



FEASIBILITY STUDY

Roots to Togo — Feasibility Study

Inaugural Edition: The Founding 100

DNA → DISCOVERY → TOGO → RECONNECTION

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Prepared for CYWEP and prospective partners

Desk study based on the Master Plan; figures are planning estimates

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1. Executive Summary

This desk-based feasibility study assesses whether **Roots to Togo — The Founding 100**, an initiative of CYWEP (Children, Youth and Women Empowerment Program), can be delivered as described in the Master Plan prepared by Hemnia Djimagani, Program Owner & Lead Coordinator: a premium six-day heritage and reconnection journey in Togo for 100 diaspora participants (primarily Black Americans / African Americans), around 4–5 high-profile personalities, a documentary production team, organizing staff and Togolese guests, with peak logistics for roughly 110–120 people.

The study is deliberately candid. Its purpose is to help CYWEP and prospective partners decide **whether, when and on what conditions** to commit, not to promote the program. All partners, hotels, media outlets and personalities named in the Master Plan are prospects and outreach targets; none is confirmed.

1.1 Overall verdict

OVERALL VERDICT

Feasible — conditionally. The concept is sound, the itinerary is deliverable with existing Togolese infrastructure, and the economics work under a hybrid funding model with realistic sponsorship. The binding constraint is **time**, not demand, cost or logistics.

A full Founding 100 edition in late January–early February 2027 is feasible **only if four conditions are met by a go/no-go gate on 15 November 2026**: (1) a Ministry of Tourism, Culture & Arts letter of support; (2) a flagship hotel hold or written proposal; (3) an anchor sponsor term sheet; and (4) a Togo coordinator in place.

If the gate is not passed, the recommended path is a **pilot / reconnaissance delegation (~15–25 people)** in January/February 2027 and the full Founding 100 in the **September 2027** window (or late January/February 2028). This is presented as a recommendation for CYWEP's decision.

1.2 Feasibility scorecard

Ratings use a simple three-level scale: **Strong** (no material obstacle identified), **Moderate** (feasible with identified actions), **Conditional** (feasible only if a specific condition is met). Ratings reflect a desk review only.

Dimension	Rating	Key condition
Market	Moderate	Demand is plausible but unvalidated; convert interest into paid deposits through an expression-of-interest list and application funnel before committing to 100 places.
Operational / technical	Moderate	Lomé hotel stock and short drive times support the core itinerary; requires a Togo coordinator, a site reconnaissance visit and written hotel/transport proposals.
Financial	Moderate	Hybrid model breaks even at about 70 paying participants with \$175,000 sponsorship and the \$50,000 Ministry grant at mid cost (assumption); high-cost case is not viable without more sponsorship.

Dimension	Rating	Key condition
Institutional / legal	Conditional	Needs Ministry support, traditional-authority consent, filming permissions, CYWEP registration/contracting capacity confirmed, insurance and participant terms.
Socio-cultural / ethical	Moderate	Requires an ethics & safeguarding protocol, local advisory council, fair compensation and careful DNA messaging before any ceremony or filming.
Timing	Conditional	Jan/Feb 2027 leaves ~16–18 weeks; proceed only if all four 15 November 2026 gate conditions are met.
Destination readiness & promotion	Moderate	Togo's core assets and Lomé infrastructure support responsible promotion at the scale of 100–120 visitors; guide capacity, site facilities, connectivity outside Lomé and entry rules must be verified, and messages aligned with the Ministry and Togo Tourisme (Section 10).
Reputational	Moderate	Never present prospects or celebrity ancestry as confirmed; a rushed or under-delivered first edition is the largest reputational risk.

1.3 Headline numbers

- **Togo land program budget** (Master Plan planning ranges, not vendor quotes): \$231,000 low, \$410,000 high, \$320,500 mid; pre-launch and pilot costs of \$40,000 bring the total cost to \$271,000–\$450,000 (mid \$360,500); international airfare, if project-funded, adds ~\$100,000–\$180,000.
- **Hybrid model** (assumption to confirm): participants pay airfare plus a \$1,950 land contribution; $100 \times \$1,950 = \$195,000$; with the \$50,000 Ministry grant, sponsorship needed at mid total cost (\$360,500) is \$115,500.
- **Break-even** (assumption to confirm): with \$175,000 sponsorship and the \$50,000 Ministry grant at mid total cost, 69.5 → **70 paying participants**.
- **Direct local spend** (assumption to confirm): ~\$296,400 at mid case (range ~\$224,800–\$368,000).

ASSUMPTION TO CONFIRM

Every figure in this study that does not come directly from the Master Plan is labeled as an **assumption to confirm**. The agreed assumption set is referenced as A1–A7 throughout; any additional working assumptions introduced by this study are labeled "FS" (feasibility study) and listed in Appendix A.

2. Scope and Methodology

2.1 What this study covers

The study tests seven dimensions — market, operational, financial, institutional/legal, socio-cultural/ethical, timing and reputational — for the inaugural edition (The Founding 100). It also assesses Togo's **destination readiness and the conditions for responsible tourism promotion** (Section 10), and comments briefly on whether the model can repeat annually, since the Master Plan positions Roots to Togo as an annual platform rather than a one-off event.

2.2 Method

- **Desk review** of the Master Plan: strategic objectives, timing options, partner prospects, hotel shortlist, six-day itinerary, experience bank, media plan, working budget, sponsorship tiers and 90-day plan.
- **Internal research brief** on publicly reported celebrity ancestry connections (the celebrity prospect pool). Used only to judge the plausibility of the personality strategy; nothing in it is treated as verified.
- **General knowledge** of Togo's geography, entry requirements and seasonality, marked "to verify" wherever it creates a requirement.
- **Simple financial modelling**: break-even, scenario and sensitivity analysis on the Master Plan budget using the agreed assumptions A1–A7.

2.3 Limitations

LIMITATIONS

No field surveys, participant demand research, site visits, stakeholder interviews or vendor quotes have been carried out. Budget lines are the Master Plan's planning ranges.

No legal review has been undertaken of CYWEP's registration status, contracting capacity, insurance or data-protection obligations in Togo or the United States.

Ratings and recommendations should therefore be read as a **pre-feasibility** judgement, adequate for a go/no-go on further investment of time and money, not for final commitment of participant funds.

2.4 What would upgrade this to a full feasibility study

1. Written proposals from at least two shortlisted hotels and two ground-transport providers.
2. A site reconnaissance visit covering every Day 1–6 location, with timed drives, toilet/shade/accessibility checks and security notes.
3. A structured demand survey and expression-of-interest list among the target diaspora segments, with stated willingness to pay.
4. Legal and insurance review in Togo and the United States (entity, contracts, participant terms, data privacy, filming and name-use rights).

5. Formal conversations with the Ministry of Tourism, Culture & Arts and with traditional authorities for the Day 2–4 sites.
6. A documentary producer's budget and rights plan, and at least one anchor sponsor conversation reaching term-sheet stage.

3. Program Description (Summary)

Roots to Togo — "Return. Reconnect. Reimagine." — is framed around the journey **DNA** → **Discovery** → **Togo** → **Reconnection**. The Master Plan sets five strategic objectives:

1. Reconnect Black Americans and other diaspora participants with Togo's history, culture and living communities.
2. Deliver a premium six-day heritage experience rather than a conventional group tour.
3. Produce an international documentary/storytelling asset involving Togolese and U.S. media.
4. Create measurable local economic impact for hotels, guides, artisans, restaurants, transport providers and performers.
5. Build an annual platform that can expand into genealogy, education, investment, youth exchange and diaspora tourism.

3.1 Six-day itinerary

Day	Theme	Core content
1	Arrival & Welcome Home	VIP airport welcome; check-in; welcome kits; press moment; welcome dinner; introduction to Togo, languages, etiquette and heritage.
2	Lomé: Memory & Identity	Historical orientation; city experience; fabrics and artisans; food tasting; genealogy/story circle; cultural evening.
3	Togoville – Lake Togo – Aného/Glidji	Lake experience; Togoville heritage; Aného/Glidji history; community lunch; coastal storytelling.
4	Kpalimé & Kloto	Nature; waterfalls; batik/artisans; coffee/cocoa or agriculture; possible Fondation SEA/Lavié activity (prospect); cultural dinner.
5	Reconnection & Impact	Youth/community activity; business/creative roundtable; diaspora–Togo networking; filming; optional genealogy sessions.
6	Legacy & Closing	Reflection; artisan marketplace; personal commitments; final documentary interviews; Roots to Togo gala; departures next day.

An optional 2–3 day northern extension to **Koutammakou** (UNESCO World Heritage, Batammariba landscape) with Kara is outside the core program.

3.2 Supporting elements

- Pre-trip ancestry pathway (voluntary sharing of DNA/genealogy; never promising a precise Togolese ethnic or family match).
- Roots to Togo Passport; "100 Stories" archive; a concrete legacy project in Togo.
- Local advisory council (historian, cultural custodian, tourism professional, youth representative, production lead, diaspora representative).
- Ethics & safeguarding protocol; post-trip conversion (annual reunion, investment/tourism follow-up, school exchanges, second cohort).
- Media deliverables: 20–30 minute documentary master, 3–5 minute sponsor film, daily vertical content, portrait interviews and a professional photo archive.

4. Market Feasibility

4.1 Demand drivers

- **Heritage travel.** Travel motivated by ancestry and memory is an established segment among Black Americans, and Togo is well placed to welcome it.
- **Consumer ancestry testing.** DNA testing has given many African Americans regional results whose estimates include present-day Togo or neighbouring West African reference regions, creating a specific, personal reason to visit — while also creating a risk of over-promising (see Section 9).
- **Diaspora reconnection.** Interest in reconnection, investment and belonging is growing among the diaspora, and Togo can offer all three.
- **Media and storytelling appetite.** Genealogy television, Black travel media and diaspora podcasts create both an audience and a distribution route for a documentary-led program.

NOTE

This study does not cite market-size or growth statistics: none have been sourced for this desk review. A full study should add verified data on heritage-travel volumes, Togo visitor arrivals from the U.S., and DNA-testing penetration among target segments.

4.2 Target segments

Segment	Profile	Why they would come	Fit for Founding 100
DNA-informed heritage seekers	African Americans holding DNA results pointing to Togo or related West African regions	Personal ancestral reason; story to tell	Core — recruit intentionally
Cultural and professional leaders	Creatives, entrepreneurs, faith and civic leaders	Networking, legacy, investment curiosity	Core — strengthens Day 5
Black travel community	Experienced group travellers, travel-club members	Premium, curated, first-of-its-kind trip	Strong — reliable bookers
Other diaspora	Caribbean, European and Afro-Latin diaspora	Shared Atlantic history	Secondary — diversify cohort
Institutional delegates	Partners, sponsors, media, academics	Visibility, research, content	Allocated places, not paying seats

4.3 Competition

Roots to Togo competes for travellers with commercial heritage tour operators, faith and alumni group trips, and genealogy-linked tours. The market is **not empty**: the program must give participants a clear reason to choose Togo, through its own history, people and welcome.

4.4 Differentiation

- **Togo as an under-told story:** fewer diaspora programs have centred Togo, giving novelty and media interest.
- **A cohort, not a tour:** "The Founding 100" is a scarce, named, founding membership with a passport, an archive and an annual reunion.
- **DNA-to-community narrative** handled responsibly, with genealogy story circles and cultural guidance.
- **Documentary-led:** participants become part of an international film and photo archive.
- **Measurable local impact and a legacy project**, which appeals to purpose-driven participants and sponsors.

4.5 Demand validation steps

Market feasibility is rated **Moderate** because demand is plausible but unproven. The following funnel would validate it before contracts are signed:

Stage	Indicator	Target (assumption to confirm)
Expression of interest	Sign-ups on a waitlist / interest form	400+ within 4 weeks of opening (FS1)
Application	Completed applications with consent to terms	200+ (FS1)
Commitment	Paid non-refundable or partly refundable deposits	100 deposits; go/no-go if fewer than 70 (FS1)
Price test	Share of applicants accepting a \$1,950 land contribution plus own airfare	Majority acceptance (A2, FS1)

ASSUMPTION TO CONFIRM

The funnel ratios above (about 4 sign-ups and 2 applications per committed participant) are planning assumptions introduced by this study (FS1), not observed data. They should be replaced by real figures as soon as the interest form is live.

5. Technical and Operational Feasibility

5.1 Accommodation capacity

All hotels below are **prospects** from the Master Plan shortlist; none has been contacted for this study and availability is unconfirmed.

Hotel (prospect)	Intended role	Feasibility note
Hôtel 2 Février, Lomé	Flagship / VIP / press / gala	Landmark venue suited to gala and VIP needs; confirm block size and gala room capacity.
Hôtel Sarakawa, Lomé	Large-group alternative / overflow	Natural plan B for a single-property block; confirm availability on chosen dates.
ONOMO Hotel Lomé	Production crew / overflow / midscale	Useful for crew and staff at lower rates.
Sancta Maria / Hôtel du Golfe	Backups / negotiation leverage	Keep warm to protect price and dates.

ASSUMPTION TO CONFIRM

Indicative room requirement (FS2): ~50 twin rooms for 100 participants, plus ~5 VIP rooms for personalities and ~15 rooms for staff and crew — about **70 rooms × 6 nights ≈ 420 room-nights**, ideally across no more than two properties. To confirm against actual participant room mix and single-supplement uptake.

Splitting the delegation across properties is workable in Lomé but adds coach shuttles and coordination. The package to negotiate (Master Plan) — breakfast, airport transfers, meeting room, welcome reception, security coordination, early check-in, late check-out, VIP upgrades and complimentary rooms by volume — is standard for group business and should be achievable.

5.2 Transport and drive times

Route from Lomé	Approx. drive time	Implication
Togoville / Lake Togo	~1 h	Comfortable day excursion (Day 3); combine with Aného/Glidji.
Aného / Glidji	~1 h	Coastal day; Day 3 is long but practical.
Kpalimé / Kloto	~2–2.5 h	Full day (Day 4) with ~4–5 h on the road; early start; consider an overnight only if programming grows.
Kara (northern extension)	~6–7 h	Confirms Koutammakou is an optional extension, not core.

Drive times are approximate and must be verified on reconnaissance at the planned time of day. For ~110–120 people the delegation needs about three large coaches plus VIP and production vehicles (FS3), with a lead/sweep vehicle, radios, and a medical kit per coach.

5.3 Site readiness

- Lomé venues (hotels, markets, cultural spaces) are generally ready for groups; check toilets, shade, seating and accessibility for 100+.
- Togoville, Lake Togo, Aného/Glidji and Kpalimé/Kloto sites need specific checks: boat capacity and life jackets for the lake, footpaths to waterfalls, community lunch hosting capacity, and power for filming.
- Ceremonial or sacred sites (e.g., Épé-Ekpé in Glidji-Aného) require cultural guidance and permissions before they can be scheduled or filmed.

5.4 Staffing (A6)

The Master Plan relies on a Togo coordinator and a small core team. The program is owned and coordinated by Hemnia Djimaghi (Program Owner & Lead Coordinator, CYWEP), with **AFROAC as program design, operations and delivery partner**: AFROAC designs the itinerary and runs logistics, suppliers, operations on the ground and participant management. A6 proposes: program director and participant services lead (provided through AFROAC), production lead, protocol/security lead and a budget and finance function (contact: Feteh Tebeje, AFROAC), some part-time or volunteer. For 110–120 people this core is **lean but workable** if supplemented by contracted Togolese guides and interpreters. Exact headcount is an assumption to confirm. The Togo coordinator is a gate condition because almost every other workstream depends on that role.

5.5 Health, safety and security

- Yellow fever vaccination certificate (to verify) and malaria prevention guidance in pre-departure materials; medical screening questions in the application.
- Travel medical and evacuation insurance mandatory for all participants; an on-call doctor or nurse with the group; pre-identified hospitals in Lomé and Kpalimé.
- Security plan coordinated with hotels and authorities, with higher protection for personalities and the gala.
- Heat, hydration and road safety (daylight driving, rested drivers, vehicle checks).
- Emergency plan, incident log and 24/7 duty phone.

5.6 Entry requirements (to verify)

U.S. citizens need a visa (an e-visa is available) and a yellow fever vaccination certificate. Rules change and must be verified with official sources before publishing participant guidance. Group visa facilitation should be discussed with the Ministry. Allow lead time for passport renewals among participants.

5.7 Seasonality

Window	Advantages	Constraints
Late Jan – early Feb 2027 (primary)	Dry season; reliable weather for coastal and Kpalimé days.	Only ~16–18 weeks from today; recruitment and contracting compressed.

Window	Advantages	Constraints
Early Sept 2027 (alternative)	Agbogbo-za and Épé-Ekpé festival period; strong cultural content; ~11 months to prepare.	Weather uncertainty; traditional dates not fixed far in advance.
Late Jan – Feb 2028 (fallback)	Dry season with a full year of preparation.	Long delay; risks losing momentum and partner interest.

6. Institutional and Legal Feasibility

This dimension is rated **Conditional**: no blocking obstacle has been identified, but several approvals and legal foundations are not yet in place and some take time.

6.1 Implementing vehicle, roles and contacts

The Master Plan uses CYWEP as the vehicle. CYWEP, represented by Hemnia Djimagani, remains the organiser and legal party; AFROAC is the program design, operations and delivery partner.

Role	Who	Responsibilities	Contact
Program Owner & Lead Coordinator	Hemnia Djimagani, CYWEP	Owens the program; leads all coordination, alongside AFROAC; decision-maker at the go/no-go gate	hemniadjimagani@gmail.com +1 (240) 401-1628 (phone / WhatsApp)
Program design, operations and delivery partner	AFROAC (African Affairs Communications LLC), Washington, D.C.	Creates and runs the programs and handles the details: itinerary design, logistics, suppliers, operations on the ground, participant management	afroac.org
Budget and finance contact	Feteh Tebeje, CEO, AFROAC	Budget, financial model, payment schedule and financial reporting	ceo@afroac.org
Organiser and legal party	CYWEP (Children, Youth and Women Empowerment Program)	Contracting entity; holds program funds	Via the Program Owner
Togo coordinator	[to be confirmed]	On-the-ground coordination in Togo (gate condition 4)	[to be confirmed]

The following must be confirmed (questions, not findings):

- In which jurisdiction(s) is CYWEP registered, and under what legal form? Can it sign hotel, transport and production contracts and receive sponsorship and participant payments?
- Can it legally sell travel packages to U.S. residents, or should a licensed tour operator / destination management company act as merchant of record? Whether AFROAC, as delivery partner, holds the licences and insurance to take that role is to verify.
- Bank accounts in USD and XOF, financial controls, audit and tax treatment of sponsorship and participant contributions.
- Governance: who signs, who approves spending, and how conflicts of interest are handled.

6.2 Government and traditional authorities

- **Ministry of Tourism, Culture & Arts / Togo Tourisme** (prospect): first-phase grant of USD 50,000 in two tranches of USD 25,000 (requested), letter of support, site coordination, guides, programming, destination visibility — a gate condition.
- **Traditional authorities and cultural custodians** (prospects): protocol, consent, storytelling, ceremonies and filming permissions at each community site.
- **Permits**: filming/drone permissions, event permits for the gala and any public gatherings, and protocol for any official participation.

6.3 Contracts, insurance and participant terms

Instrument	Purpose	Status
Hotel and venue contracts	Room blocks, attrition, deposits, cancellation	Not started
Transport and DMC contracts	Coaches, drivers, guides, liability	Not started
Sponsor agreements	Rights, deliverables, payment schedule, use of marks	Not started
Production and rights agreements	Ownership of footage, music rights, distribution	Not started
Participant terms & conditions	Price, deposit, cancellation/refund, conduct, health, media consent	Not started
Appearance and location releases	Filming of participants, communities, locations	Not started
Insurance	Event liability, cancellation, participant travel medical/evacuation	Not started

6.4 Data privacy for DNA and genealogy information

DNA and genealogy data are sensitive personal data. Sharing must be **voluntary, purpose-limited and consent-based**, with clear rules on storage, access, retention and use in media. Participants must be able to join without sharing DNA data. Applicable U.S. state privacy laws and Togolese data-protection law should be reviewed (to verify). Never publish an individual's results without explicit written consent.

6.5 Use of celebrity names

NAME-USE RULE

Personalities in the **celebrity prospect pool (see internal research brief)** have not been approached and none is confirmed. Their reported ancestry connections are unverified.

No personality may be named in public, government or sponsor materials as a participant, ambassador or partner until a **written agreement** exists. Ambassadors are announced only after written confirmation (Master Plan, Month 3). Name, image and likeness use must be contracted.

7. Financial Feasibility

7.1 Cost structure

The working budget below comes from the Master Plan. It is a set of **planning ranges, not vendor quotes**. The mid column is computed as the midpoint.

Category	Low (USD)	High (USD)	Mid (USD)
Hotel — 6 nights, group/VIP mix	75,000	110,000	92,500
Meals, receptions & closing gala	35,000	55,000	45,000
Ground transport, airport & excursions	15,000	25,000	20,000
Guides, performers, artisans & communities	12,000	25,000	18,500
Documentary, video & photography	25,000	60,000	42,500
Event production, AV, staging, décor & press	15,000	30,000	22,500
Security, medical, insurance, permits & protocol	8,000	18,000	13,000
Staff, interpreters, coordination & comms	10,000	20,000	15,000
VIP/celebrity hospitality & reserve	15,000	30,000	22,500
Contingency ~10%	21,000	37,000	29,000
TOTAL TOGO LAND PROGRAM	231,000	410,000	320,500

International airfare, if project-funded, would add ~\$100,000–\$180,000. The Plan's first target is to secure \$300,000–\$350,000 cash and/or in-kind for the land program, with airfare treated separately. At mid cost the land program equals about **\$3,205 per participant** ($320,500 \div 100$), although part of the cost (documentary, VIP hospitality, production) is not participant-driven.

Observations. Hotels and meals are ~43% of the mid budget and are the most negotiable lines through volume and in-kind deals. Documentary (\$25,000–\$60,000) has the widest range and should be fixed early with a producer budget. The ~10% contingency is reasonable for a desk estimate but thin for a first edition with no quotes.

7.2 Funding models

Model	How it works	Money needed	Assessment
A — Fully sponsored land program	Participants pay airfare only; sponsors cover the land program.	~\$310,500 sponsorship (mid) after the \$50,000 Ministry grant; matches the Plan's \$300–350k target	Most attractive to participants; highest sponsor dependency; weak demand signal.
B — Hybrid (recommended, A1)	Participants pay airfare plus \$1,950 land contribution (A2); sponsors (cash + in-kind) cover the rest.	\$195,000 participants + \$115,500 sponsorship + \$50,000 Ministry grant (mid)	Balanced risk; deposits validate demand; sponsorship need is realistic.

Model	How it works	Money needed	Assessment
C — Fully participant-paid	Participants pay ~\$3,950 land price plus airfare (A1).	$100 \times \$3,950 = \$395,000$	Lowest sponsor risk; price may limit the cohort and weaken the "founding" story.

ASSUMPTION TO CONFIRM

A1 (hybrid recommended), A2 (\$1,950 land contribution, twin-share, single supplement extra) and the Model C price of ~\$3,950 are agreed assumptions to confirm through the price test in Section 4.5.

7.3 Scenario analysis — hybrid model (A3)

Scenario	Paying participants	Participant revenue	Sponsorship (cash + in-kind) + Ministry grant	Total	vs mid cost \$360,500 (land + pre-launch)
Downside	70	\$136,500	\$100,000 + \$50,000	\$286,500	–\$74,000 — scale budget / defer
Base	100	\$195,000	\$175,000 + \$50,000	\$420,000	+\$59,500 — to legacy project, Edition 2 reserve & organizer reserve
Upside	100	\$195,000	\$300,000 + \$50,000	\$545,000	+\$184,500

ASSUMPTION TO CONFIRM

A3 scenarios are agreed assumptions to confirm. Surpluses should be committed in advance to the legacy project and an operating reserve for Edition 2, and reported transparently to sponsors.

7.4 Break-even analysis

Break-even paying participants under the hybrid model:

FORMULA

Break-even participants = (Land program cost + Pre-launch & pilot – Sponsorship – Ministry grant) ÷ Land contribution per participant

Mid cost, base sponsorship: $(\$360,500 - \$175,000 - \$50,000) \div \$1,950 = \$135,500 \div \$1,950 = 69.5 \rightarrow 70$ paying participants

Cost case	Total cost (land + pre-launch)	Sponsorship + Ministry grant	Gap to fund from participants	Break-even participants
Low	\$271,000	\$175,000 + \$50,000	\$46,000	23.6 → 24
Mid	\$360,500	\$175,000 + \$50,000	\$135,500	69.5 → 70

Cost case	Total cost (land + pre-launch)	Sponsorship + Ministry grant	Gap to fund from participants	Break-even participants
High	\$450,000	\$175,000 + \$50,000	\$225,000	115.4 → not achievable within 100 places
Mid +15% land overrun	\$408,575	\$175,000 + \$50,000	\$183,575	94.1 → 95 (no margin)

Reading. At mid total cost the program needs about 70 of 100 places filled at \$1,950 if \$175,000 of sponsorship and the \$50,000 Ministry grant are secured — a reasonable margin of safety. At the high-cost case it cannot break even within 100 places unless sponsorship rises to at least \$205,000 (A2 range) or costs are cut. Treating 70 paid deposits as the minimum to proceed is consistent with the downside trigger in A3.

The Ministry of Tourism's USD 50,000 first-phase grant, paid in two tranches of USD 25,000 (the first on signing), is a required part of the funding plan: without it, break-even rises from 70 to 96 paying participants out of 100.

7.5 Sensitivity analysis

Sensitivity (from base: 100 paying, \$175,000 sponsorship, \$50,000 Ministry grant, mid total cost \$360,500)	Effect on result	Comment
Land cost overrun +15% (land \$368,575 + \$40,000 pre-launch)	Surplus falls from \$59,500 to \$11,425	Break-even rises to 95 participants; no buffer left.
Sponsorship shortfall to \$115,500 (the A2 requirement)	Break-even exactly (\$0)	Minimum sponsorship for a 100-person mid-cost edition.
Sponsorship shortfall to \$100,000	–\$15,500	Must cut cost or raise more; documentary and VIP lines are the first levers.
Sponsorship halved to \$87,500	–\$28,000	Triggers scale-down or deferral.
Ministry grant not received	Surplus falls to \$9,500	Break-even rises to 96 of 100 places. The Ministry's USD 50,000 is what makes the edition viable and must be paid on schedule (first tranche on signing).
USD weakens 10% vs EUR/XOF (FS4)	About +\$25,640 on costs	Applies to the ~80% of spend made in Togo (A4); surplus falls to ~\$33,860.
Combined: +15% cost, 70 paying, \$100,000 sponsorship	–\$122,075	Not viable; this is the case the go/no-go gate is designed to avoid.

ASSUMPTION TO CONFIRM

FS4: the XOF is pegged to the euro at 1 EUR = 655.957 XOF (A5), so Togo costs move with EUR/USD. USD/XOF floats; ~600 XOF/USD is illustrative only. The 10% move is a stress test, not a forecast.

Mitigations: contract in USD where possible, fix XOF/EUR prices early, keep the contingency in XOF-equivalent terms, and hold a currency buffer within the contingency line.

7.6 Cash-flow timing and deposits

The program's main cash risk is **timing**: hotels and producers typically require deposits well before participant balances and sponsor payments arrive. Working assumptions for planning (FS5):

Flow	Indicative timing (assumption to confirm)	Risk
Participant deposit	\$500 on acceptance; balance of \$1,450 due ~60 days before departure (FS5)	Refund liability if the edition is cancelled.
Hotel deposits	~30–50% on contract signature; balance before arrival (FS5)	Largest early outflow; attrition clauses.
Production	Staged: pre-production, shoot, delivery (FS5)	Pre-production starts before revenue.
Sponsor payments	Staged on signature and on delivery of rights (FS5)	Late payment leaves gaps.

- Hold participant deposits in a segregated account until the go/no-go decision; publish a clear cancellation/refund policy.
- Secure a bridging commitment (anchor sponsor first instalment or a CYWEP or partner guarantee) to cover early hotel and production deposits.
- Negotiate hotel attrition clauses that allow the block to shrink if enrolment lands between break-even and 100.

8. Economic Impact

Local economic impact is one of the Master Plan's five objectives and a core argument for Ministry and sponsor support. The estimate below is indicative only.

Component	Low	Mid	High
Land budget (Master Plan)	\$231,000	\$320,500	\$410,000
Share spent in Togo (~80%, A4)	\$184,800	\$256,400	\$328,000
Participant discretionary spend (~\$400 × 100, A4)	\$40,000	\$40,000	\$40,000
Direct local spend	\$224,800	\$296,400	\$368,000

8.1 Method

- Direct spend only: the share of the land budget paid to Togolese suppliers plus participant out-of-pocket spending (artisan marketplace, meals, souvenirs).
- Excludes airfare, indirect and induced effects, and media/destination-marketing value, which are not quantified.
- The 80% local share and \$400 per participant are assumptions (A4) to confirm against actual contracts and a post-trip participant spend survey.

8.2 Beneficiaries

Hotels; restaurants and caterers; transport providers and drivers; guides and interpreters; artisans (weaving, batik, fashion, carving, jewelry); traditional ensembles and contemporary artists; host communities in Togoville, Aného/Glidji and Kpalimé/Kloto; Togolese media and production freelancers; and youth beneficiaries of the legacy project.

8.3 Measurement

Track supplier payments by category and location, the number of Togolese individuals and businesses paid, artisan marketplace sales, and community payments. Publishing these figures after Edition 1 would make the impact claim credible for Edition 2.

ASSUMPTION TO CONFIRM

A4 figures are assumptions to confirm. Do not present them externally as results; present them as an estimate and replace with actuals after the edition.

9. Socio-cultural and Ethical Feasibility

The program touches identity, memory, sacred practice and personal genetic data. Getting this right is a precondition for both community acceptance and reputation.

9.1 Consent and protocol

- Seek consent from traditional authorities and cultural custodians for each community visit, ceremony and filming — before scheduling, not after.
- Apply sacred-space rules: some places and rites must not be filmed, photographed or attended by visitors.
- Use the local advisory council to review the itinerary, scripts and messaging.

9.2 Authenticity and commodification risk

There is a real risk that festivals and ceremonies (such as Agbogbo-za or Épé-Ekpé) are staged for cameras or that communities feel used as a backdrop. Mitigations: let communities define what is shared; favour real community moments over staged performances; give hosts a voice in the documentary; avoid "trauma tourism" framing; and ensure the program leaves something durable through the legacy project.

9.3 Fair compensation

Pay guides, performers, artisans and host communities at fair, agreed rates, in writing and on time; avoid unpaid "exposure"; channel payments transparently (not only through intermediaries); and report community payments in the impact summary.

9.4 DNA messaging

DNA MESSAGING RULES

DNA regions are reference-population estimates; they do not establish nationality, ethnicity or family line. Never promise a precise Togolese ethnic or family match.

Approved formulation: "African Americans whose DNA and genealogical journeys reveal ancestral connections to the region of present-day Togo and neighboring West African communities."

Celebrity ancestry connections in the internal research brief are publicly reported, not verified, and must be re-verified against primary sources before any external use.

10. Destination Readiness and Responsible Tourism Promotion

The Government of Togo is promoting the country as a destination for tourism and investment, and Roots to Togo intends to contribute through first-hand stories, a documentary and earned media (see the Strategy Document). Promotion only works if the visitor experience matches the promise. This section assesses, on a desk basis, whether Togo is ready to receive and be promoted to a 100–120 person diaspora cohort, and on what conditions. Items marked "to verify" must be checked on the reconnaissance visit or against current official sources.

10.1 Destination-readiness checklist

Area	Current understanding (desk)	Readiness	Conditions and actions
Air access	Lomé–Tokoin, Gnassingbé Eyadéma International Airport (LFW), hub of ASKY Airlines (prospect). Routes and frequencies from the United States to verify.	Moderate	Group-fare proposal; plan arrivals in waves; confirm connections and baggage rules.
Visas and entry	U.S. citizens need a visa (e-visa available) and a yellow fever vaccination certificate (to verify).	Moderate	Verify current rules; publish clear deadlines; ask the Ministry about group visa facilitation.
Airport welcome	VIP welcome planned on Day 1; group handling capacity for 100+ arrivals to verify.	Moderate	Arrival protocol agreed with airport authorities and the Ministry; meet-and-greet staff.
Accommodation	Lomé shortlist (prospects) can host the core program; ~420 room-nights (FS2). Accommodation in Kara for the northern extension to verify.	Moderate	Written proposals; site inspection; hospitality standards agreed in contracts.
Ground transport	About three large coaches plus VIP and production vehicles (FS3); road conditions to verify.	Moderate	Vetted operator; daylight driving; vehicle checks; timed routes on reconnaissance.
Guides and interpretation	Togolese guides through the Ministry / Togo Tourisme (prospect); number of experienced English-speaking guides for 100+ to verify.	Conditional	Confirm guide pool early; joint briefing and training on content, protocol and safeguarding; interpreters for community moments.
Safety and security	Security plan with hotels and authorities; current official travel advisories to verify, including for any northern travel.	Moderate	Monitor advisories; security plan for VIPs and the gala; 24/7 duty phone.
Health	Yellow fever certificate and malaria prevention (to verify); medical facilities in Lomé; travel medical and evacuation insurance required.	Moderate	On-tour medic; pre-identified hospitals in Lomé and Kpalimé; health questions in the application.
Connectivity	Mobile data through Moov Africa Togo and Yas Togo (prospects); coverage outside Lomé and hotel bandwidth for content uploads to verify.	Moderate	Local SIM/data in welcome kits; upload plan for daily content; offline backup.
Sites and interpretation	Togoville, Lake Togo, Aného/Glidji, Kpalimé/Kloto; Koutammakou (UNESCO) for the extension. Toilets, shade, paths, boat capacity and interpretation to verify.	Moderate	Site-by-site check; custodian and site-manager agreement; carrying-capacity rules.

Area	Current understanding (desk)	Readiness	Conditions and actions
Payments	XOF; card acceptance, cash access and mobile money for artisans and markets to verify.	Moderate	Participant guidance on cash and cards; artisans able to receive payment.
Accessibility	Waterfall paths, boats and some heritage sites may be difficult for participants with reduced mobility (to verify).	Conditional	Ask about needs in the application; alternative activities; accessible vehicles where possible.

ASSUMPTION TO CONFIRM

Readiness ratings are this study's desk judgement (FS8). "Conditional" means the item must be resolved before the program is promoted widely, not that it is a blocking obstacle.

10.2 Conditions for responsible promotion

1. **The promise matches the product:** no site or experience is promoted before it has been checked on reconnaissance and agreed with the people who host it.
2. **Messages are aligned** with the Ministry of Tourism, Culture and Arts and Togo Tourisme, and national destination marks are used only with written permission.
3. **Communities have consented** to being visited and featured, and know how they will benefit.
4. **Rights are cleared** for every image, story and piece of music before publication.
5. **Service standards are in place:** guide briefing, hospitality standards in hotel contracts, safety and emergency plans.
6. **A feedback loop exists:** post-trip survey and Net Promoter Score, with results used to improve the next edition.

10.3 Community-benefit and heritage-protection safeguards

Safeguard	Practice	How it is checked
Local procurement	Togolese hotels, guides, artisans, caterers, transport and performers first (~80% of land budget in Togo, A4)	Supplier payment log by category and location
Fair pay	Written, agreed rates; prompt payment	Payment records; feedback from hosts
Benefit-sharing	Community contributions agreed with leaders; legacy project	Community payments reported in the impact report
Cultural and sacred-site protocol	Consent before scheduling or filming; sacred-space rules	Consent register kept by the Togo coordinator
Heritage protection and carrying capacity	Sub-groups at sensitive sites (e.g., Koutammakou, Togoville, Aného/Glidji); site rules respected; no climbing on or touching fragile structures	Site-manager and custodian sign-off
Child safeguarding	Code of conduct for staff, participants, crew and creators; no images of children without guardian consent; no visits that treat schools or children as attractions	Briefing records; incident log
Environmental care	Refillable water where feasible; waste taken away; respect for natural sites	Supplier commitments; spot checks
Fair representation	Togolese voices lead the stories; communities review content that features them	Content review log

10.4 How promotion success will be measured

No baseline exists yet: the first edition (or the pilot) sets it. Targets are those proposed in the Strategy Document and remain assumptions to confirm. This study recommends the following measurement approach:

Indicator	Method	Independence
Reach and engagement	Platform analytics for owned content; media monitoring for earned content	Internal; methods documented
Earned media volume and sentiment	Media monitoring log; sample-based sentiment review	Independent monitor where affordable (to confirm)
Visitor satisfaction and NPS	Post-trip survey	Anonymous
Repeat and recommend intent	Post-trip and six-month surveys	Anonymous
Arrivals and length of stay	Participant records	Cross-checked with the Ministry where possible
Direct local spend	Supplier payments plus participant spend survey (replaces the A4 estimate)	Review by an independent accountant (to confirm)
Community benefit	Payments to communities; number of Togolese businesses and individuals paid	Community feedback session
Investment leads	Roundtable follow-up log	Shared with the relevant national investment promotion body

Results are reported to the Ministry of Tourism, Culture and Arts in the impact report, using the impact report template.

READINESS VERDICT

Moderate. Togo's compact geography, heritage assets and Lomé infrastructure support responsible promotion at the scale of 100–120 visitors. The main conditions are verification items (guide capacity, site facilities, connectivity outside Lomé, accessibility and entry rules) and alignment of messages with the Ministry and Togo Tourisme before wide promotion.

11. Timing Feasibility — the Key Finding

Today is 4 October 2026. A late January–early February 2027 launch leaves **~16–18 weeks**. The Master Plan's own 90-day sequence would only open Founding 100 applications around **early January 2027** — a few weeks before departure. That is too tight to recruit and collect deposits from 100 participants, sign contracts, obtain permits and insurance, process visas and prepare a documentary for 100+ people.

Workstream	Realistic lead time (assumption, FS6)	Fits Jan/Feb 2027?
Participant recruitment to 100 deposits	12–16 weeks after applications open	No, on the Plan's sequence
Visas and yellow fever certificates	4–8 weeks per participant	Only if recruitment closes by mid-December
Hotel block contracting for ~420 room-nights	4–8 weeks	Yes, if started now
Ministry letter and traditional-authority consent	4–12 weeks	Uncertain
Documentary pre-production and rights	8–12 weeks	Tight
Sponsor term sheet to first payment	8–16 weeks	Tight / uncertain

11.1 Go/no-go gate: 15 November 2026

Proceed with the full Founding 100 in January/February 2027 **only if all four conditions** are met by 15 November 2026:

1. A **Ministry letter of support** (Ministry of Tourism, Culture & Arts).
2. A **flagship hotel hold or written proposal** covering the required block.
3. An **anchor sponsor term sheet**.
4. A **Togo coordinator** in place.

11.2 If the gate is not passed: pilot, then full launch

Option	Timing	What it achieves
Pilot / reconnaissance delegation	Jan/Feb 2027 (dry season)	~15–25 people: the Program Owner & Lead Coordinator, the AFROAC team, partners, production crew, 1–2 personalities. Tests the itinerary, secures consents, films a sizzle reel for sponsors and recruitment.
Full Founding 100 (preferred alternative)	September 2027	Around 11 months to prepare; aligns with Agbogboza / Épé-Ekpé; weather and festival dates must be confirmed.
Full Founding 100 (fallback)	Late Jan/Feb 2028	Dry season and a full year of preparation; longer wait.

RECOMMENDATION

This is a recommendation for CYWEP's decision. The pilot route turns the time constraint into an asset: it produces proof, footage and relationships that make sponsorship and recruitment for the Founding 100 materially easier.

ASSUMPTION TO CONFIRM

FS6 lead times are typical planning ranges introduced by this study and must be confirmed with the coordinator, hotels, the Ministry and the production partner.

12. Risk Register

Likelihood and impact are rated High / Medium / Low on desk judgement. Owners are proposed roles (A6) to confirm.

#	Risk	Likelihood	Impact	Mitigation	Owner
1	Insufficient time to deliver Jan/Feb 2027 edition	High	High	15 Nov 2026 gate; pilot option; Sept 2027 launch	Program Owner / AFROAC program director
2	Fewer than 70 paying participants	Medium	High	Expression-of-interest funnel; deposits; scale-down trigger at 70	AFROAC participant services lead
3	Sponsorship below \$115,500	Medium	High	Anchor sponsor first; in-kind deals; tiered packages	Program Owner
4	Costs at high end of range	Medium	High	Early written quotes; cap documentary and VIP lines	Budget and finance contact (AFROAC)
5	Ministry support delayed or withheld	Medium	High	Early engagement; clear concept note; no partner claims	Program Owner / Togo coordinator
6	Traditional-authority consent not obtained for a site	Medium	Medium	Advisory council; alternative sites; consent before scheduling	Togo coordinator
7	Hotel block unavailable on chosen dates	Medium	Medium	Hold 7–10 day window; backups (Sarakawa, ONOMO, Sancta Maria / Hôtel du Golfe)	AFROAC program director
8	Personalities decline or withdraw	High	Medium	Approach several from prospect pool; announce only after written confirmation	Program Owner
9	Celebrity ancestry or prospects misrepresented publicly	Medium	High	Approved formulation; legal review of all materials	Production lead
10	Participant health or safety incident	Low	High	Insurance, medic on tour, emergency plan, vetted transport	Protocol/security lead
11	Security incident involving VIPs or gala	Low	High	Security plan with hotels and authorities	Protocol/security lead
12	Visa / entry problems for participants	Medium	Medium	Verified guidance; early deadlines; Ministry facilitation	AFROAC participant services lead
13	FX movement raises costs	Medium	Low	Fix prices early; USD contracts; buffer in contingency	Budget and finance contact (AFROAC)
14	Cash-flow gap before deposits and sponsor payments	Medium	High	Bridging commitment; staged supplier payments	Budget and finance contact (AFROAC)
15	Community perception of commodification	Medium	Medium	Ethics protocol; fair pay; legacy project	Togo coordinator

#	Risk	Likelihood	Impact	Mitigation	Owner
16	DNA data privacy breach or misuse	Low	High	Voluntary, consent-based handling; minimal data; secure storage	AFROAC participant services lead
17	Documentary under-delivers or rights disputes	Medium	Medium	Experienced producer; releases; music and location rights	Production lead
18	CYWEP lacks legal capacity to contract or sell travel	Medium	High	Legal review; partner with licensed operator as merchant of record	Budget and finance contact (AFROAC)
19	Promotion over-promises and the visitor experience falls short	Medium	High	Readiness checklist verified on reconnaissance before promotion; messages aligned with the Ministry; feedback surveys (Section 10)	Program Owner / AFROAC program director

13. Conclusions and Recommendations

13.1 Conclusions

- **The concept is feasible.** Togo has the hotels, sites, cultural assets and short drive times to deliver the six-day core itinerary for ~110–120 people.
- **The economics work under the hybrid model** (assumption): break-even at about 70 paying participants with \$175,000 sponsorship and the \$50,000 Ministry grant at mid total cost; the high-cost case requires more sponsorship or cuts.
- **Demand is plausible but unproven;** it must be tested with deposits, not inferred.
- **Institutional and ethical foundations are not yet in place** — Ministry support, community consent, contracts, insurance and data protection.
- **Time is the binding constraint.** A full edition in Jan/Feb 2027 is possible only if the four gate conditions are met by 15 November 2026.

13.2 Recommendations

1. **Adopt the 15 November 2026 go/no-go gate** with the four conditions, and pre-agree the pilot path if it is not met.
2. **Adopt the hybrid funding model** (A1) and test the \$1,950 land contribution (A2) through the interest form and application.
3. **Appoint the Togo coordinator immediately;** this unblocks hotels, Ministry, communities and reconnaissance.
4. **Request written proposals** from the flagship and backup hotels for a 7–10 day hold window.
5. **Prioritise one anchor sponsor** (target \$75,000–\$125,000, Master Plan) before approaching smaller tiers.
6. **Confirm CYWEP's legal capacity,** or partner with a licensed operator as merchant of record.
7. **Adopt the ethics & safeguarding protocol and DNA messaging rules** before any public communication.
8. **Announce no personality or partner** until written agreements are signed.
9. **Ring-fence any surplus** for the legacy project and an Edition 2 reserve.
10. **Promote only what has been verified:** complete the destination-readiness checklist (Section 10) on reconnaissance, align messages with the Ministry of Tourism, Culture and Arts and Togo Tourisme, and adopt the community-benefit and heritage-protection safeguards before wide promotion.

14. Next Steps to Complete a Full Feasibility Study

Step	Output	Suggested timing (assumption)
Vendor quotes	Written proposals from 2+ hotels, 2+ transport providers, a DMC and a documentary producer; budget re-based on quotes	By 15 Nov 2026

Step	Output	Suggested timing (assumption)
Site visit / reconnaissance	Timed routes, venue checks, accessibility, security and medical notes for Days 1–6	Nov–Dec 2026, or as part of the pilot
Demand survey and interest list	Segment profile, willingness to pay, preferred window; live funnel data	Open within 2–3 weeks
Legal and insurance review	Entity and contracting route, participant terms, data-privacy approach, name-use and filming rights, insurance quotes	By 15 Nov 2026
Institutional engagement	Ministry meeting and letter request; first traditional-authority consultations	Oct–Nov 2026
Destination-readiness verification	Section 10 checklist completed: guides, site facilities, connectivity, entry rules, health and safety; message alignment with Togo Tourisme	With the reconnaissance visit
Sponsor validation	Anchor sponsor term sheet; in-kind offers from air, telecom and hotel prospects	By 15 Nov 2026
Updated study	Re-rated scorecard and final go/no-go recommendation	At the 15 Nov 2026 gate

ASSUMPTION TO CONFIRM

Suggested timings are introduced by this study (FS7) and should be agreed with CYWEP.

Appendix A. Assumptions Register

Agreed assumptions (A1–A7) and assumptions introduced by this study (FS1–FS8). All are to be confirmed.

Ref	Assumption	Used in
A1	Hybrid funding model recommended; Model A fully sponsored (~\$310,500 mid after the \$50,000 Ministry grant); Model C fully participant-paid at ~\$3,950 per person.	\$1, \$7
A2	\$1,950 participant land contribution (twin-share, single supplement extra); $100 \times \$1,950 = \$195,000$; with the \$50,000 Ministry grant, sponsorship needed at mid total cost \$360,500 is \$115,500 (range \$26,000–\$205,000).	\$1, \$7
A3	Hybrid scenarios (including the \$50,000 Ministry grant): downside –\$74,000; base +\$59,500; upside +\$184,500 vs mid total cost \$360,500 (land + pre-launch).	\$7
A4	~80% of land budget spent in Togo; ~\$400 discretionary spend per participant; direct local spend ~\$296,400 mid.	\$7, \$8
A5	1 EUR = 655.957 XOF (fixed peg); ~600 XOF/USD illustrative only.	\$7
A6	Staffing: Togo coordinator + core team (program director, participant services, production, protocol/security, finance/admin).	\$5, \$12
A7	Multi-year path: Edition 2 target 150 participants + northern extension; Edition 3+ annual platform.	Context only (not modelled)
FS1	Demand funnel targets: 400+ expressions of interest, 200+ applications, 100 deposits; go/no-go below 70.	\$4
FS2	Room requirement ~70 rooms (50 twin participant rooms, ~5 VIP, ~15 staff/crew) $\times$ 6 nights $\approx$ 420 room-nights.	\$5, \$11
FS3	Ground fleet of about three large coaches plus VIP and production vehicles.	\$5
FS4	FX stress test: 10% USD weakening vs EUR/XOF on ~80% Togo-spent costs $\approx$ \$25,640.	\$7
FS5	Cash-flow terms: \$500 participant deposit, balance ~60 days pre-departure; 30–50% hotel deposits; staged production and sponsor payments.	\$7
FS6	Workstream lead times (recruitment 12–16 weeks, visas 4–8, hotels 4–8, Ministry/consents 4–12, documentary 8–12, sponsors 8–16).	\$11
FS7	Timing of next steps toward a full feasibility study.	\$14
FS8	Destination-readiness ratings and responsible-tourism safeguards (e.g., sub-groups at sensitive sites, community contributions); promotion KPI targets are those of the Strategy Document.	\$10

Derived figures (computed from the above, not new assumptions): break-even of 69.5 $\rightarrow$ 70 participants at mid total cost; 23.6 $\rightarrow$ 24 at low cost; 115.4 at high cost; 94.1 $\rightarrow$ 95 with a +15% land overrun; 95.1 $\rightarrow$ 96 at mid cost without the Ministry grant; cost per participant ~\$3,205 at mid; downstream sensitivity results in \$7.5.

NOTE

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