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IMPLEMENTATION OF "OPERATION BRAIN WAVE"

DRAFT

Problem:

At the present time, in the conduct of the Information and Educational Exchange Program, we have not only funds available or funds we can tap for various projects, but we have an abundance of ideas. Our greatest difficulty is in the implementation of a good project or a good idea.

Implementation through official means takes time and personnel, and does not always accomplish the purpose we wish to achieve, since it has an official United States label on the activity. Implementation through private organizations or institutions also takes time and personnel, and is often difficult to accomplish because if the idea or project is closely linked to what may be considered a propaganda effort, either open or covert, the private organization or institution is reluctant to tie itself too closely to the Department of State. This is understandable since the terms of reference of private institutions and most private organizations with whom we have close working relations are such that they could easily be accused of going outside their own scope if they tied themselves too closely to a direct overt or covert propaganda effort. There exists no organization or foundation to which we can turn directly with a good idea, and make sure that it is implemented by a private American

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group, either with or without publicity, using government funds if necessary, or tapping private resources if necessary, or using a combination of funds. The problem, therefore, is to develop what might be called a "front organization" for the Department of State.

Discussion:

It has become obvious in the operation of many of our existing program activities, as well as in the implementation of new ideas and new projects, that the Department of State badly needs an organization which can operate and can actually carry out ideas or projects not confined to a single area, such as education or information.

We need an organization which has funds of its own, and which can tap private funds for special projects, to which we can make grants of money for special projects, which can be used for publicity purposes, or which can operate without publicity. We need an organization whose Board of Directors or Council is composed of such eminent and outstanding Americans that if they in turn approached a private organization or institution, no one will question their bona fides, and will be willing to cooperate with such an organization because it is not linked to government. We need an organization which is set up specifically and with the understanding that it acts on occasion as an arm of the Department of State.

I feel certain that if appropriate officers in the Department went to outstanding Americans, either in business or in education,

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or other professions, and asked them as a matter of national interest to form an organization or foundation for this specific purpose, that we would find an immediate response. Furthermore, I feel certain that if projects developed in which it was necessary to combine private and government resources that such an organization or foundation would be an excellent mechanism, and that individuals heading such an organization could appear for contributions to projects or ideas which might or might not be public knowledge, and could obtain funds for this purpose in the critical situation which exists.

Recommendation:

I recommend that steps be taken to form a private foundation or organization with an appropriate title, which would in effect be usable as a direct arm of the State Department, which could be used to channel ideas to, and which would on its own initiative promote projects consistent with our objectives in a given country; an organization so eminently respectable that, in the conduct of projects, even though supported financially by the Department of State, the hand of the Department need not appear at all. Such an organization could recruit and send people to Europe for example to get Operation Brain Wave under way. Such an organization could pick up other ideas which have come from Edmund Taylor's group and other groups, and could be useful to us in a hundred different ways, if properly organized and with a direct understanding that they would accept and take on projects which we wish to have done under private auspices.

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The activities of such an organization need not interfere with activities being carried on by any other government agency. The purpose would not be to engage in black propaganda or covert activities but to engage in indirect effort, working through peoples in other countries and working outside of government to achieve our purposes.

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