“Reinventer Le Renseignement: Vision et Strategie / Reinventing Intelligence: The Vision and the Strategy,”](#) *International Defense & Technologies*, December 1995; [“The Asymmetric Threat: Listening to the Debate,”](#) *Joint Force Quarterly*, Autumn/Winter 1998-1999, pp. 78-84; [“Virtual Intelligence: Conflict Avoidance and Resolution through Information Peacekeeping,”](#) *Journal of Conflict Resolution*, XIX/1, Spring 1999, pp. 69-105; and [“Threats, Strategy, and Force Structure: An Alternative Paradigm for National Security,”](#) in Steven Metz (ed.), *Revising the Two MTW Force Shaping Paradigm*, Carlisle, PA: Strategic Studies Institute, U.S. Army War College Press, 2001, Chapter 9, pp. 139-163.

³³ Robert with BDM Corporation, [Overview of Planning and Programming Factors for Expeditionary Operations in the Third World](#), Quantico, VA: Marine Corps Combat Development Command, March 1990.

³⁴ Robert, [REINVENTING NATIONAL SECURITY: Grand Strategy, Global Reality, and the U.S. Army — Everything Our President Is Not Being Told \(Trump Revolution 45\)](#) (Amazon CreateSpace, Earth Intelligence Network, November 2019).

³⁵ “Strategic generalizations” about physical, human-cultural, and bio-spiritual-EM terrain should be a foundation for the design and acquisition of force structure, but this is not the case today. It never occurred to the US Army, for example, to contrast 70 tons armor and artillery systems with an Air Force that cannot move them and expeditionary environment constraints including bridges that cannot handle more than 30 tons on average. Two early articles are Robert Steele, [“Intelligence Support for Expeditionary Planners,”](#) *Marine Corps Gazette*, September 1991, pp. 73-79; and Robert Steele, [“First to Fight, but Not Fighting Smart: a Skeptical Assessment of Marine Corps Effectiveness in the 21st Century,”](#) *Marine Corps Gazette*, May 1999.

³⁶ The author has published multiple books on information operations and the new craft of intelligence. His books are at <https://tinyurl.com/steele-print>. See particularly the free online monograph, [Information Operations: Putting the “I” Back Into DIME](#), Carlisle, PA: Strategic Studies Institute, U.S. Army War College, Press, February 1, 2006.

³⁷ It merits comment that NATO and the West – less Russia – have ignored electromagnetic emissions – electromagnetic pollution – at the consumer electronics and general systems level, while developing geoengineering, mind control, and electromagnetic assassination weaponry at the highest levels of classification beyond Top Secret. For an open source understanding of where the Russians are, see the works of Thomas Bearden, such as [Fer de Lance](#) (Cheniery Press, 2002); [Excalibur Briefing: Explaining Paranormal Phenomena](#) (Strawberry Hill Press, 1988); [Gravitobiology](#) (Cheniery Press, 2003); and [Energy from the Vacuum](#) (Cheniery Press, 2004). David Wilcock provides an excellent overview of advanced Russian mathematics with energy and extraterrestrial aspects in [The Ascension Mysteries](#) (Dutton, 2016).

³⁸ This graphic is an adaptation of the core graphic summarizing the three-volume monograph series funded by the US Army Strategic Studies Institute and subsequently published as [REINVENTING NATIONAL SECURITY: Grand Strategy, Global Reality, and the U.S. Army — Everything Our President Is Not Being Told \(Trump Revolution 45\)](#) (Earth Intelligence Network, November 2019). NATO needs to prepare for the day when there are no US bases anywhere, and NATO is completely independent of the US military and US arms manufacturers.

³⁹ Cf. Douglas Macgregor, [Margin of Victory: Five Battles that Change the Face of Modern War](#) (Naval Institute Press, 2016); and [REINVENTING NATIONAL SECURITY: Grand Strategy, Global Reality, and the U.S. Army — Everything Our President Is Not Being Told \(Trump Revolution 45\)](#) (Earth Intelligence Network, November 2019).

⁴⁰ Robert Steele, [The New Craft of Intelligence: Personal, Public, & Political—Citizen’s Action Handbook for Fighting Terrorism, Genocide, Disease, Toxic Bombs, & Corruption](#), Open Source Solutions, Inc., 2002.

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- ⁴¹ The author studied three US Embassies with which he was intimately familiar, for a Master's thesis, *Strategic Information Mis-Management* (University of Oklahoma, 1987).
- ⁴² Robert Steele with Stephen E. Arnold, "[Amazon, China, One Belt One Road Cyber, Tencent, Web 3.0](#)," YouTube (22:17), 18 January 2018.
- ⁴³ Matthew Brennan, "[Tencent's Investment Strategies Revealed](#)," China Channel, 25 August 2018.
- ⁴⁴ Robert Steele, "[Haiti Earthquake CAB 21 \(Notional\) Sequence of Events](#)," *Phi Beta Iota Public Intelligence Blog*, 12 January 2010.
- ⁴⁵ Cf. Robert Steele, "[U.S. Naval Power in the 21st Century: 450-Ship Navy, <24 Hours to Anywhere, Peace from the Sea -- Full Text Online](#)," *Phi Beta Iota Public Intelligence Blog*, 10 November 2008' and Robert Steele, "[CNO Realizes We Need a 450 Ship Navy — 22 Years After I Was Almost Fired for Same Idea...](#)" *Phi Beta Iota Public Intelligence Blog*, 29 March 2014.
- ⁴⁶ The author who has managed a false flag event for the CIA, and published extensively on this topic, first declared the hoax in his article, Robert Steele with Javad Heiran-Nia, "[Interview: A Counterintelligence Perspective on the Wuhan Virus – A Zionist Bio-War False Flag Attack?](#)" *Tehran Times*, 12 February 2020. The original post with daily updates has been closed: Robert Steele, "[FAKE PANDEMIC Daily Update It's OVER! \[President is Correct — This is the New Hoax.\]](#)," *Phi Beta Iota Public Intelligence Blog*, from 9 February 2020 to 29 February 2020. An eleven point worst-case scenario positing the interaction of biological diseases and electromagnetic pollution and/or malicious targeting is provided at Mongoose, "[Alert Reader Proposes a Petri Dish All Causes Explanation for the Wuhan Coronavirus 5G ELF Aspirin Government Mismanagement](#)," *Phi Beta Iota Public Intelligence Blog*, 20 February 2020. The hoax could yet be made real by widespread acts of biological terror sponsored by Bill Gates and other elements of the Deep State.
- ⁴⁷ As invited and included in E. Mordini and M. Green, *Internet-Based Intelligence in Public Health Emergencies: Early Detection and Response in Disease Outbreak Cities* (IOS Press, 105 of NATO Science for Peace and Security Series – E Human and Societal Dynamics, March 2013).
- ⁴⁸ [ONE WORLD, READY OR NOT: From National Capabilities to Global Coverage Through a Virtual Intelligence Community Coordinated by NATO/PJP](#) (NATO, 2000).
- ⁴⁹ C4I: Command and control, communications, computers, and intelligence.
- ⁵⁰ High-Level Panel, *A More Secure World: Our Shared Responsibility* (New York, NY: United Nations, 2004).
- ⁵¹ As cited by Richard Gannett, "[What if you could make anything you wanted?](#)," CNN.com, Mon July 9, 2012, accessed 9 July 2012. The Admiral's TED presentation in June 2012, "Open Source Security," is online as "[James Stavridis: How NATO's Supreme Commander thinks about global security](#)."
- ⁵² Cf. Robert Steele, *INTELLIGENCE for EARTH: Clarity, Diversity, Integrity, & Sustainability* (Oakton, VA: Earth Intelligence Network, 2010), provides my fully-developed views. 2020
- ⁵³ Cf. *THE OPEN SOURCE EVERYTHING MANIFESTO: Transparency, Truth & Trust* (Berkeley, CA: North Atlantic Books Evolver Editions, 2012)
- ⁵⁴ Forthcoming in "[The Evolving New Craft of Intelligence](#)," R. Dover, M. Goodman, and C. Hillebrand (eds.). *Routledge Companion to Intelligence Studies* (Routledge, February 2013).
- ⁵⁵ High-Level Panel, *A More Secure World: Our Shared Responsibility* (New York, NY: United Nations, 2004).
- ⁵⁶ Robert Steele, *INTELLIGENCE for EARTH: Clarity, Diversity, Integrity, & Sustainability* (Oakton, VA: Earth Intelligence Network, 2010), provides my fully-developed views. 2020
- ⁵⁷ Definitions and related references are online at "[Robert Steele Answers PhD Questions](#)," *Phi Beta Iota the Public Intelligence Blog*, 16 July 2012.