



**DEMAND AND DESTINATION ASSESSMENT OF  
TOURISM SITES THROUGHOUT THE COUNTRY**

# **IN DEPTH DESTINATION ASSESSMENT**

**Final**

**APPENDICES**



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# Abbreviations and acronyms

<b>ASEAN</b>	Association of South East Asian Nations
<b>CBA</b>	Cost Benefit Analysis
<b>CBO</b>	Community Based Organisation
<b>CFAO</b>	Compagnie Française d’Afrique Occidentale
<b>CHN</b>	Community Homestay Network
<b>DBA</b>	Denton Bridge Association
<b>DPWM</b>	Department of Parks and Wildlife Management
<b>EbA</b>	Ecosystem-based Adaptation in the Gambia
<b>FAO</b>	Food & Agricultural Association
<b>FTE</b>	Full Time Equivalent
<b>GCGSRS</b>	Gambian Coast Guard & Sea Rescue Service
<b>GTB</b>	Gambia Tourist Board
<b>HQ</b>	Headquarters
<b>ICCA</b>	Indigenous Community Conservation Area
<b>ICOMOS</b>	International Council on Monuments and Sites
<b>ITC/YEP</b>	International Trade Organisation, Youth Empowerment Project
<b>IUCN</b>	International Union for the Conservation of Nature
<b>JAYS</b>	Juffureh & Albdreda Youth Service
<b>KMC</b>	Kanifang Municipal Council
<b>MECCNAR</b>	Ministry of Environment, Climate Change and Natural Resources
<b>MoTC</b>	Ministry of Tourism & Culture
<b>NCAC</b>	National Council for Arts & Culture
<b>NEA</b>	National Environment Agency
<b>OTG</b>	Official Tour Guide
<b>PPCP</b>	Public Private Community Partnership
<b>PPP</b>	Public Private Partnership
<b>PROREFISH</b>	Climate Resilient Fishery Initiative for livelihood improvement Project
<b>RAPAMAO</b>	Regional Network for Managing Protected Areas in West Africa
<b>SMME</b>	Small, Micro and Medium Sized Enterprise
<b>TDA</b>	Tourism Development Area
<b>TDRGP</b>	Tourism Diversification and Resilience in The Gambia Project
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organisation
<b>VDC</b>	Village Development Committee
<b>WABSA</b>	West Africa Bird Study Association
<b>WACA</b>	West Africa Coast Areas Management Programme
<b>WDC</b>	Ward Development Committee
<b>WHS</b>	World Heritage Site



# Introduction to the Proposed Investment Locations

After a full appraisal of the relative merits of 64 different locations across The Gambia that included site visits, desk research and extensive consultations with a broad range of public, private sector and community stakeholders, a shortlist of 10 sites and clusters meriting priority attention was agreed by the PIU. These locations were then subjected to further detailed investigation so that the consultancy team could prepare a suite of investment proposals designed to support the upliftment of The Gambia’s tourism sector. Those outline development proposals are presented in this document, together with indicative costings, proposed ownership and management arrangements and the likely economic and employment impacts.

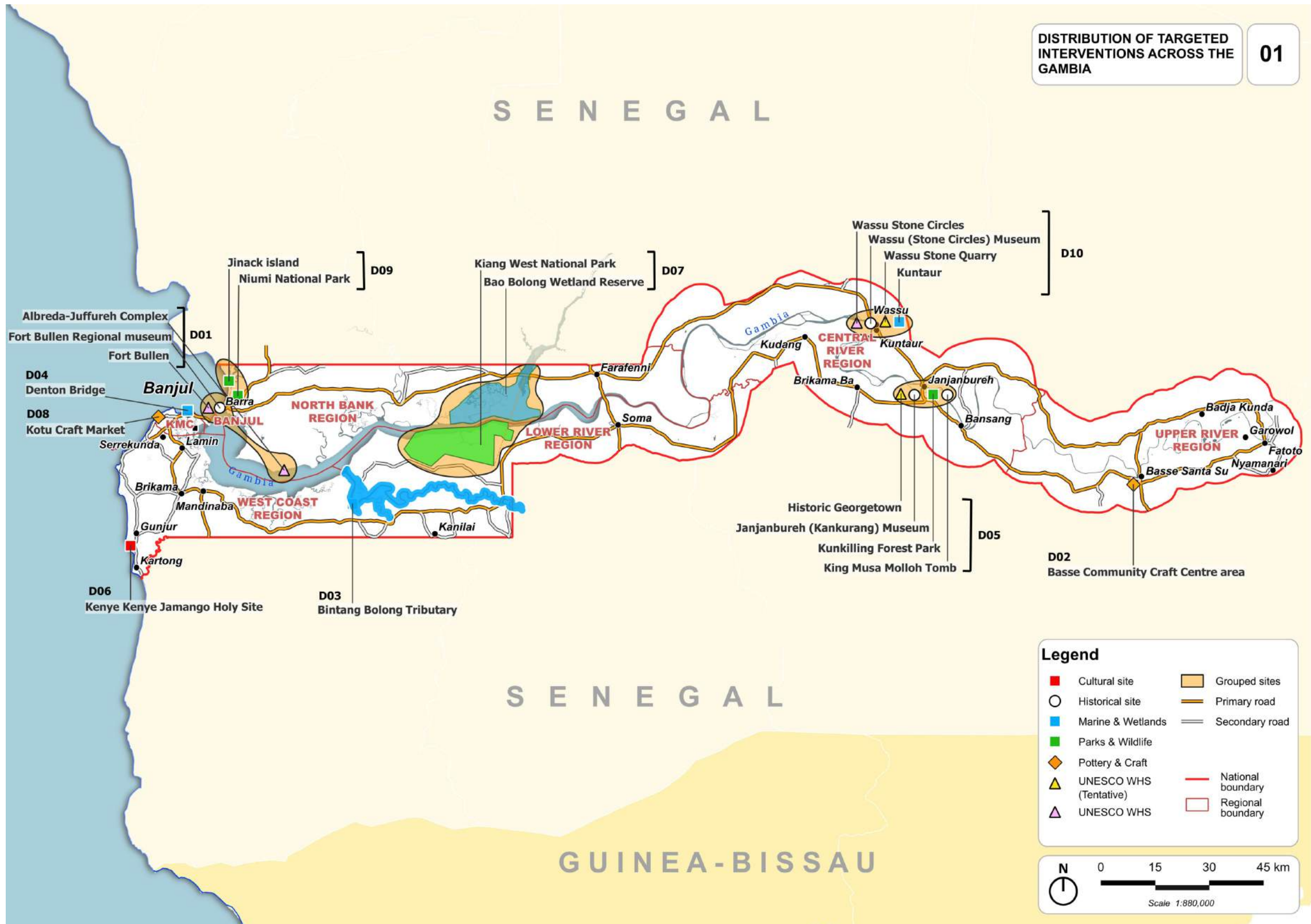
Table 1 presents the final list of selected locations grouped into the six thematic bands identified by the PIU and partners in the original project terms of reference, and also notes their geographical location. As part of the creative planning process, some of the locations have been combined into clusters of development opportunity that collectively will help to support the future development of tourism across the whole of The Gambia. These regional branding and positioning opportunities will be further developed by consultants working on a parallel marketing and branding study for the PIU.

It is clear from Map 1, overleaf, that there is a wide geographical spread of locations across the country and that the distribution of selected sites will support the development of multi-themed itineraries suited to the interests of several different target markets, both international and domestic. This of course is a major strategic objective as it will help The Gambia to diversify its tourism product beyond the current emphasis on sun, sea and sand.

This document collates the detailed descriptions of the proposed interventions at each of the 10 locations, whilst the companion report provides guidance on a number of cross-cutting issues relating to the detailed planning and delivery of the different projects by a wide range of public, private and community stakeholders.

Table 1 – Distribution of final short list of sites by thematic band and region

Thematic Band	Site	Region
1. UNESCO WHS (including sites on the Tentative List)	Albreda & Juffureh, including	NBR
	Fort Bullen	CRR
	Wassu Stone Circles and the Quarry	CRR
	Historic Georgetown	
2. Sites of Historical Significance	Fort Bullen Regional Museum	NBR
	Kankurang Museum,	CRR
	Janjanbureh	CRR
	King Musa Molloh Tomb	CRR
	Wassu Stone Circles Museum	
3. Sites of Cultural Significance	Kenye Kenye Jamango Holy Site	WCR
4. Parks & Wildlife	Kiang West National Park	LRR
	Kunkilling Forest Park	CRR
	Niumi National Park & Jinack Island	NBR
5. Water Sports, River, Tributaries & Wetlands	Bao Bolong Wetland Reserve	NBR
	Bintang Bolong Tributary	LRR & WCR
	Denton Bridge	KMC
6. Pottery & Craft Markets	Allunhari pottery site	URR
	Basse Men’s Weaving Site	URR
	Kotu Craft Market	KMC







## D01 Re-thinking Heritage Tourism at Gambia's first World Heritage Site



# D01 Re-thinking Heritage Tourism at Gambia's first World Heritage Site

## 1.1 Location including region

The villages of Albreda and Juffureh, Kunta Kinteh Island and Fort Bullen and its associated museum.

All are located in North Bank Region.

## 1.2 Summary description

By enhancing interpretation provision across the World Heritage Site (including themed trails extending out to San Domingo ruins and along the river bank, and a revitalised museum with temporary exhibition space); investing in environmental improvements at Kunta Kinteh island and on the shoreline of the mainland; and providing more appropriate facilities for community members to supply services to visitors (e.g. a formalised homestay accommodation network, catering, retail, craft demonstrations, guiding services), it is anticipated that new audiences will be drawn to the destination and that Gambia's many regular '3S' tourists who make day trips to Albreda will be encouraged to return and enjoy the revitalised destination.

A revitalised environment within the two villages will also act as a suitable focal point for the annual 'Roots' festival which, it is hoped, can be revived by the host community working in partnership with NCAC, GTB and other stakeholders.

At nearby Fort Bullen, which is part of the same WHS inscription, enhancements to interpretation and museum displays, revitalisation of the former government rest house and a creative approach to landscape improvements around the fort structure will enhance its appeal to visitors keen to learn more about that aspect of the country's history.

Fort Bullen will also then be in a prime attraction to cater for tourists stepping off the ferry from Banjul. The creation of flexible event space outside the Fort, close to the GTB lodges currently under construction, will help the Fort Bullen Festival Group and partners as they seek to develop a programme of artistic and cultural events across the year.

## 1.3 Context and rationale

The four locations currently associated with Kunta Kinteh Island World Heritage Site (the island with its standing remains, the twin villages of Albreda and Juffureh and Fort Bullen), have seen considerable interest from international tourists from a range of backgrounds since the 1970s, and in the case of Albreda and Juffureh, especially after the publication of Alex Haley's book 'Roots'.

However, despite ongoing investment in a range of facilities and community initiatives, the destination is 'tired' and requires considerable upgrading. Partly as a result of underinvestment over the years, the number of tourists visiting the villages and island has fallen from 15,000 20 years ago, to only around 5,000 a year now. Because of the large number of repeat visitors to The Gambia, the absence of new or revitalised attractions at this location means it has extremely limited appeal to many tourists currently staying in and around the Senegambia TDA.

Moreover, the current emphasis on the story of slavery as a key component in the heritage narrative overpowers other potential messages including the importance of diaspora and return, contemporary village culture, and even climate change (the island in particular is threatened by erosion created by wave action from both river currents and tidal flows).

The work of JAYS in professionalising guiding services at the Island and in the two villages provides a solid community base on which to build, as does the work of the women's group that currently occupies the CFAO building.

We are aware of proposals to develop a community museum just outside the village of Juffureh and would hope that the quality of provision there matches what is proposed for the revitalised heritage assets in Albreda and on the island since collectively they will provide the whole destination experience for visitors.

In Barra, the local festival committee is keen to develop its own activities celebrating local traditions and the creation of flexible event space immediately outside the fort will be of value here. The

proposed improvement works at Fort Bullen and to its immediate setting will be complemented by the completion of the GTB lodges immediately to the east of the site, creating a critical mass of tourism infrastructure that will enhance the area's appeal to day visitors (including local resident), transit tourists (the proposed new Banjul – Barra ferry terminal will be close by) and overnight guests.

## 1.4 Current landownership (where known)

Kunta Kinteh Island and Fort Bullen are both under the ownership and management of NCAC, as is the CFAO building and the museum and adjacent buildings in Albreda.

Within Albreda village, the land adjacent to the Freedom Flagpole is community-owned though currently under NCAC management, as is the Portuguese Chapel. The abandoned agricultural land behind the CFAO building and adjacent to the women's garden is owned by the community.

NCAC (and by default the Ministry of Tourism and Culture, MoTC) will thus be a major stakeholder in the detailing planning and delivery of this project, along with the host communities.

## 1.5 Project objectives and anticipated market demand

There are three key objectives for the proposed interventions:

- to ensure the long-term protection and conservation of the built heritage assets that constitute parts of the World Heritage Site;
- to enhance significantly the quality of the visitor experience through the upliftment of local services and through environmental improvements, in order to stimulate a major increase in the number of day visitors to the sites;
- to encourage more tourists to stay overnight in the villages of Albreda and Juffureh, as well as enhance the experience of tourists staying at the new GTB lodges at Fort Bullen.



As indicated above, in the early 2000s, up to 15,000 visitors per year came to the villages, mainly tourists from the TDA on one-day river excursions from Denton Bridge or Barra. We suggest that with enhanced river access and better facilities at Albreda, Juffureh and Kunta Kinteh island that within 5 years of completion of the works, a figure of **15,000 visitors per year** will be reached (90% tourists and non-Gambians, 10% Gambians including school visits). This is a reflection of the fact that even though overall tourism numbers to the Gambia are growing again, it retains a large repeat tourist market who would be unlikely to visit the enhanced facilities at Albreda and Juffureh more than once.

With an enhanced local accommodation stock including a formalised homestay network, we suggest the villages will see around **500 bednights** per annum.

As far as Fort Bullen is concerned, we estimate a tripling of throughput within 5 years to around **4,200 visitors**, assuming the works are carried out to a high level, and assuming the neighbouring lodge is fully operational. Again, a 90:10 split Non-Gambians to Gambians is projected. It is not possible to provide predictions on the numbers of people attending events organised by the Fort Bullen Festival Group and others in the event space outside the Fort, and GTB have not been able to provide data on the estimated number of bednights that will be sold in their new lodge development.

## 1.6 Delivery timeline

### 1.6.1 Introduction

There are two distinct timelines to be considered here, one for the tourism-specific works at Albreda and Juffureh and the second for the works at Fort Bullen. The Fort Bullen timeline also covers all inputs for Albreda and Juffureh that will be included in the World Heritage Site Management Plan.

### 1.6.2 Albreda & Juffureh

**Year 1** Secure funding for all proposed works and key capacity building initiatives, draw up detailed plans, advertise and let contracts.

**Year 2** Construction and completion of all building and conservation works, environmental improvements, soft opening (including upskilling local guides), promote to tour operators and ground handlers through familiarisation visits to encourage them to sell visits to the villages to their clients. Deliver capacity building initiatives in preparation for new homestays, waste and site management systems, renewable technologies, and guiding experiences.

**Year 3** Full operations of all new tourism facilities completed to date; additional homestay network partners recruited.

**Year 4** Additional homestay provision comes on line.

### 1.6.3 Fort Bullen

**Year 1** Secure funding for a conservation management plan (including required capacity building initiatives) for the whole WHS. Separately, secure funding for the environmental improvement works on the festival/ events space, promote and let contract for these works

**Year 2** Commission and publish management plan for the World Heritage Site. In parallel to this, ensure delivery of the landscaping works between the Fort and the GTB lodges and work with the Barra Festival Committee on planning and delivery of a major event to 'launch' the site

**Year 3** onwards: Operationalise the WHS Management plan at Fort Bullen AND Albreda & Juffureh, including Kunta Kinteh Island.

It should be noted that there are no dependencies amongst the various components (in other words, they can be progressed in any sequence). However, the enhancement of facilities at Denton Bridge (see Project D04) will benefit those tourists seeking to en-

joy a day trip or longer excursion on the river that includes a visit to Albreda, Juffureh and Kunta Kinteh Island.

### 1.6.4 Suggested breakdown into smaller work packages

Should funding not be available for the full suite of proposals put forward here then the investments can be broken down into smaller packages, as follows:

**Albreda & Juffureh: Five** phases of work:

- Provision of new craft retail facility and landscaping around entrance, linked to jetty improvements;
- Creation of trails up to the museum and out to San Domingo;
- Conservation works to the fort and installation of new interpretation on the island;
- Refurbishment of museum & learning centre in Juffureh village;
- Creation of homestay accommodation.

**Fort Bullen: Two** packages:

- Conservation work and enhancement of the fort proper;
- Landscaping of surrounding area, including creation of events space.

## 1.7 Indicative costs (summary)

In all, the projected capital works across the various locations within this important World Heritage Site are estimated at just under **US\$6.8 million** at 2024 prices. This covers all of the proposed works at Albreda, Juffureh, Kunta Kinteh Island and at Fort Bullen.

Individual component cost estimates are presented below in Table 2 and are based on our team architect's estimates of the quantities of work required, whilst the indicative costs per unit have been provided by one of The Gambia's leading quantity surveyors. Please note that these are indicative only and will require considerable elaboration as more detailed plans are drawn up.

Table 2 – Summary of estimated quantities and costs (2024 prices)

ITEM	UNIT OF MEASUREMENT	UNIT PRICE US\$  VAT EXCLUDED	D01.1 Provision of new craft retail facility and landscaping around entrance, linked to jetty improvements		D01.2 Creation of trails up to the museum and out to San Domingo		D01.3 Conservation works to the fort and installation of new interpretation on the island		D01.4 Refurbishment of museum & learning centre in Juffureh village		D01.5 Homestay		D01.6 Fort Bullen - Conservation work and enhancement of the fort proper		D01.7 Fort Bullen - Landscaping of surrounding area		TOTAL	
			Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	QUANTITY	AMOUNT US\$
EXTERNAL WORKS																		
Landscaping of “green parking” area (interlocking paviors with grass laid on sable)	sqm	17							1,730	29,410					2,650	45,050	4,380	74,460
Soft landscaping of green areas (without plantation of trees)	sqm	15	3,780	56,700					5,430	81,450	300	4,500			16,500	247,500	26,010	390,150
Wooden platform, including foundation, structure and board	sqm	149	375	55,875													375	55,875
Custom signage system, painted wood (interpretation panels, path signs, roadside directional signs, etc)	per sign	149	5	745	10	1,490			5	745			1	149	10	1,490	31	4,619
Street and beach furniture, including benches, tables, garbage bins, and bicycle racks, constructed from painted wood by local artisans.	per piece (average)	179	28	5,012	10	1,790			20	3,580	2	358			32	5,728	92	16,468
Interpretive Panels (permanent ormovable)	per piece (average)	1,000			10	10,000											10	10,000
Supply and planting of new trees, local species, min. 3 m high	per tree	373	7	2,611	10	3,730			4	1,492	4	1,492			33	12,309	58	21,634
Cleaning and paving walking paths (soil stabilization and gravel)	sqm	24	6,000	144,000	6,000	144,000			3,850	92,400	200	4,800	200	4,800	10,400	249,600	26,650	639,600
Construction of a landing stage platform (painted iron structure with recycled materials floor)	sqm	149	300	44,700													300	44,700
Renovation and upgrading of the existing Jetty	sqm	2,813	500	1,406,500													500	1,406,500
Costal protection work reinforcement	m	300	60	18,000									240	72,000	240	72,000	540	162,000
BUILDING																		
Building, open shaded structure, wood with thatched roof (entry point)	sqm	448	80	35,840					520	232,960					850	380,800	1,450	649,600
Building closed structure (mud brick, wood, traditional materials)	sqm	373	80	29,840							130	48,490					210	78,330
Building, closed structure, wood	sqm	250											70	17,500			70	17,500
New Market Pavillon – Open Structure	sqm	373	300	111,900													300	111,900
Refurbishment of existing masonry building (including cleaning, internal and external painting, new pavings, fixtures, waterproofing, MEP)	sqm	392	250	98,000					645	252,840					160	62,720	1,055	413,560
Rehabilitation of the existing Heritage Building	sqm	500	290	145,000									1,665	832,500			1,955	977,500
Exhibit Stall (wood)	per unit	1,000							4	4,000			10	10,000	5	5,000	19	19,000
Safety measures (consolidation works on stone wall at heritage site)	sq m	300					75	22,500									75	22,500
Cleaning and Removal of invasive vegetation at heritage site	sqm	2					4,050	8,100					500	1,000			4,550	9,100
MEP																		
Public lighting system including lighting appliances and cabling	per lamp post	1,045	20	20,900	5	5,225			10	10,450			2	2,090	40	41,800	77	80,465
Solar power supply system	lump sum	30,000									1	30,000					1	30,000
Waste water system (PVC pipe, including manholes, etc.)	m	10									10	100					10	100
SUBTOTAL amount of works (a)			459,480		5,225		30,600		500,250		78,590		935,090		562,320		5,235,561	
ENGINEERING SERVICES for design and works supervision 10% (a x 0,10 = b)			45,948		523		3,060		50,025		7,859		93,509		56,232		523,556	
CONTINGENCIES 20% (a x 0,20 =c)			91,896		1,045		6,120		100,050		15,718		187,018		112,464		1,047,112	
TOTAL including contingencies and services (a + b + c = d)			597,324		6,793		39,780		650,325		102,167		1,215,617		731,016		6,806,229	



## 1.8 Responsibility for implementation (lead agency and partners)

At Albreda and Juffureh it is proposed that GTB takes the lead, to drive this project forwards, working in partnership with NCAC, the Village Development Committee, JAYS and other community groups. GTB will secure funding for the construction of the new craft retail pavilion, a new footpath through the village from the CFAO building up to the museum, and for a new landing stage upriver, whilst NCAC will secure the funding for the development works at the Slavery Museum and on Kunta Kinteh Island.

At Fort Bullen, NCAC will be the principal organisation involved in securing funding for the preparation of a full management plan for the property, and then commissioning and delivering the conservation and enhancement works in the fort itself and also for the former government rest house. The local council and/ or GTB (because of their involvement with the lodge development) should take responsibility for preparing definitive designs for the new public events space outside the Fort, and for commissioning and delivering the environmental improvements. The Fort Bullen Festival Group and Village Development Committee should act as a community engagement mechanism for events and to support site planning and delivery.

## 1.9 Proposed business model(s)

At Albreda and Juffureh, almost all of the proposed works are either general environmental improvements (and thus impact on land in the ownership of the community) or are enhancements to structures already owned and operated by NCAC.

The exception to this is the proposed craft retail pavilion and homestay network. It is proposed that ownership of the craft pavilion is placed in the hands of the village development committee for Albreda & Juffureh, and that individual craft workers and retailers are charged an appropriate rental amount for space at the pavilion. GTB already has an appropriate model from its craft market operations in the main TDA that can provide a template.

Ownership and management of the homestay units built in privately owned compounds will need to be negotiated and formalised through partnership agreements. It is recommended that JAYS is charged with running a booking service for homestays, working in partnership with the facility providers on the one hand, and tour operators promoting homestays as part of their product offer on the other hand. Independent travellers will also book through JAYS.

At Fort Bullen, again the existing role of NCAC will not alter in terms of managing visitor access to the fort. However, it is recommended that a new private sector leaseholder is sought for the former government rest house and that a three to five year lease is offered, with a particular condition that the services offered there should align principally with the needs of tourists and that the current illegal and anti-social activities will no longer be tolerated. That may be a private company OR a community group, with the preferred tenant being selected by NCAC according to appropriate commercial interests.

## 1.10 Expected outcomes, including summary CBA

There will of course be some significant positive economic and social outcomes associated with this investment including:

- increase in employment opportunities during construction and once operational;
- increase in other economic benefits to local communities through the supply chain;
- increase in other social cultural benefits to local communities, linked to the renewed appreciation of the area's cultural heritage and traditions;
- decrease in negative social, cultural and environmental impacts.

Based on an initial investment of around US\$6.8 million we estimate some **648 FTE jobs** would be created in the local and regional economy associated with this capital spending, based on an estimated cost per construction job of US\$2,100 per FTE position and assuming that around 20% of the total project costs (i.e. around US\$1.36 million) will be spent on labour costs.

By year 5, once all interventions are complete and the destination is well established, then we see an estimated annual spend by day visitors and overnight tourists of just over US\$201,500 per year (at 2024 prices). Taking the multiplier effect into account this will generate total spending in the local/ regional economy of an estimated US\$400,300. This will support around **237 FTE** jobs in the tourism sector and related supply chains, based on an estimated cost per job of around 1,700 per FTE position.

Turning to the results of our initial cost benefit analysis, the 10 year cost:benefit ratio is calculated at **0.44** which would be an insufficient return for this to be a private-sector led operation (a ratio of at least 1.3 is normally expected, whereby the benefits are valued more highly than the costs). However, it should be noted that in making these calculations, we have not included the total spending on excursions to the Albreda & Juffureh sites paid by tourists to tour operators/ trip operators and have only included

an estimate for average spending on site on an admission fee and on the purchase of either drinks or handicrafts.

Turning to a 30 year timescale, the 30 year cost:benefit ratio is calculated at **0.72** which in reality is still insufficient to merit investment were this an entirely private sector-led operation. But as can be seen from the initial estimate of where investment is required, much is in the conservation of important heritage structures and in the provision of basic public infrastructure which does not, on its own, generate income in the amounts needed to recover the outlay from the public purse. Moreover, the spending estimates used in these calculations to determine the benefits are exclusive of the total spending by tourists on purchasing a day trip to the destination (which is the primary way that most tourists travel there) means that in reality the overall benefit to the Gambian economy will be greater.

Nonetheless, from a local economic and social development perspective, creating an initial 650 jobs or so during the capital works and then supporting, in the long term, nearly 240 jobs in the tourism sector and associated supply chains around Albreda, Juffureh and Barra, makes this an investment worthy of attention from the public sector and partners in both the private sector and also international development agencies.

One final point to make is that by strengthening local supply chains between agricultural producers and the catering and hospitality businesses within Albreda and Juffureh will help retain more of the visitor income within the local economy, thus reinforcing local economic benefit.

## 1.11 Project description

### 1.11.1 Introduction

The project focuses on the refurbishment and upliftment of five key points within the Kunta Kinteh Island World Heritage Site:

- Kunta Kinteh Island;
- the landing area in the village of Albreda and its surroundings;
- the refurbishment of the existing museum and creation of additional interpretive trails out to San Domingo and along the shoreline;
- the revitalization of Fort Bullen and its immediate surroundings;
- the introduction of homestay accommodations in Albreda and Juffureh as a new tool for tourism hospitality.



This initiative is based on the concept of improving the historical landscape and adheres to UNESCO's recommendations on Historic Urban Landscape.

*"Urban heritage, including its tangible and intangible components, constitutes a key resource in enhancing the liveability of urban areas, and fosters economic development and social cohesion in a changing global environment. As the future of humanity hinges on the effective planning and management of resources, conservation has become a strategy to achieve a balance between urban growth and quality of life on a sustainable basis."* (2011 UNESCO Recommendation on the Historic Urban Landscape, paragraph 3)

This comprehensive project aims to transform the Kunta Kinteh Island World Heritage Site into a vibrant, multifaceted destination that honours its historical significance while embracing contemporary cultural narratives and environmental sustainability. By investing in these areas, the site will attract a broader range of visitors and provide lasting benefits to local communities and the environment.

### 1.11.2 Kunta Kinteh Island

The project includes cleaning, consolidation and safety measures, as well as upgrading the interpretative system on Kunta Kinteh Island. These efforts will secure Fort St George remains and enhance the interpretative elements to provide a more engaging and educational experience for visitors.



Fig. 1 : Leaning Wall at St George Fort, Kunta Kinteh Island

### 1.11.3 Albreda Landing Area and surroundings

The project will transform the landing area in Albreda into a landscaped entry point, including the recovery and improvement of the existing jetty with a new landing stage. The pre-existing architectural structures, such as the Portuguese Chapel and the CFAO building, will be refunctionalised and integrated with the existing information point through the creation of pathways and green areas that incorporate historical storytelling elements like the liberation monument and the cannon. A new retail point will be established so that local craft workers can display their items to tourists in a convenient, shaded location.



Fig. 2 : Albreda Info Point

The profile of the Portuguese Chapel will be reconstructed with a wooden structure. This will help recreate the visual perception of the original building while simultaneously providing a shaded exhibition and interpretative space. The existing museum and children's/ youth centre will be refurbished and the surroundings landscaped to create a more attractive destination. Finally, interpretive trails will be created linking the CFAO building with the

museum, and the villages with the ruins at San Domingo. There are two possible types of sign that could be installed – those with a permanent ground anchor and which remain in situ (Figure 2), or movable signs with a stable concrete base, that can be shifted a few metres or more when the ground around them becomes eroded OR that are appropriate to use on an archaeological site where there are un-excavated remains (Figure 3). Examples of both forms can be seen in the adjoining images.



Fig. 3 : Piercebridge fixed panel



Fig. 4 : Vindolanda relocatable panel





Fig. 5 : Albreda Jetty to be refurbished

#### 1.11.4 Fort Bullen

Fort Bullen will undergo significant improvements through the development of a comprehensive conservation management plan. This plan will cover the conservation of architectural structures and the implementation of an interpretative pathway. The buffer zone area around the fort will be landscaped to enhance the visual context of the monument, including shaded areas for various activities and a parking lot for visitors. The existing café in front of the fort will also be improved to better serve visitors. A flexible event space between the fort and the GTB lodges will permit a range of activities to be promoted year round, including traditional wrestling events, small concerts and other cultural manifestations.



Fig. 6 : Internal courtyard of Fort Bullen to be rehabilitated

#### 1.11.5 Homestay Network

A formalised homestay network will be developed, with a prototype established in the village of Sittanunku. This involves creating an accommodation unit that allows local families to host tourists in an extension to their own compound, providing an authentic cultural experience and promoting community-based tourism. It will be designed to enable guests to experience being hosted by a local family but maintain some privacy for both hosts and guests through the provision of a separate bathroom, entrance, and verandah for the unit. This design draws on lessons learned from other homestays in the Gambia, for example Ndemban. In order to ensure that local cultural sensitivities are respected, and to avoid inappropriate activities from occurring it is suggested that JAYS or a similar organisation is involved in overseeing the booking process, working in partnership with authorised tour operators. The ASEAN guidelines for homestay providers, developed for this emerging sector in South East Asia, could provide a useful starting point for developing similar standards and guidelines for The Gambia. A link to that document can be found here: <https://asean.org/wp-content/uploads/2021/08/ASEAN-Homestay-Standard.pdf>.

At present this is the only proposed addition to the accommodation stock in the village, as there are several lodges nearby that still have significant capacity to accommodate more tourists at least in the short to medium term. Moreover, the profiles of Albreda and Juffureh are that they are essentially day visit destinations and introducing additional large scale accommodation businesses would materially alter their attractiveness as a destination.



Fig. 7 : Family Compound in Sittanunku

#### 1.12 Project components

##### 1.12.1 Description of main interventions

###### KUNTA KINTEH ISLAND

- **Consolidation and Safety Measures:** implement measures to secure the island's infrastructure and prevent erosion.
- **Cleaning:** removal of invasive vegetation at heritage site
- **Interpretative System Upgrading:** custom signage system, painted wood (interpretation panels, path signs, roadside directional signs, etc).

###### ALBRED & JUFFUREH

- **Create a welcoming green entry point** with open shaded structures, (wood with thatched roof)
- **Improvement of the existing jetty** with a new landing stage.
- **Refunctionalise the Portuguese Chapel** building a wooden structure and the CFAO building, integrating them with the info point through pathways and green areas.
- **Construct a pavilion** to serve as a market for local artisans.
- **Build a new arena** with tiered seating for cultural events.
- **Visitor Pathway:** establish a pathway between the CFAO building and the museum.

###### MUSEUM AND CHILDREN'S/YOUTH CENTRE

- **Museum Restoration and Refunctionalisation:** restore the museum, creating new exhibition spaces and developing a new curatorial project.
- **Youth Centre Integration:** integrate the existing children's/youth centre as part of the museum space and as an educational centre linked to the Museum with a new Canopy.

###### FORT BULLEN

- **Conservation Management Plan:** develop and implement a comprehensive plan for the conservation of Fort Bullen.
- Rehabilitation of the existing Heritage Building.
- **Interpretative Pathway:** implement an interpretative pathway to enhance educational value.
- **Buffer Zone Landscaping:** landscape the buffer zone area, including shaded areas and a parking lot.
- **Café Improvement:** refurbishment of existing masonry building (including cleaning, internal and external painting, new pavings, fixtures, waterproofing, MEP).

###### HOMESTAY NETWORK

- **Prototype** building closed structure (mud brick, wood, traditional materials).



### 1.12.2 Landscaping

- Landscaping of “green parking” area (interlocking pavers with grass laid on sand);
- Soft landscaping of green areas (without plantation of trees);
- Custom signage system, painted wood (interpretation panels, path signs, roadside directional signs, etc);
- Supply and planting of new trees, local species, min. 3 m high;
- Street furniture, including benches, tables, garbage bins, and bicycle racks, constructed from traditional materials;
- Soil containment system including vegetal geogrid and planting of appropriate shrubs;
- Cleaning and paving walking paths (soil stabilization and gravel);
- Wooden boardwalk with railing (rope) (1.5 m wide);
- Construction of a landing stage platform (painted iron structure with wooden floor);
- Renovation and upgrading of the existing Jetty;
- Beach-front reinforcement.

### 1.12.3 Mechanical, Electrical, Plumbing (MEP)

- Comprehensive external lighting system to illuminate pathways, common areas, and structures, ensuring safety and enhancing the night-time ambiance;
- Organic waste composting system;
- Solar power supply system.

## 1.13 Actions for implementation

Key actions to secure the implementation of these proposals revolve around the creation of two working groups – one for Albreda & Juffureh and the second for Fort Bullen. These working groups should liaise with the PIU in terms of promoting the initiatives to various potential funders (including government departments. As funding for different elements comes on stream, the relevant lead agencies will then oversee detailed planning and delivery of each component part.

## 1.14 Preliminary environmental screening

There are a number of key issues affecting the sites, some of which are addressed through the proposed interventions though others will require action and investment by others. Key environmental challenges are:

- existing coastal erosion that is threatening the foundations of the built heritage assets (particularly Kunta Kinteh Island). This

is the subject, we understand, of ongoing research and planning by another government initiative;

- rising sea levels associated with climate change that will potentially undermine foundations of the CFAO building in Albreda, Fort Bullen itself. Some investment in shoreline defences may therefore be appropriate. We note that the community in Albreda has recently been active planting mangroves along the shore to help protect the land immediately upriver of the village;
- changing salinity associated with climate change which is affecting agricultural land close to the shoreline in Albreda. This cannot be tackled by any site-specific interventions and is already resulting in changing land-use patterns. For instance, the women’s garden has recently been relocated further inland;
- there is a specific pest problem on Kunta Kinteh Island with a particular caterpillar affecting the bark of the acacia trees. Again, this cannot be addressed through this project, and it is recommended that NCAC and DPWM secure specialist ecological advice on how to tackle the problem, since the roots of the acacias provide an important defence against the erosion caused by wave action around the island and if the trees fall and die, this natural protection for the island will be lost;
- widespread littering in the villages associated with daily life, which is both unsightly and potentially a health hazard. This requires resolution at the local level through better solid waste management practices, which will need cultural change as well as the resources for implementation;
- deposition of marine litter on the seashore, again creating aesthetic and public health problems (especially close to Fort Bullen). Again, this will require cultural change as well as better waste management practices at the destination;
- erosion to the built heritage assets and disused military infrastructure at Kunta Kinteh Island, the Portuguese Chapel and Fort Bullen associated with general weathering, poor-quality maintenance practices and intrusion of vegetation. All can be tackled through the preparation and implementation of a well-resourced conservation management plan for the World Heritage Site.

## 1.15 Preliminary social screening, including anticipated benefits to surrounding communities

### 1.15.1 Introduction

There are a number of key social issues affecting the sites, some of which are addressed through the proposed interventions though others will require action and investment by others. Key social challenges are:

- Juffureh/Albreda has a track record of ‘bumstering’ and children begging as being a serious issue which, whilst currently much better than previously, is still something that needs to be addressed to ensure positive interaction between tourists and local people;
- introducing a new formalised homestay initiative poses child protection risks for host families if not responsibly managed through capacity building and preventative measures being put in place;
- Fort Bullen’s location next to Barra ferry with its associated illegal activity such as drugs, trafficking and prostitution poses a significant threat to the tourism activity proposed at the site if not addressed with appropriate policing and preventative measure.

### 1.15.2 Target beneficiaries

There are wide range of community stakeholders who it is envisaged will be the target beneficiaries from the development of tourism at the site who are listed below:

- Juffureh & Albreda Youth Society (JAYS);
- JAYS Heritage & Cultural Festival Group;
- Women’s cultural groups: Mandinka; Manjago; Fula;
- Kumbamori women’s gardening group;
- Men’s cultural groups: Chubalo (fishing) & Kankurang;
- Craft producers & vendors;
- SMMEs (accommodation, restaurants);
- Homestay families;
- Fort Bullen Festival Group.

### 1.15.3 Community opportunities/benefits

The proposed responsible development of the sites will create a number of significant number of opportunities/benefits for the community, summarised below:

- community engagement in site narrative(s) and identity through design of museum, cultural and homestay experiences and guide training;
- revitalisation of Gambia’s most renowned cultural heritage site;
- cultural heritage (tangible and intangible) revival of traditional cultures and alternative narratives/voices about the history and significance of the site;
- supply chain linkages with women’s gardens, farmers, fishermen, accommodation providers, restaurants and craft producers;

- SMME/employment at the new/upgraded tourism facilities and through enhanced programme of cultural activities and experiences;
- capacity building interventions for homestay hosts, tourist camp and restaurant owners, guides, museum staff, craft producers, JAYS, VDC, and ground tour operators designed to improve tourist experience and product quality and maximise local benefits from tourism;
- increased income from homestay network, guiding, craft and produce sales, cultural activities, boat crossings and bar/restaurant sales and visitor gate fee (for community and NCAC);
- opportunities for positive cross-cultural exchange between tourists and local people.

#### 1.15.4 Women and youth empowerment opportunities/benefits

A number of specific women and youth opportunities should also result from the proposed development at this site, including the following:

- increased market access for End Violence Against Girls through Art Project and women's group. For example, for sale of batik, tie and dye, woven cloth, crochet, and beads;
- increased income from sale of produce from women's garden to tourist boats, local restaurants and accommodation providers;
- increased income and employment opportunities through homestays network, guiding, tourism facilities, transport providers, craft products;
- access to opportunities for cross-cultural exchange and capacity building interventions (social empowerment);
- reduced youth migration resulting from increased employment and income opportunities through tourism.

#### 1.16 Potential barriers & challenges for implementation

There are a number of challenges to the successful implementation of the proposals presented here though none are insurmountable. They are:

- a failure to secure funding for all of the works in a timely manner, that results in piecemeal improvements over several years, thus losing the opportunity to create a critical mass of enhanced tourist experiences across the two sites and as a result, not delivering the anticipated levels of visitor interest;

- a failure by NCAC and partners to secure the services of skilled interpretative planners to design and install upgraded displays in the museum and on the island. We are aware that these skills are sorely lacking in The Gambia, but an international market will expect international standards of interpretive displays. This is a broader capacity issue that affects all heritage sites across The Gambia and may require commissioning international consultants to work alongside local designers to upskill them;
- a failure to secure funds under other programmes to improve the jetties on Kunta Kinteh Island and at Albreda village. Both are particularly problematic for tourist boats at low tide and are not easily accessible for older visitors and those with impaired mobility. Given the average age of tourists to The Gambia, ensuring better accessibility along the whole of the river is important if its full potential as a leisure resource is to be achieved;
- a need to invest significant resources into a collaborative and strategic approach to building capacity of key site stakeholders to progress the proposed projects at these sites and manage them in the long-term. Particular capacity issues to be addressed at Juffureh/Albreda and Fort Bullen will include waste management as well as more general site conservation works and partnership management for NCAC and GTB; interpretation, storytelling, experience design and product development for local guides and tour operators; new homestay hosts; and management of tourist-host interaction and relationships for local community, tour operators and police.

#### 1.17 Learning from elsewhere/ best practice

Because of the wide range of issues being addressed across Albreda, Juffureh, Kunta Kinteh Island and Fort Bullen, we have identified a number of different exemplars of good practice that are relevant.

One of the main developments proposed here is enhancing the guided tour experience of the area through the development and use of a number of heritage trails linking the two villages with each other, and with the ruins at San Domingo.

In the **Bwindi Impenetrable National Park** in Uganda<sup>1</sup> there are a number of different options open to tourists to choose different themed walks through the villages around the Park, of different levels of ability, and allowing the host communities not only to benefit directly from tourism in terms of earning income as guides, but also allowing them to manage the flows of tourists on their own terms, so that no single part of the destination becomes overwhelmed.

<sup>1</sup> See: <https://www.bwindiimpenetrablenationalpark.com/community-tourism/>

And in Kenya, at the **Gede Ruins World Heritage Site**<sup>2</sup>, a cadre of local guides has been trained by the Kenya Wildlife Service and National Museums of Kenya to offer guided walks around the ruins of this abandoned Arab trading town. Visitors pay the usual admission fee which goes to the government agency managing the site, but then pay an additional fee to hire a guide from the formally constituted organisation that manages the guided walks, so that the income goes directly to village funds. However, if the visitor is pleased with the service they receive from the guide, they then give him or her an additional tip in recognition of their service. This ensures that guides constantly upgrade their knowledge and delivery skills as their only personal income comes from the tip.

In terms of revitalising a 'tired' cultural heritage tourism experience (which sadly is what Albreda, Juffureh and Kunta Kinteh Island have become), one can look at the experience of the **Blaenavon Industrial Landscape World Heritage Site in the UK**<sup>3</sup>. Based around a former coal mine and associated settlements, the property was inscribed on the World Heritage List in 2000. Despite initial investment in a major new museum and some environmental improvement works, the early years of WHS status did not deliver the kinds of benefits that the local community was hoping for.

A few years after inscription the UK's first visitor interpretation centre dedicated to a World Heritage site opened in a re-purposed school building to present "*a coherent narrative of this tortured, post-industrial landscape*" and to position "*the diverse aspects of the scientific advances and entrepreneurial history of the site firmly in the family and community stories of this South Wales powerhouse of the industrial revolution*". The focus on interpreting the story of the area in relationship to the lives of the generations who lived and worked there was a conscious attempt to embed the idea behind the nomination within the hearts and minds of the local community. In other words, the interpretation told the story of the local people, from their own perspectives.

Another move to encourage more local engagement with the World Heritage Site was the creation of the '*Forgotten Landscape*' project, an interpretation initiative aimed particularly at younger adults to encourage them to recognise, learn about and help manage their own heritage landscapes in ways that aimed to stop the regression of the World Heritage site as a 'theme park'. Local young people were also encouraged to join a Young Ambassadors programme for the World Heritage Site to help with basic management responsibilities such as maintaining footpaths, collecting litter and carrying out wildlife surveys to help inform the development of a guided walks programme that addresses not just the cultural but also the natural heritage.

<sup>2</sup> See: <https://museums.or.ke/gede-museum/>

<sup>3</sup> See: <https://www.visitblaenavon.co.uk/>



All of the above lessons are relevant to Albreda, Juffureh and Fort Bullen/ Barra.



Source: <https://images.app.goo.gl/JoaTof1gCE7dMWhc9>

**Fig. 8 : The now Prince and Princess of Wales meeting some World Heritage Site Young Ambassadors at Blaenavon World Heritage Site on St David's Day, 2022**

One of the proposals for Albreda and Juffureh is to provide a new walking trail along the edge of the village from the CFAO Building to the museum and youth centre site. The **Via dei Terrazzamenti**<sup>4</sup> in Valtellina, Italy is a pedestrian route on the sunny side of the valley between 300 and 700 m above sea level. The route runs from Morbegno to Tirano and tells the history and scale of the endeavours of the locals, who cultivated the steep slopes of these rugged mountains. It is easy to understand why viticulture is called a “heroic” activity in Valtellina. Provision of this walking route allows tourists to explore a part of the destination formerly off limits to them, and also provides space for interaction between hosts and guests in an environment where there is little or no intrusion on the daily life of locals.

Turning to the issue of waste management, Indonesia is the second largest polluter of plastics, releasing tonnes of plastic waste into the environment each year, creating major ecological consequences such as obstructing the natural flow of watercourses as well as impacting negatively on the landscape. In recent years, a NGO called **Sungai Watch**<sup>5</sup> has been established to employ a team of more than 100 ‘river warriors’ in different parts of the nation. They embark on regular waste collection trips along different watercourses, collecting waste and then sorting it for onward recycling or disposal. They also record the different types of waste material and even the brands that are associated with the waste, reporting this to government and to the firms themselves, to encourage both parties to adopt and enforce more sustainable business practices. In 2023 they collected, sorted and properly disposed of some 850,000 kg of non-organic waste including PET, styrofoam, Tetrapaks etc. The US\$1.3 million annual budget is met largely by donations and sponsorship from both Indonesian and international sources. This model of externally funded litter management that tackles point-specific pollution problems could

<sup>4</sup> See: <https://www.valtellina.it/it/via-dei-terrazzamenti>

<sup>5</sup> See: <https://sungai.watch/pages/about-us>

be something to pilot in Albreda and Juffureh in an effort to raise awareness of the problem amongst the host communities and at the same time, encourage the creation of a more pleasing environment for tourists.



Source: <https://images.app.goo.gl/bs7HC9yXuSfXVguz8> Accessed 17th July 2024

**Fig. 9 : Rijjal Al Maa Performance Space**

A good example of providing community event space outside a cultural heritage attraction, such as is proposed at Fort Bullen, can be seen at the unique historic settlement of **Rijjal Al Maa** in Saudi Arabia's Aseer Province. This abandoned village was converted into a community-led museum in the 1990s before being taken into the control of the public sector in order to create a major cultural heritage attraction for the region. To complement the conservation works on the historic structures, and the upgrading of the museum displays inside some of the former homes, a large floodlit events plaza was constructed on the edge of the settlement. The purpose of this flexible space is to support a broad range of events, principally in the late afternoons and early evenings. Some of the events are aimed squarely at the tourist market (there are many resorts in and around Al Soudah, some 50km away) whilst others are more community focussed and attract audiences from the surrounding villages. Environmental conditions locally (the village is at around 1,250m above sea level) mean that much of the landscaping is hard rather than soft, but the quality of works carried out are of such quality that in 2017, the village was awarded the Prince Sultan bin Salman Prize for Urban Heritage.

A good example of revitalising a historic fortification can be seen at **Fetislam Fortress**, just outside the town of Kladavo on the banks of the River Danube in Eastern Serbia. There the authorities have invested in a range of provision that extends the appeal of the property beyond those interested in the Ottoman era defences of the fortress. This provision, which was several years in

the planning and which finally opened to the public in 2023, includes an outdoor theatre area that hosts a wide range of performances from popular and classical music through to stage plays; a multi-use indoor space that includes a visitor centre, exhibition hall and covered performance venue, and in the restored outer walls of the fortress, provision for local traders and souvenir shops to sell their craft items to visitors.



**Fig. 10 : Display of traditional costume inside the new exhibition hall at Fetislam Fortress, Kladavo, Serbia**



**Fig. 11 : External seating and stage overlooking the River Danube at Fetislam Fortress, Kladavo, Serbia**

Finally the **Nepal Community Homestay Network** (<https://www.communityhomestay.com/>) offers an example of best practice in developing and managing homestay accommodation in rural areas. As in the Gambia, there were some important cultural issues to overcome in terms of managing expectations on both sides (hosts and guests) and also seeking to avoid any potential harmful impacts on the lives of local people. The Community Homestay Network (CHN) is a social enterprise that supports a network of community homestays in Nepal, and connect travellers with communities across the country, providing a unique opportunity to stay with Nepali families and immerse in real Nepali life.



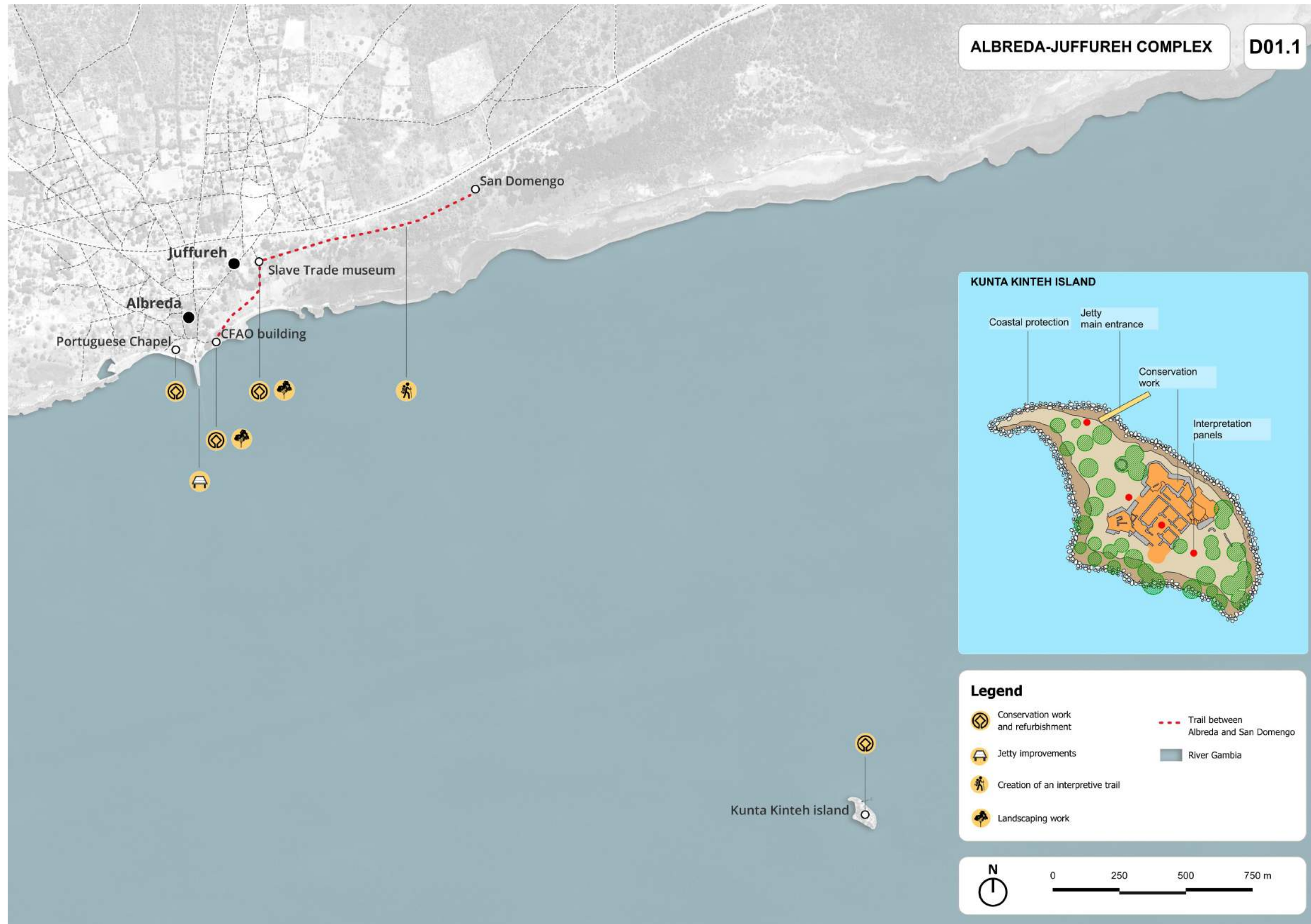
Table 3 – Spreadsheet showing attendance and income projections over 30 years, plus impact of multiplier and calculations for outline cost:benefit analysis (all 2024 prices except where indicated)

	Years																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
Expected number of tourists	0	100	200	350	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500		
Expected number of bednights	0	100	200	350	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500		
Average spend per bednight (\$)	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115		
Total spend by tourists (\$)	-	11,500	23,000	40,250	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500		
Expected number of day visitors (\$)	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200		
Average spend per day visitor (\$)	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50		
Total spend by day visitors (\$)	144,000	144,000	144,00	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000		
Total income earned from visitors (\$)	144,000	155,500	167,000	184,250	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500	201,500		
Total earned income assuming multiplier effect of 2.0 (\$)	288,000	311,000	334,000	368,500	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000	403,000		
Costs (\$)	6,806,229																															
Present value of costs (discounted at 10% per year) (\$)	6,806,229																															6,806,229
Present value of benefit, discounted by 10% per annum from Year 2 (\$)	288,000	282,727	303,636	335,000	366,364	333,058	302,780	275,254	250,231	227,483	206,803	188,002	170,911	155,374	141,249	128,408	116,735	106,122	96,475	87,705	79,731	72,483	65,894	59,903	54,458	49,507	45,006	40,915	37,195	33,814	4,901,225	
Cost:Benefit Ratio in year 10										0.44																						
Cost:Benefit Ratio in year 30																																0.72



# ALBRED A-JUFFUREH COMPLEX

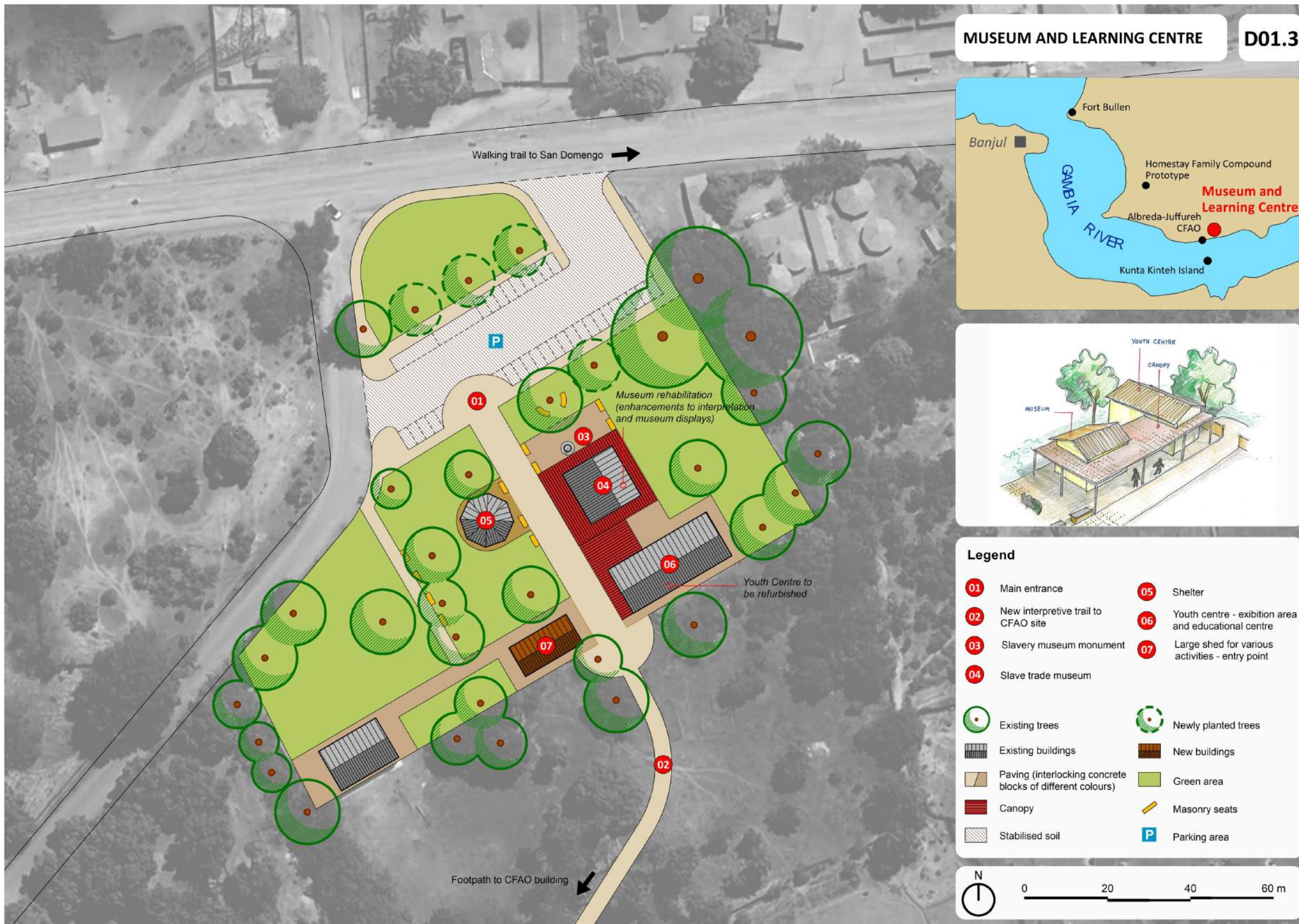
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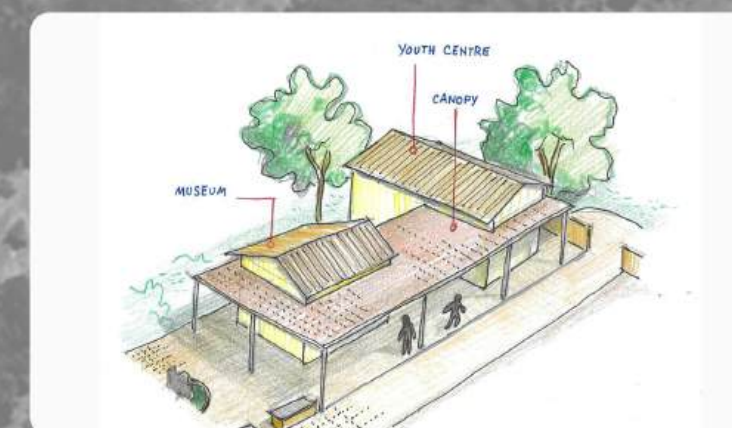






## MUSEUM AND LEARNING CENTRE

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### Legend

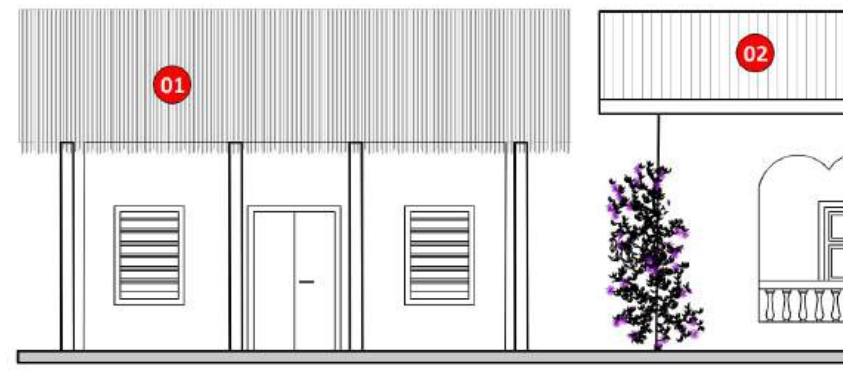
- |  |  |
|--|--|
| 01 Main entrance   | 05 Shelter   |
| 02 New interpretive trail to CFAO site                     | 06 Youth centre - exhibition area and educational centre |
| 03 Slavery museum monument                                 | 07 Large shed for various activities - entry point       |
| 04 Slave trade museum                                      |  |
| Existing trees   | Newly planted trees                                      |
| Existing buildings   | New buildings  |
| Paving (interlocking concrete blocks of different colours) | Green area   |
| Canopy   | Masonry seats  |
| Stabilised soil  | Parking area   |



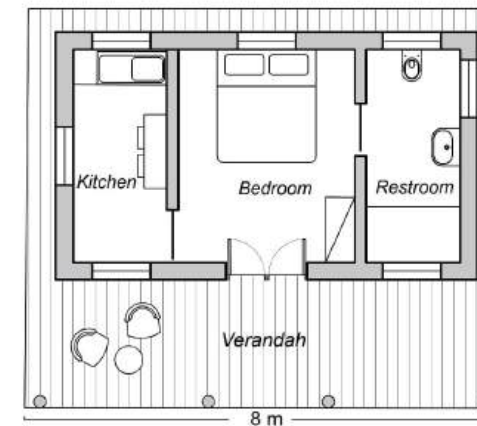


# HOME STAY PROTOTYPE

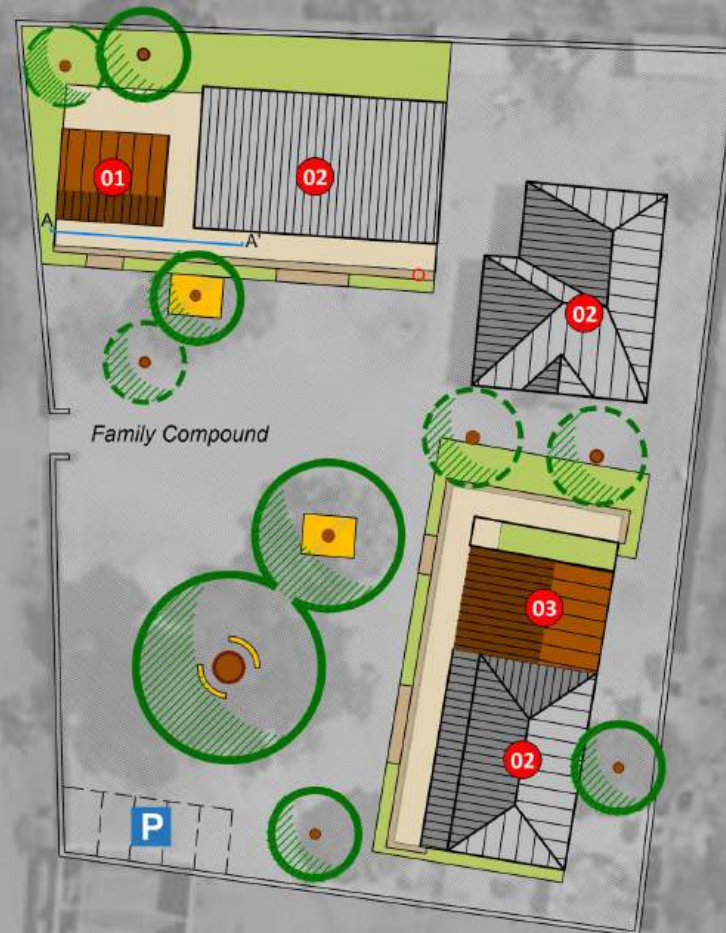
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Elevation A-A'

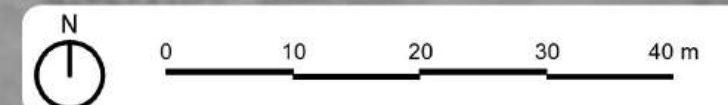


Plan

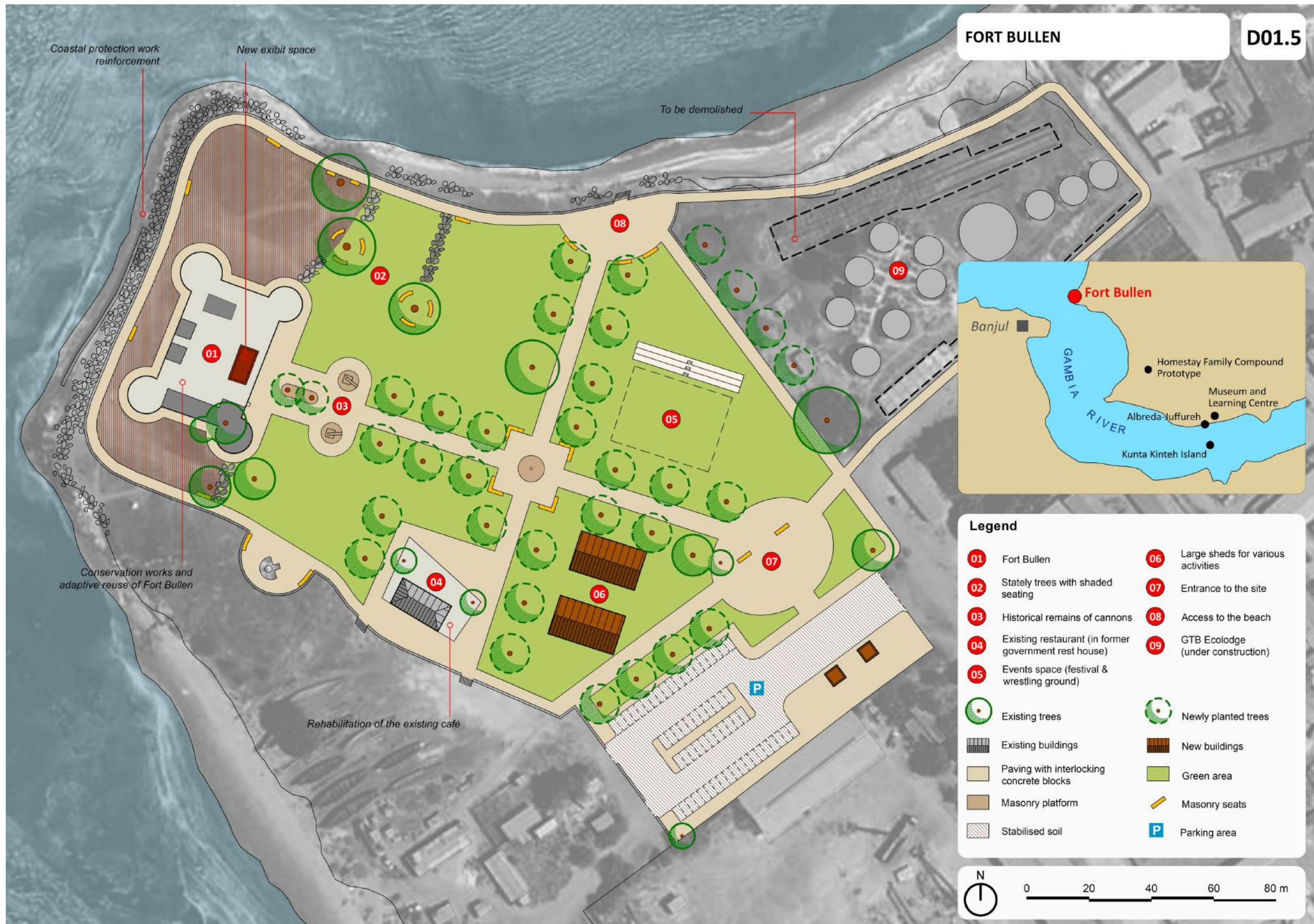


## Legend

- |   |                          |
|---|--------------------------|
| <b>01</b> New infill building                             | <b>03</b> Extension unit |
| <b>02</b> Existing building                               |                          |
| Existing trees  | Newly planted trees      |
| Existing buildings  | New buildings            |
| Paving (interlocking concrete blocks of different colors) | Green area               |
| Parking area  |                          |











## D02 Traditions of Basse



# D02 Traditions of Basse

## 2.1 Location including region

In the centre of Basse Sante Su, near the location of the Dry Market in the former Traditions building on the banks of the River Gambia, Upper River Region.

## 2.2 Summary description

Rehabilitation of the former ‘Traditions’ building on the riverbanks, combined with the creation of an adjacent outdoor performance space and workspaces for craft workers, will create a focal point for practitioners of a range of crafts and cultural groups. Workspaces, a retail and exhibition area and a first floor cafe overlooking the river will provide an ideal attraction for tourists arriving in the town on river cruises from Janjanbureh, those passing through the town on driving tours of the country as well as those staying in nearby locations such as the EbA lodge at Kosemar.

Many of the crafts produced and sold through the centre will also be of interest to local residents who will also make good use of the cafe located in the same building. The building’s location close to the dry season market and adjacent to a landing stage make it an ideal location to develop a new tourism attraction for the town, strengthening its profile as a destination for the more adventurous traveller keen to travel upriver.

## 2.3 Context and Rationale

Basse and the surrounding communities are host to a range of cultural groups and craft workers, including potters, weavers and gold and silver smiths, who find it hard to access the main tourist markets because of the town’s relatively remote location compared to the main Senegambia hub. Yet the town lies at a major transport intersection with good road access along both sides of the river, and lies around one day’s journey by boat from the growing tourism destination of Janjanbureh.

By developing a purpose-built cultural and craft facility in a prominent and easily accessible building on the banks of the river, the town will benefit from a new tourist attraction that will justify the

journey, and which will stimulate additional spending in the town supporting jobs throughout the tourism supply chain. It will also function as an exhibition area and sales point for local craft workers to display their products to local residents. We have been advised that the local fabrics are particularly well respected and are in demand, and there is no reason why other craft items should not also find a local market.

## 2.4 Current landownership (where known)

The ‘Traditions’ building is currently in private ownership (Mr Hamidu Jah) whilst the surrounding land is owned, it is understood, by the Cham Kunda family. The Gambia Ports Authority owns the cafe structure to the left (downstream) of the Traditions building and also the jetty itself. Delivering this project will thus require either a compulsory purchase order so that the whole project can be delivered by a public sector entity, or a PPCP approach in partnership with the existing owners and local craft worker.

## 2.5 Project objectives and anticipated market demand

There are three main objectives for this project:

- to demonstrate how historic structures can be sensitively rehabilitated to perform a tourism function;
- to provide a focal point for innovation and the demonstration of cultural activities and craft skills and products and for the sharing of product innovation, capacity building and market access support amongst different cultural groups and craft workers located in and around the city;
- to provide a landmark tourist/ visitor attraction in the town of Basse Sante Su.

Given that this is almost the easternmost point in the country that most tourists will visit on multi-day excursions, we estimate that within 5 years of operations the site will receive 2,000 tourist visits per annum. These will be associated with an anticipated increase in participants in cultural tourism packages visiting a number of

locations along the river including Wassu, Janjanbureh, Kunkilling and the EbA lodge at Kossemar, as well as Basse itself. Some of these visitors will travel by boat, others by 4x4 or minibus.

In addition, there will also be local interest in the work of the craft producers and in the café. For outline economic impact analysis purposes, we have estimated this to be in the region of 250 visits per week or 13,000 per annum (the population of Basse Sante Su was estimated at around 18,400 according to the 2013 census).

## 2.6 Delivery timeline

**Year 1** Address building ownership issue and establish whether or not existing owner wishes to be a partner in the project. Depending on outcome, either purchase site or negotiate terms of partnership. Work up detailed project proposals. Secure funding. Draw up detailed plans, advertise and let contract for rehabilitation of the structure. Work with local craft workers and cultural groups to provide capacity building support interventions and secure the interest and involvement of those producing the highest quality products in the area.

**Year 2** Complete rehabilitation works, fit out & open.

Unlike some of the other project proposals contained in this report, this cannot be broken into smaller work packages and must be tackled in one go.

## 2.7 Indicative costs (summary)

In all, the projected capital works associated with reconstructing the building, fitting it out as a craft and cultural centre, and landscaping the surroundings to create an innovative tourist attraction are estimated at just under **US\$1.6 million** at 2024 prices.

Individual component cost estimates are presented below and are based on our team architect’s estimates of the quantities of work required, whilst the indicative costs per unit have been provided by one of The Gambia’s leading quantity surveyors. Please note that these are indicative only and will require considerable elaboration as more detailed plans are drawn up.

**Table 4 – Summary of estimated quantities and costs (2024 prices)**

Summary of Estimated quantities and costs (2024 prices)				
ITEM	UNIT OF MEASUREMENT	UNIT PRICE US\$ VAT EXCLUDED	TOTAL	
			QUANTITY	AMOUNT US\$
EXTERNAL WORKS				
Landscaping of “green parking” area (interlocking paviers with grass laid on sable)	sqm	17	820	13,940
Soft landscaping of green areas (without plantation of trees)	sqm	15	1,960	29,400
Wooden Platform, including foundation, structure and board	sqm	149	325	48,425
Custom signage system, painted wood (interpretation panels, path signs, roadside directional signs, etc)	per sign	149	4	596
Street and beach furniture, including benches, tables, garbage bins, and bicycle racks, constructed from painted wood by local artisans.	per piece (average)	179	15	2,685
Supply and planting of new trees, local species, min. 3 m high	per tree	373	20	7,460
Soil containment system including vegetal geogrid and plantation of appropriate shrubs	sqm	35		
Cleaning and paving walking paths (soil stabilization and gravel)	sqm	24	2,045	49,080
Renovation and upgrading of the existing Jetty	sqm	2,813	250	703,250
Coastal protection work reinforcement	m	300	100	30,000
BUILDING				
Building closed structure (mud brick, wood, traditional materials)	sqm	373	72	26,856
Refrigerated display and storage units (for food market)	per unit	1,000	2	2,000
Refurbishment of existing masonry building (including cleaning, internal and external painting, new pavings, fixtures, waterproofing, MEP)	sqm	392	570	223,440
Exhibit Stall (wood)	per unit	1,679	5	8,395
Safety measures (consolidation works on stone wall at heritage site)	sq m	300	200	60,000
Interior finishes (High-quality interior finishes for lodge, restaurant, and bungalows)	per unit	80	40	3,200
MEP				
Public lighting system including lighting appliances and cabling	per lamp post	1,045	5	5,225
Freshwater supply system (RO system)	lump sum	6,000	1	6,000
Solar power supply system	lump sum	10,000	1	10,000
Waste water system (PVC pipe, including manholes, etc.)	m	10	40	400
Connection to the telecommunication network	m	3,500	1	3,500
Organic waste composting system	lump sum	5,000	1	5,000
SUBTOTAL amount of works (a)			1,238,852	
ENGINEERING SERVICES for design and works supervision 10% (a x 0,10 = b)			123,885	
CONTINGENCIES 20% (a x 0,20 =c)			247,770	
TOTAL including contingencies and services (a + b + c = d)			1,610,508	

## 2.8 Responsibility for implementation (lead agency and partners)

There are a number of agencies who should be involved in developing and delivering this project:

- GTB and ITC/YEP as the agencies with most experience of working with craft workers on the development and delivery of retail spaces and demonstration projects;
- NCAC as the agency with an interest in the conservation and reuse of historical structures;
- Basse Area Council, Upper River Region;
- SOS Youth and Women’s Skills Training Centre who are already active in Basse;
- the existing owners of the land;
- large-scale Ecosystem Based Adaptation for Climate Change (EbA) leading on the development of Kosemar Tenda Eco-tourism Centre Camp and a number of multi-purpose women’s enterprise centres across The Gambia which include a focus on handicrafts and connecting with tourism supply chain;
- Kosemar Village Development Committee involved in new ecocamp.

At this stage, it is proposed that GTB and Basse Area Council combine to establish a working group to take this initiative forward and to negotiate with the building’s owner to ascertain whether or not they wish to be involved in the project, and to proceed accordingly.

This working group should also engage with local craft producers and cultural performers via existing engagement mechanisms such as the following community groups which are not currently organised into formalised associations:

- men’s weaving groups;
- women’s pottery groups (Allunhari, Sotuma Sare & Kuwonko);
- men’s silver and goldsmiths groups;
- Kabakama cultural group (youth);
- Serahule (Sabi) cultural Group;
- Fula cultural group;
- Sutakoba cultural group (youth & women).



## 2.9 Proposed business model(s)

There are two alternative approaches to delivering this project:

- a PPCP developed in partnership with the existing owner, who should retain ownership of the site will be invited to run the catering operation in the first floor cafe, and who will rent workspaces to craft workers on the ground floor. The GTB and agency partners would use their experience of working with craft workers and retailers to ensure the successful and responsible development and delivery of that aspect of the site's operations, perhaps working in partnership with the SOS Youth and Women's Skills Training Centre;
- a public sector driven operation, which assume that either GTB or the local authority secures ownership of the building and develops and delivers the project itself, inviting an interested hospitality business to take on a 5 year lease for the catering operation on site. Again, the GTB and agency partners would use their experience of working with craft workers and retailers to ensure the successful development and delivery of that aspect of the site's operations, perhaps working in partnership with the SOS Youth and Women's Skills Training Centre. This particular option should be used only as a last-resort if the current owner does not want to become involved at an operational level.

## 2.10 Expected outcomes, including summary CBA

There will of course be some significant positive economic and social outcomes associated with this investment including:

- increase in employment opportunities during construction and once operational;
- increase in other economic benefits to local communities through the supply chain;
- increase in other social cultural benefits to local communities, linked to the renewed appreciation of the area's cultural heritage and traditions;
- decrease in negative social, cultural and environmental impacts.

Based on an initial investment of around US\$1.61 million we estimate some **153 FTE** jobs would be created in the local and regional economy associated with this capital spending, based on an estimated cost per construction job of US\$2,100 per FTE position and assuming that around 20% of the total project costs (i.e. US\$322,102) will be spent on labour costs.

By year 5, once all interventions are complete and the destination is well established, then we see an estimated annual spend by day visitors and overnight tourists visiting Basse of around US\$595,000 per year (at 2024 prices).

The increase in bednights in and around Basse will be materially linked to the creation of this new visitor experience in Basse which will stimulate the creation of new itineraries that include at least one overnight stay in and around the town. Whilst this project will not be the only stimulus to an uplift in tourism activity in Basse, it will certainly play a major role in raising the profile of the destination.

Taking the multiplier effect into account this will generate total spending in the local/ regional economy of an estimated US\$655,000 (2024 prices). This will support around **385 FTE** jobs in the tourism sector and related supply chains, based on an estimated cost per job of around US\$1,700 per FTE position.

Turning to the results of our initial cost benefit analysis, the 10 year cost-benefit ratio is calculated at **2.88** which would be an attractive return for this to be a private-sector led operation (a ratio of at least 1.3 is normally expected, whereby the benefits are valued more highly than the costs). It should be noted, however, that many of the benefits included within this calculation are the accommodation revenue associated with tourists coming to Basse to visit the 'Traditions' centre and this income will not accrue directly to the owner of that location, but to other operators. Thus this extremely positive outcome for the outline cost:benefit analysis shows the benefit associated with the investment to the overall economy of Basse and its surroundings and not just to whoever owns and operates the centre.

Turning to a 30 year timescale, the 30 year cost-benefit ratio is calculated at **4.83** which is still very attractive and should justify the initial investment. From a local economic and social development perspective, creating an initial 350 jobs or so during the capital works and then supporting, in the long term, some 385 jobs in the tourism sector and associated supply chains, makes this an investment worthy of attention from the public sector and partners in both the private sector.

## 2.11 Project description

This project integrates several key components to enhance both functionality and aesthetics of the site. Firstly the development strategy involves refurbishing the existing jetty, ensuring structural integrity through repairs and safety enhancements, and enhancing accessibility for all visitors.

The conservation work on the traditional building involves meticulous restoration of its historical elements, including windows, doors, and architectural features, while ensuring structural integrity through consolidation and rebuilding where necessary. This process respects the building's heritage by using traditional materials

and techniques, revitalizing it for contemporary use without compromising authenticity.

Adjacent to the building, the landscaping of open spaces aims to create an inviting environment. This includes the construction of a versatile event platform, craft demonstration space and green areas featuring native plants for minimal maintenance. Comfortable benches and well-lit pathways encourage exploration and relaxation, enhancing visitor experience.

The construction of landscape tiered seating blends natural materials with ergonomic design, ensuring comfort and accessibility.

Furthermore, improvements to the river barriers and erosion control measures mitigate environmental risks, preserving the scenic riverfront.

A capacity building project, perhaps linked to the one proposed for Kotu Beach Craft Market, would assist local craft workers including weavers, potters, silver and goldsmiths and other skilled workers to develop new, market-focussed product lines for sale through the 'Traditions' outlet.

In the longer term, Basse needs to see further investment in provision for other activities and events that will appeal to the activity and heritage tourism markets. Suggestions include a network of hiking and off-road cycling trails, watersports (using the adjacent jetty and riverbanks as a boarding and disembarkation area) and perhaps provision of an arena for wrestling. The location of the Traditions building, on the edge of the dry market and close to major access roads, could provide a starting point for these developments though much more detailed investigations is required at a later date to assess their viability.

## 2.12 Project components

### 2.12.1 Refurbishment of the Existing Jetty

- **Structural Repairs.** Address any structural damages, including reinforcement of weakened sections, replacement of corroded metal parts, and repair of cracks and surface wear.
- **Surface Restoration.** Clean and refinish the surface to improve durability and appearance. This may include applying anti-corrosive treatments and weather-resistant coatings.
- **Safety Upgrades.** Install new safety rails, non-slip surfaces, and improved lighting to ensure safety for all users.
- **Accessibility Enhancements.** Ensure the jetty is accessible to people with disabilities by adding ramps and appropriate signage.





Fig. 12 : Existing Jetty to be rehabilitated

### 2.12.2 Conservation Work on Traditional Building

- **Consolidation.** Strengthen and stabilize the existing structure to prevent further deterioration. This includes underpinning foundations, reinforcing walls and ceilings, and stabilizing roofs.
- **Rebuilding.** Reconstruct any parts of the building that have been lost or severely damaged, ensuring the use of traditional materials and techniques to maintain historical authenticity.
- **Restoration.** Clean and restore original features, such as windows, doors, and decorative elements
- **Interior Work.:** Refurbish the interior to reflect the building's historical character while making it suitable for modern use, which may include the installation of modern amenities discreetly.



Fig. 13 : Traditional Building - Deteriorated ceiling to be rehabilitated



Fig. 14 : Traditional Building -First Floor

### 2.12.3 Landscaping of Adjacent Open Space

- **Event Space Platform.** Construct a multi-purpose platform suitable for hosting events. This platform should be durable, weather-resistant, and equipped with basic utilities like electricity.
- **Green Areas.** Plant grass, shrubs, and a variety of trees to create lush, green surroundings. Ensure the selection of plant species that are native and require minimal maintenance.
- **Benches and Seating Areas.** Install comfortable and durable benches throughout the space to provide ample seating for visitors.
- **Lighting.** Implement energy-efficient lighting to ensure the area is well-lit during evening hours, enhancing safety and usability.
- **Pathways.** Create well-defined, accessible pathways to encourage movement and exploration of the space.



Fig. 15 : Existing Jetty to be rehabilitated



#### 2.12.4 Construction of landscape tiered seating

- Design and Materials: Use natural materials such as wood and stone to blend seamlessly with the surroundings. Ensure the seating is ergonomic and comfortable.
- Accessibility: Incorporate ramps and handrails to ensure the seating area is accessible to all, including those with disabilities.
- Durability: Ensure the construction is durable and capable of withstanding outdoor conditions, including the use of weather-resistant treatments and finishes.

#### 2.12.5 Improvement of the river barriers

- Construct new barriers, prioritizing areas with high flood risks.
- Implement erosion control measures, such as repair and vegetation planting.

### 2.13 Actions for implementation

The key actions for implementation revolve around:

- setting up a local working group to oversee detailed planning and delivery of the project;
- securing the interest of the current owner of the building (and if he is not interested, purchasing the site from him);
- engaging with local craft workers and cultural groups to build their capacity and secure the interest and participation of a range of skilled artisans and cultural performers to produce outstanding examples of their craft and performances adapted and interpreted for the tourism markets;
- capacity building innovations with key stakeholders in relation to waste and site management, and awareness-raising and planning in relation to managing tourist-host interaction for communities and SMMEs new to the tourism industry;
- as completion approaches, marketing the new visitor experience to tour operators and accommodation providers active in the area.

### 2.14 Preliminary environmental screening

The key environmental issues at the site are:

- occasional risk of flooding at the site, particularly if climate change brings with it more extreme weather events such as heavy rains;
- widespread littering around the site and in the river. This littering is associated with daily life and is both unsightly and potentially a health hazard. This requires resolution at the local level

through better waste management practices, which will need cultural change as well as the resources for implementation.

### 2.15 Preliminary social screening, including anticipated benefits to surrounding communities

#### 2.15.1 Introduction

There are a small number of social issues affecting the site, some of which are addressed through the proposed interventions though others will require action and investment by others. Key social challenges are:

- Basse and the craft workers and cultural groups involved have very limited experience of working in the tourism sector. Without active and responsible management there is a risk of negative tourist-host interaction resulting from bumsterning, cross-cultural misunderstanding and children begging;
- Existing cultural and craft groups are currently not formalised or organised into associations and have limited industry experience. This informal context and related capacity could result in their (and wider community) exclusion from determining site narrative/stories to tell tourists about their crafts and culture without a participatory and creative approach to engaging them facilitated by the working group;
- Sharing tangible and intangible cultural heritage of Basse with tourist audiences, who will value and understand this heritage differently, risks negative commodification of culture if it is not shared and interpreted carefully and on the community's own terms.

#### 2.15.2 Target beneficiaries

There are wide range of community stakeholders who it is envisaged will be the target beneficiaries from the development of tourism at the site who are listed below:

- men's weaving groups;
- women's pottery groups (Allunhari, Sotuma Sare & Kuwonko);
- men's silver and goldsmiths groups;
- Youth from SOS Skills Centre;
- Kosemar VDC and ecocamp;
- Kabakama cultural group (youth);
- Serahule (Sabi) cultural group;
- Fula cultural group;
- Sutakoba cultural group (youth & women).

#### 2.15.3 Community opportunities/benefits

The proposed responsible development of the sites will create a number of significant number of opportunities/benefits for the community, summarised below:

- Improved working conditions for weavers, potters and gold/silver smiths due to relocation to a greatly improved and permanent site;
- Improved tourist market access (e.g. via new tourist accommodation and river-based itineraries from Sotuma Samba Koi (GTB) and Kosemar Tenda Ecotourism Centre Camp to Basse);
- Cultural heritage (tangible and intangible) revival of traditional crafts and cultural activities;
- Supply chain linkages (e.g. via EbA project women's enterprise centres; women's gardens and farmers for supplying cafe; inclusion of local craft producers and cultural performers on new tour operator itineraries);
- SMME/employment at Traditions cafe, craft work spaces and performance spaces;
- Capacity building for craft producers and cultural performers in product development, business skills, interpretation, storytelling and experience development;
- Opportunities for positive cross-cultural exchange resulting in mutually beneficial interaction between tourists and local people.

#### 2.15.4 Women and youth empowerment opportunities/benefits

A number of specific women and youth opportunities should also result from the proposed development at this site, including the following:

- Increased market access and economic empowerment opportunities for women's pottery and cultural groups;
- Increased income from sale of cloth, bead-products, fashion/tailoring and guiding for youth;
- Employment at proposed Traditions Café/Shops/ Cultural demonstrations;
- Income from sale of local food produce to Kosemar ecocamp, Traditions cafe and other tourism accommodation and restaurants;
- Capacity building opportunities in business skills, product development and innovation, and understanding the tourism industry resulting in social empowerment.



## 2.16 Potential barriers & challenges to implementation

The principal barriers to the successful delivery of this project are:

- a lack of interest by the existing building owner and owner of the surrounding land to co-operate with GTB and others, to get the project off the ground;
- a failure to secure funding for the works in a timely manner and the knock-on delay to the rehabilitation of the historic structure, which will mean its condition deteriorates still further thus increasing overall costs of restoration or even a complete rebuild;
- limited capacity in developing new craft products and a lack of interest amongst local craft workers to relocate into this purpose-designed facility;
- a lack of marketing and promotion to key audience, meaning that the anticipated levels of visitor interest are not achieved;
- lack of investment in a collaborative and strategic approach to building capacity of key site stakeholders to progress the proposed projects at these sites and manage them in the long-term. Particular capacity issues to be addressed at Basse will include waste, site and partnership management for Basse Area Council and GTB; interpretation, storytelling, experience design and product development for cultural groups and craft producers; interior design expertise; skills gaps of local tradesmen; local management and hospitality capacity; and management of tourist-host interaction and relationships at the site.

## 2.17 Learning from elsewhere/ best practice

**Gwoonwardu Mia Gascoyne Aboriginal Heritage and Culture Centre**, Carnavon, Western Australia, functions as a craft centre, meeting place, cafe, training centre and performance area celebrating the cultural traditions and artistic expressions of the Yamatji people, the original indigenous inhabitants of the area<sup>6</sup>. Receiving substantial public funding because of the complex social issues that are being addressed through some of the social programmes based there, it also functions as a focal point for interaction between the aboriginal peoples, other resident and also visitors to the area (though interestingly, it is not open at weekends!). Indeed, one report notes that it is “one of the only venues where Aborigines and non-Aborigines eat together”<sup>7</sup> which is a significant positive outcome in rural Australia where ethnic tensions can sometimes be high.

<sup>6</sup> Source: <https://gahcc.com.au/visit>

<sup>7</sup> Source: <https://core.ac.uk/download/195667381.pdf>



Image source: <https://images.app.goo.gl/CoJh1DhZ9Jr1f8PM7> Accessed 8th July 2024

**Fig. 16 : Artwork inside the Gwoonwardu Mia Gascoyne Aboriginal Heritage and Culture Centre**

Based in Chinchero in the Sacred Valley, Peru, the **Center for Traditional Textiles** is an institution preserving ancient Andean textiles techniques and ensuring this legacy can be appreciated by younger generations. The Center was established by a local entrepreneur<sup>8</sup> who works with local women on skills development and training to ensure that the fabrics are produced to the highest quality standards, and who also collaborates with a number of established local fashion designers who incorporate these premium textiles into their work, combining organic cotton and alpaca wool in contemporary garments and styles involving local artisans from all over the Andes.



Image source: <https://www.aracari.com/blog/aracari-team-insights/traditional-peruvian-art-and-craft/> Accessed 8th July 2024

**Fig. 17 : Workers at the Center for Traditional Textiles, Peru**

<sup>8</sup> See <https://www.aracari.com/blog/aracari-team-insights/traditional-peruvian-art-and-craft/>

**Maa Beadwork** is an initiative of the Maa Trust<sup>9</sup> and is its largest social enterprise working with Maasai Women in Kenya<sup>10</sup>. Maa Beadwork was launched in 2013 at the request of local women who felt they were not benefiting from the development of ecotourism in nearby conservancies (former agricultural land adjacent to the National Park that was in the ownership of local tribes), as rent payments are largely passed only to men. The ladies wanted to be connected to the tourist market in the Maasai Mara, and to camp managers who seek high quality local produce for their shops.



**Fig. 18 : Worker at the Maa Beadwork Centre**

Established to create sustainable alternative livelihoods for women living around conservancies in the Maasai Mara, Maa Beadwork provides training, a workspace and retail area that is visited by organised groups of guests staying in the various lodges and camps in the surrounding area. It also runs a custom design service, working with local designers to create bespoke items for camps so that they can celebrate their local distinctiveness. The Trust also runs a guest house that trains and upskills local people so that they can secure permanent work elsewhere in the tourism sector.

**Fig. 19 : Worker at the Maa Beadwork Centre**



**Fig. 20 : Maa Beadwork Centre, Narok County, Kenya**

<sup>9</sup> See <https://www.themaatrast.org/>

<sup>10</sup> See <https://www.maabeadwork.org/>

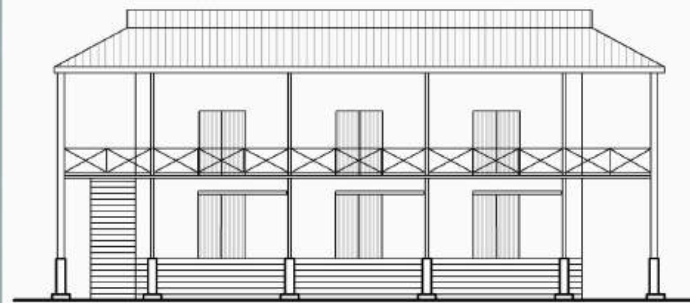


Table 5 – Spreadsheet showing attendance and income projections over 30 years, plus impact of multiplier and calculations for outline cost:benefit analysis (all 2024 prices except where indicated)

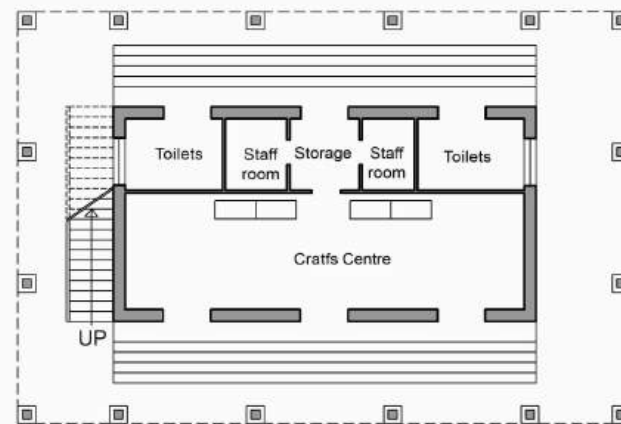
	Years																														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
Expected number of tourists	500	1000	1500	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	
Expected number of bednights	500	1000	1500	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	
Average spend per bednight (\$)	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	
Total spend by tourists (\$)	57,500	115,000	172,500	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	
Expected number of day visitors (\$)	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	
Average spend per day visitor (\$)	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	
Total spend by day visitors (\$)	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	
Total income earned from visitors (\$)	155,000	212,500	270,000	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	327,500	
Total earned income assuming multiplier effect of 2.0 (\$)	310,000	425,000	540,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	655,000	
Costs (\$)	1,610,508																														
Present value of costs (discounted at 10% per year) (\$)	1,610,508																														1,610,508
Present value of benefit, discounted by 10% per annum from Year 2 (\$)	310,000	386,364	490,909	595,455	595,455	541,322	492,111	447,374	406,703	369,730	336,119	305,562	277,784	252,531	229,574	208,703	189,730	172,482	156,802	142,547	129,588	117,808	107,098	97,362	88,511	80,464	73,149	66,499	60,454	54,958	7,783,147
Cost:Benefit Ratio in year 10										2.88																					
Cost:Benefit Ratio in year 30																															4.83



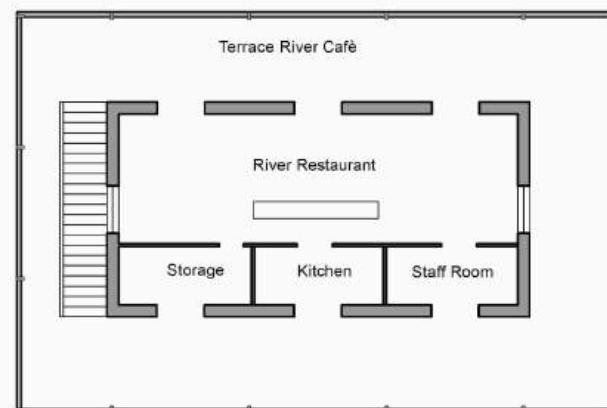
Craft cultural centre and river café  
(rehabilitated Traditional Building)



Main elevation



Ground floor plan



First floor plan

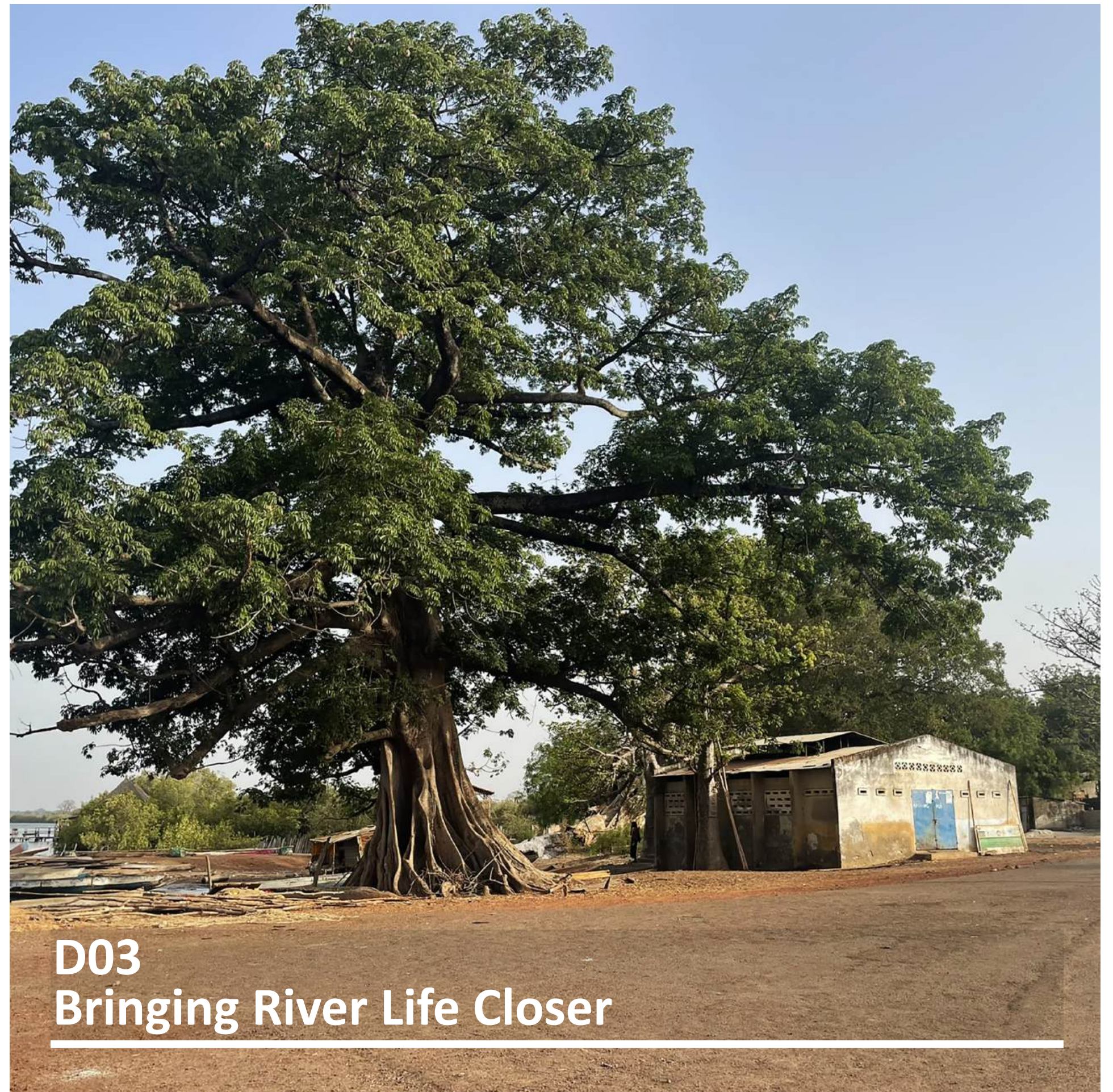
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## D03 Bringing River Life Closer

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# D03 Bringing River Life Closer

## 3.1 Location including region

Bintang Bolong, Lower River and Western River Regions.

## 3.2 Summary description

A suite of investments has been identified that will cater for both overnight tourists and day trippers, including new jetties and landing stages, sheltered viewing platforms in the mangroves; new lodge accommodation upriver of the existing AbCa camp, enhanced catering provision at key locations and designated locations where tourists and host communities can enjoy their first engagement with one another. Better provision of wildlife viewing opportunities will help attract novice and casual birdwatchers and wildlife lovers, whilst supply chain initiatives will help to ensure the additional yields from tourism are retained as far as possible within the local economy. A new lodge and hospitality provision in Kalagi, close to where the main South Bank road crosses the bolong, and adjacent to a new landing stage will supply additional overnight accommodation as well as promote access to the eastern end of the destination.

## 3.3 Context and Rationale

Bintang Bolong is located within easy reach of the main tourism area on the coast, and offers an ideal opportunity to introduce tourists to life on the river in its broadest sense, from communities who make their living from the river and on its banks, to the flora and fauna that depend on it. There are already several community-based initiatives developed largely by existing lodge operators and these make an excellent foundation on which to build a suite of project interventions. The developments will cater for day trippers staying in the Kombo area, as well for those travellers wishing to spend one or more nights close to the river but still within easy travelling distance of the coastal resorts.

## 3.4 Current landownership (where known)

Landownership varies including village-owned land adjacent to Bintang Bolong Lodge as well as in other potential lodge locations along the river. Only when definitive locations for new lodge de-

velopments are identified can the definitive landownership situation be confirmed.

## 3.5 Project objectives and anticipated market demand

The principal objectives of this project are based around developing a sustainable eco-tourism and cultural tourism product along the whole of the bolong, that will:

- increase the supply and range of lodge accommodation along the bolong, in order to attract more staying tourists to the area and thus stimulate additional economic activity;
- provide wildlife viewing facilities, particularly for birdlife, so that novice nature tourists and specialists alike can get closer to the river and its vast range of wildlife viewing opportunities;
- increase the range, quality and spread of community-based cultural activities that can both enhance the visitor experience and at the same time deliver additional economic opportunities to host communities.

There is no definitive information available at present on existing levels of tourism activity at Bintang Bolong. It is known that there are 18 rooms at Bintang Bolong Lodge and 41 rooms currently at AbCa Creek Lodge, with several more under construction. Kagi Riverside Camp has 8 rooms but is currently not operational, and there are 20 rooms at Foni Ding Ding Lodge in Bwiam though these cater mainly for groups on a low budget. Finally, there are 40 rooms at Sindola Safari Lodge at Kanilai under a PPP with Unison Services Ltd. There is not publicly available data on occupancy rates at these businesses.

For forecasting purposes, assuming an 8 month season, and assuming that another 25 rooms are added at another new lodge somewhere between Bintang and Kalagi, that will provide a total capacity of around 120 rooms or 240 bedspaces (57,600 bedspaces over a 240 day season). For planning purposes an estimate of 40% occupancy is used or around 23,000 bednights sold, once all developments across the whole bolong are operational. Assuming an average length of stay of 2 nights, this equates to around 11,500 visitors to the area. We propose an 85:15 split Non-Gambians to Gambians.

In addition, we propose another 1,000 day visits per year from tourists staying in the TDA and who are encouraged to purchase a day visit to experience village life in one of the communities close to the river, as well as to enjoy a wildlife viewing experience on the bolong.

## 3.6 Delivery timeline

### 3.6.1 Suggested timeline

This project could potentially take 4 or 5 years to deliver fully since there is time needed to build the capacity within different communities to enable them to develop new visitor experiences that they can promote and sell on their own terms. Moreover, identifying an appropriate location for new lodges somewhere between Bintang and Kalagi will take some time and negotiation.

Nonetheless, an indicative timeline is as follows:

**Year 1** Detailed planning, site investigations, secure funding for new jetty at Bintang and for landing stage network and viewing platforms, start capacity building with communities keen to deliver new cultural and engage in nature-based experiences.

**Year 2** Construct new jetty at Bintang village; landscaping works and creation of community meeting point nearby; installation of landing stages and viewing platforms; encourage boat operators to purchase solar powered boats; identify location for new lodge on the river & advertise for expressions of interest; increase portfolio of community-based cultural activities across the area: commence marketing Bintang Bolong as the “best introduction to life on the River”.

**Year 3** Develop tourism facilities at Kalagi riverside, to provide an eastern location for the project; detailing planning for new lodge; extend community-based cultural and nature-based tourism activities to include new villages.

**Year 4** Construct new eco-lodge midway between Bintang and Kalagi with associated links into local villages for employment, supply-chain services and cultural and nature-based experiences.

**Year 5** Everything fully operational.



### 3.6.2 Suggested breakdown of works into smaller packages

If required, these works proposed for the area can be broken down into four separate packages (note that there is no ‘correct’ sequence for the works):

- environmental and access improvements at Bintang Bolong;
- installation of new viewing and landing facilities along the bolong;
- development of new lodge, restaurant and landing stage at Kalagi;
- development of new lodge elsewhere along the bolong.

**Table 6 – Summary of estimated quantities and costs (2024 prices)**

ITEM	UNIT OF MEASUREMENT	UNIT PRICE US\$	D03.1		D03.2		D03.3		D03.4		TOTAL	
		VAT EXCLUDED	Environmental and access improvements at Bintang Bolong	Installation of new viewing and landing facilities along the Bolong	Development of new lodge, restaurant and landing stage at Kalagi	Development of new lodge elsewhere along the Bolong	QUANTITY	AMOUNT US\$				
			Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT		
EXTERNAL WORKS												
Landscaping of “green parking” area (interlocking paviers with grass laid on sable)	sqm	17			310	5,270	200	3,400	200	3,400	710	12,070
Soft landscaping of green areas (without plantation of trees)	sqm	15	750	11,250	300	4,500	1,000	15,000	1,000	15,000	3,050	45,750
Custom signage system, painted wood (interpretation panels, path signs, roadside directional signs, etc)	per sign	149	15	2,235	5	745					20	2,980
Street and beach furniture, including benches, tables, garbage bins, and bicycle racks, constructed from painted wood by local artisans.	per piece (average)	179	55	9,845	35	6,265	10	1,790	10	1,790	110	19,690
Cleaning and paving walking paths (soil stabilization and gravel)	sqm	24	750	18,000							750	18,000
Supply and planting of new trees, local species, min. 3 m high	per tree	373			7	2,611	30	11,190	30	11,190	67	24,991
Construction of a new jetty (Iron + recycled materilas)	sqm	3,750			300	1,125,000					300	1,125,000
Cleaning and paving walking paths (soil stabilization and gravel)	sqm	24			2,200	52,800	800	19,200	800	19,200	3,800	91,200
Construction of a landing stage platform (painted iron structure with recycled materials floor)	sqm	149			300	44,700					300	44,700
New Bird’s viewing Platform (wood and stone)	sqm	373			40	14,920					40	14,920
Coastal protection work reinforcement	m	300			80	24,000	250	75,000	250	75,000	580	174,000
BUILDING												
Building, open shaded structure, wood with thatched roof (entry point)	sqm	448	150	67,200	100	44,800					250	112,000
Building closed structure (mud brick, wood, traditional materials)	sqm	373					1,100	410,300	1,100	410,300	2,200	820,600
MEP												
Public lighting system including lighting appliances and cabling	per lamp post	1,045	70	73,150	24	25,080	8	8,360	8	8,360	110	114,950
Freshwater supply system (RO system)	lump sum	10,000			1	10,000	1	10,000	1	10,000	3	30,000
Solar power supply system	lump sum	30,000					1	30,000	1	30,000	2	60,000
Waste water system (PVC pipe, including manholes, etc.)	m	10	200	2,000			200	2,000	200	2,000	600	6,000
Connection to the telecommunication network	m	3,500					1	3,500	1	3,500	2	7,000
Organic waste composting system	lump sum	5,000					1	5,000	1	5,000	2	10,000
SUBTOTAL amount of works (a)												
ENGINEERING SERVICES for design and works supervision 10% (a x 0,10 = b)			18,368		136,069		59,474		59,474		273,385	
CONTINGENCIES 20% (a x 0,20 =c)			36,736		272,138		118,948		118,948		546,770	
TOTAL including contingencies and services (a + b + c = d)			238,784		1,768,898		773,162		773,162		3,554,006	



### 3.7 Indicative costs (summary)

In all, the projected capital works across the various locations across the Bintang Bolong project are estimated at just over **US\$3.55 million** at 2024 prices (see Table 6). This covers all of the proposed works associated with creating new lodges, improving access to the river and providing better wildlife viewing opportunities etc.

Individual component cost estimates are presented below and are based on our team architect's estimates of the quantities of work required, whilst the indicative costs per unit have been provided by one of The Gambia's leading quantity surveyors. Please note that these are indicative only and will require considerable elaboration as more detailed plans are drawn up.

### 3.8 Responsibility for implementation (lead agency and partners)

This is a long-term, multi-focal project that requires oversight from a single agency, probably MoTC, working in partnership with existing lodge owners, trip boat operators and ground tour operators, and with the local communities delivering cultural experiences.

It is also essential to set up a more formalised mechanism/group to facilitate community engagement in development of the destination, though these will be locally-specific rather than covering the whole of the bolong area. Currently, there are a number of informal working relationships between the current lodge owners and local communities which provide a very good basis to build upon. Bintang Bolong Lodge links with the community via the Village Development Community and the Bintang Bolong Indigenous Community Conservation Area group (ICCA). Informal working relationships also exist with AbCa Creek Lodge and the Alkaló, Iman and other key community individuals from Kasang and neighbouring communities.

### 3.9 Proposed business model(s)

New jetties, landing stages and viewing platforms will be the responsibility of relevant public authorities, as will the creation of a new visitor welcome area close to the shoreline at Bintang Bolong village. It is anticipated that the new jetty at Bintang Bolong, and new landing stages elsewhere, will be provided through TDRGP.

In the case of the new lodge development, the land must be leased on a long-term basis to investors who should be encouraged to develop a partnership with the host community in terms of operating the lodge once it is developed. We cannot be more

specific at this stage as to the exact nature of this relationship (PPP or PPCP) as it will depend on the attitudes of both the incoming investor and the host community as to what is appropriate in their particular situation.

Each cultural experience will be developed by individual families or groups within a village, and again it is not possible to determine how they will choose to formalise any agreements with lodges and tour operators who will bring them business.

The proposed riverside restaurant/ cafe and lodge at Kalagi can either be built on land sold to an investor or on public land leased to a developer – that decision will remain in the hands of the current landowners of the site.

Introducing solar-powered boats for a quieter and potentially more rewarding bird watching trip on the river will be the responsibility of existing private sector operators.

### 3.10 Expected outcomes, including summary CBA

There will of course be some significant positive economic and social outcomes associated with this investment including:

- increase in employment opportunities during construction and once operational;
- increase in other economic benefits to local communities through the supply chain;
- increase in other social cultural benefits to local communities, linked to the renewed appreciation of the area's cultural heritage and traditions;
- decrease in negative social, cultural and environmental impacts.

Based on an initial investment of around **US\$3,554,000** we estimate some **338 FTE** jobs would be created in the local and regional economy associated with this capital spending, based on an estimated cost per construction job of US\$2,100 per FTE position and assuming that around 20% of the total project costs (i.e. US\$710,800) will be spent on labour.

By year 5, once all interventions are complete and the destination is well established, then we see an estimated annual spend by day visitors and overnight tourists of just over US\$2,695,000 per year (at 2024 prices). Taking the multiplier effect into account this will generate total spending in the local/ regional economy of an estimated **US\$5,390,000**. This will support around **3,170 FTE** jobs in the tourism sector and related supply chains, based on an estimated cost per job of around 1,700 per FTE position.

Turning to the results of our initial cost benefit analysis, the 10 year cost:benefit ratio is calculated at **9.27** which is more than suf-

ficient to justify the investments (a ratio of at least 1.3 is normally expected, whereby the benefits are valued more highly than the costs). However, it should be noted that in making these calculations, we have included the total spending on all items across the whole of the Bintang Bolong area and that returns to individual private lodge developers would of course vary considerably.

Turning to a 30 year timescale, the 30 year cost:benefit ratio is calculated at **16.56** which again is very positive, but assumes that there will be a steady flow of tourists providing in excess of 20,000 bednights per year.

From a local economic and social development perspective, creating an initial 340 or so jobs or so during the capital works and then supporting, in the long term, and 3,170 jobs in the tourism sector and associated supply chains across the Bintang Bolong area, makes this an investment worthy of attention from the public sector and partners in both the private sector and also international development agencies.

One final point to make is that by strengthening local supply chains between agricultural producers and the catering and hospitality businesses within Albreda and Juffureh will help retain more of the visitor income within the local economy, thus reinforcing local economic benefit.

### 3.11 Project description

The vision for the Bintang Bolong River Experience is to create a harmonious and sustainable tourism destination that highlights the cultural, environmental, and economic importance of the river. Through thoughtfully designed infrastructure and facilities, the goal is to foster a deep connection between communities, visitors and the river environment. The physical components of the project involve the creation of a proper entrance from the river to the village of Bintang and the construction of associated facilities scattered in Bolong area.

### 3.12 Project components

#### 3.12.1 Bintang Bolong Landing Area

- **New Jetty and Welcome Signage.** Construct a welcoming jetty featuring clear and attractive signage to greet visitors arriving by boat. The jetty will serve as the primary entry point, providing safe and convenient access to the river. It is important to note that the PROREFISH project (FAO-funded) that commenced in 2023 has identified provision of a new jetty at Bintang Bolong as one of its priorities. Should this go ahead using FAO support, then the costs of the jetty can be removed from this proposed investment project.





Fig. 21 : Bintang Bolong Lodge



Fig. 22 : Bintang new Jetty location



Fig. 23 : Bolong entry point location

- **Green Entry Point.** Establish an open shaded structure at the green entry point, constructed with wood and a thatched roof, this building will offer benches for visitors to rest and gather information from strategically placed signage.

- **Fish Market Zone Upgrade.** Transform the market fish zone by incorporating greenery and pavements. This upgrade will improve the aesthetic appeal and functionality of the market, supporting local fishermen.
- **Benches and Signage.** Install benches and informative signage to create a welcoming and informative entryway for visitors arriving by land.
- **New Shaded Area on the Beach with Benches.** Create a shaded area on the beach equipped with comfortable benches, providing a relaxing spot for visitors to enjoy the river views and cool breeze. This area will be constructed using natural materials to blend seamlessly with the environment.
- **New Pathway to Bintang Bolong Lodge.** A well-marked and aesthetically pleasing pathway leading to the Lodge. The pathway will be designed to offer scenic views and easy access, enhancing the overall visitor experience.
- **Beach Barrier Upgrades.** Strengthen and enhance the existing beach barrier to protect against erosion and provide a safe and pleasant environment for visitors. The upgrades will include the use of natural materials and vegetation to blend with the surroundings.

### 3.12.2 New Kalagi Ecolodge

This development, and all other ecolodges already operating at the destination, should be developed and operated according to the guidelines for ecolodges published by the International Ecotourism Society back in 2002. A copy of the guidelines can be accessed here: <https://gileboom.ir/wp-content/uploads/2018/02/International-Ecolodge-Guidelines.pdf>. Issues covered include appropriate green building techniques, the siting of new construction and associated infrastructure, use of renewable energy, appropriate waste management systems etc.

- **Site Clearing and Excavation.** The entire site will be cleared of vegetation, debris, and topsoil to prepare for construction. Excavation will be conducted to lay foundations for structures.
- **Grading.** The site will be graded to ensure proper drainage and a stable foundation for construction.
- **Fencing and Gates.** Security fencing around the perimeter with controlled access gates to ensure guest safety and privacy.
- **Landscaping.** Extensive landscaping with abundant trees and shrubs to provide natural shade and enhance the site's aesthetic appeal.
- **Central Lodge and Restaurant.** A 400 sqm single-storey wooden structure with a thatched roof, serving as the central hub for guests. This includes a lobby, dining area, kitchen, and lounge spaces.

- **Ten bungalows,** each approximately 50 sqm, constructed from wood with thatched roofs. Each bungalow will feature high-end interior finishes, private bathrooms, and outdoor seating areas.
- **A 50 sqm area** dedicated to a mini-grid system incorporating solar power with a diesel backup to ensure a reliable and sustainable energy supply.
- **Gravel roads and parking areas** with wooden canopies to facilitate easy access and provide covered parking spaces for guests.
- **Swimming Pool.** A 10 x 20 metre swimming pool with appropriate filtration and water treatment systems.
- **Street Furniture.** Installation of benches, gazebos, garbage cans, and other street furniture to enhance guest comfort and convenience.
- **External Lighting.** Comprehensive external lighting system to illuminate pathways, common areas, and structures, ensuring safety and enhancing the night-time ambiance.
- **Water Supply and Sanitation.** Development of a robust water supply system including wells, storage tanks, and piping. Sanitation facilities will include septic systems or connections to a local sewer system.
- **Electrical Systems.** Installation of electrical systems, including wiring, panels, and outlets to support all site structures.
- **Plumbing Systems.** Comprehensive plumbing for potable water, waste management, and fire protection systems.
- **HVAC Systems.** High-efficiency heating, ventilation, and air conditioning systems to ensure guest comfort.
- **High-quality materials and finishes** for the interiors of the central lodge, restaurant, and bungalows. This includes flooring, wall finishes, ceilings, and fixtures designed to meet luxury standards.
- **Procurement and installation of high-end furnishings** and equipment for guest comfort and convenience. This includes furniture, bedding, kitchen appliances, and entertainment systems.

### 3.13 Actions for implementation

The main tasks needed to progress this opportunity are as follows:

- public sector organisations to discuss and agree which agency will have oversight for the detailed planning and delivery of the project, and set up appropriate working group;
- working group to oversee detailed planning of locations for landing stages, viewing platforms, new lodge and riverside cafe, and establish which landowner needs to be involved in negotiating land sales or leasehold agreements;
- secure involvement of appropriate person/ team/ organisation to work with communities to help develop new cultural and



- nature-based experiences;
- relative agencies/ bodies to secure funding for all proposed interventions;
- deliver.

### 3.14 Preliminary environmental screening

Results of the preliminary environmental screening exercise revealed few, minor issues:

- possible rise in high water levels associated with climate change – this is a longer term issue and will impact the heights of jet-ties and landing stages, as well as the siting and design of viewing platforms installed in the mangroves to provide sheltered places for birdwatchers;
- possible change in salinity in the water in the longer term, impacting upon vegetation cover and on the species able to thrive in new conditions with knock-on impacts for predators;
- the usual littering of domestic, industrial and marine waste, particularly in and around villages and on the shores of the bolong.

### 3.15 Preliminary social screening, including anticipated benefits to surrounding communities

#### 3.15.1 Introduction

There are a small number of social issues affecting the site, some of which are addressed through the proposed interventions though others will require action and investment by others. Key social challenges are:

- an increase in visitor numbers could increase the incidence of ‘bumstering’ in the villages from youth, and children begging for sweets, footballs etc if not responsibly managed;
- cultural activities that take place within local communities could potentially poses child protection risks for host families if not responsibly managed through capacity building and preventative measures being put in place;
- lack of formalised community groups risks community exclusion from the tourism development planning process and determining site narrative/stories to tell tourists.

#### 3.15.2 Target beneficiaries

The target beneficiaries from the development of tourism at the site would be the Bintang, Kasang and other neighbouring communities. Further consultation is required to identify specific and informal target groups within these areas so that appropriate monitoring of project impacts could take place.

### 3.15.3 Community opportunities/benefits

The proposed responsible development of the site will create a number of significant number of opportunities/benefits for the community, summarised below:

- increased income for families in Bintang and Kasang hosting cooking and cultural activities (e.g. Kankurang);
- supply chain linkages between lodges, local fishermen and producers e.g. basket weaver;
- improved living conditions and education through increased income and support of community projects and infrastructure (schools, clinics etc) by lodge’s social responsibility activities;
- employment opportunities at lodges (AbCa currently employ 75 & Bintang 13), tourism activities, bird watching, guiding;
- cultural revival through Bintang Bolong Cultural Festival;
- capacity building opportunities to increase employability;
- increased income from profit share/ lease from new lodge;
- opportunities for positive cross-cultural exchange between tourists and local people.

### 3.15.4 Women and youth empowerment opportunities/benefits

A number of specific women and youth opportunities should also result from the proposed development at this site, including the following:

- employment and income generation through opportunities in lodges, guiding (youth) and providing nature-based and cultural activities;
- increased income from sale of shrimps, oysters, garden produce, beads, fruit juices and beauty products direct to tourists, tourist boats and lodges;
- access to opportunities for cross-cultural exchange and capacity building interventions (social empowerment);
- reduced youth migration resulting from increased employment and income opportunities through tourism.

### 3.16 Potential barriers & challenges for implementation

There are three challenges to the successful delivery of this initiative:

- a failure to identify a suitable location for a third lodge on the banks of the bolong, and/ or the inability to secure an investor and operator for the project. This would then lose a little of the element of competition which we are hoping will lead to an in-

crease in the overall quality of accommodation provision across the whole destination;

- only limited capacity and interest from people in the communities along the bolong in working with lodges and tour operators to develop new experiences that can be packaged and sold to tourists as additions to their overnight accommodation and wildlife viewing excursions;
- need to invest significant resources into a collaborative and strategic approach to building capacity of key site stakeholders to progress the proposed projects at these sites and manage them in the long-term. Particular capacity issues to be addressed at Bintang Bolong will include waste, site and partnership management for between the private sector and GTB; capacity for managing community-based tourism; interpretation, storytelling, experience design and product development for local guides; and management of tourist-host interaction and relationships for local community.

The first is essentially a planning issue whilst the second is more pragmatic and relates to the attitudes of different communities in the area towards tourism in general, hence the need to identify and work with suitable organisations who can help with capacity building where needed.

### 3.17 Learning from elsewhere/ best practice

The following two case studies are provided to demonstrate what can be done to create a destination in a wetland destination.



Image source: <https://images.app.goo.gl/XRW9pQ4rAQ6EVZTW9> Accessed 9th July 2024

**Fig. 24 : Landing stage in Tortuguero National Park**

**Tortuguero National Park in Costa Rica**<sup>11</sup> is located on the country’s Caribbean coast and has both sheltered inland waterways full of wildlife and also a long coastline which hosts thousands of nesting

<sup>11</sup> See <https://www.sinac.go.cr/EN-US/ac/acto/pnt/Pages/default.aspx>



turtles every year. Over the last 20 or more years a number of eco-lodges have been developed on the fringes of the national park, offering a range of nature viewing experiences including some linked directly to turtle conservation programmes. Some of the inland waterways are only accessible to non-polluting small boats such as kayaks, canoes and electric boats, so as to reduce the impact of visitors on wildlife and thus enhance the overall viewing

Individual lodges also have relationships with some of the villages inside and close to the park, offering their guests to experience a little of village life at times of the day when wildlife viewing is not optimal.

The second example is **Ranveli Holiday Village**<sup>12</sup> near Negombo in Sri Lanka. Originally developed in the 1990s on a former coconut plantation on a peninsula between the Gin Oya River and the Laccadive Sea, the development is accessed by a short ferry ride across a lagoon that immediately lets the visitor know they are entering a special environment. All rooms are decorated with local crafts, the kitchens source as many ingredients as possible from local agricultural producers and fishermen and guests are offered early morning or evening wildlife viewing tours by boat or on foot with staff who have been professionally trained as wildlife guides. A self-guided walking trail through the surroundings is also available for visitors wishing to spend some time alone in the natural environment. Local craft workers come into the holiday village to provide demonstrations of their particular skills, and invite lodge guests to ‘have a go’ themselves.



Image source: <https://images.app.goo.gl/znkTPmzPUP74Evr98> Accessed 9th July 2024

**Fig. 25 : Ferry across the lagoon at Ranveli**

Another interesting lodge development is the **Uacari Floating Lodge**<sup>13</sup>, in the Mamirauá Sustainable Development Reserve, a UNESCO- recognised area of freshwater swamp along the Amazon river in Brazil. The area is a RAMSAR site because of its value as a habitat for birds. The lodge has 10 double rooms in 5 bungalows and is under the shared management of the Mamirauá Institute and the Mamirauá Reserve. A total of eight surrounding communities help to staff and manage the lodge which has been designed with sustainability in mind, and has solar panels for energy, has a rainwater harvesting system, sources all of its food locally and is constructed largely from tiles made from recycled PET materials.



Image source: <https://images.app.goo.gl/p15786ZF9QjimLdFA> Accessed 30<sup>th</sup> August 2024

**Fig. 26 : Uacari Floating Lodge, Brazil**

<sup>12</sup> See <https://ranveli.com/page/>

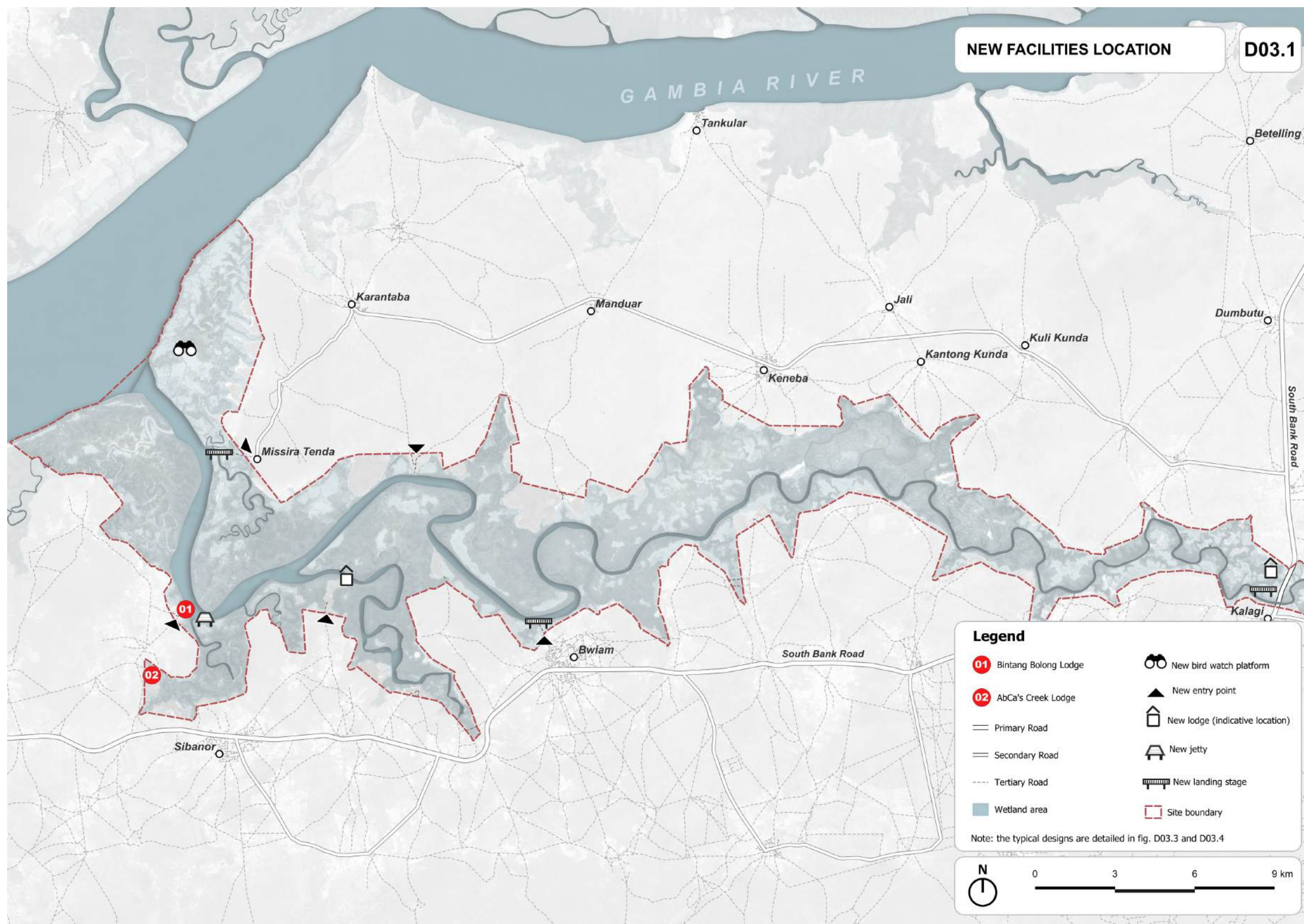
<sup>13</sup> See: <https://www.brazilnaturetours.com/brazil-tours/amazon/hotel-uacari-floating-lodge>



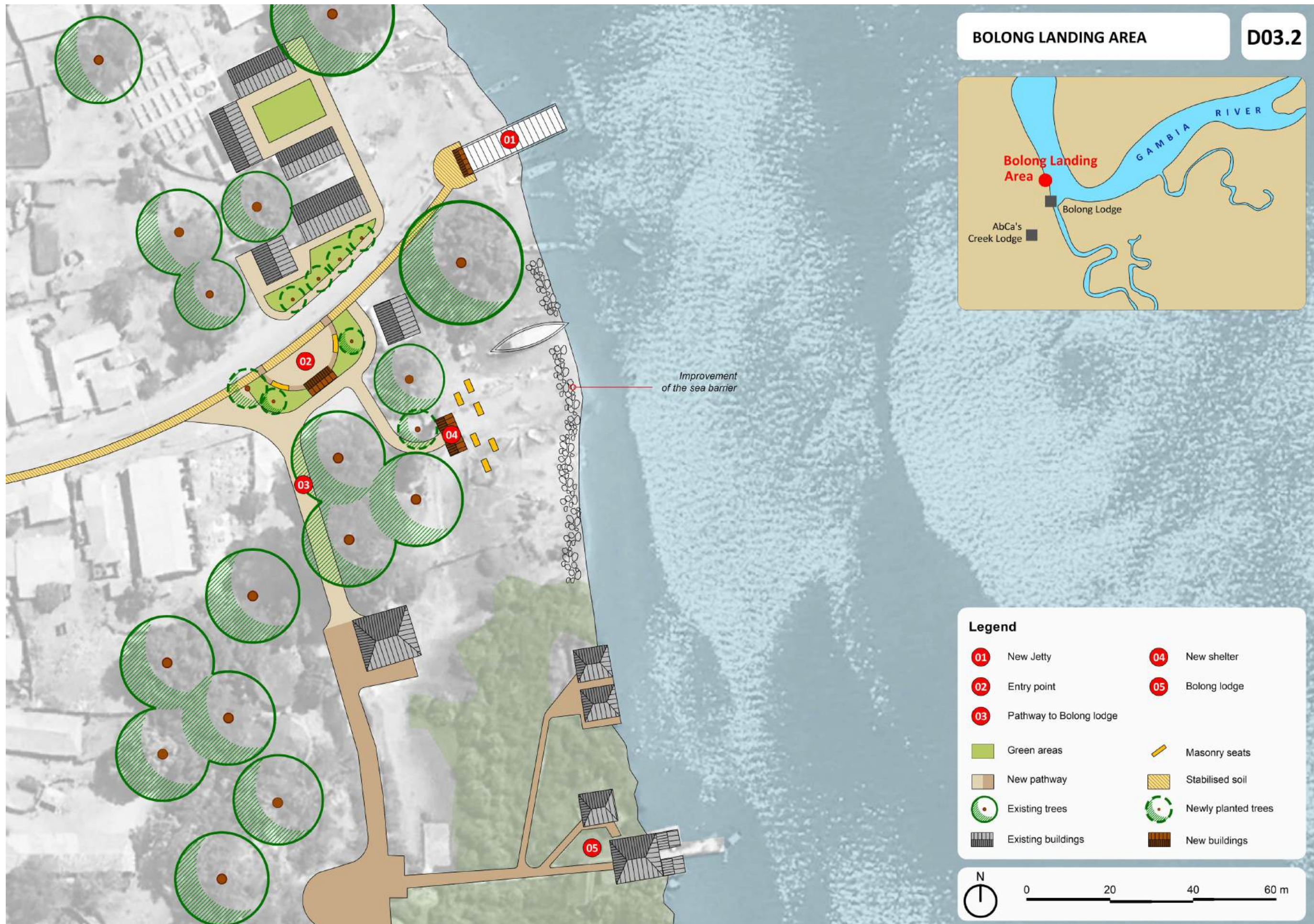
Table 7 – Spreadsheet showing attendance and income projections over 30 years, plus impact of multiplier and calculations for outline cost:benefit analysis (all 2024 prices except where indicated)

	Years																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
Expected number of tourists	2000	4000	7000	9000	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500	11500		
Expected number of bednights	4000	8000	14000	18000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000	23000		
Average spend per bednight (\$)	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00		
Total spend by tourists (\$)	460,000	920,000	1,610,000	2,070,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000		
Expected number of day visitors (\$)	500	1000	1500	2000	2500	3000	3500	4000	4500	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	
Average spend per day visitor (\$)	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	
Total spend by day visitors (\$)	10,000	20,000	30,000	40,000	50,000	60,000	70,000	80,000	90,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
Total income earned from visitors (\$)	470,000	940,000	1,640,000	2,110,000	2,695,000	2,705,000	2,715,000	2,725,000	2,735,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	2,745,000	
Total earned income assuming multiplier effect of 2.0 (\$)	940,000	1,880,000	3,280,000	4,220,000	5,390,000	5,410,000	5,430,000	5,450,000	5,470,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	5,490,000	
Costs (\$)	3,554,006																															
Present value of costs (discounted at 10% per year) (\$)	3,554,006																															3,554,006
Present value of benefit, discounted by 10% per annum from Year 2 (\$)	940,000	1,709,091	2,981,818	3,836,364	4,900,000	4,454,545	4,049,587	3,681,443	3,346,766	3,042,514	2,765,922	2,514,475	2,285,886	2,078,078	1,889,162	1,717,420	1,561,291	1,419,355	1,290,323	1,173,021	1,066,383	969,439	881,308	801,189	728,354	662,140	601,945	547,223	497,475	452,250	58,844,769	
Cost:Benefit Ratio in year 10										9.27																						
Cost:Benefit Ratio in year 30																																16.56

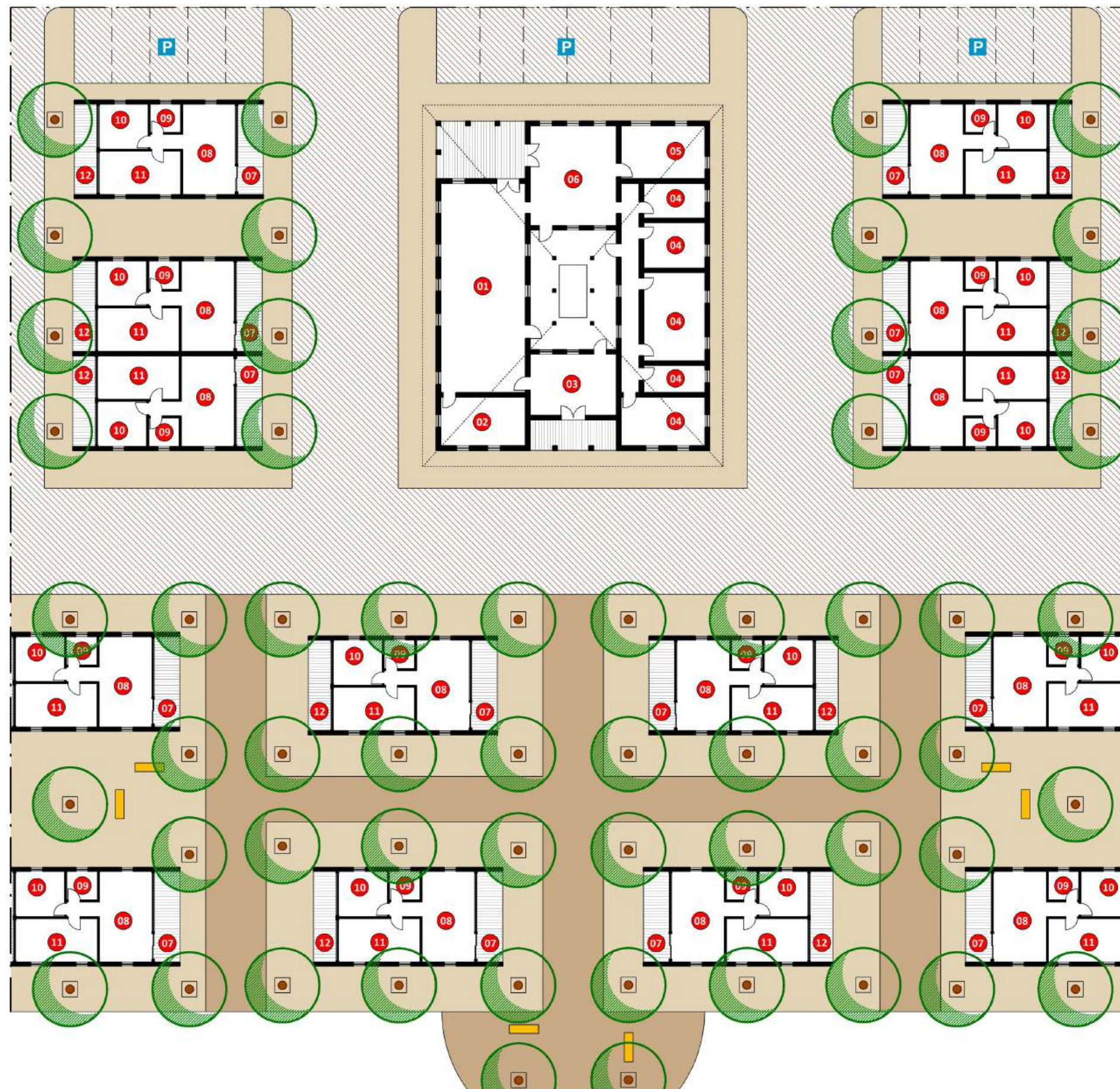






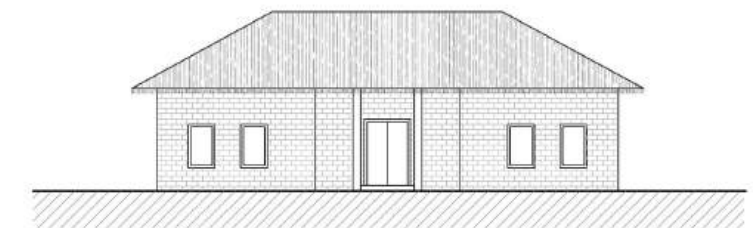




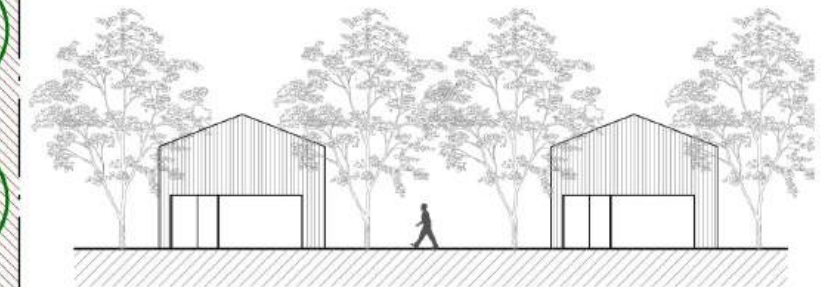


## RIVER LODGE

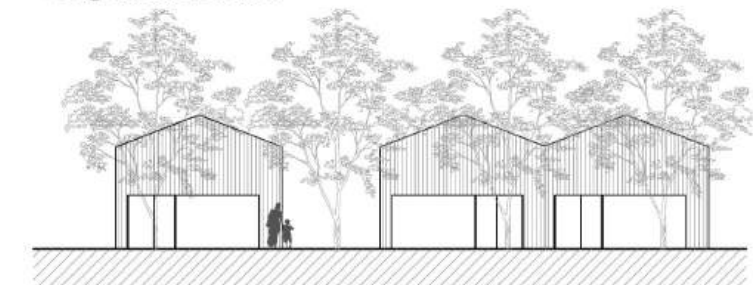
D03.3



Central Lodge main elevation



Lodge main elevation



Paired lodge main elevation

### Legend

#### Central Lodge

- 01 Restaurant
- 02 Restaurant facilities
- 03 Reception and info point
- 04 Offices
- 05 Restroom
- 06 Lounge

#### Lodge

- 07 Front Porch
- 08 Kitchen/living
- 09 Bathroom
- 10 Single bedroom
- 11 Double bedroom
- 12 Backdeck

- Stabilised soil
- Paving (interlocking concrete blocks of different colours)
- Green area

- Newly planted trees
- Parking area
- Masonry seats











## D04 Delivering the River Gateway



# D04 Delivering the River Gateway

## 4.1 Location including region

Denton Bridge (sometimes called Oyster Creek), KMC

## 4.2 Summary description

Denton Bridge already functions as the *de facto* gateway onto the river for many visitors to The Gambia, despite the exceptionally poor and in some cases dangerous environmental conditions. Installing better road access, connecting the site to central utility networks, stabilising the shoreline and raising up the ground level by between 500 and 1,000mm will create a better enabling environment for businesses to develop and thrive. Investing in better quality buildings and jetties across the site, together with associated environmental improvements (including removing the hulls of abandoned boats that are blocking navigation and creating visual intrusion) will enable more boats (and potentially larger boats) to load/offload passengers at the same time, as well as create an environment where tourists may wish to stay longer before or after their cruise. Provision of a viewing platform, an elevated walkway through the mangroves behind the site and creation of a small interpretive/ visitor centre explaining about the importance of conserving the mangrove ecosystem will all enhance the overall appeal of the site.

Potential new audiences include not only leisure day trippers from Kombo but also cruise passengers disembarking at Banjul and wanting a half or whole day excursion on the river; water sports enthusiasts who partake in activities such as kayaking and SUP, and those embarking on multi-day trips upriver.

## 4.3 Context and Rationale

Denton Bridge is an important location for all those wishing to embark on river excursions, and the site has grown incrementally over time in the face of considerable challenges. The current situation demonstrates what can be achieved when enthusiasts are prepared to invest their limited resources in order to support tourism SMMEs. However, the current situation works **despite** the lack of formal planning rather than **because** of it. The access road is unsurfaced and in poor condition; it lacks access to basic utility

networks such as power, water and sewerage; the site layout is not amenable to creating a safe pedestrian environment; most of the structures serving boat owners, repair services and tourist functions (catering, shelter) are jerry-built, and the jetties for accessing boats are generally in a poor state of repair creating real Health and Safety concerns. Moreover, because the site is at sea level it is particularly vulnerable to the impacts of climate change.

All of these factors support a major re-think as to the layout of the site and an upgrading of the facilities for tourists, if the site and indeed the River Gambia is to support moves to diversify and enhance the visitor offer.

## 4.4 Current landownership (where known)

It is understood that the land is part of the Tambi wetlands which are under the mandate of DPWM, with jurisdiction coming under Kanifing Municipal Council. Some of the land adjacent to the road is currently occupied by another government ministry and this land needs to be taken back into DPWM control so that they, GTB and other partners can take this project forward.

## 4.5 Project objectives and anticipated market demand

There are two main objectives for this project intervention:

- firstly, to ensure the long term sustainability of operations at this strategically important location in the light of potential rises in sea level associated with climate change;
- secondly, to create a much more attractive environment for SMMEs to develop and deliver their service and at the same time, create a safer and more appropriate attraction that is suited to the needs of tourists using the site to embark on trips along the river.

No formal usage data is currently available for Denton Bridge in terms of the volume of tourists that pass through. There are currently 21 members of the Denton Bridge Boating & Fishing Association (DBA) though some boat owners are not members. In addition, there are around 10 sport fishing boats, 5 restaurants and 2 boat repair businesses operating at Denton Bridge.

We project that within 5 years of the works being completed, around 30,000 people will pass through the facilities to board boats for single or multi-day trips of all types (cruises, fishing trips). Over an 8 month season this is equivalent to around 3,750 per month on average.

For planning purposes, it is assumed that 30% of visitors (9,000 per annum) will spend time in one of the hospitality businesses at Denton Bridge after the redevelopment works are complete and the location is established. For instance, providing mains electricity will enable the jetties to be illuminated, making it safer for sunset cruise visitors to disembark and move onto the waterside restaurants for a drink or a meal.

In terms of boat movements, we estimate around 10 movements per day over 240 days, or 2,400 separate commercial boat movements.

## 4.6 Delivery timeline

### 4.6.1 Suggested timeline for all works

**Year 1** DPWM, GTB and DBA to set up working group to oversee delivery of the project. This group to work up detailed project proposals (including SMME capacity building interventions and phasing to ensure that there is minimal interruption to operations during the main tourist season) and secure funding for the necessary groundworks. Draw up detailed plans, advertise and let contract for all environmental works associated with shoreline protection, utilities connections, road improvements etc.

At the same time, DPWM and DBA draw up a formal lease agreement (20 to 30 years) to ensure DBA has security to deliver operations once the initial works are completed.

**Year 2** Complete all environmental works, plus Phase 1 of provision of new onshore facilities, soft opening.

Deliver capacity building initiatives for SMMEs to ensure their inclusion and improved quality and visitor experience for tourism-related services at the new marina; and for DBA members to improve site management and sustainable marina operations.

**Year 3** Complete phase 2 of provision of new onshore facilities.



#### 4.6.2 Suggested breakdown into small work packages

If funds are not available for the whole project at one time, then a possible breakdown is as follows:

- ground works, replacement of all jetties, refurbishment of essential businesses currently serving tourists;
- redevelopment of boat repair facilities etc;
- provision of additional visitor infrastructure (walkways, viewing platforms etc).

#### 4.7 Indicative costs (summary)

In all, the projected capital works associated with this project at Denton Bridge are estimated at just over **US\$9.3 million** at 2024 prices (see Tables 8). This covers all of the proposed works associated with shoreline protection, groundworks, creating new jetties and enhancing the quality of accommodation for businesses onsite, as well as investing in new access and interpretation provision for tourists.

Individual component cost estimates are presented below in Tables 8 and are based on our team architect's estimates of the quantities of work required, whilst the indicative costs per unit have been provided by one of The Gambia's leading quantity surveyors. Please note that these are indicative only and will require considerable elaboration as more detailed plans are drawn up.

**Table 8 – Summary of estimated quantities and costs (2024 prices)**

ITEM			UNIT OF MEASUREMENT	UNIT PRICE US\$ VAT EXCLUDED	D04.1 Ground works, replacement of all jetties, refurbishment of essential businesses currently serving tourists		D04.2 Redevelopment of boat repair facilities etc		D04.3 Provision of additional visitor infrastructure (walkways, viewing platforms etc)		TOTAL	
					Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	QUANTITY	AMOUNT US\$
EXTERNAL WORKS												
Landscaping of “green parking” area (interlocking paviors with grass laid on sable)			sqm	17	2,035	34,595					2,035	34,595
Soft landscaping of green areas (without plantation of trees)			sqm	15	400	6,000					400	6,000
Custom signage system, painted wood (interpretation panels, path signs, roadside directional signs, etc)			per sign	149	5	745					5	745
Street and beach furniture, including benches, tables, garbage bins, and bicycle racks, constructed from painted wood by local artisans.			per piece (average)	179	25	4,475					25	4,475
Supply and planting of new trees, local species, min. 3 m high			per tree	373	61	22,753					61	22,753
Soil containment system including vegetal geogrid and plantation of appropriate shrubs			sqm	35	1,000	35,000					1,000	35,000
Cleaning and paving walking paths (soil stabilization and gravel)			sqm	24	6,820	163,680			530	12,720	7,350	176,400
Construction of a new jetty (Iron + recycled materials)			sqm	3,750	1,550	5,812,500					1,550	5,812,500
Renovation of access road (soil stabilization, improvement of gravel paving and drainage)			m	13	2,530	32,890					2,530	32,890
Coastal protection work reinforcement			m	300	100	30,000					100	30,000
BUILDING												
Building closed structure (mud brick, wood, traditional materials)			sqm	373			2,645	986,585			2,645	986,585
MEP												
Public lighting system including lighting appliances and cabling			per lamp post	1,045	12	12,540					12	12,540
Waste water system (PVC pipe, including manholes, etc.)			m	10	200	2,000					200	2,000
SUBTOTAL amount of works (a)					6,157,178		986,585		12,720		7,156,483	
ENGINEERING SERVICES for design and works supervision 10% (a x 0,10 = b)					615,718		98,659		1,272		715,648	
CONTINGENCIES 20% (a x 0,20 =c)					1,231,436		197,317		2,544		1,431,297	
TOTAL including contingencies and services (a + b + c = d)					8,004,331		1,282,561		16,536		9,303,428	



#### 4.8 Responsibility for implementation (lead agency and partners)

This ideally should be a PPCP project, with GTB leasing the site from DPWM and overseeing the development of the site and working in partnership with the DBA (as the ‘community representatives’) to ensure that the needs of all existing businesses are met. We note that not all boat operators and owners at the site are currently members of the DBA and it may be necessary to pass legislation that empowers KMC to only permit registered members to operate out of the site in the future.

The new jetties should be delivered by MoTC under the TDRGP project.

Gambian Coast Guard & Sea Rescue Service (GCGSRS) will be an important partner in terms of working to ensure that boat operators meet all of the required safety provision onboard, and GTB should also work with tour operators to lobby for these health and safety investments and adherence to a responsible code of conduct for marine businesses working in the tourism industry.

#### 4.9 Proposed business model(s)

There will be a mix of models in place at this site, because of the nature of operations.

It is proposed that DPWM and/or GTB offer the DBA a long (20 to 30 year) lease on the site to cover the use of jetties and onshore facilities. As now, DBA will be responsible for collecting mooring fees and should also introduce annual berthing fees to collect funds to be used to repair infrastructure across the site.

Separate, shorter leases (up to 5 years) should be offered by DPWM OR DBA (depending on the preference of the DPWM as to whether it wants to hold the head lease for all structures) to individual hospitality businesses, retail operations and activity providers wishing to occupy one of the buildings on the site, to ensure regular competition across the different outlets which should improve the overall offer to tourists and day visitors. This approach will require significant professionalisation on the part of the DBA.

The proposed Mangrove Interpretation Centre will be operated by DPWM working in partnership with the DBA.

Other marina-related services (fuel supply, water supply, grey water and solid waste disposal, boat repair) will all be under the purview of the DBA through a formal lease agreement with service providers.

#### 4.10 Expected outcomes, including summary CBA

There will of course be some significant positive economic and social outcomes associated with this investment including:

- increase in employment opportunities during construction and once operational;
- increase in other economic benefits to local communities through the supply chain;
- increase in other social cultural benefits to local communities, linked to the renewed appreciation of the area’s cultural heritage and traditions;
- decrease in negative social, cultural and environmental impacts.

Based on an initial investment of around **US\$9.3 million** we estimate some **886 FTE jobs** would be created in the local and regional economy associated with this capital spending, based on an estimated cost per construction job of US\$2,100 per FTE position and assuming that around 20% of the total project costs (i.e. US\$1,860,686) will be spent on labour.

By year 5, once all interventions are complete and the destination is well established, then we see an estimated annual spend by people passing through Denton Bridge of around US\$135,000 per year (at 2024 prices). Taking the multiplier effect into account this will generate total spending in the local/ regional economy of an estimated **US\$270,000**. This will support around **159 FTE** jobs in the tourism sector and related supply chains, based on an estimated cost per job of around US\$1,700 per FTE position. Note that this only accounts for spending by tourists on items purchased directly businesses located at the site, in other words food and drink or small souvenirs. There will be a much greater flow of funds through the site’s economy associated with the purchase of trips out on the river; by people renting kayaks or paddle-boards for instance, and also from the mooring fees and berthing charges for all craft using the jetties. These will significantly increase the level of financial activity associated with the investments, but are too complex to be accounted for in this basic cost:benefit analysis and need further investigation by DBA and partners at a later stage.

Turning to the results of our initial cost benefit analysis, the 10 year cost:benefit ratio is calculated at **0.23** which is less than sufficient to justify the investments (a ratio of at least 1.3 is normally expected, whereby the benefits are valued more highly than the costs). However, as noted above, in making these calculations we have excluded much of the total spending on all items associated with tourists taking one or multi-day boat trips on the river starting from, or arriving at, Denton Bridge and that returns to individual boat operators would of course vary considerably.

Turning to a 30 year timescale however, the 30 year cost:benefit ratio is calculated at **0.37** which again is not, in strict terms, sufficient to justify the investment as a long term initiative. However, the site’s significance as a gateway to the river means that it plays an enormous role in facilitating the development of tourism across the whole of The Gambia and thus the investment should be seen as creating a catalyst for much more development here and elsewhere. The main item of outlay is the creation of a number of high quality jetties – reducing the number and size of these, and/ or reviewing the proposed construction materials, could be one way of lowering the overall capital cost and thus creating a more favourable rate of return on investment in the long term.

We would also argue that from a local economic and social development perspective, creating an initial 890 jobs or so during the capital works and then supporting, in the long term, and around 160 jobs in the tourism sector and associated supply chains across the Denton Bridge area, makes this an investment worthy of attention from the public sector and partners in both the private sector and also international development agencies.

#### 4.11 Project description

The Redevelopment Initiative is a transformative project aimed at revitalizing a key waterfront area, combining modern infrastructure with traditional aesthetics to enhance both functionality and visual appeal. This comprehensive project involves the demolition of outdated structures, construction of new facilities, and extensive landscaping to create a vibrant, sustainable, and welcoming environment for professionals collective and visitors alike. Through careful planning and execution, the initiative aims to create a sustainable and dynamic environment that will serve as a model for future coastal developments.

#### 4.12 Project components

##### 4.12.1 Introduction

The project components are phased as follows: three distinct scopes of work. Initially, the shoreline protection measures will be implemented. This will be followed by the elevation of the road and the site, raising the ground level by 0.5 to 1 meter above sea level (this being sufficient to accommodate predicted rises in sea level as per MECCNAR published estimates though the situation should be monitored as new data becomes available on the likely impact of climate change on the Gambian coastline and the river itself. The execution strategy involves a phased approach, with the first half of the site being developed in the first year, and the second half in the subsequent year.





**Fig. 27 : Access Road**

#### 4.12.2 1st Phase

- Demolition of Existing Structures: This includes the safe and environmentally responsible demolition of old buildings and facilities that no longer serve the community.
- Demolition of Existing Jetty: Removing the outdated jetty to make way for new, modern structures.
- Removing Hulls of Abandoned Boats: Clearing the area of derelict boats to ensure a clean and navigable waterfront.
- Stabilizing the Shoreline: Efforts will be made to stabilize the shoreline and raise the ground level by 500 to 1,000mm to prevent erosion and flooding.



**Fig. 28 : Existing Info Point**

#### 4.12.3 2nd and 3rd Phases

- New Jetties: Four new jetties will be constructed (under the TDRGP project, it is proposed), designed to accommodate a variety of vessels and enhance maritime activities, including a jetty that serves as an open exhibit space for traditional boats.
- Paved Access Road: A new paved road will improve access to the area, ensuring smooth traffic flow.
- Paved Promenade: A beautifully paved promenade, lined with benches and trees, will offer a scenic and relaxing walkway for pedestrians.



**Fig. 26 : Denton Bridge- Abandoned boats to be removed**



**Fig. 29 : Current status of the jetties**

- New Buildings: The construction of several new buildings using traditional materials will include: a tourism information point to guide visitors, a restaurant and Café to provide dining options, two retail shops to cater to shopping needs, three offices for administrative and business purposes, a terminal waiting shaded area and a new Fuel Station and a Boat repairs Hub.
- Provision of a viewing platform over the mangroves, and a walkway elevated above high tide levels and passing through the mangroves.
- Interpretive/ visitor centre presenting the ecology of mangroves and explaining why they are important and need protecting.
- Green Parking Areas: Designated "green parking" areas will be landscaped to blend with the natural surroundings, providing environmentally friendly parking solutions.
- Custom Signage System: A painted wood signage system will include interpretation panels, path signs, and roadside directional signs, enhancing navigation and providing information.
- Utility Networks: Comprehensive power, water, and sewerage systems will be installed to support the new development.
- Public Lighting System: The installation of public lighting, including modern lighting appliances and cabling, will ensure the area is well-lit and safe.
- Freshwater Supply System: A reverse osmosis (RO) system will be implemented to provide a reliable source of freshwater.
- Solar Power Supply System: Harnessing solar energy to power the development, promoting sustainability and reducing the carbon footprint.
- Waste Water System: A robust waste water system, including PVC pipes and manholes, will be constructed to manage sewage efficiently.

#### 4.13 Actions for implementation

Key actions are:

- liaise with other agencies (e.g. MECCNAR) to ascertain the most appropriate measures for tackling the key environmental issues at the site (see below);
- establish a joint working group to oversee the detailed planning and delivery of the project;
- conduct detailed investigations with existing and potential boat operators and SMMEs to determine capacity building needs and the optimum layout of the site, and preferred phasing of works;
- secure funding, advertise and let contracts for all physical works;



- continue operations and promote the enhanced tourism offer to all interested stakeholders so that momentum is not lost even during development works onsite;
- deliver SMME capacity building initiatives designed to improve visitor experience, health and safety, and product quality at Denton Bridge.

#### 4.14 Preliminary environmental screening

Key issues identified during the preliminary environmental screening exercise are summarised below:

- existing shoreline erosion and increased tidal flows caused partly by sand mining on the seaward side of the bridge itself. This is compromising navigation and also threatens the integrity of swing/buoy moorings out in the creek. Solving this problem is an issue for appropriate government ministries since there is a larger, national strategic issue involved;
- rising sea levels associated with climate change that will potentially cause the whole site to be permanently underwater in years/ decades to come unless suitable protection and mitigation measures are put in place. Given the strategic significance of the Denton Bridge location as a focal point for accessing the river, it is essential that suitable interventions are made to protect the site's future, hence the inclusion of piling works etc in this planned project;
- there are reported problems with water quality, caused allegedly by illegal discharges of spent fuel oil and bilge waters into the creek by Chinese fishing vessels, and by the discharge of waste from the fish processing factory on the opposite side of the creek. Investigations by the NEA and partners should be undertaken to establish the scale of the problem and to determine appropriate solutions;
- there is the usual problem of marine litter washing in on tides, and providing a visual eyesore as well as risks to marine wildlife who may ingest plastics or get caught up in discarded/ ghost nets. Tackling this requires regular collection exercises as well as awareness raising amongst the fishing community and others who discard waste at sea;
- there are problems of terrestrial littering, caused principally by the careless behaviour of businesses working onsite at Denton Bridge. Tackling this requires the introduction of a proper waste management regime that aligns with, and that supports, any works in this area being undertaken by KMC. Indeed,, a broader initiative promoting better environmental practices by all businesses operating out of Denton Bridge would be valuable, including encouraging the use of solar-powered electric boats.

#### 4.15 Preliminary social screening, including anticipated benefits to surrounding communities

##### 4.15.1 Introduction

There are a number of social issues affecting the sites, some of which are addressed through the proposed interventions though others will require action and investment by others. Key social challenges are:

- Denton Bridge's location as an arrival point for immigration control is associated with some illegal activity such as drugs and trafficking which pose a significant threat to the tourism activity proposed if not addressed with appropriate policing and preventative measure;
- risk of corruption and poor governance in addressing serious concerns around fishing trawlers and sand mining;
- limited capacity of some SMMEs risk their exclusion in a new, formalised marina unless they are supported with appropriate interventions to build their capacity and product/service quality.

##### 4.15.2 Target beneficiaries

The key target beneficiaries from the development of tourism are the significant number of SMMEs currently operating at the site including tourist boat enterprises, restaurants, women oyster collectors, boat repair businesses, sport fishing operators, and water sport businesses.

##### 4.15.3 Community opportunities/benefits

The proposed responsible development of the sites will create a significant number of opportunities/benefits for the SMMEs and surrounding communities at Denton Bridge, summarised below:

- growth, increased income and professionalisation of existing and new SMMEs;
- improved working conditions at the new marina;
- empowerment through capacity building opportunities for SMMEs in business skills, product development and quality, health and safety, customer service and tourist market needs;
- employment opportunities for local communities at new tourism services and facilities at the marina.

##### 4.15.4 Women and youth empowerment opportunities/benefits

A number of specific women and youth opportunities should also result from the proposed development at this site, including the following:

- increased income and market access for women and youth members of DBA;
- increased employment opportunities at restaurants, excursion providers, and provision of marine services and facilities;
- opportunities for new female or youth-led SMMEs at the marina.

#### 4.16 Potential barriers & challenges for implementation

The key challenges for this project are:

- proposals to safeguard the site from climate-change related threats through sea defence works prove to be too expensive to merit the investment compared to likely long-term benefits;
- the relevant public sector agency is unwilling to lease the land to DBA on a long term basis because it has other plans for the site;
- DBA is unable to convince non—members to join up to the Association so that they can be given formal access to the new facilities, resulting in a two-tier operation at the site;
- owners of abandoned boats currently obstructing navigation or taking up storage space on land are unwilling or unable to participate in the initiative, potentially creating negative publicity associated with forced removal of damaged/unseaworthy craft;
- industrial developments on the Banjul side of the bridge create further environmental pollution/ damage that compromises the quality of the tourism offer at Denton Bridge/ Oyster Creek;
- limited investment in capacity building of SMMEs at Denton Bridge results in inadequate improvements to tourism-related products and services and unsuccessful implementation of the proposed development of this site.

#### 4.17 Learning from elsewhere/ best practice

**Portavadie Marina** on Loch Fyne in the North of Scotland<sup>14</sup> is a well established inland marina offering access both to tidal waters as well as to the Crinan Canal, an inland waterway. As well as a full range of marina services, including a chandlery, the site has a destination restaurant specialising in locally sourced foods, a hotel and spa and also acts as a focal point for outdoor sports enthusiasts wishing to take part in activities such as kayaking, SUP, dinghy sailing etc.


<sup>14</sup> See <https://portavadie.com/>





Image source: <https://images.app.goo.gl/z65iKh32JKT5TB4B9> Accessed 8th July 2024

**Fig. 30 : Portavadie Marina on Loch Fyne in the North of Scotland**

**DockMaster**  As with many other sectors of the economy, the marina industry is not exempt from concerns about sustainability. There are a range of organisations offering guidance on how to make marina operations more environmentally responsible. One such organisation is **Dockmaster** ([www.dockmaster.com](http://www.dockmaster.com)) whose main business is supplying IT systems to marinas, but who also promote the following as good practice for all marina operators. There is no reason why the following practices should not be followed at Denton Bridge (whether or not the full development works proposed are in fact implemented):

- use eco-friendly boat cleaning products;
- use biodegradable oil absorbents;
- implement a recycling program for boat parts and materials;
- use low-emissions boats and engines (including solar-powered boats).

A tourism focussed marina that offers a range of land-based services as well as functioning as a gateway to an important river, for day boats and longer trips, is the **Marina Rio Negro**<sup>15</sup> in Manaus, Brazil. As well as storage, workshops, jet ski hire and other services, there is a range of eating places for tourist use before and after their excursions.

One of the main opportunities that a revitalised marina and river gateway at Denton Bridge could provide would be introducing new entrants into the charter boat workforce. A good example of how this is being achieved is the work of **Jus' Sail** (<https://jussail.com>) which is the creation of husband and wife team James and

Pepsi Crockett, dual UK/St Lucian Citizens who live full time in St Lucia. Jus' Sail offers day sailing charters for private groups aboard a traditional wooden local trading sloop, with most of the crew being graduates of the annual youth training programmes run by the company's two directors. Each summer Jus' Sail runs a six week training programme for local unemployed youth. Participants not only learn to sail and gain an internationally recognised crew certificate, they also get First Aid and CPR accredited training and gain vital work readiness skills in areas such as customer service, communication, leadership and teamwork helping them move on to jobs across the island in the local yachting and wider tourism industry.



Image source: <https://jussail.smugmug.com/Youth-Training-Gallery/i-GMjFDCCD/A> Accessed 8th July 2024

**Fig. 31 : Members of the Jus' Sail Youth Training Scheme**

<sup>15</sup> See: <https://marinarionegro.app.br/> Accessed 30<sup>th</sup> August 2024

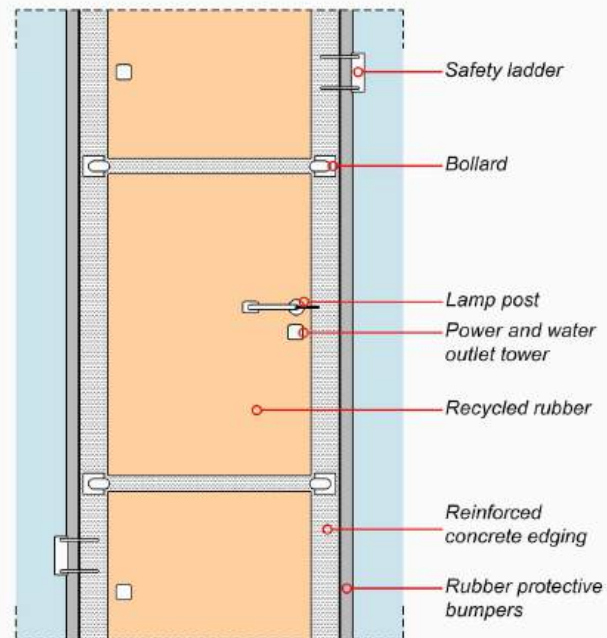


Table 9 – Spreadsheet showing attendance and income projections over 30 years, plus impact of multiplier and calculations for outline cost:benefit analysis (all 2024 prices except where indicated)

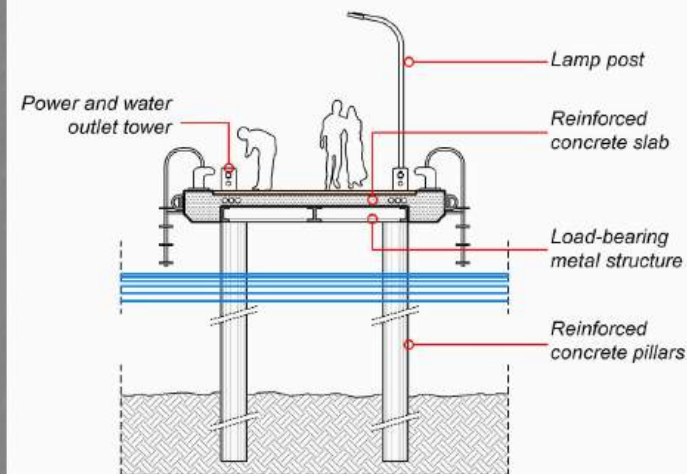
	Years																														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
Expected number of tourists	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Expected number of bednights	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Average spend per bednight (\$)	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	
Total spend by tourists (\$)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Expected number of day visitors (\$)	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	
Average spend per day visitor (\$)	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	
Total spend by day visitors (\$)	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	
Total income earned from visitors (\$)	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	
Total earned income assuming multiplier effect of 2.0 (\$)	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	
Costs (\$)	9,303,428																														
Present value of costs (discounted at 10% per year) (\$)	9,303,428																														9,303,428
Present value of benefit, discounted by 10% per annum from Year 2 (\$)	270,000	245,455	245,455	245,455	245,455	223,140	202,855	184,414	167,649	152,408	138,553	125,957	114,506	104,097	94,633	86,030	78,209	71,099	64,636	58,760	53,418	48,562	44,147	40,134	36,485	33,168	30,153	27,412	24,920	22,654	3,479,819
Cost:Benefit Ratio in year 10										0.23																					
Cost:Benefit Ratio in year 30																															0.37



## Jetty template design



## Plan excerpt



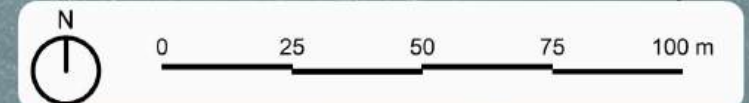
## Typical section

0 2 4 6 8 m



## Legend

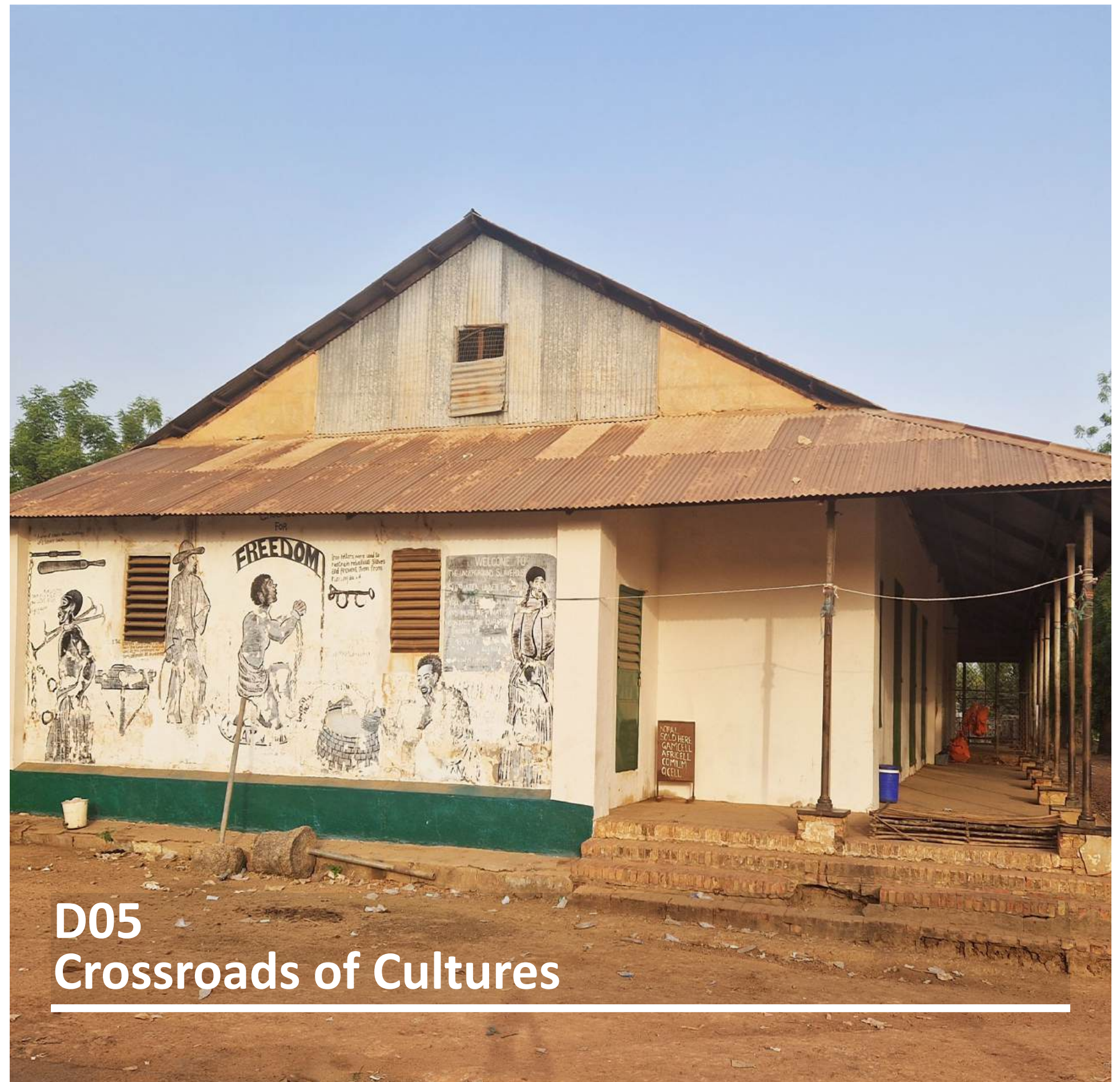
- |   |   |
|---|---|
| 01 Tourist information point                              | 10 Shop   |
| 02 Launching ramp   | 11 Bar / café                                       |
| 03 Jetty for traditional boats                            | 12 Restaurant                                       |
| 04 Boat repairs, re-fuelling station                      | 13 Water sport                                      |
| 05 Jetty  | 14 Conservation project office, wildlife protection |
| 06 Mosque   | 15 Promenade  |
| 07 Terminal / waiting area                                | 16 Viewing platform                                 |
| 08 Coast Guard office                                     | 17 Walkway through mangrove                         |
| 09 Fishing Association office                             | 18 Environment educational centre                   |
| Existing trees  | Newly planted trees                                 |
| Existing buildings  | New buildings                                       |
| Paving (interlocking concrete blocks of different colors) | Green area  |
| Paved road  | Masonry seats                                       |
| Stabilised soil   | Parking area  |





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## D05 Crossroads of Cultures



# D05 Crossroads of Cultures

## 5.1 Location including region

Janjanbureh and Kunkilling, Central River Region

## 5.2 Summary description

Janjanbureh has functioned as a meeting point for different cultures ever since the town was founded as a colonial outpost in 1823. More recently it has become celebrated for its association with the Kankurang tradition. Sadly, the central area of the town is showing major signs of neglect and many of the former colonial buildings that were integral to plans for putting ‘Historic Georgetown’ on the UNESCO World Heritage List are now in a poor state of repair (indeed, some have collapsed completely).

Proposals are for a major urban regeneration initiative in the heart of the town that creates a new public space as well as upgraded museum, visitor information, accommodation and hospitality facilities. A reimagining of the existing Kankurang museum facility and the neighbouring festival site will ensure the long term viability of the important annual festival. A signposted walking trail out to the Colonial Cemetery towards the eastern end of the island would enhance the destination’s appeal as a multi-day destination.

Supporting the work in the town itself will be the creation of a new high quality accommodation lodge upriver at Kunkilling Forest Park, conservation works to the nearby Musa Mollah tomb and the creation of forest trails to points of interest (including bee hives) will provide a range of activities suited to tourists staying several days in and around the town. This is one location where substantial community consultation will be required to ensure developments proceed with full local support.

## 5.3 Context and rationale

There is a need to significantly enhance the tourism offer in this important town if it is to function properly as a multi-day stopover location for travellers exploring the eastern parts of The Gambia. The ferry from the North Bank onto MacCarthy Island is a major river crossing point, though the town that grew up around the quayside on the island itself retains little of its formal colonial grandeur. Nonetheless, there is the potential to create an attractive public destination in the heart of the town which will encourage visitors to stay longer and explore the town and its surroundings.

## 5.4 Current landownership (where known)

There are a range of landowners involved including private individuals, NCAC, Gampost and others. Each component of this ambitious initiative will involve different landowners and therefore will require some complex negotiations if the full benefits of the proposals are to be delivered.



Fig. 32 : Remains of the Wooden House to be reconstructed



Fig. 33 : Traditional masonry wall to be rehabilitated



5.5 Project objectives and anticipated market demand

- The main objectives of this project are to:
- create a much enhanced area of public space in the heart of Janjanbureh which will massively increase the town’s appeal as a tourism destination;
  - support the conservation of some key remaining structures from colonial times, again to support the town’s profile as a destination for heritage tourism;
  - create a number of events spaces that will allow the different ethnic groups living in and around the town to celebrate their particular cultural traditions and share them with other residents, day visitors and tourists;
  - enhance the quality of tourist accommodation along the river and integrate nearby Kunkilling Forest into the tourism product of the town.

There is no information currently available on the number of tourists staying in Janjanbureh over the course of a year, or even about the total number of tourist bednights. Our research has established there are currently 114 tourist rooms on offer in and around the town, or around 230 bedspaces.

In terms of visitors to the various cultural and natural heritage attractions locally, NCAC report around 3,350 visitors to the Kankurang Museum between January and May 2023, and in the 2023/24 season it was reported that 40 tourists visited Kunkilling Forest, only around 25% of the previous visitation rates of around 150 tourists per year. There is no information available on the number of visits to the so-called Slavery House in central Janjanbureh, or to the Musa Molloh Tomb at Kunkilling.

Turning to the predicted impact of the proposals put forward here, assuming 230 bedspaces and a target of 40% utilisation over 240 days (8 months for the main season) gives a total of 22,080 bednights. And assuming an average length of stay in the town of 2 nights, that gives an estimate of just over 11,000 tourists per an-

num visiting the town. Once the GTB lodges at Kunkilling become operational, then it is possible that some of the activity currently hosted in Janjanbureh may migrate there but of course that development, if properly marketed, could also generate additional interest in the destination and an overall increase in visitor numbers and bednights.

5.6 Delivery timeline

5.6.1 Indicative timeline if all funding available

This project has several components with differing timelines, as demonstrated below in Table 10.

5.6.2 Suggested breakdown into small work packages

As indicated above, the project could be broken into a number of discrete components and we have costed up seven separate packages of work, as below. Note that the two Kunkilling Forest parts can be delivered at any time and are not mutually dependent:

- creation of new public open space and associated facilities in town centre (priority);
- creation of new museum in the so-called ‘Slavery’ House;
- refurbishment of Post Office and restoration of Wooden House (each can be delivered separately by NCAC, if needed);
- redevelopment of the Kankurang Museum site;
- development of trail out to Colonial cemetery and refurbishment of same;
- development of new eco-lodge at Kunkilling;
- restoration of Musa Mollah tomb and landscaping works.

Table 10 – Timeline for delivery of different project components

	Kankurang Museum & Event area	Gampost Building & Slavery House	Park development on John Street, river bank works	Restoration of Wooden House	Kunkilling lodges
Year 1	Discuss plans with all Kankurang Festival Stakeholders Once approval achieved, detailed planning	Negotiate transfer of land ownership OR compulsory purchase	Negotiate transfer of land ownership OR compulsory purchase	Discuss proposals with resident family Assuming positive response, proceed with rebuild Capacity building interventions	GTB’s contractors to complete build Capacity building interventions
Year 2	Secure funding Advertise and let tenders Capacity building interventions	Detailed planning Secure funding Advertise and let tenders Capacity building interventions	Detailed planning Secure funding Advertise and let tenders Capacity building interventions	Promote to visitors as part of a tour	Operational
Year 3	Physical works completed in time for that year’s festival	Conservation works carried out New displays installed in the buildings Cafe opens	Physical works completed Open to public		



Table 11 – Summary of estimated quantities and costs (2024 prices)

ITEM	UNIT OF MEASUREMENT	UNIT PRICE US\$  VAT EXCLUDED	D01 . 5  Creation of new public open space and associated facilities in town centre – Freedom Park		D05.2  Creation of new museum in the so-called ‘Slavery’ House		D05.3  Refurbishment of Post Office and restoration of Wooden House		D05.4  Redevelopment of the Kankurang Museum site		D05.5  Development of trail out to Colonial cemetery and refurbishment of same		D05.6  Development of new eco-lodge at Kunkilling		D05.7  Restoration of Musa Mollah tomb and landscaping works		TOTAL	
			Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	QUANTITY	AMOUNT US\$
EXTERNAL WORKS																		
Landscaping of “green parking” area (interlocking paviors with grass laid on sable)	sqm	17							314	5,338			100	1,700			414	7,038
Soft landscaping of green areas (without plantation of trees)	sqm	15	3,995	59,925	1,110	16,650	1,290	19,350	925	13,875			500	7,500	200	3,000	8,020	120,300
Wooden Platform, including foundation, structure and board	sqm	149							2,800	417,200							2,800	417,200
Custom signage system, painted wood (interpretation panels, path signs, roadside directional signs, etc)	per sign	149	4	596					2	298	10	1,490	5	745	2	298	23	3,427
Street and beach furniture, including benches, tables, garbage bins, and bicycle racks, constructed from painted wood by local artisans.	per piece (average)	179	15	2,685	15	2,685	8	1,432	15	2,685	10	1,790	15	2,685	5	895	83	14,857
Supply and planting of new trees, local species, min. 3 m high	per tree	373	16	5,968	3	1,119			5	1,865			10	3,730			34	12,682
Cleaning and paving walking paths (soil stabilization and gravel)	sqm	24	5,300	127,200	600	14,400	500	12,000	332	7,968	6,750	162,000			20	480	13,502	324,048
Safety fence 3 m high (chainlink, and plantation of shrubs to completely cover the fence)	m	45	240	10,800													240	10,800
Renovation and upgrading of the existing Jetty	sqm	2,813	300	843,900													300	843,900
Coastal protection work reinforcement	m	300											250	75,000			250	75,000
BUILDING																		
Building, open shaded structure, wood with thatched roof (entry point)	sqm	448									4	1,792					4	1,792
Building closed structure (mud brick, wood, traditional materials)	sqm	373	1,000	373,000			250	93,250	200	74,600							1,450	540,850
Block of composting toilets, including simple masonry building	per unit	554							10	5,540							10	5,540
Refurbishment of existing masonry building (including cleaning, internal and external painting, new pavings, fixtures, waterproofing, MEP)	sqm	392					260	101,920									260	101,920
Rehabilitation of the existing Heritage Building	sqm	500			510	255,000									60	30,000	570	285,000
Exhibit Stall (wood)	per unit	1,000	5	5,000	5	5,000											10	10,000
New Luxury Resort (Bungalows)	sqm	522											250	130,500			250	130,500
Swimming pool	sqm	299											45	13,455			45	13,455
Interior finishes (High-quality interior finishes for lodge, restaurant, and bungalows)	per sqm	80											2	160			2	160
MEP																		
Public lighting system including lighting appliances and cabling	per lamp post	1,045	6	6,270	3	3,135	2	2,090	4	4,180			15	15,675			30	31,350
Freshwater supply system (RO system)	lump sum	20,000			1	20,000	1	20,000					1	20,000			3	60,000
Solar power supply system	lump sum	20,000			1	20,000							1	20,000			2	40,000
Waste water system (PVC pipe, including manholes, etc.)	m	10			50	500			20	200			100	1,000			170	1,700
Connection to the telecommunication network	lump sum	3,500			1	3,500	1	3,500					1	3,500			3	10,500
Organic waste composting system	lump sum	5,000			1	5,000	1	5,000					1	5,000			3	15,000
SUBTOTAL amount of works (a)			1,462,208		346,989		258,542		533,749		167,072		300,650		34,673		3,103,883	
ENGINEERING SERVICES for design and works supervision 10% (a x 0,10 = b)			146,221		34,699		25,854		53,375		16,707		30,065		3,467		310,388	
CONTINGENCIES 20% (a x 0,20 =c)			292,442		69,398		51,708		106,750		33,414		60,130		6,935		620,777	
TOTAL including contingencies and services (a + b + c = d)			1,900,870		451,086		336,105		693,874		217,194		390,845		45,075		4,035,048	



## 5.7 Indicative costs (summary)

In all, the projected capital works across the various locations across the Crossroads of Cultures project are estimated altogether at some **US\$4.035,000 million** at 2024 prices (see Table 11). This covers all of the proposed works associated with the creation of new public spaces, refurbishment of historic buildings and their conversion to tourism uses and the upgrading of the public realm plus other important interventions..

Individual component cost estimates are based on our team architect's estimates of the quantities of work required, whilst the indicative costs per unit have been provided by one of The Gambia's leading quantity surveyors. Please note that these are indicative only and will require considerable elaboration as more detailed plans are drawn up.

It has been suggested that Janjanbureh could be used as a pilot project to assess whether a 'tourist tax' could work in Janjanbureh. In other words, whether a levy paid by overnight guests staying in and around the town (say US\$1.00 or US\$2.00 per night) could be collected centrally and used to support the management and promotion of Janjanbureh as a destination.

This is an interesting proposition and the legality of it would need to be confirmed. Such taxes or levies (sometimes compulsory, sometimes voluntary) can be found in other destinations (e.g. Prague in Czechia or Barcelona in Spain) where the revenue is used to supplement local authority budgets and is normally ring fenced to help pay for capital or revenue works designed to support the tourism sector. Given that NCAC already collects revenue from visitors to the Kankurang Museum, it would be important to explain to tourists where the funds were being used e.g. for the maintenance of the large areas of public space proposed under this project, or for the conservation of historic structures around the town. This proposal should be the subject of a stand-alone study led by relevant officers within the MoTC ,Ministry of Finance and other key organisations.

## 5.8 Responsibility for implementation (lead agency and partners)

This multi-component project needs strong leadership and in the first instance, it is proposed that a working group is established, chaired by the Governor Of Central River Region or a delegated person, and involving representatives of local government, MoTC, GTB, NCAC, DPWM, Forestry Department and some appointed representatives of key community groups and other stakeholders, including Gambia Ferry Services Company Ltd and Just Act.

This working group will monitor progress towards the delivery of the overall project proposals put forward here as individual components will be the responsibilities of different agencies and organisations.

It will also be responsible for facilitating engagement with existing community groups such as those listed below:

- Janjanbureh Area Council and Ward Development Committees (WDC);
- Just Act;
- Janjanbureh Guides Association;
- Kankurang Festival Committee;
- Traditional Kankurang Elders Committee;
- Kunkilling Forest Park Co-Management Committee ;
- Community-Based Tourism (CBT) committees at Tabanani and Jamali;
- Village youth groups;
- McCarthy Theatre Film Production.

## 5.9 Proposed business model(s)

Different business models need to be adopted here according to the specific aspect of the development opportunity:

- refocussed Kankurang Museum and events area – remains NCAC responsibility;
- refurbishment of Gampost building and repurposing for tourism – NCAC and/ or local authority to run it in a Public:Community partnership with Just Act;
- refurbishment of 'Slavery House' and creation of new cafe area – EITHER the existing owner pursues this option as a purely private-sector led operation OR the building is acquired by NCAC at market value and developed by them, with a local hospitality business being offered a 3 to 5 year lease to run the cafe whilst NCAC itself runs the museum inside the building (effectively transferring the existing operations from the outskirts of the town to this location);
- creation of new public park below the Freedom Tree – suggested mechanism is to bring the land into public ownership via a land swap, with the existing owner being offered title to the land occupied by the former Government depot immediately to the East (which is slightly larger in area) and title to the land fronting the main access road to/from the ferry being transferred to the local government who will then develop and maintain the proposed park and events space;
- it is proposed that responsibility for constructing and operating the ecolodge at Kunkilling is given by GTB to a private sector

investor who will lease the land on a 30 year concession, to enable him/ her to secure an appropriate return on their investments;

- The local community living near the Musa Molloh Tomb will retain responsibility for its protection and maintenance.

## 5.10 Expected outcomes, including summary CBA

There will be some significant positive economic and social outcomes associated with this investment including:

- increase in employment opportunities during construction and once operational;
- increase in other economic benefits to local communities through the supply chain;
- increase in other social cultural benefits to local communities, linked to the renewed appreciation of the area's cultural heritage and traditions;
- decrease in negative social, cultural and environmental impacts.

Based on an initial investment of around **US\$4,035,048** we estimate some **387 FTE jobs** would be created in the local and regional economy associated with this capital spending, based on an estimated cost per construction job of US\$2,100 per FTE position and assuming that around 20% of the total project costs (i.e. US\$1,860,686) will be spent on labour.

By year 5, once all interventions are complete and the destination is well established, then we see an estimated annual spend by tourists staying in and around Janjanbureh of around **US\$2,540,000** per year (at 2024 prices). Taking the multiplier effect into account this will generate total spending in the local/ regional economy of an estimated **US\$5,080,000**. This will support around **2,987 FTE** jobs in the tourism sector and related supply chains, based on an estimated cost per job of around US\$1,700 per FTE position. Note that this reflects estimates of all tourism activity in Janjanbureh once the works are complete. In the absence of any robust data on current levels of tourism activity within the town, we cannot determine what level of ADDITIONAL spending will arise from the proposed investments and therefore how many new direct, indirect and induced jobs will be supported by the interventions described earlier.

Turning to the results of our initial cost benefit analysis, the 10 year cost:benefit ratio is calculated at **8.28** which is exceptionally positive, though must be considered an over-estimate in terms of the net gains delivered by the investment in restoring historic structures, repurposing the Kankurang Museum, delivering new public spaces etc.



Turning to a 30 year timescale however, the 30 year cost:benefit ratio is calculated at **14.33** which again is exceptionally positive, and would justify the investment as a long term initiative, with the caveat that this cannot represent net gains but rather the anticipated overall impact of tourism locally. Note that this relatively high rate of return is linked to the anticipated uplift in overall tourism activity to the town associated with the creation of a much enhanced town centre, making it a nice place to stay for several days whether tourists are travelling in an organised group or independently.

From a local economic and social development perspective, creating an initial 322 or more jobs so during the capital works and then supporting, in the long term, some 2,990 jobs in the tourism sector and associated supply chains across the Denton Bridge area, makes this an investment worthy of attention from the public sector and partners in both the private sector and also international development agencies.

## 5.11 Project description

The Kankurang Heritage Site and Freedom Tree Park Development project is an ambitious and culturally significant initiative that seeks to revitalize key historical sites while enhancing public spaces for community use. This comprehensive project will preserve and celebrate the rich heritage of the area, introducing modern amenities that blend seamlessly with traditional aesthetics. By integrating historical conservation with contemporary infrastructure, the project aims to create a vibrant, educational, and enjoyable environment for both residents and visitors.



Fig. 34 : The Post Office to be converted into a new infopoint

## 5.12 Project components

There are a broad range of proposed interventions associated with the project, mainly in the heart of Janjanbureh but also out around the Kankurang Museum and event area, and further afield at Kunkilling Forest. These are summarised below:

**Freedom Tree Park.** The landscaping of these key area will transform an unused urban zone into lush green spaces with new trees, benches, and paved walkways. The design will incorporate existing remains of a traditional wall, which will serve as a scenic backdrop, enhancing the cultural ambiance of the park;

### Conservation and Adaptive Re-use of Heritage Buildings:

- the so-called "**Slave house**" will be meticulously converted into a museum dedicated to local history, including Kankurang traditions, complete with a cafe and open space for social interactions.
- the colonial-era **Post Office** will be transformed into an information point and visitor facilities, enhancing the site's usability and visitor experience.

**Heritage Traditional Building Reconstruction.** The former wooden house will be reconstructed, preserving its historical design and significance.

**The existing jetty** will undergo extensive renovations and upgrades to enhance its functionality and appeal. This revitalized structure will serve as a focal point for maritime activities and provide an attractive space for leisure and events.

**Demolition of Toilet Blocks.** The outdated toilet blocks in front of the Slave house will be carefully demolished. This will not only open up the space but also restore the historical integrity and visual continuity of the site.

**Kankurang Site Landscaping.** Additional green areas, paved pathways, and new tree plantings and additional buildings will further beautify the Kankurang festival site, creating a clear entry point and a welcoming and serene environment for festivals and daily use.

**Green Parking Area.** A thoughtfully designed green parking area at the Kankurang festival site will provide eco-friendly parking solutions, integrating seamlessly with the surrounding landscape.

**New Buildings.** Several new structures will be constructed using traditional materials to maintain the historical aesthetic. These include: Closed structures for various functional purposes and open shaded structures with wooden frames and thatched roofs, providing charming vendor stalls and entry points.

**Refurbishment of Existing Museum Building.** The former Kankurang Museum building site will be refurbished, involving cleaning, internal and external painting, new paving, fixtures, waterproofing, and mechanical, electrical, and plumbing (MEP) upgrades to ensure modern functionality while preserving its historical essence.

**Tiered Seating Construction.** The project will include the construction of tiered seating at the Kankurang festival site, blending natural materials with ergonomic design to ensure comfort and accessibility for all visitors.

**Custom Signage System.** A custom signage system made of painted wood will be installed, featuring interpretation panels, path signs, and roadside directional signs to guide and inform visitors.

**New Fencing.** Stone and wood fencing will be installed around Freedom Tree Park and the Kankurang festival site, enhancing security and aesthetic appeal.

**Utility Networks.** Comprehensive power, water, and sewerage systems will be installed to support the new and existing structures, ensuring reliable and modern utilities.

**Public Lighting System:** the implementation of a public lighting system, including modern lighting appliances and cabling, will ensure safety and visibility throughout the site.

**Freshwater Supply System.** A new system will be installed to provide a reliable and sustainable source of freshwater.

**Solar Power Supply System.** Solar energy will be harnessed to power the development, promoting sustainability and reducing environmental impact.

**Waste Water System.** A robust waste water system, including PVC pipes and manholes, will be constructed to manage sewage efficiently and hygienically.

**Walking Trail to Colonial Cemetery.** A walking trail from the eastern edge of the town through the fields and forest out to the Cemetery. Minimal interpretive signage to keep costs low, and to encourage visitors to use the services of local guides instead.

**In Kunkilling Forest, the demolition of the existing partially-built ecolodge structures and their replacement with high quality ecolodges built** according to the best practice guidelines published by the International Ecotourism Society in 2002.(see: <https://gileboom.ir/wp-content/uploads/2018/02/International-Ecolodge-Guidelines.pdf>)

**Conservation and protective works to Musa Molloh tomb and associated landscaping.**



### 5.13 Actions for implementation

As indicated earlier, there is a broad range of partners who will be involved in driving forward the projects mentioned here, and thus the priority must be to establish a task-driven working group as described earlier in Section 5.8, under senior leadership, to co-ordinate the detailed planning, fundraising and implementation of every component.

The local municipality planning team may wish to prepare a masterplan for the town centre that builds on the proposals presented here, and use this as leverage in negotiations with the existing owners of the ‘Slavery’ House; the family in whose compound the remains of the Wooden House are located; GAMPOST and the owner of the land proposed for redevelopment as the public open space adjacent to Freedom Tree Park.

Key to the success of the project will be the acquisition by the public sector of the land proposed for the park extension. As previously discussed in 5.9, this could be achieved through a land-swap with the current owner being given title to the site of the former Government workshops and service facilities immediately to the east of the site in question and in return, giving title to the land proposed for the new park to the Government.

That activity notwithstanding, the proposed activities at Kunkilling (demolition of existing foundations and partially-built structures; development of a new high quality lodge and improvements at Musa Mollah tomb) can take place as soon as GTB and the Forestry Department agree on how to take forward that part of the project.

### 5.14 Preliminary environmental screening

The main environmental issues identified during our preliminary screening exercise are:

- the lack of operational management plans for the various historic structures that originally were intended to be part of the Historic Georgetown extension to the Kunta Kinteh Island World Heritage Site. This is a major concern for the so-called Slave House, Post Office and the Wooden House;
- the lack of resources available to maintain other heritage attractions, such as the Kankurang Museum;
- the amount of littering around the town which creates a negative visual image and which is potentially a health hazard.

The first two points need to be addressed by the NCAC and will require additional resourcing which must be negotiated with the Ministry of Finance. The latter is a national issue in cultural terms, but could be addressed locally through a well-resourced and high

profile campaign, backed up by appropriate waste disposal and recycling provision. A pilot project in Janjanbureh to tackle the problem of littering and waste management could be a useful addendum to the project proposals presented here.

### 5.15 Preliminary social screening, including anticipated benefits to surrounding communities

#### 5.15.1 Introduction

There are a number of key social issues affecting the sites, some of which are addressed through the proposed interventions though others will require action and investment by others. Key social challenges are:

- in light of the increasing level of external interest there is a risk of commodification of Kankurang and masquerade culture and Nyankusita and Teenyan Sita sacred sites (baobab trees) without responsible management and a continued level of high community engagement in deciding the terms and way in which their intangible and tangible cultural heritage is shared;
- current limited community engagement in development of Kunkilling Lodge and deciding interpretation narrative risks their exclusion from tourism opportunities and determining their public identity and narrative/stories to share with tourists;
- security of female staff working at Kunkilling lodge could be a minor issue (identified in consultation) to address as located significant distance from the village and would involve night shifts. This could be addressed easily through provision of evening transport for staff by their employer at the lodge;
- introducing tourist accommodation in such remote rural areas poses risk of sex tourism and child protection issues for local communities if not responsibly managed through capacity building and preventative measures being put in place.

#### 5.15.2 Target beneficiaries

There are wide range of community stakeholders who it is envisaged will be the target beneficiaries from the development of tourism at the site who are listed below:

- Janjanbureh community;
- Just Act Youth Group;
- Janjanbureh Guides Association;
- Kankurang Festival Committee;
- Kanyeleng (barren women's cultural group);
- Kunkilling Forest Communities (Boraba, Kessereh Kunda, Korup, Bukereh Kunda);

- Custodians of Musa Molloh tomb;
- Kafu Kawarat (women's cultural group at Korup).

#### 5.15.3 Community opportunities/benefits

The proposed responsible development of the sites will create a number of significant number of opportunities/benefits for the community, summarised below:

- cultural revival of Kankurang, masquerade and other aspects of intangible heritage;
- revival of historic colonial tangible heritage sites;
- improvement to Janjanbureh public realm e.g. new green spaces and park, toilets, ferry service;
- improved awareness raising and education for young generations about history and cultural heritage;
- employment and income opportunities for Janjanbureh and Kunkilling communities e.g. site construction and maintenance; new tourist activities/services;
- supply chain linkages with local producers e.g. honey, tappa lappa, garden produce, rhum palm basketry for lodge interiors, street food;
- benefits for SMMEs and accommodation providers through increased occupancy of tourist accommodation and increased visitor numbers.

#### 5.15.4 Women and youth empowerment opportunities/benefits

A number of specific women and youth opportunities should also result from the proposed development at this site, including the following:

- increased market access for sale of garden produce, tie and dye, batik, street food;
- income generation opportunities through provision of cultural activities, tour guiding and boat trips;
- employment opportunities in Janjanbureh, for example at visitor information centre, museums, new cafe, wooden house;
- increased trade for female vendors at ferry/local market;
- employment opportunities in Kunkilling as forest park scouts, local wildlife guides, housekeeping, cooks, lodge staff (Kunkilling youth);
- opportunities for women and youth-led SMMEs start-up tourism enterprises, for example boat trips, cultural experiences such as a “human library” project where tourists learn direct from local resource people.



### 5.16 Potential barriers & challenges for implementation

The main barriers here revolve around the existing landownership issue, with the so-called Slavery House and the vacant plot we have ring-fenced for the park extension being in private ownership at present. Either the landowners are encouraged to engage fully with the detailed planning and implementation of these proposals, or they are marginalised and hence in a position to be obstructive. We are unclear as to whether legislation exists in The Gambia at present for compulsory purchase of private land and if so, what conditions might apply for projects that are essentially tourism and amenity based, rather than focussed on issues of national security.

Otherwise, the main challenges revolve around:

- ensuring the various capital projects on John Street are phased in a way that minimises disturbance to ferry operations (perhaps carrying the main works out at a ‘quieter’ time of year for cross-river traffic, if such a period exists);
- as always, securing funding for the different component parts of the project in a timely manner so that progress doesn’t stall;
- linked to the above, making sure that there is a steady flow through of completed projects so as to maximise public awareness and promotional activities;
- continuing to deliver the Kankurang Festival to the highest standards and using it as a tool to promote the destination even whilst major environmental works are proceeding in the centre of the town;
- need to invest significant resources into a collaborative and strategic approach to building capacity of key site stakeholders to progress the proposed projects at these sites and manage them in the long-term. Particular capacity issues to be addressed at Janjanbureh and Kunkilling will include multi-stakeholder partnership management; interpretation, storytelling, experience design and product development for new site managers, local guides and tour operators; sustainable event management and management of tourist-host interaction and relationships.

### 5.17 Learning from elsewhere/ best practice

In terms of creating an attractive public park in a historic town, there are many examples from around the world to choose from. For the purposes of this study, we would highlight the so-called **Heritage County Park in San Diego, California, USA**<sup>16</sup> which is dedicated to the preservation of San Diego’s Victorian architecture.

<sup>16</sup> See <https://www.oldtownsandiego.org/heritagepark/> Accessed 9<sup>th</sup> July 2024

Expansion of the downtown area of San Diego after World War II threatened some of the town’s most historic structures with demolition on their original sites. Public and private funds paid for the acquisition, relocation, and restoration of these buildings which now sit in a 7.8 acre (3.2 ha) site in the centre of the town, which functions as a focal point for tourists and for recreational activities of local residents. The open space is accessible to all, and visitors can pay to go inside selected historic structures.



Image source: <https://www.oldtownsandiego.org/heritagepark/> Accessed 9th July 2024  
**Fig. 35 : Heritage County Park, San Diego**

Another example of revitalising heritage buildings for tourism purposes is **Dragon Hall in Norwich, England**. This was a medieval merchant’s house and had been kept in poor condition for many years. A well-designed conservation programme was implemented to ensure that the historic fabric of the building was retained and strengthened where possible, and a range of interpretive displays were installed, explaining the history of the building and how it reflected economic and social life in the city over the centuries. The attraction receives thousands of visits a year from local residents keen to learn more about their city’s rich history, from educational groups and from tourists.



Image (c) PLB Consulting Ltd  
**Fig. 36 : Interpretive displays in Dragon Hall, Norwich**

In terms of lodge developments (which are proposed at Kunkilling), the **Jukil Community Lodge at Santiago de Agencha, Bolivia**<sup>17</sup>, offers an example of how to develop a community-focussed development in partnership with a charitable organisation and tour operators. Planeterra, a tourism-sector NGO, funded training and technical assistance to a community group wishing to take over and operate an abandoned lodge. They also funded much of the upgrading work needed to bring it up to the standards expected. The tour operator G Adventure has an exclusive contract with the lodge and brings around 300 guests per month to the location who collectively spend around US\$9,000 on accommodation, food & drink and services. Profits are invested in a community fund and used to support local education and health-care provision in this remote location. One of the highlights for many tourists is a walk through the village to a sacred mountain top.



Image source : <https://planeterra.org/jukil-community-lodge/> Accessed 30<sup>th</sup> August 2024  
**Fig. 37 : Jukil Community Lodge, Bolivia**

<sup>17</sup> See: <https://planeterra.org/jukil-community-lodge/> Accessed 30<sup>th</sup> August 2024



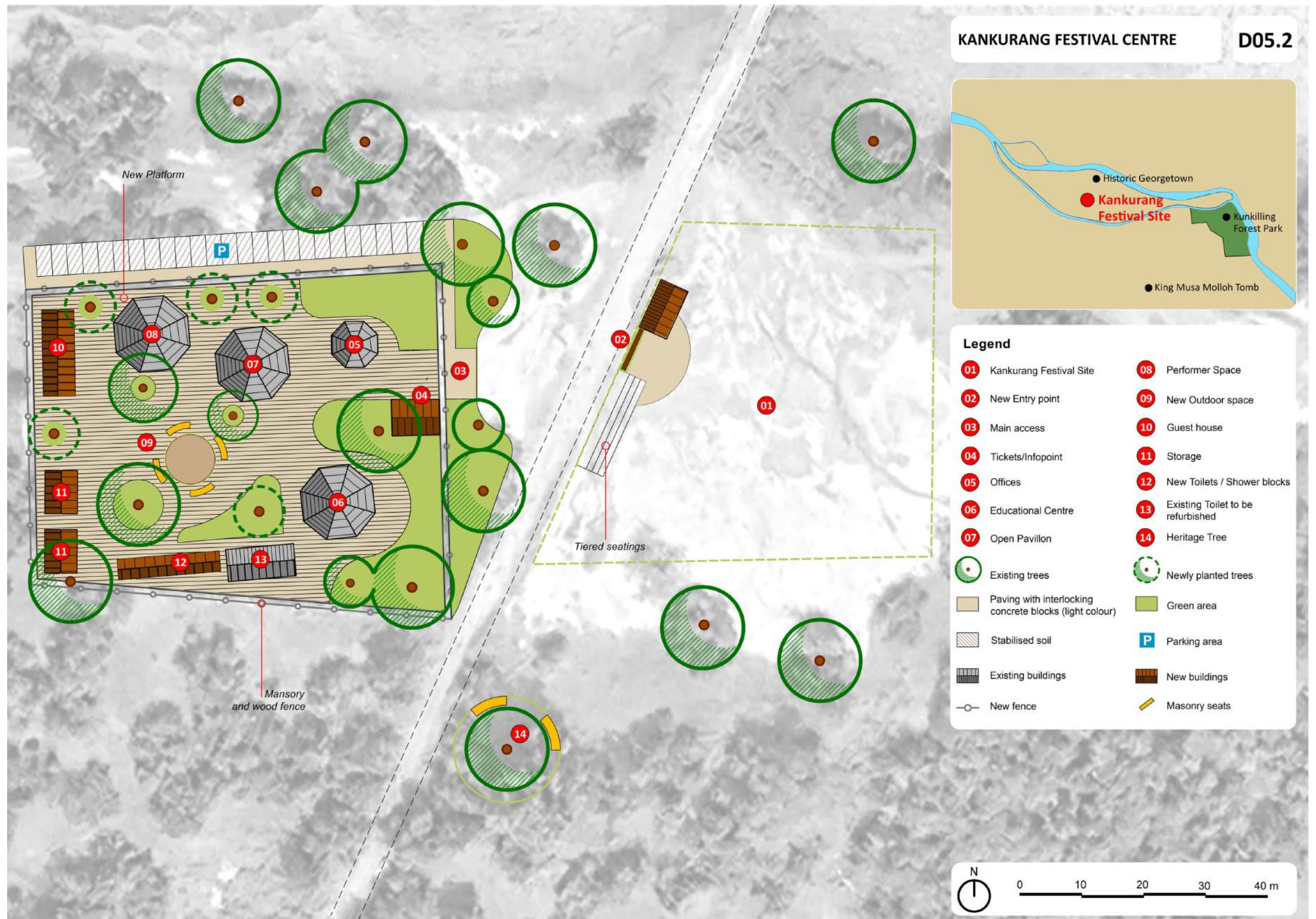
Table 12 – Spreadsheet showing attendance and income projections over 30 years, plus impact of multiplier and calculations for outline cost:benefit analysis (all 2024 prices except where indicated)

	Years																														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
Expected number of tourists	5,000	6,000	7,000	8,500	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	
Expected number of bednights	10,000	12,000	14,000	17,000	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	22,080	
Average spend per bednight (\$)	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	
Total spend by tourists (\$)	1,150,000	1,380,000	1,610,000	1,955,000	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	
Total income earned from visitors (\$)	1,150,000	1,380,000	1,610,000	1,955,000	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	2,539,200	
Total earned income assuming multiplier effect of 2.0 (\$)	2,300,000	2,760,000	3,220,000	3,910,000	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	5,078,400	
Costs (\$)	4,035,048																														
Present value of costs (discounted at 10% per year) (\$)	4,035,048																														4,035,048
Present value of benefit, discounted by 10% per annum from Year 2 (\$)	2,300,000	2,509,091	2,927,273	3,554,545	4,616,727	4,197,025	3,815,477	3,468,616	3,153,287	2,866,624	2,606,022	2,369,111	2,153,737	1,957,943	1,779,948	1,618,135	1,471,032	1,337,301	1,215,729	1,105,208	1,004,734	913,395	830,359	754,872	686,247	623,861	567,146	515,588	468,716	426,105	57,813,855
Cost:Benefit Ratio in year 10										8.28																					
Cost:Benefit Ratio in year 30																															14.33

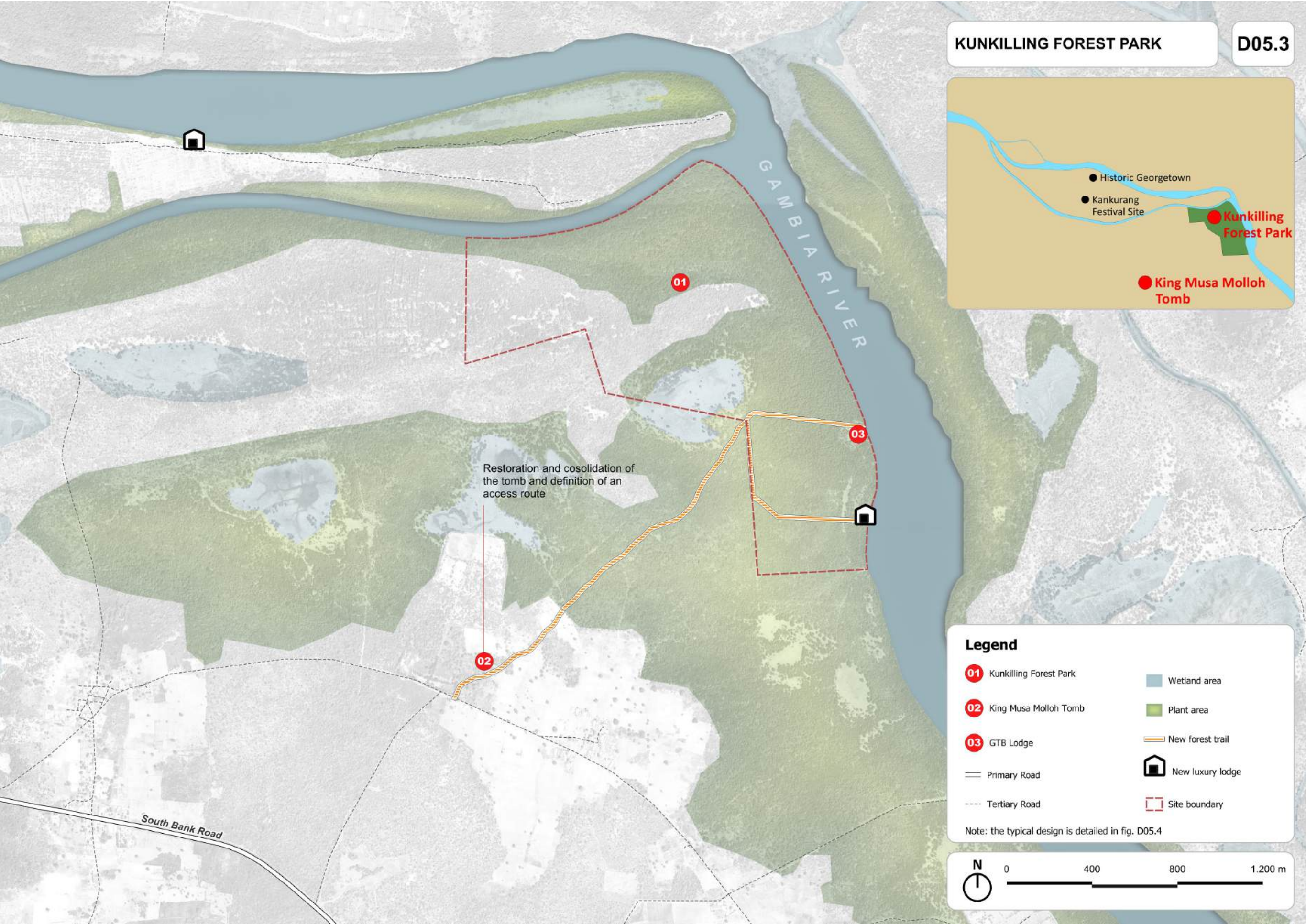














## LUXURY BUNGALOWS

D05.4



### Legend

- |                  |                     |
|------------------|---------------------|
| 01 Main Access   | 06 Bedroom          |
| 02 Swimming pool | 07 Restroom         |
| 03 Platform      | 08 Walk-in closet   |
| 04 Living room   | 09 Services area    |
| 05 Kitchen       | 10 Out-door Kitchen |





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## D06 Welcoming the Spiritual Traveller

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# D06 Welcoming the Spiritual Traveller

## 6.1 Location including region

Kenye Kenye Jamango Mosque, Gunjur, Western River Region

## 6.2 Summary description

In order to support the growth of pilgrimage and religious tourism in The Gambia, especially from the country's West African neighbours, it is proposed to develop a suite of 6 to 8 lodges (total of 24 rooms) for independent travellers and small groups in the dunes to the north of the site, and to construct a 40 room hotel (standard to be determined by further market research) that can accommodate groups of pilgrims. All accommodation provision would be managed according the principles of Muslim-friendly tourism (i.e. respecting halal requirements, providing prayer mats in bedrooms, indicating the Qibla in private bedrooms etc).

An on-site museum with displays of the scriptures of Sheikh Umar Futi'u Taal would enhance the visitor's understanding of the site and its importance to followers of the Tijani Sufi sect of Islam.

Landscaping the small dell between these two locations will create an attractive semi-natural landscape for contemplation, whilst installing a more formal garden in front of the mosque, to traditional Islamic design, will enhance the overall aesthetic appeal of the building. Enhancing visitor facilities in the mosque or at the entrance point for non-Muslim cultural tourists who could have the mosque as a stop off on a cultural itinerary is also important.

Providing a more formal promenade, which could form part of sea defences for the site, will provide the double function of providing an amenity space and protecting the site against future sea level rises associated with climate change.

Finally, there is a need to renovate the mosque building itself (basic painting, electrics & toilets). Moreover, the concrete extension to the mosque for the Koranic school negatively impacts the overall impression of the mosque and alternative provision could be created elsewhere, allowing for the removal of this intrusive structure.

## 6.3 Context and Rationale

The Kenye Kenye Jamango mosque occupies a special place in the heritage of the Tijani Sufi sect of Islam, and is particularly popular with pilgrims from neighbouring Senegal. Built on top of three rocks where Sheikh Umar Taal spent time in spiritual retreat, the mosque occupies a prominent location on sand dunes overlooking the Atlantic Ocean. Political changes in The Gambia in 2017 meant that the secular buildings on the site, designed to accommodate visitors, were never completed and the landscaping around the site remains similarly deficient. There is a current project to improve the condition of the access road to and through the site.

By investing in the upgrading of the site and by providing bedspaces for pilgrims, the proposed interventions will strengthen the site's appeal as a destination for pilgrimage and spiritual tourism, helping The Gambia tap into this important niche market.

## 6.4 Current landownership (where known)

We have been advised that ownership of the land is disputed and is currently subject to investigation.

## 6.5 Project objectives and anticipated market demand

The objectives of this project are four-fold:

- undertake the conservation and associated building works needed to ensure the building is fit for purpose in every sense of the word;
- create a harmonious environment around the mosque that enhances its appeal as a destination for worship, spiritual retreat and contemplation;
- add tourist accommodation and associated services that will cater for pilgrims and spiritual tourists who wish to spend several days in and around the mosque;

- develop a programme of religious events and spiritual/cultural visitor activities that add value to the visitor experience at the site, increase length of stay and maximise opportunities for local benefit.

No formal data is currently available on the number of worshippers who come to the site on an annual basis, though we have been advised that some thousands of worshippers attend the three day annual *Gamo*.

In terms of anticipating annual demand, it is proposed to provide around 128 bedspaces across the hotel and lodges. Assuming 50% occupancy within 5 years, this will equate to some 23,360 bednights per year (or around 60 guests per day). In addition we estimate a further 50 pilgrims/ worshippers per day on average (18,250 per year), though their expenditure will be minimal.

## 6.6 Delivery timeline

### 6.6.1 Timeline if all funding available

There are a number of key factors that will impact upon the delivery of this project within a specified timeline, and these relate to the question of landownership. Once this is resolved, we would suggest the following broad timeline:

**Year 1** Draw up detailed plans; securing funding for mosque repairs & rehabilitation; promenade/ sea defences; lodge completion; landscaping works; draw up tender documents; advertise work packages and appoint contractors.

**Year 2** All above works other than Islamic Garden in front of mosque completed; draw up tender package for design, build and operation of pilgrim hotel overlooking the site and also the museum; advertise work package and appoint contractor; and deliver capacity building initiatives.

**Year 3** Hotel constructed; Islamic Garden completed; Grand Opening.



### 6.6.2 Suggested breakdown into smaller work packages

If funding is not available for the whole package of works at one time, then a suggested breakdown into smaller parcels is as follows:

- sea defences/ promenade;
- conservation works to mosque;
- completion of lodges;
- construction of new hotel/ hostel;
- landscaping works across whole area;
- development of museum/ visitor centre.

### 6.7 Indicative costs (summary)

In all, the projected capital works associated with upgrading the hard and soft landscaping, providing a portfolio of appropriate tourist accommodation and other essential works, are estimated at just over **US\$4.06 million** at 2024 prices. Individual component cost estimates are presented below in Tables 13 for each of the work packages previously introduced, and are based on our team architect's estimates of the quantities of work required, whilst the indicative costs per unit have been provided by one of The Gambia's leading quantity surveyors. Please note that these are indicative only and will require considerable elaboration as more detailed plans are drawn up.

**Table 13 – Summary of estimated quantities and costs (2024 prices)**

ITEM	UNIT OF MEASUREMENT	UNIT PRICE US\$ VAT EXCLUDED	D06.1 Sea defences/ promenade		D06.2 Conservation works to mosque		D06.3 Completion of lodges		D06.4 Construction of new hotel/ hostel		D06.5 Landscaping works across whole area		D06.6 Development of museum/ visitor centre		TOTAL	
			Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	QUANTITY	AMOUNTUS\$
EXTERNAL WORKS																
Landscaping of “green parking” area (interlocking paviers with grass laid on sable)	sqm	17					1,380	23,460	1,780	30,260					3,160	53,720
Soft landscaping of green areas (without plantation of trees)	sqm	15	100	1,500			1,500	22,500			2,500	37,500			4,100	61,500
Supply and planting of new trees, local species, min. 3 m high	per tree	373					16	5,968	11	4,103	31	11,563			58	21,634
Cleaning and paving walking paths (soil stabilization and gravel)	sqm	24									4,000	96,000			4,000	96,000
Coastal protection work reinforcement	m	300	200	60,000											200	60,000
BUILDING																
Building closed structure (mud brick, wood, traditional materials)	sqm	373					826	308,098	1,600	596,800			250	93,250	2,676	998,148
Refurbishment of existing masonry building (including cleaning, internal and external painting, new pavings, fixtures, waterproofing, MEP)	sqm	392	100	39,200	3,800	1,489,600									3,900	1,528,800
Exhibit Stall (wood)	per unit	1,000											4	4,000	4	4,000
MEP																
Public lighting system including lighting appliances and cabling	per lamp post	1,045	2	2,090	2	2,090	6	6,270	3	3,135	15	15,675			28	29,260
Freshwater supply system (RO system)	lump sum	50,000	1	50,000			1	50,000	1	50,000	1	50,000			4	200,000
Solar power supply system	lump sum	15,000			1	15,000	1	15,000					1	15,000	3	45,000
Waste water system (PVC pipe, including manholes, etc.)	m	10			100	1,000	200	2,000	30	300					330	3,300
Connection to the telecommunication network	m	3,500					1	3,500					1	3,500	2	7,000
Organic waste composting system	lump sum	5,000			1	5,000	1	5,000	1	5,000					3	15,000
SUBTOTAL amount of works (a)			152,790		1,512,690		441,796		689,598		210,738		115,750		3,123,362	
ENGINEERING SERVICES for design and works supervision 10% (a x 0,10 = b)			15,279		151,269		44,180		68,960		21,074		11,575		312,336	
CONTINGENCIES 20% (a x 0,20 =c)			30,558		302,538		88,359		137,920		42,148		23,150		624,672	
TOTAL including contingencies and services (a + b + c = d)			198,627		1,966,497		574,335		896,477		273,959		150,475		4,060,371	



## 6.8 Responsibility for implementation (lead agency and partners)

Notwithstanding the outcome of the ongoing negotiations over landownership, we would expect the lead agencies to be involved in overseeing delivery of this project would be the Ministry of Tourism and Culture and the Ministry of Local Government, Public Lands and Religious Affairs working in partnership with the Gambia Supreme Islamic Council, with the Ministry of Tourism & Culture and representatives of Brikama LGA and Kombo South District, representing the community of Gunjur. In addition, there will be a need to involve the strong Tijania 'tariha' and also the family of Umar Fouti Taal in Senegal. As the project develops, then the private sector interest(s) involved in developing and running the lodge and hotel developments should also be engaged to oversee the successful delivery and operation of the project.

Community engagement should build on existing groups including Gunjur Village Development Committee; community representatives at Kenye Kenye Jamango Mosque; and Gamu organising committee & sub committees (e.g. security, accommodation, health & safety, catering, fundraising etc). However, it needs to be noted that since specific tourism-related community engagement mechanism not in place there is a minor risk that some community stakeholders could be excluded from the pilgrimage tourism and site development process.

## 6.9 Proposed business model(s)

This will be a PPP initiative. The lodges and hotel should be developed as private sector investments, with developers/ operators being given a long-term lease on the site to ensure they have the flexibility to invest in the quality of facilities need to secure long-term dividends. Similarly, a private investor may be encouraged to develop and operate the museum/ visitor centre relating to the life and work of Shaikh Umar Taal.

It may be that funding from an Islamic bank is suited to cover some or all of the development costs of the tourism infrastructure, whilst wealthy donors may wish to sponsor some or all of the landscaping works, whether this is the naturalised landscape of the dell, or the creation of more a formal Islamic garden in front of the mosque.

## 6.10 Expected outcomes, including summary CBA

There will of course be some significant positive economic and social outcomes associated with this investment including:

- increase in employment opportunities during construction and once operational;
- increase in other economic benefits to local communities through the supply chain;
- increase in other social cultural benefits to local communities, linked to the renewed appreciation of the area's cultural heritage and traditions;
- decrease in negative social, cultural and environmental impacts.

Based on an initial investment of around **US\$4,060,371** we estimate some **387 FTE** jobs would be created in the local and regional economy associated with this capital spending, based on an estimated cost per construction job of US\$2,100 per FTE position and assuming that around 20% of the total project costs (i.e. **US\$812,000**) will be spent on labour costs.

By year 5, once all interventions are complete and the destination is well established, then we see an estimated annual spend by day visitors and overnight tourists of some US\$1,606,000 per year (at 2024 prices). Taking the multiplier effect into account this will generate total spending in the local/ regional economy of an estimated US\$3,212,000. This will support around **1,890 FTE** jobs in the tourism sector and related supply chains, based on an estimated cost per job of around US\$1,700 per FTE position.

Turning to the results of our initial cost benefit analysis, the 10 year cost:benefit ratio is calculated at **5.33** which means this is a very attractive proposition for it to be private-sector led operation (a ratio of at least 1.3 is normally expected, whereby the benefits are valued more highly than the costs). However, it should be noted that in making these calculations, this assumes that the bulk of the revenue comes from guests staying overnight in the hotel and lodge accommodation and therefore will accrue to the private sector operator(s) of those establishments.

Turning to a 30 year timescale, the 30 year cost:benefit ratio is calculated at **9.13** which again is more than sufficient to merit investment from a private sector-led operation working in partnership with the other key stakeholders concerned in managing and maintaining the mosque.

From a local economic and social development perspective, creating an initial 320 or so jobs or so during the capital works and then supporting, in the long term, nearly 1,890 jobs in the tourism sector and associated supply chains around Gunjur makes this an investment worthy of attention from all relevant stakeholders.

## 6.11 Project description

This ambitious project focuses on the restoration and enhancement of the heritage mosque and its surrounding area, blending conservation efforts with modern amenities to support religious tourism and provide a serene environment for visitors. The project spans three years and includes several key components to ensure comprehensive site improvement.



Fig. 38 : Existing Entry Point

## 6.12 Project components

The main aspects of work to be carried out here are as follows:

- **Refurbishment and Conservation Light Works at the Heritage Mosque.** Detailed conservation efforts will be undertaken to preserve the historical integrity of the mosque, including essential refurbishments like painting, electrical upgrades, and toilet renovations.
- **Upgrading of the Existing Entry Point Structure.** The entry point to the mosque will be enhanced to improve accessibility and visitor experience. This upgrade will include structural improvements and aesthetic enhancements to create a welcoming entrance.
- **Improvement of the Sea Barriers.** Designing and implementing robust sea barriers to protect the site from coastal erosion and potential sea level rise. These barriers will be engineered to withstand environmental challenges while integrating seamlessly with the natural landscape.
- **Eco-Lodge Completion.** Finalizing the construction of the eco-lodge, which includes a main lodge structure with a restaurant, information point, toilet blocks, and other essential facilities. Additionally, 12 accommodation units will be completed, focusing on eco-friendly materials and sustainable design.



- **Landscaping the Area Between the Lodge and the Mosque.** This phase includes planting new trees, creating pedestrian pathways, and enhancing the area between the lodge and the mosque to provide a serene and accessible environment.
- **Landscaping the Islamic Garden in Front of the Mosque.** Designing and implementing a traditional Islamic garden with paths and canals in front of the mosque. This garden will enhance the mosque's aesthetic appeal and provide a tranquil space for contemplation.
- **New Pilgrims Hotel.** Construction of a new 40-room pilgrim hotel. This two-floor hotel will include a new parking area and service spaces, catering to the needs of modern pilgrims while complementing the site's overall aesthetic.
- **New museum/ visitor centre.** Creation of a museum celebrating the life of Sheikh Umar Futi'u Taal and his teachings, which will not only interest pilgrims but will also serve as a welcome and orientation centre for non-Muslim visitors keen to learn more about this aspect of West African heritage.



Fig. 39 : Location of the new Eco Lodge



Fig. 40 : View of the mosque from the beach



Fig. 41 : Garden in front of the mosque to be rehabilitated

### 6.13 Actions for implementation

In order to see this project through to implementation, early resolution of the land ownership issue is needed followed by securing the early interest of potential investors. A working group comprised of the Gambia Supreme Islamic Council, relevant government ministries and local government representatives should then be convened to drive the project forward through detailed planning and fundraising, then construction and operations. One particular task that would be beneficial would be some market research in the main potential sources markets for the accommodation aspects of the development, to ascertain what quality of provision would be most appropriate (i.e. budget; mid-range or luxury). This information would be invaluable when seeking to attract an investor or investors for the lodge and hotel aspects of the project.

Another essential activity is the design and delivery of capacity building interventions with local community, guides, religious leaders and groups, hotel and lodge staff, and other new SMMEs. This is required to deliver proposed plans for new accommodation, visitor services, Islamic Garden, site maintenance, pilgrimage and cultural experiences and events, and design and development of religious souvenirs.

### 6.14 Preliminary environmental screening

Key environmental issues identified at the site during the field missions were:

- potential for sea level rises associated with climate change and associated impacts of wave actions on beach and dunes, and indeed to the foundations of the mosque itself. This is why investment in sea defences and a promenade is proposed as part of this work package;
- some decay to the building fabric of the mosque itself, associated with atmospheric salts and their impact on stone and plasterwork. A properly planned and executed maintenance schedule is needed to ensure minor damage does not lead to more serious structural problems;
- marine litter deposited on the shore line and blowing inland, and terrestrial litter left by visitors. In both instances, these can be a potential health hazard as well as being unsightly. This should be addressed by the introduction of regular litter-picking patrols, perhaps by a cadre of young volunteers attached to the Mosque, in order that the surroundings do not detract from the overall experience of tranquillity and calm.

### 6.15 Preliminary social screening, including anticipated benefits to surrounding communities

#### 6.15.1 Introduction

There are a number of key social issues affecting the site, some of which are addressed through the proposed interventions though others will require action and investment by others. Key social challenges are:

Commodification of this sacred pilgrimage site if religious tourism could be an issue if not managed responsibly;

Moderate risk of insensitive/ disrespectful behaviour towards religious tourists at the mosque by non-Muslim tourists who are not well informed and value/use the site differently;

Negative interaction between religious and cultural tourists valuing/using the site differently could be an issue if effective awareness-raising activities (for religious and non-religious tourists and local people), guiding and practical visitor management strategies are not put in place;

Illegal profiteering during Gamos could become an issue if the commercial opportunities that arise are not formalised.

### 6.16 Target beneficiaries

It is envisaged that the surrounding community of Gunjur should be the main target beneficiaries for religious and pilgrimage tourism associated with the mosque. Further consultation is required to identify specific and informal target groups within the community so that appropriate monitoring of project impacts could take place.

#### 6.16.1 Community opportunities/benefits

The proposed responsible development of the sites will create a number of significant number of opportunities/benefits for the community, summarised below:

- destination image for The Gambia as a centre for pilgrimage and revitalisation of a renowned religious site;
- supply chain linkages for local producers to new tourist accommodation and catering for events such as for honey, fish, fruit and agricultural and vegetable garden produce;
- income from Gamos, Seeyareh events, and cultural itineraries;
- income from the sale of religious souvenirs e.g. prayer mats, beads, kaftans, prayer hats and scarfs, Islamic literature and unique Kenye Kenye mosque products);



- employment and capacity building opportunities at new accommodation e.g. site construction and maintenance, food and hospitality, cleaning, security;
- income from profit share/ lease from new accommodation.

### 6.16.2 Women and youth empowerment opportunities/benefits

A number of specific women and youth opportunities should also result from the proposed development at this site, including the following:

- income generation from Gamos and Seeyareh events e.g. shops, canteens;
- income generation for women's' groups responsible for catering and sanitation during religious ceremonies;
- employment at new tourist accommodation, guiding, cultural and religious tourism activities and events;
- supply chain linkages for produce from women's' gardens;
- income generation opportunities for women and youth-led SMMEs making and selling religious souvenirs (male youth);
- social and economic empowerment through tourism-related capacity building interventions targeting women and youth.

### 6.17 Potential barriers & challenges for implementation

Resolving the land ownership issue is the principal challenge that needs to be overcome in the short term. Thereafter, ensuring a steady flow of pilgrims and spiritual tourists to the site will be important in order to ensure that the hotel and lodge investors are able to secure a return on their investments. This will require some marketing targeting the religious tourism market, which should be undertaken by GTB in discussion with the Gambia Supreme Islamic Council and with the lodge and hotel operators onsite.

Another major challenge is the need to invest significant resources into a collaborative and strategic approach to building capacity of key site stakeholders to progress the proposed projects and manage them in the long-term. Particular capacity issues to be addressed at Kenye Kenya Jamango Mosque will include site management; capacity for managing community-based religious tourism; lack of formalised/structured partnerships and “ways of working” between communities, and tourism public and private sectors for religious and pilgrimage tourism and responsible management of tourist-host interaction and relationships for different types of visitor who value and use the site differently.

### 6.18 Learning from elsewhere/ best practice

A key aspect of this project is to provide two types of accommodation for tourists – lodge style accommodation (that can be positioned either at the budget end, or at a higher quality) and hotel provision (again, potentially positioned as a budget establishment or as a higher quality development). The decision on what standard of accommodation to provide will depend on the outcome of market research conducted with potential tourists, especially those from Senegal. Until that decision is made, it is not possible to provide a definitive example of best practice, though the range of options available to pilgrims along the Camino de Santiago in Northern Spain offers food for thought<sup>18</sup>.



Image source: <https://images.app.goo.gl/YimDydvXKFNmp6FMA> Accessed 9th July 2024

**Fig. 42 : Indicative eco-lodge design that might be suited to the forested land close to the mosque**

In terms of designing and installing an Islamic Garden in a location where growing conditions differ from those found in the Mediterranean, Levant and Arabian peninsula where such gardens have been perfected, the new garden at the **Central Mosque in Cambridge, England**<sup>19</sup> is worthy of note. The designers have used mainly plant and tree species native to the UK, or which have been introduced over time and which have proved to be resilient in the climate. At the centre of the garden is a fountain, an important feature of Islamic gardens, surrounded by a *chahar-bagh*, a four-fold garden layout found in many Persian gardens, which is based on the four gardens of Paradise mentioned in the Qur'an. These quadrilateral gardens are divided by flowing water or walkways to represent the four rivers that flow from Paradise. The basic foundations for such a garden already exist at Kenye Kenya Jamango Mosque, and only need an innovative yet sympathetic

<sup>18</sup> See [https://followthecamino.com/en/blog/camino-de-santiago-accommodation/?utm\\_source=google&utm\\_medium=organic&utm\\_campaign=undefined](https://followthecamino.com/en/blog/camino-de-santiago-accommodation/?utm_source=google&utm_medium=organic&utm_campaign=undefined)

Accessed 9th July 2024

<sup>19</sup> See <https://www.gardensillustrated.com/gardens/town-and-city/cambridge-central-mosque-garden> Accessed 9th July 2024

design to create a landscape that will not only mirror the architectural beauty of the existing building, but also create an attraction for non-Muslims keen to explore what could be a unique aspect of The Gambia's living cultural heritage.



Image source: <https://www.gardensillustrated.com/gardens/town-and-city/cambridge-central-mosque-garden> Accessed 9th July 2024

**Fig. 43 : Central Mosque in Cambridge, England**

One further example to consider, in terms of providing a large public open space designed according to Islamic principles and that acts as a backdrop to an important mosque, is the **Al Azhar Park** in Cairo<sup>20</sup>. The scale of that site is much larger than the land available at Kenye Kenya Jamango Mosque but the objective is essentially the same – to create an attractive open space for people to visit in a state of contemplation. This major project was funded largely by the Aga Khan Trust for Culture, and attracts visitors of all backgrounds – residents and tourists alike.



Image source: <https://images.app.goo.gl/zJ4D7icwpqSJS1YP6> Accessed 9th July 2024.

**Fig. 44 : Al Azhar Park, Cairo**

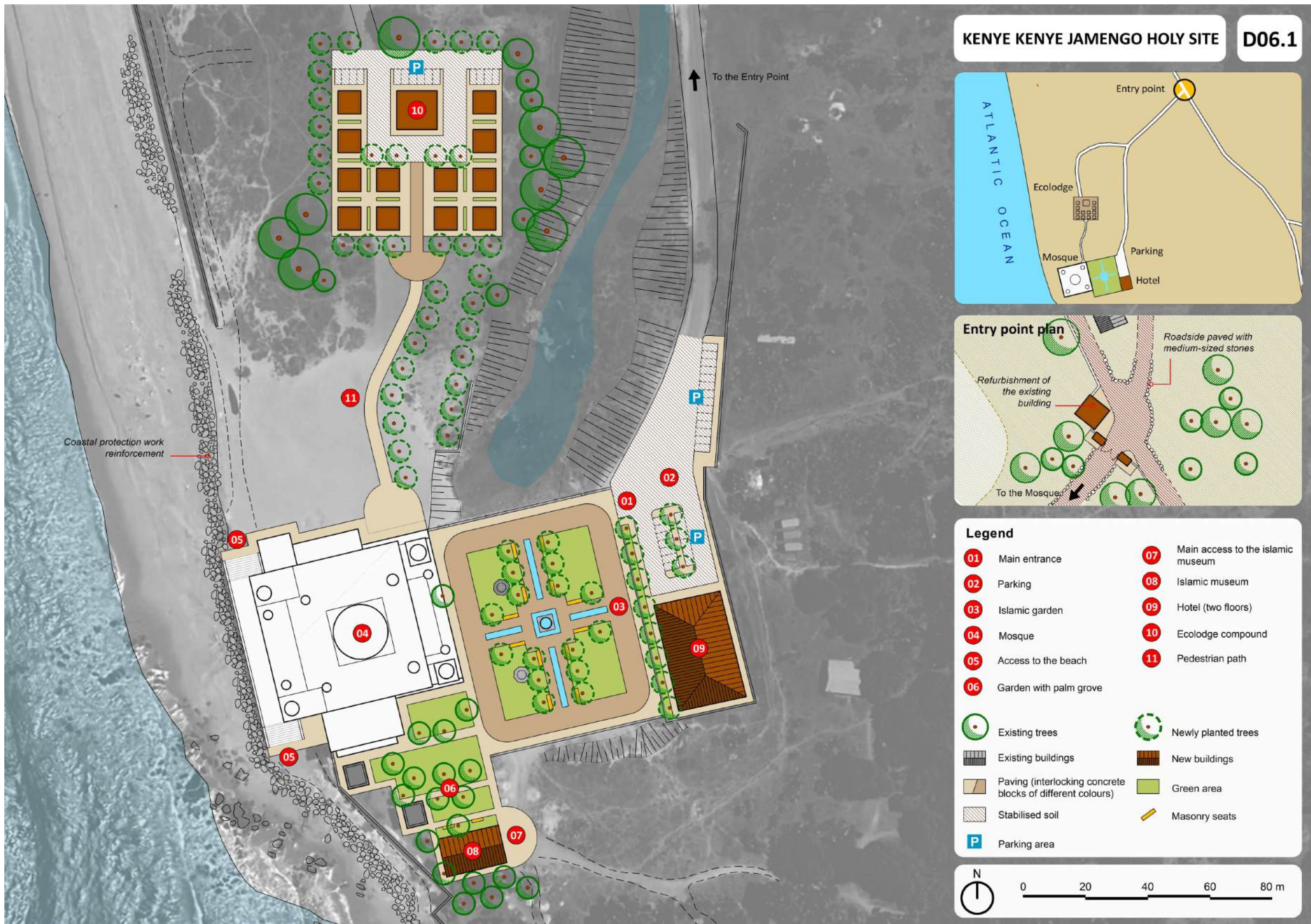
<sup>20</sup> See <https://the.akdn/en/resources-media/multimedia/photographs/creating-urban-oasis-al-azhar-park-cairo-egypt> Accessed 9th July 2024



Table 14 – Spreadsheet showing attendance and income projections over 30 years, plus impact of multiplier and calculations for outline cost:benefit analysis (all 2024 prices except where indicated)

	Years																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
Expected number of tourists	5000	9000	14000	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250		
Expected number of bednights	5000	9000	14000	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250		
Average spend per bednight (\$)	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00		
Total spend by tourists (\$)	425,000	765,000	1,190,000	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250	1,551,250		
Expected number of day visitors (\$)	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250	18250		
Average spend per day visitor (\$)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	
Total spend by day visitors (\$)	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	
Total income earned from visitors (\$)	479,750	819,750	1,244,750	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	1,606,000	
Total earned income assuming multiplier effect of 2.0 (\$)	959,500	1,639,500	2,489,500	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	3,212,000	
Costs (\$)	4,060,371																															
Present value of costs (discounted at 10% per year) (\$)	4,060,371																															4,060,371
Present value of benefit, discounted by 10% per annum from Year 2 (\$)	959,500	1,490,455	2,263,182	2,920,000	2,920,000	2,654,545	2,413,223	2,193,839	1,994,399	1,813,090	1,648,264	1,498,422	1,362,202	1,238,365	1,125,786	1,023,442	930,402	845,820	768,927	699,025	635,477	577,706	525,188	477,443	434,039	394,581	358,710	326,100	296,455	269,504	37,058,093	
Cost:Benefit Ratio in year 10										5.33																						
Cost:Benefit Ratio in year 30																																9.13









**D07**  
**Celebrating Gambia's Biodiversity**

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# D07 Celebrating Gambia's Biodiversity

## 7.1 Location including region

Kiang West National Park and Bao Bolong Wetland Reserve, Lower River and North Bank Regions.

## 7.2 Summary description

Kiang West National Park and nearby Bao Bolong Wetland Reserve present an ideal opportunity to strengthen the country's profile as a destination for wildlife and nature tourism and ecological research. Reimagining the current Park HQ as a focal point for mid-range visitor accommodation and for education and learning activities, from primary school age up to post-doctoral applied research, will provide a focal point for future marketing of the country to a broad range of nature tourists. The total refurbishment of the existing facilities will be enhanced by sensitive landscaping and the creation of a small botanical garden that will have both a research and an interpretation function.

Investing in higher quality lodges and semi-permanent camp sites elsewhere in the park, as well as much enhanced provision of access roads, trails, viewing platforms, a canopy walk and landing stages in both Kiang West and Bao Bolong, will encourage greater use of the area by visitors interested in both terrestrial and marine biology. Existing proposals for hot air ballooning and the provision of solar-powered boats for wildlife watching will also enhance the visitor experience. Provision of additional year-round waterholes will allow for better viewing of mammals and birds. The plan to extend the boundary to include several new villages brings with it additional opportunity to involve new communities in delivering and managing aspects of the destination's nature tourism product but may also, in the longer term, bring an additional requirement for boundary fencing thought this has NOT been costed as part of this project at this stage.

## 7.3 Context and Rationale

Kiang West and Bao Bolong combined offer a range of habitat types that are home to many rare and endangered species of wildlife, and thus present an ideal opportunity to develop a high-quality, high-value nature tourism product. It is anticipated that the re-

vitalisation of the existing National Park Centre near Dumbutu will enable that part of the park to host a range of research and learning groups as well as more general nature tourists. At the same time, provision of alternative high quality accommodation and appropriate recreational activities across Kiang West will strengthen its profile as a destination that merits a stay of at least 2 or 3 nights.

Improving river access and wildlife viewing provision on the north bank of the river at Bao Bolong, where the wetlands provide important habitat for a wide range of bird species, will support the embryonic tourism sector there and will enable operations such as Morgan Kunda Lodge to strengthen their profile as a destination for serious nature and cultural tourists.

The proposed developments here will complement the two other nature-tourism based investment projects being developed as part of this programme. Bintang Bolong will be aimed at the novice wildlife or nature tourism market; and Niumi will focus on school groups, day visits and those seeking an 'off the beaten track' experience; Kiang West and Bao Bolong will be developed and promoted much more as a location for immersion in The Gambia's rich and varied wildlife and nature tourism product.

## 7.4 Current landownership (where known)

DPWM is the major landowning interest here, though village land abuts the protected areas on boundary margins.

## 7.5 Project objectives and anticipated market demand

The objectives of this project are:

- to re-imagine and reposition Kiang West and Bao Bolong as nature tourism destinations that are a 'must-see' for everyone with a serious interest in the birds and wildlife of West Africa;
- to develop a centre of excellence for ecological research in The Gambia, focussing on the range of habitats, iconic and threatened species found at Kiang West and Bao Bolong;
- to create a number of accommodation opportunities across the area that will support a much greater volume of overnight tourism activity in and around the protected areas, with knock-on

benefits to the surrounding communities in terms of positive economic and employment impacts.

In terms of current demand, DPWM records show 1,730 visitors to Kiang West National Park in the 3 years 2022 – 2024 (117, 824 and 709 respectively). There are 160 bedspaces reported at Tendaba Camp, which lies to the east of the Park and there are currently no other operational accommodation nearby on the south bank. On the north bank, close to Bao Bolong, Morgan Kunda Lodge has 8 rooms (16 bedspaces) and is developing a strong reputation as a base for exploring the wildlife and birdlife of Bao Bolong.

Looking to the future, assuming provision of a total of 50 tourist bedspaces in the main camp and satellite camps, and assuming 40% occupancy over a full 12 month season, we estimate a total of 7,300 bednights in lodges and camps within Kiang West National Park. Assuming an average length of stay of 3 nights provides a total of around 2,400 individual guests per year for forecasting purposes.

In addition, we estimate a total of 1,000 nights per year spent by Gambian students and school children in the bunkhouse at the revitalised HQ complex.

Tendaba Camp and Morgan Kunda Lodge will continue to operate as present and will not see their throughput decrease or guests displaced, as we firmly believe that the new facilities associated with the developments at Kiang West and Bao Bolong will, if properly marketed, help them attract more guests to their own premises.

## 7.6 Delivery timeline

### 7.6.1 Timeline if all funding available at one time

This is a multi-year project in terms of planning and delivery, with different timelines for the three main elements of the project. (Table 15). Assuming that all the funding is available in one tranche, then a suggested sequence could be thus.



**Table 15 – Indicative timeline for investments across this project**

	HQ refurbishment and expansion	Accommodation and activities elsewhere in Kiang West & Bao Bolong	Viewing platforms and landing stages in Bao Bolong
<b>Year 1</b>	Detailed planning and capacity building needs assessment within DPWM Secure funding for capital works Negotiate contract with lodge operator	Detailed planning Advertise opportunities Select preferred investors and operators	Detailed planning Secure funding for installations
<b>Year 2</b>	Capital works underway Deliver capacity building across relevant DPWM staff Commence marketing learning, research and tourism opportunities	Activity operations commence Construction commences on new lodges etc	Construct new landing stages and viewing platforms Open to public
<b>Year 3</b>	Capital works completed Soft opening	Construction continues	
<b>Year 4</b>	Fully operational	Soft opening	
<b>Year 5</b>		Fully operational	

### 7.6.2 Suggested breakdown into smaller work packages

If funding is not available for the whole project in one go, then it can be broken down into a number of packages thus:

**Kiang West:** Six potential phases of work, in sequence:

- refurbishment of Park HQ as proposed;
- upgrading of access roads & internal circulation routes;
- installation of canopy walk;
- creation of new viewing facilities & water holes;
- development of other leisure activities;
- development of new lodges within the park.

**Bao Bolong:** two packages:

- provision of upgraded landing platforms etc;
- development of new lodges within the protected area.

## 7.7 Indicative costs (summary)

In all, the projected capital works across the various locations within this important natural heritage asset are estimated at just under **US\$11.35 million** at 2024 prices. This covers all of the proposed works across Kiang West National Park and Bao Bolong Wetland Reserve.

Individual component cost estimates are presented below (Table 16) and are based on our team architect's estimates of the quantities of work required, whilst the indicative costs per unit have been provided by one of The Gambia's leading quantity surveyors. Please note that these are indicative only and will require considerable elaboration as more detailed plans are drawn up.

## 7.8 Responsibility for implementation (lead agency and partners)

DPWM will take a lead overseeing the different elements of the project proposed here, working in partnership with selected lodge developers/ operators; activity providers and educational and research interests (including the University of the Gambia and higher education institutions from elsewhere). DPWM will also need to liaise with GTB over appropriate marketing activities that will help to position Kiang West and Bao Bolong as a bucket list destination for domestic and international nature and wildlife tourists.

Communities can be engaged in supporting the development and delivery of the project via the existing Bao Bolong Wetland Reserve Co-Management Committee and Kiang West National Park Co-Management Committee. However, it is suggested that they set up a tourism specific sub-committee to provide focussed support to the development of these new proposals and community engagement in tourism-related opportunities and capacity building.

## 7.9 Proposed business model(s)

All lodge development opportunities at Kiang West, including that within the HQ compound, will be offered on a long-term lease basis to private sector operators (who may or may not be community-led enterprises). The refurbishment of the HQ compound and provision of accommodation and learning opportunities should be under the auspices of a PPP with an investor/operator being given a minimum of a 10 year lease to develop and operate the high quality tourist accommodation. The DPWM will continue to own, maintain and operate those buildings it needs for its

day to day operations (including the proposed research and learning activities) and to accommodate onsite staff.

The botanical garden proposed for this location could be developed as a PPCP in partnership with local villagers, or with an environmental/ education charity.

The additional ecolodge developments, which should all adhere to the 2002 guidelines published by the International Ecotourism Society (<https://gileboom.ir/wp-content/uploads/2018/02/International-Ecolodge-Guidelines.pdf>), should be offered as PPP investment opportunities to private companies on at least a 20 year lease, so that they can secure an appropriate return on their investments.

The installation and operation of the proposed canopy walk should be offered as a concession to an appropriately skilled and experienced operators, since there is a need not only for appropriate environmental considerations to be noted during planning and construction, but there are also important health and safety issues with such facilities that only those already operating such attractions will be aware of. The term of this PPP concession should be at least 10 years.

Activities such as hot air ballooning and boat-based bird watching trips will be run under licence, renewable annually. All potential activity operators should be required, as part of the licence, to meet appropriate international industry standards of health, safety and sustainability for their respective activity.

## 7.10 Expected outcomes, including summary CBA

There will of course be some significant positive economic and social outcomes associated with this investment including:

- increase in employment opportunities during construction and once operational;
- increase in other economic benefits to local communities through the supply chain;
- increase in other social cultural benefits to local communities, linked to the renewed appreciation of the area's cultural heritage and traditions;
- decrease in negative social, cultural and environmental impacts.

Based on an initial investment of around **US\$11,350,985** we estimate some **1,081 FTE** jobs would be created in the local and regional economy associated with this capital spending, based on an estimated cost per construction job of US\$2,100 per FTE position and assuming that around 20% of the total project costs (i.e. US\$2,270,197) will be spent on labour costs.



Table 16 – Summary of estimated quantities and costs (2024 prices)

ITEM	UNIT OF MEASUREMENT	UNIT PRICE US\$  VAT EXCLUDED	D07.1 Refurbishment of Park HQ as proposed		D07.2 Upgrading of access roads & internal circulation routes		D07.3 Installation of canopy walk		D07.4 Creation of new viewing facilities & water holes		D07 .5 Development of other leisure activities		D07.6 Development of new lodges within the park		D07 .7 Bao Bolong - Development of new lodges within the park		TOTAL	
			Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	QUANTITY	AMOUNTUS\$
EXTERNAL WORKS																		
Landscaping of “green parking” area (interlocking paviors with grass laid on sable)	sqm	17	1,220	20,740									600	10,200	400	6,800	2,220	37,740
Soft landscaping of green areas (without plantation of trees)	sqm	15	17,950	269,250									3,600	54,000	2,450	36,750	24,000	360,000
Wooden Platform, including foundation, structure and board	sqm	149	580	86,420													580	86,420
Custom signage system, painted wood (interpretation panels, path signs, roadside directional signs, etc)	per sign	149			20	2,980									20	2,980	40	5,960
Street and beach furniture, including benches, tables, garbage bins, and bicycle racks, constructed from painted wood by local artisans.	per piece (average)	179	20	3,580	40	7,160							30	5,370	60	10,740	150	26,850
Supply and planting of new trees, local species, min. 3 m high	per tree	373	44	16,412									90	33,570	65	24,245	199	74,227
Cleaning and paving walking paths (soil stabilization and gravel)	sqm	24	17,250	414,000	600	14,400							2,400	57,600	2,050	49,200	22,300	535,200
Wooden boardwalk with railing (rope) (1.5 m wide)	m	104					250	26,000									250	26,000
Construction of a new jetty (Iron + recycled materials)	sqm	3,750											900	3,375,000			900	3,375,000
Construction of a landing stage platform (painted iron structure with recycled materials floor)	sqm	149													300	44,700	300	44,700
Renovation of access road (soil stabilization, improvement of gravel paving and drainage)	m	13			20,000	260,000									8,900	115,700	28,900	375,700
Safety fence 3 m high (chainlink, and plantation of shrubs to completely cover the fence)	m	45	670	30,150													670	30,150
New Bird’s viewing Platform (wood and stone)	sqm	373							200	74,600					80	29,840	280	104,440
Coastal protection work reinforcement	m	300											370	111,000	150	45,000	520	156,000
Creation of water hole	per unit	3,000							4	12,000							4	12,000
BUILDING																		
Building, open shaded structure, wood with thatched roof (entry point)	sqm	448	660	295,680	120	53,760									90	40,320	870	389,760
Building closed structure (mud brick, wood, traditional materials)	sqm	373	1,760	656,480									3,300	1,230,900	2,200	820,600	7,260	2,707,980
Block of composting toilets, including simple masonry building	per unit	554	25	13,850													25	13,850
MEP																		
Public lighting system including lighting appliances and cabling	per lamp post	1,045	30	31,350	15	15,675							25	26,125	20	20,900	90	94,050
Freshwater supply system (RO system)	lump sum	50,000											1	50,000	1	50,000	2	100,000
Solar power supply system	lump sum	50,000	1	50,000									1	50,000	1	50,000	3	150,000
Connection to the telecommunication network	m	3,500	1	3,500									1	3,500	1	3,500	3	10,500
Organic waste composting system	lump sum	5,000	1	5,000									1	5,000	1	5,000	3	15,000
SUBTOTAL amount of works (a)			1,896,412		353,975		26,000		86,600				5,012,265		1,356,275		8,731,527	
ENGINEERING SERVICES for design and works supervision 10% (a x 0,10 = b)			189,641		35,398		2,600		8,660				501,227		135,628		873,153	
CONTINGENCIES 20% (a x 0,20 =c)			379,282		70,795		5,200		17,320				1,002,453		271,255		1,746,305	
TOTAL including contingencies and services (a + b + c = d)			2,465,336		460,168		33,800		112,580				6,515,945		1,763,158		11,350,985	



By year 5, once all interventions are complete and the destination is well established, then we see an estimated annual spend by day visitors and overnight tourists of around US\$838,000 per year (at 2024 prices). Taking the multiplier effect into account this will generate total spending in the local/ regional economy of an estimated US\$1,676,000. This will support around **986 FTE** jobs in the tourism sector and related supply chains, based on an estimated cost per job of around US\$1,700 per FTE position.

Turning to the results of our initial cost benefit analysis, the 10 year cost:benefit ratio is calculated at **0.97** which would be an insufficient return for this to be a private-sector led operation (a ratio of at least 1.3 is normally expected, whereby the benefits are valued more highly than the costs). However, it should be noted that in making these calculations, we have not included the total spending on excursions paid by tourists to tour operators running bird watching trips out from Tendaba, for instance, and nor does it cover similar spending by bird watching tourists on the North Bank, or indeed the additional revenue at both of those camps associated with an uplift in tourism as the destination becomes better known.

Turning to a 30 year timescale, the 30 year cost:benefit ratio is calculated at **1.68** which is just on the margin to merit investment were this an entirely private sector-led operation. But as can be seen from the initial estimate of where investment is required, much is in the provision of basic public infrastructure including educational and learning provision at Kiang West which does not, on its own, generate income in the amounts needed to recover the outlay from the public purse.

Nonetheless, from a local economic and social development perspective, creating an initial 1,080 jobs or so during the capital works and then supporting, in the long term, nearly 1,000 jobs in the tourism sector and associated supply chains around Kiang West and Bao Bolong makes this an investment worthy of attention from the public sector and partners in both the private sector and also international development agencies.

### 7.11 Project description

This transformative initiative is aimed at enhancing the ecological and visitor experience at Kiang West National Park and Bao Bolong Wetland Reserve. This project encompasses the construction of two new ecolodges, offering unique and sustainable accommodations that harmonize with the park's natural surroundings. Complementing these lodges, three new jetties and landing stages will be installed, facilitating improved access to the park's waterways and promoting eco-friendly exploration. A significant component of the project involves upgrading the existing facilities at the park headquarters.

### 7.12 Project components

Key components of the proposed project are as described below.



Fig. 45 : Agama Lizard

#### 7.12.1 Upgrading the existing facilities at the Park Headquarters

- Upgrading the main access road into the Park and to the HQ compound.
- Total Refurbishment of the existing buildings (offices, conference hall, guest houses, mosque): project component is a comprehensive initiative aimed at revitalizing the current structures. By addressing structural, functional, aesthetic, and environmental aspects, the intervention will create buildings that are safe, efficient, and visually appealing. The project includes: Structural reinforcement, interior redesign, facade and exterior

improvements, energy efficiency upgrades, compliance and accessibility.

- The construction of new accommodations and related services to better serve visitors and staff.
- Additionally, a new education centre will be established, providing a space for learning and engagement with the park's environmental and conservation efforts.
- A botanical garden will also be developed, showcasing the region's rich plant biodiversity and offering a serene space for reflection and study.
- An outdoor space with tiered seating will be created, providing an ideal venue for educational programs, presentations, and community events. To accommodate the increasing number of visitors, a green parking area with a new entry point will be developed, ensuring a seamless and environmentally conscious arrival experience.
- Security fencing around the perimeter of the HD with controlled access gate.

#### 7.12.2 Works to further enrich the visitor experience

- Three new viewing platforms will be strategically placed to provide breathtaking vistas of the park's diverse landscapes and wildlife. These platforms will offer visitors an unparalleled opportunity to observe and appreciate the natural beauty of Kiang West National Park. Linking these to new, year-round waterholes would increase opportunities for viewing mammals and birdlife across the Park.
- Provision of a canopy walk somewhere between the Park HQ and Tendaba Camp. This facility could be operated by a commercial contractor and would provide a treetop experience to visitors seeking something different than normal wildlife viewing.
- Creation of new landing stages in appropriate locations in Bao Bolong wetlands, to facilitate access from the North Bank of the river.

#### 7.12.3 New Eco-lodge

- **Site Clearing and Excavation.** The entire site will be cleared of vegetation, debris, and topsoil to prepare for construction. Excavation will be conducted to lay foundations for structures.
- **Grading.** The site will be graded to ensure proper drainage and a stable foundation for construction.
- **Fencing and Gates Security** fencing around the perimeter with controlled access gates to ensure guest safety and privacy.



- **Landscaping Extensive.** Landscaping with abundant trees and shrubs to provide natural shade and enhance the site's aesthetic appeal.
- **Central Lodge and Restaurant.** A 400 sqm single-storey wooden structure with a thatched roof, serving as the central hub for guests. This includes a lobby, dining area, kitchen, and lounge spaces.
- **Bungalows.** Ten bungalows, each approximately 50 sqm, constructed from wood with thatched roofs. Each bungalow will feature high-end interior finishes, private bathrooms, and outdoor seating areas.
- **Mini-Grid.** A 50 sqm area dedicated to a mini-grid system incorporating solar power with a diesel backup to ensure a reliable and sustainable energy supply.
- **Gravel Access and Parking Gravel.** Roads and parking areas with wooden canopies to facilitate easy access and provide covered parking spaces for guests.
- **Swimming Pool.** A 10×20 metre swimming pool with appropriate filtration and water treatment systems.
- **Street Furniture.** Installation of benches, gazebos, garbage cans, and other street furniture to enhance guest comfort and convenience.
- **External Lighting Comprehensive.** External lighting system to illuminate pathways, common areas, and structures, ensuring safety and enhancing the night-time ambiance.
- **Water Supply and Sanitation.** Development of a robust water supply system including wells, storage tanks, and piping. Sanitation facilities will include septic systems or connections to a local sewer system.
- **Electrical Systems.** Installation of electrical systems, including wiring, panels, and outlets to support all site structures.
- **Plumbing Systems.** Comprehensive plumbing for potable water, waste management, and fire protection systems.
- **HVAC Systems.** High-efficiency heating, ventilation, and air conditioning systems to ensure guest comfort.
- **High-quality materials and finishes** for the interiors of the central lodge, restaurant, and bungalows. This includes flooring, wall finishes, ceilings, and fixtures designed to meet luxury standards.



Fig. 46 : Kiang West National Park Headquarters office



Fig. 47 : Location for a new jetty and landing stage, Jirrong

## 7.13 Actions for implementation

These proposals will necessitate a major shift in the mindset of DPWM and will also require the full support of government because of the financial implications both in terms of initial capital spending at the HQ site, but also because of the increase in annual budget that will be needed to ensure the HQ is able to function properly as a research centre of excellence that attracts and is supported by a knowledgeable nature tourism market. Early discussions are thus needed at the highest levels of DPWM to consider this opportunity and to agree how to proceed.

Thereafter, there will be a need to prepare detailed plans for the different components, seek external funding where appropriate and then start with the physical works. At the same time, there is a

need for early discussions with specialist tour operators, GTB and also the Ministry of Basic and Secondary Education, to ensure that the opportunity for marketing the site to high-end nature tourism is embraced at an early stage, along with the potential for educational visits by schoolchildren from West Coast Region, Central River and North Bank Regions (this latter for Bao Bolong in particular).

Supporting all of the above is the need to prepare detailed management plans for each of the protected areas (i.e Kiang West and Bao Bolong) that provide guidance on zoning for activities; priorities for protecting and conserving habitats and species; tools for managing visitor access to and around the different locations and strategies for tackling broader issues such as climate change and other anthropogenic challenges. It may also be appropriate for DPWM to consider a uniform approach to operating concessions across all of the Gambia's protected areas.

A comprehensive needs assessment and programme of capacity building interventions will need to be delivered to support DPWM staff, wildlife guides, accommodation providers and community members deliver and maintain the proposed tourism activities and infrastructure.

Finally, the opportunity to develop the canopy walk and to operate licensed hot air balloon trips and new boat excursions should be promoted to private sector operators, and agreements made subject to their compliance with national health and safety legislation and relevant international best practice.

## 7.14 Preliminary environmental screening

A number of issues were identified during this process:

- littering along the shoreline associated mainly with items brought in on the tide but which nonetheless can create problems for wildlife that may consume it deliberately or accidentally, and which is also visually intrusive. This problem can be tackled through regular litter picking patrols, focussing particularly on stretches of river bank where litter is known to collect because of currents and vegetation traps;
- littering in the communities surrounding the protected areas, which is unsightly and creating a potential public health challenge. As elsewhere, public awareness programmes combined with litter picks and the introduction of appropriate waste management procedures is required to tackle this issue. There is little point promoting Kiang West and Bao Bolong as destinations for quality nature tourism if the surrounding environment does not meet customers' expectations;



- there are reports of illegal logging and poaching affecting parts of Kiang West in particular. More frequent patrols backed up by enforcement of appropriate legislation should be in place to protect both habitat and wildlife. Again, the long term viability of Kiang West and Bao Bolong as quality nature tourism destinations will be compromised if these precious assets are destroyed;
- as in most parts of The Gambia there is a risk of wildfire in the dry season, so it is proposed that the feasibility of installing a network of fire hydrants is reviewed, possibly in tandem with the provision of year-round (permanent) waterholes. Linked to this should be provision of suitable fire fighting equipment and safety clothing for park personnel and emergency service crews.

## 7.15 Preliminary social screening, including anticipated benefits to surrounding communities

### 7.15.1 Introduction

There are few social issues of concern affecting the site, most of which are addressed through the proposed interventions though others will require action and investment by others. One key social challenge is the risk of private sector partners not engaging with profit share contracts and socio-economic responsibilities included as part of PPP or PPCP multi-stakeholder partnerships for Kiang West and Bao Bolong which could limit local benefits. Another issue is that introducing further accommodation, nature-based and cultural activities with local communities will increase the issue of child protection and negative tourist-host interaction if not responsibly managed.

### 7.15.2 Target beneficiaries

There are wide range of community stakeholders who it is envisaged will be the target beneficiaries from the development of tourism at the site who are listed below:

- communities involved in Kiang West Co-Management Committee (currently Batalin, Dumbutu, Bajana, Jalli, Kulikunda plus new communities following National Park expansion, namely Kankular, Manduar, Jolli, Jifarong, and Jarikunda);
- 31 communities involved in Bao Bolong Wetland Reserve Co-Management Committee;
- local SMMEs such as boat operators, transport providers, bird and wildlife guides, and craft vendors.

### 7.15.3 Community opportunities/benefits

The proposed responsible development of the sites will create a number of significant number of opportunities/benefits for the community, summarised below:

- opportunities for employment/income from new SMMEs such as those set up to deliver balloon rides, solar bird watching boats, high end picnics at viewing platforms, and glamping accommodation sites;
- income from cultural activities delivered by surrounding communities such as the botanical garden, storytelling around cultural sites and experiences around sharing local way of life and intangible heritage;
- employment opportunities through the construction and running of new accommodation and wildlife viewing infrastructure;
- engaging communities in conservation activities in the protected areas which includes their sustainable use of forest resources;
- community income and/or improved community services (e.g. health, education) from PPCP multi-stakeholder partnerships, for example with new accommodation providers.

### 7.15.4 Women and youth empowerment opportunities/benefits

A number of specific women and youth opportunities should also result from the proposed development at this site, including the following:

- employment of women in accommodation and provision of cultural activities;
- sale of produce from women's gardens, processed foods and handicrafts;
- income generation opportunities through guiding, handicraft production and nature-based activities (youth);
- opportunities for employment/income from new female and youth-led SMMEs;
- reduced youth migration resulting from increased employment and income opportunities through tourism.

### 7.16 Potential barriers & challenges for implementation

The principal challenge associated with delivering this project revolve around securing the capital funding needed to deliver the re-imagined and re-purposed HQ development at Kiang West, and then to secure a commitment from the government that it will provide sufficient revenue funding to cover ongoing operational

costs associated with the centre. These activities will include supporting a range of research programmes associated with the rare and iconic species found across the Park; marketing the whole destination to nature tourists keen to spend a few days immersed in Kiang West and Bao Bolong; running an education and learning programme for Gambian school groups and working with the surrounding communities to enable them to make as much contribution as possible to different aspects of tourism and conservation operations across the area.

Another challenge is the need to invest significant time and resources into a collaborative and strategic approach to building capacity of DPWM staff, wildlife guides, educators, accommodation providers and community members engaged in delivering tourist activities, services and site management proposed projects at the site. Particular capacity issues to be addressed at Kiang West and Boa Bolong will include waste and site maintenance, health and safety and management; development of PPCP/PPP partnerships; provision of high quality and experiential accommodation; and interpretation, storytelling, experience design and product development.

No other major challenges are anticipated at this stage.

## 7.17 Learning from elsewhere/ best practice

**Chobe National Park, Botswana**<sup>21</sup> provides an exemplar of how to develop a range of accommodation types inside a protected area that appeal to a broad range of audiences/ markets. As well as permanent lodges and tented camps that move to a new location every few weeks, visitors can even stay on houseboats to get closer to the wildlife that lives on or next to the Park's waterways. Activities on offer include game drives, walking safaris/ nature walks and photographic safaris.



Image source: <https://chobenationalpark.co.za/accommodation/chobe-under-canvas/> Accessed 10th July 2024

**Fig. 48 : Viewing platform over the waterway, Chobe**

<sup>21</sup> See: <https://chobenationalpark.co.za/> Accessed 10th July 2024



One luxury ecolodge that is worth considering as an example of how to develop on the fringes of a protected area where the landscape is as important as the wildlife is **Nyungwe Forest Lodge in Rwanda**. Built on a tea plantation and overlooking the nearby National Park, this exclusive development can accommodate up to 48 people at one time, and offers a high quality experience to a range of audiences. The design and décor is inspired by local traditions but with a contemporary twist, thus enhancing its appeal to high-spending discerning travellers.



Image source: <https://images.app.goo.gl/tGK4S7VzBBfRK2A> Accessed 30<sup>th</sup> August 2024

Fig. 49 : Lodge overlooking Nyungwe National Park

**Białowieża Forest and Biebrza Marshes in Poland**<sup>22</sup> are collectively a 1,500 km<sup>2</sup> forest and a 1,000 km<sup>2</sup> wetland area that together represent a vitally important biosphere reserve of two different but complementary habitats. Tourists stay in locally owned guest-houses and go on daily guided nature walks tracking bison and wolves in the forest, or elk and beavers in the marshes. In both instances, there is a rich and varied bird life to enhance the visitor experience. Tours cost in the region of US\$2,000 per head for a seven night trip, including transport to the destination from Warsaw, the country's capital.

<sup>22</sup> See: <https://wildpoland.com/primeval-bialowieza-forest-biebrza-marshes-wildlife-watching-tour/#:~:text=Bia%C5%82owie%C5%BCa%20Forest%20is%20the%20last,of%20birds%2C%20insects%2C%20mushrooms.> Accessed 20<sup>th</sup> August 2024



Image source: <https://images.app.goo.gl/vuRCyVJ5UygaeBxm7> Accessed 30<sup>th</sup> August 2024

Fig. 50 : Tourists viewing a herd of wild bison, Białowieża Forest

Proposals for the canopy trail are based on experience in a number of locations where they have been developed either as stand-alone, paid-for tourist attractions or as part of the wider tourism provision at a destination. One interesting example can be found in the grounds of Kirstenbosch Botanical Gardens outside Cape Town in South Africa. Their trail – the Centenary Tree Canopy Walkway<sup>23</sup>, or “the boomslang” – is named for the venomous tree snake found in the area, a name that reflects the sinuous nature of the canopy trail as it rises and falls between the trees. The positive aspect of this trail is that it is accessible to wheelchair users and thus also easy for children and older people with impaired mobility to use. The walkway is 130m long and rises up to 12m above the ground at its highest point.



Image source: <https://www.sanbi.org/gardens/kirstenboch/tours/tree-canopy-walkway/> Accessed 30<sup>th</sup> August 2024

Fig. 51 : Canopy walkway at Kirstenbosch

<sup>23</sup> See: <https://www.sanbi.org/gardens/kirstenboch/tours/tree-canopy-walkway/> Accessed 30<sup>th</sup> August 2024

**Killarney National Park Education Centre** in the Republic of Ireland offers a wide range of learning and research experiences suited to the needs of different audiences<sup>24</sup>. Based in a converted stately home, the Park's learning centre offers a range of specialist courses linked directly to the curriculum, using the diverse habitats of Killarney National Park as an outdoor classroom.

Education and learning staff at the park work with groups from all backgrounds, ages and abilities, including primary schools, post-primary schools, third level (Further and Higher Education) institutions, tour groups and youth groups. They also provide facilities and programmes for the general public and the corporate sector. This is an exemplar of using the natural environment as a learning resource in a way that brings in visitors year-round.



Image source: <https://d3n4hhi5bw120f.cloudfront.net/app/uploads/2023/06/educationcentrebrochure.pdf> Accessed 10<sup>th</sup> July 2024

Fig. 52 : Promotional brochure for Killarney National Park Education Centre

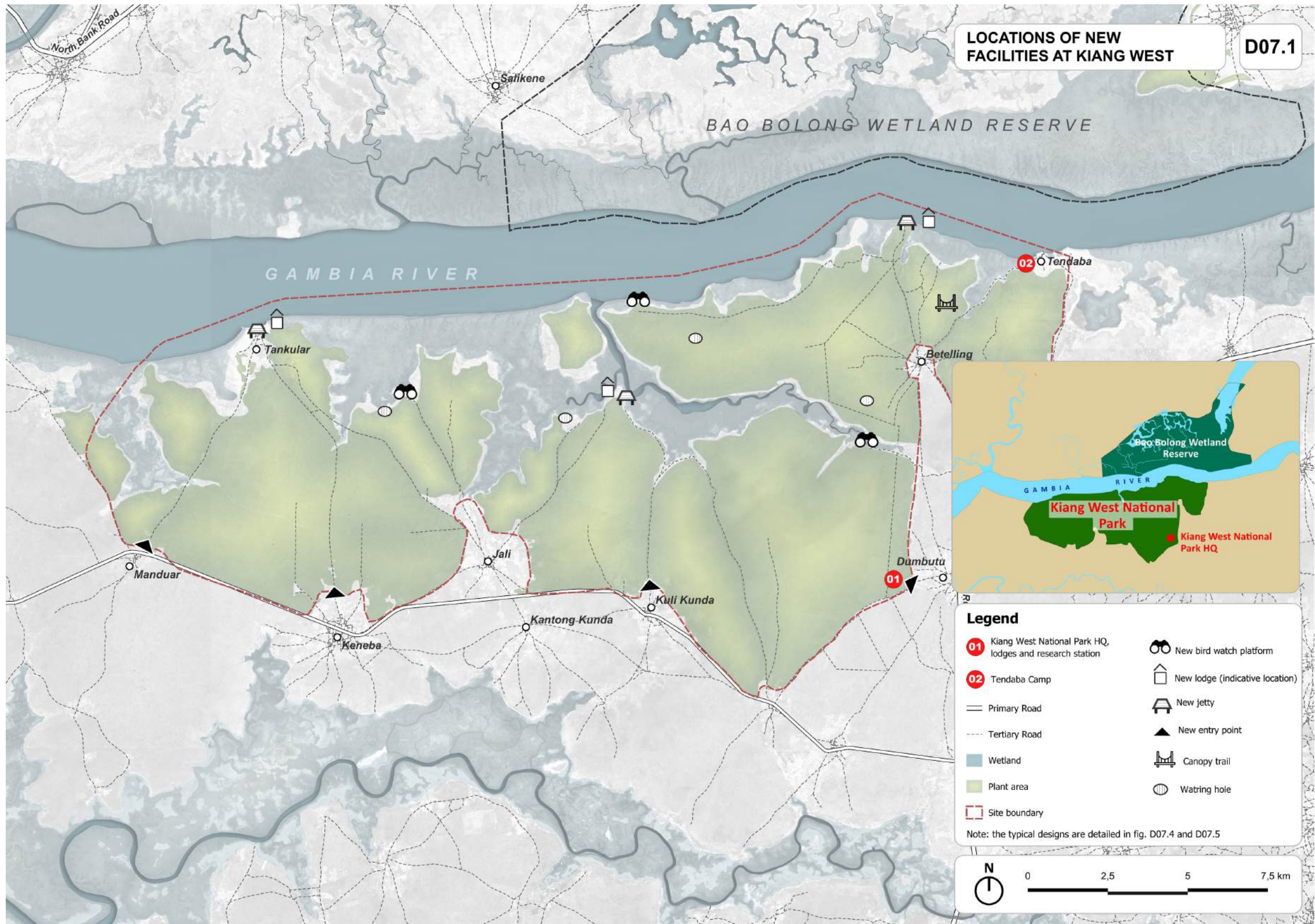
<sup>24</sup> See <https://www.nationalparks.ie/killarney/learn/> Accessed 10<sup>th</sup> July 2024



Table 17 – Spreadsheet showing attendance and income projections over 30 years, plus impact of multiplier and calculations for outline cost:benefit analysis (all 2024 prices except where indicated)

	Years																																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30			
Expected number of tourists	800	1200	1700	2000	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400			
Expected number of bednights	2400	3600	5100	6000	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200			
Average spend per bednight (\$)	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115			
Total spend by tourists (\$)	276,000	414,000	586,500	690,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000	828,000			
Expected number of day visitors (\$)	500	600	750	900	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000			
Average spend per day visitor (\$)	10	10	10	10	10	10	10	10	10	10	10	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00		
Total spend by day visitors (\$)	5,000	6,000	7,500	9,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000		
Total income earned from visitors (\$)	281,000	420,000	594,000	699,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000		
Total earned income assuming multiplier effect of 2.0 (\$)	562,000	840,000	1,188,000	1,398,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000	1,676,000		
Costs (\$)	11,350,985																																
Present value of costs (discounted at 10% per year) (\$)	11,350,985																															11,350,985	
Present value of benefit, discounted by 10% per annum from Year 2 (\$)	562,000	763,636	1,080,000	1,270,909	1,523,636	1,385,124	1,259,204	1,144,731	1,040,664	946,058	860,053	781,866	710,788	646,171	587,428	534,025	485,478	441,343	401,221	364,746	331,588	301,443	274,039	249,127	226,479	205,890	187,173	170,157	154,688	140,626	10,282,350		
Cost:Benefit Ratio in year 10										0.97																							
Cost:Benefit Ratio in year 30																																1.68	

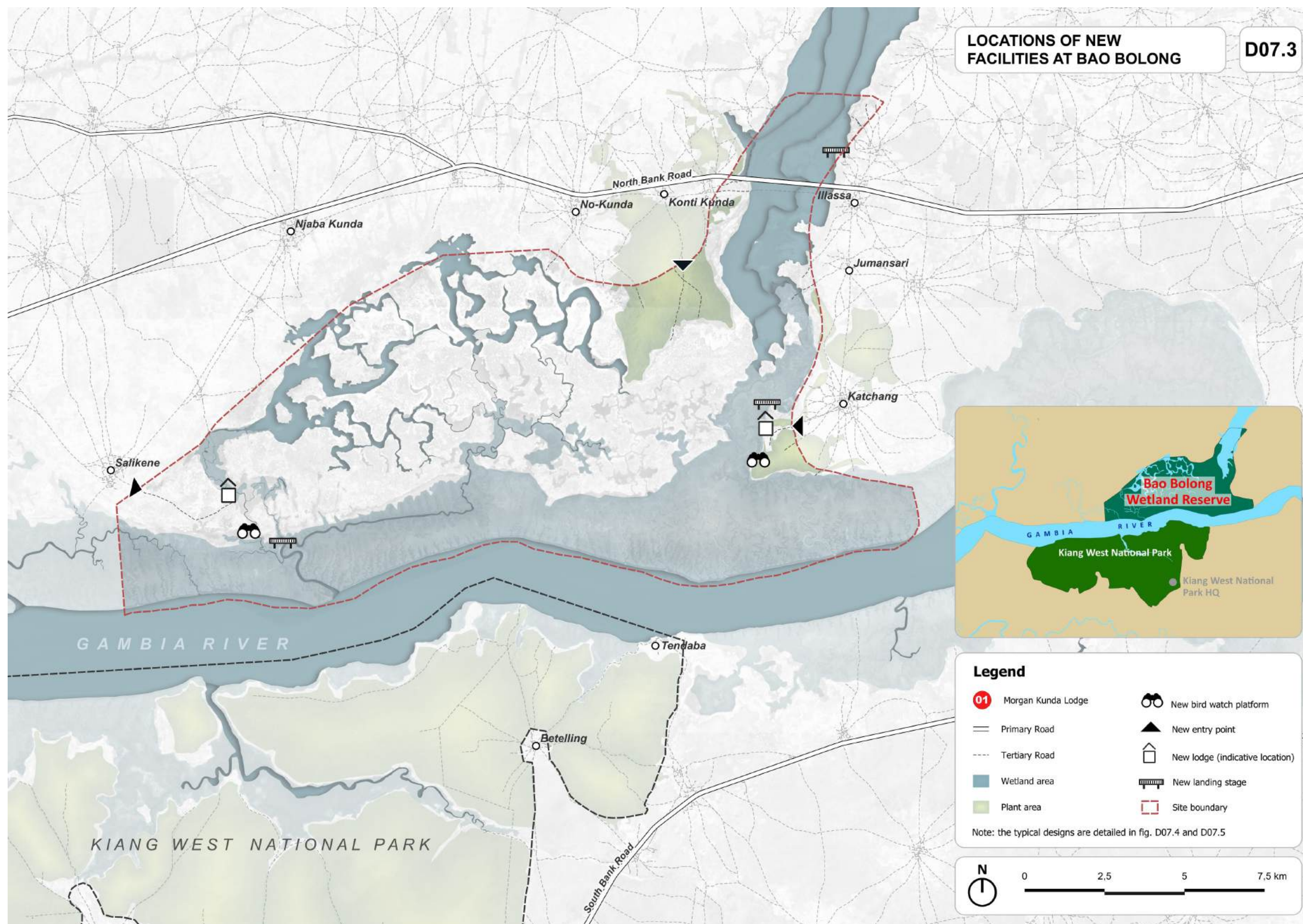










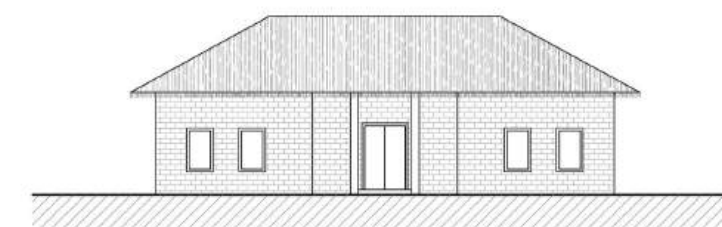




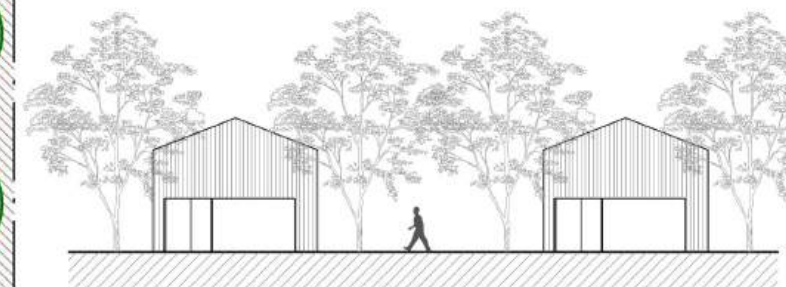


## RIVER LODGE

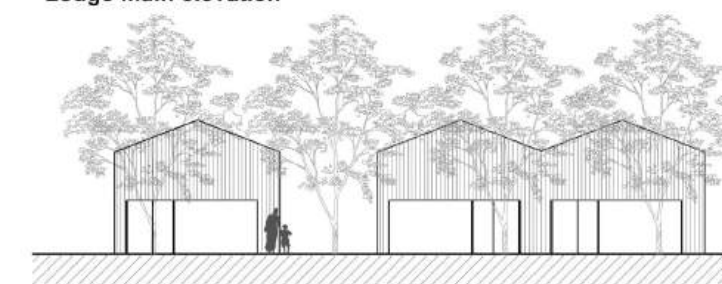
D07.4



Central Lodge main elevation



Lodge main elevation



Paired lodge main elevation

### Legend

#### Central Lodge

- 01 Restaurant
- 02 Restaurant facilities
- 03 Reception and info point
- 04 Offices
- 05 Restroom
- 06 Lounge

#### Lodge

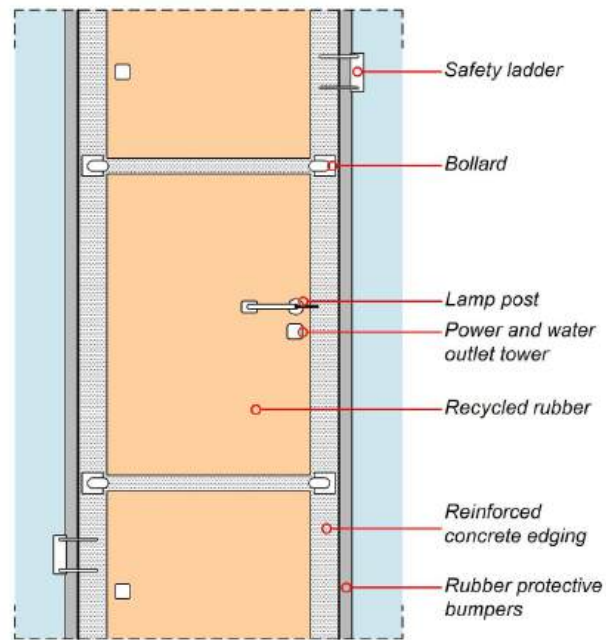
- 07 Front Porch
- 08 Kitchen/living
- 09 Bathroom
- 10 Single bedroom
- 11 Double bedroom
- 12 Backdeck

- Stabilised soil
- Paving (interlocking concrete blocks of different colours)
- Green area
- Newly planted trees
- Parking area
- Masonry seats

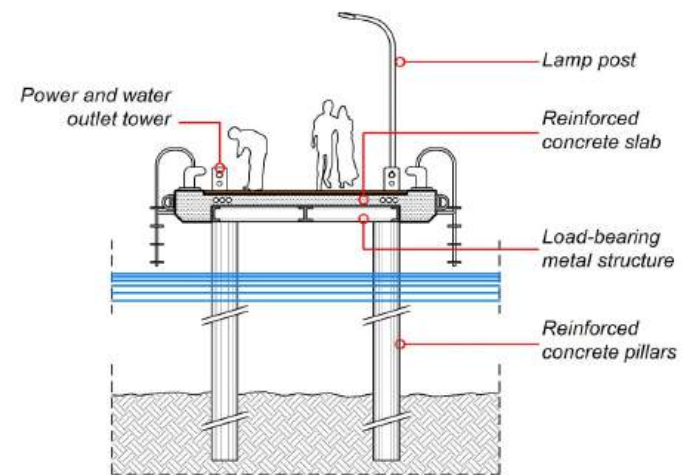




## Jetty typical design



Plan excerpt



Typical section

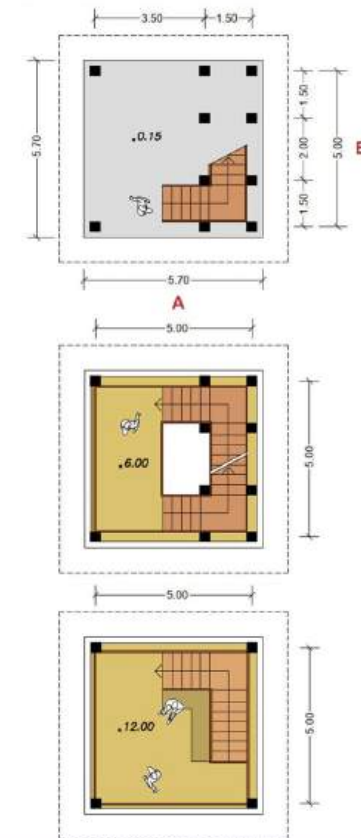
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## Bird hide typical design

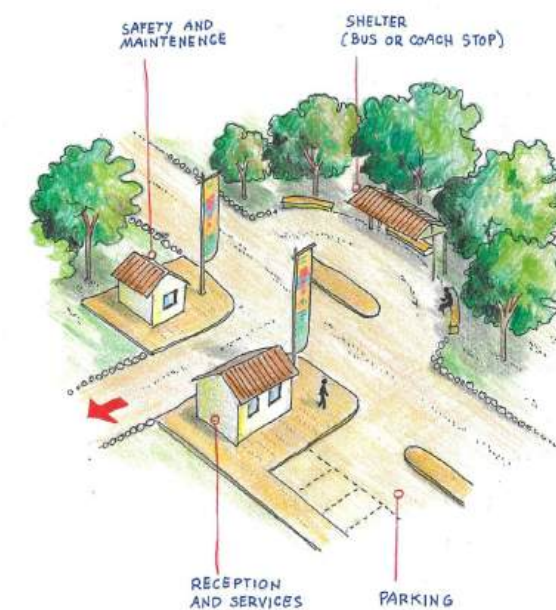
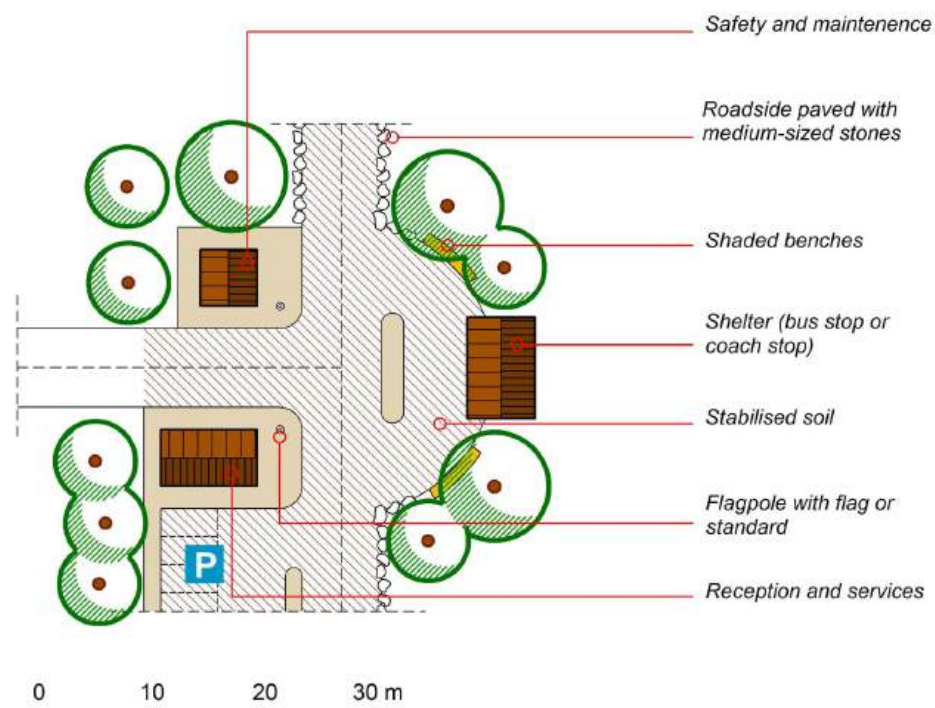
Example of a ground-level  
birdwatching hide



Example of an elevated platform  
for birdwatching



## Entry point typical design







## D08 Re-imagining Gambia's Craft Sector: Kotu Beach Bazaar and Innovation Crafts Centre



# D08 Re-imagining Gambia's Craft Sector: Kotu Beach Bazaar and Innovation Crafts Centre

## 8.1 Location including region

Kotu Beach Craft Market, KMC

## 8.2 Summary description

It is proposed to replace the current structure at Kotu with an open air beach bazaar alongside an attractive new craft innovation centre built using sustainable construction techniques. The new buildings will contain provision for craft producers, creative SMMEs and retailers as well as food stalls provision.

Significantly, these local entrepreneurs will be provided with technical support and opportunities to learn from best practice elsewhere to experiment with new designs, materials and ways of selling. Tenants and trainees will be encouraged to produce new, differentiated and high-value craft products. The surrounding infrastructure and environment on both beach and land sides (including facilities used by the existing beach vendors and the tourist taxi site) will be enhanced through sensitive upgrading, with the intention of creating a destination that will attract international tourists and domestic visitors well into the evening.

## 8.3 Context and Rationale

Most of the craft markets in the TDA are showing their age and the facilities fail to present an attractive retail destination to many visitors. At the same time there has been little innovation in the craft sector for many years, which is a particular problem when trying to sell to the Gambia's many repeat visitors. Similarly, there is a limited range of evening cultural activities on offer in the TDA, in particular a lack of regular events that take place in public areas beyond the hotels and capitalise on the beach front.

By enhancing the facilities at Kotu and providing a more contemporary, attractive space the destination will attract a broader range of visitors including tourists staying in the surrounding hotels and resorts as well as local people keen to enjoy the entertainment on offer at the evening beach bazaar.

At the same time, the technical, business and design support available to craft producers and creatives will enable them to develop new product lines and shopping experiences that suit the needs of the contemporary tourist (alongside other markets) and which provide a greater financial return to both producer and vendor.

## 8.4 Current landownership (where known)

The whole location for this project lies under the purview of GTB who own the land and who have responsibility for its development.

## 8.5 Project objectives and anticipated market demand

There are four main objectives for this project:

- to enhance the quality and range of provision of visitor facilities at the Kotu Craft Market; thereby enhancing its appeal to a broader range of audiences;
- to stimulate innovation across the craft sector and creative industries in general through the provision of appropriate business, design and innovation support, and subsequently through the demonstration effect.
- to enhance and diversify the evening cultural offer in the TDA, and stimulate new economic opportunities from the night-time economy.
- to demonstrate how the current TDA clusters (of tourist taxis, fruit sellers, juice pressers, OTGs, beach bars and restaurants) can be revived and updated in light of changes in the tourism industry and tourism demands.

## 8.6 Delivery timeline

This should be delivered as a two year project as follows:

**Year 1** Detailed planning; securing funding; draw up tender documents; advertise and let construction, landscaping and fit-out

packages. Current craft retailers and producers relocated to temporary provision elsewhere.

Capacity building needs assessment and market research for craft producers, vendors, creatives and beach cluster SMMEs.

**Year 2** All construction, landscaping and fit out works completed; tenants move back in; commence operations.

Deliver long-term capacity building interventions and start development of new product ranges via the craft innovation centre and agency partners, based at an alternative venue whilst construction under-way.

If funding is not available for the whole project at one time, then it could be packaged into two as follows (though this would, in our opinion, undermine the central rationale for upgrading this part of the Kotu destination):

- Craft market redevelopment;
- Capital works to adjacent taxi area etc.

## 8.7 Indicative costs (summary)

In all, the projected capital works associated with demolishing the existing structure and developing an attractive craft innovation centre and visitor experience at Kotu Beach are estimated at just under **US\$1.65 million** at 2024 prices.

Individual component cost estimates are presented below and are based on our team architect's estimates of the quantities of work required, whilst the indicative costs per unit have been provided by one of The Gambia's leading quantity surveyors. Please note that these are indicative only and will require considerable elaboration as more detailed plans are drawn up.

Because some existing stallholders will lose their space at Kotu under these proposals (there is a need to reduce the area allocated to retail to allow other services to be provided) there will be an additional cost, not quantified at present, to compensate those stallholders no longer able to operate permanently at Kotu.



Table 18 – Summary of estimated quantities and costs (2024 prices)

ITEM	UNIT OF MEASUREMENT	UNIT PRICE US\$  VAT EXCLUDED	D08.1		D08.02		TOTAL	
			Kotu Beach Market Craft market redevelopment		Kotu Beach Market - Capital works to adjacent taxi area		QUANTITY	AMOUNT US\$
			Q	AMOUNT				
EXTERNAL WORKS								
Landscaping of “green parking” area (interlocking paviors with grass laid on sable)	sqm	17	170	2,890	1,000	17,000	1,170	19,890
Soft landscaping of green areas (without plantation of trees)	sqm	15	75	1,125			75	1,125
Wooden Platform, including foundation, structure and board	sqm	149	760	113,240			760	113,240
Custom signage system, painted wood (interpretation panels, path signs, roadside directional signs, etc)	per sign	149	3	447	1	149	4	596
Street and beach furniture, including benches, tables, garbage bins, and bicycle racks, constructed from painted wood by local artisans.	per piece (average)	179	25	4,475			25	4,475
Supply and planting of new trees, local species, min. 3 m high	per tree	373	3	1,119	2	746	5	1,865
Cleaning and paving walking paths (soil stabilization and gravel)	sqm	24	1,310	31,440	300	7,200	1,610	38,640
BUILDING								
Building, open shaded structure, wood with thatched roof (entry point)	sqm	448	200	89,600			200	89,600
Building closed structure (mud brick, wood, traditional materials)	sqm	373	50	18,650			50	18,650
New Market Pavillon – Open Structure		373	1,800	671,400			1,800	671,400
Refurbishment of existing masonry building (including cleaning, internal and external painting, new pavings, fixtures, waterproofing, MEP)	sqm	392			160	62,720	160	62,720
Interior finishes (High-quality interior finishes for lodge, restaurant, and bungalows)	per unit	80	10	800			10	800
MEP								
Public lighting system including lighting appliances and cabling	per lamp post	1,045	8	8,360	2	2,090	10	10,450
Freshwater supply system (RO system)	lump sum	50,000	1	50,000	1	50,000	2	100,000
Solar power supply system	lump sum	50,000	1	50,000	1	50,000	2	100,000
Waste water system (PVC pipe, including manholes, etc.)	m	150	100	15,000	20	3,000	120	18,000
Connection to the telecommunication network	m	3,500	1	3,500	1	3,500	2	7,000
Organic waste composting system	lump sum	5,000	1	5,000	1	5,000	2	10,000
SUBTOTAL amount of works (a)			1,067,046		202,630		1,268,451	
ENGINEERING SERVICES for design and works supervision 10% (a x 0,10 = b)			106,705		20,263		126,845	
CONTINGENCIES 20% (a x 0,20 =c)			213,409		40,526		253,690	
TOTAL including contingencies and services (a + b + c = d)			1,387,160		263,419		1,648,986	

## 8.8 Responsibility for implementation (lead agency and partners)

This will be the sole responsibility of the GTB in terms of overseeing the project, from drawing up detailed plans to securing the necessary investment. Some or all of the funding for the project could come from the Gambia Tourist Board's development levy under its powers to promote new development across the TDA.

It is recommended that existing tenants are offered a range of options, including the offer of preferential terms to move back in to the new development though lease agreements may need to be amended to reflect new working practices and the better quality of provision offered at the new development.

The new catering and food stalls should be offered on the open market according to the GT's standard terms, and aim to provide a complementary/different offer to neighbouring beach bars and restaurants.

It is envisaged that the GTB will set up and lead a working group with representatives from international and local agency partners such as TIC/YEP, and the raft of existing and active SMME, craft and creative associations such as those listed below:

- Gambia Craft Market Federation;
- Craft Market Associations;
- Tourist Taxi Association;
- Fruit Sellers Association;
- Juice Pressers Association;
- Official Tourist Guides Association;
- Beach Bar Association;
- Silver and Goldsmith Association;
- Brikama Wood Carvers Association;
- Fashion Designers Association;
- Women Initiative Gambia (WIG) Recycled Crafts.

## 8.9 Proposed business model(s)

This is a public-sector driven project but working closely with a large number of sole traders and SMMEs in the form of PPPs. As the site and building are owned and managed by GTB under established legislation, there is currently no value in amending this situation, not least because this project is inextricably linked to the broader outcome of upskilling craft workers throughout the country through dissemination of the ideas generated by the work of the innovation centre.

Individual businesses (whether craft producers and retailers or hospitality sector interests) will be offered leases on timescales ap-



propriate to their needs and circumstances. In some instances, these may be multi-year leases where, for instance, bar and restaurant owners need to be able to recoup their investment in plant and equipment. In other situations, craft workers may be offered much shorter term leases, from annual through seasonal, to weekly and even daily.

## 8.10 Expected outcomes, including summary CBA

There will be some significant positive economic and social outcomes associated with this investment in new craft facilities at Kotu including:

- increase in employment opportunities during construction and once operational;
- increase in other economic benefits to local communities through the supply chain;
- increase in other social cultural benefits to local communities, linked to the renewed appreciation of the area's cultural heritage and traditions;
- decrease in negative social, cultural and environmental impacts.

Based on an initial investment of around US\$1,650,000 we estimate some **157 FTE jobs** would be created in the local and regional economy associated with this capital spending, based on an estimated cost per construction job of US\$2,100 per FTE position and assuming that around 20% of the total project costs (i.e. US\$329,797) will be spent on labour costs.

Because the site is located at the heart of one of the main resort areas, there is already a significant population of tourists within walking distance of the site who will provide a ready-made market for the businesses operating out of the new Kotu Beach Bazaar and Innovation Crafts Centre Project. Thus we anticipate from the outset that it will secure a high level of penetration into this market, achieving around 48,000 visits per year.

By year 5, once all interventions are complete and the destination is well established, then we see an estimated annual spend by day visitors and overnight tourists of around US\$480,000 per year (at 2024 prices). Taking the multiplier effect into account this will generate total spending in the local/ regional economy of an estimated US\$960,000. This will support around **565 FTE jobs** in the tourism sector and related supply chains, based on an estimated cost per job of around 1,700 per FTE position.

Turning to the results of our initial cost benefit analysis, the 10 year cost:benefit ratio is calculated at **4.71** which is more than a sufficient return for this to be a sensible and beneficial investment (a ratio of at least 1.3 is normally expected, whereby the benefits are valued more highly than the costs). Turning to a 30 year times-

cale, the 30 year cost:benefit ratio is calculated at **7.5** which is also sufficiently attractive to support the case for investment. It is possible that the revitalised operations at Kotu may deflect some spending away from Fajarah, but equally the example set by Kotu-based craft producers and retailers should also stimulate those in other TDA craft markets to 'up their game'.

From a local economic and social development perspective, creating an initial 390 jobs or so during the capital works and then supporting, in the long term, around 565 jobs in the tourism sector and associated supply chains around Kotu makes this an investment worthy of attention from the public sector and partners in both the private sector and also international development agencies.

## 8.11 Project description

The Kotu Beach Bazaar and Innovation Crafts Centre Project is a comprehensive redevelopment initiative designed to enhance the functionality, aesthetics, and economic potential of the Kotu Beach area. This project encompasses a series of strategic upgrades, demolitions, rehabilitations, and new constructions aimed at creating a multifunctional hub that supports local artisans, businesses, and the community at large. The project will provide local vendors with enhanced business opportunities while preserving the spirit of the area. The multifunctional spaces will offer training, innovation, and performance opportunities, establishing Kotu Beach as a premier destination for both locals and tourists.

This technical redevelopment initiative is poised to transform Kotu Beach into a dynamic and sustainable community space, ensuring long-term prosperity and vibrancy for all stakeholders involved.

## 8.12 Project components



Fig. 53 : Access from the beach

### 8.12.1 Upgrading Existing Taxi Station

The existing taxi station will be upgraded with formalized green parking spaces to improve organization and environmental sustainability. Key structures including offices, a mosque, and a vehicle repair workshop will be renovated to enhance their functionality and appearance.



Fig. 54 : Access to the Taxi Station



Fig. 55 : Kotu Innovation Centre- Entrance



Fig. 56 : Existing Canopy to be rehabilitated



### 8.12.2 Kotu Market Site

**Demolition:** existing structures and stairs at the Kotu Market site will be demolished to clear space for new developments.

**Rehabilitation:** the existing wooden canopy structure, a significant landmark visible from both the beach and urban access points, will be rehabilitated to enhance its structural integrity and aesthetic appeal.

**Construction of Single-Storey Buildings at Road Entrance:** at the road entrance, a strip of single-storey buildings will be constructed to house the following functions:

- two restaurants (currently story buildings on the left and right-hand side as you enter the market);
- two clothes/fashion shops;
- one grocery shop;
- one money change office;
- one office for guides;
- one office for the tourist security unit.

#### Construction of Two-Storey C-Shaped Buildings with Wooden Canopy

- C-Shaped Buildings: Two two-storey C-shaped buildings will be constructed and connected by an intricately woven wooden canopy. This canopy will create a covered plaza, serving as a new multifunctional space for the Innovation Crafts Centre.
- The new buildings will be constructed using traditional materials combined with innovative techniques to enhance their functionality. These buildings will accommodate the following functions.

#### Beach Front Access

- Beach Bar BBQ site
- Sunshades and beach beds/day beds
- Water and waste management point
- Kotu Bazaar and Craft Vendor Stalls

#### Ground Floor of Craft Innovation Centre Building

- Producer craft and creatives demonstration workshops and shops
- Best practice stalls for craft vendors (reduced number, to be confirmed)
- Tailor-made ordering service
- Toilet facilities
- Shaded square for performances and multifunctional space

#### First Floor of Craft Innovation Centre Building

- Mosque

- Street food stalls with tables and seating (demonstrating local interiors and products)
- Project office
- Multi-functional training space

### 8.13 Actions for implementation

GTB needs to identify a senior representative to take a lead over-seeing the development and implementation of this project, including securing the funding necessary from relevant partner agencies and other finance sources. That official will work with appointed architects to develop a final design for the project, and will use this to attract funding from relevant sources. Working with the GTB's legal team, the relevant official will negotiate with existing tenants, through their representative organisations, about what happens once the existing structure is demolished and when the new one is operational. This will include discussing compensation offers for those who will not be accommodated in the new operations.

### 8.14 Preliminary environmental screening

Two environmental issues are of concern here:

- the long term risk of sea level rises associated with climate change and the impact this will have on the shoreline at Kotu. It is not within the remit of this study to investigate possible engineering solutions, but GTB and partners will need to be conscious of this issue and the potential longer term implications for Kotu as a destination;
- littering; principally associated with poor waste management provision at the site and the casual nature of human behaviour. This can be resolved with better provision of waste bins and associated infrastructure, and better compliance with expected behaviour regarding the disposal and recycling of waste materials generated by activities at the site.

### 8.15 Preliminary social screening, including anticipated benefits to surrounding communities

#### 8.15.1 Introduction

There are a small number of social issues affecting the site, some of which are addressed through the proposed interventions though others will require action and investment by others. Key social challenges are:

- bumstering remains a difficult issue at Kotu (and rest of TDA) which, alongside a lack of cross-cultural awareness (of tourists and local people), and could result in negative tourist-host interaction at the new site if not managed responsibly;
- possible negative impact on existing neighbouring beach bars and restaurants if development of new site's food stalls and catering offer are not designed to be different/complementary rather than act as direct competition. On the other hand, the new bazaar and craft innovation will also greatly increase footfall which should have a positive impact on these and other tourism-related businesses at Kotu.

#### 8.15.2 Target beneficiaries

There are wide range of community stakeholders who it is envisaged will be the target beneficiaries from the development of tourism at the site who are listed below:

- craft vendors;
- craft producers;
- creatives groups and SMMEs (entertainers, fashion, painters, artists etc);
- Kotu tourism cluster (i.e. tourist taxis, fruit sellers, juice pressers, beach bars and restaurants, and OTGs);
- food stall vendors.

#### 8.15.3 Community opportunities/benefits

The proposed responsible development of the sites will create a number of significant number of opportunities/benefits for the community, summarised below:

- increased income and market access for Kotu tourism cluster;
- improvement to Kotu public realm (e.g. new green landscaping of site, toilets, parking etc);
- increased capacity (product development, business skills, innovative design etc) and income for craft vendors, craft producers, creatives, and tourism SMMEs;
- improved working conditions for Kotu craft market vendors/producers and Kotu tourism cluster workers;
- opportunities for supply chain linkages e.g. provision of conference merchandise packages; fusion of different craft skills into single products; access to new markets for craft products (including non-tourism);
- opportunities for positive cross-cultural exchange between tourists and local people;
- new cultural facility and professional networks for local people.



#### 8.15.4 Women and youth empowerment opportunities/benefits

A number of specific women and youth opportunities should also result from the proposed development at this site, including the following:

- sale of crafts (vendors);
- batik and tie and dye producers;
- market access for food stall vendors and fruit sellers (women);
- market access for juice pressers, OTGs, beach bars (youth);
- income generation for young creatives, start-up SMMEs and event managers;
- increased income for Kotu tourism cluster;
- income from Kotu Beach Bazaar evening cultural activities’.

#### 8.16 Potential barriers & challenges for implementation

The key challenges here are three-fold:

- firstly, there may be a need to reduce the number of tenants at the refurbished craft centre, down from the current 80 or so retailers, to allow space for the range of proposed facilities designed to support revival and innovation in Gambia’s craft and creative sectors. How GTB achieves this in a way that does not create disharmony yet which supports the moves to enhance the quality of the overall visitor experience will require careful and sensitive negotiation;
- the second challenge will be to minimise the disruption caused by the development works to the neighbouring accommodation businesses (e.g. Bungalow Beach; Kombo Beach). This may require negotiations with resort managers over the timing of deliveries of construction materials and over the timing of noise and dust-generating building works, so that hotel guests are not unduly disadvantaged;
- thirdly, lack of capacity, innovation and entrepreneurship in the craft sector and creative industries is a widespread issue which could limit the development of the proposed site and new craft and creative products unless appropriate, substantial, and long-term support is provided to key stakeholders.

#### 8.17 Learning from elsewhere/ best practice

**Jemaa El Fna**<sup>25</sup> in the main square of Marrakesh is a very large scale and internationally famous example that shows the potential of a versatile public space to provide a vibrant cultural, culinary, and market/bazaar experience for tourists and local people. In this important part of the city’s main medina inhabitants and tourists gather both during the day and night to have something to eat, shop or observe the various shows taking place.

During the day the square is full of surprising sights, from snake charmers to illusionists, and has numerous stands selling handicrafts, orange juice, spices, and mint leaves amongst other things. At dusk, the main square transforms and the morning stalls disappear to give room to food stands where visitors can have dinner surrounded by Moroccan musicians playing traditional music and various other shows.



Image source: [https://live.staticflickr.com/3062/2362267954\\_c3d01bd904.jpg](https://live.staticflickr.com/3062/2362267954_c3d01bd904.jpg)  
Accessed 17<sup>th</sup> July 2024

**Fig. 57 : Jemaa El Fna in the main square of Marrakesh**

Close by to Jemaa El Fna medina and bustling souks, **Ensemble Artisanal Marrakesh**<sup>26</sup> provides an alternative, calmer shopping experience targetted at tourists who find bargaining overwhelming or frustrating, or who are pressed for time. Ensemble Artisanal is a unique shopping destination selling a large variety of high quality Moroccan crafts (ceramics, woodcarvings, leather items, textiles, jewellery etc) from across the country with fixed and fair prices in a hassle free environment. It is also home to several boutiques and souvenir shops, offering a wide range of authentic Moroccan products such as babouches, shirts, home decorations,

<sup>25</sup> Source: <https://www.introducingmarrakech.com/jemaa-el-fnaa#:~:text=%EE%80%80Jemaa%20el-Fna%C2%A0is%EE%80%81%20the>

<sup>26</sup> Source: <https://planetmarrakech.com/ensemble-artisanal-marrakech/>

leather, belts, and pottery. On-site there are opportunities to see a few producers at work and to get things tailor-made with bespoke designs.



Image source:

<https://dynamic-media-cdn.tripadvisor.com/media/photo-o/05/c1/5b/6a/ensemble-artisanal.jpg?w=1200&h=-1&s=1> Accessed 17<sup>th</sup> July 2024

**Fig. 58 : Ensemble Artisanal Marrakesh**

**Dilli Haat INA**<sup>27</sup> in Delhi is another large (6 acres) cultural centre displaying an extensive range of local culture and handicrafts under one roof designed to allow local artisans and craftsmen to present, market and sell their handicraft items. It was jointly formed by Delhi Tourism Department, Government of Delhi, Ministry of Textiles and Ministry of Tourism, Government of India.

It is a go-to place for every kind of traveller to experience the Indian culture and tradition of 29 states under one roof and buy state known handicraft items from across the country at reasonable prices. Interestingly, apart from a few shops that are permanent here, most shops here are on a bi-weekly rotational basis at a nominal fee of Rs.100 per day and hence you will find new vendors every time you visit it. It also has a massive food court or parade which has counters from all the different states of the country.

Dilli Haat INA was constructed in the early 90s, whilst other Dilli Haats were constructed in the early 21st century. The architecture for the first centre aimed to give the feel of a village using red stone and bricks which is very common to the typical North Indian Style houses. Each of these shops is formed in the shape of a small cottage with stone roof. There are various flowers and shrubs that give it a very pleasant and harmonious look. There is also a small stage which is supported by a beautifully done graffiti wall and makes it a good spot to take photographs.

<sup>27</sup> Source: <https://delhitourism.travel/dilli-haat-delhi>





Image source:

<https://th.bing.com/th/id/R.461fbba4dbdd0d1fcaabc0695738a801?rik=1lns5fuQtRXa8w&riu=http%3a%2f%2f1.bp.blogspot.com%2f-cezYsmzcxl%2fUzk5B96vvjl%2fAAAAAAACw4%2fztAbVMCjLX4%2fs1600%2fIMAG0399.jpg&ehk=vOZ6bkQ1GDmUlhnvhdPHqpn6JezBCy8wJR%2bN8g1C490%3d&risl=&pid=ImgRaw&r=0> Accessed 17<sup>th</sup> July 2024

**Fig. 59 : Dilli Haat INA1 Delhi**

**Rog Centre**<sup>28</sup> along Petkovško embankment in Ljubljana is a modern production space intended to support those who like to create with their hands (i.e. “creatives”), regardless of their knowledge and age. It contains nine production laboratories, which are the heart of the house, represent a space for learning and using both traditional and modern, digital technologies. They support their creative community to tackle very concrete and tangible challenges – from repairing various items to making improvements and creating new, innovative and socially beneficial products. The Rog Centre also has nineteen project studios, as well as a unit of the Ljubljana City Library - the Rog Library, a large exhibition and event hall, a café, a bistro and a restaurant, and several shops selling local products.

In addition, their current **Made in 2.0 project** aims to preserve and map invaluable handicraft knowledge, develop it and pass it on to new generations, and develop and promote sustainable, stimulating, circular, production models. This project brings together 10 partners from 6 countries, and 1,380 craftsmen, designers, researchers and cultural professionals will participate in the project's activities. These include the mapping of crafts, craftsmen and new materials of the partner countries, the transfer of knowledge between craftsmen, contemporary designers and researchers: through residencies, workshops, trainings and summer schools. The result of the project will consist of 80 new prototypes, presented at the final exhibition at the Rog Centre.

<sup>28</sup> Source: <https://center-rog.si/o-nas/>



Image source: <https://center-rog.si/o-nas/>

**Fig. 60 : Made in 2.0 project**

**Aid for Artisans**<sup>29</sup> is a non-profit organisation which aims to create economic opportunities for artisan groups around the world where livelihoods, communities, and craft traditions are marginal or at risk. They blend a passion for the deep-rooted cultures and handmade traditions of the developing world with a commitment to building profitable businesses and sound environmental practices. Aid for Artisans have developed an integrated and applied approach to supporting artisans through product

## Aid to Artisans

development, business skills training, market access, and eco-effective processes. This is implemented by working together with partners in the countries where they work and in the markets they connect artisans with, leaving behind an infrastructure that continues to support the artisan community long after they have completed the mentoring process.

<sup>29</sup> Source: <https://ata.creativelearning.org/methodology/>



Table 19 – Spreadsheet showing attendance and income projections over 30 years, plus impact of multiplier and calculations for outline cost:benefit analysis (all 2024 prices except where indicated)

	Years																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
Total spend by tourists (\$)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Expected number of day visitors (\$)	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000		
Average spend per day visitor (\$)	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	
Total spend by day visitors (\$)	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000		
Total income earned from visitors (\$)	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000		
Total earned income assuming multiplier effect of 2.0 (\$)	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000		
Costs (\$)	1,648,987																															
Present value of costs (discounted at 10% per year) (\$)	1,648,987																														1,648,987	
Present value of benefit, discounted by 10% per annum from Year 2 (\$)	960,000	872,727	872,727	872,727	872,727	793,388	721,262	655,693	596,084	541,895	492,632	447,847	407,134	370,122	336,474	305,886	278,078	252,798	229,816	208,924	189,931	172,664	156,968	142,698	129,725	117,932	107,211	97,465	88,604	80,549	12,372,689	
Cost:Benefit Ratio in year 10										4.71																						
Cost:Benefit Ratio in year 30																															7.5	

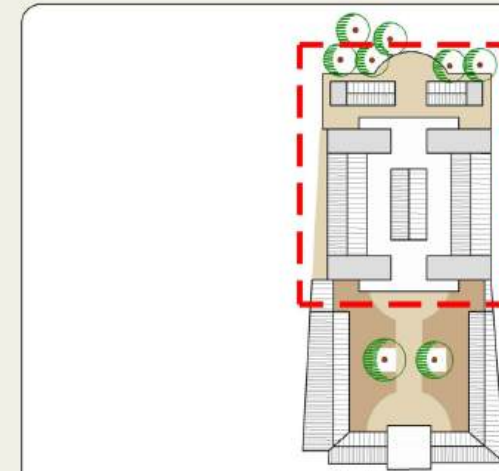
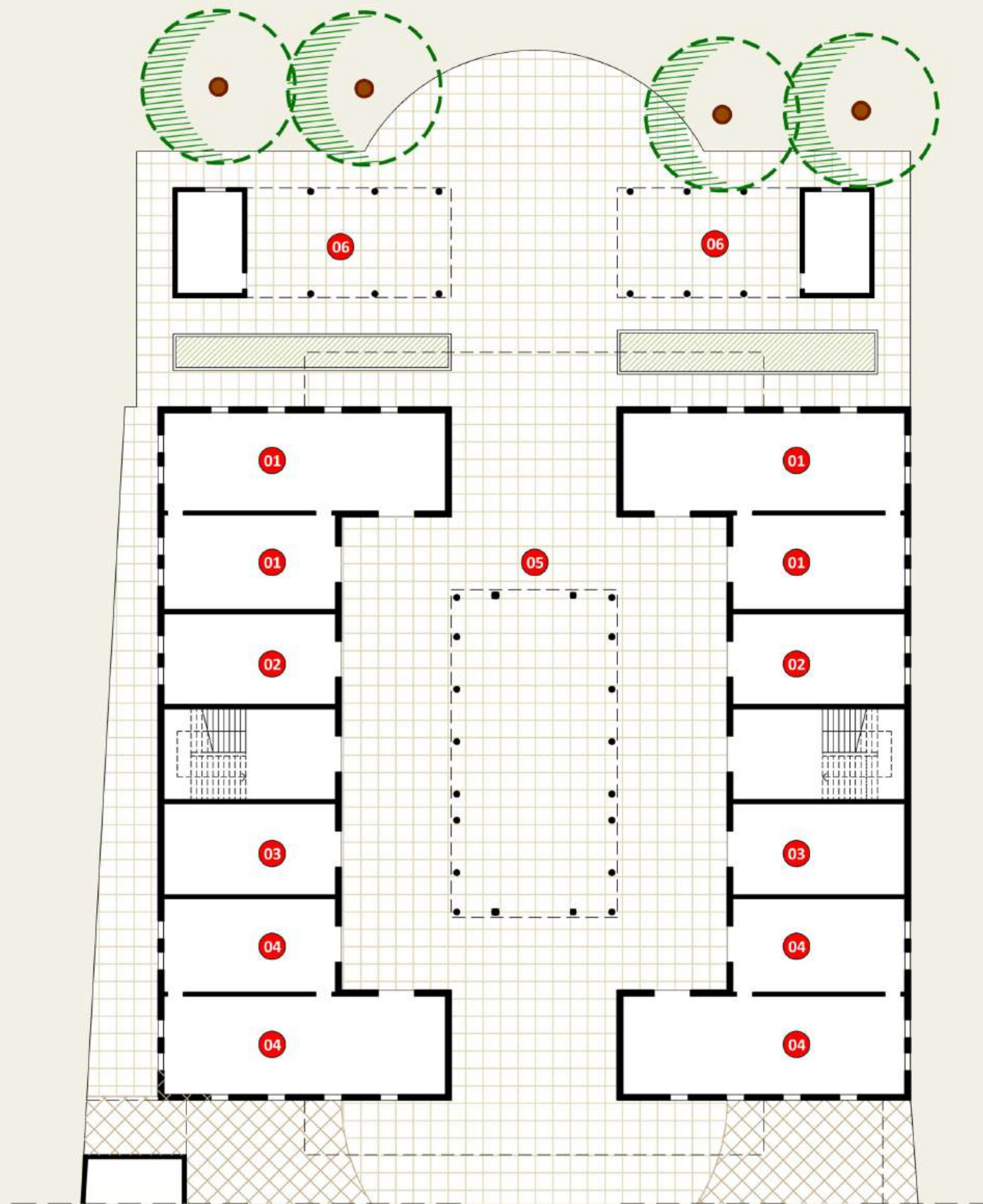






KOTU BEACH BAZAAR AND INNOVATION  
CRAFT CENTRE, GROUND FLOOR

D08.2



Legend

- |    |                              |    |                                     |
|----|------------------------------|----|-------------------------------------|
| 01 | Craft shop                   | 04 | Shop with workshop space            |
| 02 | Tailor-made ordering service | 05 | Performance multi-functional space  |
| 03 | Toilets                      | 06 | Beach Bar, BBQ site, beach services |

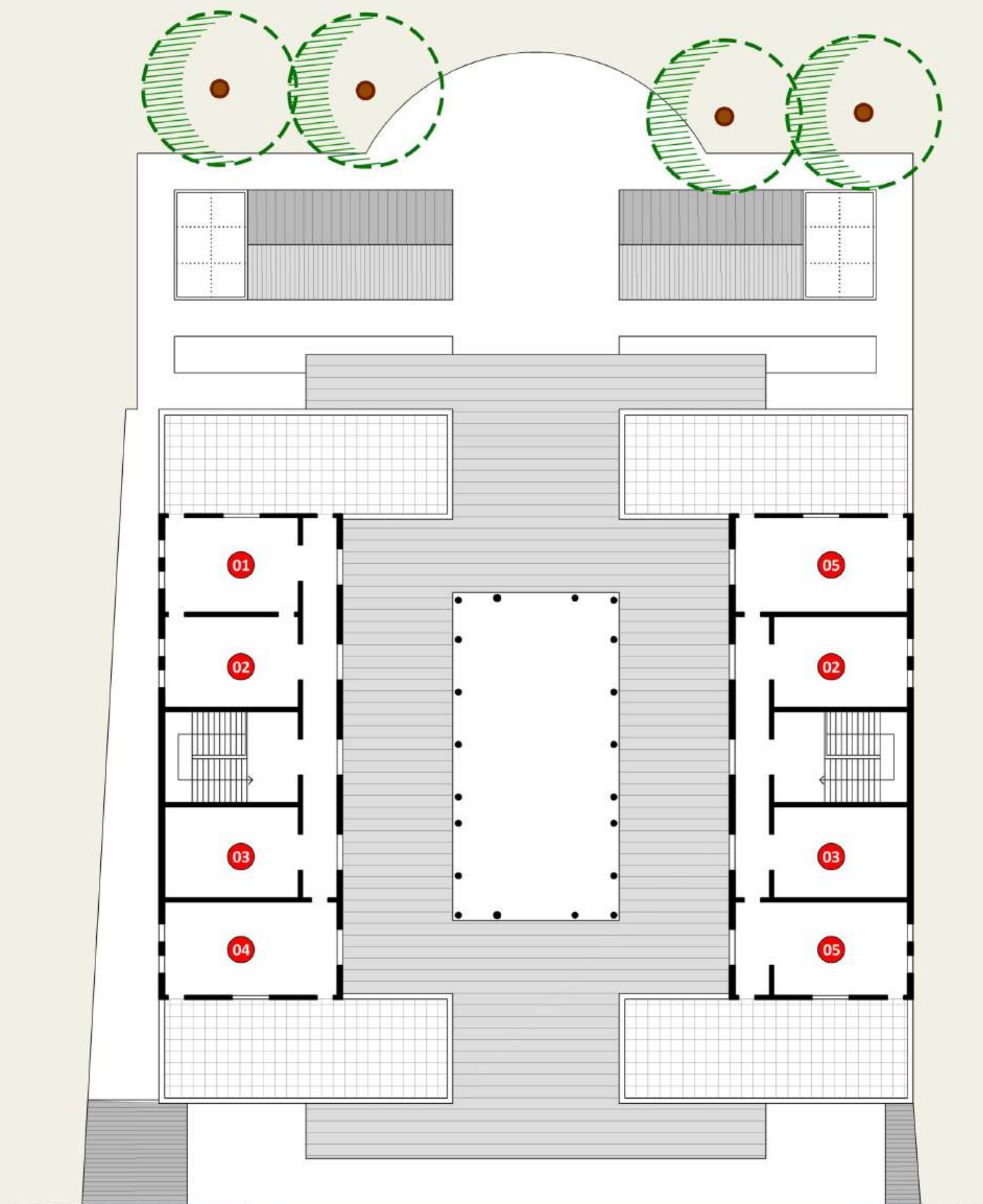
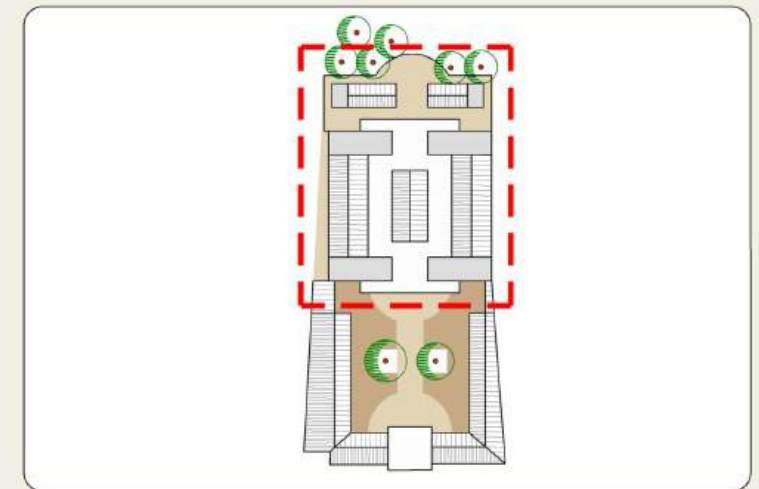


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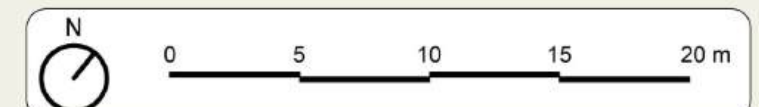
KOTU BEACH BAZAAR AND INNOVATION CRAFT CENTRE, FIRST FLOOR

D08.3



Legend

- |    |  |    |                                 |
|----|--|----|---------------------------------|
| 01 | Street food stalls with terrace              | 04 | Offices with terrace            |
| 02 | Tailor Demonstration space of local products | 05 | Multi-functional training space |
| 03 | Toilets                                      |    |                                 |





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## D09 Supporting Conservation through Tourism

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# D09 Supporting Conservation through Tourism

## 9.1 Location including region

Niumi National Park, including Jinack Island, North Bank Region

## 9.2 Summary description

Niumi National Park on the North Bank was recently declared by UNESCO as a Biosphere Reserve<sup>30</sup> and is the first such biosphere reserve to be designated in The Gambia. It is one of the few places in West Africa where it is possible to see the manatee, a shy and iconic aquatic mammal. It also has some important breeding and feeding grounds for a wide range of bird species, as well as a small but highly important population of bush babies.

The re-positioning of the existing park offices in Kunama Village into a National Park Gateway and Information Centre and the provision of a landing stage at Mbankam for creek access will increase accessibility and local awareness of the Park within a range of target markets, including day visitors from the TDA. At the same time, the active promotion of community-based tourism services through that same information centre will help to strengthen the local visitor economy.

Other investment proposals to accommodate a larger (though manageable) volume of tourism than currently experienced include the sensitive development of new ecolodge accommodation provision on the seashore which will support the complementary development by a local investor of a new lodge at Bakindik village. In all cases, accommodation providers within and around the Park will be expected to comply with the best practice guidelines on ecolodge development and operations published by the International Ecotourism Society in 2002 (see: <https://gileboom.ir/wp-content/uploads/2018/02/International-Ecolodge-Guidelines.pdf>).

By enhancing the infrastructure for access to remoter parts of the park, including hiking trails, and by providing better viewing opportunities through a network of viewing platforms and camera traps, visitors will be encouraged to directly support conservation activities in the park.

<sup>30</sup> Source: <https://www.unesco.org/en/articles/unesco-designates-11-new-biosphere-reserves-1> Accessed 10<sup>th</sup> July 2024

## 9.3 Context and Rationale

One of the stated objectives of UNESCO Biosphere Reserves such as the newly designated reserve at Niumi is to promote innovative local sustainable development solutions, protect biodiversity, and address climate disruption. They also support local and Indigenous communities through practices such as agro-ecology, water management, and the generation of green income.

Stretching along the north bank of the Gambia River, the biosphere reserve at Niumi lies adjacent to Senegal's Delta de Saloum Biosphere Reserve in the north. Within its boundaries are some of West Africa's last pristine mangrove forests which dominate the coastal areas and riverbanks. Even before this designation was made public on 5<sup>th</sup> July 2024, we were already preparing proposals to develop sensitive forms of low-impact tourism that could generate additional income for the DPWM so that they could manage Niumi National Park in harmony with nature, and in collaboration with the communities who live within and around the protected area.

The overall concept for the site is to increase numbers of day visitors (including education groups) and overnight tourists (including those keen to assist with conservation activities occurring across the park), and to use the income generated from entrance fees to fund further habitat conservation activities. A trip to Niumi will be promoted very much as an opportunity to support conservation in action and generate additional income for host communities.

## 9.4 Current landownership (where known)

The park itself is managed by DPWM and the communities within the park own the land on which they live.

## 9.5 Project objectives and anticipated market demand

The principal objectives for this suite of investment proposals are as follows:

- to promote an increase in overnight and day visits to the National Park by visitors sensitive to the need to conserve this internationally significant habitat and the species that live there;
- to generate additional funds from tourism for conservation activities across the Park;
- to provide additional training, employment and income generation opportunities for members of the host communities living within and around the Park.

In terms of current demand for tourism, the only information available is for Jinack Lodge which has 12 double rooms and which reports accommodating between 250 and 300 visitors per season, with an average stay of between 2 to 3 nights (so between 500 and 900 bednights per season). This is roughly a 16% occupancy rate assuming an 8 month season. No data is available for Feel Free Lodge nearby. No data has been provided on the number of visitors paying to enter the Park.

With stronger marketing and investment in a range of wildlife viewing opportunities, we anticipate an uplift in tourist activity to around 2,000 bednights (1,000 tourists) per season across all three establishments. In addition, we project a further 2,000 day visitors on excursions into the National Park, engaging in wildlife viewing activities organised from the new National Park centre. These will include international visitors on day trips from the resorts of the TDA, tourists in transit on the way to or from Senegal, and local educational groups.



## 9.6 Delivery timeline

There are two separate timelines her for the two main components of the project.

**Table 21 – Timeline for the two components of the project**

	New NP visitor centre in Kunama Village, plus new viewing platforms and landing stages	New lodge accommodation on Jinack Island
<b>Year 1</b>	Draw up plans for new centre, and identify locations for supporting infrastructure, secure funding for installations.	Advertise opportunity to investors, receive notes of interest, agree terms with preferred bidder.
<b>Year 2</b>	All construction work undertaken; commence marketing the new opportunities to tour operators, education providers etc; soft opening. Deliver capacity building interventions for DPWM staff, educators and local guides.	Construction of new lodge
<b>Year 3</b>	Park centre, viewing platforms, landing stages all fully operational.	Opening.

If funding is not available for the full project as proposed then it could be broken into three packages, as follows:

- Creation of enhanced access, trails and viewing platforms;
- Development of new National Park centre;
- Completion of new lodge developments.

## 9.7 Indicative costs (summary)

In all, the projected capital works across the various locations of Niumi National Park and Jinack Island are estimated at some **US\$3,596,249** at 2024 prices (see Tables 20). This covers all of the proposed works associated with the creation of new viewing and access infrastructure, an improved National Park centre, another high quality lodge and other ancillary developments.

Individual component cost estimates are presented below and are based on our team architect's estimates of the quantities of work required, whilst the indicative costs per unit have been provided by one of The Gambia's leading quantity surveyors. Please note that these are indicative only and will require considerable elaboration as more detailed plans are drawn up.

**Table 20 – Summary of estimated quantities and costs (2024 prices)**

ITEM	UNIT OF MEASUREMENT	UNIT PRICE US\$  VAT EXCLUDED	D09.1  Creation of enhanced access, trails and viewing platforms		D09.2  Development of new National Park centre		D09.3  Completion of new lodge developments		TOTAL	
			Q	AMOUNT	Q	AMOUNT	Q	AMOUNT	QUANTITY	AMOUNT US\$
EXTERNAL WORKS										
Landscaping of “green parking” area (interlocking paviors with grass laid on sable)	sqm	17					400	6,800	400	6,800
Soft landscaping of green areas (without plantation of trees)	sqm	15					2,050	30,750	2,050	30,750
Custom signage system, painted wood (interpretation panels, path signs, roadside directional signs, etc)	per sign	149	20	2,980					20	2,980
Street and beach furniture, including benches, tables, garbage bins, and bicycle racks, constructed from painted wood by local artisans.	per piece (average)	179	80	14,320			20	3,580	100	17,900
Supply and planting of new trees, local species, min. 3 m high	per tree	373					65	24,245	65	24,245
Cleaning and paving walking paths (soil stabilization and gravel)	sqm	24					2,100	50,400	2,100	50,400
Construction of a landing stage platform (painted iron structure with recycled materials floor)	sqm	3,750	350	1,312,500					350	1,312,500
New Bird’s viewing Platform (wood and stone)	sqm	373	160	59,680					160	59,680
Coastal protection work reinforcement	m	300					250	75,000	250	75,000
BUILDING										
Building, open shaded structure, wood with thatched roof (entry point)	sqm	448	90	40,320					90	40,320
Building closed structure (mud brick, wood, traditional materials)	sqm	373			50	18,650	1,290	481,170	1,340	499,820
Refurbishment of existing masonry building (including cleaning, internal and external painting, new pavings, fixtures, waterproofing, MEP)	sqm	392					800	313,600	800	313,600
Internal displays furnitures	sqm	1,000			25	25,000			25	25,000
MEP										
Public lighting system including lighting appliances and cabling	per lamp post	1,045	15	15,675			15	15,675	30	31,350
Freshwater supply system (RO system)	lump sum	50,000			1	50,000	1	50,000	2	100,000
Solar power supply system	lump sum	50,000	1	50,000	1	50,000	1	50,000	3	150,000
Waste water system (PVC pipe, including manholes, etc.)	m	10	300	3,000			100	1,000	400	4,000
Connection to the telecommunication network	m	3,500			1	3,500	1	3,500	2	7,000
Organic waste composting system	lump sum	5,000	1	5,000	1	5,000	1	5,000	3	15,000
SUBTOTAL amount of works (a)			1,503,475		152,150		1,110,720		2,766,345	
ENGINEERING SERVICES for design and works supervision 10% (ax0,10=b)			150,348		15,215		111,072		276,635	
CONTINGENCIES 20% (ax0,20=c)			300,695		30,430		222,144		553,269	
TOTAL including contingencies and services (a + b + c = d)			1,954,518		197,795		1,443,936		3,596,249	

## 9.8 Responsibility for implementation (lead agency and partners)



The DPWM will be the lead agency for all components of this project, though GTB should be invited to assist in selecting the preferred design and developer for a new lodge on Jinack Island based on their experience of developing eco-lodges in Barra, Kunkilling etc. The Ministry of Basic and Secondary Education should be invited to help develop learning packages for school children and to help promote the potential for educational visits to Niumi by schoolchildren from North Bank, Banjul and West Coast Region.

DPWM should lead on facilitating community engagement in the development of the site building on their existing relationships with local communities, groups and structures such as those listed below:

- Village Development Committees;
- Niumi National Park Co-Management Committee with Site Management Communities;
- Fishermen Association (men);
- Shellfish Association (women).

In addition, partnership working with community-based organisations (CBOs) should also be considered to support implementation of the proposed plans for the site and related conservation activities. For example, the following CBOs are active in the National Park and wider region:

- Niumi Seafood Association;
- Essau Environment Stewardship Group;
- Wetland International (Dakar);
- IUCN; Regional Network for Managing Protected Areas in West Africa (RAPAMAO);
- Regional Coastal Zones of West Africa;
- West Africa Coast Areas Management Programme (WACA);
- Sahel International; West Africa Bird Study Association (WABSA).

## 9.9 Proposed business model(s)

The new National Park Gateway and Information Centre at Kunama Village will be owned and operated by the DPWM (and thus may require additional revenue funding to cover staffing costs and other operational outlays). It has been suggested that this information centre could be developed as part of one of the lodges but the locations of these lodges would not allow it to function as a gateway into the protected area – the existing site in Kunama village is thus most important. It is recognised that this will entail additional operational costs for DPWM but these should be covered by income generated from offering concessions to lodge developers and activity providers.

The new lodges will be developed as a PPP – essentially private sector investors will be invited to build new lodges according to appropriate guidelines, leasing the land from DPWM on at least a 20 year basis, to allow them to secure a return on their investment.

Hiking tours, bird-watching tours and boat trips will be operated by private sector tour guides with a permit to do so from the DPWM.

## 9.10 Expected outcomes, including summary CBA

There will be some significant positive economic and social outcomes associated with this investment including:

- increase in employment opportunities during construction and once operational;
- increase in other economic benefits to local communities through the supply chain;
- increase in other social cultural benefits to local communities, linked to the renewed appreciation of the area's cultural heritage and traditions;
- decrease in negative social, cultural and environmental impacts.

Based on an initial investment of around **US\$3,596,249** we estimate some **342 FTE jobs** would be created in the local and regional economy associated with this capital spending, based on an estimated cost per construction job of US\$2,100 per FTE position and assuming that around 20% of the total project costs (i.e. US\$719,250) will be spent on labour.

By year 5, once all interventions are complete and the destination is well established, then we see an estimated annual spend by tourists staying in and around Niumi of around **US\$250,000** per year (at 2024 prices). Taking the multiplier effect into account this will generate total spending in the local/ regional economy of an estimated **US\$500,000**. This will support around **294 FTE** jobs in the tourism sector and related supply chains, based on an estimated cost per job of around US\$1,700 per FTE position. In the absence of any robust data on current levels of tourism activity within the Park at present, we cannot determine what level of ADDITIONAL spending will arise from the proposed investments and therefore how many new direct, indirect and induced jobs will be supported by the interventions described earlier.

Turning to the results of our initial cost benefit analysis, the 10 year cost:benefit ratio is calculated at **0.96** which is not particularly attractive given the normal parameters for judging investment in new tourism projects though it should be noted that a lot of the infrastructural investment in roads and landing stages will also benefit the host communities of the Park, and these benefits have not been quantified here.

Turning to a 30 year timescale however, the 30 year cost:benefit ratio is calculated at **1.62** which on the margins of being able to justify the investment as a long term initiative, given the caveat that this does not represent net gains but rather the anticipated overall impact of tourism locally.

However, from a local economic and social development perspective, creating an initial 340 or so FTE jobs during the capital works and then supporting, in the long term, some **294** jobs in the tourism sector and associated supply chains in the communities living in and around Niumi and Jinack, makes this an investment worthy of attention from the public sector and partners in both the private sector and also international development agencies.

## 9.11 Project description

At the heart of this initiative are several key components designed to enhance both the environmental and socio-economic landscapes of the region. These components form a comprehensive approach to fostering sustainable development within the Niumi Biosphere Reserve. By integrating innovative infrastructure with a deep respect for natural, tangible and intangible heritage, this project aims to create a harmonious environment where both nature and local communities can thrive.



Fig. 61 : Location of new landing stage for creek access



Fig. 62 : Lodge Area be be redeveloped

## 9.12 Project components

Below is a note of the main components of the project.



- **Refurbishment of existing headquarters and creation of new Park** entry point with signage, benches, and shaded area: a welcoming and informative entry point will be established to guide visitors and provide rest areas, contributing to a more enjoyable and educational visit.
- **New Landing Stage for Creek Access at Mbankam Village.** Tis wooden and iron infrastructure will improve access to the waterways, supporting eco-tourism and local transportation, while ensuring minimal environmental impact.
- **Redevelopment of Bakindik Koto Camp.** The camp will be revitalized to offer eco-friendly accommodations, providing a sustainable tourism option that benefits both the environment and the local economy. Native plants and trees will be used for landscaping around the centre to support local wildlife and promote biodiversity, with shaded outdoor areas for gatherings and educational activities.
- **New Viewing Platforms.** This platform will offer breathtaking views of the reserve, enhancing the visitor experience and fostering a deeper appreciation for the natural landscape.
- **Creation of hiking trails.** This will encourage visitors to stay longer (and thus spend more money) in the destination by allowing them to get closer to wildlife in the company of specialist trained guides.
- **New Jetty and Landing Stage on the North Side of Jinack Island.** Construct a welcoming jetty featuring clear and attractive signage to greet visitors arriving by boat. The jetty will serve as the primary entry point, providing safe and convenient access to the river. This development will facilitate improved access and mobility, supporting both tourism and local activities in an environmentally responsible manner.
- **New Lodge at Jinack Island.** The lodge will provide sustainable accommodation, designed to minimize environmental impact while offering comfort and a unique experience for visitors. The project includes:
- **Site Clearing and Excavation.** The entire site will be cleared of vegetation, debris, and topsoil to prepare for construction. Excavation will be conducted to lay foundations for structures.
- **Grading.** The site will be graded to ensure proper drainage and a stable foundation for construction.
- **Fencing and Gate.** Security fencing around the perimeter with controlled access gates to ensure guest safety and privacy.
- **Landscaping.** Extensive landscaping with abundant trees and shrubs to provide natural shade and enhance the site's aesthetic appeal.
- **Central Lodge and Restaurant.** A 400 sqm single-storey wooden structure with a thatched roof, serving as the central hub for

guests. This includes a lobby, dining area, kitchen, and lounge spaces.

- **Bungalows.** Ten bungalows, each approximately 50 sqm, constructed from wood with thatched roofs. Each bungalow will feature high-end interior finishes, private bathrooms, and outdoor seating areas.
- **Mini-Grid.** A 50 sqm area dedicated to a mini-grid system incorporating solar power with a diesel backup to ensure a reliable and sustainable energy supply.
- **Gravel Access and Parking.** Gravel roads and parking areas with wooden canopies to facilitate easy access and provide covered parking spaces for guests.
- **Swimming Pool.** A 10 x 20 metre swimming pool with appropriate filtration and water treatment systems.
- **Street Furniture.** Installation of benches, gazebos, garbage cans, and other street furniture to enhance guest comfort and convenience.
- **External Lighting.** Comprehensive external lighting system to illuminate pathways, common areas, and structures, ensuring safety and enhancing the night-time ambiance.
- **Water Supply and Sanitation.** Development of a robust water supply system including wells, storage tanks, and piping. Sanitation facilities will include septic systems or connections to a local sewer system.
- **Electrical Systems.** Installation of electrical systems, including wiring, panels, and outlets to support all site structures.
- **Plumbing Systems.** Comprehensive plumbing for potable water, waste management, and fire protection systems.
- **HVAC Systems.** High-efficiency heating, ventilation, and air conditioning systems to ensure guest comfort.
- **Interior Finishes.** High-quality materials and finishes for the interiors of the central lodge, restaurant, and bungalows. This includes flooring, wall finishes, ceilings, and fixtures designed to meet luxury standards.
- **Furnishings and Equipment.** Procurement and installation of high-end furnishings and equipment for guest comfort and convenience. This includes furniture, bedding, kitchen appliances, and entertainment systems.

### 9.13 Actions for implementation

The opportunity to create a National Park Gateway and Information Centre at Kunama Village requires discussion at the highest levels within DPWM and will require requests to Government for additional funding to cover both the initial capital costs but also the associated running costs thereafter (a common failing of many

projects we have seen in The Gambia is to secure only the initial capital funding, and then not to invest in ongoing management, maintenance and marketing activities so that one is soon left with buildings not completely fit for purpose and a sub-optimal visitor experience).

Otherwise, DPWM, GTB and the communities inside the park need to identify a suitable location for a new lodge on Jinack Island, and DPWM need to identify suitable locations for the suite of landing stages and viewing platforms that will be introduced to enhance the overall wildlife viewing experience.

In addition, comprehensive capacity building needs assessment for key stakeholders such as DPWM staff, guides, educators, accommodation providers and local community members involved in delivering accommodation and nature-based and cultural activities. This will inform the delivery of a comprehensive programme of capacity building interventions designed to support implementation and long-term, sustainable delivery of the proposed plans for this important site.

Supporting all of the above is the need to prepare a detailed management plan for the protected areas that provide guidance on zoning for activities; priorities for protecting and conserving habitats and species; tools for managing visitor access to and around the different locations and strategies for tackling broader issues such as climate change and other anthropogenic challenges. It may also be appropriate for DPWM to consider a uniform approach to operating concessions across all of the Gambia's protected areas.

### 9.14 Preliminary environmental screening

A number of issues were identified in the preliminary environmental screening process:

- long-term threat to the shoreline from rising sea levels associated with climate change. This cannot be resolved by any capital investment but should be reflected when selecting a location for a new lodge on Jinack Island;
- changing salinity in the bolongs associated with climate change, which may over time affect the vegetation that can grow there and the marine and terrestrial species supported. Again, there is no easy mitigation for this;
- littering both from domestic waste (particularly a problem in the villages on Jinack Island where it is unsightly and creating a potential public health challenge) but also marine waste washing up on the shoreline or entering the bolong where it can become a problem for wildlife. As elsewhere, public awareness programmes combined with litter picks and the introduction of



appropriate waste management procedures is required to tackle this issue;

- illegal agricultural practices are reported to be drawing significant amounts of water from the water table on which local communities rely for some of their daily water supply. Tackling this will be extremely sensitive because of the cultural issues involved, but as it stands it reduces the opportunities for local food producers to supply the existing and proposed lodges with locally sourced agricultural products;
- whilst poaching of Manatee is reported to be almost absent now, it still remains a risk and requires further investigation to ensure that a healthy population of these iconic species remains in Niumi in order to attract nature tourists.

## 9.15 Preliminary social screening, including anticipated benefits to surrounding communities

### 9.15.1 Introduction

There are a few social issues affecting the site, some of which are addressed through the proposed interventions though some will require action and investment by others. Social challenges identified during the screening are:

- moderate security risk and negative destination image through existing (illegal) marijuana production in the National Park poses a threat to attracting new conservation-oriented markets who may well find this a deterrent;
- potential for increased visitor numbers at Jinack Island could result in negative tourist-host interaction resulting from bums-tering, children begging for sweets, footballs etc (already a minor issue) and lack of cross-cultural awareness (of tourists and local people) if not responsibly managed;
- introducing accommodation in this remote area could pose child protection and sex tourism risks for host communities if it is not responsibly managed through capacity building and preventative measures being put in place;
- risk of private sector partners not engaging with profit share contracts and socio-economic responsibilities included as part of PPP or PPCP multi-stakeholder partnerships for new accommodation which could limit local benefits.

### 9.15.2 Target beneficiaries

The 11 communities included in the Niumi National Park boundary (including Jinack) and Co-Management Committee are the main target beneficiaries for the development of tourism at the

site. In addition, wildlife and conservation activities are also designed to benefit.

### 9.15.3 Community opportunities/benefits

The proposed responsible development of the sites will create a number of significant number of opportunities/benefits for the community, summarised below:

- opportunities for positive cross-cultural exchange and income from cultural activities delivered by communities;
- employment as wildlife guides, boatmen, new accommodation, conservationists;
- increased local awareness and skills about wildlife conservation, climate change, environmental issues;
- supply chain linkages to new tourist accommodation e.g. women's gardens, fish, fruit and vegetables;
- improved living conditions and education through increased income and support of community projects and infrastructure (schools, clinics etc) through lodge's social responsibility activities as part of PPCP multi-stakeholder partnership agreement;
- sustainable use of forest resources in line with National Park regulations and community agreements.

### 9.15.4 Women and youth empowerment opportunities/benefits

A number of specific women and youth opportunities should also result from the proposed development at this site, including the following:

- women or youth-led SMME opportunities e.g. solar boat trips;
- increased income from sale of produce from women's garden, shellfish (shrimps & oysters), beads, fruit juices and beauty products direct to tourists or restaurants/accommodation providers;
- increased income and employment opportunities through guiding, tourism facilities, transport providers, craft products;
- access to opportunities for cross-cultural exchange and capacity building interventions (social empowerment);
- reduced youth migration resulting from increased employment and income opportunities through tourism.

## 9.16 Potential barriers & challenges for implementation

The principal challenges associated with delivering this project revolve around securing the capital funding needed to deliver the proposed National Park Gateway and Information Centre at Kunama Village, and then to secure a commitment from the government that it will provide sufficient revenue funding to cover ongoing operational costs associated with the centre. These activities will include running an education and learning programme for Gambian school groups; running a parallel information and visit programme for day visitors and tourists (including promotional and marketing activities with tour operators and ground handlers, to deliver a regular flow of visitors to the park) and also supporting the various conservation and ecological research programmes in the park linked to iconic species such as Manatee and Bush Babies.

These activities will also require significant investment in a collaborative and strategic approach to building capacity of DPWM staff, wildlife guides, educators, accommodation providers and community members engaged in delivering tourist and conservation activities, services and site management proposed at the site. Particular capacity issues to be addressed at Niumi National Park will include waste and site maintenance; development of PPCP/PPP partnerships; provision of high quality and experiential accommodation; and interpretation, storytelling, experience design and (educational) product development.

It has been suggested that this centre is developed as part of one of the ecolodge operations elsewhere in the Park but sadly the lodge locations would not permit the centre to provide the 'gateway' function that is envisaged at Kunama village. Thus this proposal, to use a new centre to celebrate the UNESCO Biosphere inscription is, in our view, best delivered through a firm public sector commitment to increasing the resources available to DPWM in this location.

## 9.17 Learning from elsewhere/ best practice

Most protected areas have a visitor centre that acts as a focal point for people to learn more about the location and from where different opportunities to explore are based. One relatively modest such development is the **Bowlees Visitor Centre<sup>31</sup> in County Durham, England**. The Centre is run by the North Pennines National Landscape team, and acts as a gateway to the North Pennines National Landscape and UNESCO Global Geopark. Here visitors can find information about things to see and do across the region, take part in nature and landscape themed events, and ex-

<sup>31</sup> See <https://northpennines.org.uk/bowlees-visitor-centre/> Accessed 10<sup>th</sup> July 2024



plore the site. The centre itself is located in a disused chapel that was refurbished and fitted out to include an exhibition space, cafe, offices and storage space.



Source: <https://images.app.goo.gl/dwQRfZuc3vPSeRNv6> Accessed 10th July 2024

**Fig. 63 : Bowlees Visitor Centre, Upper Teesdale, England.**

Many national parks and protected areas have viewing platforms that enable visitors to observe wildlife and also to appreciate the broader landscape in which they are located. One recent innovative structure can be found at the UNESCO **Geopark Naturtejo in Portugal**<sup>32</sup>. The viewing tower is some 16-meters high and is built with a lightweight steel structure featuring photovoltaic panels on the roof to generate electricity which means it does not have to be connected to a grid, but can nonetheless provide safety lighting for visitors using it in the early morning and at dusk (when birds tend to be more active).



Source: <https://images.app.goo.gl/SdVxDmiY3aBsKryKA> Accessed 10th July 2024

**Fig. 64 : Watchtower constructed in UNESCO geopark to support ecotourism in Portugal**

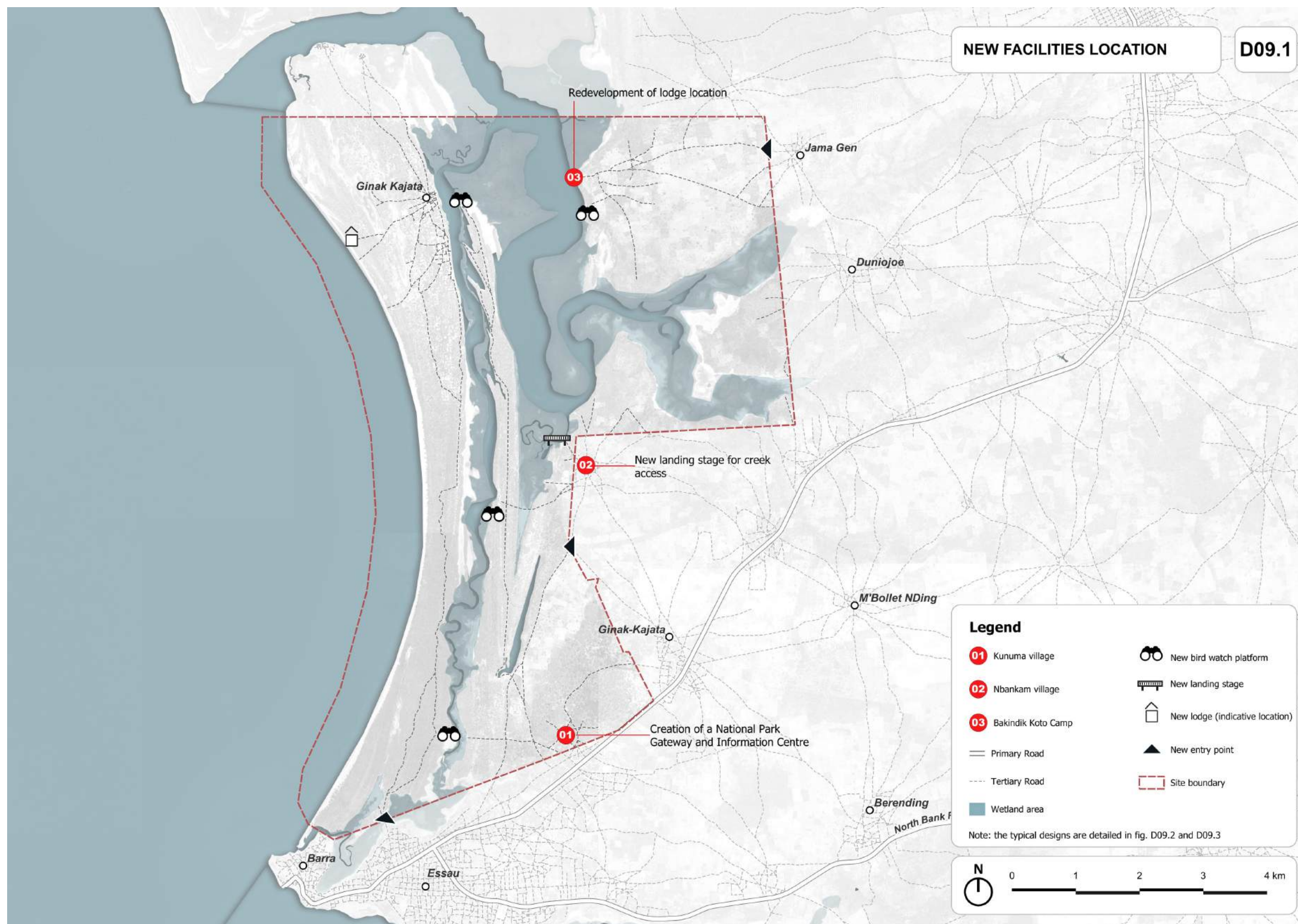
<sup>32</sup> See <https://www.archdaily.com/964260/alvaro-sizas-new-steel-frame-watchtower-for-ecotourism-in-portugal> Accessed 10th July 2024



Table 22 – Spreadsheet showing attendance and income projections over 30 years, plus impact of multiplier and calculations for outline cost:benefit analysis (all 2024 prices except where indicated)

	Years																														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
Expected number of tourists	500	650	800	900	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
Expected number of bednights	1000	1300	1600	1800	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	
Average spend per bednight (\$)	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	
Total spend by tourists (\$)	115,000	149,500	184,000	207,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	
Expected number of day visitors (\$)	500	600	700	850	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	
Average spend per day visitor (\$)	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	
Total spend by day visitors (\$)	5,000	6,000	7,000	8,500	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Total income earned from visitors (\$)	120,000	155,500	191,000	215,500	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	
Total earned income assuming multiplier effect of 2.0 (\$)	240,000	311,000	382,000	431,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
Costs (\$)	3,596,249																														
Present value of costs (discounted at 10% per year) (\$)	3,596,249																														3,596,249
Present value of benefit, discounted by 10% per annum from Year 2 (\$)	240,000	282,727	347,273	391,818	454,545	413,223	375,657	341,507	310,461	282,237	256,579	233,254	212,049	192,772	175,247	159,315	144,832	131,666	119,696	108,815	98,922	89,929	81,754	74,322	67,565	61,423	55,839	50,763	46,148	41,953	5,842,291
Cost:Benefit Ratio in year 10										0.96																					
Cost:Benefit Ratio in year 30																															1.62



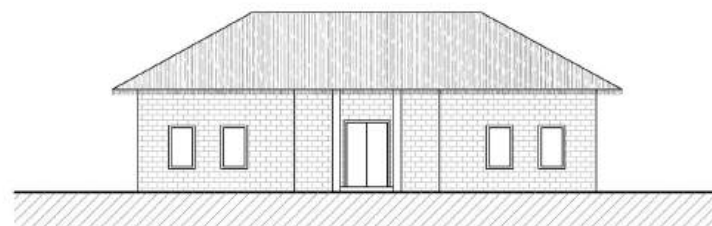




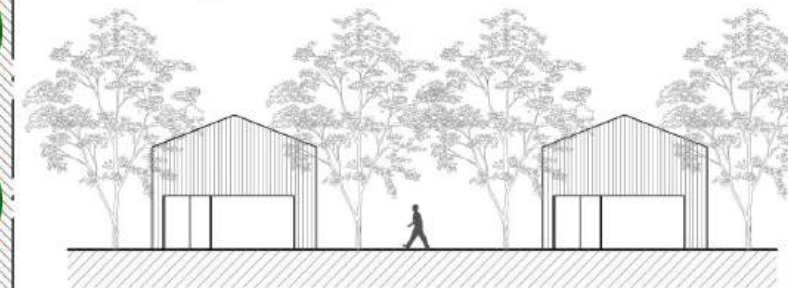


## RIVER LODGE

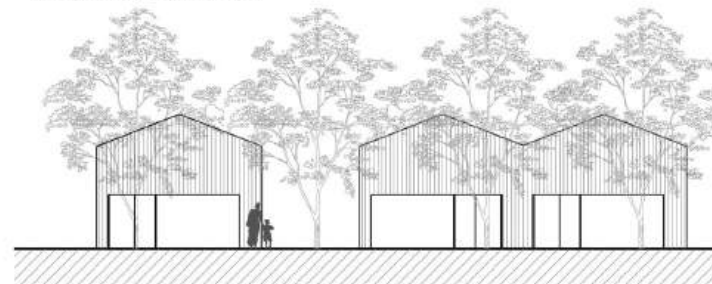
D09.2



Central Lodge main elevation



Lodge main elevation



Paired lodge main elevation

### Legend

#### Central Lodge

- 01 Restaurant
- 02 Restaurant facilities
- 03 Reception and info point
- 04 Offices
- 05 Restroom
- 06 Lounge

#### Lodge

- 07 Front Porch
- 08 Kitchen/living
- 09 Bathroom
- 10 Single bedroom
- 11 Double bedroom
- 12 Backdeck

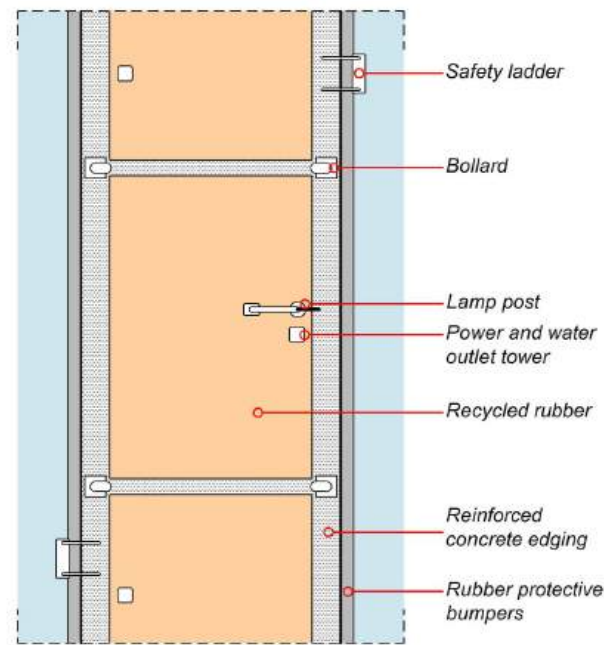
- Stabilised soil
- Paving (interlocking concrete blocks of different colours)
- Green area

- Newly planted trees
- Parking area
- Masonry seats

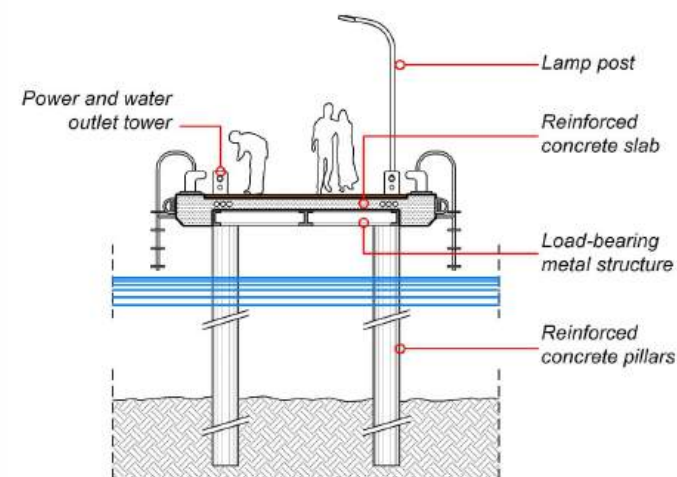




### Jetty typical design



Plan excerpt



Typical section

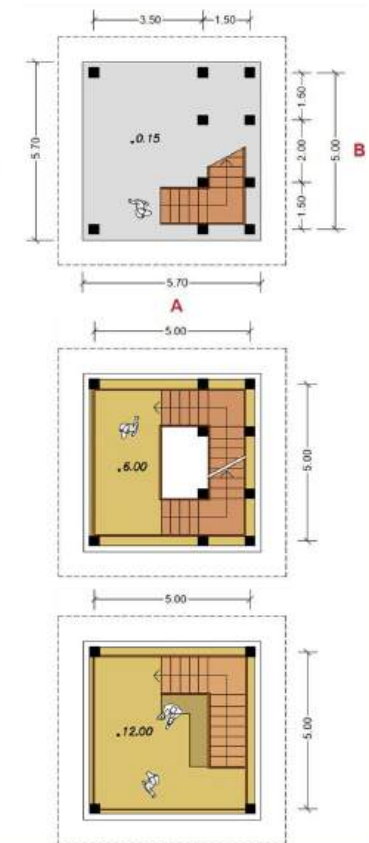
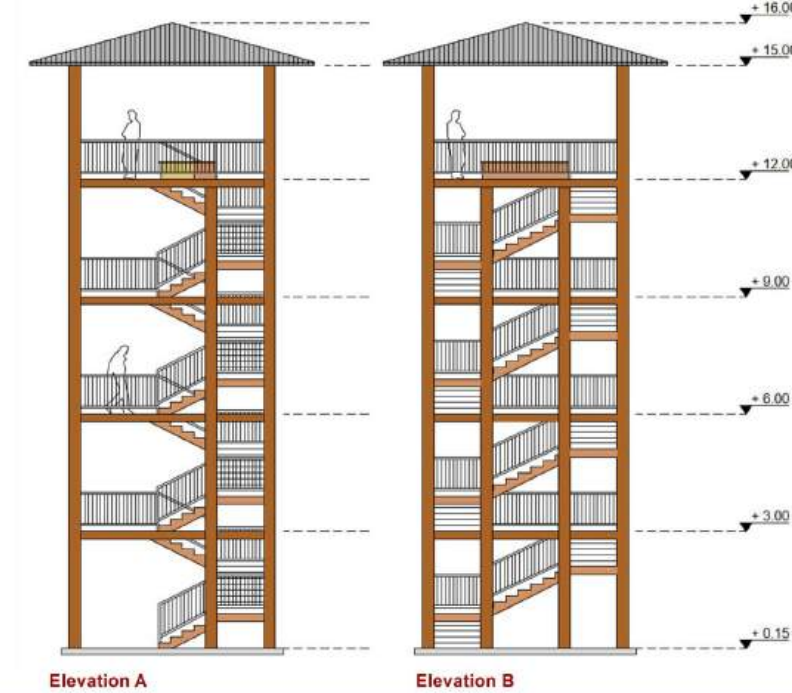
0 2 4 6 8 m

### Bird hide typical design

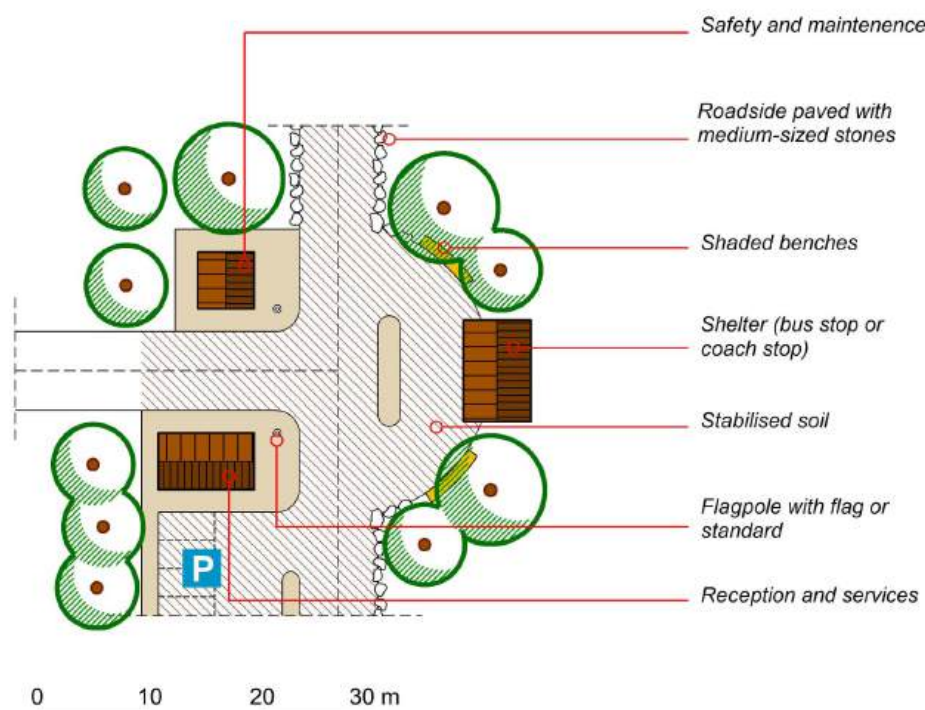
Example of a ground-level birdwatching hide



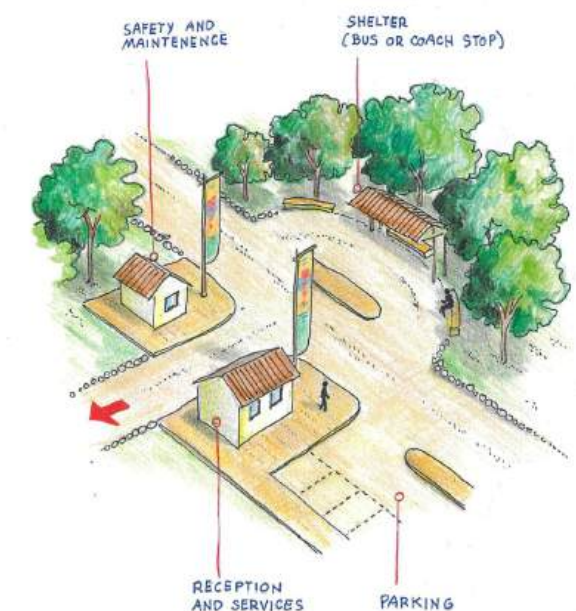
Example of an elevated platform for birdwatching



### Entry point typical design



0 10 20 30 m





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## D10 Celebrating 1,000 years of History



# D010 Celebrating 1,000 years of History

## 10.1 Location including region

Wassu Stone Circles, part of the Stone Circles of Senegambia World Heritage Site, Central River Region

## 10.2 Summary description

Wassu Stone Circles occupies a strategically important position on the main North Bank Road, lying close enough to Janjanbureh to be a day-trip destination as well as functioning as a stop-off point for travellers moving along the River. The importance of the site as an internationally significant archaeological destination is not reflected in the current state of on-site facilities, and thus it is proposed to demolish the existing structures and build a larger, better equipped visitor centre with enhanced interpretation, learning provision and more appropriate supporting public facilities (especially toilets). The access road from the village will also be significantly improved.

To support the physical interventions, it is strongly recommended that NCAC proceeds as soon as possible with its proposals to extend the site’s World Heritage Site status to include the nearby quarry, as this will increase the level of legal protection for the site. Allied to this administrative task will be investment in increasing the level of physical protection for the stones themselves and for the surrounding buffer zone.

The community is keen to explore the provision of some overnight homestay or community lodge accommodation for tourists and this too should be incorporated into the project. Finally, installation of a safe, accessible landing stage in nearby Kuntaur is proposed, to create greater links with tourist traffic on the river.

## 10.3 Context and Rationale

As one of The Gambia’s most significant archaeological sites, not least because of its World Heritage Site status, it merits greater attention from tourists than is currently possible. An expansion and refurbishment of the site museum and associated facilities will extend the length of stay for most market segments, leading to greater demand for ancillary services such as catering and retail, and possibly also accommodation (to be provided in the village). Facilitating greater community use of the buffer zone for irrigated, properly planned and managed agricultural production will

ensure Wassu residents feel a sense of ownership of the whole site. Enhancing the quality of landing stages at nearby Kuntaur will permit Wassu to be marketed more closely with nearby Baboon Island and the River Gambia National Park, and enable it to be included in more river-based itineraries.

## 10.4 Current landownership (where known)

The Stone Circles and associated museum structures are owned and managed by the NCAC. Ownership of the surrounding area, which constitutes the buffer zone for the World Heritage Site and which also includes the site of the quarry from which the stones were extracted, is unclear at present.

## 10.5 Project objectives and anticipated market demand

The objectives of this project are to:

- enhance both the physical and legal protection for the Stones, the Quarry and the buffer zone;
- to improve the visitor experience at the site and improve accessibility via river-based tours, thereby increasing length of stay and associated tourism spending;
- to increase levels of engagement between local people and the site on the one hand, and between the host community and visitors to the site on the other.

NCAC sources report that in 2023, just over 1,400 people visited the site (1,031 visitors coming with tour operators, 114 non-Gambians, and 295 educational visits). Within 5 years of refurbishment and associated investments, and with the development and promotion of more themed packages along the river, we anticipate this increasing to around 3,500 visits per annum; 3,000 from non-Gambians and the remainder from Gambians and educational visits

## 10.6 Delivery timeline

There are two separate timelines here, one for the addition of the quarry area onto the World Heritage List as part of the existing inscription, and the second relating to the proposed physical works. The latter is not dependant on the former though securing World Heritage Site status for the quarry would deliver additional promotional benefits.

If funding for the whole suite of proposed works is not available at one time, then a suggested phasing would be as follows:

- prepare management plan for whs extension to include quarry, submit to unesco;
- upgrade the museum and associated facilities, including improved access to the quarry;
- community-centred project to enhance protection and utilisation of the buffer zone.

Table 23 – Suggested timeline of activities for Wassu

	WHS status for the Quarry	Proposed capital investments
Year 1	Prepare new management plan for the whole WHS including the Quarry Complete all relevant documentation Submit documentation to UNESCO	Prepare detailed plans Present to local community and amend where appropriate NCAC to prepare and submit funding bids to relevant agencies and organisations Secure funding
Year 2	Lobby UNESCO, ICOMOS, World Heritage Committee prior to General Assembly Present case to General Assembly Secure positive outcome Promote outcome	Advertise, let and commission relevant capital works at the Stone Circles site AND Kuntaur Capacity building needs assessment Implement capacity building interventions. Implement capital works Soft opening of new visitor centre Promote new facilities to tour operators etc Separately, encourage relevant community agents to progress ideas for homestays or a community lodge (include market research exercise with visitors to the new centre
Year 3		New visitor centre fully operational Prepare & implement detailed plans for homestays or community lodge



## 10.7 Indicative costs (summary)

In all, the projected capital works associated with these proposals for Wassu are estimated at some **US\$1.83 million** at 2024 prices (see Table 24). This covers all of the proposed works associated with the creation of new and improved visitor infrastructure, better physical protection for the archaeological remains and the enhancement of the buffer zone of the World Heritage Site.

Individual component cost estimates are presented below and are based on our team architect's estimates of the quantities of work required, whilst the indicative costs per unit have been provided by one of The Gambia's leading quantity surveyors. Please note that these are indicative only and will require considerable elaboration as more detailed plans are drawn up.

## 10.8 Responsibility for implementation (lead agency and partners)

The lead agency overseeing all of the activities here other than establishing a new landing stage at Kuntaur should be the NCAC. Community engagement should build on existing working relationships with Wassu's Alkalo, village elders, Village Development Committee, women and youth groups.

Partnerships with other agencies could also be developed to support and provide specialist expertise needed for the implementation of selected elements of the plans. For example, the development of sustainable agricultural practices and planting regimes in the buffer zone; working with the community to establish homestays or a community lodge; or building interpretation, guiding and storytelling capacity of NCAC staff and local guides.

Depending on the preferred location for a new, safer landing stage at Kuntaur, responsibility for doing so should either be a private landholder or leaseholder if it is on their land (e.g. Kairoh Garden) or the villagers themselves, working with whichever agency delivers the funding for that component of this project.

## 10.9 Proposed business model(s)

The site is owned and managed by NCAC who will retain full operational responsibility for the Stone Circles and associated visitor facilities (toilets, footpaths, museum displays etc).

Local craft workers and retailers, and hospitality providers, will be invited to take annual leases on the cabins/ stalls created outside the site so that they can offer visitors appropriate souvenir, food

**Table 24 – Summary of estimated quantities and costs (2024 prices)**

ITEM	UNIT OF MEASUREMENT	UNIT PRICE US\$ VAT EXCLUDED	TOTAL	
			QUANTITY	AMOUNT US\$
EXTERNAL WORKS				
Landscaping of “green parking” area (interlocking paviers with grass laid on sable)	sqm	17	450	7,650
Soft landscaping of green areas (without plantation of trees)	sqm	15	1,000	15,000
Wooden Platform, including foundation, structure and board	sqm	149	200	29,800
Custom signage system, painted wood (interpretation panels, path signs, roadside directional signs, etc)	per sign	149	5	745
Street and beach furniture, including benches, tables, garbage bins, and bicycle racks, constructed from painted wood by local artisans.	per piece (average)	179	25	4,475
Supply and planting of new trees, local species, min. 3 m high	per tree	373	40	14,920
Cleaning and paving walking paths (soil stabilization and gravel)	sqm	24	6,150	147,600
Construction of a landing stage platform (painted iron structure with recycled materials floor)	sqm	3,750	150	562,500
Renovation of access road (soil stabilization, improvement of gravel paving and drainage)	m	13	300	3,900
Safety fence 3 m high (chainlink, and plantation of shrubs to completely cover the fence)	m	45	600	27,000
Coastal protection work reinforcement	m	300	120	36,000
BUILDING				
Demolition of the exisitng buildings	sqm	40	150	6,000
Building, open shaded structure, wood with thatched roof (entry point)	sqm	448	270	120,960
Building closed structure (mud brick, wood, traditional materials)	sqm	373	940	350,620
Exhibit Stall (wood)	per unit	1,000	20	20,000
MEP				
Public lighting system including lighting appliances and cabling	per lamp post	1,045	10	10,450
Freshwater supply system (RO system)	lump sum	20,000	1	20,000
Solar power supply system	lump sum	20,000	1	20,000
Waste water system (PVC pipe, including manholes, etc.)	m	10	200	2,000
Connection to the telecommunication network	m	3,500	1	3,500
Organic waste composting system	lump sum	3,000	1	3,000
SUBTOTAL amount of works (a)			1,406,120	
ENGINEERING SERVICES for design and works supervision 10% (a x 0,10 = b)			140,612	
CONTINGENCIES 20% (a x 0,20 =c)			281,224	
TOTAL including contingencies and services (a + b + c = d)			1,827,956	



and drink. This approach to locally-driven PPCP may require NCAC to prepare standard guidelines for such operations at all of its heritage sites.

The proposed planting regimes and agricultural practices in the buffer zone should be negotiated with appropriate villagers, with the NCAC working in partnership with the village Alkalo to secure a satisfactory outcome.

### 10.10 Expected outcomes, including summary CBA

The main outcomes associated with this investment project will be:

- better physical and legal protection for the World Heritage Site;
- an enhanced visitor experience that should lead over time to a significant uplift in visitor numbers to the site, and in local tourist expenditure;
- creation of a much stronger heritage tourism product that supports other product development in the Central River Region, strengthening the overall profile of the area as a destination for multi-day tours;
- increase in employment opportunities during construction;
- increase in other economic benefits to local communities through the supply chain;
- increase in other social cultural benefits to local communities, linked to the renewed appreciation of the area's cultural heritage and traditions;
- decrease in negative social, cultural and environmental impacts..

Based on an initial investment of around **US\$1,828,000** we estimate some **174 FTE jobs** would be created in the local and regional economy associated with this capital spending, based on an estimated cost per construction job of US\$2,100 per FTE position and assuming that around 20% of the total project costs (i.e. US\$365,600) will be spent on labour.

By year 5, once all interventions are complete and the destination is well established, then we see an estimated annual spend by tourists staying in and around Wassu of around **US\$58,000** per year (at 2024 prices). Taking the multiplier effect into account this will generate total spending in the local/ regional economy of an estimated **US\$116,000**. This will support around **68 FTE jobs** in the tourism sector and related supply chains, based on an estimated cost per job of around \$1,700 per FTE position. In the absence of any robust data on current levels of tourism activity in and around Wassu at present, we cannot determine what level of ADDITIONAL spending will arise from the proposed investments and therefore how many new direct, indirect and induced jobs will be supported by the interventions described earlier.

Turning to the results of our initial cost benefit analysis, the 10 year cost:benefit ratio is calculated at **0.43** which is not particularly attractive given the normal parameters for judging investment in new tourism projects. Indeed, for most public sector investments this level of return would not be sufficient to support the go-ahead for investment. However, it should be noted that a lot of the infrastructural investment proposed here is for the benefit of protecting one of The Gambia's most significant heritage sites, and one of very few that are according World Heritage Site status. There is thus a moral responsibility for the Gambian government to ensure that the site is properly protected and made accessible to as many people as possible.

Turning to a 30 year timescale however, the 30 year cost:benefit ratio is calculated at **0.73** which again is not sufficient to justify the investment as a long term initiative under normal conditions. However, because this is a World Heritage Site, then such issues should be overlooked in this instance, not least because from a local economic and social development perspective, creating an initial **175 or so FTE jobs** so during the capital works and then supporting, in the long term, some **68 jobs** in the tourism sector and associated supply chains in the communities living in and around Niumi and Jinack, makes this an investment worthy of attention from the public sector and partners in both the private sector and also international development agencies.



Fig. 65 : Kuntaur Landing Area

### 10.11 Project description

This project aims to honour and preserve the historical significance of the Wassu and Quarry site while enhancing visitor experience and community involvement. By integrating modern amenities with the authentic features of the site, we strive to create a harmonious blend of past and present, ensuring the Wassu and Quarry site remains a cherished heritage landmark for generations to come. The WHS site stands as a testament to historical ingenuity, demonstrating a remarkable degree of authenticity and integrity. Nestled on a laterite hill, this site is where the stones for the Wassu monuments were quarried. The landscape is dotted with stones abandoned during the quarrying and transportation process, and evidence of various quarrying methods can still be seen. Among these relics are grinding grooves, used for sharpening the iron implements essential to the quarrying process, offering a tangible link to the past.



Fig. 66 : View from the Quarry



Fig. 67 : Kuntaur Industrial Buildings





Fig. 68 : Pedestrian pathway connecting the archaeological site to the quarry site

## 10.12 Project components

- **Demolition of existing structures.** Careful dismantling of outdated buildings to make way for modern, functional spaces that respect the historical essence of the site.
- **New museum building includes.** Exhibition halls dedicated to both permanent and temporary exhibitions, showcasing the rich history and cultural significance of the Wassu and Quarry site; information point and shop; restaurant-café for visitors to relax and enjoy local cuisine; management offices to support the administrative functions necessary for the effective management of the site.
- **New entry space area.** Eco-friendly parking solutions that blend seamlessly with the natural environment.

- **Shaded structures for community-based retail and catering.** Providing locals with opportunities to engage in commerce and hospitality, enhancing the visitor experience while supporting the community.
- **Stabilized soil pedestrian pathway.** Connecting the archaeological site to the quarry, this pathway will be constructed using sustainable methods, ensuring accessibility and preserving the natural landscape.
- **New viewpoint shaded platform at the Quarry Site.** This platform will offer breathtaking views overlooking the archaeological site, allowing visitors to fully appreciate the historical and natural beauty of the area.
- **Accessible landing stage in nearby Kuntaur.** Enhancing access to the site by providing a well-designed landing stage, facilitating transportation for all visitors.

## 10.13 Actions for implementation

NCAC needs to establish early communications with potential funders, UNESCO and of course the host community to discuss these proposals and then agree an action plan towards implementation, in alignment with the suggested timeline put forward earlier. Without NCAC leadership, this particular project will be hard to get off the ground.

## 10.14 Preliminary environmental screening

There is one major environmental challenge at the site and one lesser issue:

- littering is a major problem in and around the site, especially along the approach road from the village. This seriously detracts from the aesthetic appeal of the destination, particularly in the light of its World Heritage Site status (which puts it on a par with, for example, the Taj Mahal; the Pyramids of Giza or the Tower of London). Local residents must be encouraged to show much more pride in the destination if it is to live up to its profile as being of international significance;
- there is a reported risk of bush fires each dry season with the concern that excessive heat from the fires could, if it reaches the stones, damages or even splits them. Basic firefighting tools (e.g. beaters) should be easily accessible at all times of the year when this is a risk and other preventative measures taken.

## 10.15 Preliminary social screening, including anticipated benefits to surrounding communities

### 10.15.1 Introduction

There are few social issues affecting the site, especially since it is located some distance from the village. These are mostly addressed through the proposed interventions though some will require action and investment by others. Social challenges identified during the screening are:

- potential for increased visitor numbers at the site and in Wassu village to result in negative tourist-host interaction resulting from bumstering, children begging for sweets, footballs etc. (already a minor issue) and lack of cross-cultural awareness (of tourists and local people) if not responsibly managed;
- introducing a new formalised homestay or community lodge initiative in Wassu village poses child protection risks for host families if not responsibly managed through capacity building and preventative measures being put in place.

### 10.15.2 Target beneficiaries

Wassu community are the main stakeholders who it is envisaged will be the target beneficiaries from the development of tourism at the site. In particular, those directly involved with tourism such as Wassu youth guides, women's kafo cultural group (Kanyaleng), women's gardening group, local farmers and Wassu Village Development Committee (VDC).

### 10.15.3 Community opportunities/benefits

The proposed responsible development of the sites will create a number of significant number of opportunities/benefits for the community, summarised below:

- revitalisation of important cultural heritage site with international significance;
- community engagement and income generation opportunities through guiding, cultural experiences, market access at shop and refreshments on sale;
- small number of employment opportunities at the site;
- supply chain linkages for local produce (e.g. honey, women's gardens, fruit etc.) to site catering, museum shop and new tourist accommodation;
- use of buffer zone land for local agriculture and new planting regime;
- increased income and market access for community-based accommodation and tourism activities in Wassu village.



#### 10.15.4 Women and youth empowerment opportunities/benefits

A number of specific women and youth opportunities should also result from the proposed development at this site, including the following:

- market access at Wassu museum shop and other opportunities to sell community products and experiences either on-site or in the village;
- income generation through cultural activities at the museum and in the village;
- income generation through guiding (youth);
- income generation and subsistence benefits for local families through agriculture in buffer zone (youth);
- employment at new visitor centre and museum (e.g. shop, catering, cleaning, security).

#### 10.16 Potential barriers & challenges for implementation

Issues to consider here are:

- the potentially negative publicity if WHS status is NOT secured for the quarry;
- failure to secure local community buy-in to the proposals for managing more appropriately the agricultural activities within the buffer zone;
- not securing funding to upgrade the visitor facilities at Wassu;
- not securing funding to invest in a safer landing stage at Kuntaur.
- need to invest significant resources into a collaborative and strategic approach to building capacity of key stakeholders to progress the proposed projects at these sites and manage them in the long-term. Particular capacity issues to be addressed at Wassu will include site and partnership management for NCAC; interpretation, storytelling, experience design and product development for local guides and NCAC staff; and CBT development for local community.

#### 10.17 Learning from elsewhere/ best practice

**Trimontium Museum** in the town of Melrose, in Southern Scotland, tells the story of the nearby Roman Fort of Trimontium<sup>33</sup>. Though not a site-museum and thus contextually slightly different to Wassu, the reason this is promoted as an example of best practice is because of the rich variety of interpretation displays used to tell the story of the fort and life in Britain at the time of the Roman occupation. There is a mix of original artefacts, replicas, interpretation panels and interactive, virtual reality displays available to visitors. These are supported by an ambitious events and outreach programme that attracts harder-to-reach audiences. Self-guided walks around the location of the Fort and associated archaeological sites bring the whole place to life for visitors who, research shows, now spend much longer in and around the museum than previously.



Image source <https://images.app.goo.gl/FjAhGPVj2gFFvsci9> Accessed 9<sup>th</sup> July 2024

Fig. 69 : Trimontium Museum

The **Maison des Mégalithes in Carnac, Brittany, France**, is a specialist visitor centre for the complex of megaliths found in and around the village of Carnac<sup>34</sup>. The interpretation includes audio-visual displays as well as maps, plans and models, and is multi-lingual. There is a strong retail presence selling locally produced and other relevant souvenirs in order to extract as much money as possible from visitors, principally because it is possible to view many of the stone alignments without paying an entrance fee.



Image source: <https://images.app.goo.gl/SXUYIUMXNTyBcdxE6> Accessed 9<sup>th</sup> July 2024

Fig. 70 : Maison des Mégalithes, Carnac.

<sup>33</sup> See <https://www.trimontium.co.uk/>

<sup>34</sup> See <https://www.menhirs-carnac.fr/en/visit/practical-information> Accessed 9<sup>th</sup> July 2024



Table 25 – Spreadsheet showing attendance and income projections over 30 years, plus impact of multiplier and calculations for outline cost:benefit analysis (all 2024 prices except where indicated)

	Years																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
Expected number of tourists	0	0	50	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
Expected number of bednights	0	0	100	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	
Average spend per bednight (\$)	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	115	
Total spend by tourists (\$)	-	-	11,500	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	
Expected number of day visitors (\$)	2500	2750	3000	3250	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	
Average spend per day visitor (\$)	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	
Total spend by day visitors (\$)	25,000	27,500	30,000	32,500	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	
Total income earned from visitors (\$)	25,000	27,500	41,500	55,500	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	
Total earned income assuming multiplier effect of 2.0 (\$)	50,000	55,000	83,000	111,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	116,000	
Costs (\$)	1,827,956																															
Present value of costs (discounted at 10% per year) (\$)	1,827,956																															1,827,956
Present value of benefit, discounted by 10% per annum from Year 2 (\$)	50,000	50,000	75,455	100,909	105,455	95,868	87,153	79,230	72,027	65,479	59,526	54,115	49,195	44,723	40,657	36,961	33,601	30,546	27,769	25,245	22,950	20,864	18,967	17,243	15,675	14,250	12,955	11,777	10,706	9,733	1,339,033	
Cost:Benefit Ratio in year 10										0.43																						
Cost:Benefit Ratio in year 30																																0.73

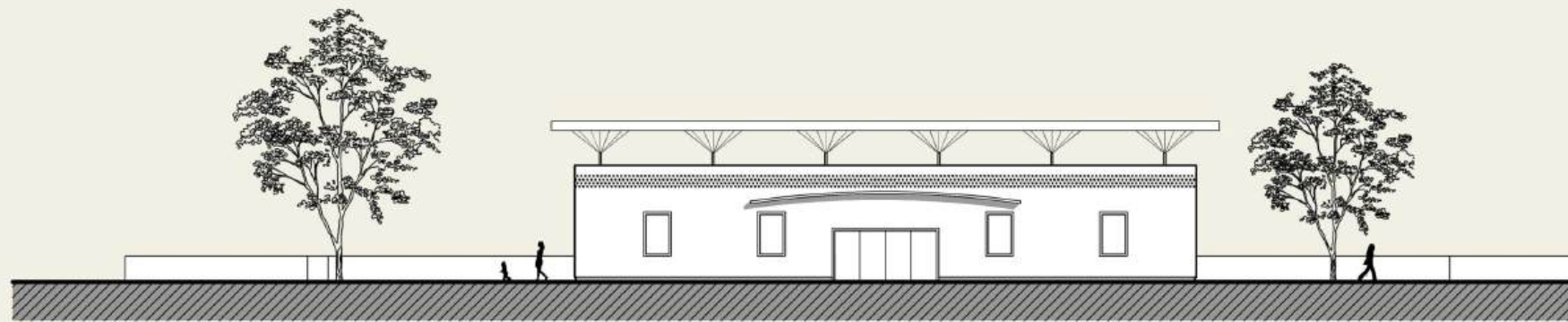




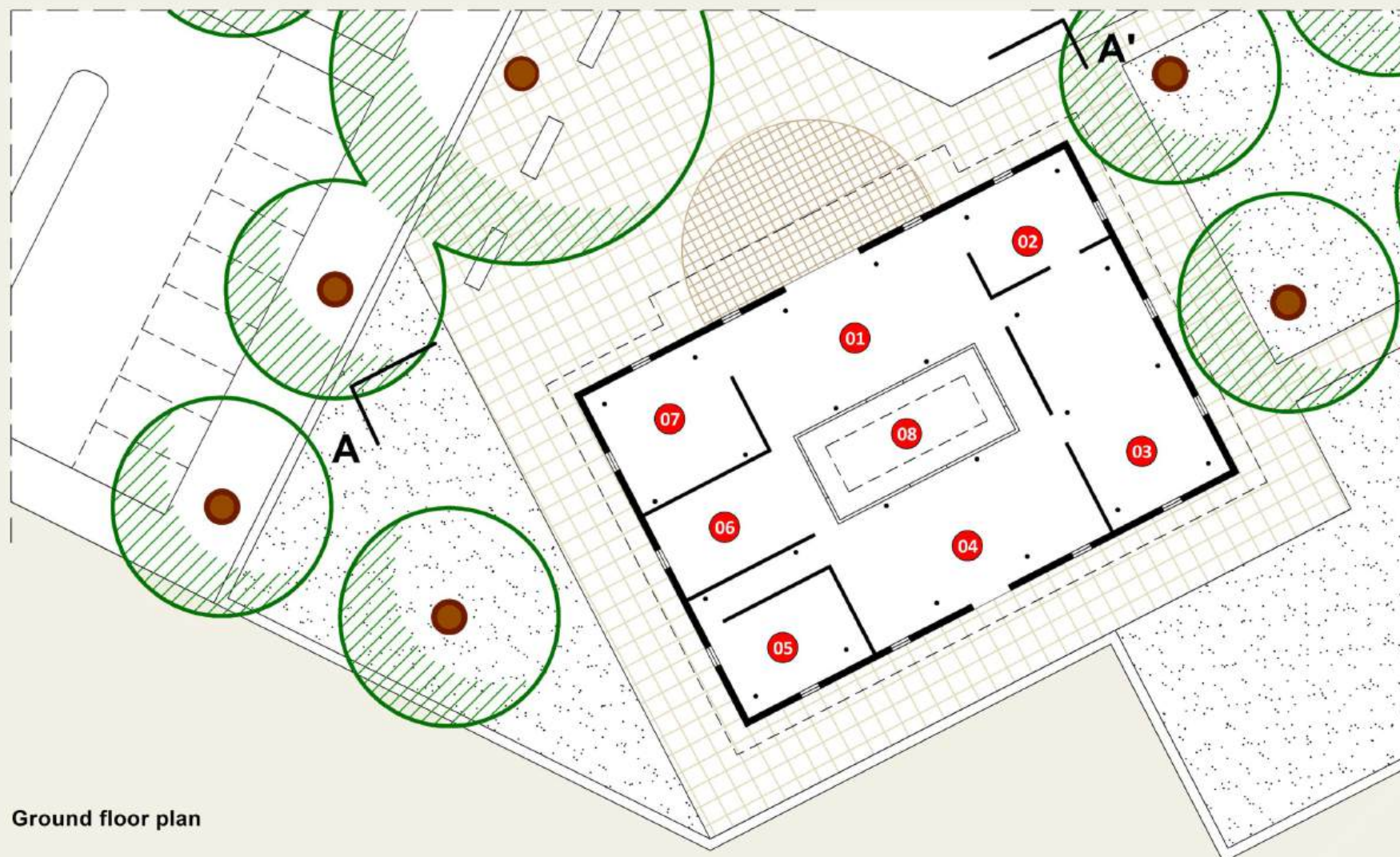
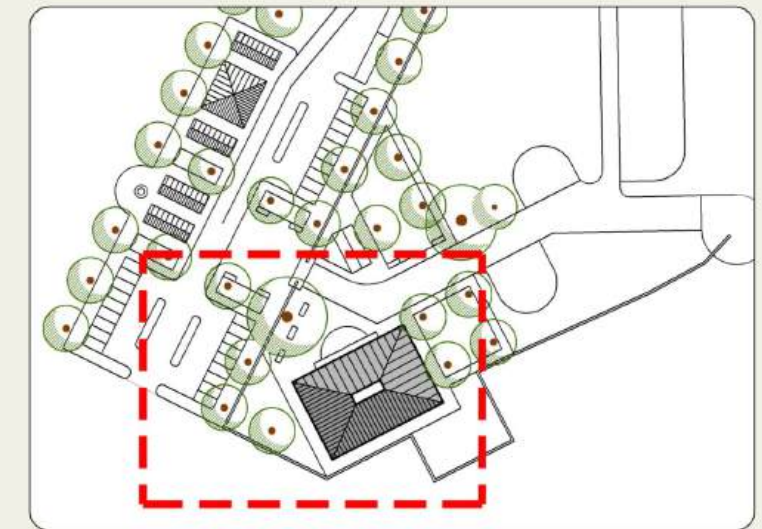


# WASSU STONE CIRCLES NEW UNESCO CENTRE

D10.2



Elevation A-A'



Ground floor plan

## Legend

- |                              |                              |
|------------------------------|------------------------------|
| 01 Foyer                     | 05 Restroom                  |
| 02 Ticket/infopoint and shop | 06 Temporary exhibition hall |
| 03 Exhibition hall           | 07 Offices                   |
| 04 Bar/restaurant            | 08 Patio                     |

