**A model for community-led restitution**

Steps in the facilitation of a community-led restitution process

***1. Select a skilled facilitator***

* The community-led restitution process should be facilitated by a restitution expert with experience in facilitation, community engagement, networking, conflict resolution and project planning.
* The facilitator plays a catalytic role in the establishment of the process.
* After the establishment of the process, the facilitator plays a supportive role to the leadership and membership of the process. The facilitator should allow the leadership and membership of the process to take the leading role while providing support where required.
* The facilitator needs to be invited by the community to facilitate a community-led restitution process

***2. Identify and select an appropriate local narrative***

* The facilitator, in partnership with the people responsible for the invitation, helps to identify a local narrative of colonial/apartheid human rights abuse to serve as a metaphor to mobilise the community in support of the community-led restitution initiative.
* The survivors of the identified colonial/apartheid human rights abuse identify 20 representative community leaders to design and lead the implementation of a community-led restitution initiative.

***3. Identify and select appropriate people from the community to lead the process***

* The facilitator meets with each of the identified community leaders, introduces them to the community-led restitution idea and the proposed local narrative of colonial/apartheid human rights abuse and invites them to participate in the designing and implementation of a community led restitution programme.

***4. Arrange the first workshop***

* The facilitator arranges the first meeting with all the selected community leaders. At the meeting, the members:
* identify their dream outcomes for the process.
* agree to the local narrative of colonial/apartheid human rights abuse to serve as a metaphor to mobilise the community in support of the community-led restitution initiative.
* select a steering committee of seven members including a chairperson, treasurer and secretary to oversee the designing and implementation of the community-led restitution project. The facilitator serves as an ex-officio member on the steering committee. (The election of the right leadership is crucial for the success of the process.)

***5. Arrange a one-day restitution training session***

* The first meeting is followed by a one-day restitution training session to educate members on what restitution is, how it differs from charity and community development and what the different elements of the reconciliation process entails (i.e. offenders’ acknowledgment of abuse, taking full responsibility for the abuse, truth telling about the abuse, sincere remorse, atonement, unconditional apology, proof of transformed behaviour, restitution, restoration, living in peace with each other, reconciliation and forgiveness).
* The Restitution Foundation has developed materials (e.g. restitution toolkit, reconciliation resources and more) that could assist in this regard.

***6. Design and draft a community-led restitution programme***

* The steering committee meets bi-weekly to design a draft community-led restitution programme that is adopted at a meeting by all the members of the community-led restitution process. The plan includes the provision of a restitution strategy for the survivors of the human rights abuse narrative chosen as restitution metaphor for the process.
* After the adoption of the programme, the steering committee develop an implementation plan with actions for each member of the community-led restitution process.

***7. Public launch the community-led process***

* The community-led restitution process is publicly launched. Each member is tasked to invite ten people to the launch and all new attendees are invited to become part of the process (the principle of each member recruiting new people to attend next meetings and become members themselves is the strategy to create a community-led restitution social movement).

***8. Repeated restitution training sessions***

* The restitution training is repeated every few months after new members have joined the process to ensure a thorough understanding of restitution. As part of restitution education, restitution seminars could be arranged where experts in the field could be invited to deepen the restitution understanding (e.g. Fr Michael Lapsley, Institute for the Healing of Memories; Prof Sharlene Swartz, Restitution Foundation; Stan Henkeman, Institute for Justice and Reconciliation).

***9. Define the first phase of a community-led restitution process***

* The first phase of the community-led restitution programme should focus on the development of understanding and trust amongst the different members of the community-led process. Activities could include: Healing of Memories Workshops, Koinonia Meals, excursions and pilgrimages (to Robben Island or other historical sites), historical tours to the different areas in the town, sleep-overs at the home of a person from a different racial group, ex-combatant workshops).

***10. Define the second phase of a community-led restitution process***

* The second phase of the community led restitution programme should focus on the marketing of the project to get buy-in from the wider community. This can be done through:
* peace table dinners for key stakeholders in the town (opportunity can be given for participants to identify key restitution intervention areas)
* inviting eminent South Africans to address the community on matters pertaining restitution on Human Rights Day (21 March), Youth Day (16 June), Mandela Day (18 July) and Reconciliation Day (16 December)
* press statements on matters pertaining to restitution
* media coverage of various events

***11. Define the third Phase of a community-led restitution process***

* The third phase of the community-led restitution programme should focus on acts of restitution. It can be helpful to set an outcome for this work as *ensuring that everybody in the community is better off than before*. Another helpful way of framing the restitution intervention is the *community-led implementation of the National Development Plan*.
* In identifying what restitution interventions are required, it is recommended to first determine which different organisations/institutions are doing what in the community. It is not advisable to put energy in areas where much is already happening.
* Before a restitution strategy is adopted, extensive community consultation is needed to identify what kind of restitution intervention is required. It is recommended to arrange consultation workshops with different sectors in the community (e.g. faith communities, youth, business and civil society) where:
* an overview on what organisations / institutions are doing what are presented
* the gap areas are identified
* support for restitution interventions in the gap areas are obtained
* The capacity within the membership should determine the number of restitution focus areas taken up.
* Task teams for each focus area should be established. People with expertise in the specific area should be recruited to serve on the task team. Each task team should elect a convenor.
* Each task team takes responsibility for the establishment of a strategy, action plan and budget within the focus area. The task team is further responsible for raising funds to execute their plans.
* The task team plans should be influenced by research and the development of partnerships with organisations with a good track record specialising in the selected field.
* The convenors of the task teams serve as ex-officio members on the Steering Committee of the community-led restitution project.
* The different task team plans should be approved by both the steering committee and the general membership of the community-led restitution project.

***12. Funding to cover the costs of the facilitator and the process***

* As restitution and reconciliation are important themes in our society, many funding organisations would be prepared to assist.
* Partnerships with these funding organisation should be established
* Fundraising proposals should be developed and submitted.
* Successful fundraising can only take place after the community-led restitution process has been formalised through the adoption of a constitution, the registration as a NPO, regular elections and thorough financial accountability.