

A GOOD PRACTICE GUIDE FOR THE OPERATION OF MUNICIPAL MARKETS IN THE SOUTH PACIFIC



Pacific
Community
Communauté
du Pacifique



PAPP
Pacific Agriculture Policy Project



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. An increase in fresh produce consumption
- ii. Increase in demand for spaces at the market

The guide has further expressed the importance of having a well thought-out market design 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 are likely to be at national, local government, provincial or district levels and could include others who may wish to setup fresh fruit and vegetable or farmers markets.





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 then branch out from the By-Laws.

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 reading.
- 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 management 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 on other areas not covered in the By-Laws.

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RULES & REGULATIONS OF THE MARKET

Markets need to have clear rules and regulation for the smooth running of the centre.

Contents could include:

i. **Standards for behaviour for vendors and customers.**

ii. **Use of Market facilities:**

- Establishes rules to govern the use of facilities such as electrical switches, taps, toilets, rubbish bins, etc.
- 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.
- Food Safety - Seafood and Cooked Items – all seafood and cooked items must be handled and prepared according to the various food safety standards
- Use of car park – establishes rules on the use of the car park.
- 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.
- Control of music – establishes rules which govern the use of music in the market

iii. **Enforcement of rules and regulations:**

- Prohibition of certain goods – establishes a guide on which goods are permitted and which goods are not permitted in the market premises.
- Live animals – states whether or not live animals are allowed into the market.
- Cooking on site – clarifies whether cooking is or isn't allowed on the market premises.
- Display and quality of produce – sets standards for both quality and display of food within the market.
- 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 By-Laws or in any other law relating to the market place.

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FUNCTIONAL ORGANISATIONAL STRUCTURE

Must have a clear, well-defined and effective Organisational 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.

Market Management

- The Market Management team should be led by a Market Manager and he/she could be supported by 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 sufficient 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.

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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 close to support systems such as public transport and a supermarket
- b. Venue must be at a site that is clean and attractive to complement the quality of fresh produce to be sold. A non-complementary site will create a barrier in the minds of consumers.
- c. Design for the market must allow for:
 - i. Ample vehicle parking & traffic movement to limit congestion. Clearly define parking areas for customers, tenants, fees, loading and unloading zones, wholesale farmer bays etc.
 - ii. Produce cleaning areas or bays to ensure produce is 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 management systems.
 - 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.

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MARKET INFRASTRUCTURE – BASIC INFRASTRUCTURE A MUST

- The market must have access to basic infrastructure such as water, electricity, sewer and waste, proper drainage, parking area and overhead shelter. This will enable a more effective management of the market premises and influence better compliance standards.
- For larger markets (over 500 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
 - f. 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.)
 - g. 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.



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, part-time and daily vendors.

CATEGORIES:

- Seafood
- Floriculture
- Fresh Fruits, Vegetables and Crops
- Livestock
- Retail Kiosk
- Youth Farmers

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STANDARD OPERATING PROCEDURES (SOPs)

The Market management team should have a SOPs 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 SOPs may include:

- 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 handle 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. Where possible the market must promote the sale of local food produce to ensure the competitiveness of the local economy.
- 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.
 - k. Ensuring that proper procedures are in place to handle emergencies such as disasters, accidents, health emergencies, etc.
 - l. Trading times – Clearly defined trading times.



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

Refer to Annex 1 of this document for a Market Entry Guide template.



MARKET INFORMATION PLATFORM

Knowledge Management

Have a database of all information affecting the market. Such information could include 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, in season and off-season produce, market price structure movements etc. A database such as this would 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).

Online Presence of Markets

Markets should have an online presence to both traders and customers. This would allow greater information dissemination.

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.

Vendor Associations – for large Markets

Allow for the creation of 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.

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.



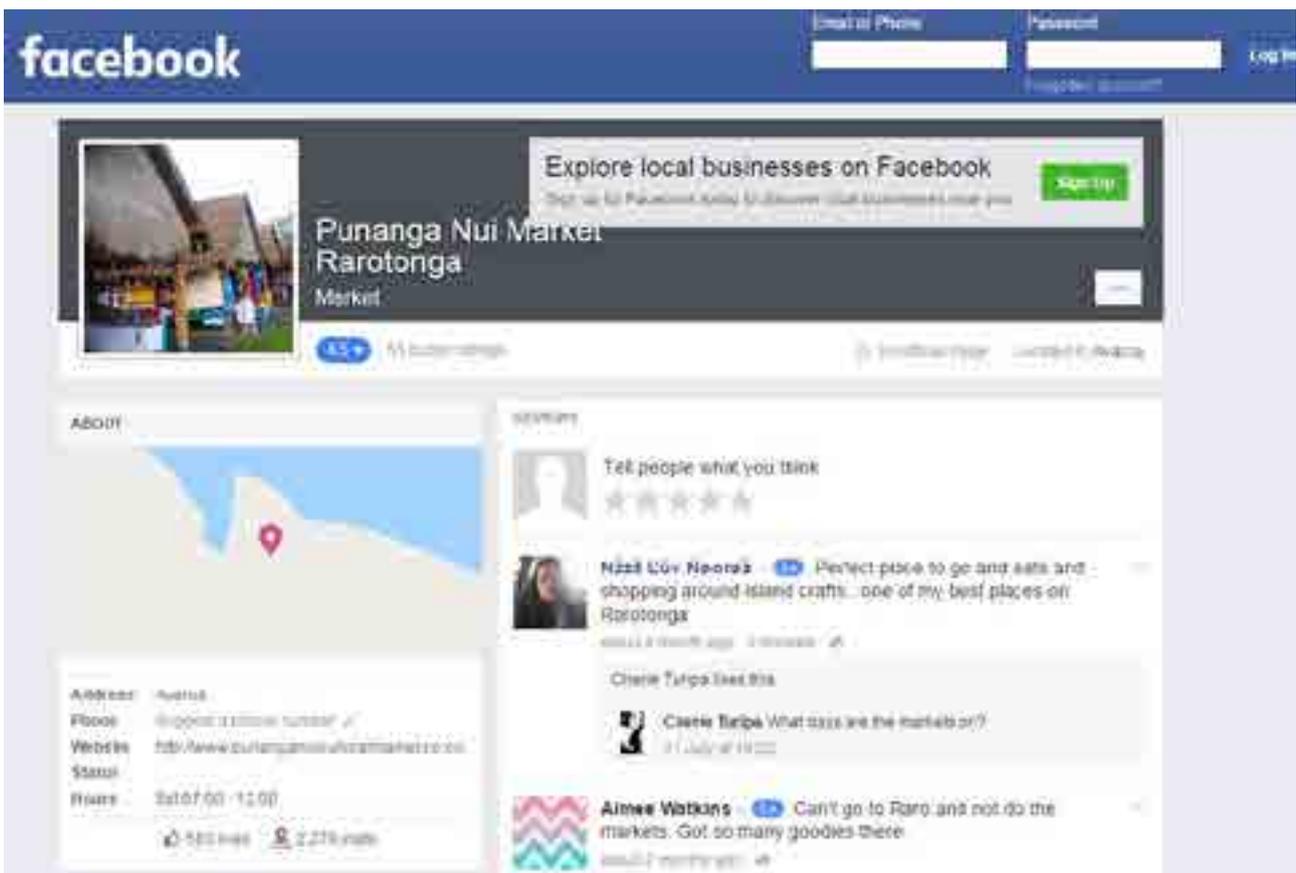
ANNEX 1

Sample Market Entry Guide

- 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 - not be too complex and lengthy. The Guide should provide the necessary links to other relevant handbooks or reading materials.
- iv. To provide easy readability and understanding

Municipal Market: Punanga Nui Market

(Illustration of a Facebook Market page)



Market Location:

Avarua, Rarotonga.

Website/Facebook page:

<https://www.facebook.com/pages/Punanga-Nui-Market-Rarotonga/245565308895298>

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 municipality, 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?

Answer:

- 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, nongovernment and governmental services) and many more.....

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

Answer:

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

(Note: tailor the above list depending on individual market size and characteristics.)

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 can get if I want to start selling as a market vendor?

Answer:

This is a very good question and the answer is 'Yes'. There are various financial and business services that other organisations 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 advice on this.

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

Answer:

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?

Answer:

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

6. Q - Why must I pay stall fees?

Answer:

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?

Answer:

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?

Answer:

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, then see the Manager and work out an arrangement for settlement.

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

Answer:

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 at 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?

Answer:

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.

Example:

“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 product range 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

Example:

“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

Example:

“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..

