

CIA HISTORICAL REVIEW PROGRAM
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MAR 2 1954

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LINCOLN

KUGOWN - Operational

INFO: G, WH

Letter of Instructions for Francis P. HEGARTY

The enclosure to this dispatch is a letter of instructions
for Francis P. HEGARTY: it is to be retained by the Station for possible
future reference by Mr. HEGARTY

[
JEROME C. DUNBAR

JCD/ ERL/ sgw

2 March 1954

DISTRIBUTION:

Orig & 1: Addressee (w/att)

cc: WASH (2) (w/att) ✓

LINC (3) (w/att)

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MEMORANDUM TO:

23 February 1954

SUBJECT: Letter of Instructions

Francis R. Hegarty

1. Departure and Arrival

You will depart LINCOLN via air at such time as to permit your arrival in (capital), WSHOOPS, on or about 2 1954. On arrival in WSHOOPS, you will proceed to implement your contact plan (see attachment II) and, as per previous arrangement, commence your mission activity (see attachment I).

You will notify Project Headquarters of your arrival in WSHOOPS through cut-out to C (capital) WSHOOPS.

2. Cover

KUBARK has arranged for your cover. In order properly to 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 PEPRIME.
- d. Never recognize other employees of KUBARK unless arrangements have been made in advance, or unless the situation is such that it clearly serves the best interests of KUBARK.

3. Duties and Targets

Your primary mission is to plan and implement measures that will accomplish attachment I in a manner which insures the prevention of detection of PEPRIME sponsorship.

4. Control

You will act under the direction and guidance of the Chief of Project, PBSUCCESS, except to that extent authority to act independently may be delegated to you by foregoing Headquarters. You are required to keep the Chief of Project (C/P) fully informed concerning your activities. You are required to obtain specific authorization from Project Headquarters before attempting to recruit any individuals previously spotted by you, or before engaging in any action not in accord with your regular cover.

You will be constantly on the alert for additional opportunities for KUBARK exploitation and will make detailed recommendations to the Chief of Project regarding same.

5. []

6. Funds Required and Source

[]

7. Other Steps Required

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 of Project any unusual problems.

You will keep no files.

Written materials which you pass to your cut-out will not contain true names; nicknames, pseudonyms, or cryptonyms will be used.

9. Communications Plan

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

- a. Principal: Through STEPHEN R. LUGTON
- b. Alternate: Through STIRLING D. PRINCEP
- c. Emergency: [] DTFROGS

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 [] over night.

10. Reports Procedure

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

- a. Once per week an assessment of progress.
- b. Once per week a personnel assessment.

11. Disaster Plan

You are authorized to move to any other middle American country or to PBPRIME in the event of an extreme emergency. In any case, you will communicate with Project Headquarters through the emergency communication channel, giving a return address in order that Project Headquarters may re-establish contact with you. Your message will impart only that information necessary to re-establish contact.

12. Finance

Your 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 of Project. You will notify the Chief of Project 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 Project Headquarters.

You will be allowed a total of [] per month for incidental expenses connected with your covert duties such as travel within WSHOOPS and neighboring countries in connection with fulfilling your KUBARK objectives. Payment of such travel expenses will not have to be vouchered and will be paid to your bank account. You will, however, account for these expenses in the manner required by the Chief of Project. Fiscal matters are the responsibility of the Chief of Project and you will be guided by his decisions on all such matters.

SUBJECT: Letter of Instructions

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13. Support

The (WSHOOPS [] will furnish communication channels and maintain your classified files.

14. Coordination outside KUBARK

None.

15. Liaison

You will have no official liaison with any PEPRIME government office or representative beyond contact through cut-out with [] WSHOOPS.

JEROME C. DUNBAR
Chief of Project

Distribution:

Orig. - Addressee
2 - C/P
2 - Headquarters
1 - Files

ATTACHMENT I * MISSION

A.

1. You are aware of the need to change the name of the publication. You are also aware of the need to eliminate the numerous slogans and the complicated, rather pointless drawing on the front page. Encourage the appropriate persons to find a good military slogan as a sub-title below the new name of the publication, also a good, simple symbol.

2. Attached you will find an editorial entitled "Time to Regret." It is recommended that the publication use this editorial, or an editorial similar to it, in the center two columns of the top half of the front page. It can be continued on the inside pages as appropriate. Naturally, both you and the publication staff have liberty to change, shorten or add to the editorial--or to reject it altogether if there is good and sufficient reason.

3. For your information and for the information of the publication staff if necessary, this editorial is to be followed by three others in the next three weeks. The second one will be entitled "Time to Doubt" and will raise the question of whether the Army had better not change its present approach to politics. The third editorial will be entitled "Time to Think" and will predict that the Army will meet a terrible fate if it continues on its present collaborationist path. The fourth editorial will be entitled "Time to Choose." Its message will be that if the officers want to be on the right side, if they wish to share in the triumph over Communism, they must start now to break off their ties with the Communists and to declare their allegiance to the forces of freedom.

4. In the next issue, along with the editorial "Time to Regret," a series of articles, best prepared by the publication staff would be appropriate. Herewith a general description of the article and some suggestions as to how they should be placed in the newspaper for maximum visual effect:

a. In the first column of the first page there should be an article describing the general misery of the target country. This article might, for example, say that the military standards of order, honesty, honor and loyalty were not being followed or satisfied in the target country. That is, from a military man's point of view, the country was in terrible condition. Each of the points or standards not met should be illustrated by a specific example. For example, when the point is made that the country is in disorder, a number of the

irresponsible riots and demonstrations and instances of organized vandalism should be cited. When it is pointed out that loyalty in the target country is at a low ebb, the allegiance of a number of key figures to a foreign power could be specifically cited. This article could be continued on page three in the center two columns of the page. Be sure to emphasize to the publication staff that when an article is continued from one page to another, the continuation should have at its top approximately the same title as the original article. This is important, not only to help the reader find his way through the paper, but also in order to permit repetition of our principal themes of argument.

b. Another article at the bottom of page one in the center two columns should describe specifically how the Army-Communist alliance has hurt the country. The publication staff will undoubtedly think of many examples. The most obvious ones, of course, are those where the Army, at the bidding of the Communists, has assisted in the repression of movements for liberation. An even more important one is the fact that the Army, by supporting the regime, has given the illegal Communists a cloak of legality. This point should be hit very hard. It is suggested that this article be continued in the center two columns at the top of page two. In that way with page three, at the top, carrying an article about the general misery of the country and page two, in the center two columns at the top, carrying an article about the harm done by the Army-Communist alliance, we would have on two opposite pages visually demonstrated the link between misery and Communism.

c. In the fourth column, on the extreme right side, of page one there should be an article discussing the lack of arms to the Army, the high cost of arms that have to be procured by spurious deals, etc. Here is a good opportunity to include much of the information on international arms deals made by the present regime.

d. On the inside pages of the publication, it would be useful to start at this time a series of feature articles on the various garrisons of the target country. These articles should be calculated to have a harassing effect on the government and on the garrisons themselves by revealing considerable inside information, either directly or by innuendo, to be in the possession of opposition forces. These feature articles should be carefully critical of the state of the garrison and should take

pains to point out, in professional terms, the weaknesses of the various garrisons.

e. There is attached, in Spanish, a sample column of short items, on military matters. It is suggested that the publication begin immediately with such a column of short items and that it also scatter similar short items, as filler material, liberally throughout all its pages. These short items also serve the purpose of indicating to the enemy that he is penetrated by opposition forces.

5. You are aware of the tact and discretion that you must use with the publication staff. At your earliest convenience report in detail the reaction of the staff to your suggestions and to the written material that you present to them in Spanish. It is also desired that you submit at the earliest possible opportunity your candid estimate of the personal and professional abilities of the various publication staff members and their relationship with the leader.

6. These English language notes are for your study and destruction after such study. They are in no case to be given to the publication staff. The Spanish language material may be handed over to the publication staff and studied by it. It must, however, after use be returned to you and destroyed by you. You will advise us when the material has been destroyed.

7. This type of guidance and text will be coming to you on a weekly basis. Your own comments on its usefulness are invited. In addition, be sure to inform us of any requests for facts and materials that you receive from the publication staff. Such materials will be sent to you as soon as possible.

8. While all the foregoing deals with the content of the publication, we cannot emphasize too strongly that it is just as important for you to make an exhaustive study of the distribution methods and facilities of the publication. You are reminded of our view that distribution in the country of printing is of very minor interest and that the target country is the only area where distribution really counts. You are further reminded that the shaping of public opinion in the country in which you are located should be done not by the publication direct, but by the influence that the publication or the publication staff can have on the local newspapers. Encourage liaison and exchange of ideas between the publication staff and local newspapers to the maximum consistent with security and with continuing concen-

trap of the publication staff on the primary target. Remember always that you are dealing with exiles and that it is a large job to keep exiles concentrating on the country whence they came, and to keep them from falling into the conventional trap of confusing activity in their present area of residence with activity against their former home.

Chewsburnt Refugee Group

- B. After *Chewsburnt* is well under way with its new military newspaper, you will endeavor to extend the types of media used by the group. You should especially look into the possibility of handbills and radio which will reach the target audience.
- C. Your principal efforts should be placed on effective distribution into the target country. First a survey should be made of every possible means of getting your KUGOWN message into the target country. Secondly, you should set to work to use the most efficient means consistent with good security. You should repeatedly insist upon verifying distribution as certainly as possible.
- D. You will endeavor to find a reliable radio ham who can be used to plant rumors with hams inside the target. No planting of rumors should begin until you are so instructed.

ATTACHMENT II - Contact Plan

You will be contacted, probably at your [] office during normal
working hours, by Stephen [] of the [] Luqton
is about 30 years old, approximately 5'8", 150 lbs., medium blonde curly
hair, worn short, [] blue
eyes, light clear skin, speaks perfect American English and excellent
Spanish learned from childhood in the [] Luqton will give
you detailed contact plans.