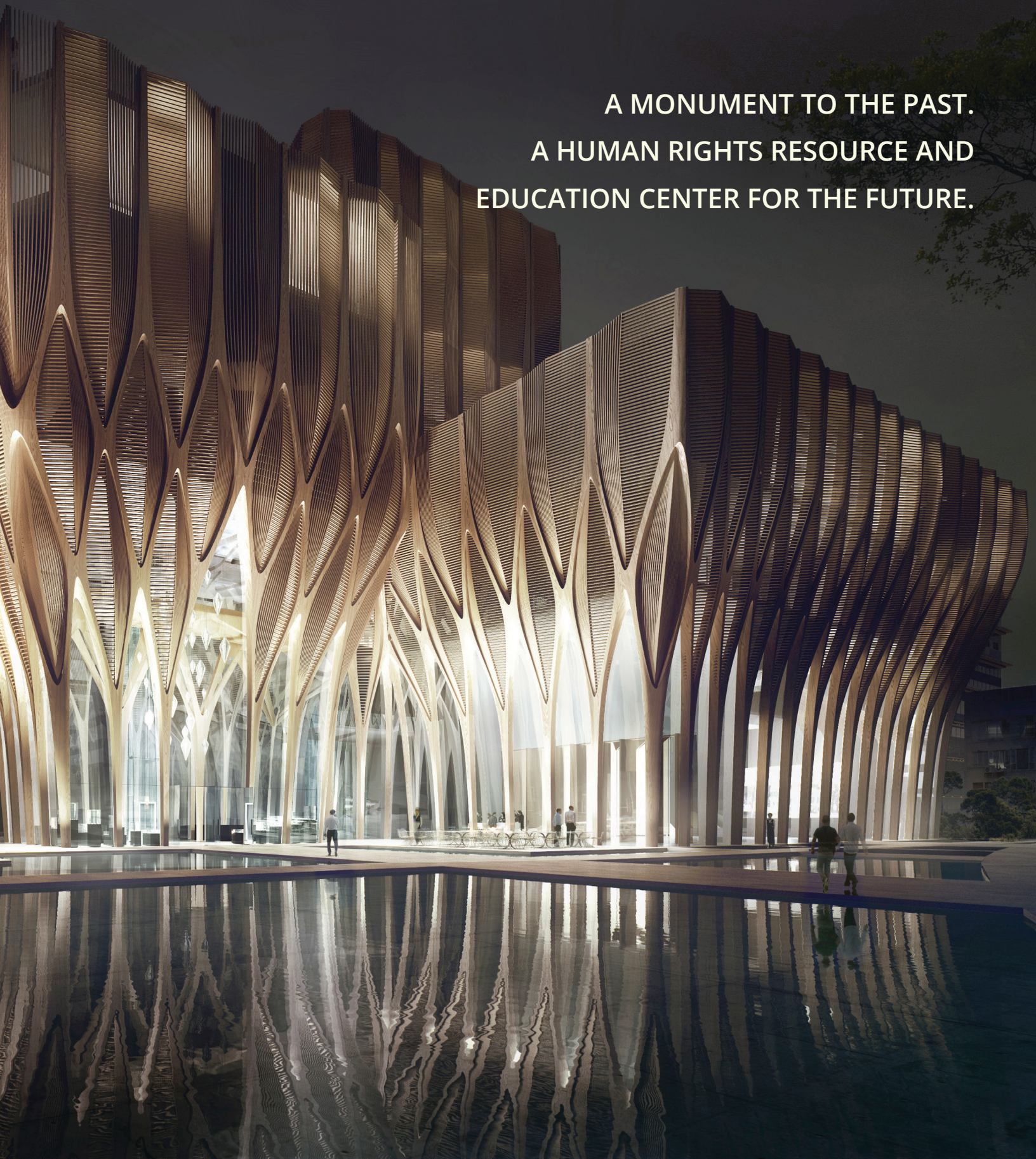


SLEUK RITH INSTITUTE

A MONUMENT TO THE PAST.
A HUMAN RIGHTS RESOURCE AND
EDUCATION CENTER FOR THE FUTURE.





INTRODUCTION

The Sleuk Rith Institute (SRI) is a bold and ambitious project to reconcile the destructive legacy of the Khmer Rouge regime's four-year reign of terror with Cambodia's centuries-long legacy of exquisite cultural heritage.

The reconciliation effort will focus on the timeless values of justice, memory and healing. SRI will merge the functions of a museum of memory, a research center and graduate school focused on atrocity crimes and a Khmer Rouge document archive and research library with a media center. The vision of Youk Chhang, a tireless human rights activist, internationally recognized documenter and archivist of Khmer Rouge atrocities and himself a victim of the regime, envisions the SRI as an international center for reflection, healing, reconciliation and education to enlighten and benefit Cambodians and the millions of international visitors Cambodia hosts each year. A primary theme of the SRI is commemorating the victims of the past by building a better-informed future.



THE CHALLENGE

For the past 35 years, the Cambodian people have engaged in a lengthy and painful effort to heal the wounds of the Khmer Rouge era and rebuild their society, culture and government. The regime targeted the educated, artistic and professional classes, killing hundreds of thousands of Cambodians through torture, starvation and execution, effectively destroying the country's multi-generational investment in its human capital.

For decades now, the Cambodian people have sought constructive avenues for remembering the past, educating themselves, and cultivating future leaders while creating a peaceful and just society where Cambodian culture and initiative can flourish. The effort has been only partially successful; existing commemorative memorials offer evidence of tragic atrocities during the late 1970's but do not supplement that experience within the larger framework of Cambodia's full and noble history.

Globally, the outcry against the persistent recurrence of atrocity crimes has sufficed neither to eliminate nor reduce their frequency. Atrocity crimes continue to be perpetuated and currently are being orchestrated in Syria, Iraq, Darfur and Myanmar. The SRI will move beyond raising awareness by stimulating advanced research into and offering a cutting-edge graduate-level curriculum on the insidious evolving psychology of atrocity crime recruiting, which

increasingly targets vulnerable youth through deceptive marketing, often under the guise of the need for ethnic, political and/or spiritual cleansing. The curriculum will focus on how to identify and respond to such recruitment, how to insulate susceptible youthful passion and idealism from its tactics and how to arm youth with relevant analytical skills and dexterities of mind and soul. SRI's vision anticipates sharing such research and curricula, adjusted for age and level, throughout Cambodia's educational system and to offer the same to its neighbors in Southeast Asia and beyond.

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Cambodia will never escape its history, but it does not need to be enslaved by it.

Y O U K C H H A N G

DC CAM

ADVANCING HUMAN RIGHTS, JUSTICE AND PROGRESS IN CAMBODIA

The Sleuk Rith Institute was initiated by the Documentation Center of Cambodia (DC-Cam), a Cambodian NGO based in Phnom Penh. As SRI becomes fully incorporated, DC-Cam as an organizational entity will be absorbed into SRI and cease to exist.

DC-Cam was founded in 1995 by Yale University researchers to build an extensive archive of original documents and related evidence pertaining to the 1975-1979 reign of the Khmer Rouge regime (Regime). Two years later, in 1997, DC-Cam became an independent legal entity. Although the archive, now totaling more than one million items, covers all aspects of the regime's four-year history, DC-Cam's specific focus has been on documenting its atrocity crimes and other human rights violations targeting innocent Cambodians. The Extraordinary Chambers of the Courts of Cambodia (ECCC) has relied largely on evidentiary documents and support from DC-Cam's archives to successfully prosecute senior-level Regime leaders.

For nearly 20 years, USAID and other governments and nongovernment sources from across the globe have supported the work of DC-Cam.



USAID
FROM THE AMERICAN PEOPLE

In those two decades, DC-Cam has built the world's most comprehensive archive of original documents and other materials related to the Khmer Rouge regime, published an illustrated textbook documenting the Regime's history that is widely used in Cambodian public schools and prepared an instructor's guide and curriculum for teachers. Their instruction has reached tens of thousands of young Cambodians, some of whom have gone on to distinguished careers in the law, government and academia. DC-Cam's archives have evolved into a globally recognized resource for human rights activists, researchers and specialists from around the world. DC-Cam's management has built the organization on a firm and transparent financial foundation; it carefully oversees and manages the distribution of the valuable resources donated to it without a trace of corrupt practices otherwise endemic to the region.

DC-Cam has created a remotely accessible model for documenting atrocity crimes; it also has invested nationwide in educating and creating future leaders. Building the SRI is the next step in addressing Cambodia's needs now and into the future. The needs for healing, informing, rebuilding, and addressing atrocity crime recruitment require a more proactive and comprehensive approach grounded in professional research and specialized graduate-level education.

The Cambodian government has graciously donated the property on which the SRI will be constructed and awarded "university status" to the SRI Academy, enabling it to create a world-class institute of higher learning and research. Once its doors are open, the Academy will reach out globally to recruit outstanding students and renowned guest professors and researchers from diverse learning disciplines to study, research and teach at the SRI.

A summary of DC-Cam's accomplishments

BENEFICIARY	DESCRIPTION OF BENEFITS
BASIC AND SECONDARY SCHOOLS	<ul style="list-style-type: none"> • Preparation, publication and distribution of 1,000,000 copies of History of Democratic Kampuchea 1975-1979 to over 1,700 secondary schools, including many in remote rural areas • Preparation, publication and distribution of Teacher's Guidebook and Student Workbook to accompany the textbook
UNIVERSITIES	<ul style="list-style-type: none"> • Orientation and preparation workshops for 200 university faculty across the country
POLICE	<ul style="list-style-type: none"> • Workshops for 300 police officers on the history and prevention of atrocity crimes
MILITARY	<ul style="list-style-type: none"> • Workshops for 650 military officers and cadets on the history of Democratic Kampuchea, analyzing Khmer Rouge leaders' initiatives and successes, and policies/activities to recognize the origins and prevent a recurrence of atrocity crimes
RURAL COMMUNITIES	<ul style="list-style-type: none"> • Community public education forums in rural areas of Cambodia for adult populations
MUSLIM MINORITY COMMUNITIES	<ul style="list-style-type: none"> • Cham Muslim Oral History Project including 400 interviews on ECCC proceedings in the context of the history of Democratic Kampuchea
EXTRAORDINARY CHAMBERS OF THE COURTS OF CAMBODIA – UN INTERNATIONAL WAR CRIMES TRIBUNAL	<ul style="list-style-type: none"> • Provided to ECCC investigators, prosecutors, defense teams and judges tens of thousands of pages of original documents, hundreds of books, more than 1,000 CDs/ DVDs, 524 microfilm reels and hundreds of thousands of pages of document copies and recorded interviews • Responded to countless specific ongoing documentation support requests from ECCC prosecutors, investigators, investigative and trial judges chambers and defense teams



THE SLEUK RITH INSTITUTE

A MONUMENT TO THE PAST. A SCHOOL FOR THE FUTURE.

The SRI represents the next step in the evolving work and expanding vision of DC-Cam. It will serve as an education and research center accompanied by a museum of memory offering visitors a contextualized perspective on Cambodian history and an opportunity to build on that history to inform the country's future. The Khmer Rouge regime decimated nearly one-third of the population in four years, but the Cambodian government has not yet created a meaningful framework to situate those atrocity crimes into the much broader context of Cambodia's rich cultural legacy or to initiate national reconciliation to create a path to a brighter future.

The mission of SRI will be to advance human understanding and knowledge of atrocity crimes and the rule of law through targeted professional and public education programs and services, research programs, general human awareness programs and remote online public access to a diverse and invaluable historical archive of documents, photographs and other materials.

AN INTERNATIONAL ACADEMY AND RESEARCH CENTER

The SRI will feature an official atrocity crimes education and research institute where Cambodians will join with regional and international scholars to expand DC-Cam's investigations into the Khmer Rouge era and to undertake comparative global analyses of the incidence and root causes of atrocity crimes. The Institute boasts the largest extant archive of original documents, numbering over one million, from the Khmer Rouge era. From this archive, researchers will draw lessons; frame them in the broader context of Khmer history, architecture and culture; and leverage that broader framework to create a trajectory to a more productive and purposeful future.

SRI's planned academy is uniquely positioned to address atrocity crimes and human rights abuses. Situated in a region historically vulnerable to violations of core human rights, SRI will focus on preparing young leaders in both the private and public sectors with the predictive and analytical skills necessary to identify and address the factors that provoke and the environments that are susceptible to the commission of atrocity crimes. It will equip them with analytical skills essential to building alternative political and social environments built on a foundation of the rule of law, peaceful conflict management and durable justice institutions.



The academy's admissions policies will strive for a mix of gifted Cambodians with counterparts drawn both from the region and the international community. The same diversity will be reflected in the visiting and resident researchers and scholars, creating a stimulating and challenging learning environment.

PROMOTING JUSTICE, HUMAN RIGHTS AND THE RULE OF LAW IN SOUTH-EAST ASIA AND BEYOND

DC-Cam has created an atrocity crimes documentation model that enabled an international tribunal to successfully prosecute the senior cadre of a terrorist organization intent on destroying the accumulated knowledge and understanding of successive generations. SRI's work includes tailoring that model for effective and successful deployment in other environments to combat those who seek to annihilate established social structures and institutions elsewhere in today's troubled world. The SRI's vision and mission, to that extent, are urgent and driven by a mandate to craft tools and skills that can be deployed in successful interventions at various stages to prevent future human disasters.

THE INSTITUTE

AS A LIVING MEMORIAL AND CENTER OF EDUCATION

Creatively orchestrated space, architecture, staff and aesthetic impact how individuals perceive, interact with and respect the institutions that represent them. A well-designed space can attract people, stimulate energy and motivation and serve to promote progress. These factors played heavily into the translation of The SRI's mission into a visual institutional image. SRI's leaders determined early that the image must transcend the form, substance and pessimistic provocation of much traditional victim-focused commemorative architecture. Such transcendence also entailed breaking with the dominant tradition of male-inspired design, recognizing that historically, atrocity crimes disproportionately inflict violent harms on women and children.



To that end, SRI engaged the world-renowned architect Dame Zaha Hadid of London to design the new Sleuk Rith Institute. A native of Iraq and the only female architect to ever win the famed Pritzker Prize in architecture, Hadid's architecture is remarkable for its innovation and inspiration.



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Youk Chhang's vision is inspirational. We look forward to [realizing] his vision in a contemporary building that remembers that heritage, but also reflects the unwavering belief and optimism for the future using education, understanding and inspiration to positively engage visitors.”

ZAHA HADID

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We have two very distinct roles: he will challenge us with his requirements and we must deliver beyond his expectations.”

ZAHA HADID



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The best memorials are not objects we visit once, contemplate and file away. The best memorials evoke reflection and commemoration, but are also living, dynamic public places that engage with all generations in the community.

The Sleuk Rith Institute will not focus only on the past, but rather seek to create an institute that will also be enlightening; a place for new generations to learn from the lessons of the tragedies of the past while exploring ways to heal, and move forward. It is this commitment, determination and belief in our future that will define us.”

Y O U K C H H A N G

Youk Chhang is the Executive Director of the Documentation Center of Cambodia (DC-Cam) and founder of the Sleuk Rith Institute. He is a survivor of the Khmer Rouge period, when at age 15 he was arrested, tortured, and imprisoned without trial for picking mushrooms to feed his pregnant sister. Chhang later escaped and reached the United States as a refugee but has since led a lifelong effort to promote memory and justice in Cambodia. He returned to Cambodia in the 1990s to manage human rights and democracy training programs and became DC-Cam's leader in 1995, when the Center was founded as a field office of Yale University's Cambodian Genocide Program.

He continued to run the Center after its inception as an independent Cambodian non-governmental organization in 1997. In 2000, he received the Truman-Reagan Freedom Award from the Victims of Communism Memorial Foundation in Washington, DC. He was named one of TIME magazine's "60 Asian heroes" in 2006 and one of the "Time 100" most influential people in the world in 2007 for his stand against impunity in Cambodia and elsewhere. He is currently leading DC-Cam's effort to establish the Sleuk Rith Institute, a permanent hub for genocide studies in Asia based in Phnom Penh.

The SRI will honor the memory of the victims of the Khmer Rouge era within the broad context and framework of Cambodian history, highlighting its cultural, spiritual and artistic legacies. It will emphasize the primary human values of remembrance, understanding and healing against the background of Cambodia's past, present and future. Visitors to the Museum of Memory will embark on a spiritual journey of engagement, hope, reconciliation and healing. The design process, effectively completed by highly regarded architects and engineers, will ensure the stability, security and minimal environmental footprint of the facility.

Zaha Hadid's Design Team has completed the Concept Design phase and has commenced with the next step, incorporating schematic design, design development and the tender process. The goals of this next phase entail identifying the necessary technical elements essential to a sustainable building complex that will endure well into the next century with minimal renovation and a minimal energy consumption footprint relying largely on solar power generation.

This green building complex will feature environmentally efficient technologies and systems designed to minimize waste, rely on renewable energy sources and otherwise minimize its carbon footprint serving as a role model for Cambodia's emerging and environmentally conscious architectural, engineering and construction sectors.

Designing and engineering such a complex is a complicated and challenging undertaking; assisting the architectural team will be an engineering team from ARUP, a highly regarded and globally renowned construction engineering consultation firm.



SRI programs at a glance

- Provide advice and technical support on building and maintaining comprehensive archives of new atrocity crimes as they emerge.
- Expand DC-Cam's global initiative to assist in the establishment of similar atrocity crimes documentation and education centers in other states. SRI Chairman Youk Chhang already serves as a senior advisor to numerous governments and is an executive board member of atrocity crimes review and documentation groups established for Syria and Myanmar.
- Expand on DC-Cam's successes in developing educational curricula and training teachers in history, literature and citizen morality; providing textbooks and other materials and applications to local schools, universities and community groups throughout Cambodia; instructing students and educating adults on the history of atrocity crimes in order to preserve and perpetuate the living memory of those crimes; and building resistance to the circumstances that enabled those crimes.
- Continue deploying vast archival resources to inform and provide documentary evidence to the investigators, judges, prosecutors and defense counsel of the ECCC. Scholars, judges, lawyers and human rights organizations worldwide acknowledge that without access to and assistance from DC-Cam's archive, the ECCC would have faced significant challenges in successfully conducting its criminal investigations and prosecuting their targets. DC-Cam saved the ECCC millions of dollars by making these evidentiary documents readily organized and accessible.
- Continue DC-Cam's programs that enable thousands of survivors of the Khmer Rouge era to achieve legal status as civil claimants in ECCC trials, to submit legal claims of damages to travel from remote areas to observe and participate in the ECCC's trial proceedings.
- Expand DC-Cam's research programs on Khmer Rouge era social, cultural and political conditions at the time that set the stage for atrocity crimes. Recent research reports detail how the indigenous Cham Muslims were specifically targeted and impacted by Khmer Rouge leaders.
- Train military and police officers to conduct onsite investigations at mass graves, take witness statements and ensure protection for witnesses and accused.
- Conduct national surveys that map key cultural and political sites and their status. One such recent survey mapped all 394 Islamic mosques in Cambodia, documenting their location and condition.
- Provide mental health treatment for survivors of torture and psychological abuse.

SRI programs at a glance (continued)

- Offer visitors to the Museum of Memory an expanded perspective grounded in healing and reconciliation through exhibitions, multi-media presentations and scholarly programs. Promote a gradual national recovery focused on education and understanding at all age and experience levels. Host cultural and religious festivals to help reclaim and cement traditional heritage and strengthen Cambodian identity and culture in ways that also extend to the global community.
- Enrich the cultural and historical experience of international tourists in Cambodia and contribute to informing international public understanding and awareness through the Museum of Memory.
- Improve the lives of Cambodians, 50% of whom subsist below poverty level, through employment opportunities, skills training essential to securing employment in the tourism industry and enhanced tourism support services in areas such as transportation, guides, guesthouses/lodging and dining.

BUILDING THE INSTITUTE AND FUNDING

The estimated costs to design and build the Institute are US\$50 million. SRI has initiated a global capital campaign to raise funds necessary to cover those costs. Over the years, DC-Cam has benefited from generous support from governments and private sources including foundations, corporations and individuals. The Cambodian Government has already granted to DC-Cam the perpetual rights to a large piece of prime real estate in the center of Phnom Penh adjacent to the country's premier university law faculty on which the SRI will be constructed. This capital campaign will be by far the largest and most comprehensive ever attempted by DC-Cam as the organization transforms to become The Sleuk Rith Institute. Success will depend on the generous support and commitment of a diverse international community of donors, both those whose past support has been crucial, and those new to the work of the organization.

A projected scale of essential gifts and prospective naming rights accompanies this case for support; it provides a guide to the levels of support necessary for success. In addition to support for the building of the Institute, this campaign will also emphasize the commitment of support for annual operating expenses and the provision of an endowment to also offset these costs. The projected five-year operating budget for the Institute is currently estimated to be \$9.8 million, or approximately \$1.5 million per year, with an additional \$1.8 million expense in 2018 for facility equipment. Some of this will come from earned income and other non-philanthropic sources but generous continuing charitable support will be required in the future.

We hope that those reading this case for support will consider making a generous contribution and also spreading the word to others for whom the work of DC-Cam has meaning.

D O N O R R E C O G N I T I O N

The Institute is grateful to all who will support this fundraising effort and will recognize them as follows:

- Donors of \$750,000 or more, will have an opportunity to name significant parts of the facility (see attached list).
- All donors of \$25,000 or more will be honored on a special wall display in the Institute's main building.
- All donors to the campaign of whatever size will be recognized in the publications of the Institute and on its website.



A HUMANE AND JUST FUTURE

When built, the Institute will provide benefits over a broad spectrum. Beyond its educational, research and cultural support functions, the Institute will contribute to the Cambodian economy through the creation of jobs and its ability to attract not only Cambodians but students, scholars, researchers and socially aware and committed tourists from around the world. Through its ongoing programs, SRI will also stimulate the interest and participation of Cambodia's youth in the country's history and commitment to building its democratic institutions. SRI's educational outreach programs will provide materials and curricula to improve public education on the basic, secondary and university levels.

Cambodia is one of Asia's poorest countries; more than 50% of the government's operating revenues are provided through the generosity of the international community. On the bright side, the Cambodian economy is experiencing steady growth; more than 50% of the population is under the age of 25, reflecting great potential. We anticipate that the economic benefits of the SRI will improve the economic situation of the working poor and lower middle classes by creating jobs – both directly and collaterally.

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