

# Developing Farmers Markets

## *Pohnpei, FSM*

November, 2017

Vili Caniogo  
Adviser, SPC

- *This project (Farmers Market) is arguably one of the most important because of its potential to empower our people economically – the many hundreds people who come to sell the crops they grow and the goods they produce from all over the surrounding region.”*
- ....Hon. Prime Minister of Fiji, Bainimarama’s at opening of Fiji’s largest farmers market (>1,000 stalls) (11/09/2015)

# Objectives of Workshop

## *Development of Farmers' Market*

1] Understanding the Context - Good Practice Guide (provided)

2] Development of a Business Plan

3] Lessons Learnt



# Elements

## (1) Enabling Environment

**Governing Policy, laws**

## (2) Who/How will it be managed?

**Management Structure, Operations**

## (3) Who is this market for?

**Access, expand, managing wait list,**

## (4) Content

**what will it sell, market gaps**

## (5) Information for farmers, growers, policy decision

**how could this be captured?**

# SPC Comparative Study of Farmers Markets (2016)

**(1) Vanuatu** – Port Vila (40K)– city based market.  
Tourism (100K +)

**(2) Cook Islands** – Rarotonga (30K) – integrated  
tourism market. (Tourism – 100K+)

**(3) Fiji (Nausori)** – (150K+) large town market  
serving farmers from 3 provinces

# 1] Policy/Legislation

- Important to set the structure, operating authority.
- Pacific - normally under the control of their respective local town, municipal councils or governing authority and is governed by the rules set out in their specific bylaws (**or letting agreement/policies** as in the case of the Cook Is market).

# (1) New Nausori Market (Fiji)

- officially opened in September 2015. Largest in Fiji
- Accommodates over 1300 full time and daily vendors. Old market (700 vendors)
- To create wider activity within the market, small retail and food outlets have also been included as part of the tenancy mix. Positive impact of this mix is already being felt..
- market is owned and managed by the *Nausori Town Council*. Cost approx. US\$5.5m (including bus cost of terminal, parking and other infrastructure)
- The smallholder farmers and vendors at the market primarily come from 3 provinces of Rewa, Tailevu and Naitasiri ( although not exclusive)
- **has a more official set of policies i.e. a specific By-Law approved by the national Government through the Ministry of Local Government.**
- **Outdated by-laws**

## (2) Vanuatu Market

- Managed and owned by the **Port Vila Municipal Council**
- approximately 300 vendors.
- The market premises consist of one large market house with an adjacent car park.
- Divided into three sections, 1- food cooking, selling and eating area, 2 – Handicraft area, 3- fresh produce selling area.
- Point of Difference - there are special reserved tables for Mama's (female vendors) from certain traditional areas. The Mama's decide amongst themselves the market entry criteria for the reserved stalls. The remaining stalls are left for other vendors.
- Management of the market is by the Port Vila Municipal Council, **however there is no formal bylaw or policy that empowers the market management team in terms of control and enforcement**
- **Uncertain chain of command, decision making authority levels, enforcement of rules, prosecution, etc.**

## (3) Cook Islands

- The market consists of permanently built Huts, stalls and temporary tents which are assembled by vendors themselves. While the market operates 6 days a week, busiest day is Saturday.
- Hut owners are full time tenants who have secured lease agreements.
- The Management structure is not clearly established, causing uncertainty in various areas including the chain of command, decision making authority levels, enforcement of rules, prosecution, etc.
- Draft policies exist. Under Review. Responsibility has been rotated amongst government ministries and semi government entities.
- No Government funding is allocated for the market's operation, yet the market falls under Ministry of Internal Affairs and is managed by Min. of Agriculture.



# Policy and Operating Environment

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

Market	Ownership	Management Structure	Number Of Tenancies	Tenancy Types	Governing Policies/Rules	Days of Operation
Nausori Municipal Market - FIJI	Nausori Town Council: NTC	<ul style="list-style-type: none"> <li>* Min. Of Local Government</li> <li>* NTC Market Management Committee – headed by NTCs CEO</li> <li>* Market Centre Manager</li> </ul>	<ul style="list-style-type: none"> <li>* 1300: Fresh food &amp; Vegetable Vendors</li> <li>* 18: Kiosk Tenants</li> <li>* 10: Commercial tenants</li> </ul> <p><b>Setup</b> Vendors/tenants housed under a large sheltered market building</p>	<ul style="list-style-type: none"> <li>*Standard vendors</li> <li>*Kiosk tenants: <ul style="list-style-type: none"> <li>-SME's</li> <li>-Commercial Tenants</li> </ul> </li> <li>*Commercial tenants: <ul style="list-style-type: none"> <li>- Larger Businesses</li> </ul> </li> </ul>	Nausori Market By-Laws	6 days per week
Punanga Nui Market – COOK ISLANDS	Government & Hut Owners	<ul style="list-style-type: none"> <li>* Min. of Internal Affairs</li> <li>* Min. of Agri. Policy Unit</li> <li>* Market Management Committee (disbanded)</li> <li>* Market Manager</li> </ul>	<ul style="list-style-type: none"> <li>* 126: Saturday vendors</li> <li>* 61: Hut owners</li> </ul> <p><b>Setup</b> Stall &amp; Huts widely spread out throughout the market land</p>	<ul style="list-style-type: none"> <li>* Hut Owners: <ul style="list-style-type: none"> <li>– own or have a long lease of the Huts.</li> </ul> </li> <li>* Saturday Vendors consists of: <ul style="list-style-type: none"> <li>- Fruits &amp; Vegetable &amp; crops</li> <li>- Cooked Food</li> <li>- Art &amp; Craft</li> <li>- Clothing</li> <li>- Coffee &amp; Pastries</li> <li>- Sandwich &amp; burger bars</li> <li>- Pearl &amp; fashion jewellery</li> <li>- Local musical instruments</li> <li>- other SMEs</li> </ul> </li> </ul>	Market Policy for Punanga Market	<p>1 day per week (Saturdays only).</p> <p>The Hut tenants/owners however can operate on other days if they wish but with limited traffic during the week-days, most prefer to open only on Saturdays</p>
Port Vila Market - VANUATU	Port Vila Municipal Council	<ul style="list-style-type: none"> <li>*Min. of Internal Affairs</li> <li>*Department of Local Authorities</li> <li>*Town Council</li> <li>*Town Clerk</li> <li>*Market Manager</li> </ul>	<ul style="list-style-type: none"> <li>*Up to 300 Horticulture (produce and flowers)vendors</li> <li>*Food Vendors</li> <li>*Handicraft vendors</li> </ul> <p><b>Setup</b> All vendors are housed under one market building</p>	<ul style="list-style-type: none"> <li>*Daily - Mama's come any day of the week and find space to set up. Mama's stay at the market until their produce/products is sold.</li> <li>*Food and Handicraft are fulltime tenants.</li> </ul>	Municipalities Act 126. Year is unknown	6 days per week.

# 31 Farmers Accessibility

Market	Entry Method	Comments
Nausori Market, Fiji	Fill application form	Separate application forms for the various types of tenancies. Application is vetted by the Market Manager and then a recommendation is made to the Market management committee. The committee's recommendation is then forwarded to the NTC's CEO for final decision
	Saturday/Daily Vendors/Farmers in the farmers section: no application form required. Vendors merely set up on site wherever space is available and market manager collects fees during his/her frequent walk-about.	Saturday Vendors – the current system/practice appears to have settled in over the years and become acceptable. It does however lack information data which is crucial for R&D.

## Port Vila Market, Vanuatu

No Application Form: Mama's and Farmers come to the market house and find an empty space to set up their products to sell in.

Tables reserved for Mama's and farmers from traditional areas. Some tables in the market are informally reserved for Mama's and farmers from certain traditional areas (villagers), and they coordinate amongst themselves as to how they make use of that space.

Challenge is the lack of space. During peak growing periods, the market house will not be able to cater to the number of Mama's and farmers.

## Punanga Nui Market, Cook Islands

For Huts, the sale to another party is only implemented with the approval of the Ministry of Agriculture's Policy Unit.

Huts – monitoring and policing the change in ownership of huts has been a nightmare exercise for the market manager and the Ministry of Agriculture Policy Unit. A review of the policies for Huts is required with appropriate provisions for enforcement and penalties.

# Overall

- **Better markets – are those with clear policies and management authority in place**
- **The Nausori Market in Fiji** - tiered laws/rules
- **Local Government Act (Cap 125)**
- The Councils operate under the provisions of the Local Government Act (Cap 125). The Act offers the Minister of Local Government maximum control over Councils. Each council is managed by a Special Administrator and assisted by a Chief Executive Officer.
- **By-Laws – operations of the Council (outdated though)**
- **Rules & Regulations (R&R)**
- essentially an extension of the By-Laws but it also covers other areas of the market operation not specified in the By-Law. **The market uses the R&R as its primary operating manual.** The R&R is more detailed and easily understood by vendors resulting in better compliance.
- The Rules and Regulations Manual (Pamphlet) is made available to all tenants and vendors at the Nausori Market.

# Fiji cont'd

- **Vendors / tenancy letters/leases**
- All permanent vendors and tenants are issued tenancy letter or leases that generally specify:
  - \* The nature of the tenancy (e.g. grog vendor, fruits & vegetable vendor, cooked food kiosk etc.)
  - \* Term of tenancy or lease
  - \* Rental or fees
  - \* Penalties for non-compliance
  - \* Vendor / tenants details
- **effective and practical management system in place.** Primarily due to
  - the success of its enforcement procedures (e.g. health inspection are vigilantly carried out,
  - vendors that break rules are dealt with swiftly and accordingly,
  - the vendors association is active in supporting the centre managers role in ensuring compliance etc.).



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





# Note:

## COMPETITION TO MUNICIPAL MARKETS

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

# Opportunities

## (1) PROMOTION OF 'SPECIAL DAYS'

- Special days are a common business marketing technique for the private sector e.g. late night shopping.
  - **CAR PARKING EFFECT**
  - 
  - Car parking facilities are crucial for the 3 markets and coincidentally the assessed markets all have neighbouring vacant land, which could be utilised for additional car parking as well for any future expansion plans of the market.
  - The need for ample car park space is vital as it contributes to incoming traffic at the market. Lack of car parking can lead to loss of traffic.

- **MARKET LINK TO TOURISM SECTOR**

- 
- Tourism - a major foreign exchange earner for the 3 assessed PICs.
- Tour schedule to include market visits
- Vendors to specifically tailor and display produce for the tourism market. I.e. cut/peeled fruits, green coconuts, flower leis, coconut hats, etc.
- Cultural performances and traditional food making at the market to be part of the tour programme.
- Genuine locally made products to be strongly promoted.
- Local organic products to be specifically highlighted
- Special zone within the market to set-aside for tourist vendors.
- Very effective at the Punanga Nui market and can be expanded ways:

# Good Practice Guide

- the general operations of the market
- a preferred design layout and plan of the premises
- include the market bylaws/rules  
organisational structure, ownership, market entry criteria, car parking, produce standards and compliance to national policies such as OHS, fire & disaster management

# Sample

- Good Practice Guide – distributed
- Run through elements (Day 2)

# THANK YOU





# Discussion - Groups

## Situation

- Pohnpei is developing a new farmers market
- It is a pilot.
- Building and land is in place.

## Questions

- 1) What are the 3-5 products/services that are in demand and recommend for this market?
- 2) Name at least 3-5 key risks for the success of a market
- 3) How do you address each of above?
- 4) Where/how do you see Government and/or private sector helping?
- 5) Who should run/operate markets?

# Key issues heard so far

- Clear Policy /rules
- Clear Management
- Dealing with surpluses.
- Working together with private sector
- Role of Government;
- Enforcing illegal produce (eg fisheries)