



REFUGEROOT FOUNDATION OF CANADA

Pilot Project Charter

Safe Shelter – Child Reception and Protection Centre

Pilot centre for 20 children aged 0 to 5 in Calavi
Preliminary phase for the extended Safe Shelter project in Kpomassè for 100 children aged 0 to 5

Prepared as a technical annex and proof-of-concept document

Promoter	RefugeRoot Foundation of Canada
Project nature	Pilot project for adaptation, regulatory compliance and pre-opening preparation
Pilot location	Calavi, Benin
Direct pilot beneficiaries	20 vulnerable children aged 0 to 5
Scale-up perspective	Extended Safe Shelter project in Kpomassè for 100 children aged 0 to 5
Pilot duration	12 months
Total estimated budget	CAD 181,250, including CAD 81,250 contributed by the founders for acquisition of the villa

English version – May 2026

0. Framing Note

Strategic Positioning

This charter positions Safe Shelter as a pilot project to adapt and bring a villa into compliance for the reception and protection of 20 children aged 0 to 5 in Calavi. The founders' contribution, estimated at CAD 81,250, covers the acquisition of the villa and demonstrates RefugeRoot's initial commitment. The requested complementary contribution focuses on renovation, fit-out, regulatory compliance, equipment, start-up operations and documentation before scaling the model to Kpomassè for 100 children.

Purpose of this Project Charter

- Structure the pilot according to a professional project management approach inspired by PMP/PMBOK practices.
- Demonstrate the founders' initial contribution and RefugeRoot's ability to secure a physical asset before external funding.
- Prepare a centre aligned with Benin's requirements for child reception and protection centres.
- Produce a technical, financial and operational proof of concept for the extended Safe Shelter project in Kpomassè.

1. Executive Summary

Safe Shelter is an initiative of RefugeRoot Foundation of Canada designed to provide a protective, stable and compliant environment for highly vulnerable children aged 0 to 5. The pilot consists of adapting a villa in Calavi to prepare for the reception of 20 children in a safe, early-childhood-appropriate setting aligned with Benin's governmental requirements.

The project is designed as a 12-month pilot phase. The total budget is CAD 181,250. The founders contribute CAD 81,250 for the acquisition of the villa. The additional funding requirement of CAD 100,000 covers renovation, mandatory space fit-out, safety, equipment, staff preparation, initial food and hygiene supplies, monitoring and documentation.

This pilot is not limited to purchasing or renovating a building. It is intended to test an institutional, operational and protection model before replication at a larger scale in Kpomassè, where RefugeRoot plans to develop the extended Safe Shelter project for 100 children aged 0 to 5.

2. Project Identification

Element	Information
Project Name	Safe Shelter – Calavi Pilot Project
Promoter	RefugeRoot Foundation of Canada
Founders' Contribution Status	CAD 81,250 allocated to acquisition of the villa
External Contribution Sought	CAD 100,000 for renovation, compliance and operational start-up
Total Estimated Budget	CAD 181,250
Direct Beneficiaries	20 vulnerable children aged 0 to 5
Location	Calavi, Benin – administrative address to be confirmed in the authorization file
Duration	12 months
Next Phase	Extended Safe Shelter centre in Kpomassè for 100 children aged 0 to 5
Target Centre Type	Child reception and protection centre, with a long-stay orientation for the birth-to-five age group

3. Context and Rationale

Children aged 0 to 5 exposed to abandonment, neglect, loss of family support or severe vulnerability need a protective, stable and developmentally appropriate environment. At this age, protection, nutrition, hygiene, early stimulation, health care and emotional continuity are critical.

RefugeRoot proposes a progressive response: begin with a controlled-size pilot centre in Calavi, test procedures, train the team, document the real costs of compliance and create a replicable model before developing a larger centre in Kpomassè.

The use of a villa acquired by the founders reduces initial financial risk, secures a tangible site and allows the requested funding to focus on works and equipment directly needed to meet governmental standards and protect children.

4. Regulatory Basis and Governmental Compliance

Decree No. 2022-072 of 9 February 2022 establishes the rules for the creation, organization and functioning of child reception and protection centres in the Republic of Benin. The pilot will be designed as a compliance-preparation project prior to any admission of children. No child should be admitted before the necessary authorizations are obtained.

The project takes into account requirements related to promoters, proof of ownership or lease, architectural plans, the authorization file, infrastructure, qualified personnel, child protection, hygiene, nutrition, health care, individual child files and the centre's core governance documents.

Requirement	Project Response
Site and building	Accessible location, close to an urban/community centre, outside risk areas, permanent materials, fencing, gate, signage and fire-safety equipment.
Required spaces	Administration, listening/counselling room, suitable dormitories, play area, toilets, laundry, kitchen, refectory or equivalent, potable water, safe electricity and sanitation.
Early childhood	Target capacity of 20 children aged 0 to 5, with sleep, hygiene, nutrition, play and early-stimulation areas adapted to this age group.
Health	First-aid box, basic health corner and partnership with a health facility; a full infirmary becomes mandatory when the number of children exceeds 50.
Supervision	For children under five, apply at least the rule of one adult for four children, with shift organization and child-protection training.
Documents and procedures	Child-protection charter, internal regulations, staff code of ethics, code of conduct, individual child files, child register and confidentiality procedures.

5. Overall and Specific Objectives

Overall Objective

To adapt, bring into compliance and prepare for opening a pilot child reception and protection centre for 20 vulnerable children aged 0 to 5 in Calavi, in order to test and document a replicable operational model for the extended Safe Shelter project in Kpomassè for 100 children.

SMART Objectives	Indicator	Timeline
SO1 – Secure the pilot site and finalize the technical adaptation file.	Proof of ownership, technical diagnosis, plans, quotations and authorization file prepared.	Months 1-3
SO2 – Renovate and fit out the required spaces in line with applicable standards.	Administrative spaces, dormitories, sanitation, kitchen, play area, safety and hygiene operational.	Months 4-9
SO3 – Equip the centre for the safe reception of 20 children aged 0 to 5.	Beds/cots, mosquito nets, storage, kitchen equipment, hygiene materials, first-aid and monitoring tools available.	Months 8-10
SO4 – Establish governance, child-protection policies and the start-up team.	Staff recruited or identified, child-protection training, internal rules and procedures validated.	Months 9-11
SO5 – Document costs, risks and lessons learned for scaling to 100 children in Kpomassè.	Final report, dashboard, technical recommendations and scale-up budget produced.	Months 10-12

6. Project Scope

Included in Scope

- Acquisition of the villa by the founders and preparation of site documentation.
- Architectural and technical diagnosis to adapt the villa to a reception centre for children aged 0 to 5.
- Renovation works, safety, hygiene, sanitation, kitchen, laundry, dormitories, listening room and play area.
- Purchase of essential start-up equipment: sleeping materials, kitchen, hygiene, health, administration and documentation.
- Recruitment, screening and initial training of staff according to child-protection principles.
- Implementation of procedures: admission, individual child files, register, health, nutrition, incidents, complaints, confidentiality and protection.
- Monitoring, evaluation, reporting and preparation of the Kpomassè scale-up model.

Excluded from Scope

- Admission of children before official authorization and validation of regulatory conditions.
- Adoption or any adoption-related activity.
- Construction of a complete new building outside the pilot villa.
- Full permanent financing of operations after the first year.
- Expansion to 100 children before validation of pilot lessons and the scale-up budget.

7. Deliverables and Milestones

Deliverable Package	Expected Deliverables	Acceptance Criteria
D1 – Site and technical file	Proof of ownership, diagnosis, design plans, quotations, authorization files and permit documents	Complete file ready for submission or follow-up with competent authorities.
D2 – Building compliance	Renovations, fire safety, fencing/gate, safe electricity, sanitation and potable water.	Internal inspection validated; deviations documented and corrected.
D3 – Child spaces	Dormitories, sanitation, laundry, kitchen, refectory, listening room and play area.	Functional, safe, ventilated, clean and early-childhood-appropriate spaces.
D4 – Equipment and start-up stocks	Sleeping materials, mosquito nets, storage, kitchen, hygiene, clothing, first aid and child records.	Signed inventory and procurement traceability.
D5 – Staff and protection	Job descriptions, screening, training, ethical code, protection charter and internal regulations.	Staff prepared to intervene; core documents approved.
D6 – Learning and scale-up	Final report, phase-2 budget, 100-child plan, risk register and lessons learned.	File ready to support the scale-up decision for Kpomassè.

Main Milestones

Period	Milestone	Expected Result
Months 1-3	Diagnosis, plans, authorizations and quotations	Technical file ready
Months 4-9	Renovation and compliance works	Compliant and safe spaces
Months 8-10	Equipment and start-up stocks	Centre ready for pre-inspection
Months 9-11	Staff, policies and procedures	Protection system operational
Months 10-12	Documentation and scale-up plan	100-child model prepared

8. Project Budget

The total estimated budget of CAD 181,250 is structured to clearly distinguish the founders' contribution, allocated to the acquisition of the villa, from the complementary need of CAD 100,000 for compliance, fit-out and pilot start-up.

Budget line	Basis of calculation	Amount (in CAD)	Source
Founders contribution: acquisition of the villa	Proof of ownership / acquisition cost; not charged to the requested external contribution	81,250	Founders
Technical, architectural and authorization studies	Compliance review, architectural design, permit file and administrative preparation	4,000	Requested external contribution
Core renovation and building adaptation	Repairs, floors, painting, waterproofing, partitions and age-appropriate circulation	15,000	Requested external contribution
Child safety, access and fire-protection works	Gate, child-proof access, extinguishers, signage, protective grills, anti-slip measures, safe mobility	9,000	Requested external contribution
Water, sanitation, plumbing and laundry	Child-friendly toilets, showers, potable-water points, drainage, laundry and hygiene area	8,500	Requested external contribution
Electrical safety and lighting	Concealed wiring, secure sockets, lighting, emergency lights and basic backup	7,000	Requested external contribution
Kitchen and refectory set-up	Basic kitchen equipment, food storage, child-safe serving and dining area	5,000	Requested external contribution
Dormitory furniture, bedding and child equipment	Beds/cots, mattresses, mosquito nets, linens, lockers and child storage	7,000	Requested external contribution
Administration, listening room and records area	Office furniture, confidential files, counselling/listening space and basic ICT	3,500	Requested external contribution
Outdoor play area, shade and visibility	Playground adaptation, shaded area, signage and exterior safety improvements	4,500	Requested external contribution

Budget line	Basis of Calculation	Amount (in CAD)	Source
Health and child-protection set-up	First-aid room/corner, medical partnership, initial health screening and safeguarding tools	4,000	Requested external contribution
Staff recruitment, onboarding and protection training	Caregiver onboarding, staff screening, child-protection training and duty tools	15,000	Requested external contribution
Initial one-year operating envelope	Food, hygiene items, clothing support, utilities and basic care supplies	11,000	Requested external contribution
Monitoring, reporting and communication	Dashboard, baseline/endline data, final report, documentation and donor reporting	2,000	Requested external contribution
Contingency reserve	Controlled reserve for compliance adjustments and renovation variances	4,500	Requested external contribution
TOTAL COST		181,250	

9. Work Breakdown Structure – WBS

Code	Work package	Main activities
1.0	Site acquisition and securing	Proof of ownership, document check, site assessment and plan archive.
2.0	Technical studies and authorizations	Architectural diagnosis, quotations, authorization files, permit documents and liaison with authorities.
3.0	Renovation and compliance	Remodeling, safety, plumbing, electricity, sanitation and child circulation.
4.0	Space fit-out	Dormitories, listening room, administration, kitchen, refectory, laundry and play area.
5.0	Equipment and stocks	Furniture, bedding, mosquito nets, kitchen, hygiene, health and records.
6.0	Human resources	Recruitment, screening, training, contracts and job descriptions.
7.0	Protection and procedures	Protection charter, ethical code, admission, registers, incidents and complaints.
8.0	Pre-opening controls	Internal inspection, corrections, start-up plan and reception forecast.
9.0	Monitoring and evaluation	Dashboard, final report and scale-up budget.
10.0	Safe Shelter scale-up	Technical and financial plan for Kpomassè 100 children.

10. Human Resources and Governance

Role	Responsibilities / Profile	Quantity
Centre director / child-protection lead	Social sciences or child-protection background; daily supervision.	1
Educators / social workers	Psychosocial support, child files, stabilization and reintegration support.	2
Early-childhood caregivers	Daily care, hygiene, meals, supervision and early stimulation.	Minimum 5 on duty according to ratio; shift plan to be defined
Health focal point / health partner	First aid, vaccination, medical monitoring and referral to health facility.	1 part-time or partner
Administration and finance	Archiving, budget, supporting documents, procurement and reports.	1
Kitchen, hygiene and maintenance	Meal preparation, cleaning, laundry and hygiene of spaces.	2-3 depending on shifts

Governance principles

- RefugeRoot steering committee to approve works, budget, risks and deliverables.
- Field coordination responsible for suppliers, compliance and daily follow-up.
- Weekly meetings during the works; monthly control meetings during start-up.
- Centralized archiving of quotations, invoices, work photos, checklists and decisions.

11. Stakeholders

Stakeholder	Role / Contribution	Influence	Interest	Engagement
RefugeRoot Foundation of Canada	Promoter, strategic coordination, compliance and resource mobilization.	High	High	Monthly reporting and steering decisions.
Founders	Villa acquisition and initial contribution of CAD 81,250.	High	High	Budget validation and milestone follow-up.

Stakeholder	Role / Contribution	Influence	Interest	Engagement
Competent social authorities	Authorization, control, technical support and regulatory supervision.	High	High	Complete file, inspections and regular dialogue.
Child beneficiaries	Protection, care, safety, nutrition, development and stability.	Low	High	Best-interests-of-the-child approach.
Centre staff	Daily implementation, care and protection.	Medium	High	Training, supervision, ethical code and coaching.
Local community	Social acceptance, referrals, support and orientation.	Medium	Medium	Awareness and expectations management.
Donors / partners	Funding and technical support for compliance and scale-up.	High	High	Reports, evidence, detailed budget and results.

12. Monitoring, Evaluation and Indicators

Indicator	Target	Means of Verification
Site secured and technical file ready	100% of key documents prepared	Authorization file, plans, quotations, technical report
Compliance works completed	100% of critical spaces adapted	Before/after photos, invoices, compliance checklist
Reception capacity prepared	20 places for 0-5 years equipped	Inventory, dormitories, bedding, hygiene and play spaces
Child protection operational	100% of staff trained and committed	Training register, signed codes, approved policies
Health and hygiene system in place	Health agreement, first aid, hygiene procedures	Agreement, forms, health/hygiene stock
Scale-up plan produced	Technical file and budget for 100 children	Final report and recommendations

13. Risk Management

Risk	Probability	Impact	Mitigation Measures
Delay in authorization or incomplete file	Medium	High	Prepare a document matrix, consult competent authorities early and correct gaps before submission.
Renovation cost overrun	Medium	High	Detailed quotations, contingency reserve and prioritization of regulatory works.
Infrastructure non-compliance	Medium	High	Architectural diagnosis, decree-based checklist and internal inspection before opening.
Difficulty recruiting qualified staff	Medium	High	Early recruitment plan, morality checks and child-protection training.
Protection or abuse risk	Low to medium	Very high	Ethical code, staff declaration, training, complaints mechanism, supervision and visibility rules.
Operating costs after year one	Medium	High	Sustainable funding plan, local partnerships and multi-year budget for the 100-child phase.

14. Scale-up Strategy toward Kpomassè – 100 children

The Calavi pilot must produce concrete data on compliance costs, renovation timelines, staffing needs, food requirements, admission procedures, monitoring tools and child-protection risks.

The Kpomassè expanded phase should not simply multiply the pilot by five. It will require a full infirmary because capacity will exceed 50 children, larger dormitory structures, shift teams, education spaces, a realistic nutrition budget and strengthened governance.

Dimension	Decision / Implication for Scale-up
Infrastructure	Confirm the real standards needed for a building adapted to 100 children.
Personnel	Calculate adult-to-child needs for children under five and organize shifts.
Health	Plan a complete infirmary and strengthened health partnerships
Nutrition	Size the kitchen, storage, meals and nutritional follow-up.
Protection	Institutionalize policies, complaints, child files and supervision.
Budget	Build a phase-2 budget based on real pilot costs.

15. Approval

Role	Name / Organization	Signature	Date
Promoter	RefugeRoot Foundation of Canada	Satya Wallin Satya Wallin (May 8, 2026 14:59:13 EDT)	08/05/2026
Founders / initial contribution	RefugeRoot founders	Constant Sossoulo Constant Sossoulo (May 7, 2026 13:55:11 EDT)	07/05/2026
Project coordination	Vanessa Mae Apay	Vanessa Mae Apay Vanessa Mae Apay (May 7, 2026 10:55:01 EDT)	07/05/2026
Local compliance lead	To be confirmed		

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Final Audit Report

2026-05-08

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