

Municipal Markets Policy & Linkage Study

February 2016



Nausori Market - Fiji



Port Vila Market - Vanuatu



Punanga Nui Market - Cook



This report was prepared by MMF Consultants Ltd

“This project is arguably one of the most important because of its potential to empower our people economically – the many hundreds of Fijians who come by bus to Nausori to sell the crops they grow and the goods they produce from all over the surrounding region.”

Extract from Hon. Prime Minister of Fiji, Josaia Voreqe Bainimarama’s speech
at the opening of the new Nausori Market and Bus Stand on 11th Sep 15

PREFACE

This report is designed to assist municipal markets, farmers, vendors and interested parties who wish to engage or understand how linkages between smallholder farmers, vendors, municipal markets and commercial buyers can be derived. It outlines key steps on ways to establish these links and provide a range of recommendation tools to help implementation along the way.

The report is based on extensive research done by the team involved which covered work with farmers, vendors, municipalities and various other stakeholders from across Fiji, Vanuatu and Cook Islands. It is further enhanced by a review of existing reports on the agricultural sector, assessments of best practices and making relevant comparisons where appropriate among pacific island countries. The bibliography at the end of this report lists the materials consulted during this review.

The research, development, and writing of this study was compiled by MMF Consultants Ltd on behalf of the Secretariat of the Pacific Community (SPC), Land Resources Unit.

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DEFINITIONS

Act - refers to a bill which has passed through various legislative steps required for it and which has become law.

By-Law - means the By-Law and any future amendment to the By-law.

Commercial Spaces - refer to areas that are earmarked for commercial tenants.

Daily Vendor - refer to farmers and middlemen that do not have a permanent stall space at the market place but pays for space on a daily arrangement.

Farmer - refers to a person/s who grow their own produce and sells it at the marketplace. .

Fee - refers to fees or levies charged by the Municipal Markets.

Full time vendor - refers to a farmer, middlemen or seller who has a permanent stall space in the market centre that he/she operates their business out of on a fulltime basis.

Infringement Notices - refers to a ticket issued for offences that occur within the market centre. This will contain information about the fine amount and the alleged offence.

Kiosks - refers to smaller booths or a space that is allocated to small enterprises.

Lease - means the lease of part of the market granted by the Market Management in writing to a person, persons or company.

Lease Agreement - an agreement made between the Market management and the tenant in relation to the tenants occupancy in the market.

Car Park - means the part of the market that is specially designed and marked for motor vehicles.

Hut owners - refer to those who own Huts at the Punanga Nui Market in Cook Is

Market Centre - refers to the market area including all of the land and structures within its boundaries according to the property title.

Market Manager - refers to the manager of the market.

Market Entry Guide - refers to a resource kit that for potential farmers, vendors and tenants who wish to gain access into the market centre.

Market Management Team - refers to the team that manages the market under the leadership of the market manager.

Market Tenancy Mix - refers to the variety of tenants within the market.

Middlemen - refers to a person or persons who buy produce from a farmer and then proceeds to sell that produce.

Market Owner - refers to the legal owners of the market centre.

Mamas - refer to female vendors at the Port Vila market

Produce - refers to fruits, vegetables, roots crops and any related plant grown by farmers for sale at the market

Products - refers to all other items other than 'produce' that are sold from the market centre.

Rubbish - refers to discarded produce, refuse, waste material, and any other material that is discarded.

Tenant - refers to a person who is a tenant under the lease granted by the market management.

Tenancy - refers to the commercial or stall space that a vendor, farmer or tenant has within the market centre.

Tenancy Application Form - refers to the application form that is filled and completed by any person, persons or companies applying for tenancy space at the market centre other than any applicant for retail or commercial space at the market centre.

Trading Hours - refer to trading hours for the market centre as prescribed by the Market Management.

Vendors - refers to the farmers and middlemen that sell in the market.

Wheelbarrow Boys - provide a service to patrons of the market by carrying produce in their wheelbarrows for a fee.

Wholesale area - refers to an area in the car park or outside the market centre building that farmers and sellers can come and sell their produce in bulk. Usually they park their trucks and sell their produce out of the back of the truck.

ABBREVIATIONS

App	-	Application (Mobile Application)
CEO	-	Chief Executive Officer
FAO	-	Food and Agriculture Organization
FL Training	-	Financial Literacy Training
MEG	-	Market Entry Guide
MMC	-	Market Management Committee
MPI	-	Ministry of Primary Industries
NGO's	-	Non -Government Organisations
NTC	-	Nausori Town Council
PIC's	-	Pacific Island Countries
R&D	-	Research and Development
R&R	-	Rules and Regulations
SME	-	Small and Medium Enterprises
UN	-	United Nations
UWMC	-	UN Women's Market For Change
YASG	-	Youth in Agriculture Support Group

1. EXECUTIVE SUMMARY

One of the most important strategies for improving livelihoods for smallholder farmers is to develop an effective and practical linkage channel that connects farmers to buyers of their produce. This link is essential as it provides these farmers with a source of income, but this source needs to be consistent and have longevity if the business of farming is to be sustainable. The objective therefore is to have some form or degree of certainty of the consumer or buyers market, hence the importance of the linkage.

In most Pacific Island Countries (PICs), the general trend for sale of farmer or vendor produce is through the municipal market infrastructure. This medium is seen as the most effective selling stream due to the affordable rent rates charged for market stalls and the high pedestrian traffic movement flowing through the market.

With the aim to increase farmer and vendor engagement with municipal markets and encourage youth participation, this study identifies how PIC municipal markets operate and how the market laws, policies, regulations & rules impact all stakeholders i.e. the market management team, the farmers and vendors, potential vendors, youths, national and local governments, agriculture sector etc.

To enable a more effective comparative analysis of markets, three (3) PICs with dissimilar municipal market infrastructures were assessed; namely the Nausori Municipal Market in Fiji (pilot market), the Punanga Nui Market in Cook Islands and Port Vila Market in Vanuatu.

1.1 OBJECTIVE 1: GENERAL MARKET OPERATING FRAMEWORK, POLICY AND MARKET ENTRY

“Aim: Review current policy/ operating frameworks for selected municipal markets, undertake a comparative analysis of markets in other countries outside the Pacific and formulate a ‘Good Practice Guide’ aimed at providing tools and good practices for municipalities.”

In this study, the 3 markets covered were the Nausori Market in Fiji, the Punanga Nui Market in Cook Islands and the Port Vila Market in Vanuatu.

1. Municipal markets in the PIC’s normally come under the control of their respective local town, municipal

councils or governing authority and is governed by the rules set out in their specific bylaws (or letting agreement/policies as in the case of the Cook Is market). For the markets assessed, the bylaws reviewed so far are either in draft form and awaiting approval from the relevant authorities or simply out dated and therefore are in immediate need of review and update to ensure that the markets are able to be effectively managed and in line with current best practices.

Essential features of By-laws need to include, among others, a clear description for ownership of the market, having a practical management structure and the incorporation of vital provisions that impact the overall operations of the market such as compliance to standards and penalties for non compliance, waste management, vendor selection criteria, handling of grievances, communication and decision making channels etc. It is imperative that by-laws be clearly written and made available in the various vernaculars for ease of understanding. Supporting the by-laws is a set of Rules and Regulations (R&R), which will contain all other remaining items not covered in the by-law. The R&R may also expand on the by-laws where required.

The design of the market and its accompanying infrastructure is also crucial, as it will in many ways influence how the market premises is eventually managed. A poorly designed market centre with insufficient supporting infrastructure will provide challenges for the market operations and the vendors.

Recommendation 1: (a) Review current By-laws that are out dated and formalise by-laws that are in draft form and awaiting formal approval.

(b) By-laws that are in need of review should be definitive and clear and specifically address ownership and management of the market.

Recommendation 2: For PICs that are developing new market premises, follow best practice guides that ultimately will translate into a more efficient management operating structure.

2. How a farmer gains access into the Market centre as a vendor or tenant differ from country to country. The participation of youths in PIC markets is greatly lacking with entry criteria and policies not containing much support for the younger generation. There is a need for a specific market entry guide that will provide necessary assistance and information for youths and others wanting to be a market vendor or tenant. The guide must address the main questions that applicants will have and should contain key information on market entry such as vendor criteria, policies and rules that govern the market, expectations of those operating from the market,

operating hours, key points from the by-laws or policy and other services that vendors are able to benefit from whilst trading from the market centre (such as financial literacy programmes).

Recommendation 3: Develop a Market Entry Guide that will serve as the main toolkit for potential market vendors.

3. In general it was observed that markets with a more defined management structure accompanied by a proper set of R&R, were operating far more efficiently than those that did not have a clear set of R&R. The R&R are deemed a vital support tool to the bylaws and to a large degree are far more informative as they address the intricacies of the market operations and practical vendor issues (such as behavioural requirements, settling of grievances, operating hours, product display policies etc.). For the market management team, a well-written R&R is crucial for effective management control over the market.

Recommendation 4: Rules and Regulations should be developed as a support document to the by-laws. The R&R must be very clearly written and made available to vendors and farmers in the relevant vernacular for ease of understanding.

4. Municipal markets have noticeably changed and developed over the last two decades. The changes have resulted in increases in market size, higher demand for market entry, short supply of vendor stalls, increase in consumer demands, increase in market congestion, increased pressure on market infrastructure and widening of the market tenancy mix. With the By-laws however remaining unchanged in most PICs over the past 25 plus years, pressure has been placed on the operational management of the markets. To address and better manage these operational challenges, there is a need to assess PIC markets against more modern operating trends. There is a need for comparisons against best practices. A general Good Practice Operating Guide for Municipal Markets in the Pacific is needed to give guidance and illustrate appropriate practices that PICs could use and adopt where necessary.

Recommendation 5: Develop a Good Practice Operating Guide for Municipal Markets in the Pacific.

1.2 OBJECTIVE 2: YOUTH INVOLVEMENT IN MUNICIPAL MARKETS

“Aim: Scope and recommend policies and actions that explicitly attract youths/youth farmer groups as vendors.”

1. In all 3 studied markets, it is observed that there are no provisions that specifically address youth participation and involvement in markets.

It is noted that the by-laws or policies have very little or are silent on promoting youth participation. Where some youth involvement is seen, they are mainly obligatory in nature where youths are assisting elder family members (who are vendors) at the market only when absolutely required e.g. during peak selling times or when the vendor is ill or to assist with heavy cartage of produce etc.

Further research has observed that young farmers prefer to sell their produce as a wholesaler and leave the retailing and vendoring to other vendors at the market centre.

A critical observation from the youths interviewed as part of this study revealed that most felt uncomfortable selling at the municipal market as they associated vendoring as being for women or older members of the community or the uneducated. This observation has also been made in other studies of PIC markets and as well as markets in developed countries. This trend of thought poses great risk to the future of the agriculture sector. If youths are to be the future leaders of this industry, than strategies and policies will need to be put in place to better engage, attract and entice them. By-laws and national macro policies will need to advocate and accommodate youth links with markets and the sector as a whole.

Recommendation 6: Municipal Market policies must specifically provide for youth involvement. This participation can for example come in the form of percentage allocation of stalls at the market for youths.

Recommendation 7:

- (a) Revamp existing national programmes that are aimed at promoting the sector to youths
- (b) Create new and more enticing & exciting programmes using information technology and modern techniques.

The prime objective is to create a change in mind-set and the strategy should be based around having specific tailored information and programmes that encourage linkage of youths with markets and the industry.

2. Lack of access to Information is a major constraint for youth farmers and vendors who want to engage with the sector. Such information includes access to markets for their produce, information on financial services offered and by whom, information on business training and services available for youth farmers, etc. A start up toolkit would provide a proper foundation for the interested youths.

Recommendation 8: Develop an Agriculture Business start-up toolkit/handbook for youth farmers that will provide them with the information needed to assist them in their farming venture.

3. Municipal markets provide a great venue to link farmers to consumers. The shortage of stall space however means that other selling options will need to be explored. Such options include wholesaling to middlemen; setting up roadside stalls, selling to large buyers such as restaurants, super markets, hotels, food manufacturers, exporters etc. The latter (selling to large buyers) is considered a lucrative option for farmers but it does have its drawbacks such as low sale pricing structure, delayed payments terms, strict delivery timelines and specific product standards etc. If well managed though, securing a large buyer provides long term security and certainty and the pros can well outweigh the cons. To have youths participate in this option, incentives will need to be provided to the large buyer, whose first preference would naturally and normally be to contract with a seasoned farmer. Such incentives could come in the form of a youth ambassadorial scheme that would provide recognition to large buyers who enter into a buying contract with youths. The scheme should allow the buyer to gain some business advantage over its competitors if it is to succeed and hence Government policies will need to support the programme. The proposed 'YASG' scheme (youth in agriculture support group scheme) is one such programme.

Recommendation 9:

- (a) SPC and appointed consultant to propose a scheme for consideration by the Ministry of Agriculture and Ministry of local Government
- (b) Ministries to formalise national policy supporting the scheme and develop incentive package that will entice large buyers to participate – 'Youth in Agriculture Support Group Scheme'

1.3 OBJECTIVE 3: MARKET INFORMATION SERVICES (MIS)

“Aim: Scope and recommend a market information service or strengthening of an existing MIS that connects farmers and vendors to larger key buyers such as hotels, retailers, restaurants and other stakeholders.”

A wider range of information services on and for PIC markets is needed to enhance greater awareness (of what?) and more knowledge and understanding which will better support research & development (R&D) efforts. The expanded information range should include vendor demographics, produce supply volumes, produce pricing trends, peak and off-peak produce and their respective periods or seasons etc. The MIS could also be used to more effectively publicise existing information such as Market By-Laws, R&R and Policies in mediums currently not utilised, such as online presence.

The collected information and data need to be digitally recorded i.e. digitised.

Recommendation 10: Existing MIS need to have online presence.

Recommendation 11: Digitising Data – Create a database and mobile survey tool to collect data on vendors, produce supply, produce pricing, etc.

Recommendation 12: Create a Mobile Application to act as a distribution tool for produce and market pricing data, agriculture news, information on secondary markets, etc.

1.4 OBJECTIVE 4: FINANCIAL SERVICES AVAILABLE TO VENDORS AND FARMERS AT THE MARKET

“Aim: Scope the provision of basic financial services and training for vendors.”

There are widely publicised financial services for farmers and vendors at the various market centres but the effects of these services have not been fully evaluated. Interviews with vendors revealed a clear need for financial institutions to make genuine effort to support the services they were promoting. Whilst some programmes on financial literacy were conducted, these were not followed up with more demanded basic services such as

opening of bank accounts, receiving deposits and conducting withdrawals, providing loans (soft loans) and assistance with other banking products. Support from micro finance bodies like FCOSS (Fiji Council of Social Services) in Fiji, were viewed as being more effective and accommodating. From interviews with 3 Banks, it was observed that all had little or no appetite for lending to the agriculture sector let alone municipal market vendors unless substantial collateral was offered. There is hence a need to reassess and, if need be, reinforce earlier set RBF (Reserve Bank Of Fiji) loan allocation per sector policies for lending institutions. Following on from here, there are opportunities for these lenders to take such services direct to the market place.

Recommendation 13:

- (a) RBF to assess effectiveness of sector allocation policies for banks and take appropriate measures for enforcement.
- (b) Conduct a pilot service with a commercial bank to bring basic bank services to the market centre.

2.

KEY NEXT STEPS

Current Market Situation	Suggested Intervention	Intervention process	Market Appetite	Responsibilities	Results
Market Operating Framework, Policy and Market Entry					
<p>1- By-Laws</p> <p>* Outdated ByLaws * Draft ByLaws awaiting approval</p>	<p>1 - Review outdated market By-laws</p> <p>2 - Formalise ByLaws that are in draft form</p>	<p>1- Conduct an in-depth review of current market operations, bylaws, rules and regulations, management structure and infrastructure.</p> <p>2- Conduct consultations with the various stakeholders. These would include government, Town Council and Market Management Team, Vendors and Vendors Association Members, Farmers, NGO's and other Stakeholders.</p> <p>3- Ensuring the By-law is in line with current acts, policies and initiatives. i.e. if there is a government initiative to promote youth or women in agriculture or markets, then the market by law should support these initiatives.</p> <p>4- Recommend a new set of bylaws while taking into account factors such as current best global practices, and feedback gathered from various stakeholders. Note: cultural and traditional aspects of the respective PIC must be taken into account.</p> <p>5- Ensuring that the recommendations are both practical and well suited for the respective PIC.</p> <p>6- The process of conducting this review would require the consultants to spend a good amount of time in the respective PIC.</p>	<p>1. In Fiji, Bylaws are old and outdated and needs to be reviewed. The rapid developments of markets justify an immediate review of the By laws.</p> <p>2. In Port Vila, Vanuatu, the Bylaws are in draft form and needs to be formalised by the respective authorities.</p> <p>3. Cook Islands, Bylaws and policies are in review stage at the moment.</p>	<p>1. SPC to publish Study and share with Government and Town Councils</p> <p>2. SPC to identify appropriate consultant for the assignment. Consultants to work with interested councils in Reviewing Bylaw.</p> <p>3. Town Council to organise stakeholder meetings.</p> <p>4. Consultant to arrange additional meetings.</p> <p>5. Consultant to produce draft Bylaw and presented to council and key stakeholders for feedback.</p> <p>6. Consultant to present final recommended bylaw to the respective Town Council and stakeholders.</p> <p>7. Town Council to approve and forward to parliament for formalisation.</p>	<p>1. New By-Law created and presented to Council.</p> <p>Timeframe: 3 months from beginning of the study to present final bylaw and rules and regulations</p>

Current Market Situation	Suggested Intervention	Intervention process	Market Appetite	Responsibilities	Results
Market Operating Framework, Policy and Market Entry					
<p>2 - A Good Practice Operational Guide</p> <p>Non Existence of a good practice operational guide for municipal markets in the Pacific</p>	<p>Creation of A Good Practice Operating Guide for Municipal Markets</p>	<p>1- Launch the Guide for Municipal Markets in the Pacific.</p> <p>Option 1 - Distributing the General Good Practice Operating Guide for Municipal Markets to various PIC's who can tailor it specifically to their own municipal market.</p> <p>Option 2- Select a consultant to work with appointed markets and tailor the guide accordingly.</p>	<p>1. Fiji</p> <p>2. Vanuatu</p> <p>3. Cook Islands</p> <p>4. Other Interested PIC's</p>	<p>1. MMF to work with SPC to finalise and launch the General Good Practice Operating Guide for Municipal Markets in the Pacific.</p> <p>2. SPC to distribute the guide to various PICs.</p> <p>3. If required, SPC to identify consultants to work with specific markets in tailoring the guide for that specific market.</p>	<p>1. Creation of a working Operating Guide for the specific market.</p> <p>Timeframe: 3-4 months to produce market specific good practice operating guide</p>
<p>3- A Market Entry Guide</p> <p>Non existence of a market entry guide</p>	<p>Launching The Market Entry Guide</p>	<p>1- Launching the Market Entry Guide.</p> <p>Option 1 - Distributing the Market Entry Guide to various PIC's who can then tailor it specifically to their own municipal market.</p> <p>Option 2- Select a consultant to work with appointed markets and tailor the guide accordingly.</p> <p>Finally - Testing the Market Entry Guide through piloting market entry with identified farmers from current study. Observing and reporting on lessons learnt from pilot.</p>	<p>1. Fiji</p> <p>2. Vanuatu</p> <p>3. Cook Islands</p> <p>4. Other Interested PIC's</p>	<p>1. MMF to work with SPC to finalise and launch the Market Entry Guide.</p> <p>2. SPC to distribute the guide to various PICs.</p> <p>3. If required, SPC to identify consultants to work with specific markets in tailoring the guide for that specific market.</p> <p>4. Consultant to work with identified farmers and vendors to pilot and observe market entry.</p>	<p>1. Creation of a market entry guide for the respective market.</p> <p>Timeframe: 3-4 months to complete guide, test pilot market entry based on the guide and observe results.</p>

Current Market Situation	Suggested Intervention	Intervention process	Market Appetite	Responsibilities	Results
Youth Involvement in Municipal Markets					
<p>4. Agriculture Business start-up handbook for youth</p> <p>No specific tailor made information for youths on entering farming/vendorship as a business</p>	<p>Create an "Agriculture Business Start Up Handbook for Youths"</p>	<p>1- Consultants to draw up a draft table of contents for the Handbook. This would include the various topics and areas of information that would be included in the handbook. Information would include: how to start a business, how to budget, how to study the market, where to get information on growing, how to sell, where to sell, where to get pricing information, how to form a budget, what services are offered for young farmers, what financial services are available, marketing/selling Ideas and strategies, other opportunities provided to youths, etc.</p> <p>2- Consultants to meet with key stakeholders to present the table of contents with proposed information that would be compiled in the handbook. Meeting with stakeholders would be used to gather ideas and feedback.</p> <p>3- Gather information from various institutions, agencies, NGO's, etc. as per what is expected to be in the guide.</p> <p>4- Present draft to SPC and key stakeholders for review and discussion.</p> <p>5- Submit final draft after taking into account the feedback given.</p> <p>6 - Handbook to be created and published.</p> <p>Note: Handbook needs to be kept simple, with useful information and contacts. Youths should be able to read the handbook and not be overwhelmed. It can also be reproduced in the various vernaculars for ease of understanding.</p>	<p>1- Fiji</p> <p>2- Vanuatu</p> <p>3- Cook Islands</p>	<p>1- SPC to select consultants fto develop this handbook. Consultant to draw up table of contents.</p> <p>2- Consultants to draw up table of contents for the Handbook.</p> <p>3- SPC to organise meetings with key stakeholders including Ministry of Agriculture and Ministry of youth, etc.</p> <p>4- Consultants to meet with other stakeholders and businesses and individuals.</p> <p>5- Consultants to present draft to SPC and key stakeholders.</p> <p>6- Consultant to present final draft to SPC.</p> <p>7- SPC to Produce Handbook.</p>	<p>Creation of an Agriculture Business Start up Handbook for Youths Published.</p> <p>Timeframe: 4-5 months to complete and present final Handbook to SPC</p>

Current Market Situation	Suggested Intervention	Intervention process	Market Appetite	Responsibilities	Results
Market Information Systems					
<p>5. Survey and Database Management Software</p> <p>Municipal markets have a lack of data and information on vendors and farmers that use the market as a base of selling. There is a need for a tool that can be used to digitise this data.</p>	<p>Develop a Survey and Database Management Software, that can be used by Municipal Markets to gather information on vendors at the market centre.</p>	<ol style="list-style-type: none"> 1- Consultant to meet with Market Management team to discuss what information they wish to collect with their survey and database management software. 2- Consultants in collaboration with the market management would draw up a flow chart of how information would be collected, what the process involved would be like and what the desired layout or output would look like. 3- Consultants to draw up the process of how the application would work. 4- Consultants to build out the Software as per the discussed layout. 5- Presenting and Testing a trial version of the Software. 6- Conducting training and work with members of the market management team on the use of the software. 7- Presenting a final version and working version of the software to the market management team. 8- Provide back up support for a certain period after implementation 	<ol style="list-style-type: none"> 1- Fiji 2- Vanuatu 3- Cook Islands 	<ol style="list-style-type: none"> 1- SPC to Identify Consultants to build and implement this software. Consultant to work with municipal market on identifying information that needs to be collected and best way to gather this information. 2- Consultants to work with municipal market on layout of final information. 3- Consultant to provide a draft of how the software would work and gather feedback. 4- Consultant to create software. 5- Consultant to conduct training on use of the soft ware and test it within the market. 6- Market Management to take responsibility of this software after completion and receiving of the final version. 7- Consultants to provide back up support for a certian period of time. 	<p>1- Creation of a survey and database management software that municipal markets can use to gather data on vendors and farmer that use the market.</p> <p>Timeframe: 6-12 months</p>

Current Market Situation	Suggested Intervention	Intervention process	Market Appetite	Responsibilities	Results
Market Information Systems					
<p>6. Product Supply Data</p> <p>The need for a digital system of collecting product supply data in municipal markets during various times of the year</p>	<p>Develop a Survey Application that can be used to collect data on produce supply within the market</p>	<p>1-Consultants to meet with Agriculture officials and key stakeholders to discuss the proposed concept to using a mobile survey tool to collect data on the supply of fresh produce in the market.</p> <p>2- Consultants would need to understand the process with which supply data is gathered and if need be develop a new process for measuring produce supply within the market.</p> <p>3- Consultants would need to present such a process to key stakeholders and gather feedback.</p> <p>4- Once a process is established, consultants would need to create a mobile survey tool(application) that can be used to capture and formulate this data into a report. Training may need to be conducted for individuals who collect market pricing data in the field (market) to ensure there is consistence in the way data is collected.</p> <p>5- Consultants would need to identify and train an individual who can take responsibility for this project once the application is handed over to the relevant authority to take full control off and run this program. It is recommended that the individual identified be contracted for 2 years to ensure the project is maintained after its initial set up.</p>	<p>1- Fiji</p> <p>2- Vanuatu. In Vanuatu produce supply data from the Port Vila Market is collected by FSA on a weekly basis. Here lies an opportunity to work with FSA seeing they already have established a process for collection of supply data and test out the developed application.</p> <p>3- Cook Islands</p>	<p>1- SPC to identify consultants to coordinate the creation of this application.</p> <p>2- SPC to organise stakeholder meeting to discuss app with MPI, and other key stakeholders (if required)</p> <p>3- Consultants to create mobile survey tool and conduct training for various individuals involved in the process of collecting and inputting data.</p> <p>4- Identifying an individual capable of overseeing this project once it is completed and handed over to MPI. (we assume MPI will take ownership of this process and app once its complete)</p> <p>5- Funding might be required to pay for the individual who will be coordinating this project once it is launched by MPI.</p>	<p>Creation of a survey application that can be used to collect data on produce supply within the market</p> <p>Timeframe: 8-9 months</p>

Current Market Situation	Suggested Intervention	Intervention process	Market Appetite	Responsibilities	Results
Market Information Systems					
<p>7. Agriculture Pricing and Information Distribution Application</p> <p>Lack of information on market produce pricing structure.</p>	<p>Development of an App for Agriculture produce Pricing.</p>	<p>1- Consultants to meet with key stakeholders to discuss and develop a project brief for the app ie how it would work, what the app would entail and where the various responsibilities lie and who will take final ownership of the app once complete.</p> <p>2- Consultants would need to work with MPI to review and understand their market pricing data collection process. Consultants would need to identify the best way to gather, formulate and input pricing data for the app. Training may need to be conducted for individuals who collect market pricing data in the field (market) to ensure there is consistence in the way data is collected.</p> <p>3- Consultants may need to meet with a mobile network provider to understand their reach, terms of use for their app store, and possibly get support for the project.</p> <p>4- Consultants would need to develop the Application. Coordinate the trailing and testing of the whole process from collecting pricing data, to formulating average prices, to entering it into the content management system and seeing the result as market prices displayed in the App.</p> <p>5- consultants would need to identify and train an individual to take responsibility for this service. There is a need for an individual to take responsibility for this service and this employee would need to be contracted for 2 years to ensure the service is maintained after its initial start up. The Final version of the application will be handed over to the relevant authority (MPI) to take full control off and run this program.</p>	<p>1- Fiji Initially</p> <p>2- Cook Islands</p> <p>3- Vanuatu</p> <p>4- Other PIC's</p>	<p>1- SPC to hire consultants to coordinate the creation of the Application.</p> <p>2- SPC to organise stakeholder meeting to discuss app with MPI, and a mobile network service provider and other key stakeholders (if required)</p> <p>3- Consultants to develop and test the app in conjunction with SPC, MPI and key stakeholders.</p> <p>4- Consultants and MPI to identify an individual capable of overseeing this project once it is completed and handed over to MPI. (we assume MPI will take ownership of this process and app once its complete)</p> <p>5- Funding might be be required to pay for the individual who will be coordinating this project once it is launched by MPI.</p>	<p>Creation of an Agriculture Pricing and Information App.</p> <p>Timeframe: 4-6 months to develop, test and launch App.</p>

Current Market Situation	Suggested Intervention	Intervention process	Market Appetite	Responsibilities	Results
Financial Services offered within the market place					
<p>8- Financial Services offered at Markets</p> <p>Lack of awareness by vendors of financial products and services offered by banks</p>	<p>Piloting a financial banking service within the market place</p>	<p>1- Consultants to identify and work with a Commercial Bank that is willing to offer their services at the Nausori Market on a weekly basis.</p> <p>2- Identifying a commercial bank that is able to provide soft loans to vendors and farms at the market.</p> <p>3- Securing space at the Nausori Market where the bank can set up once a week to provide its services.</p> <p>4- Consultants to work with the bank in the build up to launching this service by organising workshops/meeting with various vendors and vendor groups at the Nausori Market.</p> <p>5- Identified bank to coordinate the logistics and operations for such as service.</p> <p>6- Review and monitor the service.</p>	<p>1. Nausori Market.</p> <p>2. If successful, Commercial Bank may wish to Launch in other Markets in Fiji.</p>	<p>1. SPC to identify consultants to for this project. Consultant to identify commercial bank to work with.</p> <p>2. Commercial bank to coordinate process by which services will be offered to the market centre.</p> <p>3. Consultants work with commercial bank to coordinate workshops to promote new service.</p> <p>4. Launch new service at the market centre.</p>	<p>New Financial Service offered at the Nausori Municipal Market.</p> <p>Timeframe: 6 months. HFC Bank has expressed strong interest to pilot this project and have indicated July/August 2016 to roll out the programme.</p>

3. INTRODUCTION

This is the final report of a study that seeks to provide insight on how municipal markets in the South Pacific operate and how the various policies in place affect farmers and vendors. It specifically focuses on linkages between the stakeholders in the markets (market and vendors) and the external environment (regulators, national government, wholesale buyers, lending institutions etc.).

This detailed report is characterised into the following thematic areas:

1. General Market Operating Framework, Policy and Market Entry
2. Youth Involvement in Municipal Markets
3. Market Information Services
4. Financial Services available to vendors and farmers at the market
5. Recommendations
6. Next steps

3.1 CONSTRAINTS

Constraints faced while conducting this study included:

1. Unwillingness of certain financial and microfinance institutions to discuss financial services offered to vendors and farmers within the market centre.
2. Incorrect information provided by certain key stakeholders.
3. Unwillingness of certain farmers and vendors to be interviewed.
4. The inability to secure a copy of the draft Port Vila market By-Laws due to misplacement.

4. GENERAL MARKET OPERATING FRAMEWORK, POLICY AND MARKET ENTRY

Market Overview - A brief Introduction to the studied markets

I. NAUSORI MARKET

The new Nausori Market was officially opened in September 2015 and was built at a cost of approximately \$9 Million. It is currently the largest municipal market in Fiji in terms of vendor numbers. The market is owned and managed by the Nausori Town Council.

The smallholder farmers and vendors at the market primarily come from the provinces of Rewa, Tailevu and Naitasiri. Interestingly the produce supply chain to the market comes not only from these provinces but also from other towns/city such as Lautoka, Ba, Tavua, Rakiraki and even the Sigatoka Valley hence making the Nausori municipal market a significant catchment base for market produce.

The market accommodates over 1300 full time and daily vendors in comparison to the old market that accommodated only 700 vendors. To create wider activity within the market, small retail and food outlets have also been included as part of the tenancy mix and the positive impact of this mix is already being felt. (or ".has already been felt.)

The market has a well-defined wholesale area that allows farmers to easily drive in and wholesale their produce to vendors. In addition, there are clearly defined walkways and a car park that promotes ease of access for customers. The neighbouring land has been leased to create additional parking and this is seen as a crucial move to attract more customers.

The Market is situated directly opposite the new Bus Terminal and is therefore enhancing vendor/farmer and customer access to public transportation.

The market caters to a wide range of vendors and farmers which include: Full Time Vendors, Wholesale Farmers, Middlemen, Daily vendors, Seafood vendors, Handicraft vendors, Cooked Food and Snack vendors, Commercial tenants and Saturday vendors.

This wide range of vendor categories reflects the variety of opportunities available for youth entrepreneurship. Market policies should therefore capture this potential.

II. PORT VILA MARKET - VANUATU

The Port Vila Market is managed and owned by the Port Vila Municipal Council and can accommodate approximately 300 vendors. It is located in Port Vila and is the largest market on the island of Efate. Management of the market is done by the Port Vila Municipal Council, however there is no formal bylaw or policy that empowers the market management team in terms of control and enforcement.

The market premises consist of one large market house with an adjacent car park.

The market house is divided into three sections, 1- food cooking, selling and eating area, 2 – Handicraft area, 3- fresh produce selling area. In many respects, this market can claim to be a genuine farmers market in that there are no commercial vendors. The market caters for farmers from the island of Efate and other outer islands.

The market operates differently to the Nausori Market in that there are special reserved tables for Mama's (female vendors) from certain traditional areas. The Mama's decide amongst themselves the market entry criteria for the reserved stalls. The remaining stalls are left for other vendors.

The market is much smaller in size when compared with the Nausori market but it serves as the major centre for fresh food, vegetables and root crops on the island. In addition, the market has dedicated spaces for Mama's.

III. PUNANGA NUI MARKET – COOK ISLANDS

The Punanga Nui market was established in 1992 and opened during the Pacific Arts and Cultural festival. The market has developed over the years and is now a major trading venue for fresh vegetables, fruits, root crops, handicrafts, cooked foods and other items. It is also a popular tourist attraction particularly on Saturdays.

Over the years, responsibility for the market has been rotated amongst government ministries and semi government entities. At present the market falls under the portfolio of the Ministry of Internal Affairs and but is managed by the Ministry of Agriculture.

The market consists of permanently built Huts, stalls and temporary tents which are assembled by vendors themselves. Unlike the Port Vila and Nausori market, there is no one large structure housing all vendors under its roof. While the market operates 6 days a week, its Saturday trading far outweighs the early weekdays. Saturday farmers and vendors generally set up their tents at vacant open space areas inclusive of the car park. Hut owners are full time tenants who have secured lease agreements.

A review of the market policies and guidelines is in the pipeline with the aim to develop a more practical and efficient management and operating structure. The market layout is also being assessed as part of this review exercise.

4.1 COMPARATIVE ANALYSIS OF THE STUDIED MARKETS

The general comparative operating framework of the 3 assessed municipal markets are summarised in **Schedule A** below:

4.1.1 SCHEDULE A

Market	Ownership	Management Structure	Number Of Tenancies	Tenancy Types	Governing Policies/Rules	Days of Operation
Nausori Municipal Market - FIJI	Nausori Town Council: NTC	* Min. Of Local Government * NTC Market Management Committee – headed by NTCs CEO * Market Centre Manager	* 1300: Fresh food & Vegetable Vendors * 18: Kiosk Tenants * 10: Commercial tenants Setup Vendors/tenants housed under a large sheltered market building	*Standard vendors *Kiosk tenants: -SME's -Commercial Tenants *Commercial tenants: - Larger Businesses	Nausori Market By-Laws	6 days per week
Punanga Nui Market – COOK ISLANDS	Government & Hut Owners	* Min. of Internal Affairs * Min. of Agri. Policy Unit * Market Management Committee (disbanded) * Market Manager	* 126: Saturday vendors * 61: Hut owners Setup Stall & Huts widely spread out throughout the market land	* Hut Owners: – own or have a long lease of the Huts. * Saturday Vendors consists of: - Fruits & Vegetable & crops - Cooked Food - Art & Craft - Clothing - Coffee & Pastries - Sandwich & burger bars - Pearl & fashion jewellery - Local musical instruments - other SMEs	Market Policy for Punanga Market	1 day per week (Saturdays only). The Hut tenants/owners however can operate on other days if they wish but with limited traffic during the week-days, most prefer to open only on Saturdays
Port Vila Market - VANUATU	Port Vila Municipal Council	*Min. of Internal Affairs *Department of Local Authorities *Town Council *Town Clerk *Market Manager	*Up to 300 Horticulture (produce and flowers)vendors *Food Vendors *Handicraft vendors Setup All vendors are housed under one market building	*Daily - Mama's come any day of the week and find space to set up. Mama's stay at the market until their produce/products is sold. *Food and Handicraft are fulltime tenants.	Municipalities Act 126. Year is unknown	6 days per week.

The physical infrastructural set up of the 3 markets are explained in **Schedule B**

4.1.2 SCHEDULE B

Market	Set Up Structure	Comments
Nausori Market - Fiji	Vendors and Tenants housed under 1 large building (5590 sqmts)	External areas have dedicated zones for Wholesale farmers and Car parking.
Punanga Nui Market – Cook Islands	Huts placed around the Market ground land but generally along the perimeter. The Saturday vendors set up in the dedicated open stall zone and around the land wherever space can be found.	Dedicated parking area is at the rear of the land. A sheltered entertainment building is located in the middle of the land.
Port Vila Market - Vanuatu	Vendors housed under 1 large building.	Dedicated car park located next to the market. Vendors sell outside the building area as well but still within the market designated land boundary.

4.2 CRITICAL OBSERVATIONS OF BY-LAWS AND POLICIES OF STUDIED MARKETS

The 3 markets have their own primary By-Laws or Policies that provide the overall guidance on the operations of the market. Copies of these are attached as Annexure 3.

Crucial observations on the operating framework of the 3 markets are as follows:

- (a) All 3 markets have some form of Policies or Rules that govern their respective operations. The Nausori Market (Fiji) has a more official set of policies i.e. a specific By-Law approved by the national Government through the Ministry of Local Government. The By-Laws however appear out-dated and in need of a review to match the requirements of the recently constructed new market complex. For the Punanga Nui Market (Cook Is) and the Port Vila (Vanuatu) markets, their policies are still in draft form and may require further detail review before formalisation.
- (b) Assuming a review is carried out, it is recommended that the process be more consultative, engaging and interactive with relevant stakeholder participation (i.e. the involvement of vendors, tenants, market manager and Government). Efforts are currently in place at all 3 markets promoting this review. The Governments of the 3 PICs will however need to show genuine will and commitment to implement the outcome of the review.

- (c) The Management structure for the Punanga Nui and Port Vila Market is not clearly established, causing uncertainty in various areas including the chain of command, decision making authority levels, enforcement of rules, prosecution, etc.
- * **For the Cook Is Market**, the responsibility of the Punanga Nui market has been rotated amongst government ministries and semi government entities. Ironically no Government funding is allocated for the market's operation at present but yet the market falls under the portfolio of one Government Ministry (Internal Affairs) and is managed by another Government Ministry (Agriculture).
 - * **In Vanuatu**, the market operates under the ambit of the Ministry of Internal Affairs and the overseeing of its operation at national level is by the Department of Local Government. Currently no formal policy is in place to police the operations of the Market. The management of it is hence done under the guidance of the Local Government Act whose provisions are very generalised. The need for a specific policy for this market is hence very crucial and immediately required. Lack of an official policy is having a challenging effect on the market manager's role and his ability to effectively manage the Market. His role is currently limited and unclear and this in-turn has affected enforcement of rules and proper management of the market.
 - * **The Nausori Market in Fiji** has a more effective and practical management system in place and this is primarily due to the success of its enforcement procedures (e.g. health inspection are vigilantly carried out, vendors that break rules are dealt with swiftly and accordingly, the vendors association is active in supporting the centre managers role in ensuring compliance etc.). The current By-Laws however are out-dated and need reviewing to accommodate the practical operations of the new market and it's wide-ranging tenancy activities.

Recommendation 1: There is a critical need for a review of the current by-laws for all 3 markets.

Recommendation 2: By-laws need to be clear in addressing ownership and the management structure of the market.

4.3 SUMMARY OF PROCEDURES AVAILABLE FOR MARKET ENTRY

Schedule C shows a brief comparative analysis of how vendors currently gain entry into the 3 assessed markets.

4.3.1 SCHEDULE C

Market	Entry Method	Comments
Nausori Market, Fiji	Fill application form	Separate application forms for the various types of tenancies. Application is vetted by the Market Manager and then a recommendation is made to the Market management committee. The committee's recommendation than forwarded to the NTC's CEO for final decision
	Saturday/Daily Vendors/Farmers in the farmers section: no application form required. Vendors merely set up on site wherever space is available and market manager collects fees during his/her frequent walk-about.	Saturday Vendors – the current system/practice appears to have settled in over the years and become acceptable. It does however lack information data which is crucial for R&D.
Punanga Nui Market, Cook Islands	For Huts, the sale to another party is only implemented with the approval of the Ministry of Agriculture's Policy Unit.	Huts – monitoring and policing the change in ownership of huts has been a nightmare exercise for the market manager and the Min Of Agriculture Policy Unit. A review of the policies for Huts is required with appropriate provisions for enforcement and penalties.
Port Vila Market, Vanuatu	No Application Form: Mama's and Farmers come to the market house and find an empty space to set up their products to sell in. Tables reserved for Mama's and farmers from traditional areas. Some tables in the market are informally reserved for Mama's and farmers from certain traditional areas (villagers), and they coordinate amongst themselves as to how they make use of that space.	The Produce section of the Port Vila Market is set up as traditional farmers market as it provides as outlet for farmers to come and set up and sell their produce. The main issue farmers will face is the lack of space. During peak growing periods, the market house will not be able to cater to the number of Mama's and farmers.

It is glaringly observed that there are no provisions that encourages or specifically addresses youth entry into the 3 markets.

Other than the ‘application form’ at the Nausori market in Fiji, no other specific directory or guide for market entry exists. Those wanting to be a vendor have to physically approach the market to express their interest (Fiji) or alternatively simply take the initiative to set up on site (Vanuatu & Cook Is) and sell.

Recommendation 3: The need for a Market Entry Guide as a main resource kit for potential vendors.

The need for an entry guide is hence vital to provide the necessary assistance for those wanting to trade from the market. The nature of the guide and its components may vary from country to country but some of its basic features could include:

- a) Video illustration: needs to be short and simple (2 minutes or less) and accessible on mobile phones and having expandable sharing ability e.g. via Bluetooth. This medium can also be shown at cinemas, exhibitions, tradeshows, school career expos etc.
- b) Booklet or pamphlet: explaining what the market has to offer and containing relevant information and available services. These may include information on:
 1. Tenancy Spaces: types of spaces available and vacancies.
 2. Vendor categories available – e.g. permanent status, daily vendors, wholesale farmer, kiosk for SME’s, commercial tenant etc.
 3. Fee or rates for tenancies, stalls, kiosks, huts or wholesale zones etc.
 4. Market trading hours.
 5. Market internal layout plan
 6. Location map of the market and important neighbouring entities e.g. bus terminal, supermarket, government services, hospital, and banks, ATMs etc.
 7. Public Transport schedule
 8. Banking or financial support services for vendors and tenants – e.g. information on financial literacy training currently conducted by Westpac Bank in conjunction with the UN Women Markets for Change programme in Fiji.

9. Complimentary Government services for vendors and market tenants e.g. Ministry Of Health free check-up, Ministry of Industry & Trade SME programmes, Ministry of Agriculture assistance programmes for farmers and vendors, First aid training by St John, MPI basic farming techniques etc.
 10. UN promoted services e.g. Women's Rights and Empowerment programmes, etc.
 11. Vendor Association purpose and its activities
 12. Accommodation benefits for Women vendors e.g. UN Women and Ministry of Women sponsored accommodation building for overnight stay
- c) In promoting youth participation through the entry guide, the booklet/pamphlet or leaflet could have a specific section for youth vendors and farmers. The information here should be exciting, attractive, have some form of incentive and must trigger the interest of youths. Some of the examples could include:
- Having dedicated space allocation in the market for youth farmers and vendors.
 - Special youth support programmes by NGO's or Government.
- d) It is recommended that a guide of this nature be produced in various vernaculars for ease of understanding.

4.4 KEY POLICIES AND REGULATIONS THAT AFFECT MUNICIPAL MARKETS

1. In Fiji, municipal market policies are generally standard throughout the country. However as market businesses entail physical building assets with heavy pedestrian traffic movement, they directly or indirectly also attract the standard policies, laws and regulations of Government.
2. In assessing the policies affecting markets, we have focussed predominantly on the Markets in Fiji but will make comparisons with the Vanuatu and Cook Is markets where possible.
3. The following policies **directly** impact municipal markets in Fiji:
 - (a) **Local Government Act (Cap 125)**

Municipal Markets in Fiji are operated and managed by the respective Town or City councils. The Councils operate under the provisions of the Local Government Act (Cap 125). The Act offers the Minister of Local Government maximum control over Councils. Each council is managed by a

Special Administrator and assisted by a Chief Executive Officer. Whilst the Act [under Section 88(1)] does state that Councils do have certain powers, such powers are constrained by limited financial resources and the need to obtain Ministerial approval on most issues.

(b) By-Laws

Whilst the Local Government Act provides the overriding principles under which the Municipal Councils in Fiji must operate, the market generally operate under the guidance of By-Laws. Each council has its own By-Laws but they generally contain similar provisions throughout the country.

(c) Rules & Regulations (R&R)

For the Nausori Market, it also has a set of Rules & Regulations that are essentially an extension of the By-Laws but it also covers other areas of the market operation not specified in the By-Law. The market uses the R&R as its primary operating manual. The R&R is more detailed and easily understood by vendors resulting in better compliance.

The Rules and Regulations Manual (Pamphlet) is made available to all tenants and vendors at the Nausori Market.

(d) Vendors / tenancy letters/leases

All permanent vendors and tenants are issued tenancy letter or leases that generally specify:

- * The nature of the tenancy (e.g. grog vendor, fruits & vegetable vendor, cooked food kiosk etc.)
- * Term of tenancy or lease
- * Rental or fees
- * Penalties for non-compliance
- * Vendor / tenants details

[Cook Islands, Punanga Nui Market – For the Cook Is market, there is currently a specific policy used to manage the operations of the market (‘Policy for the efficient management of the Punanga Nui Market’). For Hut tenancies, a ‘Hut Rental Tenancy Agreement’ is affected. Both the Policy and Hut Lease agreement are being reviewed as part of an overall major review of the markets operations]

4. There are other supporting Government Policies which impact either directly or indirectly on the running of Municipal Markets and this includes Litter Promulgation 2008, Food Safety Act 2003, Food Safety Regulation 2009, Environment management Act, etc.

Recommendation 4: “Rules and Regulations” and Policies must be clear and made available to vendors and farmers in the appropriate vernacular.

4.5 GAPS AND OPPORTUNITIES FOR EFFICIENT AND BETTER SERVICES

1. All 3 PIC markets have areas within their existing set up and operating policies that can be improved. The extent and nature of the gaps (areas for improvement) is different for each market but there are some general underlying similarities such as the need for all 3 market policies or By-Laws to be reviewed.
2. A brief comparative analysis of the 'gaps' are summarised in 'schedule D' below.

4.5.1 SCHEDULE D

Market	Gaps	Comments / Mitigation
Nausori Market – Fiji	<ul style="list-style-type: none"> By Laws too old (1985) and not conducive for the running of the new market. 	Conduct review and base it against modern market standards as the new market is very not only the largest in the south pacific but also the most modern with a very expanded tenancy mix.
	<ul style="list-style-type: none"> Local Govt Act provisions on municipal markets is presently too restrictive and needs reviewing 	Act to be reviewed with the view to making Council's more autonomous
	<ul style="list-style-type: none"> Levels of authority between Minister, MMC, CEO and Market Manager to be reviewed for practicality. 	Greater clarity required along with more delegation of authority to market manager. Objective is to speed up the decision making process.
	<ul style="list-style-type: none"> Youth participation is lacking. Need for policies to be more engaging. 	Policies to provide for mandatory engagement with youths eg x% allocation of stall space for youths.
	<ul style="list-style-type: none"> Car park zone is too small and restrictive. 	Secure vacant neighbouring land asap
	<ul style="list-style-type: none"> Target tourist traffic 	Market to be part of the tour schedule for tourists
	<ul style="list-style-type: none"> Lack of options for vendor applicants who are not successful in attaining tenancy due to lack of space 	Develop strategy for 'markets beyond market' eg linkage with other buyers.
	<ul style="list-style-type: none"> Vendor stall fee/rates are too low in comparison to other pacific markets. This review is long overdue. Lack of information on the market for greater awareness of opportunities available 	Review of fees. A fairly established fee rate will allow the Council to better meet its financial commitments without Govt assistance. Market has the ability to financially be a stand alone cost centre of the Council. Develop market information medium
Punanga Nui Market – Cook Is	<ul style="list-style-type: none"> Current market policy and Hut letting agreement is in need of review for practicality 	Review process in place – scheduled to commence in Feb/Mar 2016. Process to include all stakeholders inclusive of tenants/vendors/hut owners/Govt etc.
	<ul style="list-style-type: none"> Market management structure to be reviewed to establish the best PMS (property management) 	Review process in place – scheduled to commence in Feb/Mar 2016
	<ul style="list-style-type: none"> Market tenancy/hut layout to be better structured to avoid adhoc and uncoordinated set up. 	Review layout with aim to allow for better flow of customer traffic. Existing layout has disadvantages for certain hut tenancies (ie those located at the extreme perimeter of the market land).
	<ul style="list-style-type: none"> More over head shelter required to maintain traffic within the market. Hot weather and rain affects movement of traffic and impact on stay time. 	This can be part of the above review process. Removable sail awning structure to provide necessary shade effect.
	<ul style="list-style-type: none"> Car park not properly designated 	Review of market layout to also include the car park
	<ul style="list-style-type: none"> Youth participation to be more formally established 	Youth involvement is currently existing but for long term consistency, the market policy should provide for mandatory promotion and engaging of youth participation.
	<ul style="list-style-type: none"> Trading hours is too limited, currently only 1 day per week. This impacts revenue and challenges the extent to which the market site is utilised to its best trading potential. 	Review tourist tour schedule. Identify other potential use of the market site on week days or nites eg for nite markets, business trade expos or shows, live entertainment, Govt trade shows etc. Consider the inclusion of a supermarket or large department store within the market. This would ensure regular traffic movement.
	<ul style="list-style-type: none"> Lack of policy enforcement Lack of commitment / participation from Govt Depts who regulate specific areas of the market (eg health inspectors) 	To be addressed in the policy review process To be addressed in the policy review process
Port Vila Market - Vanuatu	<ul style="list-style-type: none"> By Law is not officially established resulting in rule implementation restrictions and lack of clarity 	By Law to be officially approved by Cabinet
	<ul style="list-style-type: none"> Lack of information data back up system (Cyclone Pam effect resulted in severe loss of market information inclusive of the latest By Law draft. 	Market information system review to ensure greater protection
	<ul style="list-style-type: none"> Lack of Policy enforcement escalated by unclear chain of command and levels of responsibility 	Formalisation of the By-Law will provide greater clarity
	<ul style="list-style-type: none"> Youth linkage to the market to be more clearly established 	Policy to provide for greater engagement with youths
	<ul style="list-style-type: none"> Lack of control during market management and vendor meetings (disagreements have resulted in physical assault of the market manager and his assistant) 	Policies to be officially approved by Cabinet asap and proper dissemination of information to follow (ie information on officially approved rules, management structure, penalties, enforcement etc) to ensure clear understanding and buy in by all stakeholders and particularly the vendors.
	<ul style="list-style-type: none"> Lack of available space for farmers to sell when fresh produce is in full supply. 	Currently a portion of the market house is occupied by handicraft sellers who lost their main selling house during cyclone Pam. Council will need to come up with a practical solution to cater for the increased number of sellers during periods of full production.
	<ul style="list-style-type: none"> High stall fees. 	Instead of raising stall fees, additional income could be earned through a car park fee.

4.6 OPPORTUNITIES FOR MARKET DEVELOPMENT

4.6.1 ENHANCE MARKET SIGNIFICANCE TO TOWN CENTRE

The Punanga Nui Market in Cook Islands is unique in several ways in that its main customer target base is foreign visitors or tourists. Tourism is the main stay of the Island's economy. The market location is ideally positioned in the heart of the main central business district of the town.

Its unique location close to the water front and the main town road lends itself to several development opportunities that have the potential to make this site a key and major prescient for a wide range of activities covering tourism, commercial and retail, recreation, accommodation and marine related activities.

As an analogy to Fiji, the Punanga Nui market site and its operations would ideally be positioned at the popular tourist island of Denarau in Nadi. Any future development plan for the Punanga Nui Market could have a significant bearing on the main commercial activities of the town.

The recently re-claimed land adjacent to the market site is being earmarked for a recreational park with a skating rink as its main attraction. Looking long term, it is advisable to conduct a holistic master plan of the prescient and assess the integration potential of the 3 main subject components i.e. the current market land, the reclaimed land and the immediate sea front section. This would pave the way for a more coordinative growth and expansion path for this very crucial land mass.

4.6.2 PROMOTION OF 'SPECIAL DAYS'

Special days are a common business marketing technique for the private sector e.g. late night shopping on Thursdays, Tuesday special at the movies, Friday seafood buffets at Hotels and restaurants etc. The prime attraction on such days is discount offerings. This would be effective for the Punanga Nui market, which needs to have more than one main trading day.

4.6.3 CAR PARKING EFFECT

Car parking facilities are crucial for the 3 markets and coincidentally the assessed markets all have neighbouring vacant land, which could be utilised for additional car parking as well for any future expansion plans of the market.

The need for ample car park space is vital as it contributes to incoming traffic at the market. Lack of car parking can lead to loss of traffic.

4.6.4 MARKET LINK TO TOURISM SECTOR

Tourism is a major foreign exchange earner for the 3 assessed PICs. Linkage between the agriculture and tourism sector exists mainly for food supply. With strong and growing interest from Tourists to engage with local culture and the environment, there is opportunity to expand this experience to the Market place. This practice is very effective at the Punanga Nui market and can be expanded in Fiji and Vanuatu. This can be introduced in the following ways:

- Tour schedule to include market visits
- Vendors to specifically tailor and display produce for the tourism market. I.e. cut/peeled fruits, green coconuts, flower leis, coconut hats, etc.
- Cultural performances and traditional food making at the market to be part of the tour programme.
- Genuine locally made products to be strongly promoted.
- Local organic products to be specifically highlighted
- Special zone within the market to set-aside for tourist vendors.

4.7 COMPETITION TO MUNICIPAL MARKETS

Business competition for municipal markets generally comes in the form of supermarkets and roadside traders. Roadside mini markets provide customers with a convenient quick stop while supermarkets have the attraction of a one stop shop.

In Fiji, large commercial developments are now including fresh fruit and vegetable zones as part of the complex hence fostering linkage from the design layout stage (e.g. Hansons new hub-city centre and Damodar Crown.)

Recommendation 5: The Creation of a Good Practice guide for fresh fruit and vegetable markets in the Pacific.

The rapid growth of markets in the PIC now calls for a general good practice operational guide. In addition to the general operations of the market, the guide should also incorporate a preferred design layout and plan of the premises as this aspect has a major influence on how the market operates. The overall aim of the guide is to develop greater operational efficiencies. Other vital components in the guide include the market bylaws/R&R, infrastructure requirements, organisational structure, ownership, market entry criteria, car parking, produce standards and compliance to national policies such as OHS, fire & disaster management.

5. YOUTH PARTICIPATION IN MARKETS

i. YOUTH PARTICIPATION WITHIN THE MARKET PLACE

In all 3 studied markets it is observed that there are no provisions that specifically addresses youth involvement. There is little or no data on youth participation and basic demographic information such as vendor's age, where they come from etc.

Recommendation 6: The need for a policy to support youth involvement in municipal markets.

In all 3 studied markets, it is observed that there are no provisions that specifically address youth participation and involvement in markets.

It is noted that the bylaws or policies have very little or are silent on promoting youth participation. Where some youth involvement is seen, they are mainly obligatory in nature where youths are assisting elder family members (who are vendors) at the market only when absolutely required e.g. during peak selling times or when the vendor is ill or to assist with heavy cartage of produce etc.

Further research has observed that young farmers prefer to sell their produce as a wholesaler and leave the retailing and “vending” to other vendors at the market centre.

Interviews with youths revealed that most felt uncomfortable selling at the municipal market as they associated vending as being for women or older members of the community or the uneducated. This observation has also been made in other studies of PIC markets and also markets around the globe as well. This trend of thought poses great risk to the future of the agriculture sector. If youths are to be the future leaders of this industry, then strategies and policies will need to be put in place to better engage, attract and entice them. Bylaws and national macro policies will need to advocate and accommodate youth links with markets and the sector as a whole.

ii. STRATEGIES TO ENCOURAGE YOUTHS INTO THE AGRICULTURE SECTOR

Engaging youths with the sector must commence at primary and secondary school educational level, as this will create the initial mind-set required. A recent career expo witnessed at one of Suva’s prominent secondary school saw various other sectors and industries being strongly promoted but sadly excluded the agriculture sector. Ironically a reasonably number of students at the school come from farming families or backgrounds.

Market entry guides, need to be more embracing towards youths with clear illustrative paths showing the opportunities and future potential. Role models play a significant role in influencing youths. Successful farmers must therefore be used where possible to promote the sector to the younger generation. Likewise national policies must be inclusive and engaging with the younger generation.

Recommendation 7: Changing the mind set of Agriculture and vendorship, and having specific tailor made information for youths.

The ‘Agriculture Strategy 2011 – 2015 Echoing the voices of Pacific Youth’ Report highlights the mind set attached with the agriculture sector and perception held by youths that career in the sector are for those with ‘low academic ability’ [Pg. 24 of the report].

Recent interviews with past farmers who have now taken up a different career have reinforced this perception. The need for mindset change is hence extremely crucial. How this can be done needs to be a matter of urgent attention. A worthy starting point would be to reconsider terminologies that have had a negative stigmatising effect. For example the term ‘vendor’ could be replaced by ‘agro business entrepreneur’ or “agro business trader”.

In addition there is a need to effectively promote more success stories of the sector and in particular of youth vendors and farmers who have taken their business to the next level.

iii. SPECIFIC TAILORED INFORMATION FOR YOUTHS

The general lack of interest by youths in the agricultural sector justifies a direct target approach. The industry has to take on the challenge as a dedicated mission with success as the only option. The strategies here must focus not only on market entry but also market stay and longevity. It therefore needs to cover a wide ranging area of information and preferably split into various form of handbooks or guides that are not too complex for reading but still informative enough to encourage stay even during challenging times.

iv. CONSTRAINTS IN GAINING ACCESS TO INFORMATION

A major constrain faced by youth, farmers and vendors is having access to readily available information. These information include; access to Markets for their produce, information on financial services, access to business training and services and product pricing etc.

Recommendation 8: The need for a specific ‘[Agriculture Business start up handbook for youths](#)’.

Information in the Handbook could include:

A specific and basic ‘Agriculture Business Techniques Handbook for youth, vendors &farmers. The handbook could contain a wide range of information including:

- How to do a business plan
- How to conduct basic research
- How to identify what produce to farm or sell
- How to identify where to source inputs, how to check pricing and negotiate discounts.
- How to plan and manage a farm/table space at the market

- How to identify where and who to sell to
- How to register a business
- How to do cost calculations for produce.
- How to calculate profit or loss.
- How to manage finances
- Where to get information on financing, growing, value adding, etc.
- What regulatory requirements are there when operating a business.
- What other responsibilities you have as a business owner.
- How to identify new potential ideas.
- How to get competitive advantage.
- Access to financing and soft loans for youths in agriculture.
- Access to farming support schemes i.e. tools or planting material.
- Access to specific training programmes for youths (e.g. links to markets and the YASG scheme.)

5.1 MARKET LINKS (FARMER TO VENDOR TO BUYER)

The popular form of communication between vendors and produce supply farmers is via face-to-face contact or by phone. Vendors and farmers who have long proven relationship are able to develop business efficiencies and these include arrangements on preferred crops or vegetables to grow and supply, when to grow them, how much to grow, their pricing structure, etc. This system can be shared along the value chain from farmer to vendor and vice-versa.

Other wholesale buying in the market place is open trading of sorts where vendors scout what products are available at the wholesale section of the market and negotiates prices. While wholesalers have a set wholesale price for their produce, larger buyers are able to get more competitive pricing.

There are various factors in play when studying the trade link between farmer and vendor and these include price, quality, consistency of supply, honesty, dependability, communication, etc. all the above must be noted when working on building a farmer-buyer (vendor) relationship.

5.2 PILOT CASE STUDIES

5.2.1 MARKET LINK – LINKING A YOUNG FARMER TO A WHOLESALE BUYER

A pilot exercise was carried with a youth farmer who had just harvested a large volume of kava. The youth was desperate to sell this produce before Christmas (Dec 2015) and needed a wholesale buyer. Retail sale was not considered an option as the farmer was based on an outer island. The exercise conducted was aimed at facilitating link with a buyer and monitoring the process throughout with the ultimate objective of establishing a long-term relationship. Details of pilot exercise are explained in the box A noted on the next page.

5.2.2 BOX A: PILOT CASE STUDY LARIO TOMASI TAMANISAGA

Farmer Introduction (Pilot Case Study 2015)

Profile

Farmer: Lario Tomasi Tamanisaga

Age: 23 years

Current Farm base: Taveuni (outer island)

Intend future farm base – Tailevu (main land)

School: Kevin Young Tutu Training School (4years) and graduated early 2015

In Nov 2015, Lario harvested a large volume of ungraded Kava (in Taveuni) in an effort to sell to a wholesale buyer. With his experience from the Tutu school (a well respected farming institute) coupled with age-old family secret methodologies used to produce fine white kava, Lario was confident his kava would attract large buyers immediately. Whilst his produce was of good quality, Lario faced 3 immediate problems:

- (i) Difficulties in accessing larger buyers due to geographic challenges and lack of networking
- (ii) Over supply market hence adverse impact on pricing
- (iii) Difficulty accessing informational materials that would help guide him with his product.

Whilst he was a good farmer with great farming techniques, the lack of linkage with the buying market could result in loss of income and storage challenges for produce harvested and unsold.

The process of linking Lario to buyers had the following chronology:

- 1- Learning about the product (kava) Lario had available to sell, what quantity he had, what price he was expecting and what his other hopes were i.e. to find a long-term buyer of his product.
- 2- Identify a buyer who had the ability to buy all the harvested produce – and specifically trying to find a buyer who would not take advantage of Lario's situation.
- 3- Following initial discussions, the buyer set out his produce specifications. He further expressed his concerns based on experience with other suppliers from outer islands. A brief of the discussions/negotiations is as follows:

- a. Buyer had bad experiences in the past with farmers from Tavueni who had tried to sell him smoked dried kava instead of sun-dried kava. He was very sceptical about the quality of the kava.
 - b. He was willing to buy all produce if the quality was as per promised and price could be negotiated once product was inspected.
 - c. Buyer has existing relationships with other farmers from other islands where they weigh the product and send it by boat. Upon receipt, the buyer weighs the consignment and checks it for quality. If satisfied at his end, payment would be effected. This relationship takes time to build and only works if farmer and buyer are fair and honest with each other.
 - d. Normally he buys all kava ungraded at a certain \$ per kg, but is willing to offer a higher price if quality is better than normal.
- 4- After much negotiation, Lario agreed to a slight reduction in his initial asking price for 2 prime reasons; firstly the ability to offload all his produce to one buyer and hence saving cost and secondly securing linkage with a buyer long term.
 - 5- When the produce arrived in Suva, the buyer carried out his usual quality checks and was happy to proceed with payment settlement.
 - 6- Now that linkage has been established with the buyer, Lario has a secure market as long as he maintains quality standards.
 - 7- Identify a buyer who had the ability to buy all the harvested produce – and specifically trying to find a buyer who would not take advantage of Lario’s situation.
 - 8- Following initial discussions, the buyer set out his produce specifications. He further expressed his concerns based on experience with other suppliers from outer islands. A brief of the discussions/negotiations is as follows:
 - a. Buyer had bad experiences in the past with farmers from Tavueni who had tried to sell him smoked dried kava instead of sun-dried kava. He was very sceptical about the quality of the kava.
 - b. He was willing to buy all produce if the quality was as per promised and price could be negotiated once product was inspected.
 - c. Buyer has existing relationships with other farmers from other islands where they weigh the product and send it by boat. Upon receipt, the buyer weighs the consignment and checks it for quality. If satisfied at his end, payment would be effected. This relationship takes time to build and only works if farmer and buyer are fair and honest with each other.
 - d. Normally he buys all kava ungraded at a certain \$ per kg, but is willing to offer a higher price if quality is better than normal.
 - 9- After much negotiation, Lario agreed to a slight reduction in his initial asking price for 2 prime reasons; firstly the ability to offload all his produce to one buyer and hence saving cost and secondly securing linkage with a buyer long term.
 - 10- When the produce arrived in Suva, the buyer carried out his usual quality checks and was happy to proceed with payment settlement.
 - 11- Now that linkage has been established with the buyer, Lario has a secure market as long as he maintains quality standards.
 - 12- Moving forward: the idea here is to grow the relationship where both buyer and farmer wins.

Next Steps:

- 1- Lario has plans to relocate to Tailevu in early 2016 where he has family land, which he plans, to farm. The location is closer to Suva and will hence allow him better access to municipal markets and other selling places. To better manage his risk, Lario will be widening his produce range and incorporating cash crops. He is now seeking technical assistance on the best crop to plant at the Tailevu land and other relevant information.
- 2- The next phase of this programme is to pilot market entry with Lario once his new crops come into production. It would not be market entry as a full time vendor, but possibly as a daily vendor who would come to the market and sell once a week or fortnight.

5.2.3 BOX B: PILOT CASE STUDY 2- SALOTEDELASAU

Second Pilot - Youth Group to Vendor Link (On-going)

Salote is a well-respected vendor based at the Nausori Market in Fiji. She is the current chair lady of the Women’s Vendor Association. In her effort to encourage youth engagement with the sector, Salote has agreed to work with a youth group by offering to buy their farm produce. The quality standards and produce supply volume have been agreed to and the youths have commenced farming. This pilot will be monitored over the next 3 – 6 months.

Next Steps:

1. The aim would be to work with both Salote and the youth farmers by monitoring and assessing the linkage process
2. Regular visits to the farm and random meetings with both parties will allow update reporting.

5.2.4 CASE STUDY: WILLIAM LEE, *LEES FARMS AND GROWERS*

William Lee is a young farmer who began farming seriously in January 2015. He has been able to successfully market his crops, his farm and himself via social media and in turn created new avenues for him to sell his produce.

Starting off with small plots of basil and rocket, this micro farm has excelled admirably. On a trip to the US, William visited a micro greens growing farm and it inspired him to try growing micro greens in Fiji. He now grows this produce on a semi commercial basis and supplies various customers and resorts on a weekly basis.

In an effort to create product variety, William has tried to grow various other crops that are not usually grown in Fiji and so far he has had mixed results. This has however not dampened his efforts and he plans to continue working on the crops that have not performed well to-date.

What differentiates William from other farmers/sellers is the niche he has created for himself. This has been done firstly with niche crops (herbs and green crops) he grows and secondly with his marketing technique.

William began marketing his product online via Facebook. He created a Facebook page “Lees Farms and Growers” where he has pictures of his produce and provides updates on a regular basis. Constant online communication with consumers has resulted in effective networking and wider coverage for him.

William caters to a niche market with herbs and produce that are rarely grown in Fiji. He's frequent communication with his customers enables valuable feedback allowing him to better plan and strategize. This has led to the expansion of his produce range which now includes Leeks, chard, rhubarb, broccoli, various lettuces, sweet corn, red onion, sprouts and wheatgrass.

Product packaging is an important tool that William has used effectively. His herb box packs are extremely attractive and have given him a competitive edge.

Williams customer base now includes branded hotels, supermarkets and boutique restaurants.

Looking ahead, William hopes to acquire more land and expand his farming business. He has a specific goal to assist with import reduction by growing import-substituted items.

He attributes his success to hard work and not giving up. He believes that if young people want to be successful in agriculture, they need to work hard, learn how to improve to get better yields, appreciate their customers and persevere despite experiencing bumps along the way.

Areas of Innovation William has used to grow his business

- 1- In addition to conventional selling methods, William has successfully utilised social media to market his farm and business and this has widened his consumer base.
- 2- Social media has given him the ability to communicate instantly with his customers and learn more about their immediate needs and wants.
- 3- His willingness to try new products that would normally be imported and test the waters is a major advantage.

5.3 LINKS TO LARGER BUYERS

There are currently operating practices at most municipal markets in Fiji where vendors and wholesale farmers have supply arrangements with larger buyers.

These practices generally operate in 3 ways:

- Vendors and Farmers have verbally established supply arrangements with larger buyers. In practice, the vendor or farmer delivers his/her produce to the buyers on a daily/weekly basis depending on the orders.
- Larger buyers come to the municipal markets on a daily or weekly basis and buys direct from the vendor or wholesale farmer.
- Vendor has a formal contract with the buyer to supply a variety or range of produce and in such cases the vendor acts as the middlemen in that he or she will buy from other farmers and vendors within the market and deliver the produce to the buyer.

Challenges faced by vendors and farmers who sell to large buyers are:

- Maintaining consistency of quantity supply particularly during off- season periods
- Maintaining consistent quality supply
- Maintaining on time delivery – which is challenging for farmers or vendors who live far from the delivery destination. Traffic congestion has also exacerbated the problem.
- If supplying a large buyer such as a supermarket or processor/wholesaler, pricing structure for the produce that is generally much lower than if the farmer/vendor was to sell at the municipal market. The farmer/vendor however has to assess this against economies of scale.
- Payment terms – They vary from credit terms to cash on delivery (COD) arrangements. The credit terms place a heavy burden on the daily cash flow of the farmers.

5.4 LINKS TO THE TOURISM INDUSTRY

Surveys conducted in the last 5– 6 years have revealed that pricing formulas struck with large buyers (Hotels & Restaurants) should not disadvantage farmers and vendors. Findings from these surveys (*e.g. Young & Vinnie 2007 & Tim Martyn – Fiji Domestic markets study 2009*) reveal the following:

- Price of food is not the paramount concern for tourists. Price is only the third most important consideration.
- Quality and service are far more important.
- 60% of hotel respondents said quality was most important while
- 55% said delivery was the most important.

- For contract with brand Hotels, the vendors or farmers are required to adopt flexibility in the contract *e.g. accept 30 days credit payments terms. Such contracts will favour larger farmers with adequate financial reserves. New entrants or youths vendor/farmers will more than likely be disadvantaged here.*

The Tourism industry still relies heavily on imported agriculture products to services mainly the high end and branded accommodation market (Fiji Domestic Market Study – opportunities and challengers for vegetable importation substitution – 2013).

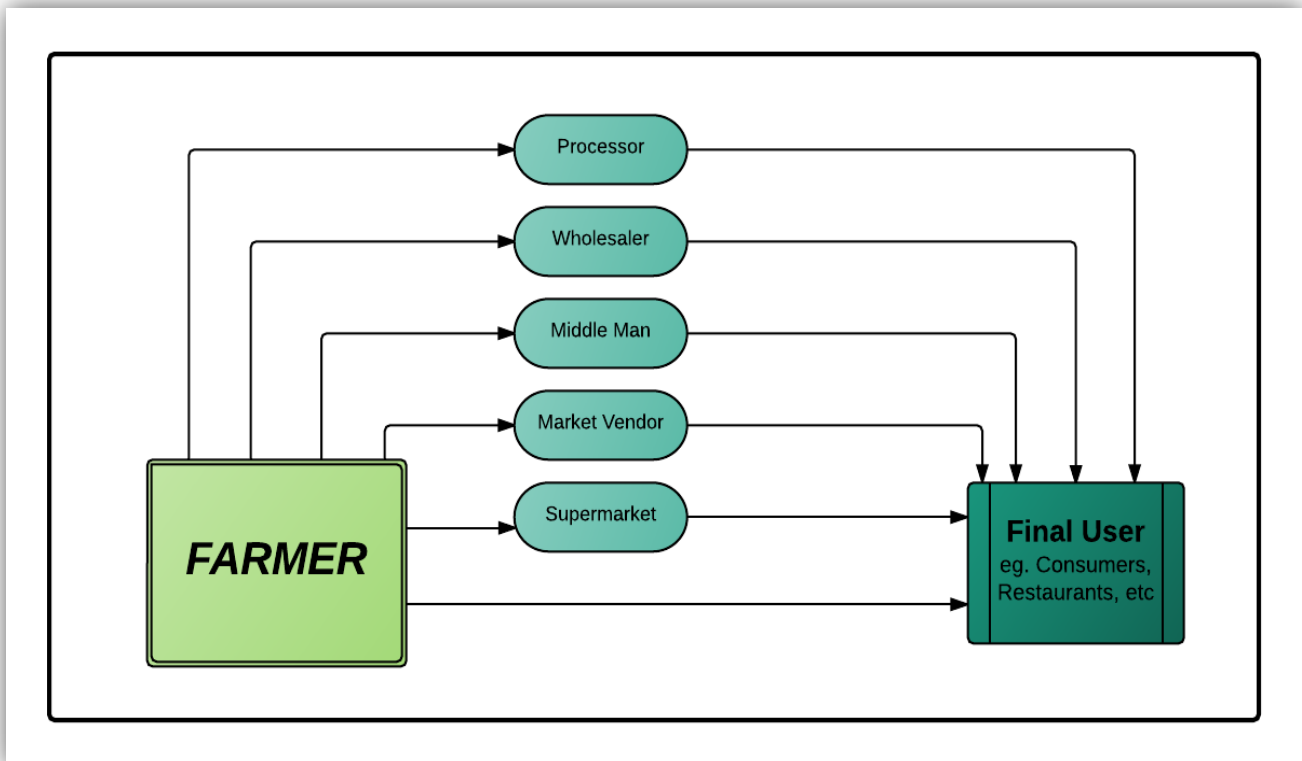
It is important to note that there is no specific product-by-product data on average yearly consumption by the tourism industry. Such data would be invaluable in providing a base to understand where opportunities would lie in promoting a realistic import substitution grower programme.

Recommendation 9: Linkage tag for large buyers who support youth vendors and farmers – ‘YASG Scheme’

An ambassadorial scheme could be promoted by Government through its Agriculture Ministry providing recognition of large buyers who support the youth programmes (Youth In Agriculture Support Group– YASG). The recognition could be by way of a special branding Tag (YASG logo) that the large buyer could utilise to enhance their competitiveness. To entice greater support group participation, wide ranging benefits could be attached with the tag and this could be in the form of:

- Preferential contracts with Government *e.g.* a YASG branded Supermarket would be on the list for Government’s social welfare food voucher assistance scheme,
- Hotels or accommodation entities will be able to market the Tag in the same manner as they would their star rating,
- Larger food manufacturing companies or restaurants could use the Tag to attract customers over the competition.

5.5 DOMESTIC FRESH PRODUCE MARKET SUPPLY CHAIN



The chart above illustrates the supply chain of produce from farmer to final user

Note: between the intermediaries, trade occurs with middlemen, vendors, wholesalers, supermarkets, etc. buying produce from each other at times to meet the needs of their customers. E.g. a market vendor buys from a middleman and in turn supplies produce to a supermarket that then sells it on to the final customer. Or, a middleman buys from a wholesaler or supermarket to supply a resort.

5.6 VENDOR/FARMER TRAINING PROGRAMMES WITH SPECIFIC FOCUS ON MARKETING AND BUSINESS TECHNIQUES

Opportunity exists for encouraging healthy competition among vendors or farmers that will in turn enhance the competitiveness of the whole market place against its major competitors (i.e. supermarkets, road side vendors etc.). Better business marketing techniques can be taught as part of vendor training programmes. Such techniques could include:

- Cleanliness of selling area, tidy stacking and clear presentation of produce.
- Hygiene handling of produce through wearing of hand gloves
- Attractive packaging of products
- Optional packaging to create variety e.g. mixed vegetable packs as opposed to single produce packs. The supermarket formulas are good examples to follow.

6. MARKET INFORMATION SERVICES

Initial assessments on market information currently in place reveal lack of information in the following areas:

- Lack of information on Municipal Markets Bylaws, rules and policies. Nausori market does have pamphlets available with rules and regulation for vendors at the market, but no information on bylaws are made available.
- Lack of an online presence for municipal markets.
- Lack of statistics on the number of youth farmers or vendors that trade within the market centre.
- Lack of information on the total number of vendors that the market caters to, both full time and daily.
- Limited information on available secondary markets i.e. processors, exporters, etc.
- Lack of information on produce supply shortage data during off peak seasons and cyclone months. This is crucial to try and minimise disruption to the supply chain during these challenging periods. *E.g. FSA collects data on produce supplied at the Port Vila market and this data is used to identify supply trends.*
- Pricing data for produce at various markets.

- While there is limited market information services formally established within the value chain other than word of mouth and some product, farming and linking data being available online, research seems to suggest several opportunities worth further exploring.

Recommendation 10: The need Greater Online presence for Municipal Markets:

- Municipal markets need to work towards an online presence through either a website or a Facebook page.
- Having information (market entry guide) online that is easily accessible will better assist farmers in providing them with information on how to get access into the market and the services and opportunities available at the market.
- Online application form processing would allow for better management of the large demand for market tenancies and also limit paper work.
- Social Media – this is arguably the most effective communication medium today besides email. Social media engagement has the advantage of capturing a wider audience, especially youths. It also has the opportunity to promote the market to a greater and wider customer base e.g. tourists.

6.1 MARKET INFORMATION

It is recommended that the market centre keep data on all the policies, acts and laws that affect vendors, tenants and farmers. It is advisable that market management collect data on the services, trainings and opportunities that vendors, tenants and farmers can get access to. This data could all be stored in a data bank where farmers, vendors and tenants can access. It could be stored at the market centre office for ease of access where vendors, farmers, etc. can request soft copies or buy print outs.

Recommendation 11: The need for the creation of database and survey tool to collect data.

With the Nausori market recently opened, it is an opportune time for the Market to develop or update its information database, which will assist with its operations moving forward. This exercise will also fill in some of the current gaps in the market's operation and these could include:

- Update on age demographics of vendors, farmers and tenants.

- Development of a vendor or tenant application wait list.
- Creation of an information profile for all vendors/farmers or tenants.
- Development of a manual or mobile survey app.
- Development of a market produce data base and its supply and demand trends which would assist with:
 - Better planning for off-season period.
 - Regular monitoring of data on the volume and movement of produce in the market (it's supply and demand trends).

This programme will firstly assist with more informed advisory services to farmers on better planning of their planting programmes and secondly will ensure that the market continues to maintain supply consistency. Farmers who take advantage of this programme have an opportunity to benefit from increase selling price.

6.2 TECHNOLOGY – AGRICULTURE LINKAGE

A major challenge for the agriculture industry is attracting youths into the sector. The glamour of other competitive industries has successfully drawn youths away and the lack of technology connectivity perceived with the Agriculture sector has not assisted. To reverse this perception, the industry has to showcase itself as being 'sexy', innovative and having linkage to modern technology. Creation of agricultural related information on mobile phones would be a good start e.g. having pricing data information that youths can obtain digitally. Such data accessed from his or her mobile phone, will allow the farmer or vendor to make informed decisions on where to sell his/her products or produce i.e. either to the municipal markets, middlemen, larger buyer or exporter etc.

Recommendation 12: Creation of a Mobile Application to act as a distribution tool for agriculture information. This information could include:

- 1- Produce & market pricing data
- 2- News updates, weather, agriculture suppliers, possibly markets, upcoming agriculture events, disaster management information etc.
- 3- Suggested crops to grow per season (e.g. peak selling seasons i.e. growing Dalo for Easter/Christmas, etc.).

The advantages of such an App are:

- Vendors and farmers will be able to make more informed decisions on the best selling options for them e.g. which market to take their produce to sell, assess the option of selling at the market or selling to the middlemen at a slightly lower price and save cost on logistics and the time taken to sell their produce.
- May allow farmers to by-pass the middlemen/women in search of a better price. MPI research estimate that the middlemen commission is at least 10% margin on produce bought from farm gate and sold at the municipal market.
- Used as a guide to show farmers that there is a selling venue for their crops at the municipal market
- Influence focus planting by farmers i.e. planting of crops that specifically fetch higher price.

A specific 'Agra product quality and packing guide' for certain produce. This could contain the following information:

- Colour and Quality charts for certain fruits – papaya, banana, pineapple, tomatoes, etc.
- Suggested guide for the handling and packaging of produce for supply to markets.
- Picture portraying acceptable quality and what doesn't, preferably product size etc.

Note: this chart would be very basic and can be used as a guide for Vendors/Farmers when selling to larger buyers.

7. FINANCIAL SERVICES AVAILABLE TO VENDORS AND FARMERS AT THE MARKET

Surveys of the markets revealed that majority of the vendors/farmers have access to financial services in one form or other. Most daily vendors and farmers interviewed in Fiji and Vanuatu welcome financial literacy and basic business training but strongly expressed the need for this to be ongoing if it is to have the effect originally intended. Some fulltime vendors interviewed in Fiji, especially those who have been long time stall operators, expressed little need for them to participate in such programmes.

Financial services have included:

- (i) UN Women Markets for Change (UWMC) programmes implemented in partnership with banking institutions. Such programmes have been implemented Fiji, Vanuatu and other PIC's.
- (ii) Commercial banks also have their respective financial products and programs but these are primarily focused on creation of savings accounts. Loan products are limited and only given subject to extensive collateral being offered by the borrower. According to the vendors interviewed, this creates a barrier for business growth.
- (iii) Microfinance providers such as Fiji Council of Social Services (FCOSS) and South Pacific Business Development (SPDB), who appear to be more amenable to providing loans to vendors than commercial banks, The high interest rates charged by microfinance institutions don't appear to be a barrier given the lack of options available to vendors.

7.1 FINANCIAL SERVICES AVAILABLE TO VENDORS AND FARMERS AT THE NAUSORI MARKET

Besides the ATM facility, the two main financial services being offered within the Nausori market place include:

- (i) Westpac Financial Literacy training in association with UWMC. This training was held in 2015 and there are plans for further programs and workshops this year in the new Market Centre. The training offered covers a wide range of issues inclusive of household budgeting, savings, setting financial & personal goals, basic business knowledge, product presentation, personal grooming and hygiene, and mind-set development.
- (ii) Microfinance savings and financing service conducted by FCOSS. Some vendors have both savings and loans under this scheme. The scheme operates whereby the FCOSS officers visit the market regularly to collect deposits and loan repayments.

7.2 OPPORTUNITIES THAT EXIST AT THE NAUSORI MARKET

An opportunity exists for a commercial bank to be physically located at the market and expand its clientele base. The market has 1300 full time vendors.

Discussions with 3 commercial banks however showed little if no interest at all besides setting up their ATMs at the market. All 3 further stated that they had little appetite for agricultural clients or projects in their loan portfolio in light of the high risk they attached to the industry. If they were to provide loan funding than the collateral security would need to be substantial.

This lack of support from commercial banks will suppress growth of small businesses and the agriculture sector. It ironically contravenes macro policies of the Reserve Bank of Fiji (RBF) for banks to allocate within their loan portfolio a specific percentage for the sector.

It is however encouraging to see the Fiji Development bank and Merchant Finance taking the lead to support the sector.

Recommendation 12: (a) RBF to assess effectiveness of sector loan allocation polices for banks and takes appropriate measures for enforcement.

(b) Pilot a service with a commercial bank to bring basic banking services to the market center.

A GOOD PRACTICE GUIDE

FOR THE OPERATIONS OF MUNICIPAL MARKETS IN THE SOUTH PACIFIC

INTRODUCTION

This guide will provide pacific island governments, local municipal councils, planners and relevant stakeholders with a toolkit to assist with the set up and operations of municipal markets in their respective countries. In putting together this guide, it has been assumed that municipal markets in the pacific will continue to grow, develop and account for:

- (i) The increase in consumption demand & hence
- (ii) Increase in demand for spaces at the market

The guide has further expressed the importance of having a well thought out design of the market supported by proper infrastructure. This will in turn influence how the market centre will operate and determine how it will be managed.

Users of the guide are advised to assess their own environment carefully and check for relevance to your own market before adopting any recommendation in this guide.

USERS OF THIS GUIDE

The users of this guide is likely to be at national, local government, provincial or district levels and could include others who may wish to setup fresh food and vegetable or farmers markets.

1. MAIN GOVERNING POLICY – BY-LAWS

Municipal markets must have a firm set of Policies that clearly define the general framework under which the market will operate. Since most markets in pacific island countries (PIC) are subsidiary arms of the national Government, such policies may be formulated in the form of “By-Laws”. Other policies or rules can than branch out from the By-Law.

The By-Laws should have the following characteristics:

- a. Must be clearly written for ease of understanding by vendors
- b. Should be written in the relevant vernacular language.
- c. Must be compiled in a booklet or pamphlet to allow for easy read.

- d. Key focus areas of the by-laws include:
- Ownership of the market
 - Management structure of the market
 - Compliance standards for produce or products sold, health standards to maintain, produce display rules, vendor behavioural conduct rules, penalties for non-compliance, waste care and disposal system and
 - Selection criteria for vendors at the market (i.e. market entry criteria)

Where necessary, the By-Laws may be supported by a set of Rules & Regulations, which can expand in greater detail other areas not covered in the By-Law.

2. RULES AND REGULATIONS (R&R) OF THE MARKET

Markets need to have clear rules and regulation for the smooth running of the centre. Contents in R&R could include:

- i. Standards for behaviour for vendors/ farmers and customers.
- ii. The use of the market – establishing what can and cannot be done in the market premises.
- iii. Tenants/vendors responsibilities – establishing responsibilities for vendors and tenants who operate within the market.
- iv. Use of facilities – establishes rules to govern the use of facilities such as electrical switches, taps, toilets, rubbish bins, etc.
- v. Procedures for changes in stalls or leased spaces – establishes rules which tenants/vendors must follow if they wish to make any modifications or changes to their area of lease.
- vi. Use of equipment within the market – establishes rules that govern the use of equipment within the market.
- vii. Control of music – establishes rules which govern the use of music in the market
- viii. Prohibition of certain goods – establishes a guide on which goods are permitted and which goods are not permitted in the market premises.
- ix. Live animals – states whether or not live animals are allowed into the market.
- x. Cooking onsite – clarifies whether cooking is or isn't allowed in the market premises.
- xi. Display and quality of produce – set standards for both quality and display of food within the market.

- xii. Food Safety - Seafood and Cooked Items – all seafood and cooked items must be handled and prepared according to the various food safety standards
- xiii. Use of car park – establishes rules on the use of the car park.
- xiv. Rules for produce entry into the market – e.g. root crop produce must be properly cleaned or washed at the cleaning bay before being brought inside the market premises.
- xv. Enforcement of the Rules and regulations – The market manager has the right to remove anyone from the market or report them to higher authorities in accordance with provisions in the bylaw or in any other law relating to the market place.

3. FUNCTIONAL ORGANISATIONAL STRUCTURE

Must have a clear, well-defined and effective Organisation Structure. This will ensure clarity in responsibility of employees and management, clear lines of communication and a more practical and functional operation of the market. Preferably the structure should be “flat” as opposed to “hierarchical” to allow speedy flow of decision-making. This is vital in view of the nature of market operations.

4. MARKET MANAGEMENT

- The Market Management team should be led by a Market Manager and he/she should be supported with an Assistant depending on the size and functions of the market. Other members of the management team could include; an office/finance administrator, a market property and maintenance supervisor, a security supervisor, a car park supervisor, a fees collection officer and a cleaning crew supervisor.
- The Market Manager must have relevant degree of autonomy to make decisions and have the authority to enforce the laws and rules of the market.
- The Market Management office should be located in a position where the market manager has a view over all if not most of the market centre. For a large market, you may consider raising the manager’s office to mezzanine level.

5. MARKET INFRASTRUCTURE: BASIC INFRASTRUCTURE A MUST

- The market must have access to basic infrastructure such as water, electricity, sewer and waste, proper drainage, roads and overhead shelter. This will enable a more effective management of the market premises and influence better compliance standards.
- For larger markets (over 750 vendors):
 - a) Where the market is an enclosed building, use-building materials that allow greater air flow into the premises.
 - b) Allocate some commercial spaces to allow for wider range of product offering e.g. convenience kiosk, food canteen etc.
 - c) Overnight stay accommodation specifically for weekend farmers or vendors who travel from long distances.
 - d) Cold storage to be used at a fee.
 - e) Seating benches for the elderly
 - h) An exhibition area or zone for special events (e.g. display of art & craft, government services products, financial services products, traditional performance for tourist customers etc.)
 - I) Clinic or first aid post.
- Insurance – the market building should be insured at all times to protect the market owners and management team against any liability and also safe guard the investment.

6. LOCATION & DESIGN OF MARKET PREMISES

To ensure maximum trading for market vendors and tenants, the venue of the market must be properly located and its design be well thought out. Some features of location and design are:

- a) Venue should be at a busy location that lends itself to easy footfall.
- b) Venue should be close to support systems such as public transport and a supermarket
- c) Venue must be at a site that is clean and attractive to compliment the quality of fresh produce to be sold.
A non-complimentary site will create a barrier in the minds of consumers.
- d) Design for the market must allow for:

- i. Ample vehicle parking & traffic circulation to limit congestion. Clearly define parking areas for customers, tenants, and loading and unloading zones, wholesale farmer bays etc.
- ii. Produce cleaning areas or bays to ensure produce are cleaned before entering the market premises
- iii. Right size for stall tables and the correct height.
- iv. Disability parking and access into the market.
- v. Allow for easy movement of customers throughout the whole premises
- vi. Proper waste and garbage systems it ensure proper disposal
- vii. Clear building or wall separation between fresh fish and meat from the fresh produce area to prevent cross contamination
- viii. Adequate space between stall tables and walkways to avoid congestion
- ix. Have appropriate tenancy mix (bread shop, phone shop, convenience kiosk, small eating kiosk outlets) to create a one-stop shop experience and retain traffic within the market premises.

7. VENDORS AT THE MARKET

Clearly identify the number and types of vendors/tenants at your market as this will influence the internal layout of the building and its size. Possible tenants could include but are not limited to:

- Full time vendors.
- Farmers.
- Youth farmers or vendors
- Daily vendors.
- Cut Flower sellers.
- Seafood sellers.
- Livestock sellers.
- Wholesale sellers
- Commercial tenants.
- Food sellers.
- Food tenants.
- Handicraft tenants.
- Other small and medium enterprises that may rent kiosks or commercial space.

8. STANDARD OPERATING PROCEDURE (SOP)

The Market management team should have a SOP that will serve as the main guide on how the team will manage the market. The SOP should be in written form and updated when necessary. Regular training of employees on the SOP is recommended.

The SOP must adhere to other government policies that directly or indirectly affect operations of the market.

Areas covered in the SOP could be as follows:

- a. Cleaning – ensuring that the market is cleaned on a regular basis (daily) to create a clean market environment.
- b. Security and market safety– having security and security procedures in place to ensure the safety of market vendors/farmers and customers.
- c. Repairs and maintenance - ensuring that there is a proper repairs and maintenance procedure in place to maintain the upkeep of the market. Creating a procedure for tendering out of major repair works.
- d. Disposal of rubbish – ensuring that there is a process for collecting and disposing of rubbish and other waste. If there is a recycling program in place, then it should be followed.
- e. Procedures to hand complaints and conflicts. A grievance form and procedure should be put in place to ensure all complaints are handled in a transparent and just manner.
- f. Contact details for all vendors and tenants and must be regularly updated
- g. Application and selection process for all tenancy types in the market.
 - i. Basic approval letters for vendors
 - ii. Tenancy application and selection process need to be created for the various tenancy categories.
 - iii. Forms must be made available and the process must be clear.
 - iv. Lease agreements need to be created for specific tenants. Lease agreements are to include terms of lease, fees, tenant’s responsibilities, etc.
 - v. It is recommended that a lawyer or property management specialist draw up the lease agreement.
 - vi. In the event of temporary or ad hoc stall set up by vendors and where there is no specific tenancy application process, market management must

- vii. Ensure that vendors are aware of the various rules and policies that govern the market. It is recommended that markets collect basic information on these vendors to enable R&R to eventually cover this category.
 - viii. It is recommended that basic information on tenancy applications and entry into the market be incorporated into the 'market entry guide'.
- h. Market layout – drawing up a market layout, which indicates where the various categories of vendors are to be placed. For Daily vendors, market management must ensure selling areas are well marked and vendors know where they can sell. This floor plan can be included in the Market Entry Guide.
 - i. Financial Management e.g. Fee collection – a process should be in place for collecting fees and issuing receipts.
 - j. Enforcement – should anyone not follow the rules, there should be a process in place by which rules are enforced. This could be through infringement notices, fines and/or through the assistance of the police.
 - k. Ensuring that proper procedures are in place to handle emergencies such as disasters, accidents, health emergencies, etc.
 - l. Trading times – Clearly defining trading times.

9. A MARKET ENTRY GUIDE

A Booklet or pamphlet explaining what the market has to offer and containing relevant information and available services. The guide would include information on:

- i. Tenancy Spaces: types of spaces available and vacancies.
- ii. Vendor categories available – e.g. permanent status, daily vendors, wholesale farmer, kiosk for SME's, commercial tenant etc.
- iii. Fee or rates for tenancies, stalls, kiosks, huts or wholesale zones etc.
- iv. Market trading hours.
- v. Market internal layout plan
- vi. Location map of the market and important neighbouring entities e.g. bus terminal, supermarket, government services, hospital, and banks, ATMs etc.
- vii. Bylaws, policies and rules and regulations that govern the market.
- viii. Services and other opportunities offered within the market

10. OHS REGULATIONS

OHS regulations (Fire evacuation, entry and exit signs, etc.) must be clearly written and instructions to be displayed on sign boards or other appropriate mediums to ensure easy reading by vendors and market users.

11. LOCAL PRODUCE

Where possible the market must promote the sale of local food produce to ensure the competitiveness of the local economy.

The market must encourage farmers and vendors to ensure the food is grown under Good Agriculture Practices.

12. KNOWLEDGE MANAGEMENT

Have a database of all information affecting the market. Such information could vendor and tenant numbers, customer traffic flow statistics, venue or areas of produce supply to the market, farmer numbers within a specific distance from the market, seasoned and off season produce, market price structure movements etc. The data base assist with future planning purposes.

Record, store and make available policies and rules and regulations that affect vendors/farmers in the market.

Maintain updated records of all services that vendors can access to assist in improving their business (e.g. Government grants to SME's).

13. ONLINE PRESENCE OF MARKETS

Markets should have an online presence either through a website or social media page. This would allow greater information dissemination.

14. TRAINING AND SERVICES PROVIDED IN THE MARKET

Allow for relevant training programs and services within the market premises. This will lead to improvement in vendor business and trading.

15. VENDOR ASSOCIATIONS – FOR LARGE MARKETS

Allow for the creation a market vendors association to work both with the market management team and with market vendors for the benefit of both stakeholders. Clearly set out the boundaries and policies for the association to avoid misunderstanding.

16. SPECIAL DAYS

Have special days at the market centre where special offers or incentives are offered to customers to visit. These days could consist of events such as cooking of local foods, promotion of local art and culture, discount offerings, open farmers day etc.

BASIC MARKET ENTRY GUIDE

For farmers and Youths who wish to sell at municipal markets



(Illustration purposes only)

The primary focus of the Guide should be to:

- (i) Provide basic relevant information for anyone wanting to gain tenancy space at the municipal markets.
- (ii) Excite and influence the reader. Where possible the document can utilise picture or photo illustrations to assist with explanations.
- (iii) Entice or encourage immediate buy-in. The Guide should hence not be too complex and detail. To progress the readers interest to the next level, the Guide should provide the necessary links to other relevant handbooks or reading materials.
- (iv) To provide easy readability and understanding
- (v) Answer immediate questions that the reader may have.

Municipal Market (Enter Name Here)

Market ENTRY GUIDE for Vendors and Farmers

(Add photo)



(Illustration purpose only)

Market Location

Website/Facebook page: www.MunicipalMarket.com

Contact Persons: Market Manager/Market Admin

Cell :

Email :

1. WELCOME MESSAGE

Have a welcome message that is uplifting, encouraging and enticing. This message could be issued by the market manager, government minister in charge of the municipalities or the prime minister or head of state.

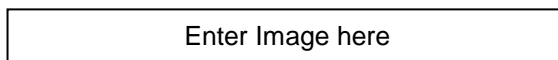
The welcome message could include the following:

- Special welcome and introduction to the market.
- Aim of the Market entry guide.
- Aims and visions of the market.
- Other contents of the guide.

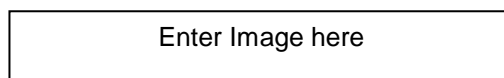
An example of the welcome message could be as follows:

*Welcome to theMarket - the place to trade, do business, make friends and growAgriculture sector. This Guide is aimed at those who want to be a Vendor or tenant at the market. It provides you with the basic information you need to know and answers some of the immediate questions you may have. The guide also includes application forms and rules and regulations. If you want to go a step further after this reading, feel free to contact the Market Manager, on email or better still call him/ her or his/ her office now on for immediate assistance. I look forward to meeting you soon and I hope this Guide book will help you take a step into an exciting business journey. Enjoy the reading' -
..... - Market Centre Manager*

Market Location – have a map that portrays the location of the market.



Market Layout –include the internal design layout of the market and mark out the main areas e.g. full time vendor area, farmer selling area, daily vendor selling area, fish selling area, root crop selling area, car park, wash bays, toilets, entry and exit points etc.



2. FREQUENTLY ASKED QUESTIONS

Address frequently asked questions up front as this generates immediate interest. Get to the point and avoid long explanations. Bullet point responses are very effective as they provide immediate and direct answers, which are very clear and easy to understand.

Possible Questions and Answers:

1. *Q - Why should I sell at the Market?*

- Ans:
- a great place to start your business with minimum start up cost
 - Provides the opportunity to get good financial returns
 - Hub of fresh food and vegetable shopping
 - Affordable vendor stall fees
 - Direct connection with customers
 - Access to other services (such as financial, non government and governmental services) and many more.....

2. *Q - What are the categories of Vendor that I can apply for at the Market?*

- Ans:
- Wholesale farmer
 - Fresh food & vegetable vendor
 - Fruit Vendor
 - Cooked food Vendor
 - Seafood Vendor
 - Handicraft / Art & Craft Vendor
 - Root crop Vendor
 - Speciality Vendor e.g. fashion jewellery, clothing, convenience items etc.

(Note: The above is depending on individual market size. If the market is strictly for farmers, handicraft vendors and cooked food vendors, then only 3 options should be provided in the answer section.)

3. **Q -** *I am a youth and have just started farming, but I don't have any experience running a business. Is there any form of assistance I could get if I wanted to start selling as a market vendor?*

Ans This is a very good question and the answer is 'Yes'. There are various financial and business services that other organisation provide at the market from time to time. There is one specifically for those starting business for the first time and you should contact Mr/Ms at the for further advise on this.

4. **Q -** *Do I have to be a full time Vendor or can I sell just on certain days?*

Ans Yes you can be a full time Vendor or alternatively you could be a 'Daily Vendor'.

5. **Q -** *What is the stall fee at the market?*

Ans Currently \$..... per stall. Everyone who is at the market must pay their stall fees.

6. **Q -** *Why must I pay stall fees?*

Ans Stall Fees must be paid. The Money collected from stall fees is used to maintain the market centre. It is used to ensure the market centre is clean and tidy, the building is kept in good condition and that the market continues to be an area where farmers and vendors can come and sell their goods in a clean and safe environment.

7. **Q -** *Can I set the price for my produce or is there a price structure set by the vendors association or the market?*

Ans Each vendor sets his or her own price. It is suggested that you study the product pricing throughout the market carefully before you set yours.

8. **Q -** *What happens if I am unable to pay my stall fees in any given week or day?*

Ans You will need to see the Market Centre Manager on any issue that you require assistance with and this includes your stall fees. Try to keep up with your fee payment but if you have difficulty, than see the Manager and work out an arrangement for settlement.

9. **Q -** *How do I apply to be a Vendor?*

Ans Step 1 : Decide what Vendor category you want to be in

Step 2: Read up the ‘Rules & Regulations’ of the market and if you have any queries, contact the Market Manager for answers.

Step 3: Fill out the correct Application Form, sign and return it to the Market Manager either by post, hand delivery or email.

[Click here to download the Application forms if this is an online MEG]

[For a print copy – application forms are included in this guide on the last page]

10. Q - *How long will it take before I know if my application is approved or not?*

Ans The Market Manager will appraise your application as quickly as he/she can. You should be aware though that submitting an application does not guarantee automatic approval. Once your application is received, it will go through the Council’s rating system. If your application is successful, an acceptance letter and information package will be sent to you. If stall space is unavailable, you may be placed on a waiting list. If your application is not successful, you will be still be contacted and advised.

3. OTHER IMPORTANT INFORMATION YOU NEED TO KNOW

Have a section in the MEG that addresses vital information on the market and these could include:

1. Ownership of the Market

Its recommended that market ownership and management structure be explained so there is a clear understanding of division of responsibility.

Example:

“The market is owned by the Nausori Town Council. The day to day running of the market is done by the Market Manager and his support staff.”

2. Opening Hours of the Market

Monday - Saturdays to -
Sunday

3. **Special Days**

If the market has a special monthly farmers or open day or night, it can be mentioned here.

“The last Thursday of every month (from 6pm – 9.30pm) is set aside for an ‘open night market’ where we also encourage all other businesses in Nausori town to come to the Market and sell their products. The Market continues to give priority to farmer and growers but we are also looking at others who provide a different range product on this night. This will bring more traffic to the Market and make the night a success for everyone.”

4. **Priority Vendors**

If your market gives priority to certain vendors (e.g. those from certain areas or provinces etc.), it must be very clearly mentioned to avoid complications later e.g.:

“As the Market is situated in Nausori, priority of vendor stall space is given to farmers and vendors from the province of Tailevu, Rewa and Naitasiri. But this does not mean that we will not accept your application.”

“Youths (between the ages of &) will be allocated% of space at the market.”

5. **Market By-Laws and Rules & Regulations**

Clearly spell out that the market has Laws and R&R and these must be adhered to e.g.:

“The Market operates under a set of Policies. These policies are contained in 2 handbooks and they are:

- * *Nausori Market By-Laws and*
- * *Market Rules & Regulations*

It is important that you read the 2 handbooks so that you clearly understand and are familiar with what is required of you as a Vendor.”

[\[Click here to download the By-Laws and the Rules/Regulations\]](#)

[\[For Print Copy – By Laws and rules and regulations are included in this guide on pages And\]](#)

6. **Infringement Notices**

State how compliance will be enforced and what the penalties are. Indicate clearly how infringement notices will be issued to market vendors and members of the public who do not follow the rules and regulations of the market. These are:

(enter the fine or penalty here)

7. **Services offered within the market place**

Indicate all other beneficial services that vendors could enjoy such as training, health services, financial literacy training, loans etc..

4. CONCLUSION

Success stories are great inspiration. Conclude the MEG with a short message from a proven successful vendor or farmer.

1. NAUSORI MARKET BY-LAWS

NAUSORI MARKET BY-LAWS	
<i>Market Master</i>	
36. The market shall be under the immediate control of the Market Master who shall be appointed by and be responsible to the Council	
<i>Produce which may be sold</i>	
37. No person except the holder of a wholesale or retail store licence or a butcher's licence issued under the provisions of any Act relating to the licensing of businesses, shall sell or offer for sale any produce, other than fresh fish, or shell-fish in any place within the town, other than in the market:	
2.1 Provided that this by-law shall not apply to the sale of produce –	
(a) By any producer, to a miller, manufacturer or possessor ; or	
(b) By any miller, manufacturer or processor to any of his employees or suppliers where such produce is sold within the confines of property in the occupation of such miller, manufacturer or processor.	
<i>Cleaning and gutting fish</i>	
38. No person shall bring to the market or offer for sale in the market any fish, other than whitebait or other similar small fish, unless such fish shall first have been gutted, gilled and cleaned.	
<i>Fresh Fish</i>	
39. During the hours in which the market is open for business no person shall sell by retail fresh fish at any place outside the market;	
Provided that this by-law shall not apply to the sale of fresh fish wholesale, or by a butcher or fishmonger or a retail or wholesale store holder, licensed under the provisions of any Act for the time being in force relating to the licensing of businesses.	
<i>Restriction on Sales</i>	
40. No person shall sell or offer for sale in the market any article other than produce or handicrafts.	
<i>Hours of business</i>	
41. The market shall be open for business during such hours as the Council direct.	
<i>Directions given by Market Master</i>	
42. All persons using or being within the precincts of the market shall obey all reasonable directions given by the Market Master for the purpose of observing the good order and cleanliness of the market.	
<i>Sales prohibited except from stall</i>	
43. No person shall sell or offer for sale any article in the market except at a stall allotted to him by the Council or the Market Master and during the hours that the market is open for business.	
<i>Allocation of stalls</i>	
44. The allocation of stalls in the market shall be made by the Council or the Market Master in as fair and reasonable a manner as possible.	
<i>Alterations to Stalls</i>	
45. No person shall make any alteration to a stall exhibit any notice thereon or introduce any fittings, fixtures, furniture or impediments of any kind without the authority of the Market Master, and any such thing introduced without his authority may be removed by the Market Master.	
<i>Use of Stalls</i>	
46. No person shall occupy or use a stall so long as any charges which are due and payable for the use thereof are outstanding.	
<i>Charges</i>	
47. 1 The charges for the use of stalls and other market facilities shall be in accordance with the rates specified in the Fifth Schedule and shall be payable in advance or demand by the Market Master or an attendant.	
2 Upon the receipt by the Market Master or an attendant of the payment of any charge under this by-law, he shall issue a receipt accordingly. (Substituted by Legal Notice 72 of 1983.)	
<i>Stall receipts and prices to be exhibited</i>	
48. Every stall holder shall exhibit and keep exhibited on his stall while the same is in use, his current receipt for the payment of market charges in such manner as the Market Master shall direct and in such position that it can conveniently be read and inspected at all times by the Market Master or any attendant, and shall have all produce and handicrafts for sale by him at such stall legibly and conspicuously marked with the prices at which he offers the same for sale in a manner clearly to indicate that price to the public.	
<i>Exchange, subletting and sharing of stalls</i>	
49. No stallholder shall exchange, sublet, surrender or part with the possession of his stall or share his stall with another vendor or person except with the permission of the Market Master.	
<i>Advertising and auctions</i>	
50. No person shall in the market advertise goods by shouting, or conduct a sale by auction except with the permission of the Market Master.	

<p style="text-align: center;"><i>Selling Mixed Yaqona prohibited</i></p> <p>51. No person shall sell or offer for sale mixed yaqona anywhere in the market other than in the market kava saloon. (Substituted by Legal Notice 133 of 1978, amended by Legal Notice 17 of 1982).</p>
<p style="text-align: center;"><i>Cooking in the Market</i></p> <p>52. No person shall do any cooking in any part of the market without the prior approval of the Council.</p>
<p style="text-align: center;"><i>Intoxicating liquor prohibited</i></p> <p>53. No person shall bring into the market any intoxicating liquor or methylated spirit.</p>
<p style="text-align: center;"><i>Unwholesome products</i></p> <p>54. No person shall bring into the market anything which in the opinion of the Market Master is bad, obnoxious, unwholesome or dangerous, and the Market Master may remove or cause to be removed any such thing brought within the precincts of the market</p>
<p style="text-align: center;"><i>Hygiene</i></p> <p>55. Stallholders shall keep their produce and expose it for sale in as hygienic manner as is practicable and shall obey all reasonable directions of the Market Master in this regard.</p>
<p style="text-align: center;"><i>Cleanliness</i></p> <p>56. Stallholders shall keep their stalls in a clean and orderly condition, and shall, as and when required, dispose of any litter, empty containers and refuse as directed by the Market Master. Any stall holder refusing or neglecting to obey the reasonable directions of the Market Master under the provisions of this by-law may, in addition to any fine to which he may be liable under the provisions of these By-Laws lawfully be refused the allocation of a stall by the Council or the Market Master.</p>
<p style="text-align: center;"><i>Dogs prohibited</i></p> <p>57. No person shall bring a dog into the market or suffer it to remain there, and the Market Master shall have the power to remove or order the removal of any dog from the market.</p>
<p style="text-align: center;"><i>Spitting</i></p> <p>58. No person shall spit or discharge any nasal fluid or mucus on to any roadway, footpath, floor or other part of the market or any utensils, produce, article or thing standing or being in the market.</p>
<p style="text-align: center;"><i>Disease</i></p> <p>59. No person suffering from any infectious or contagious disease or having recently been exposed to infection by such a disease shall engage in the sale of any goods in the market.</p>
<p style="text-align: center;"><i>Restriction of entry</i></p> <p>60. No person shall enter or remain in the market outside the hours during which the market is open for business without the authority of the Market Master.</p>
<p style="text-align: center;"><i>Obstruction of Officials</i></p> <p>61. No person shall obstruct, prevent, hinder or interfere with the Market Master or any attendant in the performance of any duty under the provisions of this Part and no person shall enter the market whilst drunk or excite a riot or curse or swear or use any gross, indecent, filthy or abusive language or gamble or be guilty of any other misconduct therein.</p>
<p style="text-align: center;"><i>Obstruction of market</i></p> <p>62. No person shall place any matter or thing on any roadway, footpath or passage in the market so as to obstruct the free use of such roadway, footpath or passage or neglect or refuse to remove such matter or thing on being required to do so by the Market Master.</p>
<p style="text-align: center;"><i>Unsold Goods</i></p> <p>63. (1) Goods unsold at the close of the day may be left in the market at the owner's risk with the permission of the Market Master, and any goods so left without such permission may be removed by the Market Master and disposed of it in such a manner as he may consider reasonable. (2) with his consent goods may be left in the care of the Market Master upon payment in advance of a charge to be described by the Council.</p>
<p style="text-align: center;"><i>Offences</i></p> <p>64. Any person contravening or failing to comply with the provisions of this Part, other than those of by-laws 36,41,44,47, and 63 shall be guilty of an offence.</p>

2. POLICY FOR THE EFFICIENT MANAGEMENT OF THE PUNANGA NUI MARKET

POLICY FOR THE EFFICIENT MANAGEMENT OF THE PUNANGA NUI MARKET

1. MISSION STATEMENT

MISSION

The mission of the Punanga Nui Market is to provide the best possible venue for indigenous micro-business enterprises to operate profitably.

OBJECTIVES

The **objectives** of the Punanga Nui Market are as follows:

- (a) Provide a level playing field for small local businesses wishing to utilize the market;
- (b) Efficient administration and management of the market;
- (c) Orderly organization of events to maximize the market's use for the benefit of both sellers and buyers;
- (d) Continuous development and improvement of the market grounds and infrastructure for the benefit of both businesses and the public.

STRATEGIES

The following **strategies** are designed for the achievement of the above mission and objectives:

- (i) Full implementation of this market policy to ensure efficiency in the management of the premise which will also benefit both the market tenants and the general public.
- (ii) Ensure that all market fees are collected and up-to-date, and appropriately recorded and banked.
- (iii) Promote the market as an ideal venue for both agriculture and non-agriculture indigenous micro business activities, and for the staging of promotional activities in the interest of the community.
- (iv) Daily clean-up of the market, and undertake landscaping and other beautification tasks to continuously improve the status and presentation of the market
- (v) Seek funding sources for proposed improvements that may be beyond the funding capability of the local budget.

2. BACKGROUND

The Punanga Nui Market is on reclaimed Crown land and was established and opened in 1992 for the purpose of the Pacific Arts Festival and to assist micro indigenous business enterprises. Since then, the market has expanded and undergone a lot of changes and improvements. The market place has grown in popularity as a community gathering spot and this has resulted in an increased number of temporary vendors as well as a growing list of potential tenants wanting to operate or build a fixed permanent hut. The market was transferred from the ministry of works to the Ministry of Agriculture in July 2004 and now under the CIIC since 1st September 2010.

As a result of changes in market dynamics since 1995, the market policy set then was found to be inadequate, hence this revised and updated version. This policy will help guide the operations at the market, and outline guidelines and procedures that will be useful to all stakeholders of the market. The senior management of the Ministry, including the market manager, will ensure that all targeted stakeholders adhere to the guidelines contained in this document. This policy document is intended to manage the current situation as efficiently as possible, and will undergo further refinements when and where necessary and deemed appropriate.

3. HUT OWNERS

3.1 Existing Huts

Huts are reserved for natural Cook Islanders and permanent residents. The Punanga Nui Market Manager will evaluate all hut applications for existing huts that may be vacant, on the following bases:

- Proposed products for sale utilize Cook Islands resources (raw materials, intellectual property, i.e. ideas/designs, domestic layout);
- Applicants are indigenous micro-businesses promoting locally made (as opposed to imported) products;
- Special consideration maybe given to outer islands producers and manufacturers, women, men and youth groups and entrepreneurs.

All decisions regarding the allocation of huts shall be finalized by the manager.

When buying an existing hut a goodwill payment of \$500.00 is to be paid before business can be commenced by a new tenant and is not normally refundable. But in the event of exceptional circumstances a written application may be made to the manager for a refund setting out the exceptional reasons for making the application.

(maybe half \$250 because the previous owner has already paid the \$500 –some will just have money to pay for the hut – more burden on the new vendor)

3.2 Building New Huts

Any seller may build his/her own hut on the premise at a spot to be approved first by the manager in collaboration with the CEO. Under no circumstance should a seller build without the permission of the manager. Availability of suitable sites will be confirmed during inspection of the premise by both the seller and the manager. Spots around the market that have been designated as “no build” sites will be explained to potential sellers.

A goodwill payment of \$500 is to be paid before construction commences and is not refundable. If the hut is not built to completion after 3 months from the date of payment, the spot or space will be reallocated to the next person on the waiting list. In the event of this exceptional circumstances a written application then may be made to the manager for a refund setting out the exceptional reasons for making the application. As there others waiting for sites to build, it is therefore not in the interest of the market to hold on to sections for prolonged periods.

3.3 Conditions of Tenancy

The following conditions of tenancy shall apply:

- (a) Public servants are not allowed to own, rent or build a hut but can come in as a temporary vendor
- (b) The market management and the tenant shall enter into a binding Tenancy Agreement outlining and confirming points discussed in this policy.
- (c) Cost of a whole hut will be \$30 per week and half a hut \$20 per week. Payment needs to be paid monthly in advance or weekly by arrangement with the manager whether the hut is open business or not. If payment defaults by 2 months, and no arrangement has been made with the manager to pay the outstanding rent, the agreement with the tenant will be terminated and the hut will be reallocated to the next person on the waiting list. The defaulting tenant must vacate the hut no later than 14 days after being served tenancy termination notice.
 - (i) For a privately funded hut: If termination is carried through the huts owner is free to remove the hut or sell it. If the choice is to sell, the manager needs to be consulted so that the next person on the waiting list is given the opportunity to buy at a fair valuation.
 - (ii) For all huts built with aid funding: If termination is carried through the hut owner is free to remove the hut or sell it. If the choice is to sell, the manager needs to be consulted so that the next person on the waiting list is given the opportunity to buy at that price.

- (d) Tenants are responsible for the cleanliness of the huts. Market staff will empty the bins provided for public convenience, while tenants are responsible for emptying their own bins. Tenants shall be responsible for the proper disposal of their own rubbish. The dumping of rubbish in the river and along the river banks is strictly prohibited. A written warning will be issued by the manager for breaches. Penalties of up to \$500.00 will be imposed on those who purposely dump rubbish anywhere on the premise.
- (e) A general inspection 'tutaka' will be carried out at regular intervals by the manager. This will ensure that all areas outside the huts and display areas are kept clean and tidy at all times fit for public viewing. If the manager has any concerns regarding the cleanliness or untidy appearance of any business she/he may request the tenant to remedy/fix the problem. If the concern is of a serious nature the matter may be referred to the relevant Government department for advice and action.
- (f) While tenants are responsible for the security of the contents in their own huts, Government through CIIC (Cook Islands Investment Corp) is responsible for providing security to the whole premise in terms of employing a night watchman, 7 nights a week.
- (g) Any existing tenant wishing to share their hut with another business, must first seek the approval of the manager to ensure that the new tenant meets the criteria for conducting business in the market. In line with the policy that new businesses coming into the market need to make a goodwill payment, the new tenant may be required to make a goodwill payment of \$250.00.
- (h) Any costs incurred by the tenant for structural enhancements, repairs and maintenance of their hut and surrounds are the responsibility of the tenant. Such expenditures cannot be redeemed or recovered from Cook Islands Investment Corp. (CIIC) or Crown or from rental payments due/owing. The outgoing tenant should negotiate fair compensation with the incoming tenant for all structural enhancements as well as general wear and tear. Actual receipts of expenditures will no doubt assist with negotiations.
- (i) Tenants are obligated to operate minimum business hours from 10.00am to 2.00pm Monday/Tuesday to Friday. The statutory business hours will give confidence to the general public that the market is operational.. Tenants are encouraged to extend their hours of trading by operating beyond the minimum trading times but not later than 10.00pm. In line with local custom, Sunday trading is prohibited between 9am and 5pm except for Cruise Ship Days when it will be allowed at the discretion of each individual hut owner. Sunday trading will be limited to the inside grass area of the market only.
- (j) Hut owners will pay their own power and telephone accounts, as well as email/internet connection rates.
- (k) The huts are dedicated exclusively for micro-business retail and trade, and shall not be used for other purposes including accommodation or personal living. All gardens are the responsibility of the market management except for gardens around each hut, tenants may improve or plant or weed their own gardens. Tenants shall not create a garden or grow any flora or fauna beyond the area of

each hut. The management reserves the right to remove and dispose any object that may obstruct the traffic flow at the market.

- (l) Tenants are not allowed to live inside the market – the purpose of the hut is for selling not to be used as a home.
- (m) No extensions are allowed to any hut within the market without the express permission of the market manager and CIIC. Any application must be made in writing. The rock wall at the back of the land area will be considered as the boundary and no building shall be allowed past these rocks.
- (n) All plans for renovations, extensions and new buildings must obtain the approval from the Building Controller at the MOW and other relevant agencies. This will be the responsibility of the tenants. MOW will be involved so as to ensure people follow the approved plan. The Manager will seek the advice of the MOW and CIIC in instances where huts are run-down or unsafe, to give an impartial decision.
- (o) Tenants are not permitted to bring into the market or hut any object or things that may be dangerous or harmful to human beings, such as firearms, fire crackers, etc.
- (p) Tenants are not allowed to have a drinking party anywhere on the market premise. Any group or person caught consuming alcohol and/or drugs maybe fined up to \$500 and /or the Police will be contacted to intervene.

4. TEMPORARY VENDORS

4.1 Securing a Selling Spot

Temporary vendors are those selling from marquees, out in the open, from behind vehicles – i.e. all those selling on the premise other than from the permanent huts. At 8.00am every Saturday morning, the entrance on the western end will be temporarily closed till the market closes for the day, 12pm/1pm. Any regular Saturday vendor not intending to set up on any Saturday, needs to notify the manager at least 24 hours beforehand. Any spot normally occupied by regular vendors but not occupied by 8.00am, will be available to any vendor. Anyone wishing to set up a temporary spot should obtain the permission of the manager and pay the appropriate fee for their stall.

4.2 Eligibility

While the manager will not select vendors as it does with hut owners, vendors must be Cook Islanders and permanent residents, and satisfy the following requirements:

- Proposed products utilize Cook Islands resources (raw materials, intellectual property i.e. ideas/designs, domestic labour);
- Applicants are indigenous micro-businesses promoting locally made (as opposed to imported) products

- Special consideration maybe given to Outer Islands producers & manufacturers, women, men and youth groups and entrepreneurs.
- Special consideration maybe given to imported products –vendors **must** have a sign or label so buyers can identify the authenticity of the product.

The market was established to cater specifically for the indigenous micro-businesses. As such, **well established businesses** are not encouraged to operate from the market. Small businesses who already have an outlet(s) on the island may be allowed to set up another outlet at the market. Being a hut owner and also operating a tent elsewhere on the market, the tenant must pay the extra \$15.00 for his/her stall – if just an umbrella with a small table then a \$10.00 fee is charged. If the tent exceeds 3m x 3m, payment for a second spot is needed. Only if there is a vacant space that they are allowed to put up a tent/stall away from their hut or next to their hut.

If a business has two spots in the market and there are other spaces available, setting up a third outlet would be fine. However, if a space is needed for a new comer to come in and operate at the market, then those with more than two outlets will be required to give up a space to allow the newcomer to set up and operate.

4.3 Conditions of Tenancy

- (a) Unlike hut owners, vendors can include public servants.
- (b) Unless the marked spots are not all taken up, each stall will occupy only one marked spot.
- (c) Where the spots are marked (adjacent to the main road), cost for each spot is \$15 Monday to Friday and another \$15 for Saturday total of \$30 per week. Saturday morning double tents cost \$30.00 , single tents \$15.00, sun umbrella with a small table is \$10.00. The weekly hut rate is \$30; \$20 if shared with two people. Vendors should pay on a “when used” basis.
- (d) In the interest of fairness, vendors should try and operate only 1 selling spot at the market; those with established business/market outlets on Rarotonga are allowed only one selling spot at the market, unless permission is granted as defined in 4.2 above.
- (e) Vendors are responsible for the security of their stalls and property (e.g. tents, tables, etc). Any broken or stolen items is not the responsibility of the market.
- (f) Tents, tent frames, stall props left on the premise because they are used only a day or two during the week, are eye-sore and should be taken away each day after use. The market staff can and will remove and dispose all remaining items left behind by temporary vendors, unless special arrangements are made with management.
- (g) Unlike the hut owners, vendors may operate under flexible hours and days and are not subject to mandatory business hours. Vendors will be allowed to set up at the market between the hours of 5 – 8am on Saturdays. There is no restriction on hours of operation; however no vendor will be permitted to operate past 10.00pm unless this provision is waived by the manager for special events or occasions, like Night Market or hosting an important event.

5. MARKET AND PROMOTIONS

- (a) It is the responsibility of the manager to make arrangements for the effective promotion of the market to attract buyers by using all forms of media. The manager will find ways to develop new programs and activities to increase the profile of the market place. The manager is committed to have the market (huts and stalls) fully operate from Monday/Tuesday to Saturday. Costs for promoting the market as a whole will be borne by the Ministry, CIIC.
- (b) Promoting by individual hut owners and vendors for their products is certainly allowed and encouraged. Costs for such types of promotion will be the responsibility of the hut owners and vendors themselves.
- (c) As with (b), collective promotion by a group of hut owners and vendors at their own cost is certainly encouraged.

6. GENERAL CONDITIONS

- (a) Parking – this will be along the road adjacent to the river and towards town and wharf on busy days. The roadside opposite the temporary vendors is not a parking area. There will be no vehicles (trucks, cars, motor cycles) parked inside of the area encircling the huts at any time.
- (b) Temporary closure of entrance - at 8.00am every Saturday morning, the entrance on the western end will be temporarily closed until mid-day, to accord security to vendors and the public at this peak operation period. No drive-through is therefore possible.
- (c) Use of electricity – anyone or group using the power points of the market will pay \$10.00 each time they hook up. Such uses of electricity may be for music, ice cream truck, public announcement system, lights and other approved uses. Portable generators are accepted as long as they don't become a noise nuisance to other stall operators, and that they should not be permanent.
- (d) Large groups selling raffle tickets will pay a \$20 fee for space and electricity or \$10 only for space.
- (e) Individuals and small groups promoting CDs using the rotunda sound system will pay the rate of \$20 fee for space and electricity unless they are promoting the market and entertaining the public/visitors.
- (f) Religious crusades – strong opposition from the market tenants and clientele on religious crusades, especially those which “go overboard,” warranted some regulation or guidelines to be put in place. The market management would therefore like crusaders to abide by the following guidelines in the interest of the general public:
 - Tone, approach, etc., should be such that they make people feel like listening, rather than tending towards aggravating and chasing them away.

To this end, crusades with very loud music or autocratic-style preaching which dwells on “judging rather than helping” people with their religious walk in life, are normally not user-friendly and therefore not encouraged.

- If crusaders wish to use the rotunda (round building in the centre of the premise) including the sound system, they must book first with the manager at least 2 days in advance. The rate to use the sound system will be \$10.00.
- The stage area on the eastern end may also be used after first making a reservation with the manager.
- Religious crusades are allowed between 7 – 8am on Saturdays. Any other timing, please arrange with the manager.

Religious crusades may be in terms of individuals or groups preaching, use of gospel musical CD’s/DVD’s/VIDEO’s etc.

There are lots of activities held at the market where a prayer service is required at the beginning and normally at the end as well. The above guidelines do not apply nor restrict the conduct of such services.

- (g) Garage sale. Any individual/organization can run a garage sale designated areas in the market from Monday to Friday. There are 3 charges; \$10, \$14, \$20 depending on the extent and size of the sale. Advertising the sale, in addition to the market also including it in its various promotion programmes, is the responsibility of the individual or organization.
- (h) Alcohol consumption anywhere anytime in the Punanga Nui market is strictly prohibited. Alcohol consumption will only be considered for special events (i.e. International Food Festival, International Sporting Events – Golden Oldies, Round Rarotonga Road Race etc.) Anyone wishing to hold an event at the market and who wish to offer alcohol for sale or consumption must put their application in writing to the manager. The manager must give written approval to the person or group making the application before the person makes their application to the Liquor Licensing Authority. All the standard terms and conditions of the LLA shall apply (ropes off area, security, limited trading hours, etc.).
- (i) Use of public toilets. Notices have been posted in the public toilets to guide everyone on the proper use of the facility. Please adhere to what the notice is saying, and immediately report any suspicious activity or maintenance issues. It is very important for parents to accompany their infant children to the toilets at all times.
- (j) Disabled parking is next to the Punanga Nui Market office where a small sign is posted every day. On any other day there are lots of parking at the market and disabled persons can park wherever they wish.
- (k) **All goods offered for sale at the market, whether they are food items or other products, must have their prices clearly shown.** Anyone found to be offering goods for sale without prices, will be asked to put prices on their goods. All non Cook Islands products need to be clearly labeled with their country of origin.

- (l) Respectful and courteous behaviour is expected by all vendors. Abusing language or behaviour will not be tolerated. Any complaints received by the manager shall be dealt with by the head of the ministry and may result in the offender being expelled from trading at the market.
- (m) All food operators must comply with the food handling guidelines, conditions and safety issues set by the Public Health Department. Any applicable permit for the preparation and selling of food must first be obtained and presented to the manager. Food vendors must ensure that permits are valid at all times. Failure to do so may lead to the operator being banned by Public Health from operating at the market. It is useful for all food operators to familiarize themselves with such guidelines; please contact Public Health directly.
- (n) All outdoor furniture belonging to Punanga Nui Market must be available for customers use and must not be used by hut & stall owners for their own use.
- (o) The washing of cooking pots, dishes, serving plates or utensils outside but within the market grounds will not be permitted. All equipment used in the preparation and serving of food must be removed from the market and cleaned elsewhere. The disposal of cooking oil and other cooking waste at the market is strictly prohibited. This encourages rats and dogs to the market.

Explanatory note:

The original version of this policy was put together in 2006 by the Secretary of Agriculture, Nga Mataio. When the market committee was established in July 2007, one of its designated tasks was to review the policy which includes seeking inputs from the market vendors and hut owners. After the committee completed its review in January 2008, a public meeting was convened on 5 February; over 80 market stakeholders attended. On 19 February, the committee met to further fine-tune the document, taking into account comments from the stakeholders meeting as well as written submissions received after the meeting. During the weeks 3-7 March, public advertisements were issued which allow stakeholders one final chance to glance through the policy before tabling in Cabinet on

3. PUNANGA NUI MARKET HUT TENANCY AGREEMENT



Punanga-Nui Market Authority

Ministry of Agriculture

Arorangi, Rarotonga, Cook Islands.

P.O. Box 96, Phone +682-28370, Email nnui@ovster.net.ck, mat.purea@agriculture.gov.ck

ENDORSED BY:

**Punanga-Nui
Market
Authority**

and the

**Ministry of
Agriculture**

Hut Rental Tenancy Agreement

This tenancy agreement has been approved for use by the Office of the Ministry of Agriculture.

HOW TO USE THIS AGREEMENT

1. All tenancy agreements must be in writing. A separate form of tenancy agreement for consent order for extension of structures is available on our website.
2. The Punanga-Nui Market Authority must provide the tenant with a copy of this agreement prior to commencement of the tenancy. If the property is for *tenancy at will*, a copy of the most recent conditions of tenancy rules should be attached to this agreement.
3. This agreement must be completed in full and the tenant and the Market Authority each keep a copy.
4. The rights and obligations set out in the Tenancy Rental Policy 2008 are implied in every rental tenancy agreement.
5. No terms or conditions added to this agreement are valid if they are not contrary to the Market Hut Rental Tenancy Policy 2008.
6. Before signing this agreement all parties should carefully read it and seek advice from the Punanga Nui Market Authority or the Department of Policy & Planning of the Ministry of Agriculture, if they are unclear about what they are agreeing to.
7. The parties must record their full names as stipulated in their passports correctly.
8. If a bond or payment of good will has been paid to the Authority, a bond lodgment form must be completed.
9. If there is a problem between the tenant and the Authority, and they cannot agree, the department of Policy and Planning of the Ministry of Agriculture can help sort matters out. Visit us on our website on www.agriculture.gov.ck or call us at +682 28711.

Punanga-Nui Authority details			
Name(s):			
This section must be filled in:			
Physical address for services:			
Phone:	(Wk)	(Hm)	(Mobile)
Tenant details			
Name(s):		Foreign business partner name(s):	
Tick identification <input checked="" type="checkbox"/>	Drivers license:	Passport:	Other:
This section must be filled in. It is important to give good contact details.			
Physical address:			
Phone:	(Wk)	(Hm)	(Mobile)
Tenancy business details			
Business address of tenancy:		Hut number:	
Rent per week: \$	To be paid in advance, weekly/fortnightly (strike out one option)		
Good will Bond amount: \$	Dual tenancy payment: \$		
Rent to be paid at:			
Business Registration details:			
Year of Registration:		Registration Certificate number:	
The Authority and tenant agree that			
<ol style="list-style-type: none"> 1. The tenancy shall commence on the/...../2015 2. This tenancy of rental agreement is a <i>Tenancy at will</i> which either the Punanga-Nui Authority or the Tenant <i>may terminate at any time</i> by giving 8 weeks of reasonable notice. 3. The tenant shall notify the Punanga-Nui Authority on the sale of the hut. 4. The tenant shall not assign or sublet the tenancy without the Punanga-Nui Authority consent. 5. Operates no less than 3 days a week. 			
Signatures			
Do not sign this agreement unless you understand and agree with everything in it			
The Punanga-Nui Authority and tenant sign here to show that they agree to all the terms and conditions in the tenancy agreement and that each party has read the notes on the back page of this agreement.			
Signed by:	_____ TENANT	_____	WITNESS
Date signed:	_____ TENANT	Date signed: _____	WITNESS
Signed by:	_____ AUTHORITY	Date signed: _____	WITNESS

Property Inspection Report			
<p>This report is intended to help avoid future disputes</p> <p>This should be used to record the condition of the property at the start of the tenancy. The Punanga-Nui Authority and the Tenant should fill out this form together, and tick the appropriate box if the condition is acceptable, or record any damage or defects. Defected item utility shall be the responsibility of the tenant, to ensure all utilities are in functional order and in good use.</p>			
Room or Item	Authority	Tenants	Damage/Defects
	Tick if condition acceptable or not?		
GENERAL			
Rubbish bins		>	
Locks		>	
Parking	<		
Grounds	<		
Windows with locks		>	
No keys supplied		>	
HUT UTILITIES			
Phone line		>	
Power		>	
Water taps		>	
Sewage drain		>	
Plumbing integrity		>	
Security lights/alarm		>	
Drop off access roads	<		
HUT INTEGRITY			
Roofing		=	
External Walls		=	
Windows		=	
Floor studs		=	
Tie-down anchor studs		=	
Paint appearance		=	
Customer safety		=	
Surrounding Hazards	<		

List of furniture and chattels

Provided by the Punanga-Nui Authority.

Signatures for Property Inspection Report

Do not sign unless you agree to all the details in the inspection report.

Signed by:	TENANT
Date signed:	TENANT
Signed by:	AUTHORITY
Date signed:	AUTHORITY

Rent & Bond Receipt

Initial rent payment:	\$
Bond:	\$
Total:	\$
To (name)	
Date paid	___/___/___
Signed as received:	

Outline of the Provisions of the Tenancy Hut Rental Policy 2008	
<p>1. Agreement: This tenancy agreement is between the Punanga-Nui Authority and the Tenant. Changes in the particulars of this agreement must be notified to either party within 10 working days.</p> <p>2. Rent:</p> <ul style="list-style-type: none"> a. Punanga-Nui Authority will require a two (2) weeks in advance payment of rent. b. A good will bond of \$500 must be paid before construction, establishment or transfer of ownership. c. The good will bond is non-refundable. d. Business must commence before the end of 1 month of establishment, or your application will be terminated. e. Arrears owing to the Punanga-Nui authority exceeding 3 month will follow an immediate termination of tenancy. <p>3. Privately owned hut: If termination of occupancy have commenced, the owner has the choice to sell with the consent of the Punanga-Nui Authority.</p> <p>4. Aid funded huts: If termination of occupancy has commenced, the owner is required to consult with the Punanga-Nui Authority to determine hut value before it is sold.</p> <p>5. Punanga-Nui Authority responsibilities is to provide:</p> <ul style="list-style-type: none"> a. The agreed premises in a reasonable state for business establishment. b. Overall market security and lighting in a reasonable time needed. c. The necessary utilities like water, telephone connections and power. d. An induced environment for business. e. Overall control of disease spreading medium and pest control. f. Overall disposal of hazard materials, all litter types and rubbish. <p>6. Tenant's responsibilities is to:</p> <ul style="list-style-type: none"> a. Pay the rent on time b. Keep the premises reasonably tidy and notify the Authority any damaged utilities. c. Use premises principally for market business. d. All rubbish disposals is the responsibility of every hut business. e. Pay electrical and telephone charges f. Not to damage the premises, and to inform the Authority of any damage. g. Seek consent from neighboring vendors on extraordinary work that can hinder neighbors business. h. Not alter the premises without application of approval of consent. i. Not to occupy premises as home dwelling other than the business of intent. j. Ensure property is left in tidy, and clear of rubbish and possessions at end of each day. 	<ul style="list-style-type: none"> k. Ensure hut is in good appearance and attractive for business. l. Huts are in business no less than 3 days a week. m. Remove un-specified attached structures under this agreement at the time of termination. n. Convene the transfer of ownership process meeting with the Authority. o. Health & safety (no smoking) messages are induced in business environment vicinity. p. Have in-place own evacuation plans in preparation for cyclone impacts. q. Concrete structure installation is not permitted under this agreement. r. Business hours are from 10:00am to 2:00pm Mon to Friday. Saturdays are from 8:00am – 12noon. Trading beyond 2:00pm is encouraged but no later than 10:00pm. s. Sunday trading is prohibited. t. Huts in food business must be up-to-standard with the Ministry of Health food safety certification. u. Dual tenancy must be notified to the Authority and shall include an addition fee of \$250. <p>7. Rights of entry: The Punanga-Nui Authority shall enter the hut premises only:</p> <ul style="list-style-type: none"> a. With the tenants consent at the time of entry. b. In an emergency situation. c. For an Inspection of the property or work required of the Authority. d. To show the premises to prospective tenants, valuation agents doing an appraisal. <p>Consent may not be reasonably withheld but reasonable conditions may be imposed.</p> <p>8. Abusive behavior: All members of the Authority will not tolerate any form of verbal abuse from hut owners and vendors. Reports of abuse will be processed to the Authority and the Police to warrant an immediate prosecution and penalties.</p> <p>9. Notice to terminate tenancy: Notice for <i>Tenancy at Will</i> is contained in this agreement. In all cases the tenant must give 42 days (8 weeks) notice in writing – and must state the reason of termination if:</p> <ul style="list-style-type: none"> a. The tenant wishes to transfer ownership to a new owner which requires a new application tenancy rental agreement. b. Business challenges has become unsuccessful, there by a change of business was necessary. c. Breaching any of the rules in this agreement and refusal to cooperate with the Authority. <p>10. Mitigation of loss: Penalties up to \$500 will be imposed on those who purposely breach the conditions of this agreement.</p> <p>The Punanga-Nui Authority will not be liable for any damages cause or loss to the tenants business.</p>

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Parties Consulted

Fiji

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Isikeli Taoi	Senior Manager Rural, BSP Fiji
Deepak Prasad	Relationship Manager, Westpac Fiji
Sanjay Sharma	Relationship Manager, Westpac Fiji
Eseta Nadakuitavuki	Women's Markets Manager, Westpac Fiji
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Arishma Prasad	Marketing Officer, HFC Bank
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Rajan Sami	Local produce category buyer, New World
Ram Sami	Procurement, T&G Fiji Suva
Abhliash Swamy	Nadi Branch/Sales Manager, T&G Fiji
Bobby Chand	Chands Fruit Market - Market Vendor and Fresh Produce Supplier to Hotels and Restaurants in and around Suva.
Chen Yuen	Farmer, Vendor and Wholesale Supplier
Anjula Nand	Produce Buyer, MH
Yee Wah Sing	Director - Marco Polo
Patrick Fong	Director - Sunrise Foods
Anna Parini	Fiji Markets for Change Project Manager, Fiji Multi-Country Office
Lavenia Baro	Fiji Council of Social Services
Osea Nawalu	Team Leader - Rural Credit, Merchant Finance
Lario Tomasi Tamanisaga	Pilot Farmer
William Lee	Lees Farmers and Growers

Virginia Kwong Golden Cowrie Complex Limited
 Carmelita Cooper Farmer and online herb/salad pack seller

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 Ms. Jackie Fresh Produce buyer, Au Bon Marché

Cook Islands

Patrick Arioka	Ministry of Agriculture: Director Projects & Policy
Vaine Nooana-Arioka	Managing Director Bank of Cook Islands
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Teariki Vakalalabure	CEO Business Trade Investment Board
Dr. Mat Porea	Permanent Secretary for Ministry of Agriculture
Teariki Poku	CEO Ministry of Internal Affairs
Albert Nicholas	Minister Internal Affairs
Koikoi Mokotupu	Honey Farmer
Rowloand Neureirer	Food & Beverage Manager, The Edge Water Resort & Spa

Personal Conversations with vendors and farmers

Port Vila Market

Ms. Meriam Naka	Ms. Pulini
Ms. Rose Seru	Ms. Chiel
Ms. Ruth Jack	Mr. Jack Khin
Mr. Ruth Marie	Mr. Luke John
Ms. Susan Joe	Ms. Ryla
Ms. Roselyn Edwin	Ms. Ana
Ms. Alice Jimmy	Ms. Marie
Ms. Elizabeth Walu	Ms. Elodie
Mr. Kaliway Atikon	Ms. Linet
Ms. Pivic	Ms. Matlid
Ms. Lusi	

Nausori Market

Salote Delasua - Nausori Market Vendor Women's Association President	Mr. Naren Prasad - President of the Nausori Market Vendors Association
Ms. Mere	Ms. Alanieta
Ratu Inosi Seru	Ms. Naina
Ms. Vika	Ms. Shobna
Mr. Mohammad	Ms. Sitia
Mr Kalu	Lavinia Vunibola
Mr Titko	Ms. Gale
Ms. Meria	Mr Jone
Ms. Maria	Ms. Liti
Ms. Ili	Mr Ilisea
Mr Simioni	Mr. Mesake
Ms. Vini	Mr Inoke
Ms. Ilisapeci Turi	Ms. Christine
Ms. Kawale	Ms. Lusi
Ms. Mere	Ms. Miriama
Ms. Lavi	Mr Joe
Ms. Alanieta	Mr Bob
Ms. Iva	Ms. Sashi
Ms. Livia	Mr. Marika and Wife
	Ms. Mela