

# **Spying Blind: The CIA, the FBI, and the Origins of 9/11**

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# The “al Qaeda convention” January 2000



Khalid al-Mihdhar



Kuala Lumpur

OIG Report on CIA Accountability  
With Respect to the 9/11 Attacks

~~TOP SECRET~~   
~~HCS/SL//ORCON, NOFORN//MR~~

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**Basically, there was no coherent, functioning watchlisting program.**

# The Importance of Alternative Hypotheses



**Optimist:**  
The glass is half full



**Pessimist:**  
The glass is half empty



**Engineer:**  
The glass is twice as large  
as it needs to be

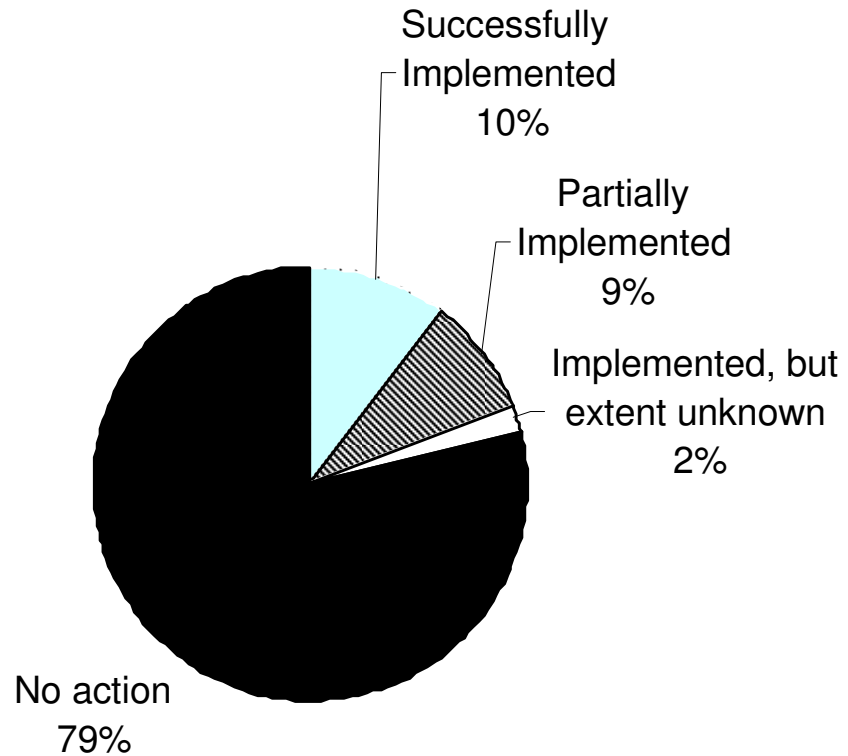
# Intelligence Reform Catalog Snapshot

Date	Study
1993, '95	National Performance Review
1996	House Intel Committee Report (IC21)
1996	Council on Foreign Relations Intel Task Force
1996	The Century Foundation Intel Task Force
1996	Commission on Roles and Responsibilities of US IC (Aspin-Brown)
1997	Odom Report (Nat'l Institute for Public Policy)
1998	FBI Strategic Plan
1999	Advisory Panel to Assess Domestic Response Capabilities for Terrorism involving WMD (Gilmore)
1999,'00	Commission to Assess Organization of Federal Govt to Combat WMD Proliferation (Deutch)
2000	Commission on Advancement of Federal Law Enforcement (Webster)
2000	National Commission on Terrorism (Bremer)
2001	U.S. Commission on National Security (Hart-Rudman)

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**Total:**      12 Studies  
                  340 intelligence recommendations

## Implementation of Intelligence Reform Recommendations, 1991-2001



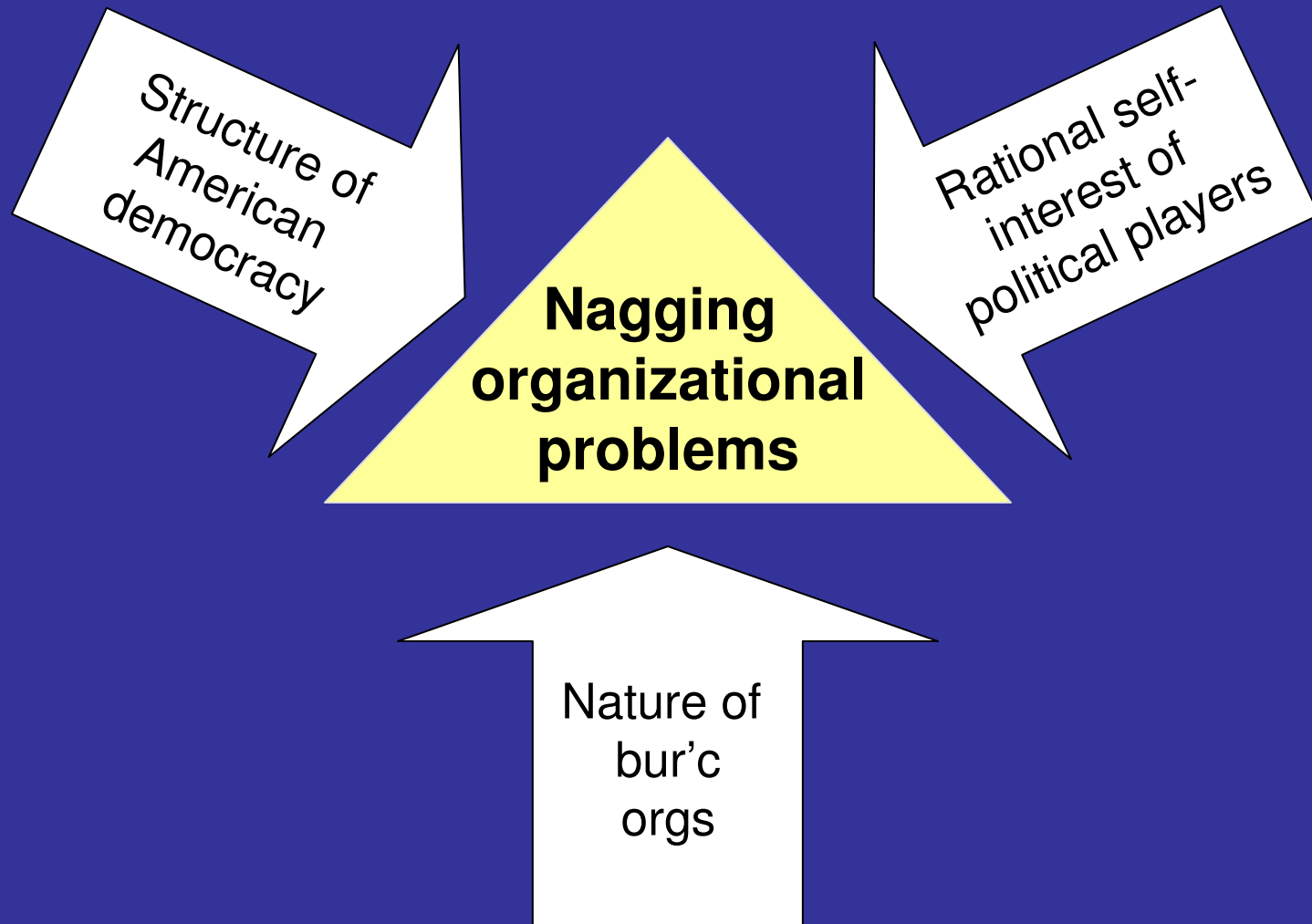
100% = 340 Recommendations

## Commonly Identified Organizational Problems in Intelligence 1991-2001

Organizational Problem	# of recommendations	% of total
Personnel/Information Sharing	106	31%
Corporateness	94	28%
Strategic Mission and Priorities	56	16%
Human Intelligence	31	9%
<b>Total Commonly Identified Problems</b>	<b>287</b>	<b>84%</b>
Other Recommendations	53	16%
<b>Grand Total All Intelligence Recommendations</b>	<b>340</b>	<b>100%</b>

Source: Intelligence Reform Catalog; analysis by author.

# The Roots of Adaptation Failure



# Implications

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- Structural reforms are not enough: Culture is a silent but deadly killer of innovation.
- Intelligence reform requires battle plans, not just blue prints. Big new ideas have existed for years. Implementing them is the hard part.
- To succeed, future reformers will have to resist the urge to take the moderate course