

About this document and Acknowledgement

This document discusses issues related to improving and ensuring effective and transparent management of the Punanga Nui Market. It looks at various operational strategies – entitled: “Strategies for the Management of the Punanga Nui Market”

Acknowledgement

I wished to acknowledge the Chairperson of the Punanga Nui Market Committee Hon Kiriau Turepu and all his committee for the assistance provided during information gathering and for accepting me as an observer in some of their Committee Meetings.



Secondly, I also wish to sincerely thank some of the vendors (pictured below) for their kind assistance during Saturday market day interviews. Thanks also to Ms. Maria Tuoro (Director of Policy) and Ms. Elma McBirney (Manager of the Punanga Nui Market) for their great assistance with information transfer and updating of data. Dr *Matairangi Porea. (2013 to June 2014)*



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Acronyms and Abbreviations

AFT	Aid for Trade
BTIB	Business Trade Investment Board
PNM	Punanga Nui Market
PNMC	Punanga Nui Market Committee
NZAid	New Zealand Aid
CITC	Cook Islands Trading Company
CLO	Crown Law Office
WFD	World Food Day
ADB	Asian Development Bank
ASP	Agriculture Sector Plan
AusAID	Australian Agency for International Development
CCA	Climate Change Adaptation
CI	Cook Islands
CRP	Coastal Rehabilitation Programme
CPF	Country Programming Framework
CPI	Consumer Price Index
CROP	Council of Regional Organizations in the Pacific
EU	European Unión
FAO	Food and Agricultural Organization of the United Nations
MFEM	Ministry of Finance and Economic Management
PACF	Pacific Arts and Cultural Festival
GAP	Good Agriculture Practice
GDP	Gross Domestic Products
TW	Tiare Week

1 Introduction

1.1 Purpose and objectives

The purpose of this document is to derive, and / or strengthen operational strategies for the efficient management of the Punanga Nui Market (PNM) to ensure that all primary producers (farmers and fishers including those producing cooked food, handy craft, ornamentals and flowers, etc.) received equal opportunities especially indigenous small business producers, to operate safely and profitably. However since starting to write this, decision has been taken to develop legislation to create new stand-alone entity (Committee) to manage the Punanga Nui Market.

1.2 Objectives

To improve / strengthen the management and operation of the Punanga Nui Market to ensure:

- It provides balance and equal playing field for small local, ordinary primary producers and businesses wishing to utilize the Market for trade,
- Efficient administration and management of the Market;
- Systematic organization of events to maximize the market use for the benefits of both sellers and buyers (*exchange of goods and income generation.*)
- Continuous development and improvement of the Market grounds and infrastructure for the benefit of both businesses and the public.
- Increasing the production and sales of local products, local businesses of our people;
- Creating employment for local women (our Mamas), Tivaivai groups, crafts-people, and other local persons from the Outer Islands intending to trade their products to earn an income.
- Increasing opportunities for all people to meet, including Church groups, Cultural groups, Tourists, Fund raising groups, Annual functions and regional / global events, etc.

1.3 History and background

The Punanga Nui Market (PNM) was established in 1992 and the Punanga Nui name was given after a cultural teacher (Mr. R. Utia) from Tereora College won the open public name search competition. The Market was designed and built for the benefit of:

- Primary producers (farmers / fishers, cooked food producers, etc.) after the Government of the day demolished the old Market building on the coastal site opposite the Cook Islands Trading Company (CITC) main Shopping Center in Avarua, to allow progress with the Avarua town planning.
(*See pictures below*)



Today's market at Avarua. In the old days markets were set up to enable the local people to trade with the ships that called at the island.

Then the new setup for the Punanga Nui Market expanded from fresh fruits, vegetables, root crops, Cooked food (Kanaka, etc.) and Fresh Fish to other trading / marketing areas, to cater for the following:

- Small local businesses, especially those selling arts and crafts,
- Wood carving
- Pearls, pearl craft, jewelry and ware
- Art Gallery
- Garments (tie-dye and hand painted)
- Music
- Items and stage performance
- Services (massage, muscle alignment, etc.)
- Events celebration – World Food Day (WFD), Harvest Festival, Tiare Week (TW), etc.
- Religion crusaders
- Others

In the early 1990s the New Zealand Government provided financial assistance to reclaim the present land under the project – Coastal Rehabilitation Programme (CRP) that became part of the first stages of development of the Punanga Nui Market. It became a freelancing market site where vendors used the roadside to sell their homemade and homegrown produce for income generation.

The Punanga Nui Market was opened in 1992 during the Pacific Arts and Cultural Festival (PACF) and continued to develop into a larger Market site and has become a major trading

outlets, especially on Saturday mornings for the sales of locally grown vegetables, fruits, flowers, local cooked food, local art and craft, as well as outlet for fish from local fishermen.

In 1995, a further development took place on the Market site, fixed permanent huts were built for vendors, setup in a village pattern under the building guidance of the Ministry of Works. After nine years the Market was transferred from the Ministry of Works to the Ministry of Agriculture in July 2004. The Ministry of Agriculture manages the Punanga Nui Market until it was transferred to the Business Trade and Investment Board (BTIB) in 2010, but in July 2012 it was transferred back to the Ministry of Agriculture under a Special Arrangement where a selected Committee together with the Manager would run the Punanga Nui Market, independent of the Ministry of Agriculture, but uses the legal framework of the Ministry of Agriculture to administer itself until such time when the Punanga Nui Market Committee have its own legal framework to manage the Market on its own or stand alone Government entity as required by the current Government.

The Crown Law Office (GLO) is looking into ways to improve this special arrangement to ensure effective running of the Punanga Nui Market. During a meeting between the Crown Law Office, the Punanga Nui Chairperson, the Punanga Nui Manager and the Secretary of the Ministry of Agriculture, it was agreed for a Cabinet submission to be prepared and for Cabinet to formally establish a law for the Punanga Nui Committee to have the powers, to legally manage the Market. To fast track this, the Minister for Agriculture Hon Glassie instructed for the formulation of a Cabinet Submission to be carried out by the Crown Law Office in collaboration with the Punanga Nui Committee and the Secretary of the Ministry of Agriculture in May 2013. The Secretary in collaboration with Ms. Sheryl King of the Crown Law Office is now preparing the draft Cabinet submission. The draft Cabinet submission is completed but requires further inputs from the Crown Law Office before finalizing.

1.4 The Punanga Nui Market Management Committee.

As mentioned above the Punanga Nui Market is managed by a selected committee, (volunteers) and headed by a Chairperson. Currently the Punanga Nui committee consists of:

The Chairperson: Associate Minister, Hon. Kiriau Turepu,

The members consist of:

Ms Rosie Blake,

Mr. Ratu Mato (*BTIB- Treasurer*), *but resigned in May 2013*

Ms Ina Bishop, (*Planning to sell her Hut in April / May 2013*)

Mr. Teariki Buckley, (*hardly attend the meetings*)

Ms Maara Peraua, (*hardly attend the meetings*)

Ms Mii Quarter, (*depart permanently for Australia in February 2013*)

Mr. Tony Armstrong, (*hardly attend the meetings*)

Mr. Sam Crocombe (*hardly attend the meetings*)

and Mr. Danny Mataroa.

Ms. Elmah McBirney, (*the Manager of the Punanga Nui Market*) was elected as Secretary to the Committee.

Last year, there were some concerns over the non-democratic selection of the committee members, however during the ‘vendors’ meeting held at the Sinai Hall, these issues were discussed and were addressed accordingly and all vendors understood the reasoning behind

this selection and were fully satisfied with the current selected Committees including the Chairperson and the Manager.

The Ministry of Agriculture joined the committee in October 2012 to provide secretariat support as well as technical advise in Agriculture products and production, including seasonal data collecting for estimates of volume of Agriculture fresh produce (and added value products) traded within the Punanga Nui Market.

1.5 Punanga Nui Market Committee Aims.

One of the aims of the Market Committee was to develop the venue as a major tourist attraction through fostering of small-scale local businesses under the following priorities:

- Encourage increase the production i.e. increase the availability of many varieties of produce or products and sale of locally grown agricultural fresh produce and products, (Vegetables, Fruits, processed products), dried, pickled i.e. value adding products, such as handicrafts; fish and marine products; and so forth, where ordinary Cook Islanders trade their primary goods as part of their income generation;
- Creating employment for local craft-people, including women and other Cook Islanders intending to or who are already involve in small businesses utilizing Cook Islands resources;
- Creating a non-official meeting place for primary producers to meet, discuss, exchange of information over a cup of tea or coffee;
- Increasing activities that attracts and occupy tourist and help extend their length of stay and spending in the Cook Islands.

1.6 Terms of Reference for the Punanga Nui Market Committee

This Committee does not have written terms of reference or guidelines on what they are suppose to be doing or contributing to the management of the Market. Regardless whether they were recruited as volunteer positions, there should be terms of reference (Job description) for the Committee, in-fact in my view there are too many members and according to the attendance records most don't attend the monthly or quarterly Punanga Nui Committee Meetings.

There got to be a better way to professionally address this issue to make it effective starting firstly with:

- Identifying people who are passionate and pro-active in getting involve and contribute through providing support to the Chairperson and the Manager in effective running of the Punanga Nui Market.
- Limit the number of the committee to a manageable and effective number, say not more than 7 i.e. the Chairperson, the Manager, plus 5 others;
- Consider developing terms of reference for the committee to guide them so that they know what expected of them and their contribution to the effective running of the Committee of the Punanga Nui Market.
- Consider allocating portfolios for each committee to be in-charge of, and come up with ways of improving and enhancing its effectiveness; etc. and during the committees monthly meeting, these issues can be discussed and acted upon.

-
- Consider for some small payment for the Committee in recognition of their hard work.

1.7 Strategies for effective Management

There have been several documentations, reports and reviews on the strategies for effective management of the Punanga Nui Market. The reporting officer felt that there was no need to re-invent the wheels, but to improve on the existing once and adding constructively and improvements to the strategies for effective management of the Punanga Nui Market.

The following Strategies have been developed and designed for the effective management of the Punanga Nui Market, for the Achievement of the main Objectives listed in the first section of this document.

- Full implementation of the market rules / policy to ensure efficiency in the management of the premises which will also benefit both the market tenants and the general public.
 - Review the Tenancy Agreement (**refer draft at Annex 1**). The reporting officer attended one of the Punanga Nui Market Committee Meeting when this Tenancy Agreement was reviewed.
 - Special consideration for the Mama sellers and other Tangata rikiriki – (ordinary and simple Cook Islanders that depends on the Market for their day to day livelihood.)
 - Ensure all tenant signed the Agreement and pay the required fees
- To ensure that all market fees are collected and up-to-date, ensure appropriately recorded and banked.
 - Review the Market fees where and when necessary
 - Clearly marked the temporally vendors trading site (unit area e.g. one parking lot or two parking lots – important for fee charging per unit land area of the Market). Refer to Recommendations bullet point 3.
- To promote the market as an ideal venue for both agriculture and non-agriculture indigenous micro-business activities, and for promotional activities in the interest of the community.
 - It is the responsibility of the Manager to make arrangements for the effective promotion of the Market to attract buyers, develop new programmes and activities to increase the profile of the Market place.
 - Consider stratifying into components e.g. for the Western side location to be allocated to Fishers and Agriculture producers, Value adding, Flowers and Ornaments
 - Garments to shift to the garments site
 - For the Cooked Food to concentrate around the central areas of the Market.
- Daily cleanup of the Market, and undertake landscaping and other beautification tasks to continuously improve the status and presentation of the Market.
 - Continue developing and improving the Wheel Chair user / Disabled persons that may use the Market
 - Consider fencing / security of the facilities and resources of the Market
 - Consider paving or tar-sealing of the Vendors location
 - Consider maintaining the standard of the Public Toilets to ensure it meets International standards to cater for our tourist and the general public i.e.

carry out routine cleaning of the toilets every 2-3 hours on Saturdays when the Market is in full operation.

- Ensure that the Chairperson and the Committee (i.e. Punanga Nui Committee) are empowered legally under the Act or Regulation for effective management of Punanga Nui Market.
- Follow up on any project proposals already submitted for external funding to ensure improvement programs (i.e. Construction of Market shelter for vendors, construction of parking lot, etc.) and follow up on new proposals for other funding sources to improve the Market and the general public.
 - Formulate new proposals for large modern sails shelter for the Agriculture fresh produce section and the entertainment foreground sites.
 - Aid for trade proposal - to work with the EU team from the Forum Secretariat in Suva.

1.8 Activities at the Market

Manager and Management Structure

The Management team comprises of the Manager and five staff employee making up a team of six (2 females and 4 males). The Manager is responsible to the Chairperson and his Committee for her day-to-day activities including the expending of the Punanga Nui Market budget and reporting to the Punanga Nui Market Committee.

On the issue of the line of communication and other reporting issues, the Manger reports directly to the Chairperson (the Associate Minister) and MFEM, while the Associate Minister then reports to the Minister.

The main activities of the Management team are: tidiness of the Market premises (grounds, including waste management) general cleaning and maintenance of the toilet facility, ensuring parking areas are clearly marked, ensuring that vendors are not engaged in illegal trading, advertising of the activities and events at the market, preparing for, and host to special events when required, collecting revenue, with the assistance of the Committee in the allocation of space to potential vendors, the allocation of space to loose stall vendors especially on peak days, liaising with hut owners and supervising any building or improvement of huts to ensure consistency with the terms and conditions provided in the permit, general maintenance and other work / activities required for the efficient operation of the Market.

1.9 Loose stall Vendors Area of setup – Agriculture and Cooked Food

On the Market site, it is common knowledge that the southwestern side of the Market is the location for the Agricultural and Horticultural Loose Stall vendors. For effective management and improvement the following points need to be considered:

- Loose stall vendors to fit comfortably for up to 50 stalls
- A walk through the middle with ample room similar to two car parking width;
- On both side of the walk through, are loose stall space, with a table space of 1.5m x 1.5m;

- Exit / Entry on both ends of the walk through for buyers and for loading and unloading of goods by vendors;
- Vendors selling of their produce off their truck is permitted as long as it does not interfere with movement of the buyers in the walk through area.
- Plans for modern sails designed shelter to be built, to intergrade with the trees without removing / cutting down of these existing trees.

2.0 Huts

Huts are usually allocated or reserved for Maori Cook Islanders and permanent residents. The PNMC, in collaboration with the Market Manager, will evaluate all hut application for existing hut that may be vacant on the following bases:

- Proposed products for sale utilize Cook Islands resources (raw materials, Intellectual property right, i.e. ideas / design, originality, etc.
- Applicants are of indigenous micro business promoting locally made (not imported) products.
- For the Outer Islands producers, manufacturers, women and youth groups and entrepreneurs, special consideration may be provided and supported.

All decisions regarding the allocation of huts shall be finalized by the Committee and communicated by the Manager.

When buying an existing hut a goodwill payment of NZ\$500 is to be paid before business can be commenced by 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 applications.

2.1 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 Chairperson and the Punanga Nui Committee. 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 has 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 these 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.

2.2 Improvement to Parking Sites

Currently public parking is available along the Maire Nui road on both side, up the Catholic Church Cathedral and Avatiu Wharf area adjacent to the Avatiu / Ruatonga stream. No vehicle parking is allowed inside the area encircling the Huts at any time especially during the Saturdays and any other big Market days. Parking on the main roadside is not permitted especially on the Market side, road extending from the Avatiu / Ruatonga bridge towards the Ruatonga meeting house.

The Northern side re-claimed area; it is anticipated that more parking site will be allocated to public when this site is completed.

2.3 Other Important Activities **Data Collecting**

The Ministry's Plans to gather / collect data on Agriculture fresh produce traded at the Punanga Nui Market

Baseline data collecting and Statistical analysis on Agriculture fresh produce volumes (Yields in Kg), sold at the Punanga Nui Market during the two main growing seasons (*Late October to early April, and May to early October*) are an important economical data / figures for the Import substitution statistical analysis to determine and counter act the volume of vegetables and fruits that we regularly import weekly from New Zealand and other foreign countries that we trade with.

Having a precise data / volume on how much we produce and sold at the local market will provide us with a formula for our economists to calculate / assess, to see whether our local production / volume our growers produce have any impact on the reduction of fruit and vegetable imports. However, we do know that we produce cheaper vegetables on our local market but we need our growers to work on a plan, so that they can produce and supply our market consistently. Inconsistency of supplies of fruit and vegetables from our local growers will cause more imported Vegetables / Fruits from New Zealand. We want to avoid this.

The plan was to start data collecting in March 2013, but this plan was abandoned, due to complains from local producers / vendors at the Market relating to the rumors on Taxing of Vendors at the Punanga Nui Market. The decision was for the Ministry to take a friendly approach to discuss nicely with Growers selling at the Market on this issue to correct this miss understanding among vendors prior to commencing data collecting. There is need to discuss further with primary producers to gain positive feedback.

Data collecting started in April 20th 2013 Saturday using the forms (for recording of produce) approved by the Statistics Division and the Ministry of Agriculture Census project coordinator. Prior to carrying out data collecting on the 20th April, awareness notices (letter from the Secretary of Agriculture) were distributed / issued out by Ms Tuoro and two Outer Islands staff (on attachment training with Agriculture) to Punanga Nui vendors who were selling their produce during the week Monday to Friday. (The awareness letter / Notices is attached see Annex 3)



Vei Banana

2.4 Recommendations

- It is recommended that an act or regulation be created by Cabinet to provide a legal framework for the Punanga Nui Committee to ensure effective and sustainable management of the Punanga Nui Market. Hence the importance of finalizing the Cabinet submission as instructed by the Minister.
- Currently there are 12 committee members that meet monthly to discuss ways to improve the management of Punanga Nui Market. It is recommended that the Committee members should be reduced to 7 i.e. the Chairperson, the Manager, and five other members selected to become committee members because of their experience in specialized areas such as accountant, a businessman, a farmer or marketing specialist, Public health, Culture and Environment, etc. which contributes to up-skilling of knowledge and efficient running of the Punanga Nui Market.
- It is very important that the Punanga Nui Committee function effectively. Since the selection of the current committee in 2012 very few attend their monthly / quarterly meetings as documented in their meeting minutes. Several members left the Cook Islands permanently. It is recommended that the Committee should have a standard Terms of Reference so that they become committed and contribute effectively to the management of the Punanga Nui Market.
- It is important to take note of the ranges of produce sold or traded by Growers at the Market every Saturday. This is an important data together with the data collected from the supermarkets, local village shops, roadside markets, etc. to allow us to know how much we produce locally so that we can make assessment / adjustment to our field production plans, in becoming self-sufficient and reduce imports. It is recommended for this data collecting to continue.
- There is a need to mark the floor space where the vendors setup their stalls to sell their produce. This is to ensure cost effective space of land (x meter square) is offered to vendors and to pay that space accordingly. So that payment of land space is fair to all, e.g. bigger vendors can take up to 2 or 3 marked space and pay 3 spaces as required. Currently there is no marking (lines) to identify area of sale for the vendors.



- There is a need to build a proper shelter for vendors for protection from the rain and very hot sun, at the Agriculture section close to the main road on the western side.

- The coconuts on all coconut trees need to be picked (removed) for safety of the tourist and general public
- There is also one suggestion to build a shelter from SAILS. i.e. overlapping colourful sails on large Masts like posts at the South Western side of the Punanga Nui Market (i.e. the Agriculture produce side). The sails should be placed well above the trees, and no need to remove any of the trees at this site.

Punanganui Market Tenancy Agreement

(Updated during Committee Meeting March 2013 – attended by the Secretary of Agriculture)

1. Parties

1.1 This Agreement is between the Ministry of Agriculture (“the Ministry”) and _____ (“Vendor”).

1.2 The Vendor agrees that the Ministry may be represented in all or any of its dealings in respect of this Agreement at any time, by the Punanganui Market Committee¹ (“Committee”) and/or the Market Manager (“Manager”).

2. Designated Area

2.1 Subject to property law in the Cook Islands, all land in the market area for the purposes of this agreement belongs to the Crown.

2.2 The Ministry agrees to let the designated area identified in the Schedule One attached to this agreement, to the Vendor.

2.3 Vendors must only occupy or use one designated area in the market area, unless otherwise permitted in writing by the Committee.

2.4 The description of the area is _____

3. Term of Agreement

3.1 The term of this agreement begins on _____20__ and ends on _____20__.

3.2 This agreement may be terminated earlier in accordance with the terms of this agreement.

4. Payments

4.1 The Vendor shall pay the Ministry weekly rental installments of _____.

4.2 All rents are due on the Saturday of each week.

4.3 Rent is to be paid to the Manager for banking.

4.4 The Vendor shall pay costs of all utilities, including electricity, telephone, internet, in connection of the use of their designated area.

5. Obligations

5.1 The Ministry agrees to do the following:

- (a) Ensure that the market is promoted and dedicated primarily for micro-business activities.
- (b) Employ a night watchman to patrol the market premises 7 nights a week.
- (c) Carry out general inspections at regular intervals to ensure all areas are kept clean and tidy.
- (d) Empty the public rubbish bins provided.
- (e) Maintain the public toilets and ensure their proper use.

6. General Conditions of Use

6.1 Use of areas

- (a) The Vendor may only use their designated areas for the purposes of selling products and services to the public.
- (b) The Vendor may not use the area to reside in.
- (c) The Vendor must comply with all laws and regulations in connection with use of their designated area.

6.2 Parking

- (a) Parking is provided at the back of the market, however the Manager may from time to time change parking areas and restrictions to allow for better use of the market area.

6.3 Prohibited Items

- (a) Alcohol, illegal narcotics, obscene items and pets or live animals are prohibited from the market except with the permission of the Manager.

6.4 Hours of Operation

- (a) The Vendor may operate only during the hours of 7.00 am to 10.00 pm Monday to Saturday. **No Trading after 10.00 pm.**
- (b) The Fishers may operate on Sunday morning **only**, from 7.00 to 9.00 am.
- (c) **Good Friday – no trading or operation**

6.5 Prices

- (a) The Vendor must display inclusive prices for any products and services they wish to sell to enable consumers to make informed purchases.
- (b) Vendors should also have displayed any return or refund procedures in relation to their products sold.

6.6 Expected Behaviour

- (a) The Vendor is expected to behave professionally and with courtesy to customers, other vendors and the market staff.
- (b) Swearing, spitting, loud and rowdy music that may offend is prohibited.
- (c) No offensive signs or displays are permitted.

- 6.7 Cleanliness and Rubbish Disposal
 - (a) The Vendor must keep their designated areas clean and tidy.
 - (b) If the Vendor sells food product, he or she must adhere to all laws and regulations regarding food safety and must not dispose of any leftover food or cooking by-products in the market grounds.
 - (c) The Vendor also must not clean any cooking utensils or equipment **using the ground water taps** in the market grounds.
7. Termination of Agreement
 - 7.1 The Vendor may terminate this agreement by giving the Ministry two weeks written notice.
 - 7.2 The Ministry may terminate this agreement immediately by written notice if the Vendor is One month in arrears
 - 7.3 The Ministry may terminate this agreement by giving the Vendor two weeks written notice if the Vendor breaches their terms and conditions of use.
 - 7.4 Upon termination of this agreement, the Vendor must ensure all due rentals and sundry expenses are paid.
 - 7.5 The Vendor must remove any property belonging to them from their designated area and the market grounds before the termination date. The Vendor may dispose of their property as they see fit.
 - 7.6 Any property belonging to the Ministry or the Government of the Cook Islands must not be removed, altered or damaged by the Vendor without the written permission of the Manager.
 - 7.7 This Agreement terminates if the Vendor dies before the end date.
8. Disputes
 - 8.1 Both parties must first try to resolve in good faith, between themselves any disputes between the Ministry and Vendor in respect of this agreement.
 - 8.2 If no resolution is made, the Arbitration Act 2009 applies.
 - 8.3 If the Vendor has a dispute with any other Vendor regarding their use of designated area or operations in the market, either Vendor must notify the Ministry.
 - 8.4 The Ministry may facilitate the resolution of any such disputes as referred to in clause 8.3 and if no resolution can be reached, the Committee shall make the final determination, which may include termination of either or both Vendors' tenancy.
9. Construction, Alterations and Improvements
 - 9.1 The Vendor must not undertake construction, renovation, painting, tiling, building or landscaping of any type in their designated area or in the market area without the written permission of the Manager.
 - 9.2 The Vendor must at all times be considerate of other market users if they are permitted to undertake any construction or any work as mentioned in clause 9.1
 - 9.3 All costs for any work undertaken as mentioned in clause 9.1 shall be borne by the Vendor.
10. Sale and Subletting

- 10.1 The Vendor must not sell any huts they may own or occupy in the market area without written permission of the committee.
- 10.2 A goodwill payment of \$500.00 must be made to the Ministry after the sale of a hut.
- 10.3 The Vendor must not sub-let or rent out their designated area, or part thereof, without the written permission of the committee.
- 10.4 Where permission is given, the Vendor must not charge unreasonable prices for subletting. All rentals may be reviewed by the committee **to ensure fairness and inline with subletting Policy.**

11. Variation of Agreement

- 11.1 This Agreement may be amended or varied with the written mutual consent of the Vendor and the Ministry.

SIGNED on behalf of the Ministry
Chairperson of the Punanga Nui Market Committee

Date

SIGNED for on behalf of the Vendor

Print Name & Address: _____

Date

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. Internal Affairs was the first to take over the running of the market then transferred to Ministry of Works (now called Infrastructure Cook Islands) then - The market was transferred from the ministry of works to the Ministry of Agriculture in July 2004, and again transferred to CIIC on the 1st of September 2010, then again transferred to BTIB, at the end of 2011, but then, in May 2013 it was transferred back to the Ministry of Agriculture, then there was a change of Minister. Cabinet decided to change the Minister In-Charge the Punanga Nui, from Hon K Turepu to Hon Albert Nicholas in March 2015.

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 Secretary of Agriculture and Director of Policy ([Market Sector](#)) in collaboration with the Market Manager (“manager”) will evaluate all hut applications that may be vacant, want to sell, want to extend, etc. including requests on other issues such as:

- 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.

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 Secretary of Agriculture / Director of Policy (Market Sector). 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 circumstance 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 \$40 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.
- (d) For those Huts privately funded can remove their Hut from the Punanga Nui and Punanga Nui Management can offer that same land site to another new Hut owner as mentioned in (i)
 - (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 is given the opportunity to buy at a fair valuation. **Note: We the management can also remove at our cost if the vendor takes too long to remove and rental accumulating – we are experiencing that problem now cause the tenant is not paying and taking so long to sell – rental is accumulating and someone else is wanting to take the space. Sometimes cheaper to start anew than buying.**
 - (ii) **For all huts built with aid funding: If termination is carried through the hut owner is not allowed to sell the Hut** until it has been re-valued and to identify how much the Hut occupier made improvement (added value) to

this Aid Funded Hut. Selling is then permitted when valuation is completed. The manager needs to be consulted so that the next person on the waiting list is given the opportunity to buy at that determined price. Note: The tenant or the management should seek someone to value the hut before selling – question who is to pay the valuer?

- (e) 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. Note: Another reason for raising the rental, getting rid of rubbish is getting expensive. 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.
- (f) 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.
- (g) While tenants are responsible for the security of the contents in their own huts, Government through CIIC and the Ministry of Agriculture with the Punanga Nui Market is responsible for providing security to the whole premise in terms of employing a night watchman, 7 nights a week.
- (h) 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.
- (i) 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.
- (j) 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.
- (k) Hut owners will pay their own power and telephone accounts, as well as email/internet connection rates.
- (l) 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.

- (m) Tenants are not allowed to live inside the market – the purpose of the hut is for selling not to be used as a home.
- (n) 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.
- (o) All plans for renovations, extensions and new buildings must obtain the approval from the Building Controller at the [MOW Infrastructure Cook Islands](#) and other relevant agencies. This will be the responsibility of the tenants. [MOW Infrastructure Cook Islands](#) will be involved so as to ensure people follow the approved plan. The Manager will seek the advice of [MOW Infrastructure Cook Islands](#) and [CIIC](#) in instances where huts are run-down or unsafe, to give an impartial decision.
- (p) 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.
- (q) 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.
- (r) Tenants are not allowed to bring pets into the market

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 \$20 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, is bigger than the single tent then that is classed as double tent, payment for double tent is \$40 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. This is the problem we are going through with Geof Bergin, refusing to pay by the tent but by space of 3 x 3.

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

- Unlike hut owners, vendors can include public servants.
- Unless the marked spots are not all taken up, each stall will occupy only one marked spot.
- Where the spots are marked (adjacent to the main road), cost for each spot is \$20 Monday to Friday and another \$20 for Saturday total of \$40 per week. Saturday morning double tents cost \$40, single tents \$15 \$20, sun umbrella with a small table is \$10.00. The weekly hut rate is \$40 or \$50 pending on size if shared with two people. Vendors should pay on a “when used” basis.
- 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.
- Vendors are responsible for the security of their stalls and property (e.g. tents, tables, etc). Any broken or stolen items are not the responsibility of the market.
- 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.
- 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 the manager for special events or occasions, like Night Market or hosting an important event, waives this provision.

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 Punanga Nui Market**.
- (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 main 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 on the **western side from the first vendor across to the Fish market** - at 8.00am to 12 midday every Saturday morning. **till, 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) All vendors expect respectful and courteous behaviour. 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.

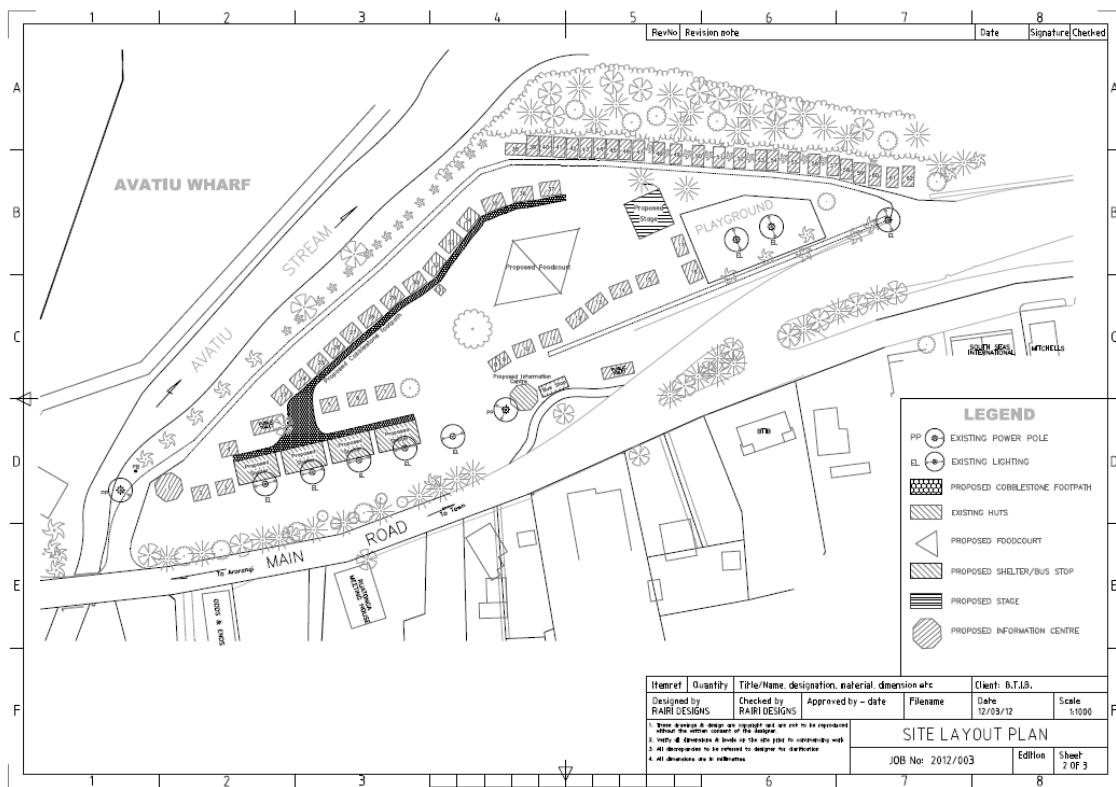
Chairman's Report

Punanga Nui Market

Hon Kiriaiu Turepu
April 2013

Punanga Nui Market – Site Plan

(Acknowledged Rairi Design)



Introduction

This is a progress report from the Ministry of Agriculture with regards to the Punanga Nui Market. This provides the key activities that have transpired since the transfer of the Punanga Nui Market to the Ministry of Agriculture from the Business Trade and Investment Board. The Ministry of Agriculture acknowledges the efforts of BTIB in managing the Punanga Nui Market since 2010 under the Minister of Finance's portfolio.

Transition Period

The Punanga Nui Market (PNM) was transferred to the Ministry of Agriculture from the Business Trade and Investment Board on the 1st of July, 2012. This was a decision made by the Government to try and encourage local enterprise at the micro level. It was to be seen as an avenue for generating small business for the informal sector. A Punanga Nui Committee was setup that was supposed to be chaired by Rosie Blake. However, there were some problems encountered with the vendors regarding this appointment. Hence the reason why the Associate Minister of Agriculture took over the Chairmanship of the PNM Committee.

Membership

Chairperson : Associate Minister, Hon. Kiriau Turepu with members consisting of the PNM Rosie Blake, Ratu Mato (BTIB- Treasurer), Ina Bishop, Teariki Buckley, Maara Peraua, Mii Quarter, Tony Armstrong, Sam Crocombe and Danny Mataroa. Elmah McBirney the Manager of the PNM was then elected as Secretary to the Committee. The Ministry of Agriculture joined the committee in October 2012 to provide secretariat support as well as give on oversight into the running of PNM. There were some concerns over the selection of the committee members, however during the 'vendors' meeting held at the Sinai Hall these issues were addressed accordingly.

Punanga Nui Committee Mandate

The PNM Committee was formed out of necessity to facilitate and drive the operation of the market for the small vendors of the country. Its mandate is governed by a Policy that was drafted by the Ministry of Agriculture in earlier years. The legality of this committee is still being fleshed out and they have sought legal advice from Crown Law.

Ministry of Agriculture

In October 2012, the Director of Policy and Projects joined the PNM Committee and provides secretariat support. The Secretary of Agriculture, Dr. Matairangi Porea has been advised and updated on key outcomes of the Committee meetings. He receives information and updates from the committee meetings and is to be kept informed throughout the year on the progress of the market.

Business Trade and Investment Board

There are some projects that are not yet fully completed that BTIB support was instrumental in developing. The PNM Committee feels that it is only fair that they remain to ensure the completion of these projects. Their support is vital in implementing key projects that were already in the pipeline.

Projects

The PNM Committee has picked up from the transition period various projects that were in the pipeline for the development of the market. There are a total of six projects that were listed for implementation by the PNM.

1. PNM Market Entertainment Stage
2. Public Lighting Programme
3. Footpath around the market
4. Food court
5. Rotunda (building) to be moved to the front as an Information centre
6. Shelter for temporary vendors

Two of these projects received funding. In August 2012, the PNM Market Entertainment stage was constructed and this was completed and opened on the 3rd of November 2012. This is now used frequently for entertainment.

The opening of the stage area also prompted the PNM Committee to purchase a quality sound system to compliment the new stage area.

In December 2012, the second project that was approved is the Public Lighting programme with funding to be received from the Asian Development Bank (ADB). For this to be implemented the Cook Islands Government is expected to commit to a co-financing agreement of approximately \$20K for lighting poles and installation of the lights of which ADB will provide \$100K. This is being managed by Electrical Engineering Advisor Terekino Vaireka with the PNM Committee.

In January 2013 – Tenders were called for installation of a three-phase Lighting system. Tenders were received from Brisky Contractors, Andersons and Mortica Enterprises. The successful tender went to Andersons for the amount of \$3027.10. The tender was administered by Terekino Vaireka (Electrical Engineering Advisor), Ngateina Rani (PECF Coordinator) and Ratu Mato (Treasurer –PNM Committee). This work will begin as soon as there is time and availability of the contractor to complete this.
(Project Documents are available upon request).

Activities to date

Policy

Since July 2012, A review on the ‘Policy for the efficient management of the Punanga Nui Market’ was carried out by the Committee with Crown law providing legal advice and guidance, in ensuring that the committee are well informed can rely on a policy for their decisions.

Tenancy Agreement

A tenancy agreement has been drawn up and needs to be modified to suit the case-by-case situation of temporary and permanent vendors of the Punanga Nui Market. It is hoped that this can be finalized to give the committee and the manager autonomy to run the market more efficiently and effectively taking into consideration the key principles of supporting smallholder vendors and encourage growers and micro business development in a safe environment.

Tax Review

The Cook Islands Tax Review will also have some implications on the market operators who earn more than \$10K on income and/or \$30K for companies. An educational programme is to be setup with the support of the Ministry of Finance with the endorsement of the Minister of Finance to support small businesses located at the market to be able to educate and raise awareness on tax.

Financial status to date

It must be noted that since the transition period from BTIB to MoA, the Punanga Nui Market has been operating satisfactorily in managing to cover its own expenses including ground maintenance and general upkeep of the facilities. The total opening balance as of 1 July 2012 was \$1518.54. The balance as at the end of March 2013 is \$30,588.74. This is testament to the hard work carried out by the Manager and her team as well as the Punanga Market Committee to increase revenue for the market. At present the Punanga Nui Market is averaging around \$16K a month, which gives total annual revenue of \$192K. The possibility of targeting revenue of \$200K per annum is achievable.

Events

This is a snapshot of two years of events at the Punanga Nui Market since 2010.

2010 July to 2011 June

1. June 22nd First Go Local Night Market Rarotonga (40 Vendors)

2011 July to 2012 June

2. July 14th Pearl Market Day with CIPA (16 Vendors & 4 Government Agencies)
3. October 12th Youth Night Market (33 vendors)
4. February 29th Leap Year Night Market
5. April Easter Festival
6. June 6th Winter Festival
7. June Farmers Market

2012 July to date

8. August 2012- Forum Wives Luncheon Market (12 vendors)
9. August 2012 – Hosting of Vaka Voyagers in passing through Rarotonga
10. October YEP Tereora College Year 10 participation in Saturday Market
11. October 19th, 2012 – World Food Day – Ministry of Agriculture
12. November 3rd – Opening of PNM Stage area
13. December 4th, 2012 – Rotaract Christmas in the Park
14. February 5th, 2013 Te Mou O Te Enea Festival – Danny Mataroa

Recommendations

1. The Ministry of Agriculture, support all the activities being undertaken at the market and would like to see clear lines of communication between all parties involved with the running of PNM.
2. A legal mandate and/or operational directives are clearly set out for ensuring that appropriate parties are held accountable and responsible for the market.

3. It must be noted that the working committee need support in completing the Policy for the Market as well as technical advice from key agencies as needed or required.
4. It is strongly recommended that the Committee continue to seek the support of BTIB in maintaining the Finances of the market until such time a better system may be put in place.
5. That the outstanding projects be completed or started to ensure a momentum of development within the market.
6. Facilitate vendor education and awareness programmes with various Government Ministries – e.g. Tax Department to run educational workshops on the Tax Review, Market study surveys with the Ministry of Agriculture.

Conclusion

There is still a large amount of work to be done at the Punanga Nui Market. The PNM Committee is committed to securing financial support from development partners for outstanding projects within the market. The sustainability of the market is reliant on all partners contributing to its development in the future.

Awareness Letter on data Collecting for all Agricultural Producer Vendors selling on Saturday at the Punanga Nui Market.



Ministry of Agriculture

Government of the Cook Islands

P.O. Box 96, Rarotonga, Cook Islands Phone: +682-28711 Fax: +682-21881 Email: cimoa@oyster.net.ck

MEMORANDUM

FOR: PUNANGANUI MARKETPLACE – AGRICULTURAL PRODUCE VENDORS

FROM: SECRETARY OF AGRICULTURE

DATE: April 05 '2013

SUBJECT: COLLECTION OF AGRICULTURAL PRODUCE DATA

Kia Orana kotou katoatoa I teia mataiti ou. I trust the New Year 2013 will bring much success to your on-going agricultural activities toward providing food on the tables of our people, at the same time ensuring better and sustainable food security in the country.

During the latter part of 2011, the Census of Agriculture was conducted in the country to gather information on agriculture (crops and livestock) in the country. This activity is still in progress, the outcome of which will assist, in planning for future agricultural development programmes in the country. (**Please note:** This is only a production survey, **Not** for taxation). Over the past years, we have had officers collect data on crops being produced and sold in the country especially through the shops, supermarkets, and the hotels. We, however, have limited information or data from the Punanganui Marketplace yet many agricultural produce are sold at this outlet every Saturday morning and during some days of the week. The limited information and data we have from the Punanganui Marketplace has prompted us to undertake the collection of data from this very important marketplace, which will assist towards providing a good indication of the quantity, type, and value of fresh produce being sold.

Officers from the Ministry of Agriculture and the Statistics Office will be visiting the marketplace to ask a few questions and collect data on produce type and quantities for sale starting Saturday April 20 '2013. All information from this survey will be kept confidential and will be used for purposes of agricultural planning and developments in our nation.

I trust you will be able to provide this important information willingly and thanking you in advance for your time.

Kia Manuia,

Dr. Matairangi (Mat) Pura
Secretary of Agriculture

Transfer Directives

5 July 2012

Mr Terry Rangī
Chief Executive Officer
BTIB
RAROTONGA

Dear Sir,

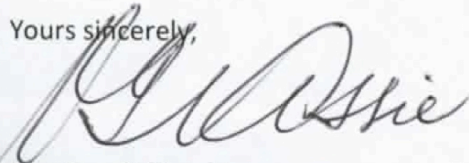
Re: Punanga Nui Transfer

This is to confirm the publicized arrangement between myself and the Minister of Finance concerning the management of the Punanga Nui market as from 1 July 2012. As you may be aware the market will be transferred under the umbrella of the Ministry of Agriculture but the management will be under the care and control of a committee of management headed by Mrs Roseline Blake. As you are also aware there was a formal hand-over on Thursday morning 28th June 2012 at the Punanga Nui market.

I am pleased that the new committee has been very pro-active in putting into place initiatives to allow the transition to take place smoothly and with minimum disruption. To this end I believe it necessary for you to meet with the committee to give them a heads up on the current operations of Punanga Nui. The discussions will also no doubt include the finances and the financial position of the market. Through this letter I am asking for your co-operation and assistance to be forthcoming to the committee.

Finally, by way of clarification all funds for the Punanga Nui should be transferred to the Ministry of Agriculture where a new separate, stand- alone account will be set up. The Prime Minister has advised me that your office will have the set of accounts all done and completed by the end of this week. Please ensure that these accounts are audited by the Audit Office before handover.

Yours sincerely,



Hon Nandi Glassie
Minister of Agriculture

Cc: Prime Minister; Minister of Finance

October 2012

Plans and Suggestion for Improvement to the Punanga Nui Market.

For Maria to attend the Committee monthly Meeting – to brief the Secretary on the progress of the Punanga Nui Market.

Currently there are 12 committee members that meet monthly to discuss ways to improve the management of Te Punanga Nui Market. Although the RO is not directly involve with the management of Punanga Nui Market, he tries to visit the Market every Saturday to view for ways to improve the Market and identify constraining issues and at the same time observing the varieties/ranch of different produce sold at the Market. Here are some of the findings and suggested solutions to strengthen the Punanga Nui Market:

- (1) There is a need to mark the floor space where the vendors sell their produce. This is to ensure that even space of land (x metre square) is offered to vendors. So that payment of land space is fair to all, e.g. bigger vendors can take up to 2 or 3 marked space and pay 3 space as required. Currently there is no marking (lines) to identify area of sale for the vendors.
- (2) There is a need to build a proper shelter for vendors for protection from the rain and very hot sun, at the Agriculture section close to the main road on the western side.
- (3) The coconuts on all coconut trees need to be picked (removed) for safety of the tourist and general public
- (4) There is also one suggestion to build a shelter from SAILS. i.e. overlapping colourful sails on large Masts like posts. The sails should be placed above the trees so there is no removing of any trees at the Market place so the whole area is open and everybody is protected from rain and sun.

(My Notes) for the report.

Reference

- Chairperson's Report 2012 – 13; Prepared by Ms. Maria Tuoro for the Chairperson and the Management Committee April 2013.
- Ministry of Agriculture Business Plan 2013 – 14.
- Nga Mataio (2007) Policy for the efficient Management of the Punanga Nui Cultural Market; Ministry of Agriculture, Government of the Cook Islands.
- Punanga Nui Market Committee Meeting Minutes 2012 – 2013 – prepared by Ms. Maria Tuoro
- Teariki Rongo of Rongo T & J; "Feasibility Study" The proposed improvement of the Punanga Nui Cultural Market. (no date) Prepared for the Secretary of the Ministry of Agriculture.
- The Cook Islands "Te Kaveinga Nui" – National Sustainable Development Plan 2011 – 2015 – by Elizabeth Wright-Koteka
- Totokoitu Research Station Annual Report (1992)