

# BPO/Contact Centre in The Gambia



## WHY THE GAMBIA?

Located in the same time zone as the UK and only around a 6 hour flight from Europe, The Gambia is an ideal location to operate a BPO/contact centre from to service the European market.

This document outlines:

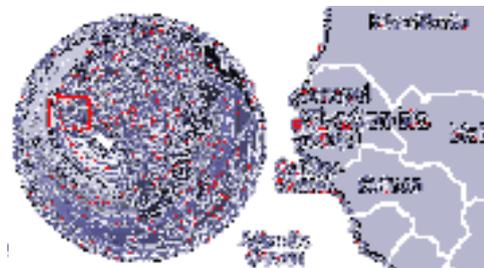
- 1. The market opportunity for a BPO/Contact Centre**
- 2. The favourable conditions available to investors**
- 3. The support investors can expect to receive**
- 4. The project risk and sustainability factors that need to be considered.**

**The best Institutions  
quality in West Africa<sup>1</sup>**

**Stable political and  
regulatory  
environment<sup>2</sup>**

**Only official English  
speaking country in  
the region**

**West Africa's most  
efficient labour  
market<sup>1</sup>**



*Source: British Foreign & Commonwealth Office website*

<sup>1</sup> World Economic Forum.

<sup>2</sup> Aon political risk map.

## ECONOMIC INDICATORS

<b>GDP</b> <sup>4</sup>	US\$807mn in 2014	
<b>GDP growth</b> <sup>4</sup>	1.5% in 2014	
<b>Country risk</b>	2 <sup>nd</sup> lower risk score among West African countries after Ghana	
<b>CPI Inflation (2011)</b>	5.4%	
<b>Exports / Imports value (2013)</b> <sup>4</sup>	Exports: \$106mn Imports: \$350mn	
<b>Labour force (2013)</b> <sup>4</sup>	774,000	
<b>FDI stock and inflows (2013)</b> <sup>4</sup>	\$754mn stock / \$25mn inflows	
<b>Currency exchange Rates 2015</b>	GMD/USD: 0.0239 (B) / 0.0257 (S) GMD/GBP: 0.0162 (B) / 0.0107 (S)	
<b>Buy (B) and Sell (S)</b> <sup>4</sup>	GMD/EUR: 0.0214 (B) / 0.0230 (S)	

## COMPETITIVE OPERATIONAL COSTS

The Gambia has the most efficient labour market in West Africa and average daily wages are competitive when compared to major African competitors.

Labour cost unit in ICT (US\$ per year), including social security								
	The Gambia	Egypt	Kenya	Tunisia	Morocco	South Africa	Senegal	Nigeria
<b>Unskilled</b>	1,165	3,001	3,165	4,500	6,530	7,399	1,617	5,200
<b>Semi-skilled</b>	1,747	6,748	7,097	8,114	12,705	15,685	4,248	10,400
<b>Skilled</b>	3,106	14,052	14,780	16,647	26,759	33,384	9,716	26,000
<b>Highly skilled</b>	15,530	53,905	56,696	43,843	81,822	79,997	46,637	93,668

<b>Social security rate</b>	
South Africa	1%
Kenya	5%
Nigeria	7.50%
The Gambia	10%
Morocco	20.10%
Egypt	26%
Tunisia	26.57%

The Gambia's has an average social security rate when compared to its major competitors.

Utility costs in the Gambia are higher compared to costs applied in the more developed economies. However, Gambia's utility costs are inferior to other non-oil producer low income economies (Senegal and Kenya), with the exception of electricity.

<b>Utility cost (US\$)</b>								
	The Gambia	Egypt	Kenya	Tunisia	Morocco	South Africa	Senegal	Nigeria
Electricity per kWh	0.27	0.04	0.06	0.09	0.15	0.22	0.25	0.10
Telecoms per min	0.07	0.96	0.06	0.68	0.44	0.15	0.07	0.09
Water per m <sup>3</sup>	0.63	0.07	1.26	0.30	0.75	1.08	1.27	0.24
Industrial gas per m <sup>3</sup>	0.71	0.09	1.90	0.01	0.36	0.47	1.60	0.22

## A COMPARATIVE PROJECT PROFILE

<b>Cost factors (sector profile properties)</b>		
<b>Utility usage</b>	Electricity (kWh)	1,000,000
	Telephone (mins)	17,700,000
<b>Labour head count</b>	Unskilled	0
	Semi-skilled	308
	Skilled	40
	Highly skilled	2

Based on the sector profile properties (utility usage and Labour head count) and applying labour and utility costs established in the tables above, the Gambia is clearly the most cost competitive location for investment among the comparator locations.

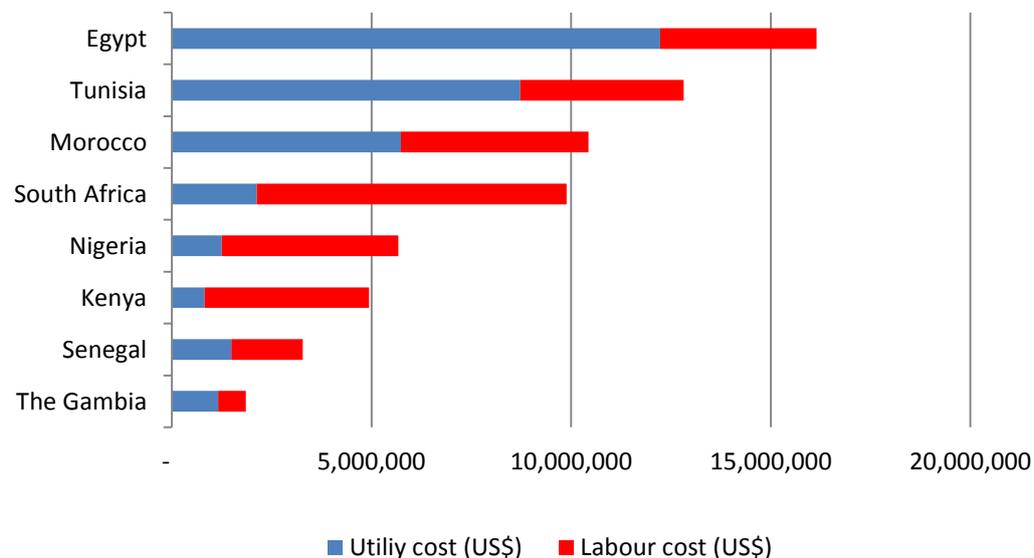
**Labour cost overview (US\$ per year), including social security**

	The Gambia	Egypt	Kenya	Tunisia	Morocco	South Africa	Senegal	Nigeria
<b>Semi-skilled</b>	53,8076	2,078,384	2,185,876	2,499,112	3,913,140	4,830,980	1,308,384	3,203,200
<b>Skilled</b>	124,240	1,726,240	1,815,640	1,505,320	639,640	2,770,720	388,640	1,040,000
<b>Highly-skilled</b>	31,060	107,810	113,392	87,686	140,880	159,994	93,274	187,336
<b>TOTAL</b>	<b>693,376</b>	<b>3,912,434</b>	<b>4,114,908</b>	<b>4,092,118</b>	<b>4,693,660</b>	<b>7,761,694</b>	<b>1,790,298</b>	<b>4,430,536</b>

**Utility cost overview (US\$ per year)**

	The Gambia	Egypt	Kenya	Tunisia	Morocco	South Africa	Senegal	Nigeria
<b>Electricity</b>	270,000	40,000	60,000	90,000	150,000	220,000	250,000	100,000
<b>Telecoms</b>	889,000	12,192,000	762,000	8,636,000	5,588,000	1,905,000	1,239,000	1,143,000
<b>TOTAL</b>	<b>1,159,000</b>	<b>12,232,000</b>	<b>822,000</b>	<b>8,726,000</b>	<b>5,738,000</b>	<b>2,125,000</b>	<b>1,489,000</b>	<b>1,243,000</b>

Very low labour cost in the Gambia makes it the most cost competitive location of the selected comparators. Overall, the Gambia is nearly half cheaper than its nearest rival, Senegal, in this example.

**Overall operational costs**




## INFRASTRUCTURE

- The ACE (Africa Coast to Europe) submarine communications cable runs from France to South Africa along the West coast of Africa. It is managed by a consortium of 17 operators, headed by Orange. The 1<sup>st</sup> phase of the 17,000km fibre optic cable was put into service in December 2012 with the official inauguration ceremony taking place in Banjul.
- Banjul Airport has undergone a US\$21 million modernisation and the Government is continuing to upgrade the infrastructure.



Other new infrastructure / upgrades in development:

- The Trans-Gambia bridge (completion due 2017)
- Improved cross-border trunk roads with Senegal
- Ports Expansion Programme underway – Gambia Ports Authority planning to build a second port on the Atlantic coast
- Ongoing infrastructure upgrades at Banjul International Airport

## AVAILABILITY OF INCENTIVES

ICT is one of the priority sectors for investment and a host of incentives are available to investors in BPO/contact centres. These incentives include:

- **Tax Holiday:** tax breaks on corporate and turnover tax, withholding tax on dividends and for a period of 5-8 years, depending on the project's location.
- **Import Tax Incentives:** Exemption from payment of import tax on direct inputs for the project (e.g. IT hardware).

- **Export Incentives:** Exemptions / reductions on corporate and turnover tax, exemption from Excise Duty and Sales Tax on goods produced or imported within the Export Processing Zone (EPZ) for processing and export – depending on proportion of goods exported.

## OPERATING COSTS

The Gambia has by far the most efficient labour market in West Africa<sup>5</sup> and offers competitive costs in key areas both regionally and globally.

Competitive rates for key utilities such as energy and water are offered to operators in the ICT sector.

### INDICATIVE KEY COSTS:

- Average daily wages for unskilled labour hover between US\$2.50-4 a day<sup>5</sup>
- Monthly wages for a skilled telecommunications engineer are US\$500-1,000.<sup>6</sup>
- Electricity: 9.70 GMD / kWh (commercial tariff)<sup>7</sup>
- Water: 22.48 GMD / cubic metre (commercial tariff)<sup>7</sup>
- Telecoms: From 0.73 GMD / min<sup>7</sup>
- Key taxes:
  - Corporate: 31% (exemption possible)
  - Income: up to 35%
  - VAT: 15%

## GOVERNMENT POLICY POSITION

The Gambian Government recognizes the importance of private sector participation in the economy, both as an engine of growth and as a source of knowledge transfer. The ICT sector has been targeted as an industry with the potential for growth and the government are taking proactive steps toward stimulating investor interest and growth in the sector. This includes increased liberalisation of ICT services and the development of modern ICT legislation.

In that framework, the ICT sector has been earmarked and designated by the Gambia Government as an Investment Priority Sector for which qualifying investors

<sup>5</sup> World Economic Forum Global Competitiveness Report 2014-15

<sup>6</sup> Interview with Africell

<sup>7</sup> www.pura.gm



can be awarded Special Investment Certificates with the following attendant benefits ranging 5-8 years:

- Corporate tax holidays/tax breaks
- Withholding Taxes on Dividends
- Depreciation or Capital Allowances
- Import VAT waivers on qualifying items

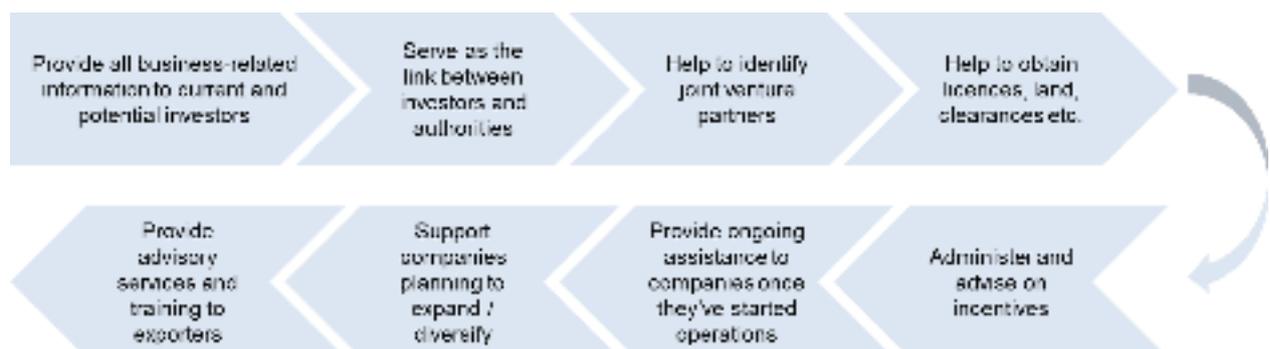
The Gambia Investment and Export Promotion Agency (GIEPA) has identified ICT as one of the core activities to be pursued at the July 22nd Business Park.

### A HELPING HAND – EVERY STEP OF THE WAY

The Gambia Investment and Export Promotion Agency (GIEPA) is the Government Agency mandated to support companies with their investment, business and export development as well as support to MSMEs.

From the initial provision of information right through to supporting the establishment, growth and development of an investment project, GIEPA is your supporting partner for doing business in The Gambia – every step of the way.

Here are just a few of the ways in which GIEPA can support your business:



## FOUR GOOD REASONS TO CHOOSE THE GAMBIA

1

### **STRONG DEMAND AND IDEALLY LOCATED:**

- There is a growing need for BPO services globally and cost is the major factor for investors when considering where to establish centres. The Gambia offers extremely competitive labour costs.
- The Gambia's location in the GMT time zone makes it the ideal location for a BPO/contact centre.

2

### **COMPETITIVE INVESTMENT ENVIRONMENT:**

- The best Institutions quality in West Africa (WEF 2014)
- West Africa's most efficient labour market (WEF 2014)
- 5<sup>th</sup> lowest political risk level in the sub-Saharan Africa (AON)

3

### **ENGLISH SPEAKING COUNTRY:**

- Foreign investors find it easier to conduct business in Gambia than in other West African countries. English is the country's official language and the most commonly spoken language in the business arena.

4

### **ATTRACTIVE INCENTIVES, COMPETITIVE COSTS:**

- Competitive costs
- Strong political support for telecommunications industry
- Comprehensive guidance and support from GIEPA

## PROJECT PRE-FEASIBILITY STUDY

The business plan/pre-feasibility study below is for the set up and operation of a BPO/Contact centre. The targeted workforce<sup>8</sup> and break down of job titles can be seen on the table below. Over the 5 year timeframe of the study it is expected that the workforce will grow in accordance with the development of the turnover.

Job Title	Head Count
Customer Services Representative	280
Customer Services Manager	25
Project Manager	15
Secretary	8
Telesales inbound	8
Telesales outbound	8
Facilities/Office Services Specialist	2
Receptionist	2
Business Unit Manager	1
Head of Customer Services	1

### Underlying assumptions to the project

Base case scenario		
Related to constant price evaluation		
Inflation	The model assumes no inflation. Any variation in operating costs due to inflation rate is expected to be reproduced on the company's sales price. However, it is important to note that variations in inflation rate and its level remain an important indicator of The Gambia economic stability.	
Related to costs		
Rent	Based on market price <sup>9</sup> .	It is expected that the company will rent an office space because of the relatively low renting cost and to limit the company's investment risk related to potential property right issues.  The office space is based on a minimum of 10sqm per staff.
Marketing	Based on revenues:	The share of revenue dedicated to marketing

<sup>8</sup> Expected to be reached at the start of the 5th year operation

<sup>9</sup> Market price has been evaluated through interviews conducted with the main ICT Companies in the Gambia as well as internet search on real estate agencies' website: [www.gambiapropertyshop.com](http://www.gambiapropertyshop.com) ; [www.gambiarealestate.gm](http://www.gambiarealestate.gm) ; [www.globalproperties.gm](http://www.globalproperties.gm)

	Public Relation 4% Advertising 2%.	activities can vary depending on the company's strategy to enter the market.
IT equipment	Based on market price <sup>10</sup> .	It is planned than every staff will have a workstation including computer, headset, mouse, desk... Printer for every 20 staff. Software cost is based on a yearly subscription fee.
Predictive maintenance	15% of IT equipment initial asset value & Office building.	This rate can obviously vary according to the company's business plan strategy/policy. Software upgrade and IT equipment renewal costs are captured in this applied rate, as well as office refurbishment.
Taxes	Corporate tax rate: 31%	For the sake of visibility, overall cost of taxes has been evaluated at 31%, which is the corporate tax rate. Social security rate have been included in the labour costs.
Training Costs	In house.	It is planned to train staff in house, 1 week training delivered by a highly skilled staff per group of 20 new staff.
Utilities	Based on fDi Benchmark (Financial Times) Contact Centre project profile.	Utilities consumption per staff is based on Contact Centre fDi Benchmark profile. Details of headcount and utilities consumption are shown in the section "A comparative project profile"
<b>Related to Revenues</b>		
Sales projections	Sales projections are based on BPO/Contact Centre market growth and demand in Europe, the US, Africa. The expected sales by segment are more specifically based on opportunities identified by BPO companies operating in the English speaking Africa, notably Nigeria, Ghana, Ghana, South Africa. Sales performance is also taking into account expected staff productivity. Pricing is based on competitors' prices and adjusted to the Gambia specificities.	

## Market Opportunities

With the landing of the African Coast to Europe (ACE) submarine communications cable in the Gambia in December 2012, the country has the international broadband capacity at competitive prices to enter the world outsourcing market as a serious player. Furthermore, the Gambia can count on a significantly more competitive environment in terms of operating cost – especially Labour cost - compare to its regional competitors (see Section "A Comparative Project Profile", p.3). Finally, the country has the characteristic that just be considered to be a benefit to have an English speaking population to access the most vibrant UK and US markets.

<sup>10</sup> Based on interviews conducted with ICT companies in the Gambia and on internet search, which includes among others: [www.nfagtc.com](http://www.nfagtc.com)

There is approximately \$196 billion in addressable demand that is not yet met globally. Basic voice involves scripted activities requiring minimal training, such as telesales, taking sales orders, etc. (\$69 billion in addressable global demand in 2010).

Taking into account global and sub-Saharan market trends (in particular : Nigeria, Ghana, Kenya, and South Africa), as well as Gambia's specificities (in terms of ICT infrastructure, language...), the projected sales for a Gambian BPO/Contact centre are estimated to grow by more than 30% CAGR over a 5 year period. As a point of comparison, Frost and Sullivan forecast that revenues from BPO activities in the more mature South Africa market will record a 19% CAGR between 2012 and 2016. The company Serco estimates the market in the MENA region at US\$6 billion (2012) with a 13.3% CAGR (2010-2015). Finally, according to International Data Corporation (IDC), the global BPO market is forecast to increase at a 5.7% CAGR, reaching nearly \$210 billion in 2017. The more mature markets like the USA and Europe are growing between 4% and 8% CAGR<sup>14</sup>.

It is also worth mentioning that the BPeSA<sup>11</sup> has estimated that the majority of foreign investment into the industry in South Africa is driven by the UK, with 63.3% of the offshore market, a 1.9% increase from 2013, followed by the US and Australia at 11.5% and 9.4% respectively<sup>12</sup>.

Regarding areas of growth in the sector, opportunities have been identified from sector reports and companies' websites already established in the Anglophone Africa<sup>13</sup>. Split vertically, it is forecasted that Banking, Financial Services & Insurance (BFSI), Telecom and Public sector will be the main driver of the company growth - largely voice-based services<sup>14</sup>.

It is expected that services to the telecom segment will be the main revenue source but the sales contribution from the financial and public sector segment will rise over the period under review. It is estimated that clients will be mainly based in Western Europe (UK in particular) and USA, but African-based clients will also rise, mainly from the most mature and dynamic Anglophone economies such as South Africa, Nigeria, Ghana, and Kenya<sup>15</sup>.

The growth drivers of the sector are in the advantage of the developing economies. The factors driving the international industry include the existence of a strong skills base in low-cost developing countries; access to a low-cost global communications

---

<sup>11</sup> BPeSA is the national investment arm of the BPO industry in South Africa and is committed to driving offshoring to South Africa

<sup>12</sup> <http://www.bpesa.org.za/foreign-investment-drives-growth-in-contact-centre-industry/>

<sup>13</sup> It includes: Serco, SA Commercial (South Africa), ConSol (Nigeria)

<sup>14</sup> Report: Serco Global Services – outlining the strong opportunities for our BPO division. Spanco Ltd: [http://www.spancotele.com/about\\_us/about\\_overview\\_spancogroup.aspx](http://www.spancotele.com/about_us/about_overview_spancogroup.aspx) Interviews with ICT companies, including Qcell, The Gambia's ICT Association, Soyere consulting.

<sup>15</sup> Blog from *Pumela Salela* - International BPO/ITeS Consultant: <http://sourceafrica.info/africa-outsourcing/>



and computing infrastructure; overpricing of scarce skills in developed countries; globalization and global competition; the need to spread business risk across multiple geographies; and constraints to the further expansion by service providers in the current leading BPO locations. These together offer a significant window of opportunity for the Gambia to develop its offshore BPO industry in the coming 4 – 5 years.

<b>Income Statement</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Revenues per Bus Dev Employee	-	-	-	-	-
Revenues per Salesperson	-	-	-	-	-
Revenues per Telesales - Outbound Campaign	157,752	210,336	262,920	315,504	420,672
Revenues per Customer service rep	834,719	1,324,512	2,048,855	2,842,182	3,652,756
Other Revenues	-	-	-	-	-
<b>Total Revenues</b>	<b>992,471</b>	<b>1,534,848</b>	<b>2,311,775</b>	<b>3,157,686</b>	<b>4,073,428</b>
Cost of Goods Sold					
Total Business Development Salaries & Benefits	-	-	-	-	-
Workstation (Computer, Headset, Mouse, Desk...)	(54,405)	(30,420)	(41,535)	(36,855)	(41,535)
Printer	(1,610)	(700)	(700)	(1,050)	(700)
Software	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)
Utilities - Telecom	(16,008)	(25,402)	(39,293)	(54,508)	(70,053)
Other Costs of Goods Sold	-	-	-	-	-
<b>Total Cost of Goods Sold</b>	<b>(74,423)</b>	<b>(58,922)</b>	<b>(83,928)</b>	<b>(94,813)</b>	<b>(114,688)</b>
<b>Gross Income</b>	<b>918,047</b>	<b>1,475,926</b>	<b>2,227,846</b>	<b>3,062,873</b>	<b>3,958,740</b>
Sales & Marketing Expenses					
Total Salesperson Salaries & Benefits	(7,340)	(9,786)	(12,233)	(14,679)	(19,572)
Total Marketing Salaries & Benefits	-	-	-	-	-
Public Relations	(39,699)	(61,394)	(92,471)	(126,307)	(162,937)
Advertising	(19,849)	(30,697)	(46,235)	(63,154)	(81,469)
Other Sales & Marketing Expenses	-	-	-	-	-



Total Sales & Marketing Expenses		(66,888)	(101,877)	(150,939)	(204,140)
General & Administrative Expenses					
Total Senior Management Salaries & Benefits	(163,065)	(293,517)	(423,969)	(554,421)	(684,873)
Total Other Salaries & Benefits	(7,571)	(11,065)	(11,065)	(16,306)	(16,306)
Rent	(600,000)	(600,000)	(620,000)	(840,000)	(840,000)
Utilities Expenses - Electricity	(63,643)	(100,286)	(149,271)	(203,657)	(258,236)
Training	(2,150)	(3,435)	(5,107)	(7,287)	(9,437)
Predictive Maintenance	(179,298)	(230,576)	(298,701)	(374,513)	(450,745)
Other	-	-	-	-	-
Total General & Administrative Expenses		(1,015,727)	(1,238,878)	(1,508,113)	(1,996,184)
Depreciation Expense	(20,182)	(30,260)	(45,509)	(61,613)	(77,763)
<b>Total Operating Expenses</b>	<b>(1,102,797)</b>	<b>(1,371,014)</b>	<b>(1,704,561)</b>	<b>(2,261,936)</b>	<b>(2,601,337)</b>
<b>Operating Income</b>	<b>(184,750)</b>	<b>104,912</b>	<b>523,285</b>	<b>800,937</b>	<b>1,357,403</b>
<b>EBITDA</b>	<b>(164,568)</b>	<b>135,172</b>	<b>568,794</b>	<b>862,549</b>	<b>1,435,165</b>
Interest Expense	758	-	-	-	-
Interest Income	(108)	-	-	-	-
<b>Pre-Tax Profit (Loss)</b>	<b>(184,100)</b>	<b>104,912</b>	<b>523,285</b>	<b>800,937</b>	<b>1,357,403</b>
Add (Subtract) to Tax Loss Carryforward	184,100	(104,912)	(79,188)	-	-
Taxable Income (Loss)	-	-	444,097	800,937	1,357,403
Tax Expense	-	-	(137,670)	(248,290)	(420,795)
<b>Net Income</b>	<b>(184,100)</b>	<b>104,912</b>	<b>385,615</b>	<b>552,646</b>	<b>936,608</b>

## Project Valuation

Weighted Average Cost of Capital	15.5%
Terminal Value Growth	3.0%

	Year 1	Year 2	Year 3	Year 4	Year 5
Operating Income	(184,750)	104,912	523,285	800,937	1,357,403
Tax Expense	-	-	(137,670)	(248,290)	(420,795)
<b>Tax-Effectuated EBIT (Earnings Before Interest)</b>	<b>(184,750)</b>	<b>104,912</b>	<b>385,615</b>	<b>552,646</b>	<b>936,608</b>
Plus: Depreciation Expense	20,182	30,260	45,509	61,613	77,763
Capital Expenditures	(58,415)	(69,520)	(80,635)	(76,305)	(80,635)
Changes in Working Capital	(56,889)	(25,186)	(36,684)	(30,935)	(38,300)
Changes in Other Assets & Liabilities	-	-	-	-	-
<b>Unlevered Free Cash Flow</b>	<b>(279,872)</b>	<b>40,466</b>	<b>313,805</b>	<b>507,019</b>	
Present Value of Unlevered Free Cash Flow	(242,326)	30,337	203,697	284,964	
<b>Terminal Value</b>					<b>7,382,084</b>
Present Value of Terminal Value					3,592,416

**NPV based on terminal year 5**

**4,304,843**

## Sensitivity analysis

A sensitivity analysis has been conducted to test the viability of the project and determine the risk management. The results show that the project profitability is robust and could withstand quite large variation in a single variable without compromising the sustainability of the project.

Income tax rate has little impact on the project profitability. However the discount rate level will make the project unprofitable at 23.6%, against an evaluated rate of 15.5% today.

A decrease of sales revenues has to be relatively large before turning the project to loss (-29.3%). The project is therefore relatively resilient to changes in the demand. However, special care to staff utilisation has to be taken. It is vital that the utilisation rate has to be maintained to a certain level (between 75% and 80% in the model).

The project relative resilience to shocks is also suggested by the low sensitivity to operating costs. The sensitivity analysis confirms the professionals' views that BPO/Contact Centre activities (human capital intensive) are ideal in developing countries (low wages), including in The Gambia.

	<b>NPV=0</b>
<b>Tax rate</b> (level)	99.5%
<b>Discount Rate</b> (level)	23.6%
<b>Sales Revenues</b> (% change)	-29.3%
<b>Operating Costs + COGS</b> (% change)	+38.3%

## PROJECT RISK AND SUSTAINABILITY FACTORS

	<b>Issues</b>	<b>Impact rating</b>	<b>Description</b>
Socio-political	Tertiary education	medium	The Gambia has a lack of tertiary level ICT and business education. The majority of ICT workers in the country at present were educated abroad. Any business investing in the country should expect to provide a large amount of training internally.
	Low internet penetration	medium	Internet penetration within the Gambia is currently very low. This will have an impact on both the market size and also the ability for ICT employees to work remotely.
Macro-economics	Access to bank loans	medium	Bank loans in The Gambia are hard to obtain and interest rates are often too high to be a feasible option for businesses.
	Utility Costs	high	The price of electricity in the Gambia is among the highest anywhere in the world. The supply is also highly unreliable and the requirement of generators, and the fuel they burn, is a significant addition to the investment needed to operate successfully. Recent increases in fuel costs give this issue even greater importance.
	Increasing wages	low	The Gambia is currently in a position to use low labour costs as a major pull in attracting foreign investment. This is particularly attractive to outsourcing operations. However, Increasing success will inevitably push up these costs and potential investors need to be certain that increasing costs can be covered.
Infrastructure	Single data cable connection	high	While the connection to the ACE cable provides The Gambia with an abundance of bandwidth to grow its ICT economy, it presents a major risk if this single access point was to ever fail. Additional connections to the wider global network would be of huge benefit to the country's ambitions within the sector.
	Poor road infrastructure	low	Many of the country's roads are in poor condition making travel throughout the country difficult and even impossible at times. The location of a contact with a large workforce would be limited to the urbanised areas to the west of the country.
	Poor internet infrastructure	medium	Gambia's internet coverage is limited and the speeds are often slow.



For further information, contact:

Chief Executive Officer  
Gambia Investment And Export Promotion Agency (GIEPA)  
GIEPA House  
48 Kairaba Avenue, Serrekunda, K.S.M.D., P.O.Box 757, Banjul, The Gambia  
[info@giepa.gm](mailto:info@giepa.gm)  
Tel. +220 4377377 / 78  
[www.giepa.gm](http://www.giepa.gm)

