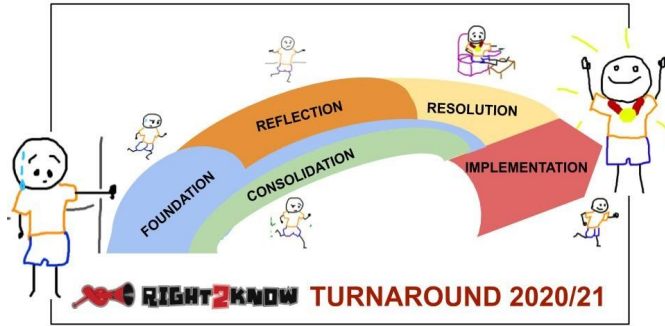


R2K 2020/1 Turnaround Plan:

In September 2018 the Right2Know Campaign identified a number of weaknesses and challenges and began a strategic change process by developing a [set of questions](#) based on an initial assessment. [Answers were workshopped](#) in November 2018 and a [consensus reached](#) on most critical issues at the National Summit in March 2019. However, the change process failed to address aspects of toxic culture and activist conduct that had been present in the Campaign and literally a day after the Summit the Campaign entered a period of deepening conflict that to a large extent stalled the change process. The September [2020 Summit resolved](#) to confront our toxic culture and complete the unfinished work from the previous period.



Since the 2019 change process much has changed our context. Covid19 has exposed and worsened pandemics of unemployment, hunger, failed service delivery, corruption, gendered violence, the limitations of the Ramaphosa regime, and the closing of democratic space. The envisioned Turnaround plan thus offers R2K a timeous opportunity to reflect on the 2019 consensus and more recent experience to reflect on our strategy and practice and agree on a way forward that will revitalize the Campaign to effectively meet the many challenges facing democracy in South Africa.

TURNAROUND PROCESSES	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021
Launch & communicate Turnaround	█	█					
Provincial Comradely relations workshops			█				
More work to establish comradely relations			█			█	
Local struggles / Community Reflection process			█				
Various Disciplinary Enquiries			█				
Western Cape administration			█				
Maintain & focus PAG/NAG work			█			█	
Engage former & new R2K activists/partners			█			█	
Leadership School			█				
Recruit new NC					█		
Provincial Summits						█	
National Summit							█

Five Streams of the Right2Know Turnaround:

- 1. Foundation:** Reaffirming our commitment to shared values, enabling conduct and policies to lay a strong foundation for the turnaround process by addressing all past conflicts, confronting our toxic culture, (re) establish a culture of participation defined by clarity of roles, respect and comradeship. This includes a number of interventions detailed in these [Terms of Reference](#).
- 2. Consolidation:** To honour our current policy, governance, & programme commitments by addressing strategic priorities, reimagining and rebuilding the confidence of stakeholders, and drawing lessons to feed into the Reflection stream.
- 3. Reflection:** Draw lessons for the way forward by reflecting collectively on the emerging context, the 2018/19 change process and our recent experiences to identify key strengths and weaknesses within R2K and opportunities & threats in our context. This includes an invitation to all stakeholders to [reflect on strategic questions](#), a [survey of R2K activists](#), a [participatory review](#) of the work we've done to build R2K as a movement rooted in working class communities, and a [Leadership School](#) to consolidate the reflection.
- 4. Resolution:** Agree on the best strategy, structure, culture, program, and policy that R2K requires to mitigate risks and seize opportunities to advance the right to know in South Africa and beyond. This culminates in the 2021 Provincial and National Summits planned for March & April 2021.
- 5. Implementation:** Implement outcomes of the Resolution stream including amending policies, developing plans/budgets, and making necessary changes to staffing and donor contracts.