CONSIDERATIONS REGARDING THE MANAGEMENT OF INFORMATION SUPPORT IN CURRENT MILITARY SYSTEMS FOR THE DEVELOPMENT OF STRATEGIC LEVEL DECISION

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The intelligence process is a succession of activities, operations, procedures and linked intermediate states, which fulfill the function of producing the necessary information for exercising leadership. The information system's architecture allows the transformation of data and information for use in the management processes (collection, formalization and storage of data, the analysis, interpretation and processing of data for obtaining information, the reception and assimilation of obtained information in parallel processes, the storage and distribution of information).

Improving management, in general, especially information management represents the key element in increasing the efficiency of a military structure. Reforms in the information management field imply the development of new technical for processing and storing data, for running information flows, the implementation and interconnection of subsystems or networks, the introduction of new procedures for inserting new information into the system, reducing stagnation time of information on certain levels, training personnel assigned to maneuver information etc.

Keywords: intelligence management; intelligence activity; identifying the intelligence requirements; intelligence evaluation; intelligence collection; intelligence processing; dissemination; intelligence cycle; planning and conducting data and information.

Recent military confrontations have demonstrated the important role that military intelligence plays in winning battles and ultimately the war. The coordinating factor is the extraordinary technological progress in processing and communicating information. Technological change represents only a small part of the whole picture: more important are the behaviour and institutional changes determined by concentrating on key elements for the

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organizational activity. The revolution in military affairs depends much on the increased usefulness of information for enhancing response capability, selecting appropriate targets, forces and striking means for the proposed purpose by enhancing the ability to collect, process and disseminate that information in a short time for operational purposes[1].

Managing an impressive volume of data and information about the enemy's positions, his offensive or defensive intentions, logistic, communication, command and control, informational and computer systems etc. represents a remarkable effort, which is mostly the responsibility of the „intelligence" field. Yet, military information represents more than a collection of numbers and data, it represents a veritable system, able to plan specific actions, collect, process and disseminate information, capable of influencing the decisions of military leaders. The military information activity, within this system, requires considerable effort since the information must be timely obtained and disseminated in real-time by legal beneficiaries.

It can be said that the military information activity is understood as an assemble of measures and actions conducted for providing data, information and knowledge that offers complete understanding a knowledge of situation factors. It is held in accordance with the need to forecasting, planning, organizing and conducting military actions. Military information activity must pursue the fulfillment of the following requirements:

- Assessing correctly the situation by knowing all the situation factors;
- Assessing in a realistic way the objectives and capabilities;
- Knowing and understanding the opponent's thinking;
- Identifying and clearly defining threats and opportunities;
- Assessing risks (hazards and threats made by action taken);

Overall, the whole effort to provide the decisional process with intelligence subscribes to the authority of the commander / chief, who decides the course of actions and approves the military information activity. In this respect, information activity subscribes to the need for knowledge of the decision factors and is permanently ordered, controlled and corrected by their decisions. In addition, it shall be inserted in the general design and will respond to informational needs, as well as for supporting informational operation structures with which it relates[2] and whom it can provide information regarding[3] information systems and networks, decision making systems and networks, basic information for operational decision making,

[1] Abraham N. Shulsky, Gary J. Schmitt, *Războilul Tăcut – introducere în universul informa□iilor secrete*, Polirom Publishing House, Ia□i, 2008, p. 32.
[2] *Doctrina opera□iilor informa□ionale*, SMG/C.O.-10.0, Bucharest, 2011, p. 22.
[3] *Ibidem*, p. 38.

decision makers or opinion, political, military, local and target groups leaders, sensors and sensor networks, information protection systems.

On a strategic level, the military information systems represent an integrator element of all strategic interest information, during peacetime, crises and war. Their permanent military information collection, integration, processing activity for external, national and international recipients is called informative activity and represents "the totality of measures taken by the military intelligence services, through processes and means specific to military strategic information, in order to obtain information about the military and international politico-military phenomenon, their evaluation and interpretation, and developing informative products needed to assist military and politico-military state leadership decision regarding national security and promoting external military and politico-military state interests. Moreover, information activity is based on the need for information of national troops deployed in theatres of operations, and of major units of various arms, from operational and strategic echelons, for planning and undergoing its own military actions"[4].

Information activity takes place under the imperatives of correctly and timely informing decision factors, respecting basic principles of the operative informative activity (ensuring the integrity and confidentiality of information, subdivision of work and the capacity to adapt quickly and with minimum costs to the evolution of the international military and politico-military phenomenon), criteria regarding interoperability and compatibility with military information services of NATO and EU states.

The act of informing decision factors should be conducted with maximum efficiency and considering some requirements[5], such as:

- *Relevance* – for achieving action conception of decision factors, information must be adapted to strategic operational capacities and must correspond to the need of information necessary for the foundation and taking of decisions, information always being distributed in an exploitable format, which can optimally satisfy the requirements of the beneficiaries;
- *Accuracy* – information must offer the beneficiaries a balanced, truthful and objective image on the described event and the context in which it has occurred or will occur. It is imperative for the information to identify correctly the capabilities, limitations and intentions of the enemy to materialize its threats. In order to minimize misinformation and erroneous

[4] Gheorghe Savu, Adrean Pârlog, *Producția de intelligence*, MEDRO Polirom Publishing House, Bucharest, 2008, pp. 91-92.
[5] S. Medar and colectiv, *Capabilități ale serviciilor moderne de informații militare*, Tehnic-Editorial Center of Army Publishing House, Bucharest, 2007, pp. 22-23.

interpretation, information must originate from multiple sources and medias, and alternative or contradictory evaluations must be presented anywhere necessary, in order to avoid informative failures;

- *Prediction capability* – information must provide the beneficiary with the current state of the described phenomenon, whilst highlighting the most probable. In addition, information must anticipate the beneficiary's intelligence needs.

In order to develop the military strategic plan according to military strategic conception, besides planning the employment of forces, strategic communication and planning the training of forces and logistic support, an important role is played by the *intelligence strategy*[6], which help define critical information requirements, preliminary information requirements and other information and documentation requirements. Based on this strategy, defense information management elements, forces, techniques and specific means in the informational process are outlined and applied at a strategic level in order to provide politico-military and military decision factors with intelligence products

The main activities that provide military information to the strategic command during peacetime, crises, and war are the following[7]:

- *Identifying the informative problem* emerged from information soliciting by beneficiaries of the Military Information Service, becoming a task solvable only by making an informational product;
- *Informative assessment*, which involves consulting the databases in order to identify information that may provide necessary information, and eventually, the development of inquiries;
- *The collection of information* needed to solve the information request;
- *The information process* consists in evaluating, interpreting and transforming information sent by collection structures into processed information
- *The development and distribution of informative products to beneficiaries.*

Sequentially browsing activities of the information cycle represents the ideal method of conducting information activity. There is also a sixth activity called *information reassessment,* resulting from not firstly identifying information requests needed to solve inquiries and/or the collection structures did not answer information requests.

Identifying the information problem is one of the most important information activity planning elements conducted at a strategic level, because

[6] *Manualul de planificare a opera□iilor*, SMG, 2011, p. 73.

[7] Gheorghe Savu, *Rolul şi misiunile serviciului de informaţii militare – activităţi necesare executării cercetării strategice*, Gândirea Militară Românească no. 6/2006, p. 16.

successfully completing this phase leads to clearly defining informative tasks to be done, eliminates redundancy from the operative-informative activity and ensures the elaboration of information products in a timely manner and in accordance with the beneficiaries' requests. Not knowing the military and politico-military leadership's strategic options can make the result of intelligence activity be less useful than in other conditions, since it reduces its relevance and opportunity, and can lead to an underestimation of the extent to which others' actions anticipate or are a reaction to their own actions[8].

Information assessment consists of a judgment process, logical and structured, meant to ensure the best resolution to the informative issue by identifying possible outcomes of the event that generated the informative issue, its purpose being double:

- To give a response to the informative issue by taking into account all factors that could influence the outcome of a situation, therefore elaborating *hypothesis* regarding the evolution of the studied event. This constitutes an attempt to solve the informative issue based on SIM's knowledge thesaurus, the response is to be confirmed/refute within the informative process;
- To formulate all *information requests* regarding: essential information elements, additional information elements, information that is absolutely necessary to the confirmation/refute of hypothesis formulated during the information assessment, information requests submitted explicitly by the beneficiary.

Based on the result, the information activity cycle may be resumed; the informative estimation gives the information activity its recurring character and has a significant impact on the efficiency of all SIM activities, especially on information collection.

All the compartments of the military information services contribute to the deployment of the informative activity, based on a judicious perspective planning, materialized in an information activity plan, which represents the main element for planning a military information service activity. This plan ensures the concentration of efforts and resources of military information services for collecting, analyzing, processing, centralizing and systematization of information, as well as informing management or executive structures on matters of interest in decision-making or fulfilling missions. Therefore, information activities are planned based on the needs of military forces categories and military and politico-military state leadership, the information activity's coordination mechanism assuming the task of

[8] Abraham N. Shulsky, Gary J. Schmitt, *Războiul Tăcut – introducere în universul informa□iilor secrete*, Polirom Publishing House, Ia□i, 2008, p. 219.

ensuring the transformation of the beneficiaries' information needs into information requests, establishing priorities and allocating information requests to corresponding collection structures in order to ensure timely and complete information of beneficiaries under optimal management of human and material resources available.

While working with all available information, in order to identify relevant information and eliminate those that no longer valid, in order to properly transform data and information into processed information and for disseminating them in a timely manner, respecting a logical succession of systematically structured operations, with a cyclic character, is required and is named *informational cycle*.

The informational cycle can be defined as a process because, generally, it represents a succession of operations that produces a transformation, a development, transforming data and information into processed information, known as *intelligence*.

The informational cycle has four phases: planning and directing, collection data and information, processing data and information and finally disseminating information[9] (compared to NATO doctrine – AJP 2.0, where the informational cycle is composed of six phases: planning and orientation; collecting; processing and exploitation; analysis and production; dissemination and integration; evaluation and feedback). Their cyclical nature results from the requirement that the processed information is updated and reevaluated in order to maintain timeliness and relevance. Although the steps are distinct, during the progress of informational flow, they will overlap and coincide, so that they will concurrently and continuously rather than sequentially.

If the initial necessary of information is not sufficient or new information requests occur, the informational cycle is reactivated according to the informational cycle's algorithm. In this respect, it can be said that the whole activity of an intelligence service is embodied in a multitude of information cycles in various stages of development. Due to the intensity of military actions and the rising need of intelligence, at certain times during armed confrontation, informational cycle stages may overlap in time, so that they take place concurrent and continuous rather than sequential.

The informational cycle[10] represents the logical sequence in which the activity of military intelligence, from planning and directing activities to disseminating decision makers' and other stakeholders' information, in what concerns them. It has a cyclical nature due to the requirement that the information be timely, relevant, reassessed and updated to meet the needs of the commander.

[9] IPS-3, *Doctrina pentru informaţii,contrainformaţii şi securitate a Armatei*, Bucharest, 2005, p. 23.
[10] *Ibidem*, p. 23.

It can be estimated that the informational cycle is the gradual collection and transformation process of data and primary information into intelligence products and transmitting them to the decision maker in a format suitable for understanding and early enough for preparation, and decision-making. The effort to produce intelligence is divided into steps, respecting the principle of correlation between collection and processing. According to this, the more effort is involved in collecting information, the less effort is needed in processing it, and vice versa. The distribution or resources within the informational cycle depends on the echelon which provides information, so that on the tactical and operational levels, where the military information is predominantly processed, the optimal repartition for the four phases could be: planning and directing -15%, collecting-40%, 30%, processing and dissemination-15% of total resources, while at the strategic level, dedicated to military, political and economic intelligence, the repartition could be of 10%, 25%, 50% and 15% respectively.

Planning and directing data and information – according to AJP 2.0., routing represents the first step in the informational cycle and consists of determining requirements of processed information, planning information collection, issuing orders and requests to collection agencies and maintaining a continuous verification of the productivity of these agencies.

The CCIRM concept (Collection Co-ordination and Information Request Management) involves directing through the following steps:

a) *Determining information needs* through identifying informative issues – PIR (Priority Information Requirements) from information requirements of beneficiaries – CCIR (Commander's Critical Information Requirements), making an information plan for SIM and its extracts for collecting, analysis, synthesis and dissemination structures;

b) *Collection planning* (corresponding to specific duties of each collection structure): drafting a plan for the collection and allocating the collection structures' tasks; issuing orders and requests to the search-collection elements; constant "productivity" control of search-collection elements;

c) *Planning analysis-synthesis* (corresponding to specific duties of each analysis-synthesis structure) drafting (based on extract from PISIM) of a production plan and the distribution of tasks to analysis-synthesis structures; issuing orders and requests to analysis-synthesis structures; constant "productivity" control of analysis-synthesis structures;

d) *Dissemination planning* (corresponding to the knowledge needs of each beneficiary that requested information, the presentation structure required of each, deadlines).

In essence, the process of planning and leading an information activity represents the identification, establishing priorities and validation of information requests, coordinating the collection, production and dissemination of information, continuously seeking the existence of collected data and how they are used.

Planning and managing the information activity applies to the whole informational cycle, representing a management operation that takes place depending on the continuous evaluation of SIM missions, respectively solving incoming inquiries and, equally important, anticipating them.

Following the evaluation of how collected data respond the information requests and how are they valued, planning and management of intelligence activities creates, whenever necessary, conditions for "shorting" the informational cycle, for directing urgent information requests directly to collection structures, of urgency information directly to their beneficiaries.

In the planning and guidance phase of intelligence activity, information collection is conducted according to the tasks of collecting, collection means at their disposal and collection methods best suited to a particular type of information.

The determination of information needs consists of identifying the information problem for which there is no data, problem registered as a task in the information plan, starting from the beneficiaries' needs for information and those identified by SIM.

Informative problem identifying is one of the most important elements in intelligence activity planning held at a strategic level, because the successful completion of this leads to clearly defining informative tasks to perform, eliminates operative-informative activity redundancy and ensures the development of informational products in a timely manner and in accordance with the beneficiaries' requirements.

Basically, in the process of identifying informative problems, the informational needs or commanders are converted into SIM informative tasks, in a specific language (short, clear, concise, to the point, with deadlines and responsibilities for data collection, analysis, synthesis, dissemination, feedback etc.), at the same time adapted to the need for specificity (small tasks) and the capacities of collection structures (conditioned by time, space, force, means, specialization, etc..) and the analysis-synthesis.

Planning information collection at the SIM level aims to repartition needs for information, centralized at a SIM level in an information plan, on collection structures, corresponding to their specific methods of collection. In addition, the planning structure establishes the priority of collecting information and deadlines until the information must be in SIM possession for each collection structure.

At the collection structure level, coordinating the intelligence collection effort is made by preparing a plan for the collection, regular updating and monitoring its completion.

The collection plan establishes the method for gathering (collecting) information, to respond to the needs of information (IR-Information Requests).

Therein, PIR's from the extract of PSISM are converted into -IR (Information Requirements) and ways/methods for solving them are determined based on resources at their disposal, their specialization accessed sources etc.). Information needs are translated into missions, consisting of specific questions posed addressed to search structure elements, submitted as information tasks. When search structure elements are not available, the Information Requirements are sent by RFI (Requests for Information) to other information structures arranged vertically or horizontally.

Collecting data and information – "the collection represents one of the key steps of the intelligence cycle, where data and information phenomena, evolutions, activities, actions, structures, people, mechanisms etc. are collected from human and technical sources through specific means and transmitted to processing units, to be transformed into intelligence products"[11], according to the informational needs required by consumers. The collection step of the informational cycle involves four distinct sub-stages, namely: a materialized need for intelligence in an information collection request; defining an information collection strategy; selecting collection sources and the actual collection of data and information of interest.

Usually, in the process of collecting, data is obtained not intelligence, although sometimes, depending on the quality of sources, the collector can obtain data very close to the intelligence standard. However, information will not be labeled as intelligence until it is the subject of analysis, in order to verify it with multiple sources, validating, completing and writing in the most acceptable form.

If identifying and exploiting sources is essential, of an equal importance is the raw processing that is made by the collector. It consists of selecting that data and information with the biggest relevance for the received collection subject, arranging them in a logical and accessible form for the analyst.

Organizing and conducting any information collection process is based on the needs of information defined by the decision-maker. An information service can anticipate, estimate, approximate or guess the knowledge needs of a consumer of information, but you can never truly know the real and complete need for it. Therefore, as the requirement is made more precise and detailed, the resulted information product will be more effective.

[11] Dan Plăviţu, *Surse şi medii de culegere a informaţiilor*, GMR no. 6/2006, p. 19.

The information needs of policy makers today is so great that collecting intelligence is done in an overwhelming proportion only on demand, on specific matters.

Gathering data and information in order to update and complete databases, especially on areas and issues of interest, has greatly reduced due to the lack of time and resources, both financial and especially human. This leads to uncertainty of the analyst in validating existent information within the available databases and has the effect of increasing the reaction time of intelligence services if a new knowledge requirement occurs.

Intelligence collection must follow four basic principles: early identification of gathering requirements – to ensure timely fulfillment of missions, prioritizing requirements – to ensure the commitment of collection elements and resources to solve the most critical requirements; multidisciplinary approach – to ensure collection flexibility and avoiding deception.

Verifying information must be made by different categories of sources (HUMINT, IMINT, SIGINT, MASINT and OSINT). Establishing and commissioning tasks for collection structure elements, according to their capacity to collect – to cover the planned collection requirements and information requests from subordinate echelons. Evaluating this stage is done by received reports from collection elements/resources, taking into consideration: the degree in which reports respond to requirements; the usefulness of provided information and the opportunity of supplied information.

The purpose of information collecting and its processing is to provide decision makers the solutions to conduct more effective and efficient policies, and the informational cycle is achieved for a predetermined problem or policy, which is why the information service must be aware of it sufficiently in advance in order to put it into action.

The modern process of collecting information is a wide-spread and elaborate activity, with two components – one electronic and one human, and consists of obtaining more or less secret data, more or less guarded, belonging to someone. To achieve this, it should act: strategically, with means appropriate to the suggested purpose, plan or mission; competitive, which means that opponents or allies act the same, without transparency, in secret[12].

The process of obtaining information is governed by the following basic principles[13]:

- *Leadership unity* – is the planning and conduct of intelligence activity for defense, regardless of the number and diversity of forces

[12] *Ibidem*, p.21

[13] IPS-3, *Doctrina pentru informaţii, contrainformaţi şi securitate a Armatei*, Bucharest, 2005, pp. 21-22.

participating in action, adopted forms and procedures, by order of the commander vested with full authority, directly responsible for the fulfillment of the mission;

- *Opportunity and operability* – involves the defense military intelligence activity to promptly respond to any significant change of circumstances. Data and information must be obtained, processed and disseminated to beneficiaries so that they have sufficient time for optimal decisions;
- *Systematic exploitation* – information sources and agencies must be exploited systematically, methodically and planned, based on permanent and in-depth evaluation and knowledge, their possibilities and limitations;
- *Objectivity* – presenting information the way they are, without subjective interpretation or altered emotional states;
- *Accessibility* – relevant data and information must be available in a clear and concise form;
- *Operational availability* – information officers should be responsive at all times in order to respond to information requirements necessary to support decision making;
- *Protection of sources* – achieved through guarding secrets of intelligence activities, knowing procedures and methods of masking real intentions and goals, knowing action methods and procedures of enemy counter-intelligence services, knowing events and elements specific to the action environment;
- *Continuous update* - information should be checked and compared continuously, taking into account any new information, as well as those already known.

Data and information processing in the part of the informational cycle where information, gathered as a response to the commander's directions, were converted into intelligence. Processing involves a series of structured activities, although some have a determined succession, they can be carried out simultaneously. In relation to its components, processing is defined as the production of information through collation, evaluation, analysis, integration and interpretation of information.

Systematic production of information by collecting, evaluation, analysis, integration and interpretation is a combination of transmitting orders/requests for providing and recording information and applying logic and mental process of transforming information into intelligence.

Mental process consists of a broad knowledge of the phenomenon and field of the information subject to analysis and depends on the analyst's experience and his ability to make logical deductions. The analyst's judgment and intuition are vital for the analytical success, representing the processing "engine".

Processing (production) military intelligence includes several steps: collation, evaluation, analysis and integration, interpretation.

Collation of military intelligence and data is defined as "the first step in the processing of the informational cycle, in which the clustering of related information takes place, providing recordings of events and facilitates further processing".

In practice, collecting covers procedures for receiving, grouping and recording all received information and involves: allocating an identification and registration number to each received piece of information; placing information in the appropriate category or group by marking on a map or sketch; ranking or placing each information in an electronic database or maintaining a system for managing these operation, designed so that any intelligence team member can utilize it quickly and efficiently.

Collating can be influenced by several factors, namely: standardization, visual presentation, urgency of information requests, restriction of the automated system regarding the volume of records, number of staff needed to operate the system, the nature and tempo of operations, the capacity of recording and storage equipment, subsequent search of data and information, available space for collating in the information office or cell, the size and scope of ordered intelligence tasks.

The evaluation of data and information represents verifying (estimating) information regarding the authenticity of its source and credibility of the information. Through evaluation, the information is rated alphanumerically, indicating the degree of confidence[14].

Providing rating is partially based on a subjective judgment of the evaluator, taking into account more information from the same source, or in the case of sensors, their degree of accuracy.

Analysis and integration represent identifying significant facts for an subsequent interpretation, for instance selecting and combining in a certain format, along with the production of another intelligence product.

During analysis, collated and evaluated information is scanned in order to reveal significant facts. These are then related to other facts that are already known and deductions are made based on comparison. Integration involves combining all deductions and identifying an intelligence model structure. A sequence almost entirely based on thinking, it is decisive in the intelligence cycle.

A significant role in the completion of this stage is the experience and judgment of the analyst, in addition to placing this information in a theoretical and historical setting and the connection to information on events whose outcome is imminent.

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[14] Mireille Rădoi, *Serviciile de informaţii şi decizia politică*, Tritonic Publishing House, Bucharest, 2003, p. 30.

Methodology of the analysis involves the following required steps: receiving (setting) a theme and understanding its basis, deciding what type of information document is to be elaborated and establishing its structure; consulting the database and selecting information, informative documents, informative materials and all documents that can be used to elaborate the informative document; studying selected documents and establishing the need for additional information and formulating information requests; preparing and writing the informative document (usually includes an introductory, a descriptive part and one with conclusions and suggestions).

Interpreting military data and information is defined as "the final step of the processing phase within the informational activity cycle, where the importance of data and information is assessed based on the current volume of knowledge". It is the final phase of processing, where collected, evaluated, analyzed and integrated information must be interpreted to complete the process of converting military data and information into intelligence.

The dissemination of military intelligence – is the specialized activity entrusted with providing information to legally empowered beneficiaries/users, with expertise in national security and the permanent relationship between issuer/producer and beneficiary/user. At a strategic level, SIM disseminates military information within the national security system, through the use of networks, means, channels, and communication codes, which define the distribution of intra and inter institutional communication relations, their density and consistency, the types of information conveyed and their effects on the organization and functioning of specialized informative structures.

The means to disseminate intelligence products is closely related to the customer producer relationship. The ability to deliver different types of products to internal or external beneficiaries depends on the available infrastructure and resources (telecommunications lines, transportation, media equipment). From case to case, various policies determine whether the finished product will be delivered directly by the analyst to the beneficiary or through a chain of command. In the military intelligence service, the chain of command is frequently used, which does not involve direct relationship between the analyst and beneficiary.

The number of recipients is determined by the importance of the informative issue included in the product. If the degree of privacy is very high, the product is disseminated only to directly involved beneficiaries. If it is a routine report, it can be distributed to a wide range of beneficiaries. Considering these aspects, choosing the distribution method is primarily a marketing decision. Successfully transmitting a truly useful finite information

product to a particular beneficiary depends on communication and collaboration between all involved parties and the degree of customization of the intelligence product.

Any intelligence product must be distributed to everyone who might benefit from it. A report requested by a certain department must not be necessarily delivered to that particular department but to others to whom it is useful. This requires knowledge of information requests and government departments' attributes, as well as the capacity to understand a report, regardless of who originally requested it.

The form in which the product is disseminated will depend, in each case, on the urgency, size, classification, requests of users whom it is addressed and the number of requested copies. Its form will also be influenced by the use of images of graphic presentation elements. The level of detail will depend on circumstances and user requirements. Time constraints often determine the level of detail. In the case of a certain subject a volume of data so large can exist that the analyst may usually more time to make a detailed analysis (ex. One month), but the urgency of the request can be so large that the analyst may be required to make a valuable intelligence product in just a couple of days. Some subjects require a periodical and systematic distribution of intelligence products. Reports or summaries should be disseminated from time to time to inform decision makers on issues of permanent interest.

Security clearance of each intelligence report should be the lowest possible in accordance with the security rules and regulations and other instructions. The lower the clearance level, the higher the report usage. Excessive clearance of a report complicates its usage and circulation throughout beneficiary structures. Sometimes it is useful to classify parts or paragraphs of a report to facilitate subsequent distribution of extracts within the receiving organization.

To improve the efficiency of intelligence product development, finite information providers need feedback from the end user. Depending on the feedback, the manufacturer may change his methods and techniques for making informative products useful for the beneficiary and eliminate unnecessary ones.

Feedback procedures should include assessments of the factors of accuracy, objectivity, relevance, usefulness, timeliness and the time factor. The repetitive process will generate new requirements in the intelligence cycle. Also, the feedback is available within SIM, between the collection and analysis-synthesis structures for guiding collection structures and improving methods and procedures for collecting information.

Feedback is not a stage of its own, independent of other phases that constitute the informational cycle, but is appreciated by more and more experts in military intelligence as an important moment in which the information system, military intelligence activity self-regulates and corrects. This ensures consistency between actions and results and supports: evaluation / assessment of intelligence; reorientation and redefining action informational vectors missions and analysis and synthesis activities, resizing information architecture, formulating new queries and new missions, redirect efforts and resources remodeling. Feedback ensures permanent and optimal self regulation for all the military intelligence activity, regardless of the place where it is organized and carried out and the desire to be manifested at all stages of the informational cycle.

In conclusion, military intelligence activity is understood as a set of measures and actions held in order to provide decision makers with data, information and knowledge that can offer a full understanding of all the situation factors. It is conducted in accordance with the needs of forecasting, planning, organizing and conducting military actions.

Providing military intelligence to strategic leadership during peacetime, crisis and war covers a range of activities such as: information problem identifying, information assessment, collecting information, information process, production and distribution of information to beneficiaries.

At a strategic level, information support management includes, under the Doctrine of the Armed Forces: gathering information necessary for a decision, ensuring data protection, adopting a strategy of influence, organizing associated technology networks, providing the necessary elements for anticipation, simulation and perspective, having autonomous communication, cryptology tech, as well as real-time information exploitation.

The effort to provide the decision making process with information is subscribed to the authority of the decision factors and their need for knowledge, so that the permanent effort may recalibrate accordingly.

Important for finished information or intelligence product providers, is the feedback from the end-user in order to generate new requirements in the information planning, collection, processing and dissemination process, thereby ensuring a more efficient information providing management.

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