# 90-Day 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.*

## OVERALL: EXECUTIVE SUMMARY

### Executive Summary

This is a proposed 90-day mobilisation plan for Ending Harassment – Evidence into Action, PHC project P533: an international, independent, subscription-funded Governance project addressing sexual harassment, sexual exploitation, acid violence, institutional abuse and abuse of authority across NGOs and institutions globally.

The first 30 days establish accountability, evidence-based readiness and a go, revise or no-go decision. Days 31-60 build the minimum operating controls and test the service offer. Days 61-90 complete readiness checks, begin a bounded institutional baseline where feasible and activate subscriptions only when the promised introductory services can be delivered.

Day 1 is an agreed authorised and adequately resourced start, not the export date. The three 30-day blocks correspond to the PHC Proposal's first three budget months for planning purposes; actual calendar and billing dates must be confirmed. All roles, dates, costs, subscriber numbers and outputs below are proposals until approved and evidenced.

The provisional first-90-day cost envelope is £7,190, within the six-month £14,975 model. A separate £15,000 opening unrestricted cash scenario is uncommitted and must not be treated as available funding. No existing subscribers, appointed team, formal partnerships or verified outcomes are claimed.

## Purpose

Establish a safe, credible and affordable foundation for evidence-led institutional accountability. Connect each material concern with its source, assessment status, responsible parties and reviewable actions while respecting dignity, confidentiality and fair response.

- Confirm who operates the project, who can authorise work and what lies outside its authority.
- Define a manageable governance review and subscriber offer, with transparent terms and protection from financial influence.
- Test PHC records, restricted evidence storage, financial controls and independent review before sensitive processing.
- Validate demand, willingness to pay and actual delivery capacity without promising a dedicated review to every subscriber.
- Make an evidenced Day 90 decision on bounded continuation, revision, deferral or safe closure.

The global remit does not establish operations or powers in every country. No statutory enforcement, legal adjudication, direct emergency response or guaranteed certification is included.

## What "Success" Looks Like (by Day 90)

By Day 90, the target is an evidenced readiness and continuation decision, supported by the following minimum outputs:

- An authorised operating body and accountable lead, named essential responsibilities, documented delegations and an unconflicted complaints route.
- Approved review scope, criteria, evidence-status rules, safeguards, fair response and publication procedures.
- A tested records workflow with controlled access, traceable sources, backed-up information and separate subscription-finance records.
- A costed service offer and approved subscription terms, with demand and affordability evidence recorded honestly.
- A small prospective cohort, provisionally one or two institutions, with written participation and a baseline started only where readiness, access and hours permit.
- A reconciled first-quarter financial record and an explicit decision about Months 4-6.

The base subscription scenario aims for 25 active paying subscriptions in Month 3: 10 at £25, 10 at £100 and 5 at £250, producing £2,500 if all pay for that month. This is an unvalidated financial assumption, not an acceptance requirement or evidence of demand. Failure to reach it requires reforecasting, not pressure to sell unsuitable services.

Success may be a justified pause or no-go decision if safe and sustainable delivery cannot be established. Subscriber counts, setup completion and policy adoption must not be presented as verified reductions in harm.

## PHASE 1: DAYS 1–30 (STABILISE & BASELINE)

### Summary (Days 1–30)

Days 1-30 establish authority, scope, risks, actual resources and the basis for a staged decision. Undertake the proposed seven-working-day diagnostic within this period, allowing the remaining time for evidence gaps, costing and approvals.

Proposed accountability: the authorised operating or hosting representative appoints the project lead; the lead coordinates the diagnostic with PHC strategy, analysis and safeguarding input. These are functional responsibilities, not confirmed appointments.

Month 1 planning allowance: £1,700, comprising £1,450 people time, £100 tooling and communications and £150 contingency. Only this stage should be committed initially, within an explicitly approved ceiling.

### Objectives

- Establish the legitimate operating and decision-making arrangement and the project's authority limits.
- Assess the proposed institutional scope, subscriber offer, competence and independence risks.
- Identify safeguarding, evidence, information-handling and funding conditions that must be met before setup and sensitive work.
- Replace untested assumptions with available records, supplier terms and structured stakeholder feedback.
- Produce a go, revise or no-go recommendation without assuming a favourable result.

### Actions

1. **Start to the end of the first seven working days — operating representative and proposed lead:** confirm the operating body, authorised contact, decision rights and budget authority. Record all unfilled roles and who may make the initial decision; do not invent appointments.
2. **Same diagnostic window — PHC strategy and evidence functions:** review the revised project documents, define a bounded service scope and map willing institutions and affected stakeholder groups. Record sources, uncertainties, permissions and access dependencies.
3. **Same diagnostic window — safeguarding and evidence functions:** identify risks of retaliation, exposure, unfair findings and financial influence. Keep initial consultation non-sensitive unless safe handling is already authorised.
4. **By Day 20 — lead and finance custodian:** validate actual cash, commitments, consultant terms, supplier costs and potential unpriced obligations. Test the three subscription tiers through structured discussions, distinguishing interest from signed commitments and cash.
5. **By Day 30 — authorised decision-maker with unconflicted challenge:** approve, revise or reject the readiness report and setup ceiling. Record the reasons, evidence, unresolved conditions, owners and next review date.

The seven-working-day target may need extension if essential evidence or competent input is unavailable. No sensitive intake, subscription launch or institutional finding is authorised merely by completing the diagnostic.

## Deliverables by Day 30

- **Readiness decision pack:** project purpose and scope; legal operating arrangement; contact and role chart; limits of authority; go, revise or no-go recommendation.
- **Initial risk and dependency register:** material risks ranked by potential harm and delivery effect, with owners, controls, dates and stop conditions.
- **Service and demand note:** draft criteria, initial cohort assumptions, subscriber entitlements, affordability feedback and evidence status of prospective interest.
- **Cost and cash baseline:** actual resources and liabilities; agreed or outstanding provider terms; the Month 1 ledger and a revised forecast for setup.
- **Decision and action register:** explicit approval status, scope, ceiling, conditions and accountable owners for the next stage.

If readiness is not supported, the deliverable is a recorded pause, revised scope or no-go decision and a safe handling plan for any records already held.

## Measures

- Every material readiness condition has a named owner, due date, required evidence and status, including unresolved items.
- Any commitment has documented authority and a budget reference; the proposed £1,700 ceiling is not exceeded without explicit change approval.
- The diagnostic distinguishes confirmed records, reported information, proposals and unknowns.
- A readiness decision is recorded by Day 30, or a justified deferral names the blocker, interim restrictions and next decision date.
- Prospective contacts are counted separately as consulted, interested, agreed or paid; none is represented as a subscriber without the appropriate agreement and payment record.

These are proposed control targets to test, not statements of achieved compliance.

## PHASE 2: DAYS 31–60 (ALIGN & STANDARDISE)

### Summary (Days 31–60)

Days 31-60 convert an approved scope into a minimum viable Governance operating arrangement. Configure suitable PHC records and secure evidence handling, approve core procedures and validate what the available people can actually deliver.

Proposed ownership: project lead accountable; evidence and records functions implement assessment and systems; safeguarding reviews safety; finance and subscription administration prepare contracting and collection; unconflicted oversight approves material controls.

Month 2 cost allowance: £2,965, including £2,080 people, £560 conditional hardware, £100 tooling, £75 accessible engagement and £150 contingency. Cumulative proposed cost through Day 60: £4,665. No subscription receipts are assumed in the first two budget months.

### Objectives

- Approve consistent criteria, evidence assessment, fair response and action-closure requirements.
- Establish controlled records and demonstrate safe access and recovery before sensitive material is accepted.
- Confirm essential personnel, limited hours, competence, supervision and independent challenge.
- Prepare a transparent, affordable subscription offer with explicit service boundaries and financial-independence controls.
- Identify a feasible initial institutional cohort without treating interest as a partnership or a subscription as an assessment entitlement.

### Actions

1. **By Day 45 — evidence lead with oversight approval:** produce criteria and templates for scope, evidence status, institutional responses, findings, action owners, deadlines and checked closure. Define review and publication approval routes.
2. **By Day 45 — safeguarding function and accountable lead:** approve safe participation, confidentiality limits, complaints, correction, incident and retaliation escalation arrangements. Obtain specialist input where required; unpriced advice needs additional approval before commitment.
3. **By Day 50 — records custodian:** assess PHC suitability and configure governance records, a restricted evidence repository, document control and a separate finance ledger. Test with synthetic or non-sensitive records; check access removal and backup restoration.
4. **By Day 50 — lead and finance reviewer:** confirm actual appointments, rates, hours, supplier terms, equipment needs and spending controls. Use existing suitable assets where approved; remove unused hardware allowances from the forecast.
5. **By Day 55 — subscription administration and unconflicted oversight:** agree tier scope, prices, concessions, billing, cancellation, refund and non-payment terms. Define payment as support for the stated offer, not influence over assessment or publication.
6. **By Day 60 — lead and oversight:** review the scope and capacity of the initial cohort, record demand feedback and decide whether Month 3 can proceed. No paid activation until the promised introductory services are ready.

### Deliverables by Day 60

- **Governance procedures pack:** scope and criteria, evidence labels, safeguarding, conflicts, fair response, complaints, corrections, escalation and publication controls.
- **Tested system pack:** approved data map, authorised access list, sample records, recovery-test evidence and named records owners.
- **Capacity and commissioning record:** essential appointments or engagements, competence checks, written terms, actual hours and cover arrangements.
- **Subscription launch draft:** tiers and terms, capacity limits, permissions for communications, invoicing and collection process and transparent demand evidence.
- **Prospective cohort and cost review:** eligibility, willingness, conflicts, evidence-access requirements and remaining approval conditions, plus reconciled costs and forecast.

A documented Day 60 decision should state what may start, what remains prohibited and which unresolved conditions prevent progression.

### Measures

- Every essential function for the proposed Month 3 scope has an appointed competent person or agreed provider, sufficient hours and an escalation route; an unfilled essential role blocks the affected activity.
- All critical confidentiality, conflict, complaints and publication controls have approval evidence before operational use.
- Access and recovery tests pass for the records being proposed; sensitive processing waits if a material security gap remains.
- The subscriber offer has approved scope and terms, and the forecast is based on actual commitments and clearly labelled assumptions.
- Month 2 costs are reconciled against the £2,965 allowance and cumulative £4,665 plan; material variances and unpriced items have explicit decisions.

Do not count drafting a procedure as evidence that its operational use is effective; record test results and remaining limitations.

## PHASE 3: DAYS 61–90 (EMBED & IMPROVE)

### Summary (Days 61–90)

Days 61-90 complete setup and, where the gate is passed, begin controlled introductory services and a limited institutional baseline. This is Month 3 of the PHC Proposal, still within its setup phase; the three-month continuation package begins after Day 90 and needs separate approval.

Month 3 cost allowance: £2,525, comprising £2,200 people, £100 tooling, £75 accessible engagement and £150 contingency. Total proposed first-90-day cost: £7,190.

The base scenario assumes 25 active paying subscriptions in Month 3, generating £2,500 if fully collected. This is a testable assumption. Delayed readiness must delay activation and receipts together, with reforecasting before further commitments.

The £2,500 receipt assumption requires the proposed tier mix to be billed and paid for the service month. Later activation, prorated charges, concessions or non-payment reduce receipts; reaching 25 subscriptions at Day 90 does not by itself establish £2,500 collected.

### Objectives

- Demonstrate that the promised introductory subscriber offer can be delivered within available hours before accepting payment.
- Start a bounded institutional baseline only with written scope, permissions, safe participation and competent responsibility.
- Use real operating experience to test evidence quality, workflow, costs and demand without overstating results.
- Produce the first reconciled operational and finance account and an unconflicted review of the decision process.
- Decide whether Months 4-6 should continue, narrow, change price or scope, defer or stop.

### Actions

1. **Before any paid activation — lead, subscription administrator and oversight:** confirm approval of terms, delivery capacity, secure records and complaint routes. Record the gate decision and effective date. Keep money collected, agreements signed and enquiries distinct.
2. **Days 61-75 — evidence lead and participating institution:** agree a tightly scoped baseline, criteria, contacts, data permissions and response arrangements. Record missing evidence and limitations; begin with one institution if complexity consumes available hours. Do not promise completion by Day 90 regardless of conditions.
3. **Days 61-90 — project coordination and safeguarding functions:** provide planned pooled briefings, facilitate safe consultation and record proposed remedies with owners and evidence requirements. No sensitive public disclosures or unsupported casework.
4. **By Day 80 — unconflicted quality reviewer:** sample the baseline or test records, source trail, conflict handling and proposed action criteria. If no live review is ready, assess the controlled workflow and state that no institutional finding has been independently checked.
5. **By Day 85 — finance custodian and separate reviewer:** reconcile invoices, receipts and expenditure; update lower-income and delayed-launch scenarios and the capacity forecast. Assess renewal, non-payment and service-delivery risks.
6. **By Day 90 — authorised oversight:** approve the next stage, require revisions, defer or stop. Record reasons, funding and staffing conditions, outstanding safeguards, customer commitments and any safe closure actions.

### Deliverables by Day 90

- **Operating guide:** responsibilities, criteria, systems, permissions, complaints, publication, escalation and handover arrangements with owners and versions.
- **Demand and subscriber record:** actual agreements, active entitlements, billed amounts, cash receipts, concessions, cancellations and stated limits; unconverted interest remains separate.
- **Baseline and action record:** agreed institutional scope and initial evidence where feasible, or a transparent account of why no review has begun. Actions have owners, dates and completion evidence.
- **Quality and safety review:** sample findings, test results, limitations, unresolved risks and corrective actions.
- **90-day progress and finance account:** actual versus planned costs, supported activity, evidence gaps, safe public summary and updated cash and workload forecasts.
- **Continuation decision:** approved scope, resource ceiling and conditions for Days 91-180, or a revised, paused or closed programme.

### Measures

- No paid service is activated before its delivery gate is approved; all active subscriptions have agreed terms and traceable billing and payment status.
- The 25-subscription, £2,500 Month 3 assumption is compared with actual results and the variance explained; it is not reported as achieved without records.
- Every live institutional assessment has agreed scope, criteria, permissions and competent ownership; every material proposed finding has traceable evidence and appropriate response and approval steps.
- Day 90 costs are reconciled against the £7,190 envelope; the cash forecast distinguishes receipts, invoices, opening funds, commitments and contingency.
- A recorded continuation, revision, deferral or no-go decision tests safety, independence, demand, capacity and resources. No critical unresolved risk is hidden by a favourable status.

Report completed setup, introductory services, initial evidence and actual actions accurately. No numerical target for reduced harm or completed institutional reform is claimed within this mobilisation period.