## SECBEI

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The memoranda prepared by CABOCHE 1 on the subjects of the creation of a central CARCASS school and organization of WARNACK plus [] dispatch containing comments on these matters raise many questions concerning details of implementation, but, more importantly, tend to bring into focus fundamental premises and concepts of CABOCHE 1. It would seem that these memoranda reflect rather clearly a conception of joint operations with DYCIAIM considerably at variance with our own ideas and the actual situation as it is today. Their plans are most ambitious and concurrance in them by us would involve a very substantial commitment on our part; conversely a relatively small commitment from them even though it represented a major portion of their overall effort. It is my belief that a very thorough and complete analysis of their proposal coupled with a review of cooperation with CABOCHE 1 to date should be made and our own position on this matter defined clearly in our own minds before we engage in any further serious discussions with them concerning the implementation of the proposed program. We have heretofore initiated joint activities with CABOCHE I on the basis of rather general outlines of agreement, the details to be worked out jointly as the onerations developed. Our experience has proved the necessity of anticipating as many details as possible and reaching agreement on them prior to initation of any new activity.

These memoranda make it clear that, regardless of any use of the term " joint operations on a partnership basis" CABOCHE I considers them as their own operations conducted with DYCLADM assistance when necessary.

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It is, perhaps, significant to note that nowhere in thase memoranda is the term "joint operation" used. A minimum of reference is made to DYCLAIM. This also has been true of previous communications from the Center. From all contact, written or otherwise, that Washington headquarters has had with the CABOCBE 1 leadership and representatives the indications are that they have an exaggerated idea of their own capabilities as an organization and of the capabilities of individual members. While it should be acknowledged that in Germany, in connection with CARCASS, the organization has made not inconsequential contributions to the joint effert - particularly in terms of instructor personnel - in the united States the only significant contribution has been the three individuals comorising the AEROFOIL team. We have not otherwise benefited from participating in a joint operation, but, on the contrary, have been hindered and thwarded by obstacles raised at frequent intervals by incompetent and inexperienced CABOCHE I representatives, one of whom is by all indications highly regarded by them as an operations officer, presumably their most qualified man available for the very responsible assignment given him.

There are, in my opinion, at least fove avenues open to us:

1. Cease collaborating with CABOCHE 1 on penetration operations into the USSR.
2. DYCLADM assume the right of directing all onerations with CABOCHE 1 assuming a secondary position only of supplying bodies and whatever assistance is within their capabilities. All activities would fall within the framework of a general agreement of what such operations would have as their goals, but the detailed implementation of operations

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would be both the responsibility and right of DYCLAMM. In effect, CABOCHE 1 would simply monitor our activities and massist when they could.
a. It is generally assumed that such an arrangenent would be completely unacceptable to CABOCHE 1, and such, indeed, might be the case. Their alternatives in this case would be to grope along by themselves on an exceedingly limited basis almost entirely lacking two very important ingredients: funds and technical and logistical resources, or to collaborate with another service whose support of them would very unlikely be of the same scope as ours.
3. DYCLATM and CABOCHE I to operate on the basis of equality of rights even though DYCLAMM provides the greatest contribution to the operations.
a. Even with identical objectives and equally competent personnel, foint operations conducted by two organizations - each with its own opinions and ways of doing things - is a very complicated business. l Joint operations are simplified when the two organizations genuinely understand each other well and when thete is actual good faith on the part of both. It is my opinion that lack of mutual understanding and insufficient knowlede of each other is an important factor in the present relationship of CABOCHE 1 and DYCLAIM. The question of good faith is a moot one. Whether or not one condones it, there seems little doubt that CABOCHE 1 is out to take us for all they can get. On the other hand, I don't believe our attitude can be discribed as the same. On this point, perhaps the fault lies with us rather than with them.

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When $\mathbf{x}$ persons with varying degrees of incompetence, for watever reasonxlack of experience, ignorance of the subject matter, poor judgment, or insufficient intelligence -- are nermitted to particinate in serious operations and play an important role, such operations cannot help but suffer so long as srack these people assert themselves.
4. CABOCHE 1 conduct all operations in their own way with DYCLADM profiding financial and lidgistical support and assuring that all operations are so planned and carried out as to substantially benefit us. Here DYCLADM plays the lesser role, although a still substantial one, but the concurrance planning and training is done by CABOCHE 1 subject to our/monorex that it is in consonance with our mutual objectives.
a. This simply means that we let someone else do much of the work for us while we also reap the benefits of their efforts. In practical terms it means less of our personnel comnted to this work and, therefore, free for other activities purely our own. It must presuppose, however, a level of competence and capability on the part of CABOCHE 1 which will result in operations satisfactory to us. CABOCHE 1 may some day attain that level of competence, even with our assistance, but in my own opinion they have yet to prove that degree of comnetence.

Without attempting at this time to suggest which path we should follow in connection with collaborating with CABOCHE 1 on penetration operations, we should, I think, take careful note of certain items contained in and facts concerning the two memoranda mentioned in the first paragraph.
5. Establish a semi-autonomous unit in the United States headed by a DYCLATM operations officer and staffed by members of both DYCLADM and CABOCHE Twich would be responsible for planning operations, training, disnatch, and conduct of joint penetration operations. This unit would either do its own recruiting of agent candidates or at a minimum have the right to accept or reject them. The unit would submit regular reports to both DYCLADM and CABOCHF I headquarters. The deputy would be a CABOCHE I man, the chief of training, perhaps, a CABOCHE I mand with a deputy from DYCLADM, etc. This would, in effect, be a pool of qualified personnel from both DYCLADM and CABOCHE 1 . Such an arrangement would make it vertually impossible for CABOCHE 1 to milk us financially and otherwise in order to benefit their other activities and overall position. It would require good faith on the part of both organizations and mutual confidence in the unit. It should be possible to completely divorce it from other CABOCHE 1 interests and activities and would provide the acid test of their expressed desires for penetration operations into the USSR. Personnel assigned to the unit who are found unfit or who are unable to work together with the rest of the team would be removed and replaced by more qualified persons from either organization. Such a solution may be considered unusual and vertually imoossible pof attainment, but it should be remembered that similar arrangements have been proved successful by the military.

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If we mac want to be very generous concerning these memoranda -and similar ones at hand - we can say that we have misinterpreted them or that CABOCHE 1 has not said what they intended to say. If, however, we macki give them credit for being able to express themselves well and say what they mean, there are some significant things to be noted. when

1. Although/a foint endeavor, for example such as SHFAF, is planned, described, and an organization chart drawn, all participants and relationships are noted, in both the descriptions and chart DYCLAMM ustandle
is omitted. The exception related to training, where the following is quoted: "The program is porked out by the school director [CABOCHE 1 member 7 , together with the director in chief of WARNACK and is presented for review to CABOCHE 1 headquarters. In composing the program, the experience and knowledge of DYCLAMM teachers is taken into consideration, and the parts of the nrogram that are related to technical training are drawn up together with representatives of DYCIAIM, taking into account the technical means that can be supolied by DYCLAMM. "Although aor explanations concerning recmuitment, operational planning, training, and assignment of personnel, instructor or otherwise, are specific,DYCLADM is completely disregarded.
2. The overall impression one gains from these memoranda, and previous ones, is that CABOCHE 1 feels no compunction whatsoever about in assuming

 This is exemplified by theif previons in connection with assignment of personnel, changing composition of a team, withdrawing people from a project, adding others, and scheduling operations.

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3. CABOCHE I seems to have a somewhat unrealistic viewpoint concerning the sending of their people, in effect, almost anyplace, anytime. This is not simply a matter of considerable expense, but of difficulty in arranging travel - including documentation, re-entry permits, etc. Furthermore, the whole principle of "visiting firemen", to free not only to inspect, but/order changes without benefit of full background on the question at hand, is an undesirable one. Complications, confusion, and very likely ill will are almost inevitable.
4. Related to point 3, above, is their assumption of the right to transfer personnel from a project in one part of the world to another are project elsewhere. Here not only/the princioles of security vidiated, but there is no continutly of experienced people working on a given operation, learning the area of operation, and the base area. Likewise, and capabilities in a given area we blow our own facilities/to too large a number of CABOCHE 1 people.
5. The CABOCHE 1 memoranda reflect a greatly exaggerated opinion of the organization's capabilities and the capabilities of individual members. The question arises as to whether they are fooling themselves, trying to fool us, or so adicted to the habit of exaggeration in connection with their propaganda and public relations efforts that they can't write straight facts. It is worth citing some examples. First, AEROGUN I's tasks in regard to the "reconnaissance mission".
a. The direction of student training at the school. (Has
contributed absolutely nothing since 3 October 1951 except a two-hour lecture on military tactics.)

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b. Accompanying the students to the base.
c. The establishment and organization of the base. KHe nor any other member of CABOCHE 1 has the slightest capability to locate, obtain, furhiah, etc. safehouse and training facilities in Japan. He could not even participate in such activities since they must be ready by the time he and the team arrives.)
d. The dispatch of the students on intelligence missions. (It is difficult to see what role AEROGUN 1 could play here other than to be physically present.)
e. Direction of the students (agent team) during the time they are on reconnaissance, and commenication with them. (He will, of course, participate in any decisions and will be in contact with the team through \$x DYCLATM commo facilities.)
f. Receiving the students (team) back at the base.

CABOCHE 1 also assumes the impossible is easy in declaring: "During the students' training time at school and during tieir guidance in further work, matters are to be arranged so that:

日. One of them will be prepared to take over direction of the base. (In our opinion, only one is capable of that - AFROGTN 4.0
b. One of them will be capable of directing or teaching at the school. (AEROGUN 2 could not direct, but might be able to teach after substantial addition training himself.)
c. One of them remains as director and guide of further actions In the area (Far Fast). (The third member of the team is incanable of any resnonsibilities other than being a team member.)"

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CABOCHE I's ldeas concerning Phase III of AEROFOIL, the/radio propaganda operation, are even stranger. They speciffy that the director of this phase [CABOCHE I member], among other things will (1) select the technical and propaganda personnel required (2) prepare the technical equipment on time (3) draw up a work plan for the station and propaganda material (4) depart with the radio station equipment for the place where he will work (5) he will organize and conduct the operation of the station there (6) he will maintain contact with the radio station director at CABOCHE I headquarters in Germany. It would seem that no additional comment is required after this listing. In this connection, however, note that AFROGUN 3 in September 1951 was designated as the radio and propaganda man. He has now been appointed temporarily, at least, as chief of the entire WARNACK project. DYCLADM has given him some training and has already arranged for him to receive, beginning about 1 April 1952, special training to qualify him for his job. CABOCHE I now seems vague as to who the radio and propaganda man and who the chief of WARNACK will be. This is a typical example of the difficulties of working with then. There is no assurance that he will not be pulled out in the middle of his training and a substitute provided.

CABOCHE I's ideas as to necessexsary quelifications for personnel hoIding responsible jobs is exemplified by their statement that, should AEROGUN I accompany the team into the target area, they must be notified in advance in order to allow them approximately 30 days to train and dispatch substitute for the phase I (reconneissanae) case officer. Such a man, of course, could not be familiar with all the details of the development of the project or the background and training of the team members. These important factors are completely disregarded by CABOCHE 1.

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6. Particular note should be taken of the fact that DYCLAMM nowhere enters the picture so far as recruitment is concerned, although we are expected to bay the recruits and are saddled with any bad ones who could and have created substantial problems for us. 7 7. Without attempting to read anything special into it, a reading of $\mathbb{A} A B O C H E$ I's statement concerning the inftiation of Phase II of WARNACK gives a good indication of their general attitude. "Tho beginning [date] of this course will be determined by CABOCHE I headquarters, with the anproval of DYCIAMM."
8. According to these memoranda the local area chiefs have full responsibility to act indeperdently within the general framework of CABOCHE 1 and DYCLATM agreements. This they have not done, either in Germany or the United States, but have complicated matters by insisting CABOCHE 1 on consulting/headquarters on matters already clearly decided.
9. These memoranda refer to and it is the practice of the CABOCHE 1 organization to transmit materials of a classified nature through the regular malls. Minimal use has been made of DYCLAMM facilities although they have always been available. An even more serious problem is the storage of highly classified materials in Germany, the United States and elsewhere where satisfactory safe storage facilities do not exist for the CABOCHE 1 organization. It is known that such classified materials are held by them and DYCLAIM has absolutely no control over the situation. 10. CABOCHE I's plan to have all recruits go to Germany for cadre training at DYCLAMM expense is ideal for them. Of all recruits sent there, perhaps only a few will "qualify" for penetration operations into

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the USSR. They will, however, be available for CABOCHE 1 work in Germany or elsewhere, perhaps still at our expense. Or some of them may be returned to their normal places of residence, CABOCHE I - trained and of value to them, but no use to us. Indicectly, of course, some of the "refects" might be of value to us if employed in either SPAIN or RADIO. It must be assumed that if CABOCHE I runs true to form, they will agressively make the most of the situation.

It seems to me, that all factors considered, our assumption concerning CABOCHE I's attitude should be: they want to mun their own show, in their own way, according to their own schedule without interference from anyone. They have learned from their own experience that they are incapable of doing what they want to without substantial support from outside their ow organization. Only after they clearly recognized their own limitations did they reluctantly come to the Americans, and this possibly after baving tried other services. We are to them simply a necessary evil and fair game for them to take every possible advantage of. Their own newspaper, Possev, although subsidized by DYCLADM, publishes articles which clearly indicate that if they are not anti-American, surely they definitely are not pro-American. We must disabuse ourselves of any idea that they consider us alles in the true sense of the word. Two examples of their frustrations which probably figured in the eventual decision to come to us are their failure in an attemot to mount a seaborme operation into the Crimea from Turkey in 1945 and the hopelessness of independently implementing AEROGUN I's plan of 1950 for the infiltration of Primorski Krai. 这

## Stliate:



We should, in my opinion, consider that we are dealing with a group of 1 zealots, inspired, but too inclined to confuse wishful thinging with actuality. As $[$ ]has said, they are imbued wi.th an abnormal degree of suspicion of the Americans which is almost constantly manifested in whil our relations with them and makes working with them trying, and reasonably smooth functioning of operations quite difficult. They are and * extemely jealous of their prerogatives and constantly/openly on grard against any arertion of DYCLAIM rights, at the same time poised to pull a "fast one" on the Americans at the slightest opportunity. The saying, "Give them an inch and they will take a mile," applies perfectly to their organization.

This has not been an attempt to comment, point-by-point, on each item of their proposals, or to supply the answers as to what we should do. It is hoped that by highlighting some of the items and by recording certain personal impressions and ideas concerning the DYCLADM CABOCHE I relationship, some contribution has been made towerd the final formulation of a clear, realistic, and practical policy for dealing with this group. It is suggested that this paper be read by those nersons concerned and perhpps serve as the starting point for discussions on concerning
future policy/the CABOCHE l organization.

## Оргавязаиия руководотва акиией "Варя"




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 $\sigma^{\prime \prime}$ еле, а руковдит таиько "акариен" резведхки".






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 непооредстведно по почне. Вопроом и оведения, не могуाмие бкть переденыния через почту, посьшамэси по линии ААА.










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 отролтьоя вся акиия＂Вар月＂，то，до винонения，дедо отроитол по варианту 1－0MO．

Oтпечатаво в $4-x$ копня：
1 когжя передаәтоя mioramдй AAA．
1 нопmя остветс月 в 0 ．Iraб́o．
1 котия пөредаөтая ！19⿺辶
1 копия mepecuraetan BAC．

1．ДВ川 направляется в СПА и принимает участие в работе по акџии＂Варя＂ в р е м е н н о в порядке руководства отдельным участком этой акции．

По окончании этой равотн дВІІ может быть переброиен О．Штабом на другой участок в любом географическом месте，более сответ ствуюциі пвII по широте и размаху．

Если，в силу обстонтельств и требований борьбы，потребуется перемещение
 дится по договору между O．Птавом ли ААА и с присникой вместо ДВІl соответ－ ствующего руководителя работой．

2．птабом сниается，ранее существовавиии，запрет дВШ отправыться є учениками на территорио неприятеля．Репенле целесообразности отправки его с учөниками в разведну предоставлнется пВाI и представителям ААА，приниманим участие в этой же акиин． 06 этом решении 0 ．Iтаб извепается двпा и предотавителями ААА минимум за месяц до отправки группы в разведку．

3．В силу потенциалной возможности Аняухода ДВП с учениками в равведку на территорио наприятеля 0．सтаб приниает заранее соответствуопие меры：
a／с точюи зрения безопасности и копспирации всего дела ьорьбы，дВा должен знать как можно меньще и только то，что связано непосредственно с делом IIM ведомым．

Поэтому пви не может руководит＇s всем делом ағдии＂Варя＂в общем ее б＂еме，а руковдит только＂акпией разведки＂．

б／с точки зрения организационной－О Нтаб присьлает в замен двl на время его отсутствия в разведке другого руководителя или уполномо－ ченного Ітаба，который и ведет работу на базе до обратного возвращения ДВІІ из разведки．

Поскольку репение об отправке ПВПा в разведку может бьть вннесено за несколько дней до отправки，то уполномоченный от штаба должен приблть на базу за месяІ до отправки разведки，невавиоимо，принято уде рещение или еще не принято．

Если совместнюм решением आ़ू п представителей ААА будет вынесено твөрдое решение，что ДВ山 не идет в раэведку，то тогда присьлка уполномоченного будет излишнеи．Одняғо，это решение должно бьть вынесено минимум за меся山，до отправки разведки и быть твердо выполняемым．
4. В задачи дВІІ по "аюшии разведки" входит:
a/ руководство подготовкой учеников в пкколе.
6/ поездка с ученынами на базу.
в/ устройство и организация базы.
г/ отправка ученинов в разведку.
д/ руководство учениками во время их пребывания в разведке й связь с HLNA.
е/ прием учеников обратно на базу.
Во время подготовки учеников в пколе во время их руководства во время дальнейшей работы вөсти дело так, чтобы по возвращении учеников из разведки:

Один из них был подготовлен к руководству базой.
Один из них бы способен руководить или преподавать в школе. Один ци нлх остался руководлтелем и проводником дальнейних грути, отправлжюпися на территорию неприятөля.

В случае, если ДВШ сам стправляется в разведку, то пунщты Г, Д и Е этого параграфа выполняктся уполномоченным, присланным в замену двш.
5. В силу консппративндх причин и мер безопасности, как било указано внще, \#ВП, не может быть руцоводителем всей ацции "Варя" в целом.

Поетому главннй руководитель всей акпии "Варя" будет назначен О. Птавом. Временно до назначения главнаго руководителя, его обязанности исполняет ВАС, принимая на себя все права и обязанности Главнрго руководителя.
6. ДВІІ по делам "акпии разведки" держит непооредственную связь с о. ̈табом, информируя его о всех деталях работы. Связь общего порядка ведется непосредственно по почте. Вопросы и сведения, не могупие бнть переданныи через почту, посыиаются по линии ААА.

Однако, ВАС, как временно замещающий главного руководителя всей акции "Варя" должен бьть также посвямен во все детали равоты "акции разведки" І по мере надобности об́суждает с двии те или друлие меропринтия, связанынте с өтой ащцей или касающиеся ее.

Если по тем или другия вопросам, связанным с "акчиөй разнедка" между двш и ВАС происходғт разногласия, то окончстельное решение таких вопросов передается 0. Iптабу, решения которого являются окончательными..
7. В работе по акпи "Варя" в целом, так и в равоте по "акции разведкл" в частности К. В. Болдырев не должөн принимать участия, так как его задачей является скорейпй приезд в Европу для принлтия своего участка работы при 0. ІІтабе. Поетому он должен быть совершенно освобожден от акции "Варя".
8. В настоящее время априя "Варя" может развиваться по двум вариантам:

1-қй вариант: Акция "Варя" оостоит из двух элементов
a/ "акпии разведки" и
6/ одновременное дальнеинее развитие дела, бвражающееся в подготовке новых кадров, развитии радиостанции и т.д.

При этом варианте остаются в силе все вышеизложенное в настояжей инст руппин.

2-ои вариант. Ағпия "Варя" состоит только из одного элемента, а пменно, только ия "акции разведка", остальное же откладывается на какоө-то неопределенноө время.

При этом варианте 0. Штаб оставляет за собой отозвания на другую работу двI. Всю подготовительную работу "акции разведка" передать ВАС и только в ответственное время, а именн: за месяд до отправки и на время производства самой разведки, прислать в помощв BAC особоуполномоченного от ІІтаба, которьй и проведет совместно с BAC эту акпй до конца.

Поскольку в настоящее время 0. Птабу неизвестно, по какому варианту будет строиться вся акция "Варя", то, до вняснения, дело строится по варианту 1-omy.

Отпечатано в $4-x$ копиях:
1 копия передается инстанпит AAA.
1 копия остается в О. Птабе.
1 копия передается ДВШ.
1 копия пересылается BAC.

