

CIA HISTORICAL REVIEW PROGRAM  
RELEASE AS SANITIZED 2003

Specific Instructions for Don Juan Jose.

9 March 1954  
Written by [ ]

1. The following will constitute your specific guidance and latitude of authority for conducting forthcoming negotiations with [ ] and PANCHO.
2. Attitude of Mind and Demeanor: On this occasion you will indicate both by manner and speech complete confidence, friendship and the relationship which is so essential between allies engaged in a serious undertaking. In so doing you will provide PANCHO every opportunity and consideration in expressing his views and/or approach. You will remain open-minded and avoid any evidence of preconceived opinions which might be misconstrued and possibly unfavorably interpreted in your discussions with PANCHO.
3. Purpose of Negotiations: Owing to obvious and inevitable differences in experience, professionalism and background, it is recognized that in such a joint undertaking of this nature these differences require great patience and tolerance on both sides with a sincere desire to seek understanding throughout.

Purpose of this field visit will be to re-examine the general principles in terms of agreement arrived at jointly on 8 February, proceeding therefrom to interpret the views of the GROUP and later those of [ ] for PANCHO's benefit, endeavoring to arrive at satisfactory workable arrangements for the immediate future.

4. Points for discussion:

Point One: In view of the reshuffle which has taken place since December 1953 and the subsequent removal of PABLO from the scene,

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it is considered pertinent that you explain briefly to PANCHO whereas heretofore the GROUP admittedly underestimated the requirements of the situation and did not provide the full support required to achieve the mutual objectives, a completely new and vigorous approach was adopted in December. Whereas the GROUP placed full reliance on PABLO to carry the burden, vis-a-vis PANCHO, in addition to a token effort to provide [ ] with propaganda and assistance, the new concept recognized that this was inadequate and therefore has undertaken responsibility of providing fullest support possible. This new organization and concept of operations was formulated after very careful study by a large number of highly qualified and experienced persons who have been given the objective to plan in such a manner to insure ultimate success. Before this plan could be implemented it was necessary to arrive at the general understanding on the basic principles between the GROUP and the JUNTA as was done on 8 February.

Point Two: The establishment of [ ] and PANCHO as an entity called JUNTA was an effort to provide an organizational counterpart to the GROUP. For purposes of clear understanding, coordination and overall guidance and direction for this undertaking, it is desired hereafter that the GROUP and the JUNTA be known collectively as the CONSEJO. The CONSEJO would be the means of identifying all policy matters and general procedures which have been formulated by joint negotiations between the GROUP and the JUNTA, in this manner avoiding pitfalls of unilateral action and/or misinterpretation of respective responsibilities.

Point Three: Whereas the GROUP is now organized as an entity represented in the CONSEJO by Mr. FORD, it is believed that further clarification of the JUNTA is now desired. Accordingly, agreement should be arrived at between [ ] and PANCHO which would provide the modus vivendi <sup>with</sup> when the JUNTA vis-a-vis the GROUP within the CONSEJO. Specifically it is recommended that through the communications facilities provided in the field by the GROUP, [ ] and PANCHO endeavor to exchange ideas and views for the purpose of being able to present to the GROUP their collective thinking so that when the GROUP confers through Mr. FORD with [ ] that the two persons will be representative of their counterparts and that the <sup>decisions</sup> desires arrived at therein will become policy and establish procedure in the <sup>name</sup> mind of the CONSEJO and binding to all concerned.

Point Four: The GROUP is in a position to provide considerable support to the joint effort in such a manner as could always be <sup>most</sup> vital to the ultimate success of the endeavors. The JUNTA on the other hand, with proper support, represents an equally vital factor in the program. Between the two the ramifications are so broad as to necessitate the use of the CONSEJO as the final seat of policy decision.

Point Five: Recognizing the validity of Point Four, it is considered essential that every effort be made to delineate and define responsibilities and channels. This is essential not only for smooth, effective operations but for security which is paramount and for

maximum utilization of all available assets. This was foreseen and provided for in the Convenio. However, as noted above, further clarification and interpretation is now required.

Point Six: Whereas it should be clearly understood and acknowledged that all assets, all things, will in the end come together in one consolidated effort on D-day, in the meantime to avoid any pitfalls of attempting to do all things simultaneously by the same <sup>people</sup> period would indubitably break down all compartmentation and reduce all efforts to haphazard, shotgun procedure. It is therefore imperative that in defining categories of effort and assigning respective responsibilities, that the present assets and/or procedures be examined in order to achieve maximum effectiveness within the bounds of good security.

a. Political: Due to the all embracing nature of political matters involving not only political factions within the target but matters affecting a number of other countries, it is imperative that overall political policy matters be reviewed and determined in the name of the CONSEJO.

b. Propaganda: Recognizing that heretofore that in the absence of any other means, PANCHO has endeavored to obtain as much propaganda as possible, resorting to field improvisation and expediencies; however, now that the GROUP is prepared to assume greater productive capacity and owing to the inter-relationship

between propaganda and political, it is also important that the general overall direction and guidance of propaganda be vested in the CONSEJO. Accordingly, it is desired that existing procedures in the field in conflict with the foregoing be examined and clarified to insure overall coordination and guidance by the CONSEJO. This does not preclude PANCHO's active interest in or participation/in any way but it does require that all policy and guidance must be determined in the CONSEJO and that PANCHO's views on such matters should be referred to the CONSEJO through [ ] Review specifically the conflict which exists at present with [ ] in the target country and (COLON) attempting to resolve to the satisfaction of all concerned. Final decisions, however, are to be made by the CONSEJO.

c. Intelligence: The decision to include the overall supervision of intelligence under [ ] or the JUNTA was predicated on the importance of recognizing that intelligence effort and direction, to be effective, must be centered in the same place as political and propaganda. The three functions are inseparable. It is important in this regard to point out that this should not be construed as delimiting PANCHO's collection effort or interest nor participation in intelligence as pertaining to his present operation which ANDRES is the <sup>Advisee.</sup> CONSEJO. Whereas much reliance must be placed on the productivity of PANCHO's intelligence, the GROUP is also in a position to provide considerable intelligence from independent sources. It is also desired that additional intelligence sources be developed directly by and through [ ]

thus bringing to the CONSEJO three completely independent channels of intelligence and in this manner providing a central means of examining conflicting and/or unconfirmed reports in order to derive therefrom evaluated intelligence which is so essential for the guidance and the conduct of this operation. As soon as this is achieved, the CONSEJO should and will, if possible, provide PANCHO in the field a weekly evaluated intelligence summary of the situation. Thus, as in the case of propaganda, it is important that the question of intelligence be so examined with PANCHO in order to insure compartmentation, rapidity of communications and understanding of respective responsibilities.

d. Paramilitary: In reiteration<sup>all</sup> of the foregoing functions are designed to serve ultimately paramilitary. However, the military plans, as outlined and agreed to in the recent conference between PANCHO and DON RICARDO are clearly the responsibility of DON PANCHO in the field to implement. It is the desire of the GROUP to assist PANCHO in every way to fulfill these plans. As the field commander and ultimate liberator of the target country, every effort should be made to assist him in concentrating on his military tasks. This can best be done by freeing him of all unnecessary encumbrances such as the above functions and providing him with close support. However, in this regard, he should be assured that the political, propaganda and intelligence functions would be conducted at all times in such a manner as to coincide with and support his military plans. It is well

to remind PANCHO that the GROUP is undertaking a very large task in procuring and <sup>PREPARING</sup> repairing and providing the final shipment of all the arms and equipment previously agreed upon.

Assure him that the GROUP is capable of meeting its commitments and that its progress at present exceeds the capabilities of the field organizational-wise. Thus underscoring the importance of freeing PANCHO to concentrate on the military tasks which are, after all, paramount and must be in readiness before any action can take place.

Point Seven: Finances: For the record you should inform both members of the JUNTA that the GROUP has already obligated large sums of money for this undertaking and that it is not in any way renegeing on its agreement to provide necessary funds. The money is available and will be provided as required! However, the GROUP desires and must constantly ensure itself that the funds are being used for the purposes intended in a strictly businesslike manner. Accordingly, you are hereby authorized, after clarifying the various items presently in doubt on PANCHO's forecast, to proceed to negotiate in the field the exact sums requested for specific purposes and thereby commit the GROUP to fulfillment of your decisions. It is the GROUP's desire that you not delay the expeditious delivery of funds as they are needed. Nevertheless, you are cautioned that this undertaking is so much greater and so much more expensive than originally contemplated

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and that foreseeable expenses are indeterminable that economy must be practiced throughout; there must be no waste. There must be no over-payments. There must be no luxury items. There must be no careless handling of money which will reflect on the security, judgment nor ultimate success of this operation.

5. With the foregoing specific instructions, you are hereby authorized to proceed to negotiate accordingly with  proceeding therefrom to the field, conducting your discussions with PANCHO, bearing in mind the points of agreement established with your discussion with  You are specifically directed to avoid mentioning any possible date for D-day except to say that time is of essence and we must proceed expeditiously and thoroughly with our organization and preparations.

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