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DISPATCH NO. EGMA-8547

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TO : Chief, EE (ATTN: Chief, SR)
Chief of Mission, FRANKFURT

DATE: 2. Nov. 1953

KAPOK

FROM : ~~Chief of Base, Munich~~

SUBJECT: GENERAL— REDSOX/CACCOLA/Operational
SPECIFIC— Proposals for Reorganization of CACCOLA Recruitment, Training, and Operations.

REF: A. EGMA-8224
B. EGMA-8492

Forwarded herewith are recommendations for the reorganization and resumption of CACCOLA recruitment and training, with special reference to the C cycle.

[] *gca.*

30 October 1953

Attachment: (1) As stated above

Distribution:

- 2 - SR (w/2 atts.) *(attn: [] [])* (Handcarried by [])
- 1 - EE (w/o att.)
- 3 - COM (w/2 atts.) *(attn: [] [])*
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[] 2 November 1953) (DIRECT

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1. Reference A reported discussions between [] and CAPABLEs 3 and 7 relative to the postponement of CACCOLA C and to its projected resumption on a reorganized basis. A series of further talks served to amplify, and in some instances slightly to change these first postulates. The proposals which follow, based to a great extent on those in reference A, represent what we believe to be the best form which the CACCOLA Project can henceforth take. The motivating force behind this plan is the recognition, by the CAPABLE 1 leaders as much as by ourselves, that within the framework of our basic agreement every effort must be made to ensure security of operations. This means a full reorganization, the concentration of vital information within the smallest possible circle, and the provision of the best possible training (at first hand by KUBARK) for CAPABLE 1 members in critical positions.

Included also in this paper is a proposed special agent operation which can be mounted during the Spring of 1954, before the commencement of C-cycle training, but which, however, would not affect the timetable of the rest of the plan.

2. The Cadre School and Reorganization of CACCOLA Recruitment. As proposed in reference A, the Cadre School should carry out a program designed to avoid the direct funneling of students into CACCOLA. In the current class (XIV) the basic plan of sending students back to their homes after graduation is already being followed. We wish, further, to initiate the following measures:

a. During each session, CAPABLE 1 will make a complete assessment of all students. This will be done by a panel of specially qualified CAPABLE 1 members, whose findings on each individual will be entered on a form (developed to KUBARK's specifications) which will contain biographical and PRQ I data, medical and psychological assessment, W/T aptitude data, cadre school record, and an overall assessment of the student's qualifications and capabilities from the standpoint of operational usefulness. A copy of this form will remain with the CAPABLE 1 staff, and another copy given to KUBARK. The forms thus collected, in addition to being the basis for selection of CACCOLA candidates, over a period of time will constitute an invaluable index to an organized and at least partially trained reserve which can be called upon quickly in an emergency. The assessment panel should contain:

(1) A chief assessment man, witting as to CACCOLA, who will have overall responsibility for the function described above, as well as the specific duty of making the final operational assessment of each Cadre School student, and recommending candidates for CACCOLA. It is proposed that CAPABLE 14 be assigned to this position.

(2) A physician, who is a cleared CAPABLE 1 member, and who is able to conduct medical examinations on standards satisfactory to KUBARK, as well as psychological tests similar to those used in direct KUBARK agent assessment. The candidate for this position should undergo a period of training (estimated at 3 months) directly at the hands of KUBARK. This is probably feasible only in the United States. CAPABLE 1 has proposed CAPABLE 12 for this post.

(3) A W/T instructor, whose main occupation will be the conduct of the decoy radio school, but who will also test all comers to the

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Cadre School on W/T aptitude. The radio school would serve as lightning rod for any RIS interest aroused by this procedure. (See para. 2c below)

b. Students earmarked for CACCOLA and returned to their homes should, at the convenient moment, be picked up (or in effect re-recruited) by the special recruiter mentioned in reference A. CAPABLE 7 recommended CAPABLE 20 for this duty -- a very good choice in our opinion. His candidacy, however, is now in question since CAPABLE 20 appears to be scheduled for assignment to SPAIN/AUSTRIA as the contact ops man in Vienna. This recruiter would have as his responsibility: (1) To bring the agent candidates into contact with the KUBARK CACCOLA case officer who will perform the final assessment. (It is envisaged that this can be done in the candidate's country of residence, or a neighboring country, with the support of a local KUBARK station.) (2) To arrange the candidate's departure under suitable cover, from his place of residence to the United States.

c. The decoy radio school has already been described in reference A. concurs in the desirability of this feature as a CE measure. The logical choices for instructor for this radio school would be CACCOLA 8 or CAPABLE 42. The former, however, is recommended as radio instructor for Cycle C, and the latter as an assistant instructor on all subjects, also for Cycle C. (See below) If this is approved, CACCOLA 8 can still initiate the school (a fairly simple matter) and in the next seven or eight months train a replacement for himself.

3. In addition to these measures pertaining to the Cadre School, on other activity supporting CACCOLA should be carried out in Germany. This is the collection of legend materials from CAPABLE 1 members, newly-returned German war prisoners, et al. CACCOLA 3 is recommended for this position. For the considerations prompting this choice, and for an estimate of the costs of this work see reference B.

4. Organization of CACCOLA Operations and Training. Since making the general proposals reported in reference B, has pressed CAPABLEs 3 and 7 to nominate the "top man" for CACCOLA, and to submit more detailed suggestions as to the organization of CACCOLA Ops handling and agent training in the United States. Instead of nominating one man, the CAPABLEs have listed four candidates for the post, thus giving us the opportunity to voice our own preference. The four candidates are: CAPABLEs 3, 7, 24 and 28.

Cover would, of course, be a prime difficulty with respect to all of these candidates, since they are all well known to CAPABLE 1 members in the United States. CAPABLE 7's would undoubtedly be the least likely to succeed, since the fact that he is CAPABLE 1's Chief of Operations is well known even to RIS. CAPABLE 3, who is equally well known as the "foreign minister", could of course camouflage his presence in or near Washington with the tale that he is attempting to sell CAPABLE 1 ideas to influential members of the government. However, since this would involve a certain amount of extra-CACCOLA activity on his part, it is undesirable. CAPABLEs 24 and 28, while both known in Washington, would have a better chance establishing a believable cover, or even of concealing their presence altogether. As to the merits of each candidate, it is, of course, true that CAPABLE 7 remains CAPABLE 1's best and most experienced operations man. Removed from the multiple responsibility and strain of his present job, and functioning

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within the framework of a carefully defined protocol, he would not be hard to deal with and would undoubtedly be of more value to the project than any of the others. CAPABLE 3, though extremely able and clear-headed, is by temperament less suited to this position than the other three. CAPABLE 7 expresses full confidence in CAPABLE 28, but adds that the latter is perhaps too active by nature for a task which he visualizes as essential sedentary. CAPABLE 24 (whose erstwhile refusal, as we have learned, was at least partly the result of JAVELIN's pressure) remains perhaps the most likely candidate -- if a replacement for him, acceptable both to BOB and JAVELIN, can after all be provided. [] comments on this matter are solicited.

Whatever the considerations with respect to each of these nominees, it is significant that the CAPABLE 1 staff has taken our call for a top man seriously. In so doing, they are motivated by two important assumptions: (1) That we intend to continue the development of the project along the lines heretofore marked out, and (2) That their "top man", who will indeed be plenipotentiary in CACCOLA matters, will be concerned essentially with the planning and conduct of operations, and will have general responsibility for the CAPABLE 1 side of CACCOLA training without, however, being expected to take part as an instructor himself.

This latter point has much to support it. On the one hand, there is no question that personnel responsible for planning operations and conducting traffic should have an intimate knowledge of every agent's capabilities as revealed in training. On the other hand, the time which is necessary even now to carry on traffic on the six channels now active is a full-time job. To do this work as it should be done, and at the same time to do the necessary planning and preparations for a new cycle of agents makes a certain division of functions between Ops and training mandatory.

The solution presented below strikes the right balance, we believe, between these two necessities. More important, it provides for the tightest possible compartmentation of sensitive information, granted the joint nature of the project.

a. Staff Element. It is proposed that we establish a "staff element" of the CACCOLA Project, which will for the present include the Senior KUBARK Project Officer and the Senior CAPABLE 1 Representative (hereafter called the CAPABLE 1 Chief). This staff element's office would be established in a safehouse located separately and at some distance from the CACCOLA School, and would be furnished with safes and any other arrangements necessary for security. The staff element would be provided with sterilized agent files, sterilized CACCOLA traffic, and any necessary accessories.

The staff element would have overall responsibility for the CACCOLA School, and would, of course, have frequent occasion to visit the school. The actual conduct of training, however, would be performed by the separate "instructor element", (see b below) which, while under the direction of the staff element, would take part in operations no more than absolutely necessary.

The staff element would have overall responsibility for the conduct of CACCOLA training, and would, of course, have constant contact with instructors and trainees. Operational matters, including the preparation of legend and mission briefs, will be dealt with by the staff element. The problem of

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legend and mission briefing, which requires a great deal of personal attention being devoted to individual agents, may indeed necessitate the participation of a KUBARK case officer or CAPABLE 1 instructor at the school. In principle, however, this function would belong to the staff element, especially with respect to the more sensitive parts of the material.

Besides operational planning, the staff element would be responsible for the handling of existing traffic with active agents. An incoming W/T message or letter would be deciphered by Commo, and sent for final conversion (as is normally the practice) to the Senior KUBARK Project Officer at the staff element's office. The KUBARK Project Officer can, if necessary, do the actual conversion to clear text without the participation of the CAPABLE 1 Chief. After decipherment, however, the CAPABLE 1 Chief would be shown the text of the message and together with the KUBARK Project Officer would draft a reply. The KUBARK Project Officer would be free to discuss the message and any proposed reply with the appropriate desk at Headquarters. An outgoing message, enciphered by the Project Officer after being shown to the CAPABLE 1 Chief, would be sent out by him in the usual manner.

The procedure described above is based on the premise that the CAPABLE 1 Chief selected for this work, while himself fully au courant of all current traffic, is the sole and final repository of sensitive operational information vis a vis any other CAPABLE 1 members above or below him. Unlike the KUBARK Project Officer, whose superiors will have access to any necessary agent traffic or other Ops material, the CAPABLE 1 Chief will be highly restricted in the amount of information he passes to the CAPABLE 1 Staff in Frankfurt. If we are to work with CAPABLE 1 at all on agent operations, this reduction of sensitive Ops knowledge to only one CAPABLE 1 member represents the maximum of security that can be reached.

What has been said above applies to the handling of agent traffic. An even stricter rule would be in force on matters affecting dispatch. The CAPABLE 1 Chief will always be consulted on the general means of dispatch (air, submarine, border-crossing, etc.) and on the general area involved. However, he will not have previous knowledge of the time of dispatch or the exact point of infiltration, unless, at KUBARK's discretion, it is desirable for him to know.

A detailed draft protocol of the arrangements outlined above is in preparation. If Headquarters agrees to the principles involved, we shall complete and forward it for approval.

b. CACCOLA Training. The CACCOLA school should be physically separated from the staff element, but should function under its general supervision. On the CAPABLE 1 side, there should be a responsible chief instructor (hereafter called the Headmaster for the sake of clarity), a radio instructor, and secretarial and housekeeping personnel. On the KUBARK side, there should be one case officer-instructor in charge of training, one assistant case officer (who will be receiving on-the-job training), and one commo instructor. There must also be an instructor in Soviet reality, who may be brought in from either side -- preferably KUBARK's.

In reference B we recommended holding CACCOLAs 31, 33, 8 and 9, and CAPABLE 42 for consideration for the CAPABLE 1 side of the school. CACCOLA 31,

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we feel, is very well suited for the position of headmaster, and CACCOLA 8 is recommended for radio instructor. The wives, CACCOLAs 33 and 9, will make an excellent school secretary and cook, respectively. CAPABLE 42 is in a special category. Too young as yet to be considered by CAPABLE 1 for a top position, he is at the same time an extremely intelligent, able, and amiable young man, whose services in CACCOLA would be invaluable as an "across-the-board" assistant instructor. CAPABLE 1, feeling as we do that CAPABLE 42 should be given a broad development, does not wish to confine him to W/T training, either as an assistant to CACCOLA 8 or as a substitute for the latter. From our own point of view, it is extremely desirable to give this all-around training and experience to CAPABLE 42, first because his presence in the school will be of immense help, both psychologically and practically, and secondly because we shall thus be bringing up, at our own hands, a top-notch CAPABLE 1 leader who in a short time will be ready for a position of real responsibility. During Cycle C, CAPABLE 42 might well be used as an assistant to the CAPABLE 1 Chief during the legend and mission-briefing stage of training.

Per discussions, we are still hopeful that CAVAN can be employed as instructor in Soviet reality. We have not taken any action on this question here pending Headquarters approval. If CAVAN is to be used, CAPABLE 3 has requested that he and CAPABLE 7 be given an opportunity to meet him.

In planning for Cycle C, we are assuming a trainee class of six agents, to be recruited, assessed and brought to the United States in May - June of 1954. It is recommended that the target date for commencement of training be 1 July 1954.

5. Training of Key CAPABLE 1 Personnel. The desirability of giving direct KUBARK training to certain key CAPABLE 1 men has been discussed in reference A. Such training (which JAVELIN, for example, has conducted for some time) not only would provide technical qualification for men in important or sensitive posts, and not only would allow us to form a first-hand opinion of these men, but it would also increase the general level of our control over the operations we sponsor. It is, of course, desirable that training be available to a wider bracket of CAPABLE 1 leaders than those directly useful to the CACCOLA Project. For the present, however, we are recommending only the latter.

During the Spring of 1954, it is desirable that we arrange appropriate courses for the headmaster and assistant instructor of the CACCOLA school, and for the physician who is to make medical and psychological assessments at the Cadre School, i.e., CACCOLA 31, CAPABLE 42, and CAPABLE 12.

6. Special Operation. During the first six months of 1954, while certain key men are being trained, and while the agent trainees for Cycle C are being recruited, it is recommended that we mount a special operation:

If reasonable chances for infiltration and exfiltration can be arranged, it is suggested that we train one CAPABLE 1 agent for a short-term mission in the USSR. The agent would receive two to three months of intensive training and physical conditioning under one or two U.S. case officers. Training would include no W/T and only a minimum of other tradecraft and Soviet orientation. The objectives of

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the agent's mission would be: (1) To test a new method of infiltration and exfiltration; and (2) To make a series of dead-drops in order to resupply existing agents. The agent would take with him only six to eight small packages, containing, for example, money for CACCOLAS 5 and 6, cipher pads and money for CACCOLAS 24 and 26. Other caches, for non-CACCOLAS and even for future operations, could be made at the same time, as well as a dead-drop for the CACCOLA 27 notional operation discussed with [] [] After making his dead-drops, the agent would immediately exfiltrate. Only after he has come out and is in our hands, agents will be notified by W/T to service the individual dead-drops made for them. This operation, presented here in the barest outline, would not interfere with plans for the C Cycle, and if successful would, of course, be of value far exceeding the risk and expense involved. The only major expense, indeed, would be the roses contained in the packages.

CAPABLE 1 can, without much difficulty, produce a trainee for this mission. This trainee can be assessed by [] [] in Frankfurt, and upon clearance shipped to the United States by early March. Dispatch would then be feasible in May, and the mission should be completed by the end of June.

7. KUBARK Case Officers. It is recommended that from the KUBARK side, responsibilities and tasks for the activities outlined in this paper be assigned as follows:

a. [] [] would, of course, be responsible for all activities pertinent to CACCOLA carried out in Germany. Until a CAPABLE 1 chief is selected and established in the United States, he will take an important part in the handling of agent traffic. He will supervise the Cadre School reforms, thereafter oversee the efficient and secure handling of student assessment in the Cadre School, and carry on liaison with the CAPABLE 1 staff on all phases of the recruitment process.

b. It is hoped that [] [] will be available as the CACCOLA Project Officer, with duties as described in paragraph 4 above.

c. [] [] is recommended as the Case Officer in charge of CACCOLA training. He should be provided one assistant. Before the beginning of the C Cycle, [] [] could train the agent for the "in-and-out" operation described in paragraph 6 above.

d. We hope that [] [] will again be the radio instructor for CACCOLA.

e. The question of CAVAN's participation has already been discussed.

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