

# BUREAU OF INTELLIGENCE AND RESEARCH

## *Resource Summary*

(\$ in thousands)

| <b>Appropriations</b> | <b>FY 2012<br/>Actual</b> | <b>FY 2013<br/>CR <sup>(1)</sup></b> | <b>FY 2014<br/>Request</b> | <b>Increase/Decrease<br/>From FY2012</b> |
|-----------------------|---------------------------|--------------------------------------|----------------------------|--|
| Positions - Enduring  | 337                       | 337                                  | 337                        | 0  |
| Enduring Funds        | 67,236                    | 60,721                               | 63,430                     | (3,806)                                  |

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

### *Program Description*

The Bureau of Intelligence and Research (INR) is an integral part of the Department of State and a member of the Intelligence Community (IC). INR ensures that well-informed and independent analysis informs foreign policy decisions and that intelligence and counterintelligence activities support America's foreign policy. INR provides all-source analysis to the Secretary of State and other State Department policymakers, including ambassadors, special negotiators, country directors, and desk officers.

The Secretary's global agenda determines INR's priorities. From Arab Spring events and nuclear proliferation in Iran and North Korea, to narco-violence in Mexico, new cyber threats, and humanitarian emergencies in Syria and Africa – INR provides policymakers with up-to-the-minute information on fast-breaking events and analyzes longer trends and emerging issues that may undermine U.S. efforts to promote international peace, security, and economic and commercial development.

INR's Civil Service and Foreign Service Officers continuously support diplomatic operations, supplying policymakers with intelligence and analysis directly related to multiple, complex and threatening environments. INR ensures that intelligence resources are used wisely and support the highest priorities.

INR's ability to carry out its mission rests on three pillars:

**All-Source Analysis:** INR is one of three all-source analytical units in the IC. INR analysts focus primarily on supporting diplomats and diplomacy with a wide range of information and analyses. INR participates in the production of joint IC products, usually under the auspices of the National Intelligence Council, and in the drafting and coordinating of articles for the President's Daily Briefing (PDB).

**Intelligence Policy and Coordination:** INR coordinates with the IC to ensure that intelligence activities (collection and operations) support and are informed by foreign policy. Within the State Department, INR coordinates policy review of sensitive intelligence, counterintelligence, and law enforcement activities to ensure that they are consistent with foreign policy interests. INR also represents the State Department's interests in the formulation of intelligence policy by the Office of the Director of National Intelligence (ODNI) and other elements of the IC.

**Analytic Outreach:** INR is the IC's Executive Agent for Analytic Outreach. INR's Analytic Exchange Program provides analysts and policymakers with perspectives from thousands of outside experts from the private sector, academia, and non-governmental organizations on the most challenging current and emerging foreign policy and intelligence issues. INR manages the IC Associates Program, the Title VIII grant program on Eurasia and East Europe, and the Global Futures Forum.

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INR is the Department's principal liaison with the ODNI. Since the creation of the ODNI, there have been many changes in the IC – more attention to customer needs, new standards for information sharing, and initiatives regarding cyber security, insider threat detection, and analytic collaboration and standards. INR personnel participate in a wide variety of IC working groups and committees and actively participate in the production of IC assessments and analyses, including the PDB.

INR employs performance metrics to measure success. Specifically, INR regularly gauges how it is meeting policymakers' needs and Department priorities, and how its performance influences resource decisions. INR annually surveys how customers view its support and identifies areas for improvement. This survey indicates that INR customers find that it provides unique, timely, and valuable information. Survey results, as well as feedback from Assistant Secretaries and other senior staff, led INR to develop e-Intel, which is the initiative to disseminate intelligence electronically to policymakers. Over 530 users from 30 bureaus or offices within the Department now have access to e-Intel; through continued partnering and collaboration INR will expand the use of e-Intel. INR plans to complement its customer satisfaction surveys with other feedback mechanisms to gain actionable input to ensure INR products and services provide decision advantage and foster 21st century statecraft. INR also uses a series of measures to track its performance on polling, intelligence policy and coordination, outreach, security (including counter-intelligence), secure information sharing, and information technology infrastructure targets. INR regularly updates its performance metrics to ensure the measures provide useful data.

Priorities in FY 2014 include:

- Track and analyze issues that may undermine efforts to promote peace and security such as terrorism, the spread of Weapons of Mass Destruction (WMD), mass atrocities, and trafficking in humans and illicit drugs;
- Provide all-source analyses and assessments that examine trends in governance, democracy and human rights, and assess domestic policies and leadership performance in countries of interest;
- Prepare all-source analysis and coordinate on IC analyses of cyber issues for senior policymakers; provide intelligence support to the Office of the Coordinator for Cyber Issues and other Department policymakers; and coordinate intelligence-related cyber issues with the IC and other Federal agencies;
- Serve as the Executive Agent of the Director of National Intelligence to promote and facilitate collaboration between non-U.S. Government experts and Department policymakers and IC analysts;
- Play a key role in the IC to optimize intelligence collection and requirements so that current and future diplomatic information needs are met, resulting in enhanced intelligence support for policymakers;
- Serve as a leader in the U.S. Government for unique foreign public opinion and media research to inform the U.S. Government's public diplomacy initiatives;
- Increase collaboration and information sharing on humanitarian issues and complex emergencies worldwide through the interagency Humanitarian Information Unit;
- Strengthen analytic tools and tradecraft to produce more cogent, rigorous and accurate assessments;
- Create and maintain a diverse and agile workforce through recruitment, training, and professional development in support of the national security mission;
- Enhance the protection of sensitive compartmented information whether it resides on paper or in electronic media;
- Enhance the Department's Continuity of Operations (COOP) capabilities to ensure policymakers receive continuous intelligence support in the event of a crisis;

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- Enhance enterprise audit and insider threat detection capabilities; and
- Enhance information sharing, operational effectiveness and decision making via e-Intel which provides Top Secret information to cleared policymakers at their desktops.

### *Performance*

INR's mission is to ensure that well-informed and independent analysis informs foreign policy decisions and that intelligence and counterintelligence activities support America's foreign policy. INR depends on customer feedback to understand how well it's accomplishing this mission.

| <b>Strategic Goal 1: Counter threats to the United States and the international order, and advance civilian security around the world</b> |                   |   |                 |                   |                |                          |                        |                |
|---|-------------------|---|-----------------|-------------------|----------------|--------------------------|------------------------|----------------|
| <b>Strategic Priority</b>   |                   | Conflict Prevention, Mitigation, and Response   |                 |                   |                |                          |                        |                |
| <b>Active Performance Indicator</b>   |                   | NEW APP INDICATOR: 90 percent of INR's Department of State customer survey respondents rate INR's analytic products and services timely and useful each fiscal year   |                 |                   |                |                          |                        |                |
| <b>Prior Year Results and Ratings</b>   |                   |   |                 |                   | <b>FY 2012</b> |                          | <b>Planned Targets</b> |                |
| <b>FY 2007</b>  | <b>FY 2008</b>    | <b>FY 2009</b>  | <b>FY 2010</b>  | <b>FY 2011</b>    | <b>Target</b>  | <b>Result and Rating</b> | <b>FY 2013</b>         | <b>FY 2014</b> |
| 90%   | 93%               | Survey not conducted  | 90%             | 91%               | 90%            | 90%                      | 90%                    | 90%            |
| N/A   | ▲<br>Above Target | Data Not Yet Available, No Rating   | ◄►<br>On Target | ▲<br>Above Target |                | ◄►<br>On Target          |                        |                |
| <b>Impact</b>   |                   | INR's Annual Customer Satisfaction Survey is a crucial tool that helps INR gauge and improve its support to policymakers. INR uses the survey and this measure to assess the value of its all-source analysis, identify areas for improvement, and address any policymaker concerns.  |                 |                   |                |                          |                        |                |
| <b>Methodology</b>  |                   | INR's customer satisfaction survey is administered annually by INR's Office of the Executive Director and Office of Opinion Research. In FY 2012, the survey was administered electronically to consumers of INR's products and services, including Under Secretaries, Assistant Secretaries, Deputy Assistant Secretaries, desk officers, and other Department and U.S. Government customers. Participants had the opportunity to provide anonymous responses. |                 |                   |                |                          |                        |                |
| <b>Data Source and Quality</b>  |                   | Data is obtained from an annual INR customer satisfaction survey. The survey is administered to Department and U.S. Government consumers of INR's products and services. The data quality assessment revealed no significant data limitations.  |                 |                   |                |                          |                        |                |

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### *Justification of Request*

The FY 2014 Request for INR is \$63.4 million, a decrease of \$3.8 million compared to the FY 2012 Actuals due to one-time funding for the Countering Violent Extremism program. The \$2.2 million increase for intelligence support is for INR to continue to fulfill its mission to provide the Department, U.S. Government policymakers and the IC with timely, tailored all-source analytic products.

### *Resource Summary*

|                                  | Positions |        |          |     |       | Funds (\$ in thousands) |          |        |
|----------------------------------|-----------|--------|----------|-----|-------|-------------------------|----------|--------|
|                                  | American  |        |          |     | Pos   | Bureau                  | American | Funds  |
|                                  | CS        | FS Dom | Overseas | FSN | Total | Managed                 | Salaries | Total  |
| FY 2012 Actual                   | 276       | 61     | 0        | 0   | 337   | 20,181                  | 47,055   | 67,236 |
| FY 2013 Estimate                 | 276       | 61     | 0        | 0   | 337   | 13,666                  | 47,055   | 60,721 |
| FY 2014 Built-in Changes         |           |        |          |     |       |                         |          |        |
| Absorption of Domestic Inflation | 0         | 0      | 0        | 0   | 0     | (235)                   | 0        | (235)  |
| American COLA                    | 0         | 0      | 0        | 0   | 0     | 8                       | 467      | 475    |
| Domestic Inflation               | 0         | 0      | 0        | 0   | 0     | 235                     | 0        | 235    |
| Total Built-in Changes           | 0         | 0      | 0        | 0   | 0     | 8                       | 467      | 475    |
| FY 2014 Current Services         | 276       | 61     | 0        | 0   | 337   | 13,674                  | 47,522   | 61,196 |
| FY 2014 Program Changes          |           |        |          |     |       |                         |          |        |
| Intelligence Support             | 0         | 0      | 0        | 0   | 0     | 2,234                   | 0        | 2,234  |
| Total Program Changes            | 0         | 0      | 0        | 0   | 0     | 2,234                   | 0        | 2,234  |
| FY 2014 Request                  | 276       | 61     | 0        | 0   | 337   | 15,908                  | 47,522   | 63,430 |

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## *Staff and Funds by Domestic Organization Units*

(\$ in thousands)

| Bureau of Intelligence and<br>Research<br>(INR)                     | FY 2012    |          |               | FY 2013    |          |               | FY 2014    |          |               | Increase/Decrease |          |                |
|---|------------|----------|---------------|------------|----------|---------------|------------|----------|---------------|-------------------|----------|----------------|
|   | Actual     |          |               | CR         |          |               | Request    |          |               | From FY2012       |          |                |
|   | Am         | FSN      | Funds         | Am         | FSN      | Funds         | Am         | FSN      | Funds         | Am                | FSN      | Funds          |
| Assistant Secretary for Intelligence & Research                     | 7          | 0        | 1,088         | 6          | 0        | 1,089         | 6          | 0        | 1,102         | (1)               | 0        | 14             |
| Deputy Assistant Secretary for Analysis and Information Management  | 2          | 0        | 282           | 2          | 0        | 282           | 2          | 0        | 284           | 0                 | 0        | 2              |
| Deputy Assistant Secretary for Intelligence Policy and Coordination | 2          | 0        | 284           | 2          | 0        | 284           | 2          | 0        | 287           | 0                 | 0        | 3              |
| INR Watch (INR/WATCH)   | 14         | 0        | 2,095         | 14         | 0        | 2,095         | 14         | 0        | 2,120         | 0                 | 0        | 25             |
| Office of Analysis for Africa (INR/AF)                              | 14         | 0        | 2,106         | 14         | 0        | 2,107         | 14         | 0        | 2,131         | 0                 | 0        | 25             |
| Office of Analysis for East Asia & Pacific                          | 23         | 0        | 3,230         | 22         | 0        | 3,232         | 22         | 0        | 3,270         | (1)               | 0        | 40             |
| Office of Analysis for Europe (INR/EUR)                             | 18         | 0        | 2,780         | 19         | 0        | 2,781         | 19         | 0        | 2,811         | 1                 | 0        | 31             |
| Office of Analysis for Near East & South Asia                       | 25         | 0        | 3,634         | 25         | 0        | 3,635         | 25         | 0        | 3,676         | 0                 | 0        | 42             |
| Office of Analysis for Russia and Eurasia                           | 24         | 0        | 3,464         | 24         | 0        | 3,465         | 24         | 0        | 3,506         | 0                 | 0        | 42             |
| Office of Analysis for Terrorism, Narcotics and Crime               | 20         | 0        | 3,013         | 20         | 0        | 3,014         | 20         | 0        | 3,048         | 0                 | 0        | 35             |
| Office of Analysis for Western Hemisphere Affairs (INR/WHA)         | 12         | 0        | 1,754         | 12         | 0        | 1,755         | 12         | 0        | 1,774         | 0                 | 0        | 20             |
| Office of Counter-Intelligence & Consular Support                   | 5          | 0        | 720           | 6          | 0        | 720           | 6          | 0        | 729           | 1                 | 0        | 9              |
| Office of Cyber Affairs (INR/CYBER)                                 | 5          | 0        | 852           | 5          | 0        | 855           | 5          | 0        | 884           | 0                 | 0        | 32             |
| Office of Economic Analysis   | 18         | 0        | 2,591         | 18         | 0        | 2,592         | 18         | 0        | 2,622         | 0                 | 0        | 31             |
| Office of Intelligence Operations (INR/OPS)                         | 6          | 0        | 993           | 6          | 0        | 993           | 6          | 0        | 1,003         | 0                 | 0        | 10             |
| Office of Opinion Research (INR/OPN)                                | 37         | 0        | 10,056        | 37         | 0        | 5,058         | 37         | 0        | 5,133         | 0                 | 0        | (4,923)        |
| Office of Outreach (INR/OTR)  | 10         | 0        | 1,788         | 10         | 0        | 1,791         | 10         | 0        | 1,810         | 0                 | 0        | 22             |
| Office of Publications  | 6          | 0        | 852           | 6          | 0        | 852           | 6          | 0        | 861           | 0                 | 0        | 9              |
| Office of Strategic, Proliferation and Military Issues              | 21         | 0        | 2,913         | 21         | 0        | 2,914         | 21         | 0        | 2,945         | 0                 | 0        | 32             |
| Office of Technical Collection Affairs (INR/TCA)                    | 10         | 0        | 1,528         | 10         | 0        | 1,528         | 10         | 0        | 1,545         | 0                 | 0        | 17             |
| Office of the Executive Director                                    | 32         | 0        | 16,198        | 32         | 0        | 14,646        | 32         | 0        | 16,606        | 0                 | 0        | 408            |
| Office of the Geographer and Global Issues                          | 24         | 0        | 4,702         | 24         | 0        | 4,720         | 24         | 0        | 4,967         | 0                 | 0        | 265            |
| Principal DAS for Intelligence & Research                           | 2          | 0        | 313           | 2          | 0        | 313           | 2          | 0        | 316           | 0                 | 0        | 3              |
| <b>Total</b>  | <b>337</b> | <b>0</b> | <b>67,236</b> | <b>337</b> | <b>0</b> | <b>60,721</b> | <b>337</b> | <b>0</b> | <b>63,430</b> | <b>0</b>          | <b>0</b> | <b>(3,806)</b> |

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