

Psychological Operations in Haiti

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INTRODUCTION

The purpose of this article is to analyze the impact of Psychological Operations on the ability of Infantry Battalions to accomplish their missions in Peacekeeping and Stability Operations. In my years of experience associated with and working within the Infantry, I had never had the opportunity to work with a Tactical PSYOP team. When I was introduced to our battalion's attached PSYOP NCO and his two PSYOP soldiers the day we air assaulted into Haiti, I thought of them as troops who had very specific jobs to do that might impact the operations of our battalion if we saw an opportunity to use them. Little did I know on that day how much of an impact that PSYOP team would have on our operations. Our PSYOP NCO asserted himself and began talking to us about what he could do to help with the battalion's mission. He made us re-look every one of our upcoming operations to include civil disturbance, cordon and search, checkpoints, and personnel and vehicular searches, and he showed us what role PSYOP could play in each instance. I could see almost immediately that he and his team would make us more effective in the world that we had dropped into in Haiti. The more we integrated tactical PSYOP into our plans, the more effective we were in accomplishing the variety of missions that peacekeeping operations require of an infantry unit.

BACKGROUND

The estimated population of Haiti is 6.1 million people. It is the most densely populated country in the Caribbean with a population density of 182 people per square kilometer. Haiti's capital city, Port au Prince, located in the Southern Region, is the largest city with approximately 1 million residents. The population of Haiti is divided into an upper class, a middle class, peasants, and an urban lower class. The upper class consists of 2 percent of the population and controls about 44 percent of the wealth. They hold key positions in trade, industry, real estate, and the professions. The middle class comprise 8 percent of the population. The criteria for membership in the middle class include participation in a non-manual occupation, a moderate income, literacy, and a mastery of French. Education and urban residence are the keys to upward movement for the middle class. Peasants comprise 75 percent of Haiti's population. The remaining 15 percent of the population consist of the urban lower class. They are the poorest strata of Haitian society and live primarily in Port au Prince in the slums of "Cite Soleil," where citizens inhabit makeshift dwellings, rundown shacks and buildings with no potable water or electricity. Open sewage and garbage piles fill the streets. As elevation increases toward the west of town, there is a sharp contrast in living conditions. The higher that patrolling units went into the hills, the better the living conditions. Upon reaching the top of the western hills of Port au Prince, patrolling units encountered the high-class neighborhoods of Petionville, luxurious and elegant for even American tastes; this area housed the richest Haitians.

In 1994, Haiti was suffering under the brutal regime of General Raoul Cedras, reinforced by his henchmen in the Haitian Army, Haitian Police, and thugs who were members of an organization known as the FRAPH. This group had seized power from legally elected President Bertrand Aristide in 1991. From that date, until the US action in 1994, Haiti lived under a crippling economic embargo imposed by most nations in the western hemisphere. By the summer of 1994, Haitians had begun to leave their island in considerable numbers to attempt the voyage to the Florida coast of the United States. This potential humanitarian disaster brought our nation's attention to the problems in Haiti, and members of Congress, under the incessant lobbying of President Aristide, clamored for US action to re-establish democracy in Haiti by overthrowing General Cedras' illegal regime and restoring Aristide to the presidency. In September 1994, the 10th Mountain Division received orders to conduct operations in Haiti.

MISSION

There were originally two OPLANs developed for military operations in Haiti. The first, OPLAN 2370, called for an armed intervention, and was going to be led by elements of the 82nd Airborne Division. Thanks to last minute diplomacy on the part of President Jimmy Carter, Senator Sam Nunn, and General Colin Powell, General Cedras accepted the ultimatum to step down and allow US forces to enter the country to set the conditions for the restoration of President Aristide to power. The second OPLAN called for the entry of US forces into Haiti in a permissive environment. Specifically, the mission of US forces under OPLAN 2380 was to conduct military operations to restore and preserve civil order; protect US citizens and interests and designated Haitians and third country nationals; create a secure environment for the restoration of the legitimate government of Haiti; and provide technical assistance to the government of Haiti. At the brigade and battalion level, this mission initially boiled down to providing security by "presence" and by patrolling with US soldiers in the streets of Port au Prince. Limited patrolling began immediately upon the division's arrival on 20 September and continued as the division expanded its lodgment in Haiti.

Those in the division and brigade who had had experience in Somalia, where a humanitarian mission developed into combat operations, inevitably compared the two missions, and concluded, particularly if OPLAN 2370 was executed, that there would be a high possibility of armed incidents with the FAD'H (Haitian military) or the Haitian police. As a result, training over the summer focused on preparation for a combat mission within the 3 Infantry battalions of the 1st Brigade. This training took some of the lessons learned from Somalia and applied them to the preparation prior to our deployment. Port au Prince is a large, built-up area, densely inhabited by poor and destitute people. Accordingly, the brigade implemented MOUT (Military Operations in Urban Terrain) training and also exercised squads and platoons through vignette, or scenario, lane training focusing on roadblocks, security techniques, and crowd control. The 10th Mountain Division prepared for all possibilities across the spectrum of operations. At the tactical level, however, little thought was given to the integration of information operations, particularly Psychological Operations (PSYOPS), during training on the aforementioned vignettes.

THREATS

When the United States military arrived in Haiti to begin operations, several internal Haitian threats faced us. These included the population, the environment, the Haitian Army (Forces Armée d'Haïti or FAD'H), and the Revolutionary Front for Haitian Advancement and Progress (FRAPH). The threat from the Haitian population included the common criminal element, large crowds and the threat of riots, and Haitian on Haitian violence. This included retaliation and retribution by the Haitian people towards former FAD'H members. The environment posed health risks to the military with exposure to disease, specifically malaria and dengue fever. Former members of the FAD'H posed potential security risks in the form of selected violence against the new Aristide government or the US military.

The primary threat in Haiti identified by the US military was the security and stability of the country regardless of the political affiliation of those who threatened it. The existence of any threat would probably be limited to individual acts of violence, but what must be emphasized again is that this unit, the 10th Mountain Division, had recently conducted combat operations in Somalia, in what was originally thought to be a similar environment to that which we were going to find in Haiti, particularly Port-au-Prince. The FAD'H and the FRAPH could have presented a security problem had they not been addressed and targeted immediately. Intelligence gathering was going to have to identify the homes, meeting places, and the weapons caches of FAD'H and FRAPH leaders who were trying to fade into the woodwork. The other threat was that the leadership and key members of these organizations would just lay low until the US presence went away and then return to their ruthless ways. The history of the 20th century is replete with examples of US interventions in Haiti that always ended, with Haiti not much better off for the effort. In this case, the bad guys of Haiti posed both a short and long term threat to the success of the US military's mission.

USE OF PSYOPS IN GENERAL

Clausewitz stated that war is composed of primordial violence, hatred and enmity where men fight one another because of hostile feelings and hostile intentions. Those emotions often continue unabated even after a peace operation begins. The physical violence stops or subsides but the war of emotions continues. This is the war the peace operation force fights and thus makes the moral domain of conflict the most critical in a peace operation.

The moral domain of conflict encompasses the human spirit and the human need for motivation. Within the moral domain, a commander seeks to defeat an enemy by shaping the enemy's ideas, perceptions and beliefs in ways that create negative effects and lead to the enemy's defeat. However, peace operations are not about defeating an

enemy but are oriented on defeating perceptions and attitudes that lead to instability or conflict; defeating, or more appropriately, controlling that war of emotions. In analyzing the moral domain of a peace operation, the military planner must consider the perceptions and attitudes of the local populace, the international community and the peacekeeping force itself. The perceptions and attitudes of the local population must be the focal point of the moral domain in a peace operation. Ideally, the local population would view the peace operation as a legitimate undertaking. Legitimacy grows out of the perception that people have of the legality, morality, and correctness of a set of actions. This legitimacy is critical to the success of the peace operation and will impact all of the other actions the military force takes. Every action that a peacekeeping unit takes should take into account and reinforce this perception of legitimacy among the local population. The key element in the battle over perceptions and attitudes is military psychological operations.

The ultimate objective of American psychological operations is to convince enemy, friendly, and neutral nations, as well as target audiences, to take actions favorable to the US and its allies. Psychological operations (PSYOP) can promote resistance within a civilian populace against a hostile government or be used to enhance the image and legitimacy of a friendly government. When properly employed, PSYOP reduces the morale and efficiency of enemy troops and builds dissidence and disaffection within their ranks. It is US policy that psychological operations be conducted across the operational continuum. Psychological operations are conducted to influence foreign governmental and civilian perceptions and attitudes to encourage foreign actions favorable to US national security objectives and interests. Any level (strategic, operational or tactical) of PSYOP can be executed at any point along the operational continuum. The operational environment does not dictate or limit PSYOP actions or the level of PSYOP applied. Military psychological operations are inherently joint operations. CINCS, unified, joint task force and subordinate commanders identify target audiences and develop themes, campaigns and products to address those audiences.

PSYOP can be of tremendous utility in unconventional environments such as peace operations. The use of deadly force in peace operations is typically constrained by rules of engagement. Given that constraint, PSYOP provides peace operation forces with a combat multiplier that can be used to create favorable conditions for stability and deter potential conflict without the need to resort to violence or deadly force. Psychological operations can increase flexibility in peace operations and support US national security policies without the risk of escalation caused by the use of physical force. When physical force must be used in a peace operation, PSYOP can offset the negative effects by positively shaping the perceptions of the actors within the information environment. The United States' dominance in the field of information technology gives commanders many additional options besides the use of physical force when conducting peace operations.

Tactical PSYOP are planned and executed in assigned objective areas in direct support of Army or joint tactical operations. The execution of tactical PSYOP is the responsibility of tactical commanders and assets are task organized to facilitate success. All tactical PSYOP themes and products must support operational and strategic objectives. Typical tactical PSYOP objectives include lowering the opponents' morale

and combat efficiency; supporting deception operations; facilitating the occupation of opponents' areas by delivering ultimatums and giving rallying point locations or directions for the cessation of hostilities; supporting strategic PSYOP by furnishing detailed, timely intelligence on local vulnerabilities that may be used in strategic plans and operations; or building a favorable image of US soldiers and leaders among the local population.

All actions, products, themes and appeals must clearly reflect official US policy. They should also outline the economic, political and social advantages gained by cooperating with US forces. PSYOP must present an accurate and credible picture of previous and anticipated actions. PSYOP also plays a critical role in gathering intelligence. Tactical PSYOP units possess the ability to provide supported, higher and lower headquarters with target audience intelligence required in estimating the results of psychological and conventional operations. PSYOP must conduct action and appeal programs that coincide with and support the effects of other military operations. This coordination allows all units to maximize their effects on the enemy and associated target audiences.

PSYOP forces offer the commander, regardless of the level or intensity of conflict in which he is engaged, a significant combat multiplier. PSYOP derive their maximum effectiveness from being a part of a total operation. They are not a substitute for combat forces. However, they may be employed when the use of combat forces is inappropriate. When properly integrated with military and political actions and objectives, PSYOP forces may make the difference between success and failure.

A tactical PSYOP team (TPT) is normally attached to or in direct support of a maneuver battalion. It consists of three soldiers (led by a staff sergeant), one HMMWV, SINCGARS radios, and both mounted and man packed loudspeaker systems. The TPT leader acts as the PSYOP staff planner for the battalion. There are several types of loudspeaker systems that can be mounted in helicopters, on armored or wheeled vehicles, on small boats, or carried in rucksacks. This means that a PSYOPS TPT can operate in any environment, with any type of unit, on just about any type of mission.

USE OF PSYOP IN HAITI

During Operation Uphold Democracy, PSYOP units used MISTS, tactical PSYOP and staff augmentation to ensure that the military information program was properly executed. Early integration of PSYOP at all levels of command enhanced PSYOP operational use and success. Each PSYOP Campaign Objective (PCO) was derived from the supported unit's mission and objectives. Commanders understood the role that PSYOP would play in the operation in general and used PSYOP accordingly. However this utilization was not consistent, nor was it effective initially across the board. In most operations in Haiti, the target audience was the Haitian population, as most of the FAD'H and FRAPH had either been neutralized or were the subjects of offensive tactical operations such as Cordon and Search missions.

Haiti and its poor population offered a challenging environment for PSYOP employment. Literacy is low, and Haitian society relies on word-of-mouth communication. Official news broadcasts and publications are viewed with suspicion. Rumors are the preferred source of information, and their credibility is judged by how well the listener knows the person repeating them. Anyone in a uniform is to be mistrusted and even feared. There was no rule of law, so justice was meted out in an arbitrary and violent manner. In this environment, the MIST developed and executed an information campaign directed toward three audiences. To the Haitian military, it communicated the benefits of professionalization. To the police, it communicated the desirability of separation from the army, and to the population at large, it communicated confidence in the democratic process as well as confidence in the ability of US forces to ensure stability and peace. This was a message that had to be reinforced, every day, through the actions of US forces on the ground, in contact with the reality of the above-mentioned environment.

It was especially important to engage the Haitian population as often as possible. Too often at first that interaction took the form of pushing Haitians away from patrols, trash trucks and supply vehicles. After the liberal use of pepper spray at first against our target audience, it was going to take a focused, disciplined, and concentrated effort to engage this population and win their trust and confidence. Our tactical PSYOP team helped lead the way.

It became contingent upon all tactical leaders at all levels to be able to communicate with local leaders in Haiti to achieve specified objectives. Tactical PSYOP Team members are uniquely equipped to aid in this mission as they are trained to be aware of cross-cultural communication techniques and are skilled in the use of interpreters. These skills helped on numerous occasions when the tactical commander, usually a LT or a CPT, would become frustrated with the low level of trust he would see among the Haitian population on an almost daily basis. The Haitians were happy we were there, but were not sure if we were just replacing one totalitarian regime with another. Uniforms and weapons still cowed them. If a junior leader on patrol became frustrated with this outward sign of mistrust and hostility he would normally revert to his level of comfort, end the communication and write off his lack of success to any number of flaws with the Haitian people. This usually meant the end of the communication process, just as it might have been succeeding.

Knowledge of foreign communication, debate, and bargaining techniques is invaluable in salvaging negotiations with foreign nationals who could potentially provide valuable information or become allies in a particular neighborhood or sector. Tactical PSYOP teams can provide invaluable experience and training in helping tactical commanders learn how to negotiate in foreign, difficult situations. Communication is the tactical PSYOP team's bread and butter.

As our tour of duty in Haiti progressed, the ability of our tactical commanders and soldiers to communicate on the streets led to the increased credibility of US forces in the eyes of the Haitian population. Sometimes a strong dose of reality would help to

reinforce to our tactical leaders that they needed to add the ability to communicate to their tactical repertoire. For example, patrols learned that moving undetected during the day or at night was nearly impossible as every dog in the targeted area of operations would begin to howl as soon as a patrol set foot in the area. Having lost the element of surprise and the ability to move stealthily through an area of operation, it became important that we develop the ability to engage those with whom we were inevitably coming into contact with. This ability to communicate ran the spectrum from having linguists who could explain our actions on a one to one basis, to having a tactical PSYOP team prepared to deal with anything from a riot involving hundreds of people to simple, but sometimes deadly, Haitian on Haitian violence.

Daytime patrols were often affected by large crowds, especially early on in the operation. Curiosity seekers would mass in numbers up to a few hundred around a platoon sized patrol. Their presence could sometimes channel the element into the middle of the street and drive it into a file and, in doing so, heighten the tension among the soldiers so affected, soldiers who had just recently fought in Somalia. The ability of PSYOP teams to explain to the crowd the reason for the patrol, and to literally order the crowd to back off, had a telling effect on the conduct of the Haitian people, and the anxiety of the US soldiers on the patrol.

MISSIONS

The Peacekeeping operations that we conducted in Haiti during which PSOYPS TPTs were used effectively, included the following tasks: 1) Conduct civil-disturbance operations; 2) Conduct Cordon and Search operations; 3) Construct and Man a Checkpoint; 4) Conduct Vehicular and Personnel Searches; 5) Conduct Civil Affairs operations; 6) Conduct non-combatant evacuation operations; 7) Gather Intelligence; and 8) Conduct Humanitarian Relief Operations.

Civil Disturbance Operations: Riots were an all too common threat in Haiti and had the potential to be massive in scope, potentially lethal, organized, and involving large numbers of women and children. The role of PSYOP in operations designed to control crowds and reduce the threat of a riot was multiple. Overall, PSYOP teams helped control the activities of the different elements involved in a riot. The first step would be to separate lethal from non-lethal elements. Next, PSYOP teams would use their loudspeakers and linguists to communicate the consequences of certain actions. Finally, they would give directions for subsequent actions or movement. Rules of Engagement did not always provide an appropriate range of options for the maneuver element faced with the mission of protecting itself or Haitians when faced with a threatening crowd. Warning shots often prove ineffective; crowds can sense that no serious action will occur. PSYOP teams can provide a suitable, effective crowd control option that enables the infantry element to continue its mission.

My battalion operated out of the port facility in Port-au-Prince. As with any harbor district, there were several warehouses across the street from the port. Within the first few days of our arrival, I was alerted to the fact that there was a riot occurring in one

of the warehouses immediately across the street from our headquarters building at the port. Probably emboldened by the presence of US troops and the dearth of Haitian police after we arrived, over 100 Haitians began to loot this warehouse. We assembled the quick reaction platoon approximately 70 meters from where the riot was taking place, and then engaged the Haitians involved with the linguists assigned to our battalion and the loudspeakers provided by our TPT. Our PSYOP SSG was there as an adviser throughout the entire event.

The first step, as noted above, was to separate the lethal from non-lethal elements in the crowd. The owners of the warehouse had ascended a staircase on the outside of the building and were prepared to throw fairly large stones over the edge of the roof to injure the looters. The size of the stones and the height of the roof ensured that there would have been fatalities. We addressed our first remarks to the stone throwers and told them to put the stones down. It was obvious that they heard our warning, but did not immediately comply. We then repeated our order to the stone throwers to put the stones down and added the threat that we would shoot them, and then directed their attention down the street where they could clearly see the quick reaction platoon mobilizing. This ability to threaten consequences for their actions and demonstrate the ability to enforce those consequences finally convinced the potentially lethal elements, the stone throwers, to stop their activity.

The looters began to cheer our participation, as if we were condoning their looting by protecting them from the stone throwers. We needed to quickly give directions to the non-lethal actors, the looters, in order to restore peace and stability. When we began to broadcast instructions to the crowd to leave the warehouse and disperse, the TPT NCO noticed two or three members of the crowd, with knives and walkie-talkies, pushing the looters to go into the warehouse. Immediately designated as a potentially lethal threat, we directed our subsequent commands at those specific individuals in a manner that left no doubt that we had identified them. We threatened them with the same consequences that we had used against the stone throwers, with a quick reaction platoon that had closed the gap in distance significantly. This caused the instigators to flee. No longer egged on by these instigators, and threatened by the immediate presence of US troops, the crowd dispersed with no injuries and little damage to the warehouse.

In this particular scenario, there were several audiences that were impacted by our operation. The first was the property owner who saw that we would use force to protect his property, yet not allow him to do the same. The second was the instigators who were behind the looting, probably for their own benefit. They understood that US forces would intervene. The last audience was the crowd who saw the threat of force used in a manner to protect property. However, they also saw that the threat was managed in a disciplined and fair manner. Similar operations over the course of the next few months helped increase the legitimacy of US forces in the eyes of the Haitian people. The PSYOP role in this scenario was critical. They provided the loudspeaker, recommended the message to be broadcast, simultaneously watching the crowd and assessing the impact of the message, all in a very short period of time. I am not sure that a junior tactical commander would have seen that scenario in the same light as the tactical PSYOP

NCOIC did. His equipment and advice based on years of experience probably saved several lives that day.

Several days later we had the mission of crowd control in Port-au-Prince during the 30 September anniversary commemorating the 1991 coup by General Cedras. Several days before that date, the joint PSYOPS task force initiated an intensive program aimed at discouraging violence and encouraging a peaceful demonstration. Tactical PSYOP teams disseminated products on how to demonstrate and broadcast non-violence themes by ground and aerial loudspeaker systems throughout the city. Similar messages were conveyed to the armed forces and police of Haiti as well. On 30 September, the joint task force conducted a show of force with four battalions throughout the city against a crowd of almost 50,000 demonstrators. We occupied several strategic intersections that would assure that the demonstration flowed peacefully and away from any potential hotspots, like police or army headquarters. Tactical PSYOP teams broadcast pre-recorded messages urging the crowd to remain calm and peaceful. The target audience in this case was primarily the thousands of poor and middle class Haitians who were already intent upon a peaceful demonstration. Had they been our only concern, maybe some loudspeakers and a few troops would have been enough to maintain order. However, we also were targeting the potential troublemakers who could have incited a riot at any time through any number of means like firing weapons into the air, slicing through the crowd with a machete, or setting off a grenade within the crowd. As a result of this potential threat, our information operation for this mission was backed up with considerable force. This show of force, combined with the PSYOP program prior to and during the demonstration resulted in a calm crowd with no major incidents.

These two incidents show the impact of PSYOP in operations directed against civil disturbances, both planned and unplanned. This flexibility and agility on the part of the PSYOP elements within the tactical units was extremely important. PSYOP assets played a critical role in the execution of graduated response in accordance with rules of engagement and the eventual use of deadly force. Verbal warnings must be given before each escalation of response. Our rules of engagement at the time included the following graduated response to potentially violent incidents: exhibiting weapons, firing warning shots, using pepper spray, using physical force to impose order, shooting to wound, and, finally, shooting to kill. This ability to communicate intent sent a clear message to the elements creating the threat about what the next level of response would be to their continued threatening actions, but it also helped in steeling US troops to each stage of escalation. Perhaps the most surprising realization to come from training and actual operations was that US soldiers were reluctant to use force even when hostile intent was clearly evident. It is a difficult transition from peacekeeper one minute to combat soldier the next.

Tactical PSYOP teams also helped with the seeking out and capture of several known members of the FRAPH who were wanted by the joint task force headquarters for questioning. In early October, one task force planned a series of raids on suspected locations of members of an activist political organization and other hostile individuals known as attaches. The tactical commander decided to use a graduated response tactic

that began with TPTs broadcasting surrender messages, followed by a countdown sequence. Approximately 80% of the individuals at each objective surrendered and the rest offered no resistance when the assault team entered the building. Not a shot was fired during the entire operation. Again, a well planned and well executed PSYOP campaign, in direct support of the tactical commander's mission and intent, was invaluable to the successful and safe accomplishment of the mission.

As with the riot at the port, we learned that it was important to inform the local population of our activities during tactical operations, and specifically, cordon and search operations. Most people affected by cordon and search operations were not themselves, the subjects of those operations. The space needed to create an outer and inner cordon invariably encompassed many dwellings and large numbers of inhabitants. We needed to understand that in the past, the arrival of heavily armed troops would have struck fear in the heart of every inhabitant in the area. We needed to counter their fear by explaining what we were doing, who we were after, and why.

Cordon and search missions would proceed as follows. The battalion received an order to conduct a cordon and search operation for a specified area of operations during both night and daylight hours. The area of operations could have been rural, built-up, or a combination of the two. The enemy could have had insurgents and some sympathizers in the area, but most of the local population was docile and indifferent to the insurgents cause. In this case insurgent refers to criminals, attaches, or members of the FRAPH. When compromised, the insurgents could have opted to fight, flee, or attempt to blend in with the local populace. Depending upon the value of the compromised insurgents, rescue attempts from other insurgents were possible. In some cases, leaders of the insurgent movement were thought to be operating in the battalion's area of operations. Each community eventually developed a small local police element under the control and tutelage of International Police Monitors who desired to work with the US Army. The population was neither pro or against the involvement of the US military.

Under these conditions it was important to communicate to the inhabitants of the affected area of operations. PSYOP teams, using vehicle mounted loudspeakers, broadcast why the search was being conducted, and who was being targeted. They would produce signs for outer and inner cordon teams to use to help control the flow of traffic into, out of, and around the area of operations. They pre-recorded messages to explain our presence in their neighborhood. They also explained how the removal of a bad guy from their midst, who may have provided a modicum of security for their neighborhood, was a good thing for them. In almost all of the above cases, it was a good thing if the operation could be followed up with Civil Affairs teams operating in the area. We had to overcome the inhabitants fear that there would be retribution coming their way for standing by while a bad guy was taken from their midst. It was important that tactical units continued to patrol in that area while civil affairs units engaged the population. This combined information campaign of engendering trust was just one way in which tactical PSYOP teams helped us to effectively accomplish our mission.

In one of my favorite memories of just how valuable the TPT NCO and his team were, I need to recount the story of a Civil Affairs operation that our battalion mounted in a local school. We made a big show of presenting the principal and teachers of an elementary school writing books, pencils, and chalk for their classrooms, among other items designed for the school's use. We left that day thinking we had done a good thing and that here was the beginning of a generation of Haitians who would understand and appreciate American generosity. We couldn't have been more wrong. While we moved on to our next mission, our TPT NCO followed up on this particular one to see if this information operation had had the correct impact. Arriving at the school two days later he discovered that the principal had collected all of the supplies we had given him, sent the kids home, and was selling them on the black market, right there in the school. Far from leaving the Haitians involved with a good impression of Americans, we might have come out of this looking like disinterested fools, had our TPT NCO not followed up. Having recovered the school supplies he made it very clear to the principal that US troops would be by each day thereafter to make sure that his students were in school and writing in the books we provided.

Finally, one of the major programs that the infantry battalions, along with other units, were involved in was a weapons buy-back program. The intent of this program was to remove, voluntarily, dangerous weapons and munitions from the streets of Haiti, in an effort not only to protect the local population, but also to enhance force protection for the soldiers in the multi-national force. Payment price increased according to how dangerous the item was or what operational condition the weapon was in. The better the condition of the weapon, the more money was paid to the Haitian turning it in. Although the intent of the program was worthy, it was the opinion of many that the weapon buy-back initiative was only marginally successful. Most weapons turned in were rusted and non-operational, and most explosives appeared unstable and perhaps posed a greater danger to the soldiers and Haitians handling them at the turn-in station. Be that as it may, it was very important to involve PSYOP teams and products at these turn-ins. Many Haitians feared what would happen to them if they turned in a weapon. There was also the fear of getting robbed once you left the site. Tactical PSYOP products like pre-recorded messages broadcast in the local community and at the turn in site, along with signs, could help temper these fears. Troops patrolling the area around the weapons buy back site helped reinforce the secure environment that we had created.

In every tactical mission mentioned above, PSYOP played a critical role. Just remember that we had one SSG, two enlisted soldiers, a HMMWV and a couple of loudspeakers and linguists. The story of our success in these varied and sometimes difficult missions is quite a tribute to their hard work and efficiency. Talk about Economy of Force! The tactical PSYOP team was probably our most effective combat multiplier.

CONCLUSION

Low Intensity conflict places civilians, regulars and guerrillas on the same battlefield. LIC often requires decentralized execution. Peace Enforcement and

Peacekeeping operations require that the individual soldier know more and be responsible for more than the average soldier of 20 years ago. This is the argument to give psychological operations assets to the lowest level possible so that they can impact the actions of those subordinate leaders in their inevitable interactions with local nationals. It is even more important that subordinate leaders learn about the capabilities of these PSYOP assets, so that there are seamless operations in the presence of foreign nationals.

There are several things that we can do to ensure that PSYOPS are well integrated into Infantry operations:

- 1) Integrate PSYOP planners in the S3 section to achieve the best results. This is sometimes hard to do as they were the busiest soldiers in the battalion. It would be best if they could be incorporated during CPXs, or at the National Training Centers.
- 2) Allow the PSYOP planner to brief the commanders and staff. Often LTCs are not used to being briefed by E6s. It is always good to let the commander and staff see what the TPT is capable of, and how they approach tactical problems.
- 3) Give the PSYOP planner clear guidance on the brigade or battalion mission and intent. Let them develop their products to support the specific intent of the commander's mission.
- 4) Include the PSYOP planner early in the mission analysis process. There exist many competing requests from brigades and battalions for PSYOP products to support their operations. PSYOP assets can be woefully short when faced with many competing requirements, especially from planning staffs that don't necessarily understand the capabilities of the TPTs. Let the PSYOP planner help determine how best to use the PSYOP assets.
- 5) PSYOP are critical to brigade and battalion operations during contingency deployments. The integration of PSYOP elements in the combat training centers is a step toward gaining an understanding of their unique capabilities. PSYOP can be expected to play an increased role in the management of foreign perceptions, attitudes, emotions, and behavior.