

Horizon Scanning Applied:

Gathering Open Source Information and Turning it into Intelligence

Scope

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

Key Conclusions

- ▶ Visualise
- ▶ Share
- ▶ Contextualise

Scope

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Information is no Longer Power



The Similarities & Differences

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

OSINF = A Flood of Information



Hence the Challenges

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

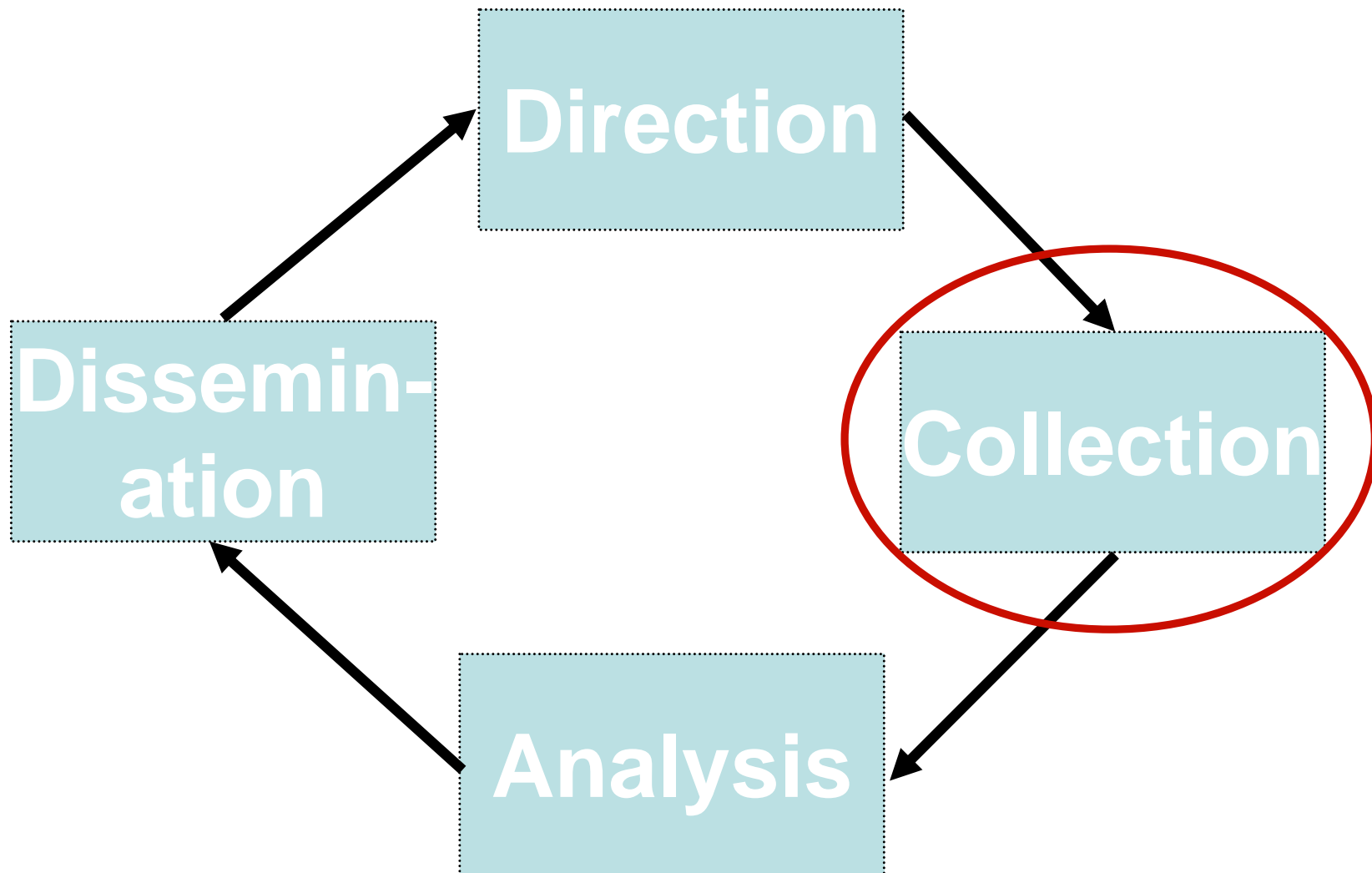
Key Conclusions

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

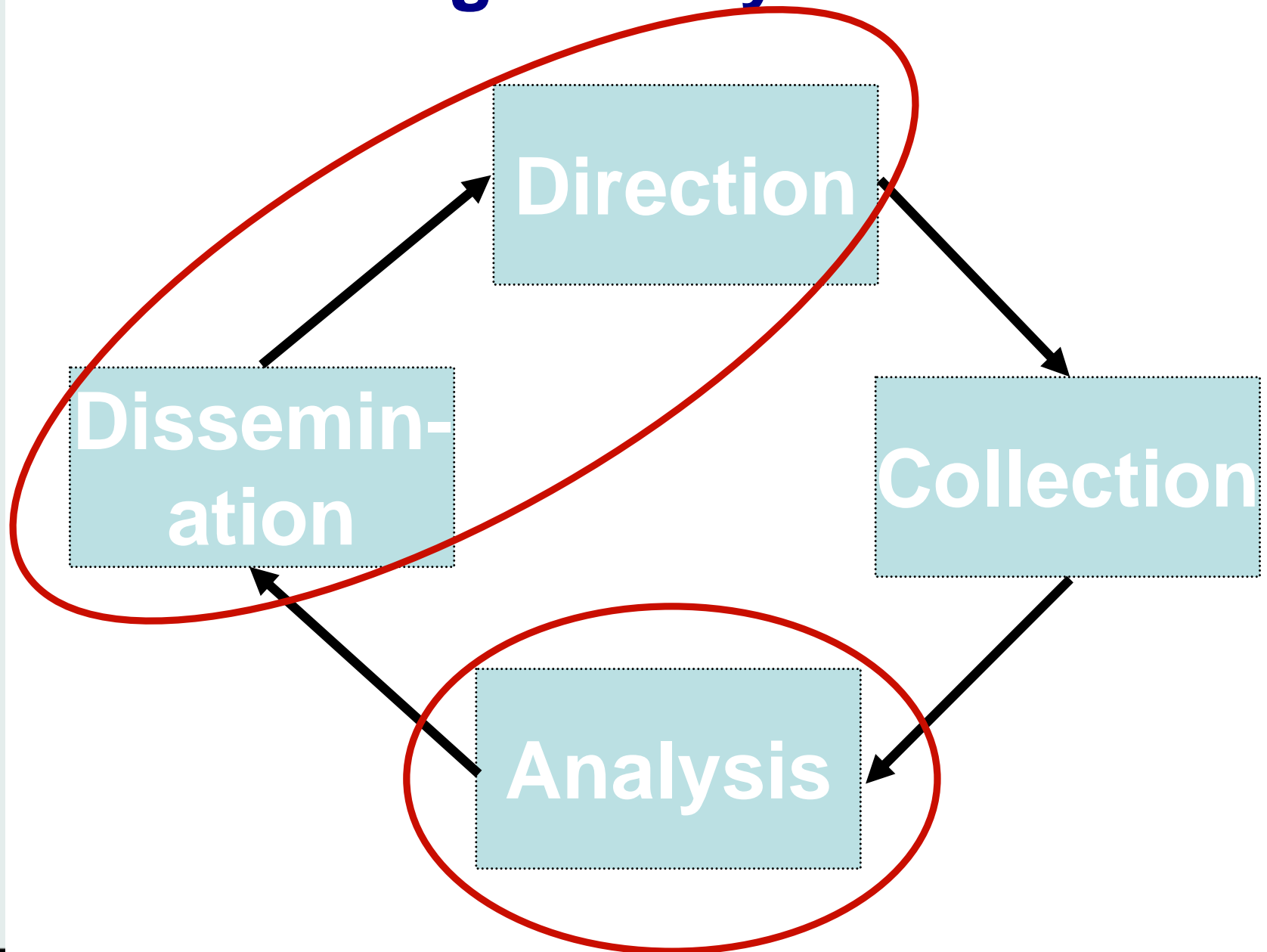
Scope

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- ▶ ***Improving the Intelligence Cycle***
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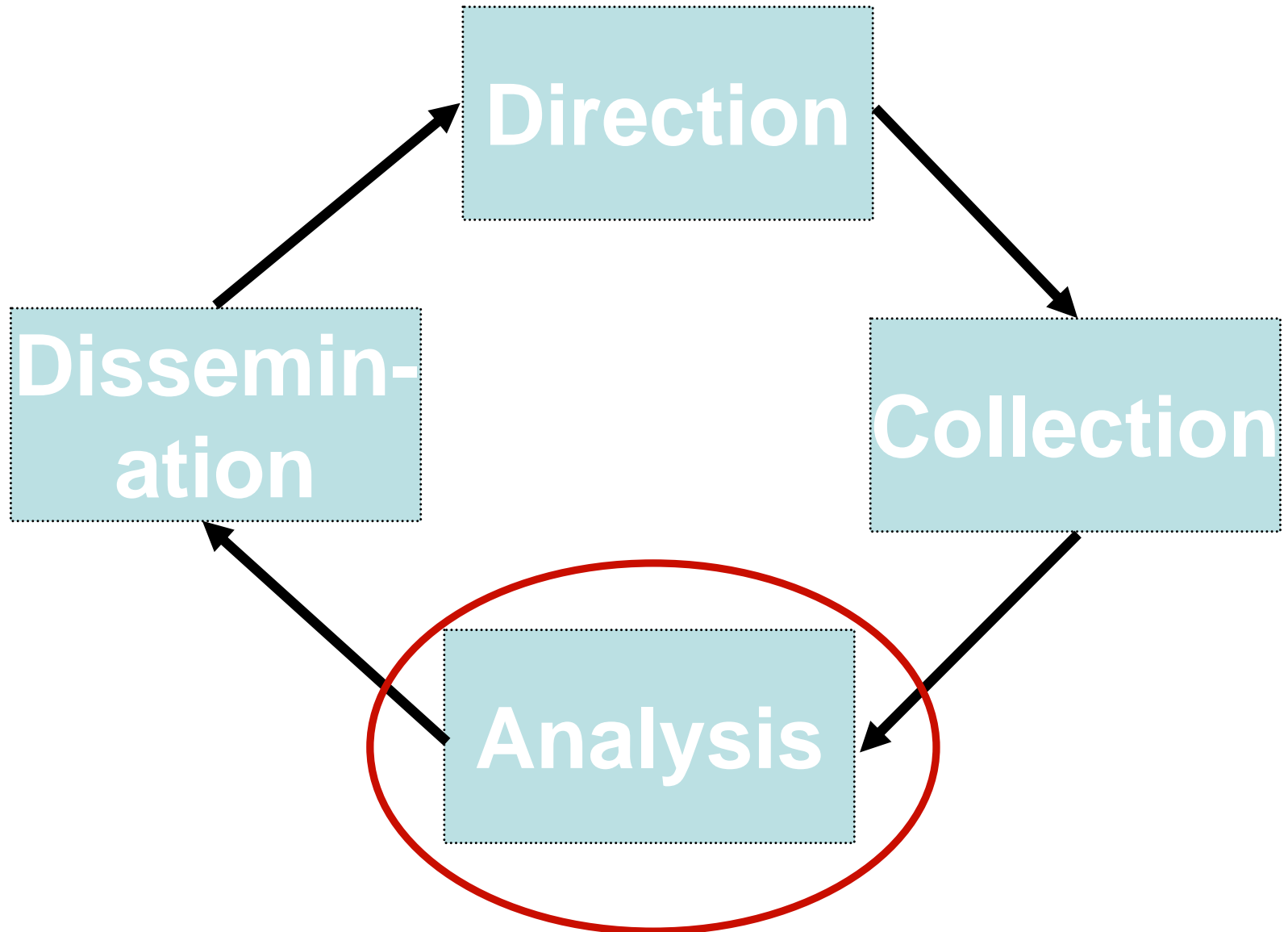
The “Intelligence Cycle”



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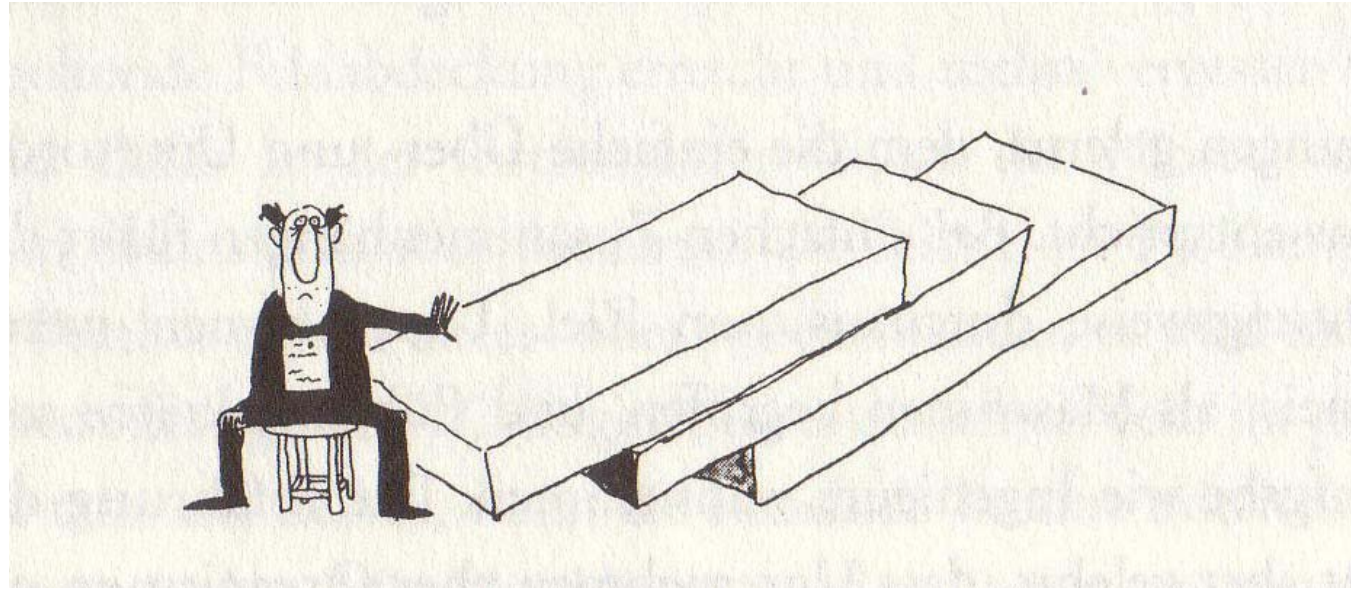


Change Perspectives



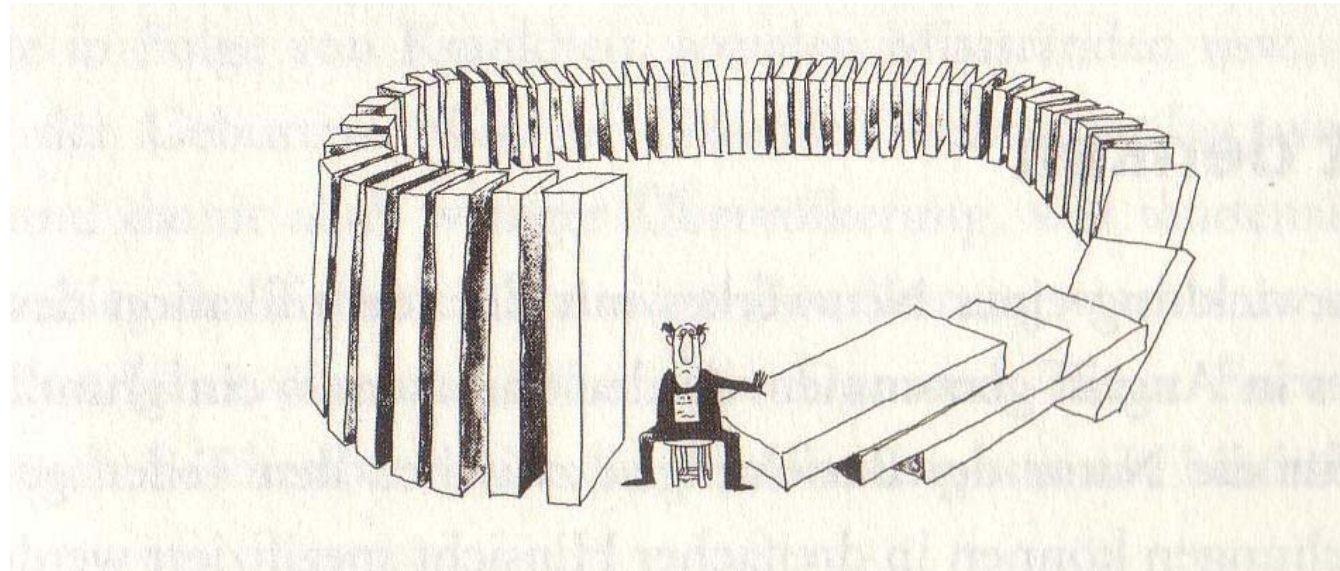
Visualise complexity: See a new viewpoint

Beware of Experts Working Alone



Interaction to get the big picture

Look to the Future

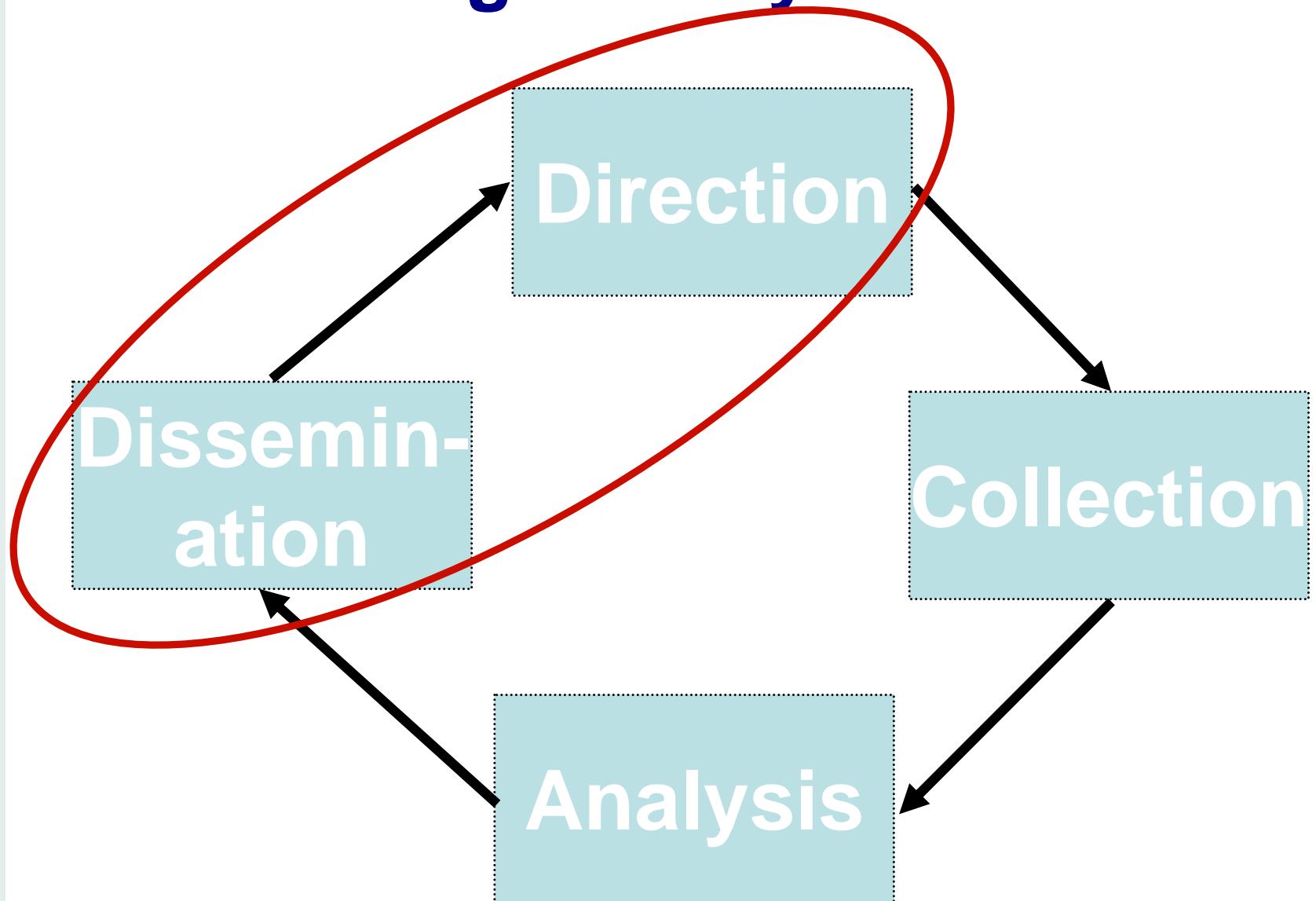


“Fluid” scenarios to explore context

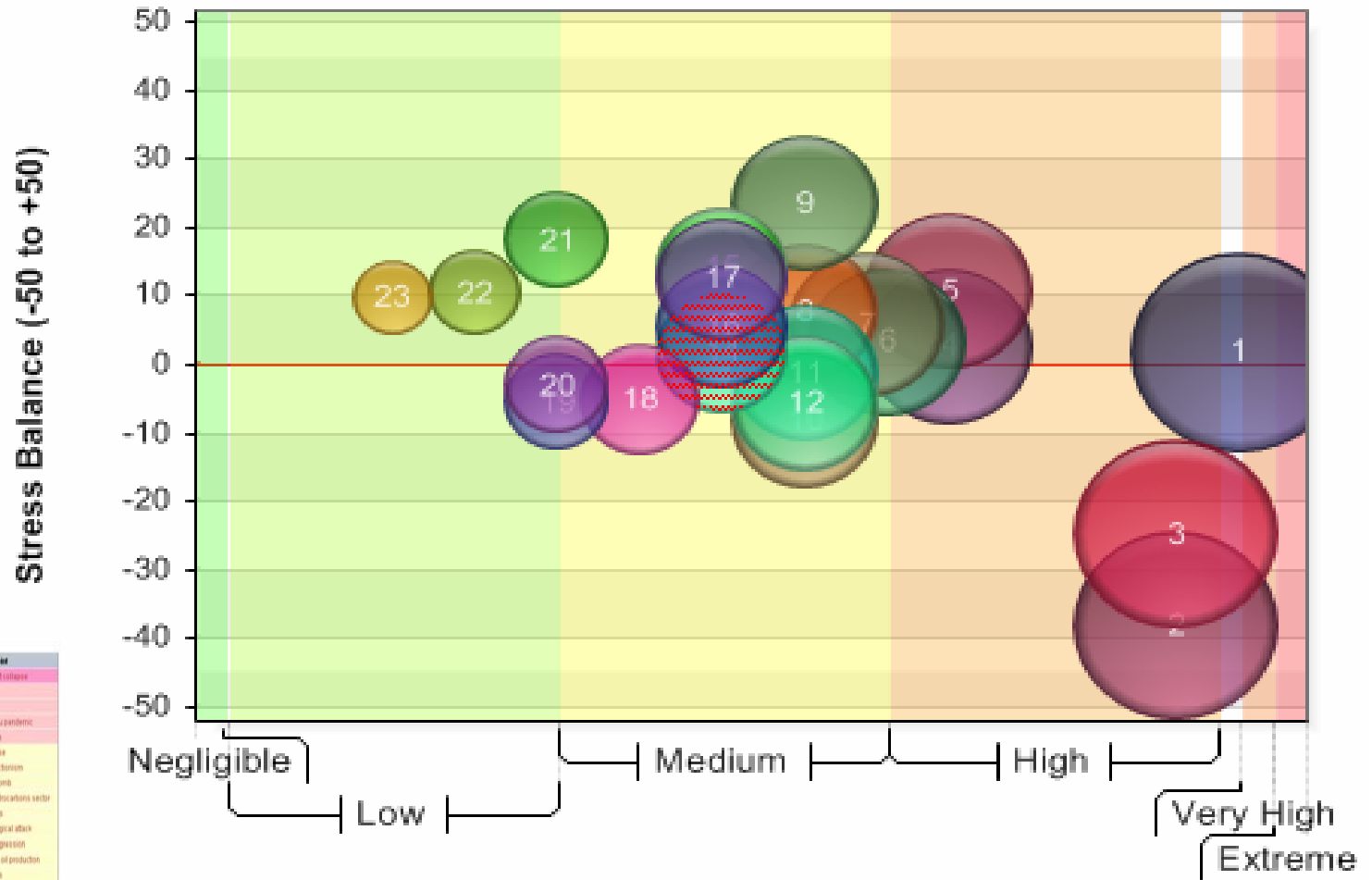
Push the Limits of Scenarios

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

The “Intelligence Cycle”



Visualise: Right Brain Power

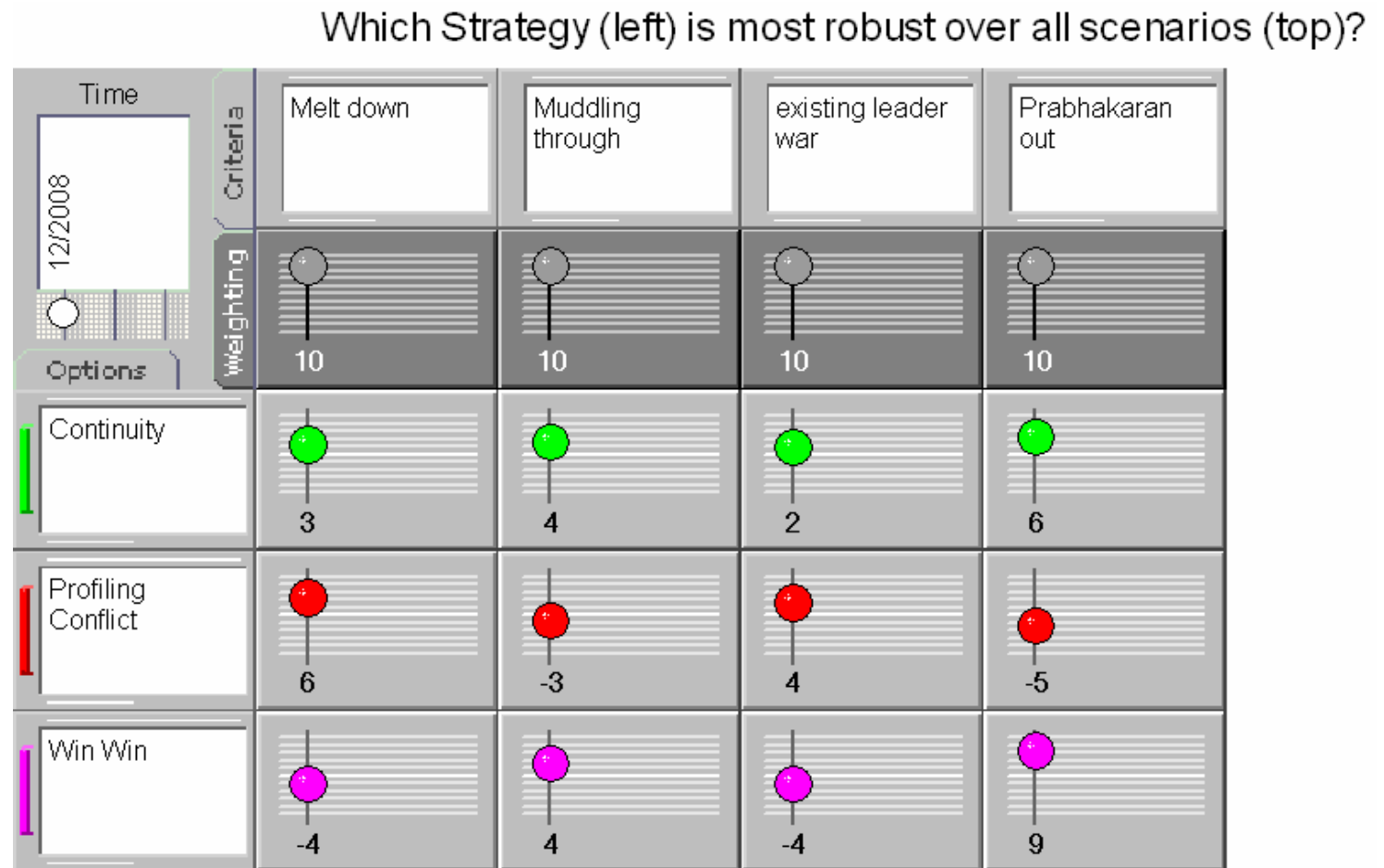


Rank	Global Stress Point
1	SCIENCE/TECHNOLOGY: Internet collapse
2	CHINA/TAIWAN: Armed hostilities
3	US/RUSSIA: US strike on Iran
4	INTERNATIONAL: Human strain for pandemic
5	UNITED STATES: Deep recession
6	INTERNATIONAL: Oil price collapse
7	INTERNATIONAL: Return to protectionism
8	INTERNATIONAL: Terrorist dirty bomb
9	LATIN AMERICA: Disruption to hydrocarbons sector
10	IRAQ: Collapse of state institutions
11	INTERNATIONAL: Chemical/biological attack
12	RUSSIA: Cross-border military aggression
13	NIGERIA: Unrest curtails offshore oil production
14	INDIA/PAKISTAN: Armed hostilities
15	PAKISTAN: State collapse
16	INTERNATIONAL: Commodity price bust
17	SCIENCE/TECHNOLOGY: Increasing climate regulation
18	LEBANON: Civil war
19	ARGENTINA: New sovereign debt default
20	NORTH KOREA: Military conflict
21	HORN OF AFRICA: Return to hot wars
22	CENTRAL ASIA: Risk of major disaster
23	BAIXUNG: Return to serious disruption

Share: Give Deciders Options...

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

...And Let Them Choose



Contextualise: Keep it short...



Scenario two: De facto partition

Probability	High
Risk factors	De Facto Partition
Political risk	High
Security risk	Very High
Economic risk	High Board
External risk	High Board
Social risk	High
Total country risk	High

The second scenario postulates that continuity rather than change will characterise the development of Iraq in 2007, allowing for the projection of current trends from 2006. In essence, this means gradual deterioration of the political, security and social fabric of the country. Stability would therefore closely mirror the current scenario for January 2007 described above, with minor deterioration in such areas. The international community and the Iraqi people would continue to view the government as a weakening institution if many of the milestones established for

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

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

Unsurprisingly, this scenario is considered to be the most likely and has been accorded a high probability. The sectarian and factional tensions witnessed in 2006 are powerful and highly stable, suggesting more of the same in 2007. In

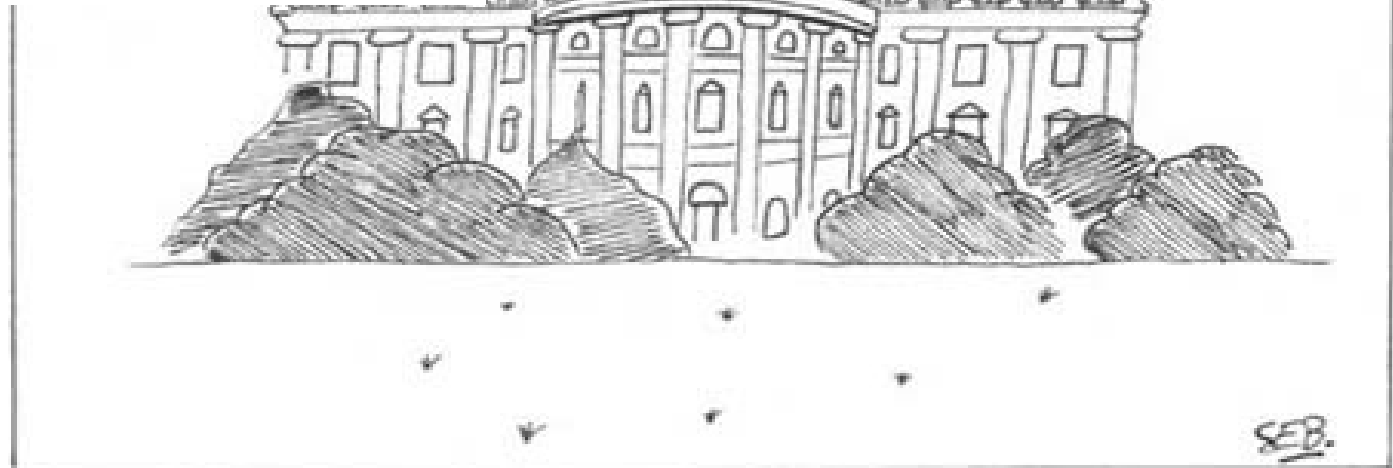
the security realm, the government is highly unlikely to regain a monopoly of violence in 2006 no matter how successful its development of the Iraqi Army. The key dynamics are not between the government and the militias or insurgents, but arguably between the various armed sub-state groups themselves. The multi-factional presence in Iraq will slowly draw down in 2007, but not significantly enough to end the sense of an occupation. Instead, the key effect of withdrawal is likely to be macro-ethnic sectarian and factional grievance that have been restrained to a degree since 2005. Coalition withdrawal to a more training-oriented mission will allow Iraqi factions to find a natural balance through an extremely violent period of coercive bargaining. As local dynamics unfold, the government will continue to function periodically as an arbitrator but will not have the capacity to intervene decisively in the multiple conflicts and power struggles being undertaken in various parts of Iraq simultaneously. With the key political events in the coming year likely to be the provincial elections, the focus on local politics is likely to grow even stronger in 2007.

...in a language they understand!

Who is next?!?

So, lets recapitulate,
we have the choice
between attacking
Luxembourg,
Canada and the
Maldives...

Err... actually
Mr President its
Syria, Iran or
North Korea.



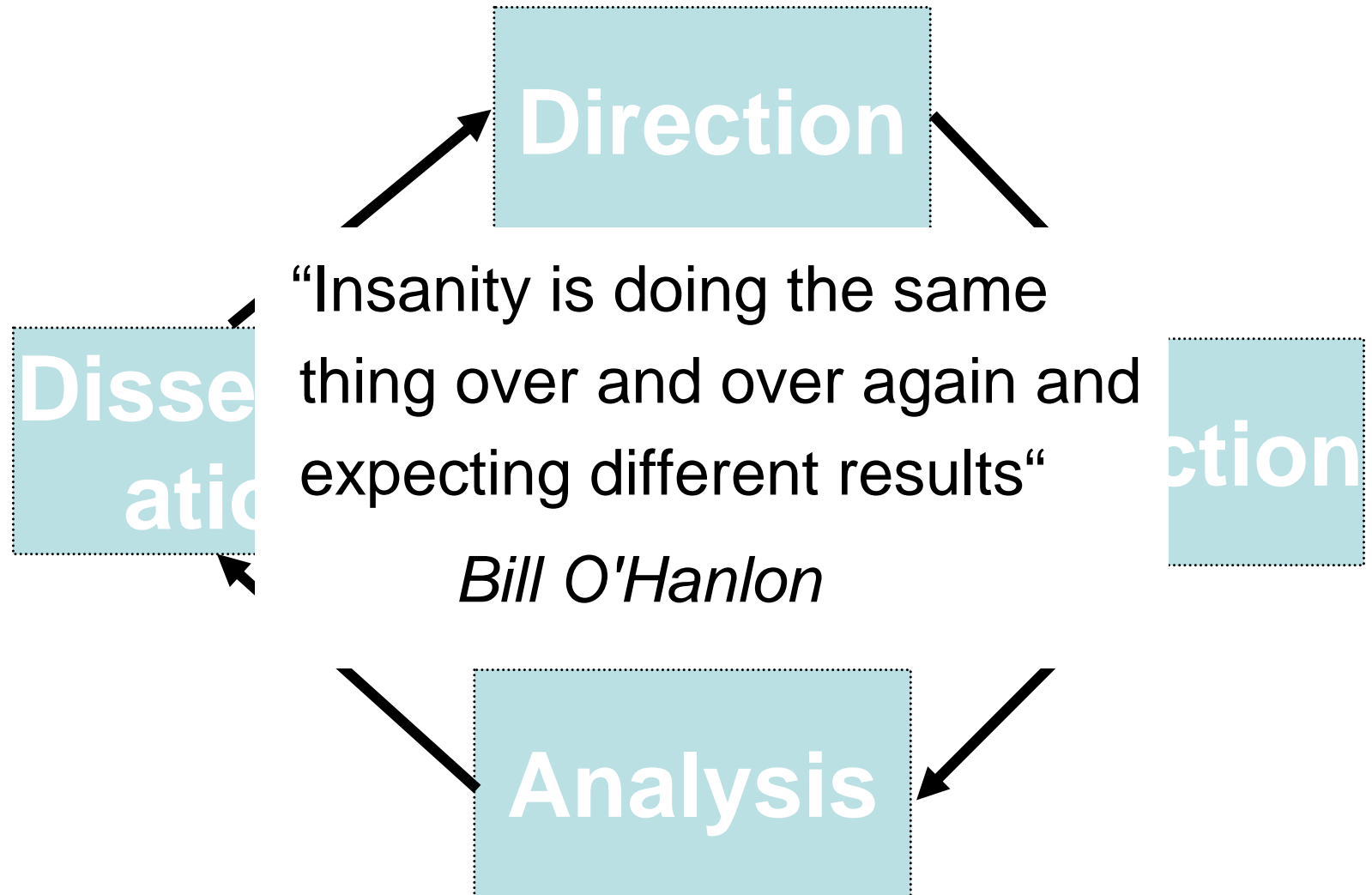
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The “Intelligence” Cycle?



Why Scan the Horizon?

“Luck is when planning meets opportunity“

Seneca the Younger

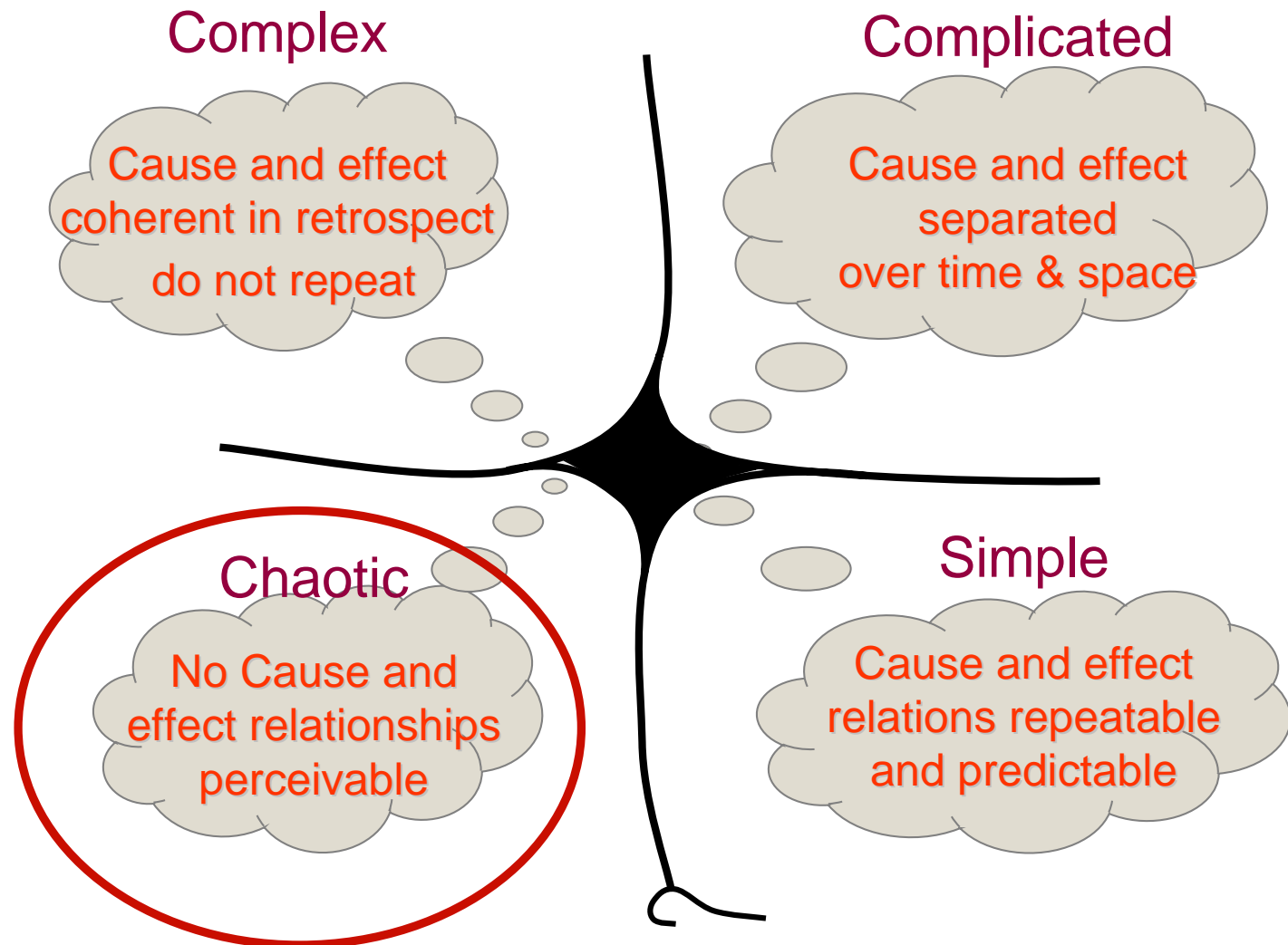
But who should have planned?

The key actors in finance:

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

Security = Multi-Stakeholder & Public Planning

The Cynefin framework



Financial Meltdown: Chaos?



The Ultimate OSINT?

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