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The Craft of Intelligence

by
ALLEN DULLES



A SIGNET BOOK

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THE NEW AMERICAN LIBRARY

*To the men and women
of the Central Intelligence Agency
who are devoting their careers
to the building of American Intelligence*

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FOREWORD

A Personal Note

My interest in world affairs started early: in fact, it goes back to my childhood days. I was brought up on the stories of my paternal grandfather's voyage of 131 days in a sailing vessel from Boston to Madras, India, where he was a missionary. He was almost shipwrecked on the way. In my youth, I was often in Washington with my maternal grandparents. My grandfather, John W. Foster, had been Secretary of State in 1892 under President Harrison. After serving in the Civil War he had become a general and had later been American minister to Mexico, in Russia and then to Spain. My mother had spent much of her youth in the capitals of these countries, my father had studied abroad, I grew up in the atmosphere of family debates on what was going on in the world.

My earliest recollections are of the Spanish and Boer Wars. In 1901, at the age of eight, I was an avid listener as my grandfather and his son-in-law, Robert Lansing, who was to become Secretary of State under President Woodrow Wilson, hotly discussed the merits of the British and Boer causes. I wrote out my own views—vigorous and misspelled—which were discovered by my elders and published as a little booklet; it became a "best seller" in the Washington area. I was for the "underdog."

After graduating from college a few months before the outbreak of World War I in 1914, shunning the general ignorance about the dramatic events that lay ahead, I worked my way around the world, teaching school in India and then China, and traveling widely in the Far East. I returned to the United States in 1915; and a year before our entry into the war, I became a member of the diplomatic service.

During the next ten years I served in a series of fascinating posts: first in Austria-Hungary, where in 1916-17 I saw the beginnings of the breakup of the Hapsburg monarchy;

then in Switzerland during the war days, I gathered intelligence on what was going on behind the fighting front in Germany, Austria-Hungary and the Balkans. I was, in fact, an intelligence officer rather than a diplomat. Assigned to the Paris Peace Conference in 1919 for the Versailles Treaty negotiations, I helped draw the frontiers of the new Czechoslovakia, worked on the problems created for the west by the Bolshevik revolution of 1917 and helped on the peace settlement in Central Europe. When the Conference closed, I was one of those who opened our first postwar mission in Berlin in 1920, and after a tour of duty at Constantinople I served four years as Chief of the Near East Division of the State Department.

By that time, 1926, although I had still not exhausted my curiosity about the world, I had exhausted my exchequer and turned to the practice of the law with the New York law firm of which my brother was the senior partner. This practice was interrupted for periods of government service in the late twenties and early thirties as legal adviser to our delegations at the League of Nations conferences on arms limitations. In connection with this work I met Hitler, Mussolini, Litvinov and the leaders of Britain and France.

It was not only in the practice of the law that I was closely associated with my brother, John Foster Dulles. Though he was five years older than I, we spent much of our youth together. During the summers in the early 1900s and thereafter, as work permitted, Foster and I were together at the family's rustic summer quarters at Henderson Harbor on the southeastern shore of Lake Ontario. John W. Foster had started the Henderson Harbor family retreat before the turn of the century, in part because of his passion for smallmouth bass fishing, a trait which my brother and I inherited. Soon he was joined there by my father and mother and their five children of whom my brother, Foster, was the eldest. Mr. Foster's son-in-law, Robert Lansing, and my aunt, Mrs. Eleanor Foster Lansing, completed the contingent of the elder generation.

Here in delightful surroundings we indulged ourselves not only in fishing, sailing and tennis, but in never-ending discussions on the great world issues which our country was then growing up to face. These discussions were naturally given a certain weight and authority by the voices of a former Secretary of State and, after 1915, a Secretary of State in office. We children were at first the listeners and the learners, but as we grew up we became vigorous participants in the international debates. My brother, Foster, was often the spokesman for the younger generation on these occasions.

We were together in Paris in 1908-09 when Foster was doing graduate work in the Sorbonne and I was preparing for Princeton at the Ecole Alsacienne. From 1914 to 1919 our paths separated as I traveled around the world and later joined my diplomatic post in Vienna. But we had a reunion at the Paris Peace Conference in 1919. Our tasks there were different. He worked on the economic and financial issues of the peace and I largely on the political and new boundary questions. This association was precious to me and continued through the ensuing years. We later served together when in 1953 he became President Eisenhower's Secretary of State, and I was promoted from my job of Deputy, in which I had served under President Truman, to that of Director of Central Intelligence.

Deeply concerned with the basic issues of our times, with the tragedy of two fratricidal wars among the most highly developed countries of the world, Foster early saw grave new dangers to peace in the philosophy and policies of Communism. He became a convinced supporter of the work of the new Central Intelligence Agency. He wanted to check his own impressions and those of his associates in the State Department against an outside factual analysis of the problems which the President and he were facing. As a highly trained lawyer, he was always anxious to see the strength of all sides of an argument. He did not carry a foreign policy around in his hat. He sought the testing of his views against the hard realities of intelligence appraisals which marshaled the elements of each crisis situation. It was the duty of intelligence to furnish just this to the President and the Secretary of State.

Both Foster and I, in the course of our earlier years in law, diplomacy and international work, had been deeply influenced by the principles of Woodrow Wilson. We were thrilled with the high purpose he took to the Paris peace negotiations, where his first and main objective was the creating of the League of Nations to police a peace. We shared the frustrations of the Versailles negotiations, which, despite everything President Wilson could do, failed to provide a real basis for peace. My brother had fought, as had his colleagues on the Peace Delegation, against the unrealistic reparations clause of the treaty. At this time I was working on what seemed to me almost equally unsatisfactory territorial decisions, as the victors imposed the boundaries of the Versailles Treaty. All of this, as we could then only vaguely see, did much toward building up the bitterness that brought a Hitler to power and war to Europe in 1939.

When war threatened us in 1941, President Franklin D. Roosevelt summoned Colonel (later Major General) William

J. Donovan to Washington to develop a comprehensive intelligence service. As the organizer and director of the Office of Strategic Services during World War II, Bill Donovan, I feel, is rightly regarded as the father of modern United States intelligence. After Pearl Harbor he asked me to join him, and I served with him in the OSS until the wars against Germany and Japan were over.

During these four demanding years I worked chiefly in Switzerland and after the German armistice in Berlin. I believe in the case history method of learning a profession, and here I had case after case, and I shall make use of them to illustrate various points in this narrative. Following the armistice with Japan, I returned to New York and the practice of law. This, however, did not prevent me from playing an active role in connection with the formulation of the legislation setting up the Central Intelligence Agency in 1947.

The following year, President Truman asked me to head up a committee of three, the other two members being William H. Jackson, who had served in wartime military intelligence, and Mathias F. Correa, who had been a special assistant to the Secretary of the Navy, James Forrestal. We were asked to report on the effectiveness of the CIA as organized under the 1947 Act and the relationship of CIA activities to those of other intelligence organs of the government.

Our report was submitted to President Truman upon his reelection and I returned once again to full-time practice of the law, expecting this time to stay with it. But writing reports for the government sometimes has unexpected consequences. You may be asked to help put your recommendations into effect. That is what happened to me. Our report suggested some rather drastic changes in the organization of CIA, particularly in the intelligence estimative process. General Walter Bedell Smith, who had become Director in 1950, and already had appointed Jackson as his deputy, invited me down to discuss the report with him. I went to Washington intending to stay six weeks. I remained with CIA for eleven years, almost nine years as its Director.

Since returning to private life in November of 1961, I have felt that it was high time that someone—even though he be a deeply concerned advocate—should tell what properly can be told about intelligence as a vital element of the structure of our government in this modern age.

In writing this book as a private citizen I wish it to be clearly understood that the views expressed are solely my own and have not been either authorized or approved by the Central Intelligence Agency or any other government authority.

This revised edition of *The Craft of Intelligence*, prepared over a year after the first edition went to press in 1963, contains a considerable amount of new material. In some instances, in the interim, events and issues I described earlier—for example, the swapping of captured spies—had developed in such a fashion that it would be a serious omission not to bring them up to date; in other instances, cases which had not been publicly disclosed were surfaced in the press as accused spies came to trial, and I was now free to speak of them.

The Historical Setting

In the fifth century B.C. the Chinese sage Sun Tzu wrote that foreknowledge was "the reason the enlightened prince and the wise general conquer the enemy whenever they move." In 1955, the task force on Intelligence Activities of the second Herbert Hoover Commission in its advisory report to the government stated that "Intelligence deals with all the things which should be known in advance of initiating a course of action." Both statements, widely separated as they are in time, have in common the emphasis on the practical use of advance information in its relation to action.

The desire for advance information is no doubt rooted in the instinct for survival. The ruler asks himself: What will happen next? How will my affairs prosper? What course of action should I take? How strong are my enemies and what are they planning against me? From the beginnings of recorded history we note that such inquiries are made not solely about the situation and prospects of the single individual but about those of the group—the tribe, the kingdom, the nation.

The earliest sources of intelligence, in the age of a belief in supernatural intervention in the affairs of men, were prophets, seers, oracles, soothsayers and astrologers. Since the gods knew what was going to happen ahead of time, having to some extent ordained the outcome of events, it was logical to seek out the divine intention in the inspiration of holy men, in the riddles of oracles, in the stars and often in dreams.

Mythology and the history of religion contain countless instances of the revelation of the divine intention regarding man, solicited or unsolicited by men themselves. But not many of them have to do with the practical affairs of state, with the outcome of military ventures and the like. Yet there are some, and I look upon them as the earliest recorded instances of "intelligence-gathering."

Saul, on the eve of his last battle, "was afraid, and his heart greatly trembled" when he saw the host of the Philistines. "And when Saul enquired of the Lord, the Lord an-

swore him not, neither by dreams, nor by Urim, nor by prophet." (1 Sam. 28). Being without "sources" and wondering what course to follow in the battle to come, Saul, as we all know, summoned up the spirit of Samuel through the witch of En-dor and learned from him that he would lose the battle and would himself perish. In a subsequent chapter of the Book of Samuel we find David directly questioning the Lord for military advice and getting exactly the intelligence he needed. "Shall I pursue after this troop? shall I overtake them? And he [the Lord] answered him, Pursue: for thou shalt surely overtake them, and without fail recover all."

An even earlier "intelligence operation" recorded in the Bible is of quite another sort (Num. 13). Here the Lord suggested that man himself seek information on the spot.

When Moses was in the "wilderness" with the children of Israel, he was directed by the Lord to send a ruler of each of the tribes of Israel "to spy out the land of Canaan," which the Lord had designated as their home. Moses gave them instructions to "see the land, what it is, and the people that dwelleth therein, whether they be strong or weak, few or many." They spent forty days on their mission. When they came back, they reported on the land to Moses and Aaron: "Surely it floweth with milk and honey; and this is the fruit of it"—the grapes, the pomegranates and the figs. But then ten of the twelve who had gone on this intelligence mission, with Joshua and Caleb dissenting, reported that the people there were stronger than the men of Israel.

They were "men of a great stature," and "the cities are walled and very great," and "the children of Israel murmured against Moses and against Aaron." The Lord then decreed that because of the little faith that the people had shown in him they should "wander in the wilderness forty years," one year for every day that the spies had searched the land, only to bring in their timorous findings.

In this particular intelligence mission, there is more than meets the eye at first reading. To begin with, if one wanted a fair and impartial view of the nature of the land of Canaan and its people, one would not send political leaders on an intelligence mission. One would send technicians, and surely not twelve, but two or three. Furthermore, Moses and Aaron did not need information about the land of Canaan, as they trusted the Lord. The real purpose of this mission was, in fact, not to find out what sort of a land it was: it was to find out what sort of people—how strong and trustworthy—were these leaders of the various tribes of Israel. When only two met the test in the eyes of the Lord, the rest and their peoples were condemned to wander

in the desert until a new and stronger generation arose to take over.

It is a part of history that intelligence even when clear should all too often be disregarded or sometimes not even sought. Cassandra, the daughter of Priam of Troy, who was beloved by Apollo, was accorded by him the gift of prophecy. But, as mythology tells us, once she had obtained the gift, she taunted the tempter. Apollo could not withdraw his gift but could and did add to it the qualification that her prophecies should not be believed. Hence, Cassandra's prediction that the rape of Helen would spell the ruin of Troy and her warning about the famous Trojan Horse—one of the first recorded "deception" operations—were disregarded.

The Greeks, with their rather pessimistic view of man's relations with the gods, seem to have run into trouble even when they had information from the gods because it was so wrapped in riddles and contradictions that it was either ambiguous or unintelligible. The stories about "intelligence" that run through Greek mythology reflect a basic conviction that the ways of the gods and of fate are not for man to know.

Herodotus tells us that when the Lacedaemonians consulted the Delphic oracle to learn what the outcome of a military campaign against Arcadia would be, the oracle answered that they would dance in Tegea (a part of Arcadia) with "noisy footfall." The Lacedaemonians interpreted this to mean that they would celebrate their victory there with a dance. They invaded Tegea, carrying fetters with which to enslave the Tegeans. They lost the battle, however, and were themselves enslaved and put to work in the fields wearing the very fetters they had brought with them. These, shackled about their feet and rattling as they worked, produced the "noisy footfall" to which the oracle had referred.

Over the centuries the Delphic oracle evolved through a number of stages, from a "supernatural" phenomenon to an institution that was apparently more human and more secular. In its earliest days a virgin sitting over a cleft in the rock from which arose intoxicating fumes received in a trance the answers of the god Apollo to the questions that had been asked, and a priest interpreted the magical and mysterious words of the "medium." The possibility of error and prejudice entering at this point must have been great. Later the virgins were replaced by women over fifty because the virgins to the oracle seem to have disturbed its smooth operation by an undue and strongly human interest in the virgins. But that did not necessarily affect the alleged divine nature of the revelations given. What did make the oracle more of a secular institution at a later date, as we

know today, was the fact that the priests apparently had networks of informants in all the Greek lands and were thus often better apprised of the state of things on earth than the people who came for consultation. Their intelligence was by no means of divine origin, although it was proffered as such. At a still later stage, a certain corruption seems to have set in as a result of the possession on the part of the priests of the secrets which visitors had confided to them. A prince or a wealthy man who either was favored by the priests at Delphi or perhaps bribed them could have picked up information about his rivals and enemies which the latter had divulged when they consulted the oracle. In their most productive period, the oracles frequently produced excellent practical advice.

But in the craft of intelligence the East was ahead of the West in 400 B.C. Rejecting the oracles and the seers, who may well have played an important role in still earlier epochs of Chinese history, Sun Tzu takes a more practical view.¹

"What is called 'foreknowledge' cannot be elicited from spirits, nor from gods, nor by analogy with past events, nor from calculations," he wrote. "It must be obtained from men who know the enemy situation."

In a chapter of the *Art of War* called the "Employment of Secret Agents," Sun Tzu gives the basics of espionage as it was practiced in 400 B.C. by the Chinese—much as it is practiced today. He says there are five kinds of agents: native, inside, double, expendable and living. "Native" and "inside" agents are similar to what we shall later call "agents in place." "Double," a term still used today, is an enemy agent who has been captured, turned around and sent back where he came from as an agent of his captors. "Expendable agents" are a Chinese subtlety which we later touch upon in considering deception techniques. They are agents through whom false information is leaked to the enemy. To Sun Tzu they are expendable because the enemy will probably kill them when he finds out their information was faulty. "Living" agents to Sun Tzu are latter-day "penetration agents." They reach the enemy, get information and manage to get back alive.

To Sun Tzu belongs the credit not only for this first remarkable analysis of the ways of espionage but also for the first written recommendations regarding an organized intelligence service. He points out that the master of intelligence will employ all five kinds of agents simultaneously;

¹ For my remarks on Sun Tzu I am indebted to the recent excellent translation of the *Art of War* with commentaries by General Sam Griffith (Oxford, Clarendon Press, 1963).

he calls this the "Divine Skein." The analogy is to a fish net consisting of many strands all joined to a single cord. And this by no means exhausts Sun Tzu's contribution. He comments on counterintelligence, on psychological warfare, on deception, on security, on fabricators, in short, on the whole craft of intelligence. It is no wonder that Sun Tzu's book is a favorite of Mao Tse-tung and is required reading for Chinese Communist tacticians. In their conduct of military campaigns and of intelligence collection, they clearly put into practice the teachings of Sun Tzu.

Espionage of the sort recommended by Sun Tzu, which did not depend upon spirits or gods, was, of course, practiced in the West in ancient times also, but not with the same degree of sophistication as in the East; nor was there in the West the same sense of a craft or code of rules so that one generation could build on the experiences of another. Most recorded instances do not go far beyond what we would call reconnaissance. Such was the case in the second and more successful attempt of the Israelites to reconnoiter the situation in the Promised Land.

Joshua sent two men into Jericho to "spy secretly," and they were received in the house of Rahab the harlot (Josh. 2). This is, I believe, the first instance on record of what is now called in the intelligence trade a "safe house." Rahab concealed the spies and got them safely out of the city with their intelligence. The Israelites conquered Jericho "and utterly destroyed it and its people except that Rahab and her family were saved." Thus was established the tradition that those who help the intelligence process should be recompensed.

According to Herodotus, the Greeks sent three spies to Persia before the great invasion of 480 B.C., to see how large the forces were that Xerxes was gathering. The three spies were caught in the act and were about to be executed when Xerxes stayed their execution and to the great surprise of his counselors had the spies conducted all around his camp, showing them "all the footmen and all the horse, letting them gaze at everything to their hearts' content." Then he sent them home. Xerxes' idea was to frighten the Greeks into surrendering without a fight by deliberately passing them correct information as to the size of the host he had assembled. Since, as we know, the Greeks were not intimidated, he did not succeed in this psychological ploy. I have an idea that Sun Tzu would have advised the opposite. He would have recommended that Xerxes bribe the spies and send them home to report that this army was far smaller and weaker than it really was. When the Persians later invaded, Sun Tzu would have expected the three men to

report to him what was going on in the Greek camp.

Just before the battle of Thermopylae, Xerxes himself sent a "mounted spy" to see what the Greeks, who were holding the pass, were doing and how strong they were. This was clearly nothing but a short-range reconnaissance mission. But Xerxes' scout got very close because when he returned he was able to give the famous report that some of the men he saw were "engaged in gymnastic exercises, others were combing their long hair." This was a piece of "raw intelligence," as we would call it today, that obviously stood in need of interpretation and analysis. Accordingly, Xerxes called in one of his advisers who knew Greek ways and who explained to him that "These men have come to dispute the pass with us and it is for this that they are now making ready. It is their custom, when they are about to hazard their lives, to adorn their heads with care. . . . You have now to deal with the first kingdom in Greece, and with the bravest men." Xerxes did not put much faith in the "estimate" and lost vast numbers of his best troops by throwing them directly against the little band of Greeks under Leonidas.

Altogether in the Western world in ancient times the use and the extent of espionage seems to have depended on the personality and strength and ambition of kings and conquerors, on their own propensity for wiles and stratagems, their desire for power and the need to secure their kingdoms. Athens in the days of democracy and Rome in the days of the republic were not climates that bred espionage. Government was conducted openly, policy made openly, and wars usually planned and mounted openly. Except for the size and placement of enemy forces at key moments before the engagement in battle there was little need felt for specific information, for the foreknowledge that could affect the outcome of great exploits. But for the great conquerors, the Alexanders and the Hannibals, the creators of upstart and usually short-lived empires, this was not so. Subject peoples had to be watched for signs of revolt. Whirlwind campaigns which were frequently great gambles were more likely to succeed if one had advance knowledge of the strength and wealth of the "target" as well as the mood and morale of its rulers and populace. The evidence suggests that empire-builders such as Alexander the Great, Mithridates, King of Pontus, and Hannibal all used and relied to a much greater extent on intelligence than their predecessors and contemporaries. Hannibal, a master of strategy, is known to have collected information before his campaigns not only on the military posture of his enemies but on their economic condition, the statements in debate of public

figures and even civilian morale. Time and again Plutarch makes mention of Hannibal's possession of "secret intelligence," of "spies he had sent into the enemies' camp."

Hannibal appears to have been weaker as a linguist than as a strategist. Plutarch tells us that while in Southern Italy Hannibal commanded his guides to take him to the plain of Casinum. (This was Cassino of World War II fame.) "They, mistaking his words . . . because his Italian tongue was but mean, took one thing for another and so brought him and his army . . . near the city of Casilinum." The terrain was such that Hannibal was nearly trapped, but he took time out to dispose of those who had misled him. "Knowing then the fault his guides had made and the danger wherein they had brought him, he roundly trussed them up and hung them by the necks." This story is often told today in intelligence schools to impress upon junior officers the need for accuracy.

Mithridates fought the power of Rome to a standstill in Asia Minor in part because he had become an outstanding intelligence officer in his own right. Unlike Hannibal, he mastered twenty-two languages and dialects and knew the local tribes and their customs far better than did the Romans.

During the Middle Ages, due as much to the fragmented political situation as to the difficulties of transportation, supply and mobilization, it was impossible to attain strategic surprise in military campaigns. It took weeks, even months, to assemble an army, and even when the force had been collected, it could move only a few miles a day. Seaborne expeditions could move somewhat more unobtrusively, but the massing of ships was difficult to conceal. For example, in 1066 King Harold of England had all the essential intelligence long before William the Conqueror landed at Hastings. He had been in Normandy himself and had seen the Norman Army in action. He knew that William was planning an attack; he estimated the planned embarkation date and landing place with great accuracy; and, judging by the size of the force he concentrated, he made a very good guess about the number of William's troops. His defeat was not due to strategic intelligence deficiencies. He lost, rather, because his troops were battle-weary. He had just beaten the Danes in a smashing victory at Stamford Bridge. Also, they were exhausted after a long forced march.

The most serious political mistakes of Western Europe in the Middle Ages were made in relation to the East, due in large part to inadequate intelligence collection. European rulers consistently weakened Byzantium instead of supporting it as a bulwark against invasion. They failed to recognize both the dangers and the opportunities created by the Mongol

drive to the west. They underestimated the Turkish threat during the period when the Ottomans were consolidating their power. Given their prejudices, they might have made the same mistakes even if they had had better intelligence support, but without it they had almost no chance of making correct decisions.

They were not very well informed about the Byzantine Empire and the Eastern Slavs; they knew even less of the Moslem world, and they were almost completely ignorant of anything that went on in Central and East Asia. Emperor Frederick II (1212-50) tried to keep up contacts with Moslem rulers (and was denounced as a heretic for his pains), and Louis IX of France (1226-70) sent emissaries to the Mongols. Marco Polo's famous book about China contained material that would have been useful for strategic intelligence, but no one looked at it in that light. Throughout most of the Middle Ages Italian merchants did obtain considerable information about the East; unfortunately, they seldom had a chance to pass it on to the people who determined Europe's Oriental policy. The popes disliked the merchants' willingness to trade with enemies of the faith, and kings had little contact with them.

In the fifteenth century the Italians made an important contribution to intelligence collection by establishing permanent embassies abroad. The envoys of Venice were especially adept at obtaining strategic intelligence. Most of their reports were of a very high quality, full of accurate observations and shrewd judgments. Not only did permanent embassies provide for this kind of observation, but they also provided bases from which to establish regular networks of espionage. By the sixteenth century, most European governments were following the example of the Italian city-states.

Because map making was an almost unknown art in earlier times, an important item of intelligence was information on local geography. Knowledge of a river ford might allow an army to escape encirclement; discovery of a mountain path could show the way past a strong enemy position. Local inhabitants could usually be induced to give this kind of information, and Louis IX gave a large reward to a Berber who showed him where to cross a branch of the Nile, thereby enabling him to stage a surprise attack upon a Moslem army. Louis' son turned a strong defensive position in the Pyrenees by buying information about a little-used route through the mountains. Better known is the incident in the Crécy campaign when Edward III was nearly hemmed in by a large French Army. A shepherd showed him a ford across the Somme, and Edward not only escaped pursuit but also obtained such a strong

defensive position that he was able to break the French Army when it finally attacked.

With the rise of nationalism and the religious struggles of the sixteenth and seventeenth centuries, the first real specialists in intelligence began to appear on the Western scene—ministers and secretaries of cabinet who devoted much of their careers to organizing the collection of secret information. Because of the frequency of internal dissension and civil strife in this era, we also see at the same time the beginning of a distinction between foreign intelligence and internal security. It was still too soon for the existence of two separate services with distinct responsibilities—that came later—but it was a period in which spies at home were as important as spies abroad, all of them manipulated by the same hand.

One of the masters of both arts was Sir Francis Walsingham, who spent most of his life as Secretary of State and chief spymaster in the service of Queen Elizabeth. Walsingham's hand can be discovered behind many of the major undertakings of Elizabeth's reign, preparing the ground, gathering the necessary information, provoking conspiracies and then exposing them. There is hardly a technique of espionage which cannot be found in his practice of the craft. Thanks to him the foolish and weakly conceived Babington conspiracy to bring Mary Queen of Scots to the English throne grew to such dimensions that it finally gave Elizabeth the pretext to sign Mary's death warrant. The most gifted graduates of Oxford and Cambridge were enlisted by Walsingham to study in France and to penetrate the French court and learn of its designs against England. Christopher Marlowe appears to have been one of them, and his premature death in a tavern brawl at Deptford is thought to have been the unfortunate result of one of Walsingham's plots.

Walsingham's greatest coup was undoubtedly the skillful roundabout operation which procured for England the naval intelligence on which its defense against the Spanish Armada was in great measure based. Instead of trying to strike directly against his target, the court of Philip II of Spain, Walsingham avoided the obvious, the direct reconnaissance tactic, so often doomed from the start, and operated through other areas where he knew there were vulnerabilities that could give him access to Spain. He dispatched a pair of young Englishmen to Italy who had excellent connections at the Tuscan court. (Throughout Walsingham's operations we find professed religious affiliations playing a major role. Protestants masquerading as Catholics and claiming to espouse the cause of England's

enemies.) One of these young Englishmen, Anthony Standen, cultivated the Tuscan Ambassador to Spain with such success that he arranged for the employment of his agents with the latter's mission in Spain, thus infiltrating into the Spanish ports trustworthy observers who were not Englishmen and in no way would arouse suspicion of being in the service of the English. As a favor the Tuscan Ambassador even let Standen's "friends" in Spain use his diplomatic pouch to send "personal" letters to Standen in Italy.

Under Walsingham it became established practice for Her Majesty's Secretary of State to intercept domestic and foreign correspondence, to open it, read it, reseal it and send it on its way. Should such correspondence be in code or cipher, Walsingham had in his service an expert, a certain Thomas Phelippes, who was both cryptographer and cryptanalyst; that is, he invented secure codes for Walsingham's use and at the same time broke the codes used in messages which Walsingham intercepted. It was Phelippes who deciphered the rather amateurish secret messages which went to and from Mary Queen of Scots at the time of the Walsingham conspiracy.

Walsingham, in short, created the first full-fledged professional intelligence service. He was shortly after to be rivaled by Richelieu, but hardly by any other master of espionage until the nineteenth century.

Much has been made, to be sure, of Cromwell's Intelligence chief, John Thurloe, but in the perspective of history I do not find him possessed of the same ingenuity, inventiveness and daring that distinguished Walsingham. A major key to Thurloe's success was the very sizable funds he had at his disposal. Pepys says he spent over £70,000 a year. This figure may be exaggerated, but the records show that he paid his spies inordinate sums for their information and thus had little difficulty recruiting them. Walsingham, on the other hand, worked with the most niggardly budget under the tight-pursed Queen and is said frequently to have paid his agents out of his own pocket, and then only insignificant sums.

Thurloe, like Walsingham, had the title of Secretary of State, but by this time his office had become known as the "Department of Intelligence," one of the earliest official uses of the designation in English for a bureau of government. His was, of course, a time of major conspiracies bent on restoring Charles Stuart to the throne. For this reason, again as in Walsingham's time, Thurloe ran both an internal security service and a foreign intelligence system. For the latter he used English consuls and diplomats abroad but supplemented their reporting with the work of secret

agents. Thurloe relied even more than did Walsingham on information from postal censorship and can certainly be credited with having run a very efficient post office from the point of view of counterintelligence.

Despite the calm, almost humdrum way in which Thurloe seems to have gone about the business of systematic intelligence collection, he was frequently involved in heavy-handed plots. One of these, which he prepared at Cromwell's instigation, had as its purpose the assassination of Charles and the Dukes of York and Gloucester, his brothers. This was in reprisal for a Royalist plot directed against Cromwell's life which Thurloe had uncovered. The scheme was to entice the three royal brothers from France to England on the false claim that they would be met by a body of soldiers on landing who would then set off an uprising. It all sounds rather obvious and contrived at this distance and has none of the subtlety of Walsingham's plots in which he successfully involved Mary Queen of Scots. Whether Charles would have fallen for the trick we need not conjecture, because one of Thurloe's closest confidants, his secretary, Murland, betrayed the plot to Charles. Pepys tells us in his diary that only five days after Charles was restored to the throne, "Mr. Murland was knighted . . . and the King did give the reason of it openly, that it was for his giving him intelligence all the time he was clerk to Secretary Thurloe."

Another interesting example of successful seventeenth-century intelligence is that of Sweden, which maintained its position as a great power to a very considerable degree by virtue of having the most accurate reporting system in Europe. A contemporary Russian minister admitted that "the Swedes know more about us than we do ourselves." They played heavily on Protestant connections during the period of the religious wars and generally used men of other nationalities such as French Huguenots as both agents and reporters, much in the manner of Walsingham, thereby avoiding embarrassment and direct implication if caught. Sweden and to some extent Holland in those days illustrate how relatively small countries can make up for many power deficiencies with superior intelligence combined with technical and organizational ingenuity.

In the late eighteenth and early nineteenth centuries, an ever-sharpening distinction emerged between the work of internal security and the collection of foreign intelligence. In the major powers, separate organizations under separate experts were more and more entrusted with the different tasks. The reason, of course, was that the growth of internal dissidence, the threat of uprising and revolution from within,

threatened the stability and power of the great autocratic and imperial systems of nineteenth-century Europe, thus causing the burgeoning of secret police organs for the protection of the emperor or ruler.

Under Napoleon, first the infamous Joseph Fouché, a product of the turbulent conspiracies of the French Revolution, and later Colonel Savary served as Ministers of Justice and chiefs of a purely political secret police and counter-espionage organization. The collection of military and foreign intelligence, however, was in the hands of the Alsatian, Karl Schulmeister, who, though nominally attached to Savary, ran a quite autonomous series of operations whose purpose was to gain intelligence about the Austrian armies and to deceive the Austrians as to the strength and intentions of the French.

Gradually the growth of large and aggressive armed forces during the nineteenth century caused the emphasis in foreign intelligence to be placed primarily on its military aspects and the responsibility for its collection to be taken over by the army itself. In the period up to the outbreak of World War I, under the aegis of the General Staffs of most European armies a single military intelligence agency developed and became the major foreign intelligence arm of the country. It was directed by military officers rather than by civilians or cabinet ministers. Political intelligence was left largely to the diplomats.

Prussia up to 1871 was the exception to this development, primarily because the power-hungry, though gifted Wilhelm Stieber kept the reins of both Prussian military intelligence and of the Prussian secret police in his ambitious hands. To him goes the credit for the first exercises in mass espionage, for the method of saturating a target area with so many spies that they could hardly fail to procure detailed information on every aspect of an enemy's military and political status. These networks were also a kind of fifth column and helped soften the morale of civilian populations by inducing a fear of the coming invader. Previously, espionage had made use of a few selected and highly placed individuals. Stieber went after the farmers and the storekeepers, the waiters and the chambermaids. He used these methods in preparing for the Prussian attacks against both Austria in 1866 and France in 1870.

The size and power of an internal security service is generally in direct ratio to the extent of the suspicion and fear of the ruling clique. Under a repressive and autocratic ruler secret police will blossom, a dreaded parasitical force that permeates every element of the populace and the national scene. For the best example of such an organization we

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