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CIA HISTORICAL REVIEW PROGRAM **ROUTING AND RECORD SHEET**

~~TOP PAGE IS SANITIZED~~
INSTRUCTIONS: Officer designations should be used in the "TO" column. Under each comment a line should be drawn across sheet and each comment numbered to correspond with the number in the "TO" column. Each officer should initial (check mark insufficient) before further routing. Routing and Record Sheet should be returned to Registry.

FROM:

2003]

NO.

DATE

23 Dec 1953

| | TO | ROOM NO. | DATE | | OFFICER'S INITIALS | COMMENTS |
|-----|-----|----------|-------|-------|--------------------|----------|
| | | | REC'D | FWD'D | | |
| 1. | [] | | | | | |
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CIA HISTORICAL REVIEW PROGRAM
RELEASE AS SANITIZED

2003

23 December 1953

MEMORANDUM TO: L

SUBJECT : Letter of Instructions

1. Departure and Arrival

You will depart Miami, Florida via La Nica Airlines at such time as to permit your arrival in Managua, Nicaragua on or about 6 January 1954. On arrival in Nicaragua, you will proceed to implement your contact plan (See Attachment "E") and, as per previous arrangement, commence your mission activity (See Attachments "A", "B", and "C").

You will arrange for and provide your transportation from Boston to Miami, Florida.

You will notify this Headquarters of your arrival in Nicaragua through SEEKFORD there.

2. Cover

CIA has arranged for your cover as per Attachment F. In order to properly maintain your cover you will:

a. Perform all duties and assignments required of you by your superior office, Headquarters, with your cover role in mind.

b. Insure that your general appearance and conduct is at all times in accordance with your cover position.

c. Never carry any classified material with you while travelling outside the continental limits of the United States.

d. Never recognize other employees of CIA unless arrangements have been made in advance, or unless the situation is unusual.

3. Tasks and Targets

Your primary mission is to plan and implement measures that will accomplish attachments "A", "B", and "C" in a manner which insures the prevention of detection of United States sponsorship.

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4. Control

You will act under the direction and guidance of the Chief PM, Headquarters, except to that extent authority to act independently may be delegated to you by C/PM, Headquarters. You are required to keep the Chief, C/PM, fully informed concerning your activities. You are required to obtain specific authorization from the Project Chief, Headquarters, before attempting to recruit any individuals previously spotted by you, or before engaging in any action not in accord with your regular company cover. You will be constantly on the alert for additional opportunities for CIA exploitation and will make detailed recommendations to the Chief of Station regarding same.

5. Services to be Rendered by the Cover Company

A.P.O. address and Letterhead Stationary only.

6. Funds Required and Source

Such funds as you may require will be supplied by PABLO or by Headquarters.

7. Other Steps Required

The security action required to investigate your cover has been executed by Headquarters.

8. Security

You have been fully investigated and cleared for foreign operations. You are specifically charged with both physical and operational security in your activities. You will bring to the attention of the Chief PM any unusual problems.

You will keep no files other than that pertaining to training personalities, schedules, evaluations and assessments. All personalities will be known to you only by code #, which code # you will use in dispatches and correspondence.

9. Communications Plan

During your stay in Nicaragua, your channels of communication will be as follows:

- a. Principal: Through SKEEFORD
- b. Alternate: Through Cover Post Office Box, Chicago

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c. Emergency: Post Office Box _____, Lincoln

No copies of reports or cables sent to or from Headquarters will be retained on hand by you at any time. Such materials as you must consult must not remain outside the station overnight.

10. Reports Procedure

You will submit reports as directed by this Headquarters and as follows:

- a. Once per week an assessment of training
- b. Once per week a personnel assessment
- c. At completion of training, an evaluation of the operational capabilities of the man

11. Disaster Plan

You are authorized to move to any other Middle American country or to the United States in the event of an extreme emergency. In any case, you will communicate with this Headquarters through the emergency Communication Channel, giving a return address in order that this Headquarters may reestablish contact with you. Your message will impart only that information necessary to reestablish contact.

12. Finance

Your differential salary and all allowances will be paid into your personal checking account as instructed by you.

Operational and travel funds will be advanced you. You will account for the expenditure of these funds in the manner required by the Chief/PM. You will notify the Chief PM well in advance when you anticipate the necessity of replenishing these funds.

Payroll arrangements will be completed prior to your departure to the field. These may be amended by a written request to Headquarters.

You will be allowed a total of _____ per annum for incidental expenses connected with your covert duties such as travel within _____ and adjacent countries in connection with fulfilling your CIA objectives. Payment of such travel expenses will not have to be vouchered and will be paid to your bank account. You will,

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however, account for these ~~exp~~ expenses in the manner required by the Chief/PM. Fiscal matters are the responsibility of the Project Chief and you will be guided by his decisions on all such matters.

13. Support

The _____ will furnish communication channels and maintain your classified files.

Where possible all supplies will be obtained through indigenous Purchasing Agent. Where absolutely necessary other supplies and equipment will be furnished by Headquarters on your request. Prior authorization must be received from Headquarters for any purchase in excess of \$1,000.00.

14. Coordination outside CIA

Headquarters will determine the nature and extent of coordination with []

15. Liaison

You will have no official liaison with any United States Government office or representative beyond contact with [] unless specific approval is received from Headquarters.

[]
CHIEF/PM

Distribution:

Orig - Addressee
1 - []
2 - []
1 - Chrono

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ATTACHMENT A. TRAINING AIM

I. A. Your duty is to direct and conduct the training of 30 indigenous in accord with schedule attachment C, this report, and in accord with plan, attachment B, this report. In this matter, training, you are in direct charge.

B. In addition you are to direct the indigenous leader in maintaining discipline, upholding morale, in building motivation in establishing a physical conditioning sufficient for partisan-type warfare. In these matters you are to deal through the indigenous leader.

C. In addition you are to be in liaison with [] and consider his operational desires carefully in carrying out your training.

II. Training for A class will commence January 11 and continue to March 1. The initial week will be spent in physical conditioning while you formulate your training course. The ordinary training week will be 6 days long, with personnel and equipment inspection on Sunday afternoon. The ordinary training day will consist of hourly courses with 5 minute breaks, commencing at 0700 to 1100 and 12 to 1600 and study period 1800 to 2000. Physical exercise (incorporating hand-to-hand combat) should be mandatory the first three weeks of training.

III. Personnel

A. The 30 trainees should be of high calibre comparative to the indigenous of the area and compared to their opposition. "A" class will become the leaders cadre for the operating groups of the movement. With 30 you will receive SUPRO and [] evaluation which should aid you in your evaluation after you've run with them for 8 weeks.

"A" class, being the pick of the crop, should be well motivated and the best class you'll handle. Do not be disappointed if they do not meet American standards - just remember your job is to jerk them from the traditional lethargy and produce a better man than his opposition.

There is a terrific transition from the fellow who accepts the kind of job "A" class has accepted to the completion of training and standing on the brink of operations. Whether these fellows will go when the time comes or not depends largely on the training and mental and physical conditioning you subject them to.

You are to insure that when they leave they are the ruggeest in the area and are so practiced in night work that they will be far superior to and have the psychological edge on their opposition. Practice night living. Make a 50 lb. weight package of equipment for each man for each problem.

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B. At the completion of the 7th week you are to assess the class with the indigenous leader and produce from the 30:

1. Four (4) staff men to return to RAFUS as staff members who have been instilled with the understanding of unconventional warfare and can aid in directing the operation.

2. Ten (10) organizers who will be launched operationally into key areas to initiate cell organization and either become a partisan unit leader or recruit and train direct a partisan leader to becoming organized, developing his unit, and lying dormant until the signal is given.

3. Four (4) saboteurs who will in turn run a 3 weeks sabotage course at your training site for the 10 to 20 men which have been re-recruited "A" class was training for specific sabotage jobs. Some of the jobs for which the teams are to be launched will require overt operations from a covert mission status; some will require overt burn-and-blast type operations with the approach and action timed with the outbreak of final action of the partisans and shock troops and reserve force. Therefore produce leader-instructors capable of producing each type of teams.

4. Two (2) assassination specialists who in turn will instruct assassinations teams at a separate site for special assassination jobs. On completion training your two will be given special mock situations by operations, with which to train their specialists.

5. Ten (10) shock troop leaders who will form a training cadre for the special-target and reserve forces being gathered at safe sites during the "A" class training. The special target troops will eventually be placed in strategic life-line cutting locations. The reserve forces will be held outside the target country during the initial action phase to be employed as the situation develops. (See Attachment "D" for TO & E).

C. The last week's comprehensive problem will employ "A" class trainees in the capacity you have assessed them for.

1. The staff will employ "problem-type" intelligence, manufactured by you in setting up the problem, and will direct the action.

2. The organizers will be located within a synthetic "target country", preparing the populace and organizing partisans in the key areas you have set up.

3. The saboteurs will be split into "interior teams" to instruct these already on the spot, and "exterior teams" who enter on an action-support job timed to occur with the outbreak of hostilities.

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4. The assassination specialists will receive a job and will plan their own method of elimination.

5. The shock troop (isolation of a rail switch yard, isolation of port facilities).

During this last week, the men will carry all food and weapons and medical gear, etc. (total weight: 50 lbs.) and will operate without resupply throughout the week. Sample survival kits (15 1/2 pounds, 10 days rations and medical gear enclusive) will arrive with the training equipment.

IV. Equipment

The following equipment will arrive in your country on approximately the night of January 8:

- 20 pistols, 40 clips, 20 holsters, 20 spare parts kits, 60 pans,
- 20 carrying cases, 20 spare parts kits
- 10 mortars
- 3 Solothurn, 20 mm AT
- 40 rifles
- 40 SMBS of 2 mags/wpn and 40 sets spare parts
- 5 Pyrotechnic pistols
- 20 rods each, red, yellow, green Pyrotechnics
- 10 LMGs
- 250 mortar rounds
- 150 rods 20 mm AT
- 7,500 rods 9 mm ammo
- 25,000 rods 7.62 mm
- 200 frag grenades
- 200 concussion grenades
- 50 medical kits
- 50 ration kits
- 5 pair binoculars
- 60 sling type canteens
- 500 TNT
- 500 electric caps
- 2500 feet time fuse
- 100 incendiary grenades
- 20 compasses
- 1 box training material
- 20 # Napalm mix
- 15 shaped charges
- 2 blasting machines

Give special security treatment to training manuals. In addition 4000 # Cosmo gear and 200 # Pay war material will be aboard. It is not

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expected you will be concerned about this additional year, but if so, you will be notified at our next contact before leaving the country.

[] will be instructed to have arranged pickup and delivery of training equipment from airport of arrival to training site #1. However, if on your arrival there remains preparations to be completed, it will be your responsibility. Class "A" should be on location by the time of your arrival and [] will provide labor and leg power for transport-rented trucks or cabs (by the indigenous).

The exact time and place of landing of this initial flight will be given to you at our next contact before leaving the country.

The initial flight will provide all training materials. It is calculated to provide sufficient firing of all weapons by all trainees to give proficiency. It is also calculated to allow all trainees to practice demolitions and provides for graduates in sabotage and assassination to fulfill their training duties, after graduation. It also provides for sabotage equipment for "interior" teams and for Pistol-arms and survival kits for operational organizers.

A later flight will be provided for equipping of shock troop leaders at a staging area approximately April 10th.

V. Carry out all training under the following items:

1. Preparation of the subject by instructor
2. Lecture
3. Demonstration
4. Participation by trainee
5. Critique

On all field problems, have each trainee prepared.

VI. This attachment and attachments "B" and "C" are prepared as a guide instruction only and is not intended to restrict your initiative to conduct training as is called for by the situation. It is not anticipated you can carry out the tight schedule without hitch or to completion in detail. The characteristics of your trainees will dictate a certain easing of your standards, you are not so much a Commander as you are advisor-instructor.

SUBJECT MATTER (See Attachment B, Schedule)

1. Theory of Resistance

A. Point up the fact that Resistance is the weapon employed by oppressed people to overthrow the oppressive government. Resistance

runs the gamut from 0 assets to the ultimate (i. e. downfall of the oppressive power). This gamut is accomplished by going through the following phases, step-by-step, as soon as

- (1) the will to resist is born in a responsible, active nucleus of men
- (2) outside moral and physical support is obtained from other freedom-loving people
- (3) an active clandestine organization is formed and commences functioning
- (4) Psychological and Political warfare, activated and directed by both outside support and the clandestine organization give faith to the hopeless, give courage to those who would like to act, encourage "fence-sitters" to join the winners and throw fear into the oppressors
- (5) Strengthening of the organization by enveloping those encouraged anti-communists and defected communists into the organization
- (6) Continuous information-gathering on physical and psychological targets within communist hands, and assessment of the information to turn into further psychological warfare and, if need be, active overt physical overthrow.
- (7) Turning, through the first six phases, the populace's sympathy and support to the movement
- (8) Committing passive sabotage (strikes, slowdowns, character-assassinations).
- (9) Stepped-up sabotage program intended to cripple ~~most~~ ~~the~~ ~~economy~~ ~~and~~ ~~efficiency~~ ~~of~~ ~~the~~ ~~oppressive~~ ~~government~~. the economy and efficiency of the oppressive government.
- (10) Small overt acts (assassination, pillage of supplies) and general harassment actions - all designed so as not to alienate the organization
- (11) At the opportune time (when populace support is positive, the oppression is weakened), overt seizure of control
- (12) Maintenance of control through a ready, disciplined but just, economically sure government.

B. Bring out classic examples
 Partizans in France
 Philippines
 Lawrence in Arabia

- (1) Make sure it is understood that in the first couple of cases #11 phase was already in being at the outset and that already in being at the outset and that phases one through ten were accomplished for them by obvious peculiar circumstances and, in the third case, the first four phases had been accomplished by the time of Lawrence's arrival.

(2) Point up classic failures.

(a) Li Mi's disastrous march into an unprepared situation - i. e. he overstepped the phasing by lacking support of the people.

(b) Mossadegh's lack of support of the people

(3) Point out that by support of the people we don't mean the largest numbers but the most effective, made effective through determination, support, training, and desire to win.

2. Clandestine Organization

a. Show them how one man (the organizer) organizes his cell (either by becoming the cell head or by teaching a strong-willed man to organize a cell and then withdrawing) (depending on his ability to operate without active-opposition).

b. Teach them how the organization should be organized inter-cellular - i. e. first a CE head, a Pol. and Pay war head, a physical action head, a sabotage head (picked either from a peculiar leadership ability or from access to an already identified target). (Cell sab target is a commo station, and the sab head of that particular cell is a labor foreman at the station).

c. Teach them inter-cellular compartmentation and intra-cellular compartmentation and how an area headquarters ~~connects~~ ties the organization together at opportune time through a dormant commo system.

3. Clandestine Commo, Safe Sites, Signals, recruiting, investigation, etc., to be taught as straight tradecraft and stressed to organizers, assassination specialists, and staff members in particular.

4. Task Planning: Stress need for intelligence and give examples (sterily drawn from a mock situation set up after reading the section, this report, on TRAINING AIDS), of who the intelligence can be used to formulate effective tasks.

5. Psychological and Political Warfare: Stress importance, stress efforts being utilized by RUFUS (our Pay war program) and create examples for utilizing this support - i. e. twisting propaganda broadcasts to fit the particular organizational area, insuring that the propaganda is interpreted correctly and reaches the maximum amount of people, readily punching holes in communist counter-explanations, etc.)

6. Cover Concepts: Cover for action rather than for status should be stressed. If you can get them to realize that every plan must be designed to have a cover for action, the cover concept will be provided for.

7. Principals of Partisan Warfare: Hit and run tactics - "a thousand bee-stings will kill the tiger" sort of theory, - never engage until numerical or tactical or psychological superiority is a surety - obtain that superiority through "element of surprise", light mobility - swift, silent approaches - non-pattern-setting tactics - better control - superior ruggedness - superiority through mental ruggedness - superiority through terrain ~~appraisal~~ appreciation and employment, etc.

8. Weapons: Teach by family - every weapon family has distinctive features that, once recognized as such, gives the partisan the advantage of knowing all rifles when acquainted with one, all LMGs, all Tags, all grenades, etc.

a. Example: any LMG has:

- (1) cartridge carrier
 - (2) a force to cock
 - (3) a safety device
 - (4) a breech loading mechanism
 - (5) a firing mechanism
 - (6) an extracting mechanism
 - (7) an ejection system
- and thusly for each family

b. Try to get them proficient by family so that a Tibetan grease gun, seen for the first time, could be put into action in 15 seconds, etc. Stress that each man has his own maximum-effective range on each weapon and he should learn that range. For partisans that range is the range at which one shot kills one man. Very important!

c. Stress that each man should stress care and cleaning due to the living conditions of partisans while in action and between actions.

9. Tactics: (See Organization, Attachment "D")

a. Stress teamwork and timing and control. Teach them to plan actions with almost the precision and positioning of football plays. The TO & E of this group is calculated in units of 35. The smallest self-sufficient subunit is six (6) men.

b. Any number of subunits joined together become larger units by forming a mutual leader. No matter the size - one subunit or 40, any tactical maneuver must include the following elements:

(1) Advance security (advanced into target area by days if necessary with warning systems prearranged - partisans must never be trapped).

(2) Covering force

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- (3) Action element
- (4) Diversionary action force (if utilized)
- (5) Delaying action force if withdrawal is imminent or prearranged
- (6) Base security

c. The unit size can never get too small for the unit leader to provide the above elements, even if assignments might double up to some men.

d. No action is planned without alternates.

e. Every minute of a partisan's life is covered by a planned dispersal and reassembly plan with alternates.

f. Every action should be rehearsed at a safe site, if possible at night and in similar terrain situation, and timing and control problems ironed out at rehearsal.

10. Map Reading

a. Heavy on orientation problems

b. Heavy on Field Sketching

11. Observation and Reporting

a. Heavy on accuracy - stress the who, what, what, where, how, system of complete reporting. Categorize "Boilerhousing" reports and point out dangers therein.

12. Partisans on the Move and Bivouac

a. Stress security, dispersal and reassembly, alternates, etc. On field problem arrange for them to be on a forced-movement condition and then assimilate their being hit about two times while on the move and see if they get the dispersal and reassembly theory - then set up once at Primary assembly area before they arrive and see if they can work the alternate theory. Then about an hour before daylight, wake them up from bivouac with a burst and see what happens, etc. Get them in rugged condition.

13. Run Night Raids until control is running out their ears.

14. Hand-to-Hand Combat

a. Four good tricks in knife fighting and rough and tumble and silent elimination are better than a dozen good ones.

15. Sentry elimination

a. Practice by pairs - practice theory that 8 paces is closest to expect to get - watch ground until 8 paces, then watch back of man's head and act in the 1/2 seconds it takes the man's brain muscles to react if alerted. You'll find two hours practice on each other will noticeably sharpen the men up.

16. Night Movement Problem # _____

a. Split group and have one group as aggressor, one as security. Arm each with sacks of flour and run a mock situation in which the aggressor tries to determine what is going on in the security camp. Repeat next evening with side switched.

17. Sabotage

a. Three types of saboteurs should be turned out:

(1) The covert saboteur who accomplishes without it being apparent he has accomplished and who plans on long-range basis and keeps himself above suspicion by his discreet plans and actions.

(2) The burn and blast type who is aiming at economical crippling and harassment.

(3) The demolitions team who, in conjunction with an overt move, stymies transportation or communications on signal. These men will have available only commercial TNT with electric and non-electric accessories (slow fuse, no primacord) plus a primitive shaped charge capable of penetrating 8 inches High-carbon steel, plus a napalm powder (Mix one part with 6 parts by weight kerosene and you have a terrific incendiary). Enough for training of all materials mentioned above except kerosene will arrive in the initial plans. Upon completion of training, you should have enough left over for 4 sab. cadresmen to train at least 10 more men.

18. Comprehensive Problem

a. To come last week. Should be a running situation in which organizers, saboteurs, assassinations, and staff have been assessed as such and selected between you and [] and the indigenous training leader. Run a situation which utilizes all phases and let them eat and sleep and plan and foul-up and straighten it out - just as near an actual situation as you can arrange. Let the staff actually function in planning and coordinating.

ATTACHMENT C

"A" CLASS TRAINING SCHEDULE

| | | | | | |
|--|---------------------------------------|-------------------------------------|--------------------------------------|--|--|
| Principles Resistance | Clandestine Commo | Clandestine Commo | Cache Site Selection | Employ- ment Psy War | Problem on Task Planning for Organi- zation |
| | Safe Sites | Use of Dead drops and cutouts | Cache Site Identifi- cation | | |
| Nature of Clandestine Activities | Personal Contacts | | Employ- ment Poa. Warfare | | Problem on Defection |
| | | Cover con- cept | | | |
| Lunch | Lunch | Lunch | Lunch | Lunch | Lunch |
| Clandestine Organi- zation | Selection of mem- bers | Recruit- ing | Nature of Active Op- position | Problem on Clandestine Commo stressing personal meetings, signals, dead drops, cutouts | Critique of weeks work |
| Clandestine Organi- zation | | | | | |
| Clandestine Commo | Investi- gative Tech- niques | Testing | Organi- zational Plan- ning | | |
| Supper | Supper | Supper | Supper | Supper | Supper |
| Study | Study | Study | Study | Study | Study |

| Principals Partisan Warfare | Map Read- ing | Map Rdg | Cover and Conceal- ment | Individual Movement | Rifle Range |
|---|-------------------------------------|-------------------------|-------------------------------|--|----------------|
| Y | | | Y | Y | |
| Familiar- ization Rifle | | | Individual Movement | Cover and Conceal- ment | |
| Y | Y | Y | Y | Y | |
| Lunch | Lunch | Lunch | Lunch | Lunch | Lunch |
| Nomen- clature and Function- ing Rifle | Sight- ing and Aim- ing | Tech- niques Fire | Map Rdg | Sani- tation and First Aid | |
| Y | Exer- cises | Y | | | |
| Carg & Cleaning Rifle | | Snapp- ing In | | | |
| Y | Y | Y | Y | Y | Y |
| Supper | Supper | Supper | Supper | Supper | Supper |

| | | | | | |
|---------------------------------|--------------------|--|---------------------------------------|-----------------|---|
| Map Rdg | Map Rdg | Field Demonstration | | Field Problem | Field Problem |
| | | Individual Movement | | Field Problem | Map Problems (intersection, resection, orientation) |
| | | | | Field Sketching | |
| | | | | | |
| | | | | | |
| Lunch | Lunch | Lunch | Lunch | Lunch | Lunch |
| Familiarization Pistol | Cave & CLG Pistol | Cover and Concealment Field Demonstration | Range Pistol | | |
| | Sighting & Aiming | | | | |
| Nomenclature Funct Pistol | | | | | |
| | Techniques Fire | | | | |
| | Pistol | | | | |
| Supper | Supper | Supper | Supper | Supper | Supper |
| | | | Night Compass Course (Teams) | | Night Compass Course (Individual) |

| | | | | | | |
|---|--|------------------------------------|------------------------------------|--|--------------|--------|
| OBSERVATION AND REPORTING | FIELD APPLICATION INDIVIDUAL MOVEMENT | SAB #1 | SAB #2 | SAB #3 | SMG RANGE | |
| SURVIVAL PRACTICES | | | | | | |
| LUNCH | LUNCH | LUNCH | LUNCH | LUNCH | LUNCH | |
| | FIELD APPLICATION COVER AND CONCEALMENT | SMG FAMILIAR RATION | SMG NOMENCLATURE FUNCTIONING | SMG CARE AND CLEANING | | |
| ASSASSINATION THEORY AND TECHNIQUES | | NOMENCLATURE AND FUNCTIONING | SMG TECHNIQUES FIRE | SPECIAL TECHNIQUES (ASSASSINATION) | | |
| SUPPER | SUPPER | SUPPER | SUPPER | SUPPER | SUPPER | SUPPER |
| | NIGHT MOVEMENT DEMONSTRATION | | NIGHT MOVEMENT PROBLEM #1 | | | |

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INDIVIDUAL PHASE

LEADERSHIP PHASE

| INDIVIDUAL PHASE | | | | LEADERSHIP PHASE | |
|--|---------------------|-----------|------------------|------------------------------|--------------------------------------|
| GRENADE LECTURE AND RANGE | SAB RANGE | SAB RANGE | | PROBS LEADERSHIP AND COMMAND | TERRAIN USE |
| | | | | | |
| | | | | | |
| LUNCH | LUNCH | LUNCH | LUNCH | LUNCH | LUNCH |
| | HAND TO HAND COMBAT | SAB RANGE | C | PARTISAN TACTICS | PARTISANS ON THE MOVE AND IN BIVOUAC |
| | | | | | |
| | SENTRY ELIMINATION | | | | |
| | | | | | |
| SUPPER | SUPPER | SUPPER | SUPPER | SUPPER | SUPPER |
| MOVEMENT PROB # 2 | MOVEMENT PROB #2 | | SAB PROB* LEM #1 | PROBLEM NIGHT CONTROL #1 | |
| COMBINED CLASS WITH ACTIVE BP-POSITION | | | | | |

Unit
Fire
Techniques

Intelligence
Gathering
Evaluation
and Assess-
ment and
Interpreta-
tion

Terrain
Appreciation
Field
Problem

Ambush
Daylight
Prob #1

Ambush
Prob # 2

Preparation
for Raid
and Move-
ment to
Target for
Night Raid
2

Lunch

Lunch

Lunch

Lunch

Lunch

Lunch

Inter
and
Intra
Unit
Commo

The
Ambush

Raid-
Daylight
#1

The Raid

Supper

Supper

Supper

Supper

Supper

Supper

Problem
Night
Control
#2

Night
Raid
Prob #1

Night
Raid
Prob #2

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ATTACHMENT D

UNIT ORGANIZATION

TOTAL

Headquarters

| | |
|-------------|----------|
| UNIT LEADER | 1-Pistol |
| Keece | 1-Rifle |
| G-1, G-4 | 1-Rifle |
| G-2, G-3 | 1-Rifle |

| | |
|--------|---------|
| Runner | 1-Rifle |
|--------|---------|

2-LMG TEAMS, 2 men each - 2LMGS, 4 Rifles
2-Knee mortar teams - 2 man each - 4 Rifles

SUBUNIT

SUBUNIT

SUBUNIT

SUBUNIT

Total 6 men
Leader - 1-SMG
1 SMG Man - 1SMG
4 Riflemen-4 Rifles

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Attachment E

Contact Plan, Nicaragua

1. On your arrival at Aero Puerto "Las Mercedes" in Nicaragua, you will proceed to [] Hotel via commercial transportation. Register as true name with your [] company background as described in Cover (attachment F).

2. Either enroute or on arrival at the hotel, you will be contacted by a man who announces that he is a friend of Pablo's. You will answer that you have been looking for Pablo and follow the man's instructions, which as of this moment will be to escort you to the training site.

3. In the event the [] is unavailable, check into the []

4. Remain in the vicinity of the hotel until you are contacted.

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Attachment F

MEMORANDUM FOR:

1. For Stateside use, you will receive nominal cover as the field representative of an [] Enclosed find letterheads, orders, and all other nominal cover requirements that would indicate you are exploring the [] market for possible sources of [] supply. Enclosed, this report, is a survey on the [] market which will acquaint your ability to talk your cover.

2. In the field, you will represent yourself as a soldier of fortune who has successfully completed a few small arms deals in the Mediterranean area. You are now exploring the possibilities of making some deals, along the soldier of fortune theme. You have been contacted by group headed by the P/A of the project in which you will be engaged. You travel to the country in which the P/A now resides, meet him, are hired, both as a supplier of arms and as a trainer for the P/A's men. Contact with the P/A has been arranged (see contact plan) through a staff agent already in contact. The staff agent, who operates under commercial cover, will pretend to check your bona fides and then will recommend to P/A that he hire him. Only P/A, staff agent and you will be aware of this prearrangement; to all others, the relationship will be made to appear as one where the P/A has hired you.

3. The relationship between the [] company cover and the soldier-of-fortune cover story will strengthen the latter. If your true activity becomes known in the U.S., you can explain that you deliberately acquired the [] company accreditation in order to hide your arms dealing plans. In the field, the fact that you pose as a [] company employee should increase respect for your careful preparations, on the part of the personnel with whom you deal. The arms dealer cover, in turn, will be used to justify your various trips to the U. S.

4. Insofar as possible, you will minimize the fact that he is an American citizen. You will represent yourself as a man of indeterminate Latin-American nationality. You will make no references to your service in the U.S. Army. When questioned why he has a U. S. passport, you will explain that you lived in the U.S. long enough to acquire citizenship, but have not lived there since and do not again intend to make it your home, except as a base of business operations.

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5. You personally will apply for a tourist visa at the Nicaraguan Embassy in Miami. This action will take only a day. You will be required to show only your passport and in Nicaragua there will be no official clearances necessary. Renewal of Visa will be arranged through the Principal Agent.

6. Your P. O. address will be:

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