

(draft - 19 September 1947
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MEMORANDUM FOR MR. EDGAR

Subject: Reorganization of ICAPS

1. Reference is made to Colonel ^{25X1A9a} [redacted]'s memorandum, subject "Reorganization of ICAPS", dated 17 September 1947.

2. Suggest the following additional subparagraph to paragraph 1:

"to observe and report upon the state of interdepartmental coordination of the intelligence effort (exclusive of the Office of Special Operations), as a result of the informal conferences and visits to the interdepartmental field agencies (IAO's and U. S. embassies)."

3. JUSTIFICATION: The coordination of interdepartmental intelligence activities is a responsibility of the Director of Central Intelligence. To aid him in this respect, as in the planning phase, the Interdepartmental Coordinating and Planning Staff was created. Planning is only 10% of any operation. The execution is the important factor, the observation which cannot be neglected, nor can it be delegated properly to subordinate chiefs whose offices may be participants to the extent of their respective spheres of interest.