

~~TOP SECRET / HCS / NF~~

MFRO3009299

EO 12958 1.4 (c) 2.5 YFS

6.2c

Event: Frank Anderson

Type of Event: Interviews

Date: September 15, 2003

Special Access Issues: None

Prepared by: Gordon Lederman

Team Number: 2

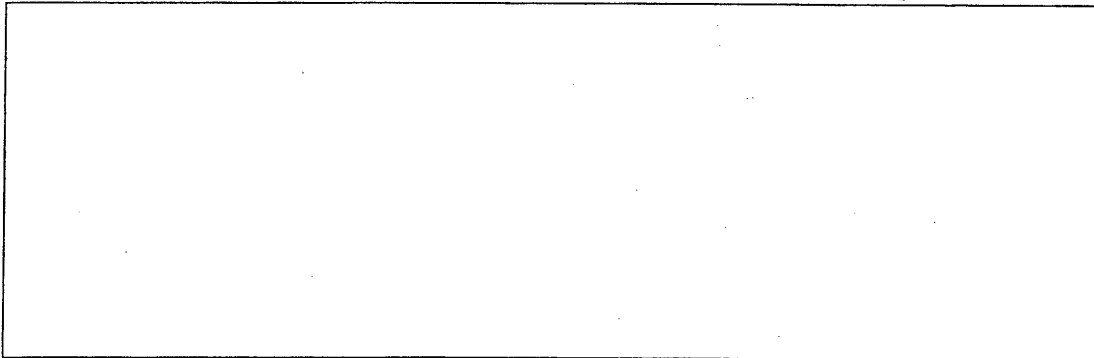
Location: Commission's K Street Office

Participants -- non-Commission: Frank Anderson

Participants -- Commission: Lloyd Salvetti, Gordon Lederman

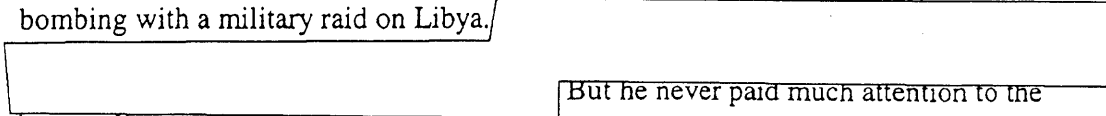
(U) BACKGROUND.

(S) He retired from the CIA in January 1995 as Chief of the Near East and South Asia Division (NE) of the Central Intelligence Agency (CIA) Directorate of Operations (DO).



(U) COUNTERTERRORISM STRATEGY.

(S) When he was Chief of NE, the counterterrorism strategy was both to prosecute and to destroy. Law enforcement activity was oriented toward Europe. With respect to the Middle East, the U.S. was most successful when it dealt with countries' domestic intelligence services, and most Middle Eastern countries do not distinguish between law enforcement and paramilitary operations. The U.S. response to the Pan Am 103 bombing was clearly law-enforcement-oriented, while the U.S. responded to the La Belle disco bombing with a military raid on Libya.



But he never paid much attention to the bottom-line strategy.

~~TOP SECRET / HCS / NF~~

~~TOP SECRET / HCS / NF~~

(S) Iraq, the Arab/Israeli conflict, Iran, weapons of mass destruction, and counterterrorism all overlapped as priorities. The recent Defense Science Board report on counterterrorism stated that the U.S. needs to terrorists' *intentions, motives, means, and opportunity*. Working on these other topics affects terrorists' means, motives, etc.

(S) The 9/11 attack was perpetrated by Zawahiri and the Blind Sheikh's people, not by Usama bin Ladin (UBL). UBL came on the scene during the Afghan War, but in general Arabs were under-the-radar in that conflict. There were reports of brutality by Arab volunteers called "Wahabis" during the 1989 battle for Jalalabad. He heard of UBL only after he retired. CTC may have had a line on UBL being involved in the 1992 Yemeni bombings.

(S) When he was in NE, terrorism was directly or indirectly related to the Cold War. By 1975, the only Palestinian groups trying to commit international terrorism were directly tied to the Soviets and their patrons (e.g., the PFLP and the PDFLP). Their ability to operate outside of the Arab/Israeli conflict area depended on direct support for Soviet bloc countries or European socialist groups. The good news is that the end of the Cold War means that the Soviet bloc no longer provides succor to terrorists. State-sponsored terrorism is on the decline. Terrorism is now committed by organizations that are not aligned with a state or are separate from them. Hizballah is supported by Iran and Syria but is separate from them. Afghanistan was a terrorist-supported state, not a state supporting terrorism. Terrorists need to find an area with no state. The lack of state sponsorship of terrorism is a much better situation than the state-sponsorship of terrorism during the Cold War – terrorists' *means* have thus declined.

(S) It was rare that a terrorist threatened the U.S. Mr. Lederman asked whether Usama bin Ladin's fatwa proclaiming the religious duty of killing Americans should have been viewed with more alarm by the CIA.

(S) THE COUNTERTERRORIST CENTER AND THE GEOGRAPHIC DIVISIONS.

(S) When he was Chief of NE, there was a division of labor between geographic divisions and CTC on counterterrorism. Virtually every station in NE had capabilities to contribute to counterterrorism. Desk-officer support for an operation was just as often in CTC as it was in a geographic division.

(S/HCS) Regarding decisions on allocation of case officers

[REDACTED]

there is only a finite set of officers

[REDACTED]

there is no systematic process for allocating case officers.

~~TOP SECRET / HCS / NF~~

~~TOP SECRET / HCS / NE~~

Personnel decisions were made on an intuitive basis. The Chief of CTC played no role in assignments. There were a few instances in which he talked to the Chief of CTC about deployments – but there was no institutional process for such consultations.

(S) As Chief of NE, the first chunk of his time was spent on administrative matters (leading the Division, managing personnel, and allocating resources). Then he spent time on

[redacted] everything else. [redacted]

(U) HOW TO ATTACK THE TERRORISM TARGET.

[redacted]

~~TOP SECRET / HCS / NE~~

~~TOP SECRET / HCS / NF~~

[Redacted]

(S/HCS) The real question is how to attack the terrorist target.

[Redacted]

we need to work with liaison services and also understand the target

[Redacted]

[Redacted] Mr. Salvetti noted that [Redacted]

have a course for their intelligence officers on dealing with liaison. Mr. Anderson said that the U.S. should think about doing similar training. A good case officer not make mistakes in dealing with liaison. However, the ethos of the DO's culture values unilateral accomplishments - which will be hard to break. However, as case officers develop, there should be thoughtful efforts to ensure that Chiefs of Station see the importance of liaison. We need to develop tactics and doctrine regarding liaison, how the U.S. does it well and how to improve. The CIA has always approached the issue intuitively.

[Redacted] the U.S. learned lessons from its failures. [Redacted]

(S) With respect to lessons-learned more generally, there are a number of things that the DO does in this regard that it does not know that it does. From 1947-68, the DO progressed by constantly re-writing and updating the live problems it uses for training new officers, which ensures that lessons-learned are passed down to new generations of case officers in their basic training. However, subsequent training of case officers has always been accidental. To go to career training was the "kiss of death" for GS-14s, and those courses did not contribute at all to the development of doctrine and tactics. States are cooperating to staunch money flows, further reducing *means*. The sanctuary available to al Qa'ida and Hizballah has also been reduced. Finally, we have reduced *opportunity*.

(S) Successful HUMINT requires investment, authorities, and political support.

[Redacted]

~~TOP SECRET / HCS / NF~~

~~TOP SECRET / HCS / NF~~

[redacted] Case officers are less willing to do what they do not want to do. The DO should not have to negotiate with case officers to get them to accept to certain assignments.

(U) DEFINING "INTELLIGENCE FAILURE."

(S) Senator Shelby defines an intelligence failure as whatever happens. A more useful definition is that intelligence is an important part of security, and there is an intelligence when there is a dramatic breach of security. Intelligence failed in 9/11. The failure may have had justifications, but it is indefensible. The fact that 9/11 occurs means that it was a failure. The Intelligence Community (IC) lacks structures and processes for counterterrorism.

(S) With respect to accountability, former DCI Judge Webster used to say that there is an inverse relationship between how much authority/responsibility you have and how much you want to punish someone.

(U) MANAGEMENT OF THE INTELLIGENCE COMMUNITY.

(S) The military has learned the lessons of jointness. However, there are too many barriers between the Department of Defense (DoD), the State Department, and the IC – the national security establishment is insufficiently joint. There needs to be joint training. The IC and the State Department are operationally engaged constantly, while DoD spends most of its time training. If DoD interacts with State and the IC for training purposes, it may drain the IC's ability to act.

(S) The CIA can act quickly – for example, it takes 40 days for the CIA to make a procurement, while it takes the Agency for International Development 444 days to make the same procurement.

(S) The Defense HUMINT Service (DHS) cannot be effective due to operational rules – the Secretary of Defense must make decisions on DHS operations, which stymies DHS's ability to act quickly. CIA is 40 percent responsible for DHS's ineffectiveness; [redacted]

(S) Finally, the DCI needs more authority, and there is a need for greater consolidation of the IC.

~~TOP SECRET / HCS / NF~~