

SECURITY AND INTELLIGENCE. STRATEGIC ASPECTS AND ORGANIZATIONAL MODEL

Brigadier General Professor (ret) Constantin ONISOR, PhD*
Assistant Professor Mihai BALAN, PhD**
Cristian-Sorin PRUNĂ, PhD***

Abstract: *The present study approaches the notion of security that is considered the main condition for the existence and development of a nation (statal entity) in a state of peace, seen in direct relationship with the state-nation imbalance – a defining coordinate of the rule of law modernity, the main cause of disputes and the element of continuity of peace, crisis and war. In the current context, prospective security should be the landmark law of acknowledging the needs and underlying policies and strategies, which in relation to the dynamics of the present situation contributes to the orientation and appropriateness of the strategic decisions in order to avoid undesirable developments of the nation (state).*

In what the modern intelligence is concerned, the multiple and varied aspects of the problem have imposed orientating the approach towards defining it as strategic art, as a superior component of informational confrontation, but also as an activity conducted by the informative structures of the state entity.

Being a reliable support of acknowledging security needs and underlying state's policies and strategies, the intelligence informationally supports the adoption of the strategic decisions necessary for the prevention, reduction or removal of the threats.

The strategic value of the intelligence derives from the support of decisions on safety, related to the dynamics of the environment (peace, complex situations), with the objective of winning the informational confrontation by creating an optimal info- decision- making flow, acquiring superiority of decision, predicting timely decisions and eliminating uncertainty as well as influencing disruptive factors.

Keywords: *security; intelligence; peace; crisis; war; acknowledgement; strategy; management.*

* member of the teaching staff in the „Mihai Viteazul” National Intelligence Academy, Bucharest; e-mail: gen_onisor@yahoo.com, mobile: 0763637421.

** member of the teaching staff in the „Mihai Viteazul” National Intelligence Academy, Bucharest.

*** intelligence expert, prunacristian@yahoo.com.

Bellum ita suscipiatur, ut nihil aliud nisi pax quaesita videatur¹
Cicero, *De officiis*

The disparities between states are expressions of the differences between their analysis abilities and strategic decision, preeminent being the ability to speculate an intelligent balance between knowledge and influence, reality and potentiality, fully acknowledged and standardised factual elements and imagination. The current security environment is characterised by complexity and non-linearity, requiring from the intelligence structures adjustments of the means of actions, congruent with the new challenges, context which facilitates innovative and experimental intercessions.

1. Security. Conceptual delimitations

Security represents the essential condition for the existence and evolution of a nation in a state of peace and implicitly, for the ensemble of organisational structures through which it self-manages (statal entity).

The internal component of the security process refers to the stability of the organisational ensemble through which the nation self-manages (having as coordinates – constitutional order, antiterrorism, economic security etc.), and the international one has the inter-statal balance and stability as object.

The security state is constituted through the dynamics of interactions between the security and the insecurity vectors. The security vectors are organisations and institutions invested to protect, defend and promote the values and interests of the social organisations and socio-political entities according to the nation's security needs. The insecurity vectors are subjects or organisations of any nature whose actions are constituted in disturbant factors with consequences on the security state, in the meaning of affecting the nation's incorporating possibilities (distorsion of the community spirit) and reducing the state's functionality (disorganising its functions and producing discontinuities in public management, diminishing its ability to evolve or to maintain itself as social organisation, weakening the production ability and use of resources, diminishing the ability to satisfy the protection need etc.)

Security is realised by managerial entities that use means (security sources and resources – human, informational, energetic) and methods (according to attributions and responsibilities) with the purpose of protecting, defending and

¹ A war has to be waged so as to be clear that nothing but peace was pursued.

promoting the nation's values and interests, having as dynamic landmarks the security needs (characteristic of state entities or derived from its participation in the constitution of state ensembles).

The evolution of human society imposed modern approaches of the security state, a concept previously delimited through force balance, dissuasion, neutrality and misalignment.

Taking into account the type of prevailing interactions existing at inter-statal level, one can define rivalry relations (specific to the international state system), cooperation relations (specific to the international society – common institutions) and transnational relations (which emphasize the importance of democratic systems).

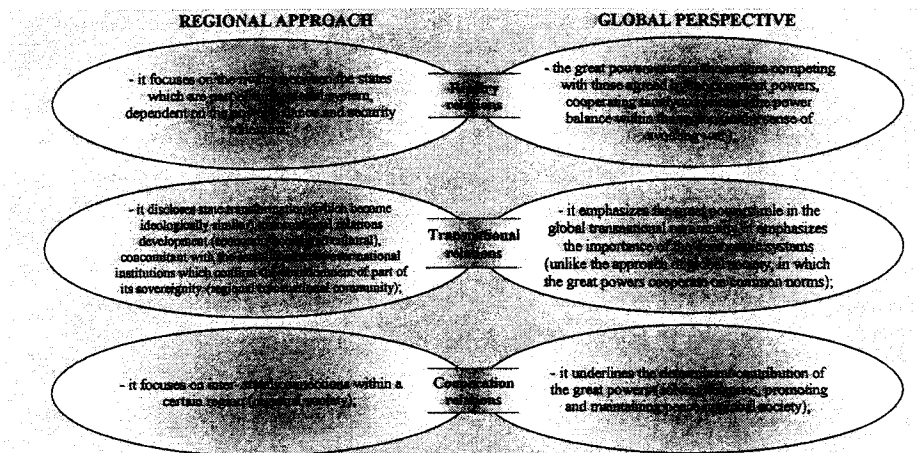


Figure 1. Statal interactions

Initially, force balance and discouragement (dissuasion) established and preserved security state – peace – internally (as an effect of power balance between the socio-political forces, ensured through legislation and institutions) and externally (as a result of self defence and collective defence – closing defense alliances).

Force balance has a reference component (an international system or a political- statal entity, within which coalitions are established) and a dynamic component (a system of inter and intra-statal relations, whose evolution modifies power and the military force). Dissuasion endorses the discouragement of the potential opponents within the meaning of trammeling them from breaking out an aggression war, a fact which generated a competition for increasing the power

resources (information, capital and force). Some statal entities can resort to neutrality or misalignment towards the oportunities and consequences of a possible involvement in redefining the security space from force positions.

The use of these concepts offers the perspective of force ensurance (especially the military one) of the security state (peace) of the nations, in concordance with their imposing abilities or accepting the power rate.

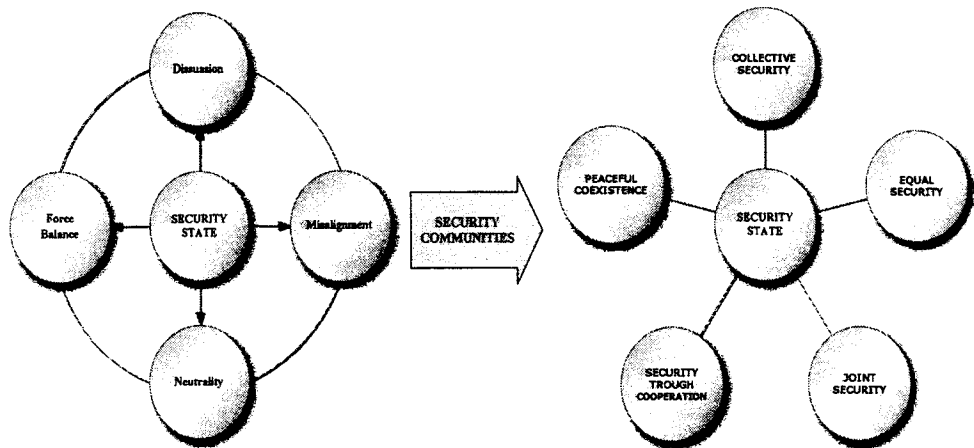


Figure 2. Means of realising national security

On this background, the security concept² (implicitly peace) has gained new valencies:

- peaceful coexistence – active cooperation on the basis of equality and reciprocal advantage (desirable especially in small states), whose application depends on the attitudes of the great powers;
- collective security – starting from the indivisible character of security, presupposes a mutual commitment in its favour (applying some measures of mutual defense against aggressions by the means of a treaty);
- equal security – implies convergent interests between equally sized powers;

² Bordeianu, Cătălin, Enea, Viorel și Nicolae, Corina, *Administration and management of the contemporan militaro-political crises. The security dimensions inglobalization age*, Iasi, Vasiliana 98 Publishing House, 2010, pp. 165-174.

- mutual security – it doesn't imply threats with reciprocal destruction and it promotes the principle of international peace – a consequence of general security;
- cooperative security – the multilateral security management within international organisations or coalitions.

Incorporated security management (within regional security complexes – groups of states characterised by a certain degree of geographic proximity and strategic interaction or security linked interdependence³) is realised by the security communities. They act on a national coordinate (state institutions integrally manage the defence, starting from a common goal – peace, having as objective the state security) and an international coordinate (multilateral security management, through cooperation within international organisations or coalitions).

2. Prospective security – the coexistence of peace, crisis and war

The coexistence of peace, crisis and war is disclosed by the ubiquity of the controversy within human society and their management forces. The controversy is the conflictual state which evolves between landmarks such as dissesions, tensions and conflict.

We may look upon the state-nation unbalance as the main cause of controversies (the power of the state, the degree of congruency of ethnic, national and political borders – there is no compatibility between states and people's national feelings).

Society dynamics is characterised by a series of constant processes and universality as a whole:

- the establishment, evolution and emergence of the nations;
- the establishments and interaction of the organisational forms by which the nations self manage;
- the state-nation unbalance with different degrees of display.

One can notice the incidence of the whole effects on human organisations (anomic states, crises, politico-military conflicts, wars), but also the punctual effects, whose more and more pronounced impact contributes to the turbulence of society (the source of asymetrical threats, on the background of the state-nation unbalance).

The security process implies maintaining peace state or establishing it in complex situations. Its efficiency depends on the prospective reporting to a desirable security state, in which the current reference field will be taken into account (the

³ Miller Benjamin, *States, Nations and Great Powers*, Iasi, Tipografia Moldova Publishing House, 2010, Iasi, p. 43.

nation's values and interests) and its future reflection (correlated to the dynamic landmarks – protection, promotion and defence needs).

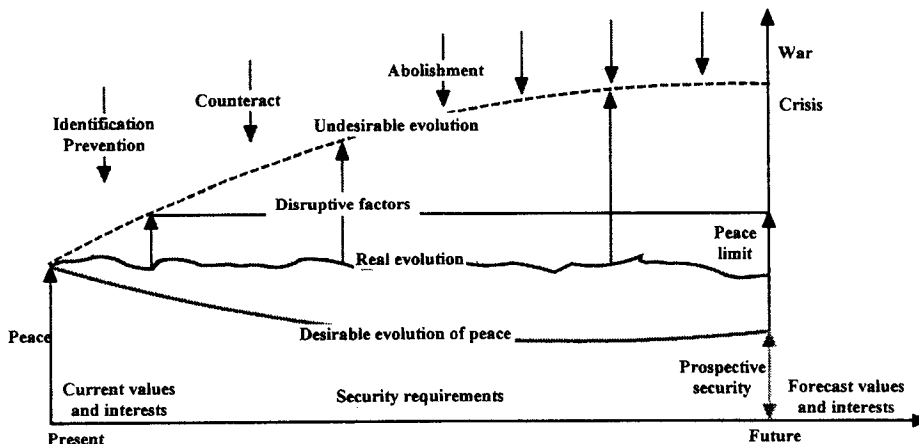


Figure 3. Prospective security

Thus, the concept of prospective security delimits two temporal stages of action (present and future) in order to maintain vulnerability within acceptable limits. They inter-conditioned each other because prediction results in defining, developing and integrating some national capabilities of preventing potential threats (in a limited amount of time and predicted context – by prospective security), in direct connection with the current operational situation.

Correct evaluation is conditioned by the acknowledgement of the state dynamics, whereas forming evolution scripts regarding prospective security will emphasize means of prevention and counteracting disruptive factors (deriving from the state-nation unbalance, found at the ground of conflicts) or removing their consequences with the purpose of establishing or maintaining security (implicitly peace).

Thus, prospective security is constituted in a mark of recognising the needs and substantiating the politics and strategies in the field, which contributes to the current adoption of those strategic decisions which are capable of preventing the nation's (state's) undesirable evolution and materializing complex situations.

3. Intelligence. Notions and terms.

Information is ubiquitous in every human activity field and implicitly, in establishing and maintaining peace state.

The security process is both generative of and consuming information, that simultaneously constituting a structural element, value and threat. This process is accomplished according to the objectives set through security strategies and defense – which express orientation at the macro level of governmental politics, and based on the ones mentioned in sectorial strategies (developed and implemented at strategic institutions level, such as resort ministries).

The role which information holds is a fundamental one, since any intercession meant to realise and preserve security state (desirable defence finality) is not possible without information (which will be called security and defence information or security information), these ones constituting in structural elements which ensure realising, preemptively, the goals regarding acknowledgement, decision or action in security.

Subsumed to knowledge, security information is essential for identifying the insecurity sources on time, helping to highlight disruptive factors, means and methods used, causality connections and temporal marks. Subsequently, the security information contributes to generating decisions and actions necessary to realising and preserving the security environment, both in peace situations and especially in crisis time and war.

In the process of security, information carries value on condition that it facilitates the identification and adoption of operative counterattack solutions of the insecurity sources.

Efficient management of information resources ensures avoiding the surprises derived from adopting inconvenient decisions (insufficiently analysed, unclearly set etc.), respectively the increase in the capacity to anticipate the actions enterprised by a varied series of disruptive elements and their dynamics, as well as adequate actional reactions.

The efficiency and means of improving the security and defence information are dependent on the ability of related managerial entities to manage dynamically the interactions between the security vectors and the insecurity vectors. They adapt their knowledge and action abilities – having as result the identification of necessary intercessions on the line of preventing or counteracting the contexts which harm the security state, mainly decisions and actions in concordance with the nations' values and interests, according to security needs.

The informational term refers to the informational content of a reference. The significance of the collocation – informational situation – includes the informational content of the referentiated reality. The informative term implies the role of informing, in the meaning of obtaining and acknowledging by means of information.

The informative activity is carried on by specialised structures, legally constituted, which systematically, unitary and secretly use means and methods to obtain and improve the security information. This represents the ensemble of related operations and actions which are carried on in two stages: information and counter-information.

The informative system represents an ensemble of valued elements (principles, norms, procedures) and institutional structures which relate and display informative activity, according to competence.

The informative services are components of the institutional ensemble (informative system), which acts in order to prevent counteract or remove the actions of insecurity vectors. Permanently, they carry on specialised activities by which they ensure the necessary support to the improvement of security resources (according to principles, norms and procedures), meaning in which they obtain and improve information in order to adopt and implement, by the entitled authorities, of timely decisions.

The institutions legally abled to carry on informative activities (national security system) are represented by internal, external and military information services, security services and department structures, information and protection structures (a component of some ministries such as: defense, interior, justice, transport, economy etc.; special services that ensure communication, protection and security).

At the statal entity level, the activity of intelligence services is coordinated by the National Intelligence Council (N.I.C.).

The organisational structure of a Multinational Intelligence Council (M.I.C.) is made up of national informative systems (N.I.C. and their components) and collective leadership organisms (supranational) with functions correlated to the activity of conceiving, planning and coordinating the ensembles of information of the statal entities, member of a union /alliance. Their role is to ensure a common institutional frame that will allow the integrative information change (not only bilaterally), respectively producing security information relevant to the union /alliance as a whole (high level politics – security, defense and external politics), respectively

assuming from the informative ensembles series of data and their integral exploitation.

The strategic dimension of the intelligence activity is represented by the National Intelligence Council (integrated intelligence) and by the Multinational Intelligence Council (stratified integrated intelligence), the operational one being present at the the informative systems level (intelligence). The tactic dimension is characteristic to the components of informative systems.

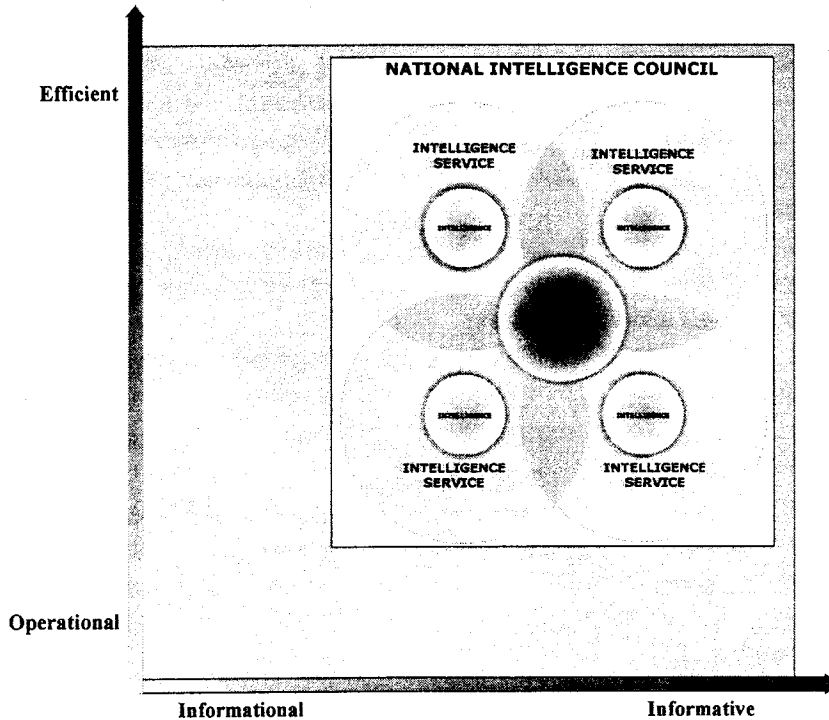


Figure 4. Integrated intelligence

The operational term delimits the context of accomplishing some missions. The significance of the collocation – operational situation – includes both the constitutive elements of referential realities, and the connections between them.

The term operative implies prompt accomplishment of operations. The significance of the collocation – operative situation – includes the constitutive elements of a state fact and causality connections (motivational landmarks, interests), with relevance regarding the efficient deployment of informative activities.

4. Intelligence - concept and organizational pattern

For a general delimitation of conceptual landmarks and of the organisational pattern, three intelligence hypotheses are taken into account: strategic art, superior component of the informational confrontation and informative activity carried out by an intelligence service.

4.1. Intelligence – strategic art

The area of significance of the word intelligence includes the notion of intelligence which represents „1. The ability to understand easily and clearly, to seize the essential, to deal with new situations or problems based on previous experience; Artificial intelligence= the ability of evolved technical systems to acquire cvasi-human performances. Person of intelligence. 2. (old-fashioned) The total number of intellectuals; intellectuality – Din fr. *intelligence*, lat. *intelligentia*, germ. *Intelligenz*, rus. *Inteligencia*.”⁴

The following facts of the term intelligence are also representative:

- ✓ knowledge sought by nations in order to prevent or counteract threats and to protect values and vital interests;
- ✓ prediction on the world – a preface to the decision and action of the strategic decision makers.

Broadly, within the organisational structures which function in the information field, knowledge⁵ can be defined as:

- an active reflection of the real world, of the essential and generic features, in the conscience of the intelligence organisation members, a process based on the capacity to decompose and analyse the attributes of the component entities, respectively on the ability to synthesize and reason with abstract concepts (disfunctions, vulnerabilities, risk factors, threats, danger situations etc.);

- a fluid mix of experience, values, contextual data, acquired visions and intuition which create the environment and provide the frame necessary to evaluate and incorporate new experience and informational products at a cognitive level, which are subsequently materialised into explicit (procedures, processes, practices, norms);

- information which can generate potential, useful both at the informative systems level, and at the beneficiary strategic institutions level.

⁴ www.webdex.ro, visited on 15th December, 2010.

⁵ Mazilescu, Vasile, *Modelling the business processes based on knowledge management*, Galati, Europlus Publishing House, 2006, pp. 125-133.

From the perspective of the knowledge components in intelligence, there is a layer of the informational products – data and information, followed by acquirements and expertise, under the roof of maximum rationalisation – existing at N.I.C. level, hierarchised increasingly according to complexity degree:

➤ **Data** – unstructured facts with a static character;

The word data derives from the Latin noun *data*, the plural of *datum*, which also derives from the verb *dare* – to give (with the meaning of something given). This category constitutes the lowest level of abstraction, the data being able to be converted by contextualisation into information, after procedures implying their evaluation, highlighting of the significant connections and establishing their relevance.

The data themselves have little relevance, representing a state of fact, with no causality. Considering that there is no qualitative clear perspective at their level, the quantity of data often offer the illusion of rigour or accuracy (by inducing the opinion according to which collecting a sizeable quantity implies timely, precise, objective and rational decisions).

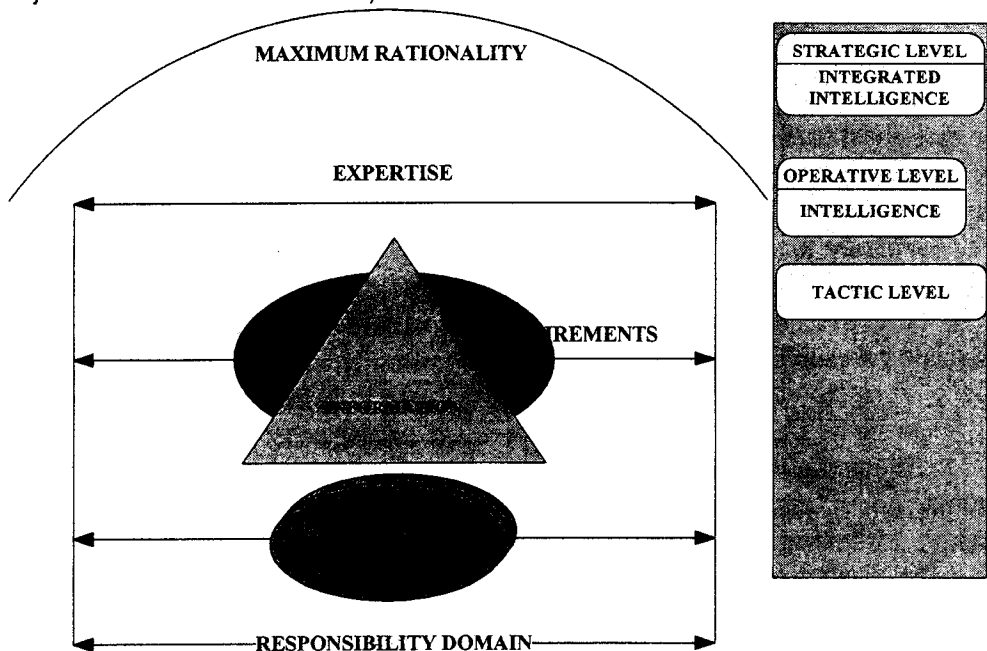


Figure 5. Knowledge in intelligence

One can consider data some informational products included, obtained, at a given moment, from Human Intelligence (HUMINT) – through human resources, Open Source Intelligence (OSINT) – open sources, Cooperation Liason Intelligence (COLINT) – connection and cooperation operations, being in the process of obtaining /recovering the information quality after contextualization (evaluation, highlighting significant connections, establishing relevance).

➤ **Information** – a contextualised aggregation of data favouring decision;

The term is taken from Latin – inform, through French – information, whose initial meaning is „something which changes, shapes the one holding it”⁶. Information implies interpretation and relevance, characteristics obtained through processing, manipulating and organising data.

By processing the data received, the receiver will set attributes like relevance, pertinence and opportunity. Thus, the principle according to which any transmission of information has as effect its transformation into data is emphasised.

➤ **Acquirements** – an ensemble of elements obtained in virtue of the cognitive processes of abstraction, generalisation, classification and intension;

In intelligence, acquirements are conceived as being:

✓ a state of mind – knowledge and comprehension (focalised on allowing informative services members to the process of enriching their own acquirements and applying it according to security objectives);

✓ processes – referring to effectively applying the experience of the informative services members;

✓ ability to rationally use information, regarding installing and preserving security state;

✓ access to information condition – concrete and operative means of extending the perspective of the information;

✓ objects – entities that can be deposited, used and transferred.

In the informative activity, both implicit and explicit acquirements is used.

The implicit ones result from action, experience and specific contexts, being materialised in ensembles made up of cognitive elements (individual mental patterns, predefined behaviour respectively, trust, conceptualisation, points of view) and technical elements (abilities on the line of accomplishing goals in contextualised situations). Thus, the personal character of implicit knowlegde, difficult to form, given

⁶ *** ro.wikipedia.org, visited on 15th February, 2010.

the fact that it is stored in the cognitive systems of the informative services members.

The explicit (formal) component of knowledge in informative systems can be coded and rendered through a systematic and formal language in the shape of:

- facts – utterances that refer to reality instancing (informational products);
- rules – cause-effect relations that can integrate in their structure various types of acquirements (informative activity or informative services members regulation etc.);

- heuristic – rules based on experience.

- Expertise** – acquirements from the informative activity in a certain field of responsabilisation, consists in a multitude of definitions, relations, heuristics, procedures, strategies and hypotheses;

- Maximum rationality (wisdom)** – holistic accumulation of expertise in informative activity.

Knowledge is necessary to the efficient functioning in unstructured environments of the informative systems, since they facilitate the collection of data and procession of informational resources by identifying structural and dynamic characteristics of the environment in cause (operational situation), and subsequently, leading their own internal processes in order to render intelligence products to the legally abled beneficiaries.

The imperative of obtaining it condition the functioning of intelligence services in the sense of detecting, creating and systematically using some communication patterns, made up of information sources (internal and external, namely open, official or public, etc) and informational circuits related to its exploitation.

Knowledge determines the extent to which the members of the structures invested to deply informative activities are aware of the relation between ends, means and results, those between the intelligence services and their responsibility environment, with a direct effect on the informational flux (derived from the informational sources) and on the info-decisional flux (by intra and inter-organisational structures).

Considering the landmarks through which knowledge is reflected within the informative systems, corroborated with the determinations on the line of their functionality, we consider that the activity of information consists in inter-dependant info-decisional processes that take place on two axes, respectively data-information

and acquirments-expertise, in a specific organisational context (that ensures maximum rationality).

Defined as acquisition of acquirments and action and organisation power, the information is added to the knowledge of the one receiving it. By intelligence information is valued at the beneficiary institution level, in the sense of their valorization through installing and ensuring security, considering that derived knowledge (both at informative systems level, and at the legally abled beneficiaries' level) can structure contexts favourable to materialising and protecting the nation's values and interests.

Intelligence constitutes the strategic art of efficiently using forces and informative means, corelated to legal attributions, in order to obtain, produce and improve security information, having as background the use of acquirments and the intra and inter-institutional expertise transfer, with the purpose of installing and preserving national security.

The indirect highlighting of the scientific character derives from the explicit component of the knowledge in the informative systems contributing, in cohesion with the implicit form (used by human resources to deploy informative activities), to the transformation /systematic perfection of the intelligence, corelated to the evolution of society and the requests of the legal beneficiaries.

4.2. Intelligence – superior component of the informational confrontation

In the security field, intelligence is „1. The product resulting from collecting, processing, integrating, analysing, evaluating and interpreting existing information, referring to countries or regions; 2. Information and data about an opponent, obtained through observation, investigation, analysis or reason.”⁷

Obtaining and valorizing security information by the enabled authorities is realised by the informative structures, secretly, in two successive stages, which disclose the **intelligence functional pattern**, respectively:

✓informational flux (obtaining and transforming the initial informative base – the sum of data – into an intermediate informative base);

✓info-decisional flux, ambivalent circuit: the first one – processing the intermediate informative base and obtaining the finite one (security information), and the second one – recalibrating the informational flux based on reactions /feedback, received both from the beneficiaries, and from their own informative structures.

⁷ www.webdex.ro, vsited on 10th April, 2010.

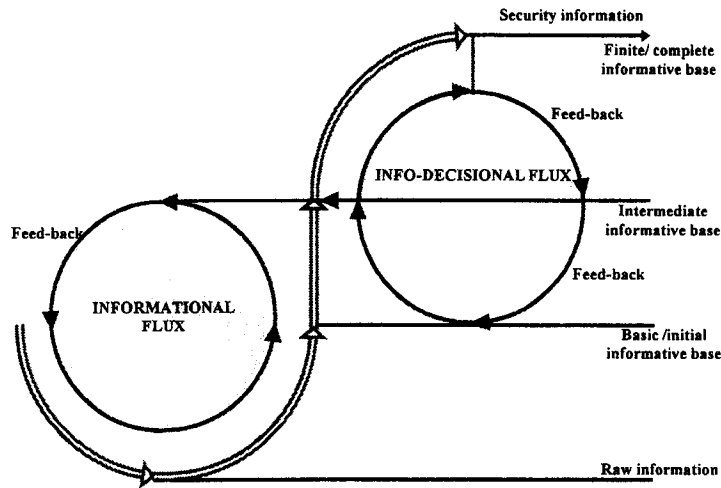


Figure 6. The functional pattern of intelligence

Generally, in the composition of an intelligence service there are structures specialised in obtaining the primary /intermediary informative base (acquisition) and exploiting it (resulting in producing the finite informative base), as well as logistic services.

Realising the primary informative base is due to informational resources – the sum of data, information, data banks, which, by organisation, relevance, availability and proper use, are necessary and useful at this stage, and sources of information – human elements or means, technical methods or procedures which identify and provide reference data for security, as well as the material elements contained.

The intermediate informative base (informational products with the role of clarifying and completing the operative situation) is obtained by processing the initial informative base, which has the following data /information:

- basic or initial (singular facts or series /groups of facts representing the description of the state facts in which they exist or existed in a given place and at a given moment; they have an unequivocal nature);
- raw (unprocessed data of any kind, that can be used in producing information);
- cooperation (obtained by the intelligence services and department structures, based on competences, programmes or common measure plans).

Along the procession of informational products, each member of an informative structure will decide the utility of the data according to the situation, acting to their integration in intermediate functions or keeping them as a documentary background.

Along the second stage, by processing the intermediate information, finite /complete informational products (security) will result, which can be improved by the legal beneficiaries.

The security information thus obtained are divided into two categories, respectively national necessity (defending values and realising strategic objectives, as well as protecting the nation's functions and informational, energetic and human resources) and national interest (regarding the accomplishment, sustainability and promotion means of fundamental interests).

They are constituted in the viable base of knowing security needs, of fundamenting policies and strategies in the field, of timely, exact, correct and equidistant threats on possible critical situations, as well as the decisions necessary for the prevention, counteraction or removal of threats to national security.

During the process of the received information, the beneficiary confers absolute attributes (quantitative and qualitative delimitation of the relevance, in a qualified and applied way, according to the requirements of the information objectives of a consumer in a well defined problem and related to a precise purpose) and opportunity (disclose the utility and availability at the right place and moment).

The value of the information is not given by the novelty, but by the means in which its contents correspond to an expectancy and a goal, on the base of which lies a necessity or an interest. In order to increase the quality, the novelty quantity must be directed on the utility orientation. The quality is based on the veridicity and diversity of resources, independent from the obtain, and the novelty is implicit to the quality.

The information quality formula is given by the significance of the element within the system, corroborated to its relevance in accord with the consumer's acquisitions base, respectively with utility in achieving the goal.

The qualified character of the intelligence product is essential since this activity represents an informational confrontation which is carried on permanently, at the inter and intra-organisational level, determined by the correct representation of the dynamics of the operational situation (identifying and establishing the subsequent evolution of the disruptive factors of the security state, which can afford the adequacy of the strategic decision to counteract or remove threats).

This implies a basic component (informational flux on the coordinates informative system – disturbant factors of security) and a superior one (info-decisional flux, providing the decisional base and measures adopted by the state institutions in accord with the activities meant to affect security). Supplementary, the legal beneficiaries' feedback (which highlights the quality of the information) induces the complex character of the second component. On its basis (the significance and relevance of the information in accord with the decision maker's acquirements base, its utility in achieving goals) informative intercessions of the information structures will be reorganised, an aspect which reiterates superior informational confrontation.

Thus, the objectives of the informational confrontation are⁸:

- ✓ acquiring a decisional superiority to the insecurity vectors;
- ✓ creating an info-decisional flux at optimum parametres, both at the intelligence organisation level, and within strategic institutions abled to dispose measures for instructing and preserving security state;
- ✓ anticipating timely decisions and eliminating insecurity from the process of strategic leadership;
- ✓ guiding the disruptive factors' decision by obtaining and exploiting influential potentials, according to the national security interests.

Moreover, we consider that the informative structures which do not own competences as the criminal investigation, detension or detension under remand, the importation of the informational confrontation and intra and inter-institutional cooperation activities, being restrained, as a necessity, the aquisition, consideration and interpretation of the feedback from the beneficiary, as a supporting element for the quality of the information or generated intelligence products.

4.3. Intelligence – informative activity in a statal entity

The informative structures have attributions regarding the evaluation and prognosis of the operative situation and support the process of decision making in the state. To this extent, they are enabled to elaborate informational products useful to the beneficiaries (verified, exact, relevant and conclusive) – complex analyses, conclusions and predictions on the security state, which should notice the potential threats, in order to generate, as anticipatory as possible, the informational (knowledge) context, necessary to protect the fundamental values and national interests against any illegitimate action.

⁸ Onisor, Constantin, *Military strategy theory*, Bucharest, Academy for High Military Studies Publishing House, 1999, pp. 450-480.

The informative activity has a planned and systematic character, through which it can avoid parallelisms between specialised structures and ensures continuous flux, inclusive of security information. The most important functional aspects are offence and mobility (active and complex measures for knowing threats and accomplishing objectives). Thus, intelligence has as major determiner in accomplishing the attributions conferred by law to the informative structure – knowing, anticipating, preventing and counteracting threats to security, respectively realising, supporting and promoting national interests.

The intelligence assures the security state (unitary /ensemble concept, with an immaterial character) by exerting some vital functions in the state power ensemble, mainly a decisional base, taking into consideration the fact that the informational activity is not a purpose in itself, and the information represents a strategic source destined to the legally abled factors only.

The intelligence constitutes the secret state activity, deployed in the purpose of ensuring the competitive advantage to the state institutions reported to subjects /organisations whose actions are constituted in disruptive factors with consequences on the security state.

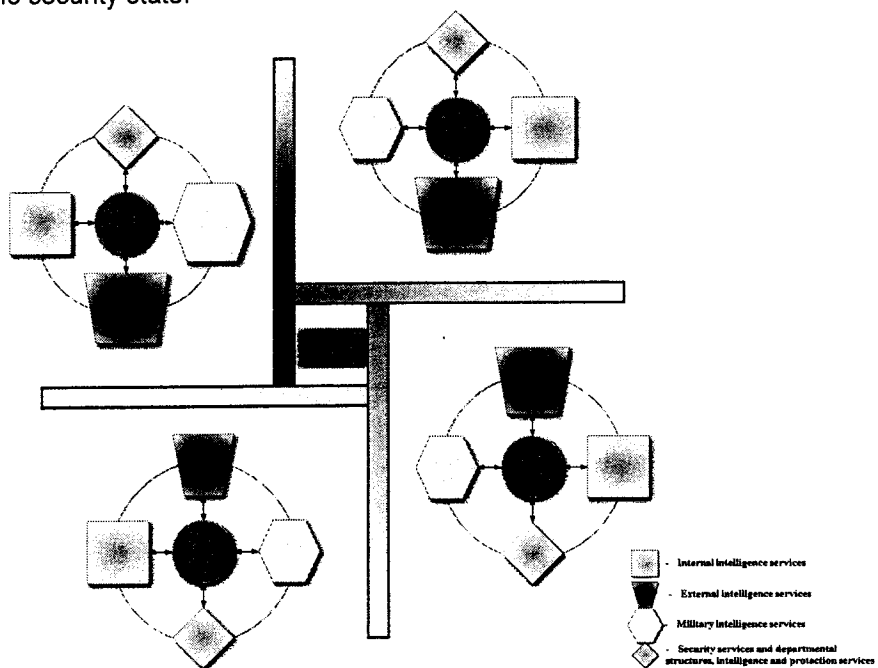


Figure 7. Stratified integrated intelligence

At the level of a statal entity, integrated intelligence is:

- usually coordinated by one of the highest officials (the president, the vicepresident, the prime-minister, the presidents of the representative assembly);
- directly administered by a high-ranked person (sometimes the leader of the main intelligence service from the state), through collective managerial structures;
- controlled by the state powers and by civil society through the mechanisms offered by the social organisation democratic system.

As an informative institutions integrated system, the N.I.C. comprises autonomous or departmental intelligence services, respectively informative structures specialised in special activities (informational support).

A complete and viable community, with real informational possibilities and offensive-defensive abilities, is structured into informative services and special services. The informative systems have as function the search and collection of data, their analysis and transformation into security and defence information, necessary to strategic info-decision.

The N.I.C. informative structures are usually military structures, but the states with consolidated democracies use more and more frequently informational civilian services (characterised by higher flexibility).

The most efficient and powerful states dispose of structures specialised in special actions (informational support), which use means and procedures typical to combat actions (collecting information through pro-active measures). Thus, some informative structures belonging to the great powers especially, such as USA, Russia, Israel etc., which have instilled an inoffensive character to the informative activity, dispose of special forces to carry out actions whose purpose is influencing the operational situation according to own startegic interests (informational support, in fields like antiterrorist combat). They are usually structured within technical bureaux, made up of specialists who provide the collection or informational explotation structures with the necessary technical means (special weapons, conceived for different types of missions, electronic material etc.) or special subunits, with a permanent or temporary character, that collect information through means specific to armed combat. In the situation in which the informative structures don't dispose of special services, they use the military special forces in the activity of informational support.

The operational target of intelligence is the assurance for the security state, predominantly by producing and disseminating the security and defence information. In this context, the following features of intelligence as security resource reside:

- ✓it is accomplished by representatives of national /state structures;
- ✓it consists in efficiently using secret means and measures, in order to assure preserving values and materialising interests according to security needs;
- ✓it circumscribes, mainly, to producing and disseminating information.

The purpose and objectives of intelligence are subsumed to the security functions and consist of:

- knowledge – in the sense of owning the ability to identify the evolution tendencies of disruptive phenomena, with consequences in the security plan;
- anticipating the possible options to materialise the type of existing or foresight threats;
- prevention – reducing or removing the sources generating threats to security;
- counteract – the action through which the materialisation of a threat is blocked or limited to the negative effects generated as a consequence;
- sustaining and promoting national interests.

Besides the leadership of the informational confrontation of all the informative categories structures, the N.I.C. also holds the function of conceiving, planning and managing the activity of the informational systems. Thus, the intelligence has as area of manifestation the domain of leadership and incorporates decisional elements (options), planning elements (elaborating plans) and actional elements (making decisions by achieving the suggested purposes).

5.Strategic value in modern intelligence

Strategy, in traditional and military sense, is defined as the use of political, economic, psychologic and military forces of a nation or group of nations, with the purpose of adapting /realising at top efficiency the war or peace politics⁹. This consists in determining the long term goals and objectives, as a direct result of adopting favourable politics and allotting necessary resources for their materialisation.

The strategy of integrated intelligence delimits as a means of using, on the basis of an ensemble conception, all the components of the national informative system and of leading their actions in order to install and preserve national security state.

⁹ Onisor, Constantin, *Military Strategy Theory*, Bucharest, Academy for High Military Studies Publishing House, 1999, pp. 39-42.

Strategy in intelligence represents the art of using during peace and complex situations (crisis, war), according to an ensemble plan, the components of the informative system and the leadership of the informational activities, counterinformation and security in order to participate in the achievement of the integrated intelligence general purpose (achieving security objectives).

Both concepts can contribute to defining the contents of a strategy in stratified integrated intelligence, the efficient way of using national security systems, based on a conception and an ensemble plan, respectively leading their actions in order to install and preserve stratified security (national, common, collective and cooperative).

Management is the process of guidance and orientation of the organisation's resources in the sense of accomplishing their own objectives, the manager being the person invested with authority of decision on the line of engaging the means available on efficiency criteria and on preventive-anticipatory domains.

Supporting the semantic delimitations of the terms management, strategy and strategic – which the Dictionary of Romanian Language defines as „1. Very important, essential from a strategic point of view; 2. Suitable, timely (in a given circumstance)”¹⁰ – strategic management is the managerial process through which strategies are defined and implemented, whose defining elements focus on efficient management in a predicted context (temporal, spatial, situational, circumstantial etc.).

Management in intelligence can be defined as the intercession oriented towards motivating and engaging members in developing and using their cognitive abilities, through valorising, subdued to security and defence objectives assumed from competence, to informational sources, experience and abilities of each one of them.

Strategic management in intelligence is the process through which, according to the dynamics of the environment (peace, complex situations), strategic changes of the informative entities are generated and controlled in order to accomplish informational and operational objectives.

Strategies are complex decisional processes which are materialised into some comprehensive plans of documentation on the means of realising strategic objectives regarding defence and security and accomplishing assumed missions.

¹⁰ *The explicative dictionary of the Romanian language*, Romanian Academy, Univers Enciclopedic Publishing House, Bucharest, 1996, p. 1024.

Strategic actions are instances of strategies, concerted intercessions with continuity and interdependence character which are deployed in a predicted context (peace, crisis or war).

Strategic objectives provide the background for the planning, organisation, motivation, coordination and efficient control of management activities, in the view of the fact that they highlight the directions to be followed and the informative priorities, they support the evaluation process, diminish uncertainties and minimize inter and intra-organisational conflicts.

Within a statal entity there are two levels of implementation of the strategy, rapped to integrated intelligence and intelligence services.

Thus, the first level is represented by N.I.C., where horizontal dissemination is carried on, on domains regarding the intergration of information provided by the community components and empowering each of them for the informative products provided. The second level is formed by the intelligence services, within which strategy dissemination is vertical (to inferior hierarchy echelon).

On each field, strategy stratifies according to leading structures which conceive, organise, plan and deploy informative activities.

Correlated to the orientation function, strategy will set the conception of the deploy in informational confrontation, organising informative systems, abilities and their proportion, general principles of using it, both in peace, and in complex situations.

Subsumed to the coordinating function, strategy in intelligence will delimit as well to all the informative ensembles, the conception of informative projects deploy (covering the issue) and operations (punctual intercessions), as well as their way of deploying in order to accomplish security objectives. On this stage, continuous adaptation of strategic plans, correlated to the prognosis and dynamics of operational situation (in complex situations primarily), which show the importance /dimension of the coordinating function of strategy in intelligence¹¹.

Strategic management is the process through which strategies destined to informative cover of responsibility area (intelligence), obtaining and improving security information in order to support strategic decision in a statal entity (integrated intelligence) or union /alliance (stratified integrated intelligence) are elaborated and implemented – by adopting and implementing, by the abled authorities, of timely

¹¹ Onisor, Constantin, *Military Strategy Theory*, Bucharest, Academy for High Military Studies Publishing House, Bucharest, 1999, p. 52-55.

decisions regarding the promotion of opportunities, prevention or counteract of the insecurity vectors actions, with the purpose of installing and preserving national, common, collective and cooperative security.

The implementation of strategic management is deployed, in stages¹², following: defining the vision and the mission, analysing external and internal environment, establishing strategic objectives, elaborating and selecting strategies, implementing at the level of the whole organisation structure /each department, respectively measuring evaluating performances.

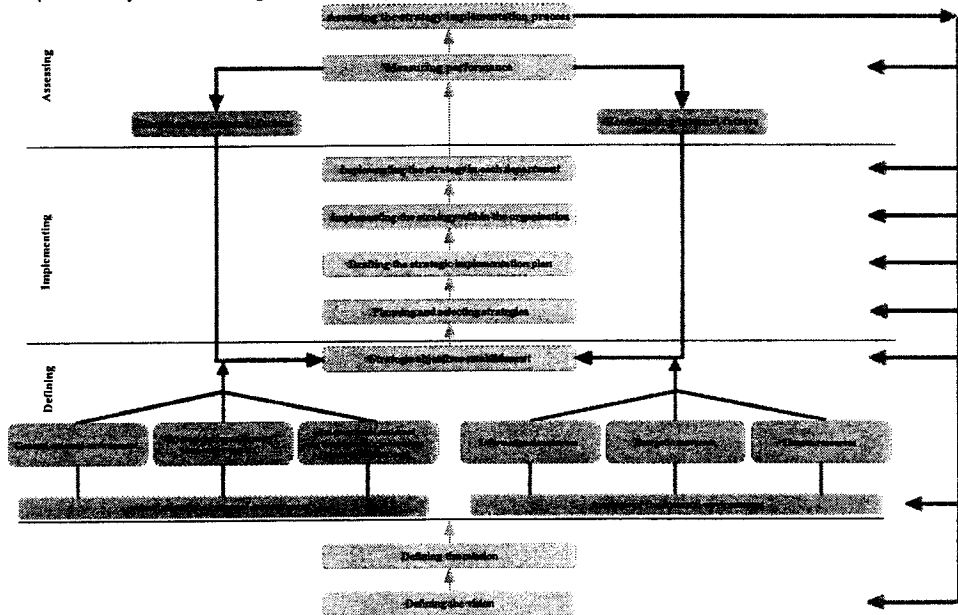


Figure 8. Strategic management in intelligence

Installing and preserving security (desirable defence finality) needs elaborating some national strategies which should be implemented by the state's strategic leadership structures, the accomplishment of security and defence objectives depending on elite performance, on the ability to protect and promote own values and fundamental interests, of adapting to internal and international environment.

¹² Băcanu, Bogdan, *Strategic Management*, Bucharest, Teora Publishing House, 1997, p. 37.

By intelligence, the strategic decision factors can adjust institutional intercessions, reported to security community purposes, from the perspective of manifestation or potentiality of disruptive factors with incidence on integrated and multilateral security management.

Thus constituting a viable support in knowing security needs, fundamenting policies and state strategies, the intelligence supports informatively adopting the strategic decisions necessary to the prevention, counteract removal of threats.

The uncertainty in the strategic decisional process reduces considerably through the contribution of intelligence, which concurs to timely, exact, correct and equidistant warning and to identifying essential elements for the prevention of manifestation risks (spatiality and temporality, probability, means and forms of manifestation, generating sources, catalysers or inhibiting).

In the current context, a dynamic process of transforming the informative systems is disclosed, regarded both as reshaping their component elements, and as a reevaluation of priorities.

Related to the peace state, the transformations regard adapting the intelligence activities to state's strategic profile – redefined permanently from the perspective of the security environment dynamics, exploiting defining characteristics in order to streamline the strategic decision process (at national, community and allied level).

In order to underlie strategic politics in crisis situations, intelligence competes decisively to constituting a prompt and adequate reaction of the general strategic leadership system (adopting an ensemble of measures with the purpose of eliminating the causes, diminishing and controlling the negative effects of the disruptive factors actions).

In what the war is regarded, active involvement and defining role which intelligence has is reflected in the assurance of informational support in order to create favourable conditions to belligerency and objective achievement (streamline the integrated military actions), considering that the finality of conflictuality is determined by obtaining, keeping and raising initiative in strategic and military management.

The strategic value of modern intelligence derives from supporting decisions regarding security, correlated with the dynamics of the environment (peace, complex situations), having as objective gaining the informational confrontation by creating an optimum info-decisional flux, acquiring decisional superiority, taking anticipatory and timely decisions and eliminating uncertainty, as well as influencing disruptive factors.

6. Strategic leadership in intelligence

As a whole, leading an informative system aims at the following main coordinates:

- informative knowledge (permanent connection to relevant informational circuits, knowing the dynamics of the operational situation, obtaining and improving information by adopting /fulfilling politico-strategic decisions);
- initiating actions destined to installing or preserving security state (the conception of the intercessions about to be carried on at the level of the informative service, participant organisational entities, successive objectives to be fulfilled, assessment, accomplishing or correcting informative intercessions etc.);
- assuring resources.

Strategic leadership represents an ensemble of activities carried on by the command elements /structures, which usually consist in planning, organising, coordinating, controlling and evaluating the actions at organisational level.

6.1. Strategic leadership in integrated intelligence

The strategic leadership of a N.I.C. implies: structures with members from politico-military authorities and intelligence services, an ensemble of activities specific to management (as well as the elaboration of the general conception of accomplishing intelligence, establishing the purpose and decisions on the line of fulfilling the security and defence objectives etc).

From a structural point of view, strategic leadership in an informative ensemble comprises:

- ✓ intelligence services;
- ✓ a subordinated structure (N.I.C. Executive Council);
- ✓ an element of priority highlight (Informational Office);
- ✓ a general management structure (N.I.C. Council);
- ✓ an organism of connection to the national interests.

Within N.I.C., there must be internal organisms whose purpose is correlated to strategic leadership activities: planning, structure, coordination, control and evaluation.

6.2. Strategic leadership of an intelligence service

The strategic leadership system of an intelligence service can comprise:

- ✓ Council – manager, assistant manager, leading factors of the subunits;
- ✓ Executive committee – the manager and its assistants;
- ✓ Central echelons – the entities' leading factors at a central level or with responsibility on clearly delimited areas;

- ✓ Local echelons – leading factors of the administrative – territorial entities. The main attributions of the leading system may be, according to the level:
 - Council – it adopts decisions /issues resolutions with a deliberate character, disclosed in the management documents of the service's activity;
 - Executive committee – it disposes, ensures the implementation of the management documents of the informational activity and the functionality of the management system;
 - Central echelons
 - organize the deployment of the activities from the assigned echelons;
 - lead the process of the security information achievement locally and their improvement;
 - organizes strategic cooperation within the service;
 - Local echelons – acquisition and improve information from the strategic interest space.

Globally, strategic leadership in an intelligence service induces the most complex effects on the informative activity (especially at a tactic level). This generates decisional cycles both in a hierarchical decreasing orientation (mainly for the transposition into practice and achievement ensemble conceptions of intelligence disposed on operative level on the line of obtaining information), and informational in an increasing orientation (improving information).

Strategic leadership activities are reflected in staging the informational circuit stipulated in the informative structures (intelligence service, National Intelligence Council, Multinational Intelligence Council).

Intelligence is deployed on the following stages:

1) *Planning the activity*

Planning the informational activity within the informative systems represents the transposition of the disposed objectives to the N.I.C. hierarchically superior level, a process through which the establishment of the mission is assured, from the perspective of the values to be defended and protected, the operational objectives/priorities, action directions and necessary strategies, existing resources and allotted ones.

Thus, on each level (operational and tactic) the information is planned (qualitative and quantitative determination of the informative necessities, of the necessary and available informational resources, competent intelligence structure

designation, assigning orders and establishing the exploitation /improvement of the informational products), concomitant with their prioritization (according to values, interests and security necessities, internal and international environment characteristics, risk factors' nature and threats, beneficiaries's requests).

2) *Constituting the primary informative base*

This process, subsequent to planning, comprises activities of search, acquisition, collection and attainment of information through specific means and methods, having as result the elicitation of a primary informative base.

The search consists in establishing and orienting on the informative interests zones and on useful informational sources, according to the planning documents (contain the objectives of the search activity, possible vectors of threats, places and collection backgrounds) and integrated informative projects /information operations (stipulated in the activity coordination stipulation – in cooperation or collaboration conditions with other intelligence organisations).

During acquisition, the informative elements use sources, means, procedures and specific methods through which raw information is obtained. Concomitantly, the database is completed with information disclosed through collection (open sources) and attainment (activities authorised through a warrant issued by the abled authorities).

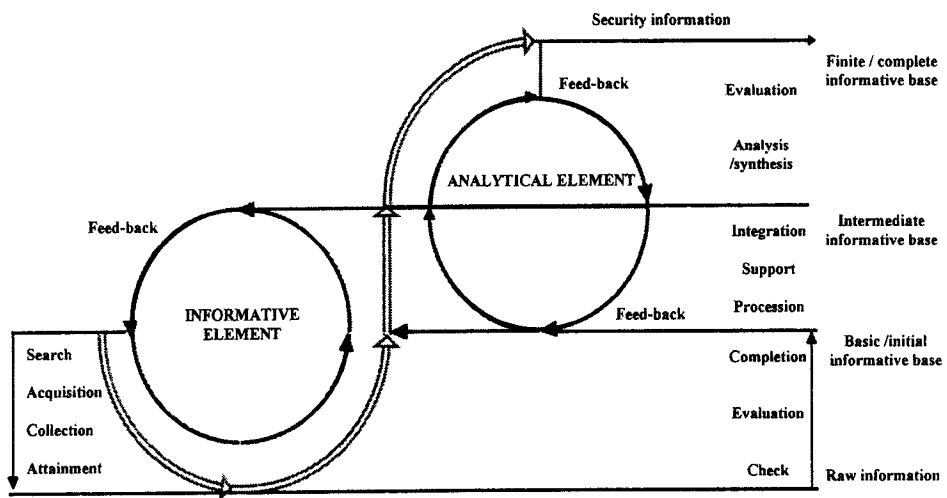


Figure 9. Informational flux

3) *Ellicitting the intermediate informative base*

Gradual transformation, by the informative elements, of the raw information in basic /initial information (by checking, evaluating and completing), respectively in intermediate information (by processing, supporting and integrating) constitutes a processing stage of the informational products through which an intermediate informative base is obtained.

4) *Producing the finite informative base*

The intermediate information is processed in order to produce the finite /complete one (finite informative base), through analysis, synthesis and assessment.

5) *Improving the finite informative base*

This stage is realised through a specialised activity of transmission /communication of the finite informative base to the I.O. in order to support with the informational products delivered by the other informative structures and to realise documents to inform the legally abled beneficiaries (notes, informative synthesis, informing reports, national informative estimations, security state reports etc.).

In the domain of national security, the intelligence activity is delimited by two coordinates, respectively planning (decreasing orientation – from complex to simple) and communication (meaning), its dynamics being ensured by the acquisition – procession – production iterative cycle.

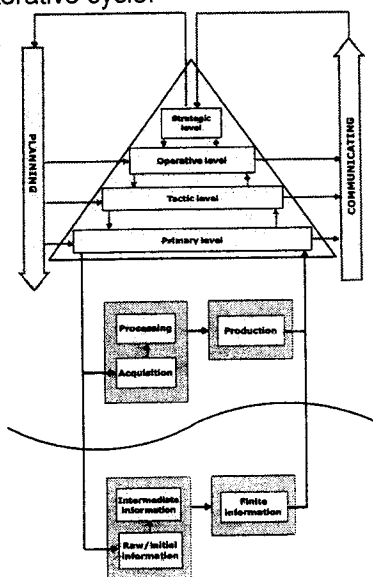


Figure 10. Morphological unity in intelligence

From this perspective, the acquisition – processing – production iterative cycle constitutes the **morphological unity in intelligence** and it is the main supplier of inputs (information) in the system, following the sequence raw /initial – intermediate – complete /finite, which are the base for the fulfilment of attributions and organisational purposes.

Subsequently, the dissemination /propagation of the information is realised on each level through the existing links between the two coordinates (cowork – primary and tactic level, cooperation – operative level, collaboration – strategic level).

Within **integrated intelligence**, the following stages need to be covered:

1) Informative planning

During this stage, means of realising the informational activities are realised, by detailing the objectives and fields of the security, the methods, forces, means and leading and executing responsibilities, by indicating the concrete means of developing the specific intercessions and actions.

The necessity of assuming /adopting planning at the level of the organism responsible with the coordination of security and defence activities is highlighted (for unitary implementation of the strategic vision of the respective structure), its approval by the high-ranked strategic management factors (to which N.I.C. is affiliated), but also its drafting at the level of the executive Committee (which has the necessary expertise in the informative activity correlated to strategic objectives) and approval by N.I.C. Council.

Subsequently, based on the planning, the Informational Office (I.O.) will assign the tasks to the community components (through the N.I.C. council manager), will monitor their accomplishment, the structure of accomplishing the security and defense information constituting in an objective factor regarding the establishment /evaluation of objective accomplishment and corrective measures which are imposed.

2) Obtaining intermediate information

This process, subsequent to planning, consists in bringing information at the level of the Informational Office, realised and remitted by the N.I.C. components, as a follow up of the informative planning documents forecast, operative coordination (strategies, national programmes and action plans in order to prevent and fight against terrorism, proliferation of mass destruction weapons, organised crime, corruption and other transfrontal threats) and cooperation (agreements regarding the security information activity, preventing and combatting terrorism, as well as multilateral cooperation plans within the community members).

3) *Producing security information*

At the I.O. level, integrated analytical products are realised, based on the information provided by the community components and evaluation on the problem of national security.

4) *Communicating security information*

Communication represents the specialised activity of transmitting information to the legally abled beneficiaries, realised by the I.O., as intelligence products, through informational documents (notes, informative syntheses, newsletters, national informative estimations, security state reports etc.). The security and defence information will contribute to reducing /eliminating uncertainties from the decision level (known aspects) or, contrarily, to aligning the decision. Within the same structure (I.O.), the reactions of the legal beneficiaries to the current analytical products and national evaluation are managed.

Feedback is very important in intelligence (both at the community level, and at the level of each informative structure), since it contributes to efficiency and utility evaluation, respectively to carrying corrective measures at the level of primary activities (planning, obtaining and exploiting the informative base).

Thus, in the field of national security, the integrated intelligence activity is delimited by two coordinates, respectively planning (decreasing orientation – from complex to simple) and communication (increasing orientation), its dynamics being assured through the iterative cycle intermediate information elicitation – security information production.

Stratified integrated intelligence has the following stages:

1) *Planning the activity*

During this stage, at the M.I.C. level, the establishment of the N.I.C. mission is ensured, from the perspective of values to be defended and protected, objectives, action directions and strategies, necessary for installing and preserving national, common, collective and cooperative security.

2) *Obtaining information*

This process, subsequent to planning, consists in collecting information provided by N.I.C. We consider, that, initially, realising M.I.C. will circumscribe primarily to a normative frame, regarding inter-agency cooperation.

Thus, the main weight will be held by the information resulted from integrated informative projects /informational operations (subsumed to cooperation or collaboration between intelligence organisations) subsequently, as a result of the orientation on the informative interest areas and implicitly, on useful informational sources, according to the planning documents adopted at M.I.C. level, the accent

will be laid on accomplishing security objectives which circumscribe to the politics of the union/alliance.

3) *Producing information for stratified security*

At the level of a specialised structure – I.O. (multinational) – analytical integrated products are made based on the information provided by N.I.C. and evaluations (multi)national on the problem of national, common, collective and cooperative security

4) *Communicating information*

Communication represents the specialised activity of transmitting information to the legally abled beneficiaries, realised by the I.O. (multinational), through newsletters. Within the same structure, the reactions of the legal beneficiaries to analytical products are managed (representatives of the national /over-statal structures).

Thus, the following activities held at the level of intelligence management organisation are of great interest¹³:

1. Elaborating leadership documents:

- ✓they aim at establishing the general conception on the informative activity and on the direct leadership of intelligence structures;
- ✓they can be informative planning document, general plans of searching information, operations, resource /informational structures use, directives, etc;
- ✓they can be elaborated by /under guidance of the tactic level and are approved by the operative, respectively strategic level;
- ✓they include aspects referring to the operationalisation of the forecasts stipulated in the planning documents;
- ✓they are realised in peace situation, reiterated during complex states, in order to be applied with the corrections imposed by the specific of the operative situation;
- ✓they impose permanent updates, correlated to the operational dynamics and forecasting the evolution of state facts characteristics.

2. Obtaining information necessary to the underlying of the decisional act in the intelligence organisation

- highlighting the operative context (establishing the dynamics of the security /insecurity vectors, clarifying the orientation of the strategic situation evolution, real-concrete determination of the action possibilities and satisfying the info-decisional needs);

¹³ Onisor, Constantin, *Military Strategy Theory*, Bucharest, Academy for High Military Studies Publishing House, 1999, pp. 441-465.

- identifying the actional process and inducing the desired orientation in the operative situation (on their base, the forecast of the strategic management documents elaborated in time of peace /updated are operationalised);

- they depend on the ability of the hierarchically inferior echelons to adjust to the informational flux, having implications on the immediate adoption of timely operative decisions.

3. Elaborating and adopting decisions in intelligence

- ✓ process with an anticipatory character, whose quality derives from the concordance of the decisions with possibilities /opportunities conferred by the evolution of the operational situation (decisional drafts);

- ✓ the efficiency of the decision resides in the short time of the elaboration, adoption and transmission, in immediate implementation and improvement of the result (avoiding strategic surprise and assuring the preventive character of the informative activity).

4. Planning the action

- general planning of the actions on the coordinates of preserving national security;

- it is realised for the organization and deployment of the informative activities, correlated with the significant moments, forecast to materialise in the dynamics of the operative situation;

- establishing informational missions and objectives to be fulfilled for the inferior echelons;

- planning the logistics and ensuring resources;

- ensuring some means through which the decisional circuit in intelligence should adapt to new /unpredictable conditions of the strategic situation.

5. Organising cooperation among informative structures

- ✓ the manifestation domain of the actions and consequences of disruptive factors in security need cooperation among different informative systems on the line of producing and improving security information, respectively adequate strategic measures;

- ✓ the coordination ability of each organisational level regarding cooperation will be highlighted;

- ✓ coordination of the informative ensembles to prevent and counteract insecurity vectors;

- ✓ after creating the general frame, cooperation will be implemented and maintained until the accomplishment of security objectives;

✓ the establishment of the main problems of cooperation is realised at tactic level; organising coordination, implementing and maintenance will be held by the participative structures;

✓ in extremely complex situations, most of the time unfavourable also (the unfulfilment of objectives), the reorganisation of cooperation on the entire hierarchy of the managing system will be resorted to.

6. Organising the assurance of the informative activity

• it aims at the protection and defence of the informative structures, of the informational and info-decisional circuits;

• the results of the assurance are expressed in maintaining action flexibility, liberty, autonomy and continuity in the informational activity.

7. Control exerted at the level of informative system management

✓ it has the role of preventing the disorders in the functionality of the informative structure;

✓ it follows and checks the understanding of the decisional content, the way of transmitting the resulted tasks, respectively their transposition into practice;

✓ it applies corrective measures /adjustments.

Within the informative activity, other aspects regarding strategic leadership in intelligence hold the attention:

1) rule of law's authority on the informational activity;

2) intelligence management and N.I.C. management complementarity;

✓ it ensures the transposition of strategic decision by the informative structures and unitary comprehension of the operational situation evolution;

✓ it discloses the necessity of an institutional structure for understanding intelligence in the state's politico-military decision;

3) centralising strategic leadership;

✓ centralised decision and horizontal and vertical intercessions in order to implement it;

✓ informative subsystems need to have a certain autonomy for the transposition into practice of the missions.

4) intelligence services management unity and cohesion

✓ it expresses unitary strategy in intelligence;

✓ it improves experience and competences of each management structure;

✓ the responsibility of decision making is collective, but its implementation is individual.



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