



CNI

RAISON D'ÊTRE



MINISTRY OF DEFENCE

CNI

RAISON D'ÊTRE





Defense Publications Catalog
<https://publicaciones.defensa.gob.es>



Catalog of Publications of the General State Administration
<https://cpage.mpr.gob.es>

Published by:



Paseo de la Castellana 109, 28046 Madrid

© Authors and Publisher, 2022

NIPO 083-22-181-0 (Print Edition)

Legal Deposit M 19175-2022

Edition date: July 2022

Layout and Printing: Ministry of Defense

The ideas contained in this work are the responsibility of their authors.

The exploitation rights of this work are protected by the Intellectual Property Law. None of the parts of the same may be reproduced, stored or transmitted in any form or by any means, electronic, mechanical or recording, including photocopies, or by any other form, without prior, express and written permission of the owners of the copyright ©.

In this edition, 100% chlorine-free paper from sustainably managed forests has been used.

publicaciones.defensa.gob.es
cpage.mpr.gob.es



CNI

RAISON D'ÊTRE



MINISTRY OF DEFENCE







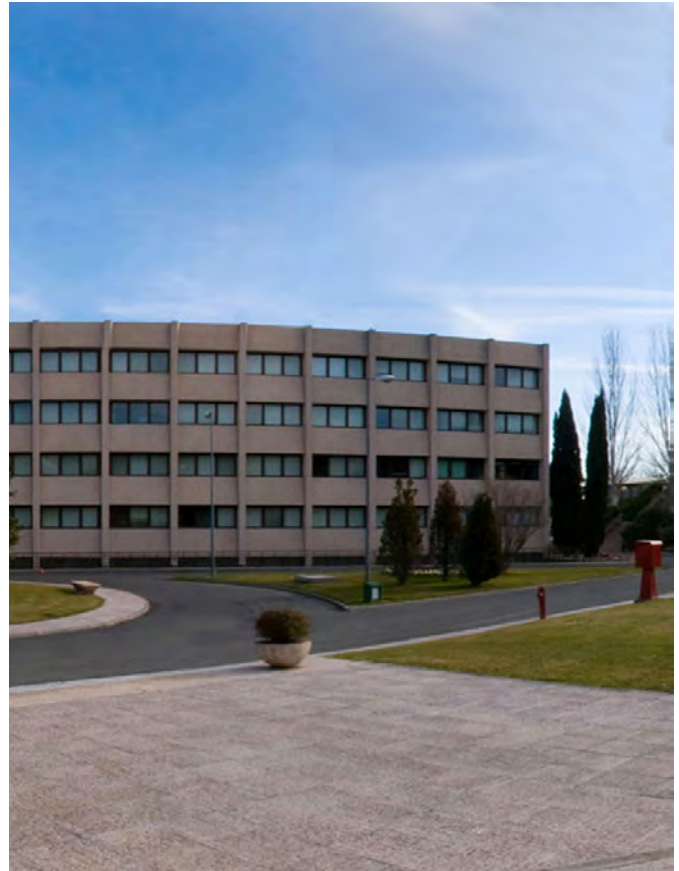
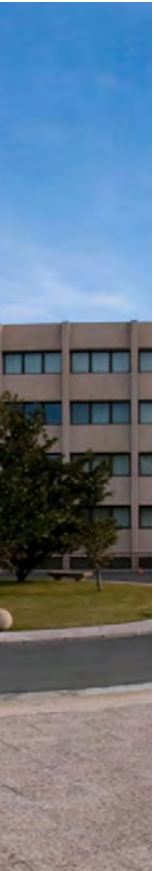
CNI headquarters. Madrid

CNI

RAISON D'ÊTRE

Intelligence Services are key elements of the institutional structure of a democratic society. To face the risks and threats present in the current security scene, States need to have an efficient Intelligence community that contributes with its work to the Government's preventive action, to defend the national interests wherever they may be and to safeguard the rights and freedoms of the citizens, their welfare and their progress.

The way in which Intelligence Services act is one of the best parameters to diagnose a democracy's state of health, assess the level of respect for its fundamental principles, and measure the robustness of its security structure.





Contents

○ Who we are	10
○ Our mission	12
○ Distinguishing features	14
○ Our contribution to national security	16
○ An essential characteristic of our work: prevention	20
○ The special nature of our activities	22
○ Our product: Intelligence collected through our own procedures	26
○ Our customers	28
— The Government	28
— The society	30
○ The CNI: an institution subject to oversight by State authorities	32
○ Our corporate culture: sense of State and mission to serve	36
○ Our values: our own code of ethics	39
○ Human capital: an essential strength	41
○ National and international relations: our commitment to cooperation	43
○ Looking ahead: our challenges	46
— The technology challenge	48
— Preserving and improving our main asset: human resources	50
○ The extent of our ambition	52
○ Epilogue	55

Who we are CNI

The Centro Nacional de Inteligencia (CNI) is the Intelligence Service of Spain. Given its nature and the missions it has been assigned, it is established as a public institution, under the Ministry of Defence, with its own legal personality and with full capacity to act granted by the law.





National Cryptologic Centre (CCN-CERT) headquarters. Madrid

Its headquarters is in Madrid, it has representation in all the Spanish autonomous regions and delegations in a large number of countries in four continents.

It is regulated by a specific law, Act 11/2002, of 6 May, whose exposition of motives explains the need to establish the CNI: “The Spanish society demands efficient, specialized and modern Intelligence Services, capable of meeting the new challenges of today’s national and international situation, and governed by the principles of control and accountability to the legal system”.

According to the reason behind its creation, the functioning of the CNI is completely based on the Act that regulates it, covering the nature, objectives, principles, functions and substantial aspects of its organization and legal-administrative system, as well as the parliamentary and judicial oversight it is subject to.

Our mission CNI

The CNI's mission, established in the law regulating it, is to «provide the President of the Government and the Government of Spain with information, analyses, studies or proposals that allow for the prevention and avoidance of any danger, threat or aggression against the independence or territorial integrity of Spain, its national interests and the stability of its institutions and of the rule of law».



In the exercise of this responsibility, the CNI provides the President and the Government with the information necessary to take strategic decisions, by offering a product that will put them in the best possible position to anticipate risks and threats, thus being able to prevent or palliate their effects.

The Government determines and approves the objectives of the CNI on an annual basis by means of the Intelligence Directive that establishes the fields on which the Service has to produce Intelligence and the order of priority to tackle them. This document, classed as top secret, is the compulsory frame of reference for the CNI's activities and allows its effective control.

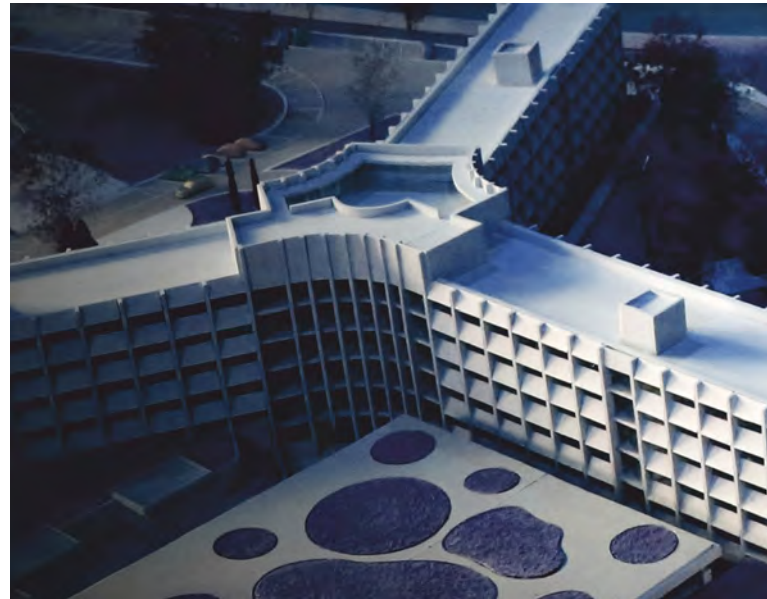


Distinguishing features CNI

The Centro Nacional de Inteligencia is a national strategic Service, specifically authorized by law to operate in Spain and abroad and to employ its own collection methods.

The essential aspects that define the special nature of the CNI compared to other State Information and Intelligence Services and explain its importance are as follows:

- The level of the laws that define and protect it: a regulating act (the above-mentioned Act 11/2002) and Organic Law 2/2002) regulating the preliminary judicial control to conduct some of its activities.
- Its nature as a public institution with a specific regime regarding budget, employment, patrimony and personnel, which guarantees its functional autonomy.
- The specific parliamentary oversight system to which it is subject.
- The direction provided and the control exerted by a Government's specific delegate commission, which proposes the CNI's annual objectives, and monitors and assesses their degree of fulfillment.
- Its organizational rank as secretariat of State.
- The recipients of the product resulting from its activity: the President and the Government of the nation.
- The scope of its competences: national, not departmental.
- The strategic nature of the Intelligence it produces, since it contributes to the decision-making process at the highest level: the Government.

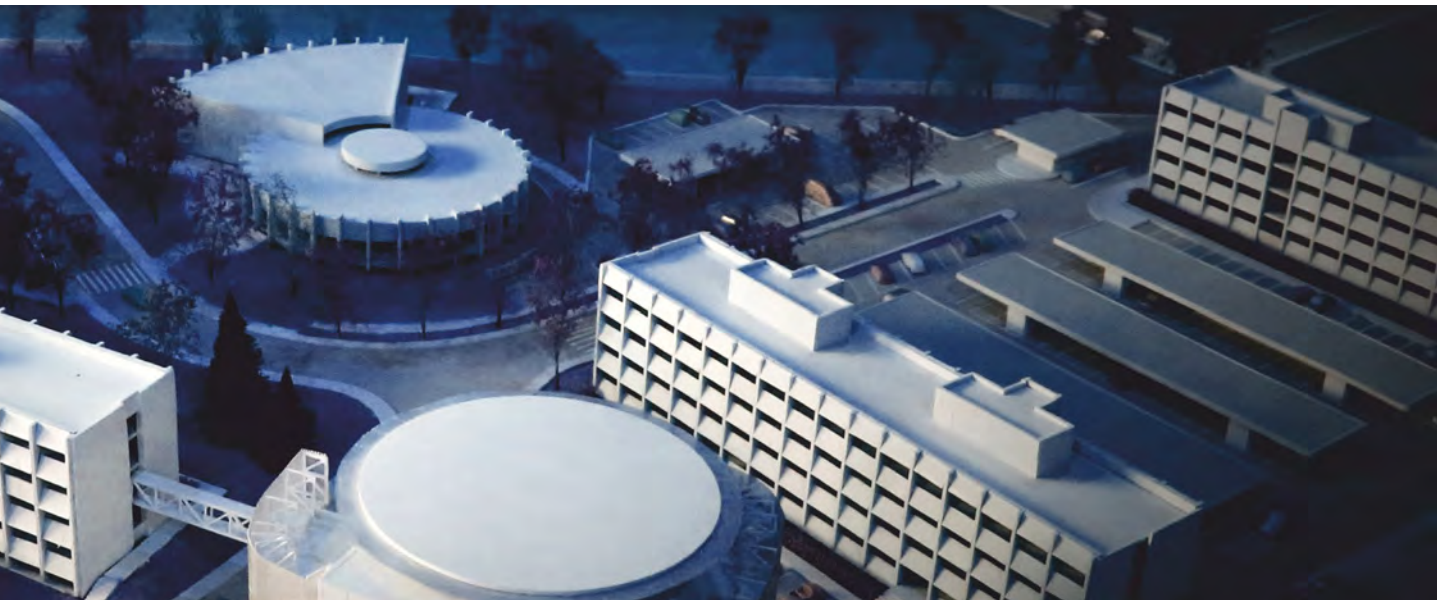


Model of CNI headquarters. Madrid

- Its capacity to use collection methods of its own that are exclusively within its reach and have been allocated to the CNI by law; some of them are subject to a preliminary judicial control.
- The legal authorization and the capacity to produce foreign and domestic Intelligence.
- Its competence in Counterintelligence matters.
- Its condition as SIGINT (Signals Intelligence) agency.
- Its mission to guarantee the security of the information and communications technologies within the public sector. To this end, the secretary of State director of the CNI is also the director of the Centro Criptológico Nacional (CCN –National Cryptologic Centre), institution created in 2004 and attached to the CNI, a body responsible for cyber security.
- Its function to protect classified information in the hands of both the public sector and private

companies. The secretary of State is the national designated authority of classified information coming from the NATO, the European Union and the European Space Agency, counting on the assistance of the Oficina Nacional de Seguridad (ONS – National Security Office) at a working level.

The Spanish model of a single Intelligence Service has several advantages: it offers the recipients of its work comprehensive responses to confront the global challenges that characterize the current strategic situation; it facilitates internal coordination and prevents overlap among different Intelligence Services; it allows optimizing resources and reducing costs, since the citizens only have to support with their taxes a single Intelligence structure at the national level.

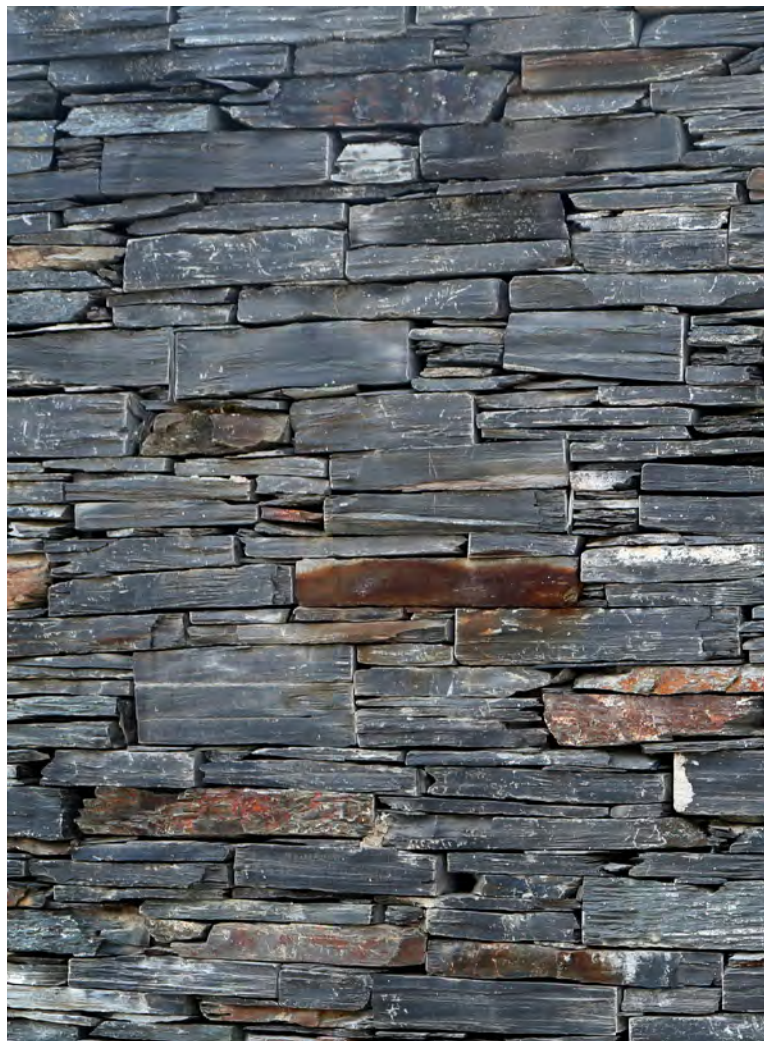


Our contribution to national security CNI

The CNI is a key element in the Spanish security system. Its framework for action is security in the broadest sense of the word and its goal is to help to eliminate those risks that endanger it, regardless of their origin.

The CNI deals with virtually all the threats affecting national security; therefore, we:

- Devote a considerable effort to fight terrorism, preventing attacks from being perpetrated in Spain or against Spanish interests or nationals abroad. This is one of the CNI's primary goals.
- Defend national sovereignty against aggressions by both countries and groups or people, by using Counterintelligence methods -to neutralize traditional espionage activities -or technical tools- to protect us against cyber attacks. Cyber security constitutes a primary challenge for the CNI in the defence of our sovereignty.
- Ensure the protection of national interests abroad, including political, economic, military, diplomatic, etc. Therefore, the CNI strives to get a better knowledge of those fields where Intelligence activity may provide an added value to the State's action.



Furthermore, and in the pursuance of its mission under the Act regulating the Centro Nacional de Inteligencia, the CNI is responsible for preventing and avoiding threats or aggressions against the constitutional order, the stability of its institutions and of the rule of law. Defending the Constitution is, therefore, one of the priority activities of the CNI.

Constant progress in the development of digital technologies is leading to an increased use of hybrid strategies by State actors that use open and covert tactics to destabilize and discredit other States, and to polarize the civil population. These operations combine a wide range of tools (diplomacy, cyber attacks, economic influence, disinformation, etc.), and are aimed at achieving certain strategic goals.





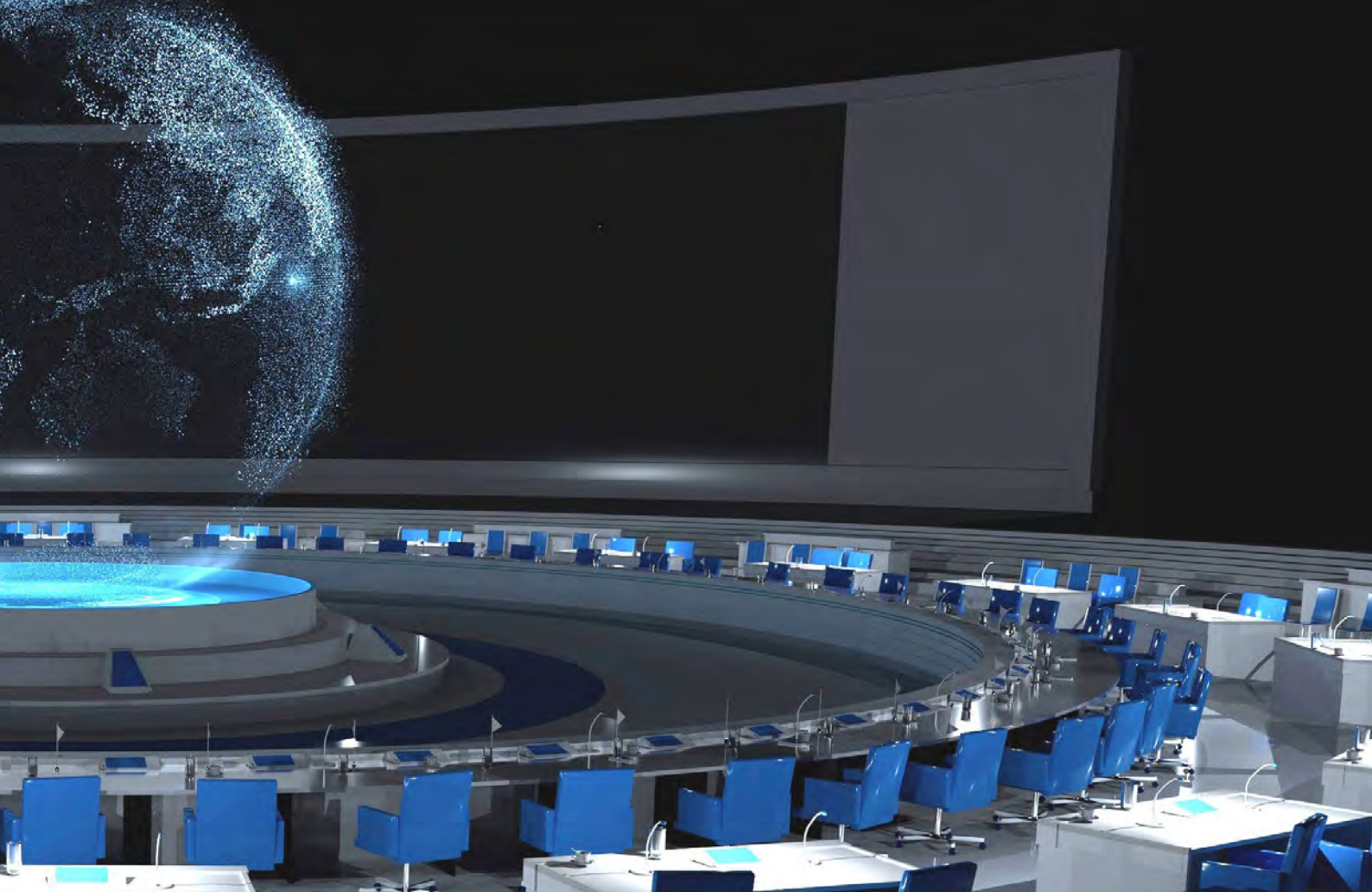
Given the nature and characteristics of these hostile activities, Intelligence Services have traditionally been one of the most effective tools to counter them.

The CNI is also responsible for guaranteeing the security of information technologies and communications within the public sector, as well as the security of companies that are considered to be strategic for national security.

In this field, the CCN is responsible for preventing, detecting and helping neutralize cyber attacks. In Spain,

the CCN has thus become the spearhead of cyber security, and the CNI as a whole provides an added value, given its comprehensive and integrated approach to cyber security.

This is due to the fact that the Centro Nacional de Inteligencia coordinates –under the same umbrella and with a sole purpose– the different supplementary approaches to cyber security: the technical aspects, Intelligence analysis and Signals Intelligence (SIGINT),



a distinctive element of our activity and a major contribution to cyber security, since no other institution has the technical capabilities or the legal authority to access international signals.

The CNI is also responsible for protecting classified information, from both national and international bodies and third countries, handled by the public sector or companies and institutions in the private sector.

The wide range and variety of the abovementioned duties give an idea of how the Centro Nacional de Inteligencia helps maintain and preserve national security and interests.

An essential characteristic of our work: prevention CNI

The CNI, as an institution that supports the Government, carries out a significant preventive mission against potential risks and threats in order to reduce the level of uncertainty of the authorities responsible for taking strategic decisions in the field of security.



The main duty of an Intelligence Service is having the most accurate information possible on potential threats, in order to be able to reduce the vulnerabilities when confronting those threats.



The CNI considers that consolidating the capability to detect risks, anticipating their effects, contributing to neutralize them, and reducing their impact is an intrinsic challenge of its *raison d'être*. Hence, its main efforts focus on achieving those goals, while being aware that success will be mainly determined by the threats it has successfully neutralized and the risks it has been able to warn about.

Therefore, prevention is a task inherent to Intelligence that, when fulfilled effectively, favours quick responses and avoids merely reactive ones. This gains special significance in a world in which immediacy of new technologies has become imperative, reaction time has decreased and the decision-taking processes cannot be delayed.

These factors and the nature and significance of challenges to national security have strengthened the CNI's conviction that prevention is the best service it can offer to the State and the citizens.

The special nature of our activities **CNI**

The CNI is aware that it is expected to provide recipients with accurate, objective, timely and relevant information –to which other bodies of the State have no access–obtained through methods different from those used by other bodies of public Administrations.



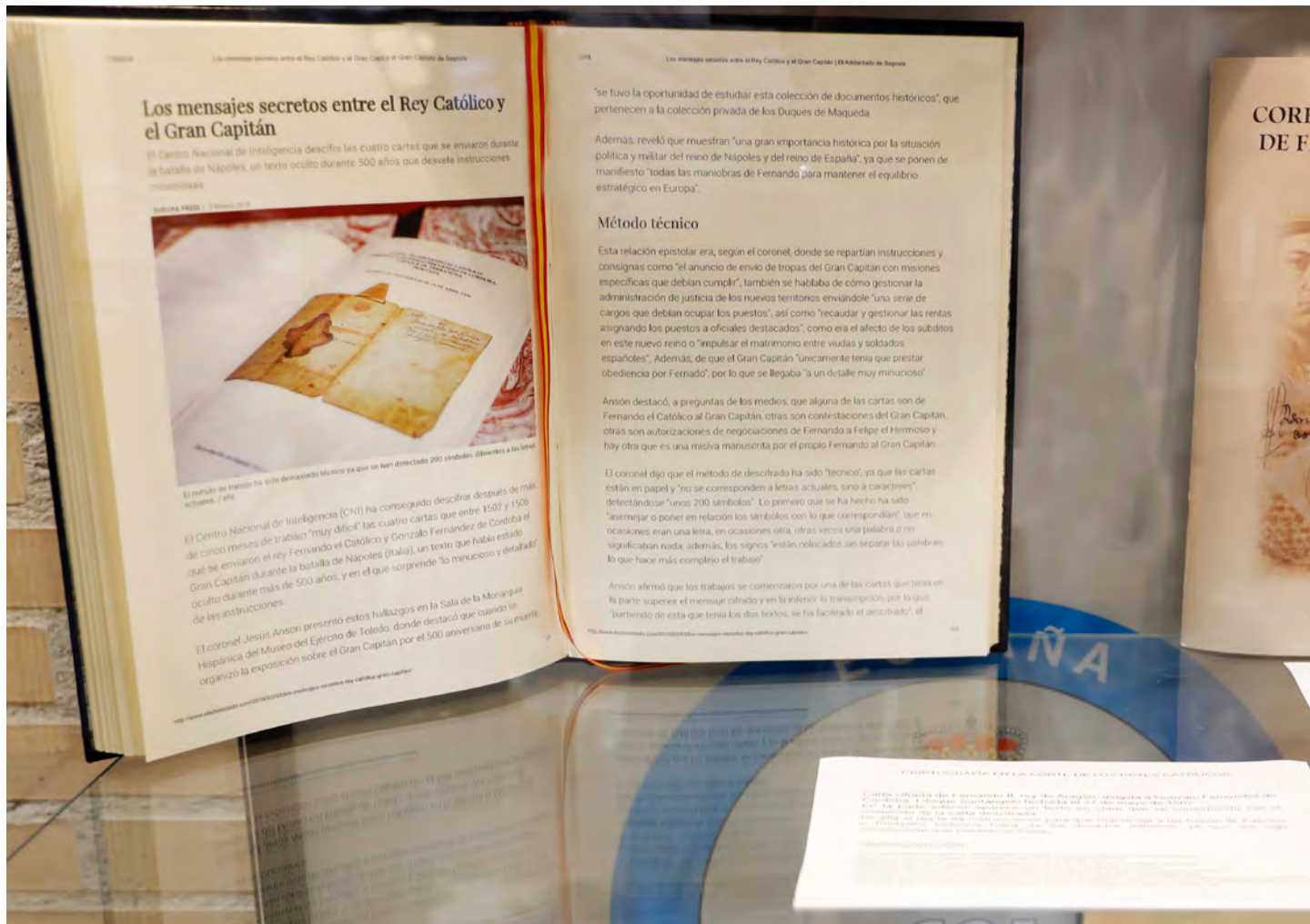


Cipher machines ⁽¹⁾

Many factors are shared with other public and private actors that also produce Intelligence or provide information: in certain cases, the goals; in others, the respective field of work; sometimes, the recipients are the same; at other times, data coming from the same sources are used as a foundation.

The ultimate aim of Intelligence brings it closer to other institutions of the Administration, particularly

the Armed Forces, the law enforcement agencies and the diplomatic corps; the Intelligence shares with them a willingness to guarantee the citizens' welfare and the progress of society. Factors that make the CNI different from those institutions include the activities it carries out pursuant to the Intelligence Directive and the specific methods and procedures it uses to reach those requirements, dealing with

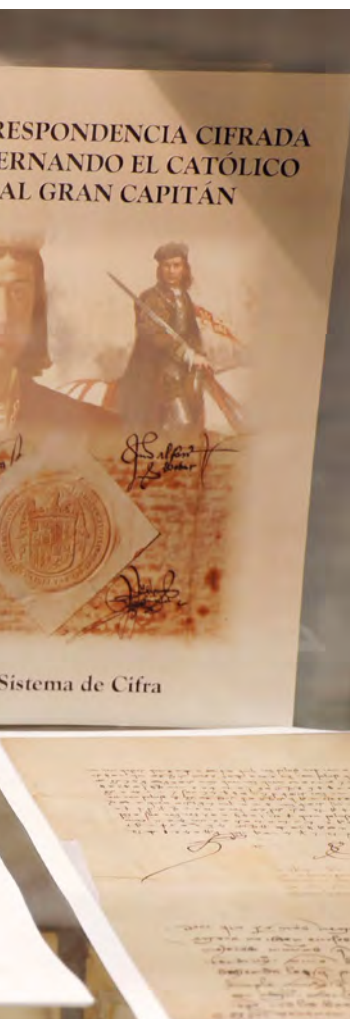


Encrypted messages between King Ferdinand II of Aragon and the Great Captain ⁽²⁾

similar problems from a different, but complementary perspective.

Within this framework, an additional distinctive feature of the CNI activity is that the Service «is the State» where the State, as such, cannot gain access or should

not be present. In certain situations or circles in which other Administration bodies have poor room for manoeuvre or their presence is restricted, the CNI is a discreet means for the Government to achieve its goals –particularly at the international level– as an alternative



to the use of other public resources.

Some analogies can be found between the CNI activities and those carried out by other entities in which information is also the focal point of their work, including mass media and study centres; however, these apply methods, tools and principles of action that are different from those used by an Intelligence Service, pursue other goals and are aimed at different recipients.

Information and opinion, on the one hand, and Intelligence, on the other, are different approaches to the same reality, where they occupy different spaces and serve diverse customers: media and study centres serve the whole society; the CNI serves the Government of the nation.

The CNI is not inclined to compete with the media or with information networks; it should

not be inclined to compete with study centres either. The CNI mission does not concentrate on immediacy to deliver news or on creating currents of opinion.

In a world that is characterized by a superabundance of information, what the Government should expect from the CNI is not information about what has happened

or is happening, but firm and verified assessments that help make informed decisions affecting the security and defence of our country, our interests and our fellow citizens.

In the pursuance of this duty, the CNI provides its recipients with a product that has an implicit added value, i.e. an analysis of information that is not public and has been obtained by tools only available to the CNI. This is our main asset and the element that distinguishes us from others.

⁽¹⁾ In the foreground, the Kryha cipher machine, known as “the chocolate box”.

In the background there are two *Enigma* machines, each with four rotors. *Enigma* is the name of the electromechanical cipher device used to encrypt and decrypt secret messages. This cipher machine was one of the devices used by Nazi Germany to encrypt messages during World War II.

In the lower left-hand corner there is a rotor of the *Enigma* machine that could be changed to render decryption even more difficult.

⁽²⁾ Encrypted messages exchanged between King Ferdinand II of Aragon and Gonzalo Fernández de Córdoba, known as the Great Captain, during the second Naples War, (1501- 1504). The Centro Nacional de Inteligencia decrypted the code, which had not been deciphered for over five hundred years. Letters enabled so many combinations that decrypting the content of the secret messages was, back at the time, impossible.

The document containing the transcript of the letters is displayed at the museum of the Armed Forces.

Our product: Intelligence collected through our own procedures

CNI

Operations, human sources, technical collection, deployment inside and outside Spain and cooperation with foreign Intelligence Services are the main elements of CNI's collection means. These means are different from those used by other bodies of the Administration.

The work of an Intelligence Service is based on some guiding principles, among which secret is one of the most important, as it is a security tool essential to protect its actions and safeguard its means, sources and procedures.

To produce Intelligence, it is necessary to have sources that are as close to the origin of the information as possible. It is also necessary to screen, select and verify a large amount of data and, finally, to analyze them, being aware that the information an Intelligence Service disseminates to the authorities can be a deciding factor for them to choose a line of action to the detriment of others.

In the present society of knowledge, where everybody has access to an unprecedented volume of information and data, there are more and more organizations that produce Intelligence, understanding it as a rigorous analysis based on quality information. But the CNI, just like the Services of other countries, takes the traditional

meaning of the term and applies it to the information –collected through special procedures that are only available to them–, which enables the customers to take strategic decisions.

ACNI report is, thus, the result of applying our experience to non-publicly available information collected through human sources, operations, delegations deployed in Spain and abroad, technical acquisition and cooperation with counterpart Intelligence Services. These are the traditional tools of the Intelligence work which provide Intelligence products with a hallmark and increase their soundness, since all we collect by means of these tools is nearly impossible to obtain by other means.



Our customers CNI

The CNI is an institution at the service of the State. While the recipient of Intelligence products is the Government the beneficiaries of the CNI's work are the citizens, since the Service works to guarantee their complete safety.

The Government

Relations between the CNI and decision-makers, fully respecting the hierarchy, are somehow similar to those between a service provider and its customer. Strengthening relations with customers and being aware of their needs allows it to increase the value of the product that the CNI provides to them because, this way, the product meets their exact requirements.

Generally speaking, objectivity, impartiality and timeliness are basic principles of CNI's work which contribute to the dissemination of verified, accurate and relevant Intelligence.

For CNI members, this means commitment to work in such a way that opinions never prevail over the result of the analysis or the evidence, and timeliness is an unavoidable imperative. We should bear in mind that the best information collected by an Intelligence Service will prove useless if it is not provided to those who have to take the decisions sufficiently in advance.

Nowadays, the immediacy with which society has access to any piece of news forces our authorities to formulate answers and give quick responses. To this end, the CNI must be agile and precise, especially in critical situations, where correct advice is as important as avoiding hasty and unsound approaches.

A priority goal for the CNI is to win the confidence of its customers. To this aim, the CNI must ensure that Intelligence is a distinguishing element to the decision-making process.

The CNI works for its Intelligence to be appreciated and expected by its customers, since it offers them a good and unique product, not just «another opinion» as those that come to their knowledge. If we want to be really useful, this must be our challenge and determination.





The society

In the past few years, the CNI has substantially changed its relation with society which, in fact, is the final user of our efforts, since we are a means to guarantee its safety and welfare. While, in the past, we have worked behind the scenes, almost unknown to the people, now we want to show that our activity, although it must remain secret by law, offers a service which we do not want to hide and makes us feel legitimately proud.

The CNI is aware that the present society has greater access to information, and is very demanding in terms of rights and liberties and reluctant to accept the lack of transparency, since transparency must govern State actions.

Against this background, in the past few years the CNI has been making major efforts to tell the citizens that they can fully trust their Intelligence Service, its activities



and methods, showing them that it is subject to a series of controls that grant it legal and moral legitimacy and constitute the basis of its credibility as an institution at the service of the Spanish citizens.

The CNI's will to open up to society materializes in a policy aimed at raising public awareness called «Intelligence culture», whose goal is to improve the people's perception of the objective and tasks of

this institution by promoting its image as a modern and efficient organization which advocates shared values.

The CNI: an institution subject to oversight by State authorities

CNI

The way in which Intelligence Services act is one of the best parameters to diagnose a democracy's state of health, assess the level of respect for its fundamental principles, and measure the robustness of its security system.

The CNI is subject to the political and economic-administrative oversight common to any State body. Political oversight is exercised by the Government, through the Government Delegate Commission for Intelligence, and by Parliament, in the context of the Committee responsible for Overseeing Funds for Classified Expenditure. Economic-administrative oversight is exercised by the State Public Accounts Department, the Court of Auditors and, again, Parliament.

There is also judicial oversight, crucial to the functioning of the CNI and also crucial for its uniqueness within the Administration. The existence of an Organic Law on Prior Judicial Oversight of the CNI, which is strictly implemented, makes it hard to find another system offering the public more guarantees that none of the activities of their Intelligence Service are conducted outside the law.

This Law provides the CNI with a Supreme Court judge available 24 hours a day, 365 days a year, who is explicitly appointed for this task, and to whom the

CNI is required to request authorization to implement measures affecting the fundamental rights laid down in the Constitution such as the right to domestic privacy and secrecy of communications.

The Law provides for important capabilities for the CNI to obtain information, and authorization to conduct special activities. In full compliance with this legislation together with the guarantee of the judge participation, the Service never uses shortcuts to achieve its goals and it is never tempted to use any path other than the legal path to obtain the information it requires. This also ensures CNI members in charge of these tasks that they always have the required legal support to carry them out.

Far from hindering the CNI's actions or limiting its efficiency, our unique oversight scheme promotes higher levels of confidence in the CNI among the Government and the public, since the use of resources in accordance with the law under judicial oversight, and on a case by case basis, ensures that the Service can only obtain the information proved to be needed in the exercise of its functions.







Related to the above, it is worth noting that the CNI is required to protect the information it obtains. The obligation to protect the information obtained using especial methods is an essential element of the Service's internal functioning, and it is an added guarantee to the already significant guarantee offered by the prior judicial oversight of its activities. Strict confidentiality must be our response to the powers conferred to us by law.

Our corporate culture: sense of State and mission to serve **CNI**

As civil servants, the unquestionable principle that rules the professional performance of CNI members is compliance with the law. This compliance and the idea of serving the State are the two essential values that permeate each and every aspect of the CNI activity, both at individual and institutional level.

The CNI is a State institution that carries out its functions in full compliance with the legislation in force and with total loyalty to the Government of the nation, irrespective of its ideology.

The CNI must not be, nor has ever been, a tool to achieve political goals; rather, it is a body created to protect Spain's interests and to ensure the safety of its citizens within and outside its national territory.

The above principles define the culture of the organization, inspire its activities, and determine the actions of all its members, who are aware that the service they provide, with total dedication and sparing no effort, helps make their country a safer, freer place.

This vocation to serve every citizen, through the Government, and the strong personal commitment required to keep this attitude day after day are very well reflected in the motto of one of its units that applies to the whole institution: «If it is difficult, consider it done; if it is impossible, it will be done».



Monument to the CNI members who lost their lives in line of duty



Detail of the monument to the CNI members who lost their lives in line of duty

Our values: our own code of ethics

CNI

The CNI is an organization made of men and women who perceive themselves as guardians and transmitters of the sound principles that identify it as a unique institution within the structure of our State.

To accomplish all the tasks entrusted to it by the Government, the CNI requires human assets with distinctive features who are willing to adopt, from the very moment of their admission, the shared values that

lend our institution its own character and give it the moral strength essential for the achievement of its goals. With a view to proving its determination to always put in place the best professional practices, the CNI has



CNI's Code of Ethics ⁽¹⁾



Postage stamp issued in 2018 ⁽²⁾

drawn up a code of ethics which serves as a framework for the activities of its members and as an integral element of the Service's aspiration for exemplarity and efficiency.

Our code of ethics summarizes the way the CNI understands the service it renders to Spain: «All CNI members will adopt the following values as integral constituents of their service to Spain: professionalism, integrity and seriousness, sense of commitment, discretion, spirit of sacrifice, loyalty, respect for their chiefs, colleagues and subordinates, teamwork, an ambitious vision and the pursuit of excellence».

These values are deeply rooted in our value system and are inherent to our essence. Their application

to the daily activity is of particular importance for an Intelligence Service, given the special nature and sensitiveness of its activities.

⁽¹⁾ It was adopted in 2015 in Madrid, on the occasion of Spain's national holiday, October 12th. It shows the commitment to the principles that inspire the conduct of CNI members, and the aspiration for exemplarity that serves as a framework for the activities of those who, in their capacity as CNI members, render service to Spain.

⁽²⁾ On January 23rd 2018, a limited series of postage stamps called "Centro Nacional de Inteligencia" was issued and released in public recognition of the service rendered by CNI members to ensure the security of Spain and the Spanish people, and to promote national interests.

Human capital: an essential strength

CNI

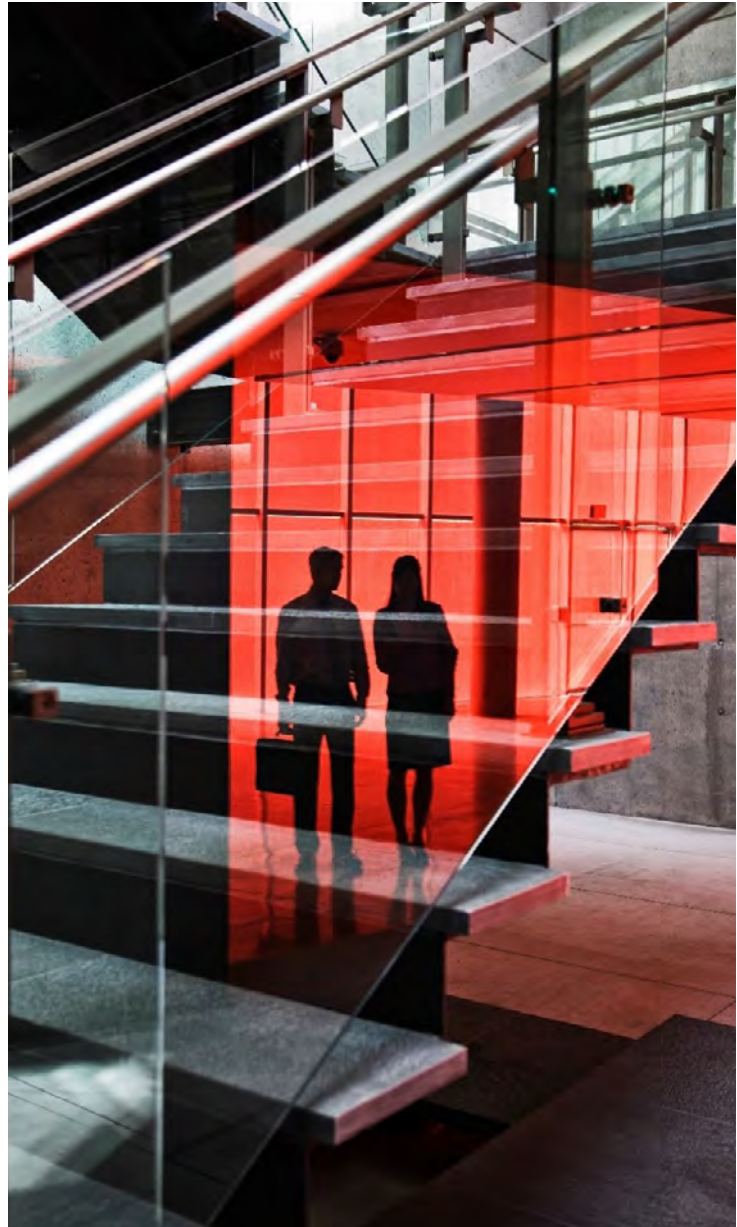
The CNI members represent its most robust value: they are well-trained people fully dedicated to a profession which obliges them to make sacrifices and accept inconvenience in their private lives, and imposes some constraints upon their rights and freedoms that are alien to other public servants.



The only guiding principle of the men and women who serve Spain at the CNI is their resolve to accomplish the tasks assigned to them and to do it steadily, quietly, relentlessly, without seeking social recognition or public visibility, staying in the background and always fully available.

Intelligence is a complex trade of multifaceted nature which draws on a very wide range of capacities. Since its foundation, the CNI has tried to bring together the best talents, with varying backgrounds. This has made it, as regards its human resources, a uniquely rich institution: the staff is composed of university graduates from multiple fields, military personnel from all services and grades, members of the Spanish law enforcement agencies, edge-skilled technicians from multiple areas, translators and interpreters of a wide variety of languages, operational agents with excellent training and other professionals with a vast range of trades and skills.

As a result, the CNI can count on highly skilled teams, with an array of different trainings and backgrounds, which are highly specialized. Together, they form a pool of professionals that, without expecting any recognition, are often capable of exceptional achievements that go unnoticed to the public opinion.



National and international relations: our commitment to cooperation CNI

The whole world is the geographical context for the activities of the CNI, and the risks and threats it has to face are global. In view of the scale of the challenge, there is no option but to give a coordinated response, and to this end, a strong policy of cooperation at both national and international level must be put in place.

At the national level, the domestic legislation governing the activities of the CNI –which also defines the threats it has to face– makes it imperative to cooperate with all relevant bodies in the field of national security and especially with those that have also been tasked with responsibilities regarding Intelligence and information.

Moreover, the National Security Act, passed in September 2015, enshrines the principle of unity of action, the implementation of which demands the involvement, coordination and harmonization of all the State actors and resources to provide joint replies to face a series of increasingly transversal risks.



Within this context, the CNI promotes coordinated actions in pursuit of national interests to ensure the coordination of efforts and the prevention of overlaps as required by an efficient fight against threats. To this aim, there are multiple cooperation channels on highly diverse issues with bodies of the State general Administration at every level.

As for the cooperation among the various Intelligence and State Information Services, the distinction between

the «realm» (the missions assigned) and the «customer» (the recipients of the corresponding work) should guide their relations. This is the main principle to ensure coordination and prevent overlaps, malfunctioning or interferences.

The Service also cooperates with Spanish strategic companies, in the discharge of the function it is entrusted with by its regulating law regarding the protection of Spain's economic, industrial and trade interests.



At the international level, the CNI pursues a policy of strategic alliances with foreign Intelligence Services, not only to fulfill the objectives set out in the Intelligence Directive through the information, operational and technical exchange, but also to coordinate positions, at the bilateral level and in international forums alike. Such alliances can facilitate the decision-making process to the benefit of global security.



Under the present circumstances, cooperation among Intelligence Services is an essential and highly valuable tool: a close and permanent international cooperation is a compelling need; in fact, it has been ascertained that no single Service can be excellent in all aspects and that it requires the assistance of its partner Services.

Sharing Intelligence is no longer an exception and has become the rule that should guide the relations between Services. In a strategic setting where threats cross borders, the obligation to share has proven to be a distinctive feature of modern Intelligence.

In the case of the CNI, cooperation with other foreign Services has been boosted at all times under the criteria of complementarity, reciprocity and trust.

Looking ahead: our challenges CNI

We should be ready to fight today's threats while ensuring that we will be able to do so also in the future. It takes constant effort and innovation to adapt ourselves to a world characterized by the abundance of information, the geographical dispersion of the risks, the quick evolution of the technological means and the emergence of new actors in the field of security.

Due to the nature of their work, the capability of adaptation should be an inherent part of the performance of the Intelligence Services to be constantly able to face the rapidly evolving challenges which are not affected by the pace and conditions that, in contrast, the organizations created to fight them must take into account.

The CNI has to adapt its organization, approaches, techniques, assets, resources and procedures to the new space of the global Intelligence for its response to be up to the demands of the Government and of the society.

This is the reason why we drafted CNI's Strategic Concept, which defines what the Intelligence Service needs to be and how it has to operate in the medium term. It outlines its fields of action and intends to enhance capabilities, meet the identified requirements and plan ahead in the best possible conditions to better discharge its mission.

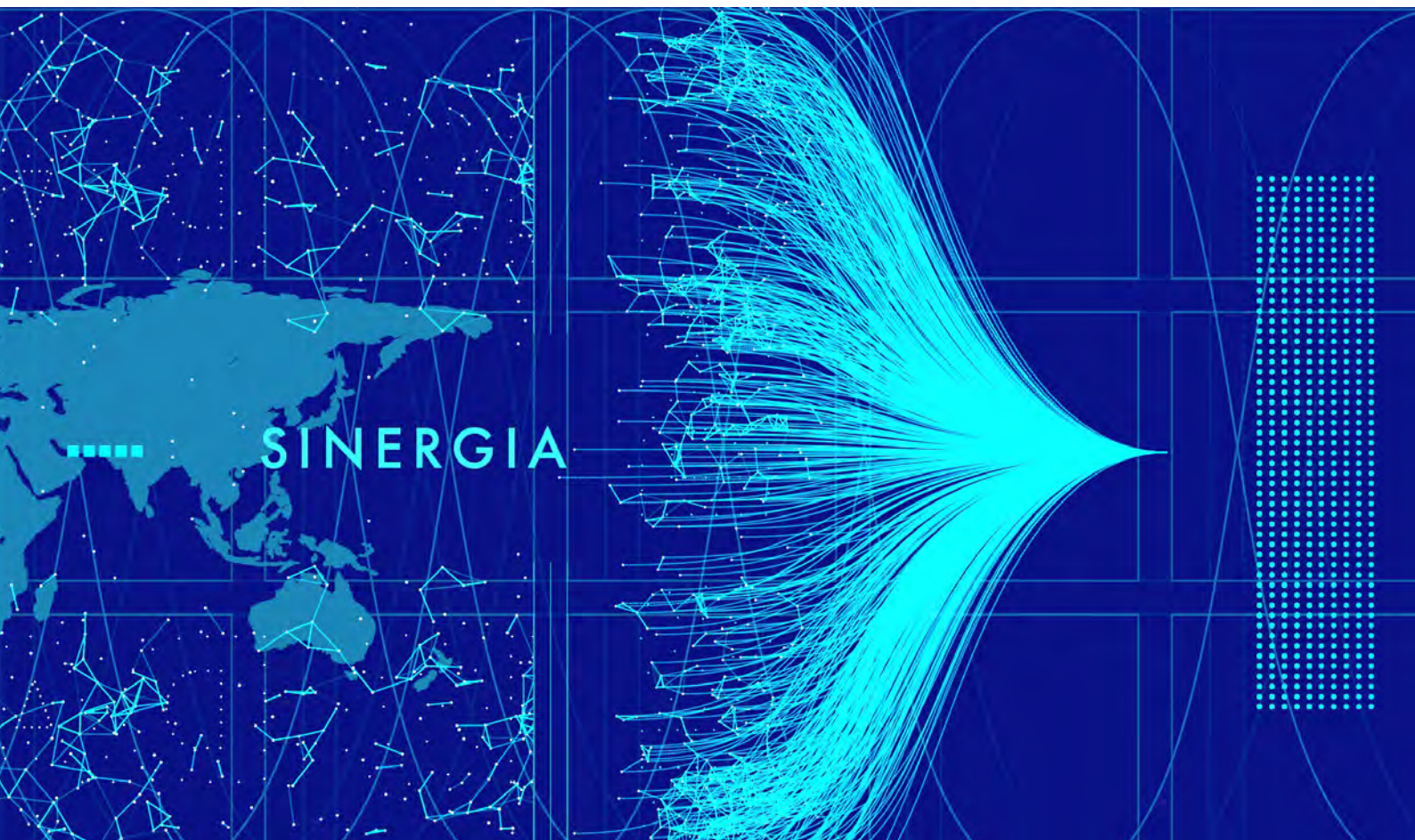


Within this framework, the CNI is undergoing a profound transformation process by implementing the Digital Transformation Strategic Plan, aimed at undertaking a review and update of technology, procedures, and organization and management models to comply with its missions in the new digital environment in an effective and timely fashion.

To this end, the CNI is triggering the essential cultural change that the digital transformation demands, and

promoting the convergence and integration of its skills, procedures, tools, resources and means, since this will help synchronize the efforts made by the CNI and its members and boost internal and external synergies.

The CNI is aware that promoting technological development and training its personnel are key tools to overcome the challenges it confronts and face the future.



The technology challenge

The extraordinary development of technology, which is behind the unstoppable analogue-to-digital evolution and, particularly, the advances applied in the field of information and communications, are extraordinarily significant for any sector of activity considering, in particular, the increasing accessibility of information and enhanced data processing capabilities. In the case of the Intelligence Services, access to state-of-the-art technology offers them opportunities to carry out their work more efficiently and to prevent targets from using those advances as a means to materialize their threats.

This phenomenon is present in the most global and interconnected world we have known so far, in which

the capacity to generate and process the information has rocketed and will grow even faster in the future, and where more actors will have massive access to information and sufficient tools to process it.

In this context, the Governments' need to rely on Intelligence has not changed, but the transformation that has taken place in the way information is generated, processed, distributed, consumed and shared requires the Services to adapt their procedures to the new times. Accordingly, the point of reference for the western Services is modernization, in an attempt to adapt to the technology revolution and to maintain their relevance within the digital world.



To the CNI, innovation is a necessity, which enables it to continue providing the recipients with elements of judgment they may consider more valuable than any other contribution and essential to ensure the security of Spain and its citizens.

For the CNI, innovation is a compelling need that, among other aspects, allows it to continue providing their customers with informed assessments that they regard as essential to guarantee the security of Spain and its citizens.

The CNI is aware of the dimension of the technological challenge and what it implies in terms of both its

internal adaptation and the high investment such a significant step requires.

Considering the above, it is obvious that, in the current budgetary situation, improving the CNI's technological development is a major challenge, but failing to do so would have a negative impact and compromise our operational capacity; it would also limit our effective response to the risks, making us more dependent on third parties –which would affect our sovereignty–, tarnish the Service's image and its capacity to engage in dialogue with its foreign counterparts and reduce its competitiveness.



Preserving and improving our main asset: human resources

Along with the technological revolution challenge, the CNI is also contending with that of its personnel, in the full knowledge that the Service's efficiency requires choosing the most adequate and varied professional profiles, preserving the talent and improving it through a continuous and multi-discipline training process.

Firstly, the CNI has taken a significant step towards the integration of women, at a faster pace than other professional sectors, thus reflecting not only a reality within the Spanish society, but also that of the Intelligence world, which does not conceive the idea of Services without a significant presence of women in their ranks and senior posts. At present, there is no field of activity within the CNI, not even those entailing higher risks, where women are not playing a predominant role equal to their male colleagues.

Secondly, progress is also being made towards the integration of younger generations of CNI members, assuming that interaction between newcomers and senior professionals results in a fairly profitable combination of new skills and expertise. Living up to the challenge posed by this multi-generational professional environment guarantees that we are facing our social reality and do not discard any idea or principle that may help our Service progress in the exercise of its duties and look ahead to the future.

However, coping with diversity becomes the most daunting challenge ahead, taking CNI's current reality as a starting point, as CNI members have widely varied backgrounds, education and professions. Moreover, diversity improves talent and stimulates innovation, motivation and creativity; furthermore, it bolsters the reputation of the organization.

It is the firm conviction of the CNI that a Service should perfectly mirror the society it serves and, foremost, that it can only fulfill the duties it has been entrusted with if it makes the most of the talent and capabilities of a very diverse and skilled staff.



To this effect, having heterogeneous human resources helps boost the competitiveness of the organization, and their proper training becomes a real added bonus. Consequently, the CNI has taken on the need to provide extensive training to its members, in particular

giving them the opportunity to learn new techniques and become familiar with modern tools; this way, we will eventually have more digitally skilled and specialized workers at our disposal.



The extent of our ambition CNI

Our aim is to strengthen the CNI when it comes to gaining insight into those scenarios that are critical for the security of Spain and for the defense of its interests. Focusing on those scenarios, we will try to make the most of our resources.

Our objective is to turn the CNI into an organization that looks to the future, adapted to new developments, more powerful and competitive, based on state-of-the-art technology and highly specialized in the exercise of its duties, while committed to reinforcing prevention and providing a timely response to threats.

Our pursue of continued excellence and modernity, the implementation of new working procedures, the incorporation of the latest technologies, the diversity and specialization of our staff and the enhancement of national and international cooperation are challenges that we must successfully confront.

Moreover, adapting our laws and regulations to current security developments and the need to increase the resources available to face both current and foreseeable future threats are a top priority for the CNI. Our Service should be ready to become a digital Service and remain a leading actor in a highly demanding and competitive environment from the technological viewpoint in which threats become increasingly diverse and serious.

The way in which the CNI copes with the changes above will be critical for the public image we give to our Government and society, whom we serve, and for the trust they place in us.







Epilogue

By defining who we are, what we do and how we do it, this publication shows the consolidated foundations on which the CNI has been based for two decades, describes its present and, above all, outlines the future that we look forward to achieving.

As CNI members, we are certain of the importance of our mission at the service of our country and we are proud of belonging to this institution. We are aware that our daily effort every single day of the year is essential to improve the organization and to make it more effective, useful and robust.





