

**SLEUK RITH INSTITUTE**  
**Principles of Engagement**  
January 2, 2021

The Sleuk Rith Institute (SRI) will be a leading hub for genocide studies and the promotion of memory, justice and reconciliation in Asia and beyond. We, the SRI management and Board of Directors, are exploring potential partnerships to secure funding and other forms of support to complete the design and construction of the SRI facility and thus to enable its future operations. This memorandum outlines the principles that will guide how we pursue such a partnership.

- **Institutional independence.** An essential ingredient to the SRI's credibility as an educational hub and research institute and its success in promoting memory, justice and reconciliation will be its actual and perceived independence. Once operational, the SRI must operate free of any political, religious, commercial, or other affiliation or interference in the conduct of its activities. Official actors and the general public, inside and outside of Cambodia, must view the SRI as an independent institution and treat it as such. The SRI's physical facility must be established in a manner conducive to independence.
- **Mission.** Under the terms of our charter, the Prime Minister's authorization, and our concession agreement, we will use the SRI facility and organize its activities for the public interest. We will promote memory and justice through research, educational programs, museum exhibitions, and public outreach, among other activities. We will do so in cooperation and with the authorization and ongoing support of the Cambodian government.
- **Design and construction standards.** Guided by our team of London-based Zaha Hadid Architects, we are committed to maintaining the highest professional standards and industry practices with respect to the quality of materials, services, labor practices, and minimal-impact environmental technologies in completing the design and construction of and maintaining the SRI facility.
- **SRI landscape.** To effectively memorialize all victims of the mass atrocity crimes and to foster reconciliation, healing and renewal among their survivors as well as the international community, the SRI must be located within the framework of a large, tranquil, contemplative and appropriately landscaped natural preserve into which visitors seeking solace and comfort can retreat. That the Cambodian government shares this vision is clear from the size of the site its leaders set aside for the SRI. We are committed to developing a tranquil landscape around the SRI facility - one protected over the long term from outside encroachment in a highly urbanized area.
- **SRI's existing partnerships and leadership structure.** The SRI's success will depend on our continued engagement with diverse national, regional and international partners, including capital donors, contributing governments and Board members. We anticipate appointing select individual capital contributors to serve as institutional advisors to our Board of Directors within a framework of organizational decision-making procedures. We are also open to the possibility of naming a major benefactor as honorary president of the institute.
- **Recognition.** With a due sense of Cambodia's national heritage and in homage to the Queen Mother Norodom Monineath Sihanouk, His Late King Majesty, the King Father Norodom Sihanouk, and the people of Cambodia, we are committed to exploring the establishment of SRI's permanent facility as a site dedicated to the Queen Mother.
- **Our legacy.** We aim to create a proactive, dynamic institute to promote the memory and honor the innocent victims of the mass atrocity crimes committed during the Democratic Kampuchea period. In addition, our principal contributors and their loved ones will be identified publicly with having significantly assisted in protecting that legacy with their generous capital gift contributions.