Elsner: How many acts of genocide does it take to make genocide?
Shelly: Alan, that's just not a question that I'm in a position to answer.43

The same day, in Istanbul, Warren Christopher, by then under severe internal and external pressure to come clean, relented: "If there is any particular magic in calling it genocide, I have no hesitancy in saying that."44

Response

"Not Even a Sideshow"

Once the Americans had been evacuated from Rwanda, the massacres there largely dropped off the radar of most senior Clinton administration officials. In the situation room on the seventh floor of the State Department, a map of Rwanda had been hurriedly pinned to the wall when Hutu RPF's plane was shot down, and eight banks of phones had rung off the hook. Now, with U.S. citizens safely home, the State Department chaired a daily interagency meeting, often by teleconference, designed to coordinate midlevel diplomatic and humanitarian responses. Cabinet-level officials focused on crises elsewhere. National Security Adviser Anthony Lake, who happened to know Africa, recalls, "I was obsessed with Haiti and Bosnia during that period, so Rwanda was, in journalist William Shawcross's words, a 'sideshow,' but not even a sideshow—a no-show." At the NSC, the person who managed Rwanda policy was not Lake but Richard Clarke, who oversaw peacekeeping policy and for whom the news from Rwanda only confirmed a deep skepticism about the viability of UN deployments. Clarke believed that another UN failure could doom relations between Congress and the United Nations. He also sought to shield the president from congressional and public criticism. Donald Steinberg managed the Africa portfolio at the NSC and tried to look out for the dying Rwandans, but he was not an experienced infighter, and, colleagues say, he "never won a single argument" with Clarke.

The Americans who wanted the United States to do the most were those who knew Rwanda best. Joyce Leader, Rawson's deputy in Rwanda, had been the one to lock the doors to the U.S. embassy for the final time.

When she returned to Washington, she was given a small room in a back office and told to prepare the State Department's daily Rwanda summaries, drawing on press and U.S. intelligence reports. Incredibly, despite her expertise and her contacts in Rwanda, she was rarely consulted and was instructed not to deal directly with her sources in Kigali. Once an NSC staffer did call to ask, "Short of sending in the troops, what is to be done?" Leader's response, unwelcome, was "Send in the troops."

Throughout the U.S. government, Africa specialists had the least clout of all regional specialists and the smallest chance of affecting policy outcomes. In contrast, those with the most pull in the bureaucracy had never visited Rwanda or met any Rwandans.

The dearth of country or regional expertise in the senior circles of government not only reduces the capacity of officers to assess the "news" but also increases the likelihood—a dynamic identified by Lake in his 1971 Foreign Policy article—that killings will become abstractions. "Ethnic bloodshed" in Africa was thought to be regrettable but not particularly unusual. U.S. officials spoke analytically of "national interests" or even "humanitarian consequences" without appearing gripped by the human stakes.

As it happened, when the crisis began President Clinton himself had a coincidental and personal connection with the country. At a coffee at the White House in December 1993 Clinton had met Monique Mujawamariya, the Rwandan human rights activist. He had been struck by the courage of a woman who still bore facial scars from an automobile accident that had been arranged to curb her dissent. Clinton had singled her out, saying, "Your courage is an inspiration to all of us." On April 8, two days after the onset of the killing, the Washington Post published a letter that Alison Des Forges had sent to Human Rights Watch after Mujawamariya had hung up the phone to face her fate. "I believe Monique was killed at 6:30 this morning," Des Forges had written. "I have virtually no hope that she is still alive, but will continue to try for more information. In the meantime... please inform everyone who will care." Word of Mujawamariya's disappearance got the president's attention, and he inquired about her whereabouts repeatedly. "I can't tell you how much time we spent trying to find Monique," one U.S. official remembers. "Sometimes it felt as though she was the only Rwandan in danger." Miraculously, Mujawamariya had not been killed; she had hidden in the rafters of her home after hanging up with Des Forges and eventually managed to talk and brie her way to safety. She was evacuated to Belgium, and on April 18 she joined Des Forges
in the United States, where the pair began lobbying the Clinton administration on behalf of those left behind. With Mujawamariya’s rescue, reported in detail in the Post and the New York Times, the president apparently lost his personal interest in events in Rwanda.

It is shocking to note that during the entire three months of the genocide, Clinton never assembled his top policy advisers to discuss the killings. Anthony Lake likewise never gathered the “principals”—the cabinet-level members of the foreign policy team. Rwanda was never thought to warrant its own top-level meeting. When the subject came up, it did so along with, and subordinate to, discussions of Somalia, Haiti, and Bosnia. Whereas these crises involved U.S. personnel and stirred some public interest, Rwanda generated no sense of urgency and could safely be avoided by Clinton at no political cost.

The UN Withdrawal

When the killing had begun, Romeo Dallaire expected and appealed for reinforcements. Within hours, he had cabled UN headquarters in New York: “Give me the means and I can do more.” He was sending peacekeepers on rescue missions around the city, and he felt it was essential to increase the size and improve the quality of the UN’s presence. But the United States opposed the idea of sending reinforcements, no matter where they were from. The fear, articulated mainly at the Pentagon, was that what would start as a small engagement by foreign troops would end as a large and costly one by Americans. This was the lesson of Somalia, where U.S. troops had gotten into trouble after returning to bail out the beleaguered Pakistanis. The logical outgrowth of this fear was an effort to steer clear of Rwanda entirely and be sure others did the same. Only by vanking Dallaire’s entire peacekeeping force could the United States protect itself from involvement down the road. One senior U.S. official remembers:

When the reports of the deaths of the ten Belgians came in, it was clear that it was Somalia redux, and the sense was that there would be an expectation everywhere that the U.S. would get involved. We thought leaving the peacekeepers in Rwanda and having them confront the violence would take us where we’d been before. It was a foregone conclusion that the United States wouldn’t intervene and that the concept of UN peacekeeping could not be sacrificed again.

“A foregone conclusion.” What is most remarkable about the American response to the Rwandan genocide is not so much the absence of U.S. military action as that during the entire genocide the possibility of U.S. military intervention was never even debated. Indeed, the United States resisted even diplomatic intervention.

The bodies of the slain Belgian soldiers were returned to Brussels on April 14. One of the pivotal conversations in the course of the genocide took place around that time, when Willie Claes, the Belgian foreign minister, called the State Department to request “cover.” “We are pulling out, but we don’t want to be seen to be doing it alone,” Claes said, asking the Americans to support a full UN withdrawal. Dallaire had not anticipated that Belgium would extract its soldiers, removing the backbone of his mission and stranding Rwandans in their hour of greatest need. “I expected the ex-colonial white countries would stick it out even if they took casualties,” he remembers. “I thought their pride would have led them to stay to try to sort the place out. The Belgian decision caught me totally off guard. I was truly stunned.”

Belgium did not want to leave ignominiously, by itself. Warren Christopher agreed to back Belgian requests for a full UN exit. Policy over the next month or so can be described simply: no U.S. military intervention; robust demands for a withdrawal of all of Dallaire’s forces, and no support for a new UN mission that would challenge the killers. Belgium had the cover it needed.

On April 15 Secretary Christopher sent Ambassador Albright at the UN one of the most forceful documents produced in the entire three months of the genocide. Christopher’s cable instructed Albright to demand a full UN withdrawal. The directions, which were heavily influenced by Richard Clarke at the NSC and which bypassed Steinberg, were unequivocal about the next steps. Saying that the United States had “fully” taken into account the “humanitarian reasons put forth for retention of UNAMIR elements in Rwanda,” Christopher wrote that there was “insufficient justification” to retain a UN presence:

The international community must give highest priority to full, orderly withdrawal of all UNAMIR personnel as soon as possible.
We will oppose any effort at this time to preserve a UNAMIR presence in Rwanda. . . . Our opposition to retaining a UNAMIR presence in Rwanda is firm. It is based on our conviction that the Security Council has an obligation to ensure that peacekeeping operations are viable, that they are capable of fulfilling their mandates, and that UN peacekeeping personnel are not placed or retained, knowingly, in an untenable situation."

"Once we knew the Belgians were leaving, we were left with a rump mission incapable of doing anything to help people," Clarke remembers. "They were doing nothing to stop the killings."

But Clarke underestimated the deterrent effect that Dallaire’s very few peacekeepers were having. Although many soldiers hunkered down, terrified, others scoured Kigali, rescuing Tutsi, and later established defensive positions in the city, opening their doors to the fortunate Tutsi who made it through roadblocks to reach them. One Senegalese captain, Mbaye Dagne, saved 100 or so lives single-handedly. Some 25,000 Rwandans eventually assembled at positions manned by UNAMIR personnel. The Hutus were generally reluctant to massacre large groups of Tutsi if foreigners (armed or unarmed) were present. It did not take many UN soldiers to dissuade the Hutus from attacking. At the Hotel des Mille Collines, ten peacekeepers and four UN military observers helped to protect the several hundred civilians sheltered there for the duration of the crisis. About 10,000 Rwandans gathered at the Amahoro Stadium under light UN cover. Beardsley, Dallaire’s executive assistant, remembers, “If there was any determined resistance at close quarters, the government guys tended to back off.” Kevin Aiston, the Rwanda desk officer at the State Department, was keeping track of Rwandan civilians under UN protection. When Deputy Assistant Secretary Bushnell told him of the U.S. decision to demand a UNAMIR withdrawal, he turned pale. “We can’t,” he said. Bushnell replied, “The train has already left the station.”

On April 19 the Belgian colonel Luc Marchal delivered his final salute to Dallaire and departed with the last of his soldiers. The Belgian withdrawal reduced UNAMIR’s troop strength to 2,100. What was more crucial, Dallaire lost his best troops. Command and control among Dallaire’s remaining forces became tenuous. Dallaire soon lost every line of communication to the countryside. He had only a single satellite phone link to the outside world.

The UN Security Council now made a decision that sealed the Tutsi’s fate and signaled to the Hutu militia that they would have free rein. The U.S. demand for a full UN withdrawal had been opposed by some African nations as well as Albright, so the United States lobbied instead for a dramatic drawdown in troop strength. On April 21, amid press reports of some 100,000 dead in Rwanda, the Security Council voted to slash UNAMIR’s force size to 270. Albright went along, publicly declaring that a “small, skeletal” operation would be left in Kigali to “show the will of the international community.”

After the UN vote, Clarke sent a memorandum to Lake reporting that language about “the safety and security of Rwandans under UN protection had been inserted by US/UN at the end of the day to prevent an otherwise unanimous UNSC from walking away from the at-risk Rwandans under UN protection as the peacekeepers drew down to 270.” In other words, the memorandum suggested that the United States was leading efforts to ensure that the Rwandans under UN protection were not abandoned. The opposite was true.

Most of Dallaire’s troops were evacuated by April 25. Although he was supposed to keep only 270 peacekeepers, 503 remained. By this time Dallaire was trying to deal with a bloody frenzy. “My force was standing knee-deep in mutilated bodies, surrounded by the guttural moans of dying people, looking into the eyes of children bleeding to death with their wounds burning in the sun and being invaded by maggots and flies,” he later wrote. “I found myself walking through villages where the only sign of life was a goat, or a chicken, or a songbird, as all the people were dead, their bodies being eaten by voracious packs of wild dogs.”

Dallaire had to work within narrow limits. He attempted simply to keep the positions he held and to protect the 25,000 Rwandans under UN supervision while hoping that the member states on the Security Council would change their minds and send him some help while it still mattered.

By coincidence Rwanda held one of the rotating seats on the Security Council at the time of the genocide. Neither the United States nor any other UN member state ever suggested that the representative of the genocidal government be expelled from the council. Nor did any Security Council country offer to provide safe haven to Rwandan refugees who escaped the carnage. In one instance Dallaire’s forces succeeded in evacuating a group of Rwandans by plane to Kenya. The Nairobi authorities allowed the plane to land, sequestered it in a hangar, and echoing the
American decision to turn back the USS St. Louis during the Holocaust, then forced the plane to return to Rwanda. The fate of the passengers is unknown.

Throughout this period the Clinton administration was largely silent. The closest it came to a public denunciation of the Rwandan government occurred after personal lobbying by Human Rights Watch, when Anthony Lake issued a statement calling on Rwandan military leaders by name to "do everything in their power to end the violence immediately." When he is informed six years after the genocide that human rights groups and U.S. officials point to this statement as the sum total of official public attempts to shame the Rwandan government, he seems stunned. "You're kidding," he says. "That's truly pathetic."

At the State Department the diplomacy was conducted privately, by telephone. Prudence Bushnell regularly set her alarm for 2:00 a.m. and phoned Rwandan government officials. She spoke several times with Augustin Bizimungu, the Rwandan military chief of staff. "These were the most bizarre phone calls," she says. "He spoke in perfectly charming French. 'Oh, it's so nice to hear from you,' he said. I told him, 'I am calling to tell you President Clinton is going to hold you accountable for the killings.' He said, 'Oh, how nice it is that your president is thinking of me.'" When she called Tutsi rebel commander Paul Kagame, he would say, "Madame, they're killing my people."

The Pentagon "Chop"

The daily meeting of the Rwanda interagency working group was attended, either in person or by teleconference, by representatives from the various State Department bureaus, the Pentagon, the National Security Council, and the intelligence community. Any proposal that originated in the working group had to survive the Pentagon "chop." "Hard intervention," meaning U.S. military action, was obviously out of the question, but Pentagon officials routinely stymied initiatives for "soft intervention" as well.

The Pentagon May 1 discussion paper on Rwanda, referred to earlier, ran down a list of the working group's six short-term policy objectives and carved at most of them. The fear of a slippery slope was pervasive. Next to the seemingly innocuous suggestion that the United States "support the UN and others in attempts to achieve a cease-fire" the Pentagon official responded, "Need to change 'attempts' to 'political efforts'—without 'political' there is a danger of signing up to troop contributions."

The one policy move the Defense Department supported was a U.S. effort to achieve an arms embargo. But the same discussion paper acknowledged the ineffectiveness of this step: "We do not envision it will have a significant impact on the killings because machetes, knives and other hand implements have been the most common weapons."

Dallaire never spoke to Bushnell or to Tony Marley, the U.S. military liaison to the Arusha process, during the genocide, but they separately reached the same conclusions. Seeing that no troops were forthcoming, they turned their attention to measures short of full-scale deployment that might alleviate the suffering. Dallaire pleaded with New York, and Bushnell and her team recommended in Washington, that something be done to "neutralize" Radio Mille Collines.

The country best equipped to prevent the genocide planners from broadcasting murderous instructions directly to the population was the United States. Marley offered three possibilities. The United States could destroy the antenna. It could transmit "counterbroadcasts" urging perpetrators to stop the genocide. Or it could jam the hate radio station's broadcasts. This could have been done from an airborne platform such as the Air National Guard's Commando Solo airplane. Anthony Lake raised the matter with Secretary of Defense William Perry at the end of April. Pentagon officials considered all the proposals nonstarters. On May 5 Frank Wisner, the undersecretary of defense for policy, prepared a memo for Sandy Berger, the deputy national security adviser. Wisner's memo testifies to the unwillingness of the U.S. government to make even financial sacrifices to diminish the killing:

We have looked at options to stop the broadcasts within the Pentagon, discussed them interagency and concluded jamming is an ineffective and expensive mechanism that will not accomplish the objective the NSC advisor seeks.

International legal conventions complicate airborne or ground based jamming and the mountainous terrain reduces the effectiveness of either option. Commando Solo, an Air National Guard asset, is the only suitable DOD jamming platform. It costs approximately $85,000 per flight hour and requires a semi-secure area of operations due to its vulnerability and limited self-protection.
I believe it would be wiser to use air to assist in Rwanda in the [food] relief effort.72

The U.S. plane would have needed to remain in Rwandan airspace while it waited for radio transmissions to begin. “First we would have had to figure out whether it made sense to use Commando Solo,” Wisner recalls. “Then we had to get it from where it was already and be sure it could be moved. Then we would have needed flight clearance from all the countries nearby. And then we would need the political go-ahead. By the time we got all this, weeks would have passed. And it was not going to solve the fundamental problem, which was one that needed to be addressed militarily.” Pentagon planners understood that stopping the genocide required a military solution. Neither they nor the White House wanted any part in a military solution. Yet instead of undertaking other forms of intervention that might at least have saved some lives, they justified inaction by arguing that a military solution was required.

It was clear that radio jamming would have been no panacea, but most of the delays Wisner cites could have been avoided if senior administration officials had followed through. Instead, justifications for standing by abounded. In early May the State Department Legal Adviser’s Office issued a finding against jamming, citing international broadcasting agreements and the American commitment to free speech. When Bushnell raised jamming again at a meeting, one Pentagon official chided her for naiveté: “Pru, radios don’t kill people. People kill people!”

The Defense Department was disdainful both of the policy ideas being circulated at the working-group meetings, and, memos indicate, of the people circulating them. A memo by one Defense Department aide observed that the State Department’s Africa bureau had received a phone call from a Kigali hotel owner who said that his hotel and the civilians inside were about to be attacked. The memo snidely reported that the Africa bureau’s proposed “solution” was “Pru Bushnell will call the [Rwandan] military and tell them we will hold them personally responsible if anything happens.” (In fact the hotel owner, who survived the genocide, later acknowledged that phone calls from Washington played a key role in dissuading the killers from massacring the inhabitants of the hotel.)

However significant and obstructionist the role of the Pentagon in April and May, Defense Department officials were stepping into a vacuum. As one U.S. official put it, “Look, nobody senior was paying any attention to this mess. And in the absence of any political leadership from the top, when you have one group that feels pretty strongly about what shouldn’t be done, it is extremely likely they are going to end up shaping U.S. policy.” Lieutenant General Wesley Clark looked to the White House for leadership. “The Pentagon is always going to be the last to want to intervene,” he says. “It is up to the civilians to tell us they want to do something and we’ll figure out how to do it.”

But with no powerful personalities or high-ranking officials arguing forcefully for meaningful action, midlevel Pentagon officials held sway, vetoeing or stalling on hesitant proposals put forward by midlevel State Department and NSC officials. If Pentagon objections were to be overcome, the president, Secretary Christopher, Secretary Perry, or Lake would have had to step forward to “own” the problem, which did not happen.

The deck was stacked against Rwandans, who were hiding wherever they could and praying for rescue. The American public expressed no interest in Rwanda, and the crisis was treated as a civil war requiring a cease-fire or as a “peacekeeping problem” requiring a UN withdrawal. It was not treated as a genocide demanding instant action. The top policymakers trusted that their subordinates were doing all they could do, while the subordinates worked with an extremely narrow understanding of what the United States would do.

Society-Wide Silence

The Clinton administration did not actively consider U.S. military intervention, it blocked the deployment of UN peacekeepers, and it refrained from undertaking softer forms of intervention. The inaction can be attributed to decisions and nondecisions made at the National Security Council, at the State Department, in the Pentagon, and even at the U.S. mission to the UN. But as was true with previous genocides, these U.S. officials were making potent political calculations about what the U.S. public would abide. Officials simultaneously believed the American people would oppose U.S. military intervention in central Africa and feared that the public might support intervention if they realized a genocide was under way. As always, they looked to op-ed pages of elite journals, popular protest, and congressional noise to gauge public interest. No group or groups in the United States made Clinton administration decisionmakers feel or fear that they
would pay a political price for doing nothing to save Rwandans. Indeed, all
the signals told them to steer clear. Only after the genocide would it become
possible to identify an American "constituency" for action.
At the height of the war in Bosnia, the op-ed pages of America's news-
papers had roared with indignation; during the three-month genocide in
Rwanda, they were silent, ignorant, and prone fatalistically to accept the
futility of outside intervention. An April 17 Washington Post editorial asked
"what if anything might be done" about the killings. "Unfortunately, the
immediate answer to the last question," the editors wrote, "appears to be:
not much":

The United States has no recognizable national interest in taking a
role, certainly not a leading role. In theory, international fire-engine
service is available to all houses in the global village. Imagine a fire
department that would respond only to the lesser blazes. But in a
world of limited political and economic resources, not all of the many
fires will be equally tended. Rwanda is in an unpreferred class."

An April 23 New York Times editorial acknowledged that genocide was
under way but said that the Security Council had "thrown in the bloodied
towel":

What looks very much like genocide has been taking place in
Rwanda. People are pulled from cars and buses, ordered to show their
identity papers and then killed on the spot if they belong to the
wrong ethnic group. . . . It is legally if not morally easy to justify
pulling out since the unevenly trained U.N. force was meant to police
a peace, not take sides in a civil war. Somalia provides ample warning
against plunging open-endedly into a "humanitarian" mission. . . .
The horrors of Kigali show the need for considering whether a
mobile, quick-response UN force under UN aegis is needed to deal
with such calamities. Absent such a force, the world has little choice
but to stand aside and hope for the best."

A May 4 Nightline program began with anchorman Ted Koppel's asking:
"Rwanda: Is the world just too tired to help?" The segment included a
comment from President Clinton, who had been asked about Rwanda that
day. Clinton invoked Somalia: "Lesson number one is, don't go into one of
these things and say, as the U.S. said when we started in Somalia, 'Maybe
we'll be done in a month because it's a humanitarian crisis.' . . . Because
there are almost always political problems and sometimes military conflicts,
which bring about these crises.'"

American newspapers included graphic descriptions of the atrocities,
but although the coverage was steady, it was not heavy. In South Africa in
early May 1994, some 2,500 reporters congregated for the historic elec-
tions that officially dismantled apartheid and brought Nelson Mandela to
power. In Rwanda at the height of coverage of the killings, between April
and June, the number of reporters present never exceeded fifteen. Editors
make judgments about where, when, and why to deploy their "troops" in
much the same way commanders-in-chief make theirs. And since U.S. or
European military intervention in Rwanda was seen as highly unlikely,
none of the major Western media outlets made coverage of the crisis a pri-
ority. Of course, as in Cambodia, because press coverage was light, public
and elite pressure for military intervention remained faint.

Capitol Hill was likewise quiet. Some in Congress were glad to be free
of the expense of another flawed UN mission. Senator Dole had intro-
duced the Peace Powers Act in Congress in January and made his opposi-
tion to U.S. involvement widely known. Other members of Congress were
not hearing from their constituents. On April 30 Representative Patricia
Schroeder (D-Colo.) described the relative silence in her district: "There
are some groups terribly concerned about the gorillas," she said, noting
that Colorado was home to a research organization that studied Rwan-
da's imperiled gorilla population. "But—it sounds terrible—people just don't
know what can be done about the people.'"

Around the time of President Habyarimana's plane crash in Rwanda,
Randall Robinson of TransAfrica started a hunger strike to protest the
Clinton administration's automatic repatriation of Haitians fleeing the
coup that had ousted Jean-Bertrand Aristide. Robinson was quoted in the
Washington Post on April 12, 1994, a week after the Rwandan massacres had
begun, talking about America's Haitian refugee policy: "I can't remember
ever being more disturbed by any public policy than I am by this one. I
can't remember any American foreign policy as hurtful, as discriminatory,
as racist as this one. It is so mean, it simply can't be tolerated.'" Some
10,000 Rwandans had been killed that week in Kigali alone. On April 21
six members of the U.S. Congress were arrested in front of the White
House for protesting the administration's decision to turn back the Haitian
refugees. Robinson was briefly hospitalized for dehydration on May 4; Clinton officially changed his policy on repatriation on May 9.

A few members of the Africa subcommittees and the Congressional Black Caucus (CBC) did eventually appeal tamely for the United States to play a role in ending the violence. But again, they did not dare urge U.S. involvement on the ground, and they did not kick up a public fuss. The CBC staged no hunger strikes and no marches; no members were arrested in front of the White House; and in the end, after a few isolated television appearances, three letters, and a handful of private contacts, the caucus had no effect on U.S. policy. Holly Burkhalter of Human Rights Watch acknowledges the CBC's lethargy but notes, "We can't forget that the White Caucus, which is a lot bigger, wasn't very effective either."

The phones in congressional offices were not ringing. Representative Alcee Hastings (D-Fla.) later recalled, "In my constituency, I'm first to admit that the primary focus is on Haiti. You have to remember that I come from south Florida, and... we have suffered the megashocks of refugee influx. Africa seems so far away, and there is no vital interest that my constituency sees." Representative Maxine Waters, the California Democrat, later said she had trouble following what was going on. "I don't know whether the Hutus or the Tutsis were correct. I couldn't tell anybody what I thought they should do," she recalled. "A lot of people were like me; they didn't know from crap." No significant Rwandan diaspora lived in the United States; few African Americans identify specific ancestral homelands and lobby on their behalf in the way Armenians, Jews, or Albanians might. On May 13 Senator Paul Simon (D–Ill.), chairman of the Senate Foreign Relations Subcommittee on Africa, and Senator James Jeffords of Vermont, the ranking Republican on the subcommittee, telephoned General Dallaire in Kigali and asked what he needed. A desperate Dallaire told them if he had 5,000 troops he could end the massacres. The senators immediately drafted and hand-delivered a note to the White House requesting that the U.S. get the Security Council to authorize the deployment of troops. "Obviously there are risks involved," the letter read, "but we cannot continue to sit idly by while this tragedy continues to unfold." The senators got no reply. When they called to follow up ten days later, they were unable to reach National Security Adviser Lake but were told by another official, "We don't feel there is a base of public support for taking any action in Africa." "This might have been accurate," Simon noted later, "but if there is no base for public support, the president can get on television and explain our reasons for responding and build a base. Even then, if public support still is not strong, leadership demands action in this type of situation." Simon believes public pressure might have altered the U.S. response. "If every member of the House and Senate had received 100 letters from people back home saying we have to do something about Rwanda, when the crisis was first developing, then I think the response would have been different," Simon said. He wishes he had telephoned Clinton personally or at least staged a press conference; "I remember I considered calling in the press, but I just assumed nobody would show up." Clinton did not write back to the senators until June 9, and in his letter he defended U.S. policy, listing all of the important steps the United States had taken, ranging from paying for medical supplies to pressing for a cease-fire. "I have spoken out against the killings," the president wrote. "We have called for a full investigation of these atrocities."

Although Human Rights Watch supplied exemplary intelligence to the U.S. government and lobbied in one-on-one meetings, it lacked the grass-roots base from which it might have mobilized the crucial domestic pressure everyone agreed was missing. When Des Forges, Mujawamariya, and Burkhalter of Human Rights Watch visited the White House on April 21 and asked Lake how they might alter U.S. policy, he shrugged his shoulders. "If you want to make this move, you will have to change public opinion," Lake said. "You must make more noise." But the only noise that could be heard was the sound of machetes slicing their way through Rwanda's Tutsi population.

PDD-25 in Action

No sooner had most of Dallaire's forces been withdrawn, in late April 1994, than a handful of nonpermanent members of the Security Council, aghast at the scale of the slaughter, pressed the major powers to send a new beefed-up force [UNAMIR II] to Rwanda.

When Dallaire's troops had first arrived, in the fall of 1993, they had done so under a fairly traditional peacekeeping mandate known as a Chapter VI deployment—a mission that assumes a cease-fire and a desire on both sides to comply with a peace accord. The Security Council now had to decide whether it was prepared to move from peacekeeping to peace enforcement—that is, to a Chapter VII mission in a hostile environment. This would demand more peacekeepers with greater resources, more
aggressive rules of engagement, and an explicit recognition that the UN soldiers were there to protect civilians.

Two proposals emerged. Dallaire submitted a plan that called for joining his remaining peacekeepers with about 5,000 well-armed soldiers he hoped could be gathered quickly by the Security Council. He wanted to secure Kigali and then fan outward to create safe havens for Rwandans around the country who had gathered in large numbers at churches and schools and on hillsides. The United States was one of the few countries that could supply the rapid airlift and logistic support needed to move reinforcements to the region. In a meeting with UN Secretary-General Boutros Boutros-Ghali on May 10, Vice President Al Gore pledged U.S. help with transport.

But Richard Clarke and Tony Lake at the NSC and representatives of the Joint Chiefs challenged Dallaire’s idea. “How do you plan to take control of the airport in Kigali so that the reinforcements will be able to land?” Clarke asked. He argued instead for an “outside-in” strategy, as opposed to Dallaire’s “inside-out” approach. The U.S. proposal would have created protected zones for refugees at Rwanda’s borders. It would have kept any U.S. pilots involved in airlifting the peacekeepers safely out of Rwanda. “Our proposal was the most feasible, doable thing that could have been done in the short term,” Clarke insists. Dallaire’s proposal, in contrast, “could not be done in the short term and could not attract peacekeepers.” The U.S. plan—which was modeled on the allies’ 1991 Operation Provide Comfort for the Kurds of northern Iraq—seemed to assume that the people in need were refugees fleeing to the border, but most endangered Tutsi could not make it to the border. The most vulnerable Rwandans were those clustered together, awaiting salvation, deep inside Rwanda. Dallaire’s plan would have had UN soldiers make their way to the Tutsi in hiding. The U.S. plan would have required civilians to move to the safe zones, negotiating murderous roadblocks on the way. “The two plans had very different objectives,” Dallaire says. “My mission was to save Rwandans. Their mission was to put on a show at no risk.”

America’s new peacemaking doctrine, which Clarke had helped shape, was unveiled on May 3, and U.S. officials applied its criteria zealously. PDD-25 did not merely circumscribe U.S. participation in UN missions; it also limited U.S. support for other states that hoped to carry out UN missions. Before such operations could garner U.S. approval, policymakers had to meet the PDD’s requirements, showing U.S. interests at stake, a clear mission goal, acceptable costs, Congressional, public, and allied support, a clear command-and-control arrangement, and an exit strategy.

The United States haggled at the Security Council and with the UN Department of Peacekeeping Operations for the first two weeks of May. U.S. officials pointed to the flaws in Dallaire’s proposal without offering the resources that would have helped him to overcome them. On May 13 Deputy Secretary of State Strobe Talbott sent Madeleine Albright instructions on how the United States should respond to Dallaire’s plan. Noting the logistic hazards of airlifting troops into the capital, Talbott wrote, “The U.S. is not prepared at this point to lift heavy equipment and troops into Kigali.” The “more manageable” operation would be to create the protected zones at the border, secure humanitarian aid deliveries, and “promote[e] restoration of a ceasefire and return to the Arusha Peace Process.” Talbott acknowledged that even the minimalist American proposal contained “many unanswered questions”:

Where will the needed forces come from; how will they be transported; . . . where precisely should these safe zones be created; . . . would UN forces be authorized to move out of the zones to assist affected populations not in the zones; . . . will the fighting parties in Rwanda agree to this arrangement; . . . what conditions would need to be obtained for the operation to end successfully?

Nonetheless, Talbott concluded, “We would urge the UN to explore and refine this alternative and present the Council with a menu of at least two options in a formal report from the [secretary-general] along with cost estimates before the Security Council votes on changing UNAMIR’s mandate.” U.S. policymakers were asking valid questions. Dallaire’s plan certainly would have required the intervening troops to take risks in an effort to reach the targeted Rwandans or to confront the Hutu militia and government forces. But the business-as-usual tone of the American inquiry did not seem appropriate to the unprecedented and utterly unconventional crisis that was under way.

On May 17, by which time most of the Tutsi victims of the genocide were already dead, the United States finally acceded to a version of Dallaire’s plan. But few African countries stepped forward to offer troops. Even if troops had been immediately available, the lethargy of the major powers would have hindered their use. Although Vice President Gore had committed the United States to provide armored support if the African nations provided soldiers, Pentagon stalling resumed. On May 19 the UN
formally requested fifty armored personnel carriers from the United States. On May 31 U.S. officials agreed to send the APCs from Germany to Entebbe, Uganda. But squabbles between the Pentagon and UN planners arose. Who would pay for the vehicles? Should the vehicles be tracked or wheeled? Would the UN buy them or simply lease them? And who would pay the shipping costs? Compounding the disputes was the Department of Defense regulation that prevented the U.S. Army from preparing the vehicles for transport until contracts had been signed. The Defense Department demanded that it be reimbursed $15 million for shipping spare parts and equipment to and from Rwanda. In mid-June the White House finally intervened. On June 19, a month after the UN request, the United States began transporting the APCs, but they were missing the radios and heavy machine guns that would be needed if UN troops came under fire. The APCs did not arrive in Rwanda until July.

"Interventions"

In June, France, perhaps the least appropriate country to intervene because of its warm relationship with the genocidal Hutu regime, announced its plan to send 2,500 soldiers to set up a "safe zone" in the southwest of the country. Operation Turquoise was intended to serve as a "bridge action" until UNAMIR II arrived. French troops were deployed extremely quickly, entering Rwanda on June 23 and illustrating the pace at which a determined state could move. Although they undoubtedly saved lives, mop-up killings proceeded in the French protected zone. When the Hutu moved their Radio Mille Collines transmitter into the area, French forces seized neither the hate-propagating equipment nor the individuals responsible for orchestrating the genocide. Yet President Mitterrand was quick to claim credit, alleging the operation had saved "tens of thousands of lives." France bore no responsibility for events, he said, because the massacres happened after France left Rwanda and because France could not intervene during the genocide, as this was the job of the United Nations.

It was Tutsi (RPF) rebels under the command of Paul Kagame who eventually brought the genocide to a halt. In so doing, they sent Hutu perpetrators, among an estimated 1.7 million Hutu refugees, fleeing into neighboring Zaire and Tanzania. On July 19, the day the RPF government of national unity was sworn in and nearly two months after the Security Council's rein-

forcements resolution, Dallaire commanded the same 503 soldiers as he had since late April. Not a single additional UN soldier had been deployed.

Only after the RPF had seized virtually all of Rwanda (except the French zone) did President Clinton finally order the Rwandan embassy in Washington closed and its assets frozen. Clinton said the United States could not "allow representatives of a regime that supports genocidal massacres to remain on our soil." On August 25, 1994, the Security Council ruled that Rwanda would not take its turn as president of the council.

Clinton did in fact send U.S. forces to the Great Lakes region. Rwandan refugees, mainly Hutu fleeing the RPF advance, were ravaged by hunger, thirst, and cholera in neighboring Zaire. They had begun dying at a rate of 2,000 per day. President Clinton requested $320 million in emergency relief funds from Congress and announced the deployment of 4,000 U.S. troops to aid refugees in the camps in Zaire. The New York Times editorial on July 23, 1994, was titled: "At Last, Rwanda's Pain Registers." On July 29 President Clinton ordered 200 U.S. troops to occupy the Kigali airport so that relief could be flown directly into Rwanda. Ahead of their arrival, Dallaire says he got a phone call. A U.S. officer was wondering precisely how many Rwandans had died. Dallaire was puzzled and asked why he wanted to know: "We are doing our calculations back here," the U.S. officer said, "and one American casualty is worth about 85,000 Rwandan dead."

These troops, Clinton administration officials insisted, would aid in the provision of humanitarian relief: they would not keep peace. Somalia was not the model. Indeed, peacekeeping had become a four-letter word. "Let me be clear about this," the president said on July 29, 1994. "Any deployment of United States troops inside Rwanda would be fœ the immediate and sole purpose of humanitarian relief, not peacekeeping." He assured Americans, "Mission creep is not a problem here."

The U.S. Senate authorized only $170 million of the $320 million Clinton requested and wrote into the legislation that all forces be withdrawn by October 1 unless Congress specifically approved a longer stay. Although cost had been one of several factors behind U.S. opposition to sending UN reinforcements to Rwanda ahead of and during the genocide, its peacekeeping contribution would probably have hovered around $30 million; it ended up spending $237 million on humanitarian relief alone.

In late August U.S. ambassador David Rawson held a press conference back in Kigali. Even after the deaths of 800,000 people, he remained committed to the Arusha peace process.
Since they all speak the same language, have basically the same culture and the same history, the reality of it is if they all want to live in Rwanda, then they have to at some point sit around a table and figure out the formulas that will make this happen. We believe that the Arusha formulas, negotiated over a very intense year of negotiations in Arusha, provide that kind of power-sharing formula that would make that happen. And the closer that, even with all the horror that has happened, the current arrangements can hew to the Arusha formulas, we believe, the more chance there is for success."

In one of his parting cables, Dallaire summed up his experience in UNAMIR:

What we have been living here is a disgrace. The international community and the UN member states have on the one hand been appalled at what has happened in Rwanda while, on the other hand, these same authorities, apart from a few exceptions, have done nothing substantive to help the situation. . . . The [UN] force has been prevented from having a modicum of self-respect and effectiveness on the ground. . . . I acknowledge that this mission is a logistical nightmare for your [headquarters], but that is nothing compared to the living hell that has surrounded us, coupled with the obligation of standing in front of both parties and being the bearer of so little help and credibility. . . . Although Rwanda and UNAMIR have been at the centre of a terrible human tragedy, that is not to say Holocaust, and although many fine words had been pronounced by all, including members of the Security Council, the tangible effort . . . has been totally completely ineffective."

The Stories We Tell

It is not hard to conceive of how the United States might have done things differently. Ahead of the April killing, as violence escalated, it could have agreed to Belgian pleas for UN reinforcements. Once the killing of thousands of Rwandans had begun, the president could have deployed U.S. troops to Rwanda. The United States could have joined Dallaire's beleaguered UNAMIR forces, or, if it feared associating with shoddy UN peacekeeping, it could have intervened unilaterally with the Security Council's backing, as France did in June. The United States could also have acted without the UN's blessing, as it would do five years later in Kosovo. Securing congressional support for U.S. intervention would have been extremely difficult, but by the second week of the killing, Clinton, one of the most eloquent presidents of the twentieth century, could have made the case that something approximating genocide was under way, that an inviolable American value was imperiled by its occurrence, and that U.S. contingents at relatively low risk could stop the extermination of a people.

Even if the White House could not have overcome congressional opposition to sending U.S. troops to Africa, the United States still had a variety of options. Instead of leaving it to midlevel officials to communicate with the Rwandan leadership behind the scenes, senior officials in the administration could have taken control of the process. They could have publicly and frequently denounced the slaughter. They could have branded the crimes "genocide" at a far earlier stage. They could have called for the expulsion of the Rwandan delegation from the Security Council. On the telephone, at the UN, and over the Voice of America, they could have threatened to prosecute those complicit in the genocide, naming names when possible. They could have deployed Pentagon assets to jam—even temporarily—the crucial, deadly radio broadcasts.

Instead of demanding a UN withdrawal, quibbling over costs, and coming forward (belatedly) with a plan better suited to caring for refugees than to stopping massacres, U.S. officials could have worked to make UNAMIR a force to contend with. They could have urged their Belgian allies to stay and protect Rwandan civilians. If the Belgians insisted on withdrawing, the United States could have done everything within its power to make sure that Dallaire was immediately reinforced. Senior officials could have spent U.S. political capital rallying troops from other nations and could have supplied strategic airlift and logistic support to a coalition that it had helped to create. In short, the United States could have led the world.

It is striking that most officials involved in shaping U.S. policy were able to define the decision not to stop genocide as ethical and moral. The administration employed several devices to dampen enthusiasm for action and to preserve the public's sense—and more important, its own—that U.S. policy choices were not merely politically astute but also morally acceptable. First, administration officials exaggerated the extremity of the possible responses. Time and again U.S. leaders posed the choice as
between staying out of Rwanda and "getting involved everywhere." In addition, they often presented the choice as one between doing nothing and sending in hundreds of thousands of marines.

Second, administration policymakers appealed to notions of the greater good. They did not simply frame U.S. policy as one contrived in order to advance the national interest or avoid U.S. casualties. Rather, they often argued against intervention from the standpoint of people committed to protecting human life. Owing to recent failures in UN peacekeeping, many humanitarian interventionists in the U.S. government were concerned about the future of America's relationship with the United Nations generally and peacekeeping specifically. They believed that the UN and humanitarianism could not afford another Somalia. Many internalized the belief that the UN had more to lose by sending reinforcements and failing than by allowing the killings to proceed. Their chief priority, after the evacuation of the Americans, was looking after UN peacekeepers, and they justified the withdrawal of the peacekeepers on the grounds that it would ensure a future for humanitarian intervention. In other words, Dallaire's peacekeeping mission in Rwanda had to be destroyed so that peacekeeping might be saved for use elsewhere.

A third feature of the response that helped to console U.S. officials at the time was the sheer flurry of Rwanda-related activity. U.S. officials with a special concern for Rwanda took their solace from minutiae, working on behalf of specific individuals such as Monique Mujawamariya or groups like the Rwandans gathered at the hotel and the stadium. "We were like the child in the ghetto who focuses all of her energy on protecting her doll," says one senior official. "As the world collapses around her, she can't bear it, but she takes solace in the doll, the only thing she can control." Government officials involved in policy met constantly and remained, in bureaucratic lingo, "seized of the matter"; they neither appeared nor felt indifferent. Although little in the way of effective intervention emerged from midlevel meetings in Washington or New York, an abundance of memoranda and other documents did.

Finally, the almost willful delusion that what was happening in Rwanda did not amount to genocide created a nurturing ethical framework for inaction. "War" was "tragic" but created no moral imperative.

One U.S. official kept a journal during the crisis. In late May, exasperated by the obstructionism pervading the bureaucracy, the official daisied off this lament:

A military that wants to go nowhere to do anything—or let go of their toys so someone else can do it. A White House cowed by the brass (and we are to give lessons on how the armed forces take orders from civilians?). An NSC that does peacekeeping by the book—the accounting book, that is. And an assistance program that prefers whites (Europe) to blacks. When it comes to human rights we have no problem drawing the line in the sand of the dark continent (just don't ask us to do anything—agonizing is our specialty), but not China or any place else business looks good.

We have a foreign policy based on our amoral economic interests run by amateurs who want to stand for something—hence the agony—but ultimately don't want to exercise any leadership that has a cost.

They say there may be as many as a million massacred in Rwanda. The militias continue to slay the innocent and the educated. . . . Has it really cost the United States nothing?

Aftermath

Guilt

The genocide in Rwanda cost Romeo Dallaire a great deal. It is both paradoxical and natural that the man who probably did the most to save Rwandans feels the worst. By August 1994 Dallaire had a death wish. "At the end of my command, I drove around in my vehicle with no escort practically looking for ambushes," Dallaire recalls. "I was trying to get myself destroyed and looking to get released from the guilt."

Upon his return to Canada, he behaved initially as if he had just completed a routine mission. As the days passed, though, he began to show signs of distress. In late 1994 the UN Security Council established a war crimes tribunal for Rwanda modeled after one just set up to punish crimes committed in the former Yugoslavia. When the UN tribunal called Dallaire to take the stand in February 1998, four years after the genocide, he plunged back into his memories. "Pierre Prosper, the UN prosecutor, remembers the scene: "He carried himself so proudly and so commanding. Just like a soldier. He saluted the president of the tribunal. All of his answers were 'Yes, sir.' 'No, sir.' He was very stoic. And then, as the questioning pro-
gressed, you could just see it unraveling. It was as though he was just reliving it right there in front of us.” As Dallaire spoke, it became clear how omnipresent the genocide was in his life. On one occasion, as he described his operational capacity, he said, “I had a number of bodies on the ground”—but then paused and corrected himself: “Forgive me—a number of troops on the ground.” His voice cracked as he struggled to find words to match his shock and disappointment: “It seems . . . inconceivable that one can watch . . . thousands of people being . . . massacred . . . every day in the media . . . and remain passive.”  

Dallaire seemed to be searching the courtroom for answers. He still could not understand how the major powers could have sent troops to the region with a genocide under way, extracted their civilian personnel and soldiers, and stranded the people of Rwanda and the UN peacekeepers. Dallaire stared straight ahead and said stiffly that the departure of those military units “with full knowledge of the danger confronting the emasculated UN force, is inexcusable by any human criteria.”

The defense attorney at the tribunal interjected at this point: “It seems as though you regret that, Major General.” Dallaire glanced up as if the trance had been broken, fixed his gaze on the interrogator, and responded, “You cannot even imagine.”

At a news conference after his testimony, Dallaire said, “I found it very difficult to return to the details. . . . In fact, at one point yesterday, I had the sense of the smell of the slaughter in my nose and I don’t know how it appeared, but there was a sudden this enormous rush to my brain and to my senses. . . . Maybe with time, it will hurt less.” He hoped to visit Rwanda after testifying. “Until I can see many of those places, until I can see some of the graves, until I can see those hills and those mountains and those villages,” he said, “I don’t think I’ll ever have closure.” He hoped to bring his wife.

President Clinton visited Rwanda a month after Dallaire testified. With the grace of one grown practiced at public remorse, he issued something of an apology: “We in the United States and the world community did not do as much as we could have and should have done to try to limit what occurred,” Clinton said. “It may seem strange to you here,” he continued, “but all over the world there were people like me sitting in offices, day after day after day, who did not fully appreciate the depth and the speed with which you were being engulfed by this unimaginable terror.” But Clinton’s remorse came too late for the 800,000 Rwandans who died, and for Dallaire, who often feels sorry he lived.

Some of Dallaire’s colleagues speculated that he was reacting emotionally to his experience in Rwanda because the Belgian press and the families of the deceased Belgian soldiers had vilified him. He claims to be reconciled to his decisions. “I’ve been criticized by the Belgians for sending their troops to a ‘certain death’ by directing them to protect Prime Minister Agathe,” he notes. “I’ll take that heat, but I could not take the heat of having hunkered down and not having tried to give Agathe the chance to call to the nation to avert violence. You couldn’t let this thing go by and watch it happen.”

His bigger problem is his guilt over the Rwandans. They entrusted their fate to the UN and were murdered: “I failed my mission,” he says. “I simply cannot say these deaths are not mine when they happened on my mission. I cannot erase the thousands and thousands of eyes that I see, looking at me, bewildered. I argued, but I didn’t convince, so I failed.”

In an effort to help Canadians deal with the stress of their military experiences, Dallaire agreed to produce a thirty-minute video, “Witness the Evil.” In the video he says it took two years for the experiences to hit him but that eventually he reached a point where he couldn’t “keep it in the drawer” any longer:
I became suicidal because ... there was no other solution. I couldn't live with the pain and the sounds and the smell. Sometimes, I wish I'd lost a leg instead of having all those grey cells screwed up. You lose a leg, it's obvious and you've got therapy and all kinds of stuff. You lose your marbles, very, very difficult to explain, very difficult to gain that support that you need.¹⁰⁵

As the passage of time distanced Dallaire from Rwanda, the nights brought him closer to his inner agony. He carried a machete around and lectured cadets on post-traumatic stress disorder, he slept sparingly, and he found himself nearly retching in the supermarket, transported back to Rwandan markets and the bodies strewn within them. In October 1998 Canada's chief of defense staff, General Maurice Baril, asked Dallaire to take a month of stress-related leave. Dallaire was shattered. After hanging up the phone, he says, "I cried for days and days." He tried to keep up a brave public front, sending a parting e-mail to his subordinates that read: "It has been assessed essential that I recharge my batteries due to a number of factors, not the least being the impact of my operational experience on my health. ... Don't withdraw, don't surrender, don't give up."¹⁰⁶

Dallaire returned from leave, but in December 1999 Baril called again. He had spoken with Dallaire's doctors and decided to force a change with an ultimatum: Either Dallaire had to abandon the "Rwanda business" and stop testifying at the tribunal and publicly faulting the international community for not doing more, or he would have to leave his beloved armed forces. For Dallaire, only one answer was possible: "I told them I would never give up Rwanda," he says. "I was the force commander and I would complete my duty, testifying and doing whatever it takes to bring these guys to justice." In April 2000 Dallaire was forced out of the Canadian armed services and given a medical discharge.

Dallaire had always said, "The day I take my uniform off will be the day that I will also respond to my soul." But since becoming a civilian he has realized that his soul is not readily retrievable. "My soul is in Rwanda," he says. "It has never, ever come back, and I'm not sure it ever will." He feels that the eyes and the spirits of those killed continue to watch him.

In June 2000 a brief Canadian news wire story reported that Dallaire had been found unconscious on a park bench in Hull, Quebec, drunk and alone. He had consumed a bottle of scotch on top of his daily dose of pills for post-traumatic stress disorder. He was on another suicide mission. After recovering,

Dallaire sent a letter to the Canadian Broadcast Corporation thanking them for their sensitive coverage of this episode. His letter was read on the air:

Thank you for the very kind thoughts and wishes.

There are times when the best medication and therapist simply can't help a soldier suffering from this new generation of peacekeeping injury. The anger, the rage, the hurt, and the cold loneliness that separates you from your family, friends, and society's normal daily routine are so powerful that the option of destroying yourself is both real and attractive. That is what happened last Monday night. It appears, it grows, it invades, and it overpowers you.

In my current state of therapy, which continues to show very positive results, control mechanisms have not yet matured to always be on top of this battle. My doctors and I are still [working to] establish the level of serenity and productivity that I yearn so much for. The therapists agree that the battle I waged that night was a solid example of the human trying to come out from behind the military leader's ethos of "My mission first, my personnel, then myself." Obviously the venue I used last Monday night left a lot to be desired and will be the subject of a lot of work over the next while.

Dallaire remained a true believer in Canada, in peacekeeping, in human rights. The letter went on:

This nation, without any hesitation nor doubt, is capable and even expected by the less fortunate of this globe to lead the developed countries beyond self-interest, strategic advantages, and isolationism, and raise their sights to the realm of the pre-eminence of humanitarianism and freedom ... Where humanitarianism is being destroyed and the innocent are being literally trampled into the ground ... the soldiers, sailors, and airmen ... supported by fellow countrymen who recognize the cost in human sacrifice and in resources will forge in concert with our politicians ... a most unique and exemplary place for Canada in the league of nations, united under the United Nations Charter.

I hope this is okay.

Thanks for the opportunity.

Warmest regards,

Dallaire