Strategic Plan

Ending Harassment

Ending Harassment – Evidence into Action is an international, independent Governance project addressing sexual harassment, sexual exploitation, acid violence, institutional abuse and abuse of authority. Its scope encompasses NGOs, educational institutions, public bodies, employers and other institutions globally.

The project brings evidence, institutional responsibilities and proposed improvements into a central framework for governance review and action. It aims to examine how organisations prevent harm, respond to concerns, protect survivors and demonstrate accountability across countries and institutional settings.

Through the PHC Service, the project intends to record concerns, assess the quality and limitations of evidence, distinguish allegations from substantiated findings, identify weaknesses in safeguards and track corrective actions against defined responsibilities and review dates.

The intended operating model is subscription-funded, supporting independent research, structured review, monitoring and reporting. Subscription arrangements will need transparent terms and safeguards for independence and conflicts of interest. Payment will not confer a favourable assessment or influence findings.

Survivor dignity, confidentiality, informed participation, safeguarding and procedural fairness will guide the work. The programme and subscription arrangements are in development; the project makes no claim of existing subscribers or verified outcomes.

BUSINESS INFORMATION

General Summary

PROJECT AND PURPOSE

Ending Harassment – Evidence into Action is PHC project P533, an international, independent Governance project addressing sexual harassment, sexual exploitation, acid violence, institutional abuse and abuse of authority. Its remit encompasses NGOs, educational institutions, public bodies, employers and other institutions globally.

The strategic purpose is to connect evidence with institutional responsibilities and corrective action: examining whether safeguards work in practice, making the basis for assessments reviewable and tracking agreed improvements through the PHC Service.

STRATEGIC DIRECTION

Develop a manageable initial programme of voluntary institutional reviews, supported by transparent subscription funding, independent challenge and safe stakeholder participation. Define each review's geographic and institutional scope, criteria, evidence needs and limits. International scope does not imply established operations in every country.

The project has no evidenced statutory mandate or compulsory enforcement powers. Governance review, recommendations and any agreed contractual obligations must be distinguished from regulation, criminal investigation and legal adjudication.

PLANNING BASIS

The project direction is established by the revised brief. All appointments, partnerships, service capacities, milestones, financial policies and operating arrangements in this plan are proposed until explicitly approved and evidenced. Month 1 begins on an agreed authorised and adequately resourced start date.

The legal operating or hosting body, accountable lead, participating institutions, subscription prices and actual costs remain to be confirmed. No existing subscribers, secured income, completed institutional improvements or verified reductions in harm are claimed. The plan replaces the previous country-specific pilot assumptions and illustrative budget with a costed-readiness approach.

PRODUCTS AND SERVICES

Current Situation

CURRENT POSITION

The supplied planning materials define the international Governance direction and include 60 revised framing answers. They establish an intended approach to institutional review and action tracking, not evidence of operational service delivery.

No verified service catalogue, institutional participation agreements, adopted assessment criteria, baseline review results, subscriber numbers or completed assurance cycles have been supplied. Actual activity is unknown where records are absent; missing information must not be reported as zero.

STRATEGIC GAP

The immediate task is to convert the concept into a bounded, credible service offer. Proposed core functions are governance and safeguarding review, structured evidence assessment, corrective-action tracking, periodic follow-up and appropriately redacted public reporting. These should serve participating institutions, responsible oversight bodies and affected communities within stated access and capacity limits.

Confirm what PHC can support in practice before designating it as an operational system. Keep restricted source evidence separate from shareable governance records. Direct emergency protection, clinical care, legal representation and formal investigations are outside the established offer; specialist referral arrangements require separate verification.

Future Vision

PROPOSED 12-MONTH VISION

A credible initial international Governance programme in which participating NGOs and institutions understand the review criteria, relevant stakeholders can contribute safely, and agreed corrective actions have named owners, deadlines and reviewable completion evidence.

The proposed offer combines scoped institutional reviews; evidence and decision records; practical improvement plans; follow-up and independent challenge; and transparent reporting of progress, limitations and unresolved issues. Subscription terms should define the services or access provided without purchasing favourable findings, certification or influence over publication.

SUCCESS MEASURES

- By Month 6: approved criteria, a documented baseline and a manageable first cohort of reviews, conditional on readiness and written participation agreements.
- By Month 12: completed review and follow-up cycles where evidence access and capacity permit, sampled independent challenge and a redacted account of results and learning.
- Indicators: evidence completeness, review timeliness, overdue actions, justified action closures, fair response opportunities and voluntary feedback on access, safety and usefulness.

Set numerical targets after establishing the baseline and available capacity. Completed activities and adopted policies must be distinguished from implementation and longer-term outcomes. Fewer complaints alone do not establish reduced harm, and no outcome should be attributed to P533 without an appropriate evidential basis.

How Do We Get There?

PROPOSED OWNERSHIP

The project lead would be accountable for delivery, supported by an evidence lead, safeguarding lead and independent quality reviewer. Appointments, competence and available time require confirmation.

MONTHS 1-2: DEFINE AND TEST

Approve the charter, authority limits, service catalogue and review criteria. Consult affected groups safely. Establish evidence-status rules, complaints and correction routes, publication checks and specialist escalation arrangements. Test the review workflow and secure record handling with non-sensitive material.

Readiness gate: do not invite sensitive disclosures or start operational reviews until competent personnel, safe systems, agreed permissions, independence controls, realistic service limits and resources are in place.

MONTHS 3-6: ESTABLISH THE INITIAL PROGRAMME

Select a manageable cohort by relevance, risk, willingness and access to evidence. Agree each review's scope and institutional contacts. Record baselines, sources, limitations and fair response opportunities, then agree actions with owners, dates and evidence requirements.

MONTHS 7-12: FOLLOW UP AND EVALUATE

Plan follow-up reviews around Months 9 and 12, adjusting timing to the work actually undertaken. Verify implementation before closing actions; record disputes and unresolved risks. Obtain unconflicted challenge of a sample and publish a redacted annual assessment.

Review risks and overdue actions monthly. Pause or narrow unsafe or unsupported work. Expand across sectors or countries only when resources, local expertise, permissions and learning support it; subscription growth alone is insufficient.

PREMISES AND EQUIPMENT

Current Situation

CURRENT POSITION

Digital project information and exports exist. The supplied records do not verify a dedicated office, equipment inventory, production PHC configuration, restricted evidence repository, subscription ledger or tested backup arrangements.

Premises, device ownership, access permissions, hosting locations, connectivity, power reliability and accessibility remain to be assessed. The strategic need is a secure and proportionate operating arrangement for international coordination, with local facilities considered only where the actual work requires them.

BASELINE ASSESSMENT

Inventory devices, accounts, software, physical records and existing storage locations. Record ownership, custodian, condition, security controls, maintenance needs and costs. Map information flows between PHC, evidence storage, communications and finance systems, identifying unnecessary duplication and unprotected transfers.

Assess private remote meetings and any proposed local meeting space for safe access and confidentiality. Establish where paper records or original evidence are genuinely necessary. Existing assets and in-kind support should be checked before procurement; neither equipment availability nor security capability is assumed.

Future Vision

PROPOSED OPERATING CAPABILITY

By Month 6, aim for an accessible remote coordination arrangement with reliable communications, controlled records and secure participation options. Use approved local facilities where required by a review, rather than assume a permanent country office.

Subject to suitability checks, use PHC as the authoritative governance register for institutions, standards, reviews, actions and decisions. Maintain a separate restricted evidence repository, a controlled document register and a finance and subscription ledger. Connect them through reference identifiers and named record owners rather than duplicate sensitive content.

Essential capability includes protected devices and accounts, appropriate authentication, encrypted storage and transfer, dependable connectivity, secure conferencing and tested recovery. Field equipment and confidential paper storage should be provided only where justified by scope.

SUCCESS MEASURES

Before sensitive processing, record authorised users, system suitability, information-handling rules and supplier responsibilities. Demonstrate that backups can be restored and access can be removed when roles change. Keep an up-to-date inventory and resolve material security gaps before use.

Budget setup, recurring licences, connectivity, maintenance and replacement from actual requirements and quotations. No equipment purchase, hosting arrangement or setup allowance is approved by this plan.

How Do We Get There?

PROPOSED OWNERSHIP

An operations and records custodian would manage implementation, with the project lead accountable and suitable information-security advice. Names and responsibilities require approval.

MONTHS 1-2: INVENTORY AND CONFIGURE

Map assets and information flows; assess hosting, suppliers, permissions, accessibility and cross-border handling needs. Compare available tools and facilities against the agreed scope. Approve only essential purchases and recurring commitments within the costed budget.

Design unique record identifiers, document versions, evidence provenance, access roles, retention and disposal rules. Configure protected accounts, secure transfer, access logs where supported and separate storage for sensitive sources. Test with non-sensitive records before operational use.

MONTHS 3-6: VERIFY RELIABILITY

Test restoration, secure remote participation and continuity during outages or staff absence. Check that PHC action records, document approvals and subscription-finance records can be reconciled without exposing restricted evidence. Resolve gaps and record acceptance decisions.

MONTHS 7-12: MAINTAIN AND REVIEW

Proposed minimum rhythm: quarterly access, asset and recovery reviews, plus prompt checks after material system or personnel changes. Reassess capacity and security before adding a location, supplier or review cohort.

Completion evidence should include the approved inventory, data map, supplier assessment, access register, procurement records, restoration-test results and recorded actions on outstanding risks. Keep setup costs distinct from recurring operations and later expansion.

PEOPLE

Current Situation

CURRENT POSITION

The project has a defined independent Governance purpose and a proposed operating approach. No verified roster, appointed oversight group, accountable host, named delivery lead, staff availability, professional credentials or delegation schedule has been supplied.

People and capacity must therefore be established before operational commitments. Interest in the project, a subscription, a public profile or support for its aims does not establish an appointment, competence or organisational mandate.

CAPABILITY ASSESSMENT

Assess available governance, safeguarding, evidence-review, complaints-handling, information-security, finance, communications and stakeholder-engagement skills. Identify where country-specific institutional knowledge, language support or qualified advice is required for the first reviews.

Record each contributor's role, availability, authority, relevant experience, conflicts and supervision needs. Distinguish oversight, assessment, paid consultancy, subscription administration and independent challenge. Combined roles may be practical at a small scale, but essential separation of duties must remain effective.

No existing partnership, statutory role, survivor representation arrangement or independent reviewer is assumed. Proposed roles should be filled through explicit appointment or engagement, with documented consent and responsibilities.

Future Vision

PROPOSED TEAM AND OVERSIGHT

A small, competent team with accountable leadership, independent oversight and access to expertise appropriate to each institutional and country context.

- Project lead: approved scope, delivery, resources and escalation.
- Oversight group: charter, standards, independence, material budgets and high-risk decisions.
- Evidence and records functions: assessment quality, provenance, actions and document control.
- Safeguarding function: safe participation, confidentiality and specialist escalation.
- Finance and subscription administration: contracts, invoices, receipts and forecasts, with separate review.
- Authorised communications and publication approval, with unconflicted challenge of significant assessments.

Functions may be part-time or contracted where suitable. Anyone responsible for design or delivery should not independently assure their own work. Complaints about leadership must bypass the subject to an unconflicted reviewer.

SUCCESS MEASURES

Before sensitive work, each role should have a named appointee, written responsibilities, appropriate competence, induction, access permissions and cover. Provide safe, accessible input from affected groups without requiring personal testimony. Review workload, wellbeing and conflicts regularly.

Team size, remuneration, membership and availability remain to be confirmed against actual workload and subscription-supported resources. No appointments or employment commitments are created by this plan.

How Do We Get There?

MONTH 1: ESTABLISH ACCOUNTABILITY

Confirm the legal operating or hosting arrangement and appoint the accountable lead through an authorised process. Approve the oversight structure, membership criteria, role chart, delegated authorities, decision thresholds, conflict rules and independent complaint route. Define emergency and safeguarding escalation responsibilities.

MONTHS 1-2: VERIFY CAPABILITY

Assess skills and time, check relevant credentials and contract specialist support where necessary. Set affordable workloads, supervision and deputy arrangements. Separate subscription sales and financial decisions from assessment findings and publication approval.

Before sensitive work, complete role-specific induction in authority limits, evidence assessment, confidentiality, safeguarding, fair response, secure records, complaints and financial controls. Use calibration exercises and supervised practice to check consistent application of criteria.

MONTHS 3-6: SUPPORT DELIVERY

Review actual workload and skills monthly. Establish the proposed weekly operational, monthly risk-and-finance and quarterly oversight rhythm. Record decisions, interests, reasons, dissent where relevant, action owners and deadlines. Provide accessible, voluntary stakeholder consultation.

MONTHS 7-12: STRENGTHEN CONTINUITY

Review role effectiveness, training, succession and independent challenge. Test cover and secure handover arrangements, addressing key-person dependence and overload before expansion.

Evidence of readiness includes appointments, an active roster, delegation schedule, training and supervision records, access reviews and a continuity plan. All staffing and committee arrangements remain proposed until authorised.

FINANCE

Current Situation

CURRENT POSITION

The agreed direction is a subscription-funded independent Governance project. No verified subscriber register, rate card, subscription contracts, received income, cash balance, account mandate, expenditure ledger or recurring cost baseline has been supplied. Financial status is unknown where supporting records are absent.

The previous plan's country-specific currency allowances, annual envelope, starter tranche and emergency referral reserve are superseded planning assumptions. They are not carried forward as an approved budget, funding requirement or service commitment.

IMMEDIATE FINANCIAL TASK

Establish the authorised contracting and fund-holding body; inventory actual cash, commitments and liabilities; and cost the defined governance service offer. Obtain PHC terms, any consultant rates, supplier quotations, staffing costs and appropriate advice on applicable financial obligations.

Distinguish one-off setup, essential fixed operations, activity-dependent costs, independent quality review and reserves. Identify in-kind contributions without treating them as received cash. Choose reporting and billing currencies and assess any conversion exposure before pricing international subscriptions.

No subscriber numbers, income forecast, salary, fee, donation or grant commitment is asserted. Forecasts should be labelled as scenarios and reconciled to actual receipts once operations begin.

Future Vision

PROPOSED FUNDING MODEL

A transparent subscription model should fund a defined, capacity-based programme of independent research, governance review, action monitoring and reporting. Approve service tiers, billing periods, discounts, cancellation terms and collection procedures on the basis of actual costs and affordability.

Payment must not purchase favourable findings, influence criteria or suppress reporting. Any supplementary funding should pass an independence and restrictions review and be recorded separately. Avoid reliance on a single contributor that could compromise continuity or judgment.

BUDGET AND RESERVES

Prepare a twelve-month budget separating setup, essential recurring operations, planned review activity, specialist advice, independent challenge and contingencies. Show forecast subscription receipts, committed costs and closing cash by month, with lower-income and delayed-collection scenarios.

As a proposed starting policy, assess an unrestricted reserve covering at least three months of essential operating costs plus unavoidable commitments and orderly wind-down needs. Prevent double counting costs already covered by the reserve period. Final coverage and replenishment rules require approval after the baseline is established; no funded reserve is claimed.

SUCCESS MEASURES

Maintain reconciled records, separate approval and review, transparent financial summaries and adequate forward cover for commitments. Assess value for money through evidence quality, timely reviews and supported action outcomes, alongside cost. No numerical revenue target or price is approved until costs and capacity are verified.

How Do We Get There?

PROPOSED OWNERSHIP

The accountable lead and authorised operating body would approve commitments, with a finance custodian and separate reviewer maintaining control. Appointments and account mandates require confirmation.

MONTHS 1-2: COST AND AUTHORISE

Verify resources, liabilities and actual costs. Approve the twelve-month budget, subscription terms, rate card, concessions, procurement limits and income-acceptance rules. Define PHC Consultant scope, full or discounted rates, hours, deliverables, expense limits and third-party charges in a written engagement; record concessions separately from cash costs.

Launch gate: establish authorised contracts and accounts, operational controls, a costed capacity-based scope and adequate resources for setup, delivery commitments and safe continuation or wind-down. Do not treat prospective subscriptions or unpaid invoices as available cash.

MONTHS 3-12: COLLECT, RECONCILE AND REVIEW

Issue numbered invoices, record receipts and concessions, reconcile monthly and review a rolling cash forecast. Report actual, committed and forecast expenditure separately. Publish proportionate finance summaries and obtain unconflicted checks appropriate to scale. Review pricing, affordability and funding concentration quarterly.

PROPOSED INTERVENTION THRESHOLDS

Consistent with the revised framing answers, fewer than three months of essential-cost cover should prompt a recovery plan and review of new commitments; fewer than two months should prompt rephasing of discretionary work; insufficient cover for the next month's essential obligations should prompt an urgent safe service-reduction or funded-continuation decision. These are draft policies requiring approval against a verified budget.

Handle non-payment through agreed notices and contractual service review. Preserve independent findings, historical records and the complaints route. Assess next-year affordability before Month 12.

MARKETING

Current Situation

CURRENT POSITION

The revised project information and framing answers establish the name Ending Harassment – Evidence into Action and the international, independent Governance positioning. Earlier project materials also refer to communications and visual development; current publication, ownership and suitability have not been verified.

No verified public communication channel, approved contact details, subscriber prospect register, permission-based mailing list, audience baseline or publication schedule has been supplied. Previous public interest or third-party contact lists must not be treated as P533 subscribers or authorised project contacts.

STRATEGIC COMMUNICATIONS GAP

Review existing copy and assets for consistency with the global remit, subscription model and current readiness. Remove obsolete personal or organisational associations and claims of a country-specific starting mandate. Contextual external resources, where retained, should be accurately labelled without implying affiliation or endorsement.

Confirm rights and appropriate permissions for images, quotations and personal accounts before use. Public availability does not establish permission for every reuse. The immediate task is to explain the project accurately, enable safe engagement and distinguish plans from evidenced operations or outcomes.

Future Vision

PROPOSED PUBLIC POSITIONING

A clear, accessible public presence that explains the project's remit, review methods, authority limits, subscription offer and independence safeguards, and enables affected groups and institutions to participate responsibly.

Core message: Ending Harassment – Evidence into Action aims to turn evidence about sexual harassment, acid violence and institutional abuse into accountable institutional action through independent governance review and transparent follow-up.

AUDIENCES AND OUTPUTS

Prioritise NGOs and institutions, people affected by harm, relevant community representatives, prospective subscribers, professional and research specialists, independent reviewers and appropriate public bodies. Adapt language, accessibility and local context to the actual review scope.

By Month 6, aim for approved project information, a verified routine contact route, a separate confidential complaints channel, a clear subscription briefing and transparent methodology. Monthly public summaries should report setup progress until operational work is evidenced.

By Month 12, aim for consistent progress reporting and a redacted annual account of activities, supported findings, unresolved actions, finances and learning, with independent challenge described accurately.

SUCCESS MEASURES

Track audience understanding, relevant enquiries, informed subscription decisions, accessible consultation, timely updates and corrections. Establish baselines before numerical targets. Engagement and subscription counts are administrative indicators, not proof of safer institutions or reduced harm.

How Do We Get There?

PROPOSED OWNERSHIP

A communications function would prepare material, with evidence and safeguarding checks and an authorised, unconflicted publication approver. The project lead remains accountable for accurate service descriptions. Appointments require confirmation.

MONTHS 1-2: ALIGN AND PREPARE

Audit copy and assets against the revised direction. Approve naming, core messages, FAQs, authority limits, contact information and evidence-status language. Verify rights and permissions for every personal image, account or quotation. Prepare accessible project information and transparent subscription terms; publish service availability only when readiness is demonstrated.

MONTHS 3-6: ENGAGE RESPONSIBLY

Invite suitable institutions and potential subscribers through permission-based channels. Explain the service offer, costs, review independence and fair complaints route. Consult affected groups on criteria and priorities through safe, accessible formats, reporting what changed and why. Treat prospective partnerships as proposals until responsibilities are agreed in writing.

Publish a concise monthly update covering scope, review stages, evidenced and overdue actions, unresolved risks, aggregate finances and next decisions. State the reporting period, missing data and verification status; protect identities and small identifying counts.

MONTHS 7-12: REPORT AND LEARN

Use feedback to improve communication, update permissions where necessary and prepare the annual account. Maintain a correction log and provide fair opportunities to respond to material adverse findings.

Publication gate: check accuracy, evidence quality, confidentiality, permissions, conflicts and procedural fairness. Subscriber pressure must not control conclusions. No one should need to provide testimony, publicity or payment to have a concern considered through the defined complaints process.