



RefugeRoot Foundation of Canada

Pilot Project Charter

Keys of Hope - Music Academy for Vulnerable Children

Pilot phase in Lome, Togo, and preparation of the future Keys of Hope Music Conservatory

Item	Information
Sponsor	RefugeRoot Foundation of Canada
External partners	Maison Bethanie NGO and additional child reception centre(s) to be confirmed or withheld pending formal authorization
Project name	Keys of Hope
Project nature	Pilot music education, social inclusion and human development project
Implementation location	Lome, Togo
Direct pilot beneficiaries	22 vulnerable children
Post-pilot target capacity	100 children over one year
Pilot start date	April 10, 2026
Project Manager	Isabelle Santiago
Reference budget	CAD 200,000
Founders' contribution	CAD 113,000
Funding to be mobilized	CAD 87,000

Table of contents

1. Executive Summary.....	3
2. Project Identification.....	3
3. Context, Rationale and Theory of Change.....	3
Theory of change.....	4
Added value of the partnership.....	4
4. Strategic Vision: From Keys of Hope to a Sustainable Music Academy.....	4
5. General Objective and Specific Objectives.....	4
General objective.....	4
6. Pedagogical Framework Inspired by the RCM Curriculum.....	5
Proposed annual pathway for 100 children.....	5
7. Project Scope.....	6
Included in scope.....	6
Excluded from scope.....	6
8. Deliverables, Acceptance Criteria and Milestones.....	6
9. Work Breakdown Structure - WBS.....	7
10. Stakeholders and Engagement Strategy.....	7
11. Governance, Responsibilities and Control Mechanisms.....	8
12. Resources and Budget.....	9
Budget principle.....	9
13. Sustainability Strategy: Periodic Fundraising Concerts.....	10
14. Monitoring, Evaluation and Success Indicators.....	10
15. Risk Management.....	11
16. Quality, Child Safeguarding and Communication.....	12
Pedagogical quality assurance.....	12
Child safeguarding.....	12
Local compliance, supervision and data protection.....	12
Communication and visibility.....	12
17. Change Management and Closure.....	13
Change management.....	13
Closure criteria.....	13
18. Approval.....	13
Appendix A. Synthetic Logical Framework.....	13
Appendix B. Learning Register for a Future Phase.....	14
19. Bibliography.....	14

1. Executive Summary

Keys of Hope is an initiative of RefugeRoot Foundation of Canada designed to provide free, structured, regular and caring music education to vulnerable children in Lome, Togo. The pilot phase, launched on April 10, 2026 with 22 children in partnership with Maison Bethanie NGO, serves as a pedagogical, logistical and organizational testbed for an expansion toward a music academy capable of serving 100 children over one year. Additional child reception centre(s) may be added once the partnership and supervision arrangements are formally confirmed.

Keys of Hope is positioned as an emerging music academy intended, over time, to become a music conservatory dedicated to vulnerable children in Togo. The project combines instrumental learning, music theory, artistic discipline, ensemble practice, self-confidence building and community mobilization through fundraising and community concerts organized at a realistic frequency during the first year.

The reference total project cost is CAD 200,000. The founders contribute CAD 113,000 through assets and valued contributions: a building intended to serve as a training centre and music academy, initial facility adaptation, a vehicle for instructors transportation, a grand piano acquired and transported from Montreal, and 22 flutes for the children. The building is founder-owned, mortgage-free and will be made available through a usage agreement until the local NGO is created, after which it is intended to be donated to the local NGO.

The missing funding of CAD 87,000 is intended to complete the pedagogical and operational capacity required, including instructor training through relevant RCM courses, pedagogical materials for approximately 100 learners, four full-time instructors for the scale-up year, supervision, coordination, monitoring and evaluation, and the sustainability strategy.

2. Project Identification

Element	Information
Project name	Keys of Hope
Sponsor	RefugeRoot Foundation of Canada
External partners	Maison Bethanie NGO; additional child reception centre(s) to be confirmed or withheld pending formal authorization
Project Manager	Isabelle Santiago
Location	Lome, Togo
Pilot start date	April 10, 2026
Reference duration	Pilot phase followed by a one-year scale-up to 100 children
Direct pilot beneficiaries	22 vulnerable children
Post-pilot target beneficiaries	100 vulnerable children over one year
Intervention area	Music education, artistic development, social inclusion and child development
Core modules	Music theory, piano, flute, musical literacy, ear training and ensemble practice
Pedagogical reference	RCM-aligned progression, without official accreditation or affiliation
Reference budget	CAD 200,000
Founders' contribution	CAD 113,000
Funding to be mobilized	CAD 87,000

3. Context, Rationale and Theory of Change

In Lome, many vulnerable children have limited access to structured educational, cultural and artistic spaces. For these children, music education can play an important complementary role by supporting discipline, concentration, memory, listening, cooperation, emotional expression and self-confidence.

Music learning is also a language of dignity and cohesion. A regular, protected and progression-oriented learning environment can help children discover their capacities, develop perseverance and belong to a positive community.

Theory of change

If vulnerable children have free access to regular music classes, instruments, a safe learning space, instructors supported through a structured pedagogical framework and well-managed performance opportunities, then they can develop measurable musical, social, cognitive and emotional skills. This progression will strengthen their confidence, discipline, personal expression and sense of hope, while creating an institutional foundation for a future music conservatory dedicated to vulnerable children in Togo.

Added value of the partnership

- Maison Bethanie NGO provides local anchoring, knowledge of the children, child supervision and community-based follow-up during lessons. Additional child reception centre(s) may be added once formal authorization and supervision arrangements are confirmed.
- RefugeRoot Foundation of Canada provides vision, project structuring, governance, resource mobilization and quality management.
- The founders contributions create a strong material base: facility, facility adaptation, vehicle, grand piano and flutes.
- Alignment with the RCM curriculum provides a recognized structure for organizing pedagogical progression without turning the project into an officially accredited RCM program.

4. Strategic Vision: From Keys of Hope to a Sustainable Music Academy

The pilot phase should not be understood only as a series of introductory classes. It is the first step in a more ambitious institutional architecture: a Keys of Hope music academy capable of offering a regular annual pathway to 100 vulnerable children, then progressively developing into a future music conservatory for vulnerable children in Togo.

Horizon	Target result
Short term - pilot phase	Train 22 children, test the modules, document progression, validate logistical and pedagogical needs, and confirm whether lesson frequency should be increased.
Medium term - academy	Set up a dedicated facility, strengthen the instructor pool, acquire pedagogical materials, increase lesson frequency and welcome 100 children over one year.
Long term - future conservatory	Develop a social music institution offering structured training, ensembles, concerts and pathways toward recognized certifications.

5. General Objective and Specific Objectives

General objective

Contribute to the educational, artistic, social and emotional development of vulnerable children in Lome through a free, structured and sustainable music academy based on a pedagogical progression inspired by the RCM curriculum and capable of welcoming 100 children over one year after completion of the pilot phase.

SMART objective	Expected result	Indicator	Target date
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SO1 - Pilot cohort	Deliver structured music learning to 22 vulnerable children during the pilot phase.	List of children, attendance sheets, progress records.	Pilot phase
SO2 - Pedagogical model	Design a progressive curriculum combining music theory, piano, flute, listening, reading and ensemble practice.	Annual plan, lesson plans, evaluation tools.	Months 1 to 6
SO3 - Instructor capacity	Identify and finance relevant RCM courses, books and resources for instructors, while preparing a wider instructor pool for the scale-up year.	Enrollment confirmations, receipts, certificates or completion evidence; instructor availability plan.	Months 3 to 6 and Year 1 scale-up
SO4 - Capacity for 100 children	Prepare pedagogical materials, transport arrangements and operational conditions for approximately 100 learners.	Inventory, budget, class schedule, grouping model.	End of pilot and Year 1
SO5 - Sustainability	Develop at least two fundraising or community concerts in the first year, with the possibility of increasing frequency after the model is tested.	Event plan, revenue reports, consent forms, impact communications.	Year 1 and ongoing
SO6 - Monitoring and evaluation	Measure participation, progress, safeguarding compliance, costs, data protection and scale-up readiness.	Dashboard, final report, lessons learned.	Throughout the project

Instructor capacity development will begin during the pilot phase and continue into the first year of scale-up. This is necessary because the project may require more instructors than the initial teaching team can reasonably support, especially if lesson frequency increases and additional child reception centre(s) are included.

6. Pedagogical Framework Inspired by the RCM Curriculum

The project uses the RCM curriculum as a pedagogical structuring reference, particularly to organize learning progression, observable outcomes, levels of difficulty and required resources. Keys of Hope does not claim to be an accredited RCM centre; the objective is to provide rigorous, progressive training adapted to the humanitarian context.

RCM-inspired dimension	Application in Keys of Hope	Expected contribution
Repertoire	Simple pieces, children-friendly melodies, local musical references and progressive works adapted to level.	Motivation, musical memory, expressive development and performance confidence.
Technique	Posture, finger coordination, breath control for flute, scales, simple patterns and progressive exercises.	Basic instrumental discipline and technical foundations.
Musicianship	Listening, pulse, rhythm, ear training, call-and-response, sight reading and ensemble practice.	Independent musical thinking and group cooperation.
Musical literacy	Notes, staff, rhythmic values, basic theory, symbols, dynamics and simple reading exercises.	Progressive understanding of the musical language.
Performance practice	Class presentations, small recitals and fundraising or community concerts.	Confidence, community engagement and project visibility.

Proposed annual pathway for 100 children

Level / component	Content	Expected outcome
Preparatory level	Basic rhythm, listening, musical games, posture, first notes and group discipline.	Children can participate in a class routine and perform very simple exercises.
Foundation level	Music theory, piano keyboard discovery, flute breath/posture, simple melodies and ensemble practice.	Children can read simple elements and perform short pieces.
Consolidation level	Technique, repertoire, ear training, sight reading, small-group practice and one-on-one support where needed.	Children show measurable progress and readiness for continued training.

Community performance	Internal recitals and fundraising or community concerts with volunteer local artists.	Children participate safely and with appropriate consent in positive public moments.
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7. Project Scope

Included in scope

- Identification, registration and follow-up of 22 vulnerable children during the pilot phase.
- Partnership with Maison Bethanie NGO, with the possibility of adding one or two additional child reception centre(s) subject to formal authorization, supervision arrangements and capacity.
- Establishment of a building dedicated to Keys of Hope as a training centre or music academy, made available through a usage agreement until creation of the local NGO and intended for donation to that local NGO once created.
- Initial facility adaptation, asset inventory and preparation of a safe learning environment.
- Use of the grand piano, flutes and vehicle as project support assets.
- Development of a music theory, piano, flute, musical reading, listening and ensemble practice program.
- Instructor training or professional development through relevant RCM courses, pedagogical resources and coaching.
- Acquisition of pedagogical materials for approximately 100 learners for the first year of expansion.
- Organization of at least two fundraising or community concerts in the first year, with possible increase in frequency if lesson frequency, child readiness, logistics and safeguarding capacity support it.
- Monitoring and evaluation, results documentation, responsible communication, secure data management and final reporting.

Excluded from scope

- Any statement of official RCM accreditation, unless a formal agreement is later secured.
- Full coverage of children school, medical, food or family needs.
- Advanced professional music training beyond the scope of the pilot phase.
- Unlimited purchase of individual instruments without specifically approved funding.
- Major public concerts without safety analysis, authorizations, consent and sufficient logistical capacity.
- Unsupervised contact between instructors, volunteer artists or project visitors and child beneficiaries.
- Expansion to other cities without prior validation of the model, budget and governance.

8. Deliverables, Acceptance Criteria and Milestones

Deliverable package	Expected deliverables	Acceptance criteria
D1 - Pilot mobilization and registration	List of 22 children, consent forms, baseline information and preliminary schedule.	Beneficiaries confirmed; essential documents available; Maison Bethanie NGO informed and supervising lessons.
D2 - Dedicated learning space	Building usage arrangement, initial setup, safety review and asset inventory.	Facility usable for music learning; usage agreement and basic safeguarding requirements documented.
D3 - Pedagogical program	RCM-aligned annual progression, lesson plans, evaluation sheets and materials list.	Program validated by the Project Manager and RefugeRoot.
D4 - Instructor capacity plan	List of RCM courses/resources required for instructors, coaching plan and initial plan for additional instructor capacity.	Training needs budgeted and implementation plan approved.
D5 - Music training delivery	Music theory, piano, flute and ensemble sessions; attendance and progress sheets.	Sessions delivered according to schedule and progression documented.
D6 - Materials for 100 learners	Books, notebooks, printed/digital resources, music stands or other pedagogical tools.	Inventory sufficient for first-year scale-up plan.
D7 - Sustainability concerts	Concert concept, calendar, volunteer artist	At least two events documented in Year 1;

	participation, safeguarding and event reports.	revenues and expenses tracked; child protection respected.
D8 - Monitoring, data protection and final report	Dashboard, secure data register, final report, lessons learned and scale-up recommendations.	Report approved and decision basis available for expansion.
Period	Milestone	Expected result
April 10, 2026	Official pilot start	Project launched with Maison Bethanie NGO.
Month 1	Registration and baseline assessment	22 children confirmed and baseline documented.
Months 1-2	Learning routine installed	Schedule stabilized and initial sessions completed.
Months 3-4	Pedagogical strengthening	Instructor training needs confirmed, initial RCM resources prioritized and need for additional instructors assessed.
Month 5	Scale-up preparation	Budget, materials, transport, instructor capacity and facility needs for 100 children confirmed.
Month 6	Pilot evaluation	Final pilot report and recommendations available.
Year 1 post-pilot	Annual pathway for 100 children	Music academy operating with a structured annual program and expanded instructor capacity.

9. Work Breakdown Structure - WBS

WBS code	Work package	Main activities
1.0	Project framing and coordination	Charter validation, roles, schedule, governance and monitoring tools.
2.0	Beneficiary mobilization	Child identification, consent forms, basic files and communication with families or guardians.
3.0	Facility and asset setup	Building use agreement, initial adaptation, grand piano, flutes, vehicle and inventory.
4.0	Pedagogical design	Progression plan, RCM-aligned resources, lesson plans and assessment tools.
5.0	Instructor training and capacity	RCM courses/resources, coaching, class observation, professional development and additional instructor planning.
6.0	Music theory	Notes, rhythm, staff, listening, pulse, musical values and basic literacy.
7.0	Piano training	Posture, keyboard discovery, coordination, exercises, simple melodies and guided practice.
8.0	Flute training	Breath, posture, handling, fingerings, tone production and simple melodies.
9.0	Child safeguarding, compliance and monitoring	Attendance, progress, wellbeing, consent, supervision, data protection, incident register and follow-up.
10.0	Fundraising concerts and communication	Volunteer artists, safeguarding briefing, rehearsals, event logistics, storytelling and validated content.
11.0	Monitoring, evaluation and closure	Indicators, final report, lessons learned, financial tracking and scale-up decision.

10. Stakeholders and Engagement Strategy

Stakeholder	Role / contribution	Influence	Interest	Engagement strategy
RefugeRoot Foundation of Canada	Sponsor, project structuring, resource mobilization,	High	High	Steering meetings, dashboard, validation of deliverables.

	supervision and institutional communication.			
Maison Bethanie NGO and additional child reception centre(s) to be confirmed	External partner, community support, identification and supervision of children.	High	High	Regular coordination, field communication, needs follow-up.
Isabelle Santiago	Project Manager, coordination, deliverables, risks and communication.	High	High	Reporting, arbitration and stakeholder coordination.
Founders	Asset contributions, strategic vision and project credibility.	High	High	Documentation of contributions, governance and donor reporting.
Music instructors	Delivery of theory, piano, flute and ensemble practice.	Medium	High	Pedagogical briefing, coaching and progress review.
Additional instructors to be identified	Expanded teaching capacity for increased lesson frequency, individualized support and additional centres if added.	Medium	High	Capacity planning, onboarding, safeguarding briefing and supervision.
Pedagogical coach / RCM reference person	Support to curriculum structuring and instructor professional development.	Medium	High	Training plan, coaching sessions, quality review.
Child beneficiaries	Active participation in classes and supervised concerts.	Medium	High	Caring approach, feedback and individualized follow-up.
Parents / guardians	Consent, attendance support and child protection.	Medium	Medium to high	Clear information, authorizations and respectful communication.
Volunteer local artists	Concert performance, mentorship and community mobilization.	Medium	Medium	Volunteer arrangements, safeguarding briefing, code of conduct and supervised child-facing activities.
Donors / partners	Funding of the gap and support to scale-up.	High	High	Impact reports, concerts, validated content and budget transparency.

11. Governance, Responsibilities and Control Mechanisms

Project governance must ensure financial transparency, pedagogical quality, child protection, asset traceability, data protection and preparation for expansion to 100 children. Major decisions related to budget, number of beneficiaries, partnerships, public use of children images, data sharing and concerts must be validated by RefugeRoot Foundation of Canada.

Key activity	RefugeRoot	Maison Bethanie / partner centres	Project Manager	Instructors / coach	Parents / guardians
Charter and budget validation	A	C	R	C	I
Documentation of founders' contributions	A/R	I	C	I	I
Building usage agreement and future donation documentation	A/R	I	C	I	I
Child selection and registration	C	A/R	C	I	C
RCM-aligned pedagogical plan	A	C	R	R	I
Instructor training and capacity planning	A	I	R	R	I
Course delivery	I	C	A	R	I
Child safeguarding and supervision	A	R	R	C	C
Volunteer artist onboarding	A	C	R	C	I
Fundraising concerts	A	C	R	C	C
Public communication	A	C	R	I	C

Data protection and privacy controls	A	C	R	I	I
Final report and scale-up plan	A	C	R	C	I

R = Responsible | A = Approval authority | C = Consulted | I = Informed

12. Resources and Budget

Budget principle

The reference total budget is CAD 200,000. It distinguishes the founders valued contributions from the funding still to be mobilized. This structure demonstrates the founders initial commitment and clearly justifies the need for additional funding to make the project operational and scalable.

The CAD 30,000 instructor fee line is based on four full-time instructors during the scale-up year, each compensated at a local benchmark of 250,000 XOF per month. Using an exchange rate of 1 CAD = 400 XOF, the annual cost is calculated as follows: $(4 \times 250,000 \text{ XOF} \times 12 \text{ months}) / 400 = \text{CAD } 30,000$. This full-time structure is intended to support more frequent lessons, individualized support, small-group appointments and possible inclusion of one or two additional child reception centres.

Budget item	Description / calculation basis	Amount CAD	Source	Comment
A. Founders valued contributions				
Building dedicated to Keys of Hope	Founder-owned, mortgage-free building; training centre / music academy; future conservatory; usage agreement until local NGO is created, then intended donation to local NGO.	100,000	Founders	Structuring project asset; usage and future donation to be documented.
Initial facility adaptation	Minimum adaptation of the space, furniture, pedagogical setup.	5,000	Founders	To be documented by invoices or valuation.
Transportation vehicle	Transportation of instructors, logistical support and coordination; additional vehicles may be provided by the founder if required.	2,500	Founders	Estimated value.
Grand piano	Acquisition and transport from Montreal to the Keys of Hope facility.	5,000	Founders	Central instrument for the academy.
22 flutes	Instruments for the pilot cohort.	500	Founders	Estimated total value.
Subtotal founders contributions		113,000		
B. Funding to be mobilized				
RCM training and instructor development	Relevant RCM courses, required books, pedagogical resources and coaching.	5,000	To be funded	Pedagogical quality priority.
Pedagogical materials for 100 learners	Notebooks, scores, supports, printed/digital resources and evaluation tools.	10,000	To be funded	First post-pilot year.
Instructor fees	Four full-time instructors at 250,000 XOF per month for 12 months, converted at 1 CAD = 400 XOF. Supports personalized lessons, small groups, increased frequency and possible additional centres.	30,000	To be funded	Scale-up year for 100 children.
Coordination, administration and safeguarding	Project management, local presence, child protection, volunteer onboarding, consent tracking and data protection controls.	12,000	To be funded	Operational control.
Complementary instruments	Additional keyboards, music	10,000	To be funded	Capacity for 100 children.

and accessories	stands, cases, maintenance and consumables.			
Local operations	Transport, water, electricity, internet, safety, maintenance and small snacks.	8,000	To be funded	Annual operations.
Periodic fundraising concerts	Logistics, sound, communications, rehearsals and documentation.	5,000	To be funded	Sustainability and visibility.
Communication, monitoring, evaluation and reports	Dashboard, authorized photos/videos, impact reports, secure storage and document audit trail.	4,000	To be funded	Accountability.
Contingency provision	Field adjustments, maintenance and cost fluctuations.	3,000	To be funded	Prudent reserve.
Subtotal funding to be mobilized		87,000		
TOTAL PROJECT COST		200,000		

Indicator	Amount	Share of budget
Total project cost	CAD 200,000	100%
Founders' contributions	CAD 113,000	56.5%
Funding to be mobilized	CAD 87,000	43.5%

13. Sustainability Strategy: Periodic Fundraising Concerts

To make the academy sustainable, the project plans to organize periodic fundraising or community concerts led by volunteer local artists, with the children participating according to their level, readiness and consent conditions. These concerts must serve both as fundraising opportunities and as dignified moments to celebrate the children progress.

For the first year, the safer planning target is at least two fundraising or community concerts. The project may move toward quarterly concerts if lesson frequency, child readiness, instructor capacity, logistics and safeguarding arrangements make this realistic after the model is tested.

Component	Description
Target frequency	At least two fundraising or community concerts in Year 1, with the possibility of increasing toward quarterly concerts once the model is tested and capacity is confirmed.
Performers	Volunteer local artists, instructors and children according to level and authorizations.
Objectives	Raise funds, increase visibility, showcase children progress and build community ownership.
Volunteer artist safeguards	Volunteer artists involved in child-facing activities will receive a safeguarding briefing, agree to a code of conduct and remain supervised during activities with children. Additional screening or reference checks may be considered where the role, frequency or level of contact justifies it.
Safeguarding conditions	Consent, content validation, no stigmatization, secure environment, supervision and right to withdraw.
Revenue sources	Solidarity tickets, on-site donations, local sponsorships, QR codes, online donations and business contributions.
Accountability	Event report, revenues, expenses, authorized photos, validated testimonials and allocation of proceeds.

14. Monitoring, Evaluation and Success Indicators

Indicator	Target	Verification source	Frequency
Number of pilot children enrolled	22 children	Beneficiary list	Project start

Attendance rate	>= 85%	Attendance sheets	Monthly
Progress in music theory	70% reach defined basic outcomes	Exercises and observations	Mid-term and final
Progress in piano	70% perform simple exercises or melodies	Progress sheets	Monthly
Progress in flute	70% master basic tones and fingerings	Progress sheets	Monthly
Lesson frequency and grouping model	Feasible model validated for increased frequency, small groups or individual appointments	Schedule, attendance and instructor reports	End of pilot
Scale-up readiness	Operational plan for 100 children validated	Budget, schedule and resources	End of pilot
Instructors strengthened	RCM courses/resources identified and funded; additional instructor needs defined	Enrollments, receipts, certificates and capacity plan	Months 3 to 6 and Year 1
Pedagogical materials	Resources available for 100 learners	Inventory	Before expansion
Sustainability concerts	At least 2 fundraising or community events documented in the first year; possible increase subject to capacity	Event reports	Semi-annual
Child safeguarding	100% of public content authorized and all child-facing activities supervised	Consent forms and register	Continuous
Data protection	Restricted access, secure storage and retention controls in place	Cloud platform access list and data register	Continuous
Final report	1 validated report	Narrative and financial report	End of pilot

15. Risk Management

Risk	Probability	Impact	Mitigation measures
Insufficient funding	Medium	High	Phased budget, partner mobilization, concerts, impact evidence and prioritization of essential costs.
RCM or material costs higher than expected	Medium	Medium	Validate prices before commitment; maintain contingency; prioritize essential resources.
Confusion about RCM status	Medium	High	Clear communication: pedagogical alignment only, no official accreditation without a formal agreement.
Absenteeism or dropout	Medium	High	Adapted schedule, Maison Bethanie follow-up, guardian involvement and motivating activities.
Limited instructor capacity	Medium	High	Coaching, relevant RCM training, class observation, additional instructor planning and full-time instructor structure during scale-up.
Instrument wear or unavailability	Medium	Medium	Inventory, maintenance, usage rules, replacement budget and accessories.
Risks related to public concerts	Medium	High	Safety plan, consent, supervision, venue validation, volunteer artist briefing and crowd management.
Unclear volunteer artist expectations	Medium	Medium	Safeguarding briefing, code of conduct, supervised child-facing activity and additional checks where appropriate.
Non-compliant communication involving vulnerable children	Medium	High	Mandatory consent, content validation, dignity, no staging of vulnerability.
Data protection or unauthorized sharing risk	Medium	High	Restricted cloud access, limited collection, consent records, retention controls and review of applicable Canadian and Togolese privacy requirements.
Local compliance or authorization gaps	Low to medium	High	Confirm partner, facility, transport and event requirements; maintain supervision through Maison Bethanie or formally authorized partner centres.
Coordination issues	Low to medium	Medium	RACI, regular meetings, shared calendar, minutes and single communication channel.

Delayed final report	Low to medium	Medium	Monthly data collection, dashboard and assigned responsibilities.
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16. Quality, Child Safeguarding and Communication

Pedagogical quality assurance

- Define a simple progression for each module: theory, piano, flute and ensemble practice.
- Align teaching resources with beginner-level RCM principles while adapting them to local realities.
- Document attendance, progress, difficulties and teaching adjustments.
- Organize regular coordination points between the Project Manager, Maison Bethanie NGO, any additional authorized partner centre(s) and instructors.
- Evaluate learning outcomes at the end of the pilot without creating unnecessary pressure on children.

Child safeguarding

- Obtain the required authorizations before any participation in public communication or concerts.
- Ensure a safe, respectful and non-discriminatory learning environment.
- Ensure instructors, volunteer artists and visitors are not left alone with the children during project activities.
- Brief volunteer artists on safeguarding expectations, require agreement to a code of conduct and supervise all child-facing activities.
- Consider additional screening or reference checks for volunteer artists where their role, repeated contact or level of access to children justifies it.
- Avoid any public exposure that may stigmatize children or their families.
- Limit the collection of personal data to what is strictly necessary.
- Maintain a simple reporting mechanism for any concerning situation.

Local compliance, supervision and data protection

The project will address local requirements in a practical and proportionate way. RefugeRoot instructors do not have unsupervised access to the children. A supervisor from Maison Bethanie NGO is present during lessons, and Maison Bethanie remains responsible for child protection during the activity because the children remain under its care and supervision. The activity is structured as an educational music session, initially around 1 to 1.5 hours per week and potentially more frequent as the model develops.

Before expansion, the project will confirm the relevant partner, facility use, transport, event and local authorization requirements in Togo. The safeguarding briefing remains the primary child protection reference, while this charter records the operational supervision and compliance approach.

All project data, including attendance records, photos, videos, consent forms and learning progress, will be stored securely on a protected cloud platform with restricted access. Data management will follow applicable privacy requirements and relevant principles on consent, limited collection, safeguards and retention, including Canada's PIPEDA principles, Quebec's Act respecting the protection of personal information in the private sector where applicable, and Togo's Law No. 2019-014 of October 29, 2019 on the protection of personal data.

Communication and visibility

- Present Keys of Hope as a program of hope, music education, talent development and dignity.
- Emphasize progress, potential and achievement rather than vulnerability.
- Validate content with RefugeRoot and Maison Bethanie NGO or any additional authorized partner centre before publication.
- Document results through short stories, authorized photos, validated testimonials and simple data.
- Use concerts as responsible visibility opportunities and as a funding mechanism for sustainability.

17. Change Management and Closure

Change management

- Any major change in scope, number of children, budget, partner, asset use, data sharing or public concert format must be approved by RefugeRoot Foundation of Canada.
- Minor pedagogical adjustments may be recommended by instructors and validated by the Project Manager.
- Changes affecting child safety, consent, image use, public communication or privacy must be approved before implementation.
- Changes involving building use, local NGO creation or future donation of the building must be documented through the appropriate agreement.
- All lessons learned must be recorded to improve the future academy and conservatory model.

Closure criteria

- The 22 pilot beneficiaries are identified and documented.
- Music theory, piano and flute classes are delivered according to the available schedule.
- Attendance and progress are documented.
- The founders contributions and assets are documented and valued.
- The building usage agreement and intended future donation pathway are documented.
- Instructor training needs, additional instructor capacity and RCM-aligned resources are identified and budgeted.
- The budget and operational plan for 100 children are available.
- Communication materials are validated and authorized.
- Data storage, access and retention arrangements are documented.
- A final report presents results, difficulties, lessons learned and recommendations.
- A decision is made on continuation, expansion or adjustment of the program.

18. Approval

Note: Only actors of RefugeRoot Foundation of Canada are authorized to sign this charter. Maison Bethanie NGO and any additional external partner child reception centre(s) may be consulted or informed, but they are not signatories to the charter.

Role	Name / organization	Signature	Date
Promoter / accountable organization	RefugeRoot Foundation of Canada		
Founders' representative	To be completed - RefugeRoot Foundation of Canada		
Project Control Officer	To be completed - RefugeRoot Foundation of Canada		
Senior Project Manager	Isabelle Santiago - RefugeRoot Foundation of Canada		
RefugeRoot coordination / operations	To be completed - RefugeRoot Foundation of Canada		
Fundraising Specialist	Ari Zaroukian - RefugeRoot Foundation of Canada		

Appendix A. Synthetic Logical Framework

Level	Description	Indicators	Means of verification
Impact	Personal, artistic and social development of vulnerable children in Lome.	Confidence, discipline, attendance and artistic expression.	Reports, observations, feedback and progress sheets.
Outcome	A structured music academy is able to welcome 100 children after the pilot phase.	Operational capacity, available materials, instructor capacity and annual schedule.	Scale-up plan, inventory, budget and final report.

Outputs	Classes delivered, instructors strengthened, resources available, concerts organized, data protected and progress documented.	Number of sessions, instructors trained, materials, concerts and dashboards.	Lesson plans, receipts, authorized photos and reports.
Activities	Mobilization, classes, instructor training, material acquisition, concerts, monitoring and evaluation.	Activities implemented according to schedule.	Calendar, minutes, registers and monthly reports.

Appendix B. Learning Register for a Future Phase

Learning question	Data to collect	Expected decision
What class rhythm works best for the children?	Attendance, fatigue, attention and progression.	Adjust the pedagogical schedule.
Which RCM-aligned content is most accessible?	Successful exercises, difficulties and observations.	Simplify or strengthen specific modules.
Which instruments motivate children the most?	Participation, progress and feedback.	Balance piano, flute and ensemble practice.
What materials are priority needs for 100 children?	Inventory, usage time, breakdowns and gaps.	Prepare purchases and funding requests.
What level of training is required for instructors?	Class observations, children results and feedback.	Select RCM courses, coaching, internal workshops and additional instructor capacity.
How can concerts support sustainability?	Costs, revenues, participation, visibility and safety.	Optimize frequency, format and partnerships.
How can communication be managed without exposing children?	Consent, types of content, storage and validation process.	Standardize communication and data protection rules.

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