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21 July 1954

MEMORANDUM FOR: General Doolittle

RE: Panel of Consultants for Covert Activities of the Central Intelligence Agency.

A Task Force is being constituted under the legislation providing for the establishment of a Commission on Government Operations, generally known as the Hoover Commission on Organization of the Executive Branch of the Government. This Task Force under this legislation will study the present organization and methods of operation of the CIA. Under the law this includes studies:

- (1) recommending methods and procedures for reducing expenditures to the lowest amount consistent with the efficient performance of essential services, activities, and functions;
- (2) eliminating duplication and overlapping of services, activities, and functions;
- (3) consolidating services, activities, and functions of a similar nature;
- (4) abolishing services, activities, and functions not necessary to the efficient conduct of government;
- (5) eliminating nonessential services, functions, and activities which are competitive with private enterprise;
- (6) defining responsibilities of officials; and
- (7) relocating agencies now responsible directly to the President in departments or other agencies.

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Date 8/23/91

HRP 89-2

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In addition to the study covering the organization of CIA, I desire that you should make a comprehensive study of the covert activities of the CIA, in particular those carried out under NSC 5412 dated 15 March 1954. It is my desire to avoid as far as possible unnecessary duplication between the work of the Hoover Task Force and the work that I wish you to do. The former will be concerned largely with organization; you will be concerned primarily with the conduct of the clandestine operations carried on by CIA both in the field of intelligence and operations. You will consider the personnel factor, the security, the efficacy, and the cost of such operations, and equate as far as possible the overall effort and the cost of the results achieved. You will make any recommendations calculated to improve the conduct of these operations and for protecting their security. To the extent that agencies of government, other than CIA, are engaged in covert operations which parallel, duplicate, or supplement the operations of CIA, you may investigate such other operations conducted by any other department or agency of the government in order to insure insofar as practicable that the field of clandestine operations is adequately covered and that there is no unnecessary duplication of effort and expense. You may, of course, look into

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any part of the CIA whose activities are related to the conduct of these clandestine operations and in general you should consider the overall adequacy of our initial program in the field of covert operations and the manner of its implementation.

In the event that the work of the Hoover Task Force, referred to above, gets under way while your work is still in progress, I would suggest that you and General Clark confer in order to avoid unnecessary duplication of work as between you. It is understood, however, that your report will be made to me alone, while the report of General Clark's Task Force, which will deal largely with organization rather than with the details of operations, will be made to the Congress.

The purpose of these studies, both that by the Hoover Task Force and by your group, is to provide both a most effective mechanism for carrying out our overall intelligence responsibilities, and insuring that the actual conduct of operations is efficiently and economically carried out.

ALLEN W. DULLES
Director