



15 February 1961

MEMORANDUM FOR THE DIRECTOR

SUBJECT: Brief of Paper Prepared by T. Graydon Upton on "Operation Pan America" - The Hidden Catalyst?

1. Mr. Upton advises that the people of Latin American await quick action by President Kennedy to counter deteriorating economic, political, and social conditions. But disillusionment and acceleration of negative trends will follow if a dramatic new frontier of the spirit cannot be established to complement increased economic assistance. What is needed is the synthesis of a new element, the development of a counter-mystique to Castro, the re-dedication of the spirit of a highly spiritual and emotional people, which by its intensity will create reservoirs of capital of individual and group effort.

2. Mr. Upton points out that it is essential that increased development assistance and stabilization of commodity prices be supported by a new moral thinking in Latin America. In re-defining "Operation Pan America" he says that a new revolution of the spirit, a new catalyst, must possess certain inherent characteristics and that it must be a Latin American movement, conceived in Latin America. He goes on to say that at this fateful moment in Latin American relationships "Operation Pan America" is only a smoldering ember which has never turned to flame. Mr. Upton further believes that this new spirit cannot be effectively launched without the utilization of imaginative planning, effective techniques of arousing human enthusiasm, and methods to ensure its acceptance on a broad scale, all of which require U. S. support and understanding.

3. Mr. Upton believes that the concept of "Operation Pan America" provides the vehicle of the new spirit and that this unique opportunity for its implementation must be grasped or the dream will be forever lost. He further believes that "Operation Pan America" can bear fruit only if the administration, fully supported by the Congress, will make a maximum effort in the financial and economic spheres, both to increase and make more effective economic and social development assistance.

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