**Fiji Markets for Change**

**Proposed Project Document**

Overall Title Markets for Change – Fiji, Solomon Islands, and Vanuatu

Fiji Title Markets for Change - Fiji

Short Title m4c Project

Geographical Coverage Fiji, Solomon Islands, Vanuatu



http://www.top-photogalleries.com/photos/\_files/photogallery/f2030\_fiji\_map.jpg

Thematic Area Women’s Economic Empowerment

Expected Starting Date 1 January 2014

Duration 6 years

Executing Agency UN Women

Responsible Party to Support

Outcome 2 UNDP



http://media-cdn.tripadvisor.com/media/photo-s/01/24/98/a0/market.jpg

**Brief Description**

The Markets for Change - Fiji, Solomon Islands and Vanuatu Project (hereinafter referred to as the m4c Project) is a six year initiative aimed at ensuring that marketplaces in rural and urban areas in Fiji, Solomon Islands and Vanuatu are safe, inclusive and non-discriminatory environments, promoting gender equality and women’s empowerment. This Project Document (ProDoc) is specific to the proposed project in Fiji.

Market vendors and predominantly women, and marketplaces offer important venues to effect women’s social and economic change. In targeting female market vendors at marketplaces, the m4c Project will contribute to the broader Pacific Women’s Economic Empowerment (WEE) result of secure, productive and sustainable work opportunities for women.

The m4c Project is based on experiences gained from implementation of the Partners Improving Markets (PIM) Pilot Project that included Fiji, which showed solid evidence that marketplace improvements in physical infrastructure and governance can significantly improve the economic and social lives of women market vendors.

The **Theory of Change** (ToC) guiding the m4c Project is that *gender-equitable economic and socio-cultural empowerment of women market vendors within the market environment in Fiji can be attained if the following take place:*

* accessible, inclusive, and representative governance structures within marketplaces are put into place that will enable markets to grow, and will specifically strengthen the role and influence of women market vendors;
* actions that improve governance and social and economic security will facilitate market vendors to achieve economic, social and financial advancement, with specific outcomes related to improved gender-equality and the advancement of women;
* actions that improve governance among market management and local governments will enable decision-making processes to be more gender-responsive, transparent, accountable and receptive to the needs of vendors;



http://www.travel-pictures-gallery.com/images/fiji/suva/fiji-suva-0007.jpg

* improved infrastructure and on-site services that are developed in a gender-responsive manner will contribute to improved social and economic security for women market vendors.

Consistent with the World Bank’s evidence on women’s empowerment within the context of gender equality, the m4c Project in Fiji is aimed in particular at strengthening the role of women market vendors in terms of the following:

* agency (‘she gains confidence and realises her own value’);
* economic opportunity (‘she obtains access to and control of economic opportunities, training, markets, and resources to expand her influence’;
* endowment (‘she enhances her capacity to earn and control personal income and resources’)[[1]](#footnote-1).

UN Women has made US$900,000 available towards financing the m4c Project, providing US$300,000 for each country. The larger operations in Fiji warrant slightly higher resource allocation to the country, with a breakdown expected at 40% of staff and operational costs for Fiji, compared to 30% for Solomon Islands and 30% for Vanuatu. Detailed budgets per country have been included in each of the Project Documents.

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# List of Acronyms

ABV Australian Business Volunteers

AUD Australian Dollars

AusAID Australian Agency for International Development

AYAD Australian Youth Ambassador for Development

AVID Australian Volunteers for International Development

AWP Annual Workplan

BNE Brisbane

CEDAW Convention on the Elimination of All Forms of Discrimination Against Women

CIDA Canadian International Development Agency

CLGF Commonwealth Local Government Forum

CSO Civil Society Organisation

CT Country Team

DAC Development Assistance Committee

DDR Disaster Risk Reduction

DFAT Department of Foreign Affairs and Trade

DRF Development Results Framework

EU European Union

EVAW Eliminate Violence Against Women

FAO Food and Agricultural Organisation (of the United Nations)

FDC Foundation for Development Cooperation

FRR Financial Regulations and Rules

FTA Foreign Technical Assistance

FWCC Fiji Women’s Crisis Centre

GBV Gender-Based Violence

GRB Gender Responsive Budgeting

HIV&AIDS Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome

HRBA Human Rights Based Approach

ICF Internal Control Framework

IDRC International Development Research Centre

IFAD International Fund for Agricultural Development

IFC International Finance Corporation

ILO International Labour Organisation

IPF Integrated Project Framework

JICA Japanese International Cooperation Agency

KM Knowledge Management

Logframe Logical Framework

m4c Markets for Change

MCO Multi-Country Office (of the United Nations in the Pacific)

MDGs Millennium Development Goals

M&E Monitoring and Evaluation

MTR Mid-Term Review

NCDC National Capital District Commission

NGO Non-Governmental Organisation

NZaid New Zealand Aid

OECD Organisation for Economic Co-operation and Development

PARDI Pacific Agribusiness Research for Development Initiatives

PFIP Pacific Financial Inclusion Programme

PIM Partners Improving Markets Project

PMF Performance Monitoring Framework

PNG Papua New Guinea

PPP Public Private Partnership

ProDoc Project Document

PVMC Port Vila Municipal Council

RBM Results-Based Management

RBM&E Results-Based Monitoring and Evaluation

RRRT Regional Rights Resources Team

SPG Shefa Provincial Government

ToC Theory of Change

TOR Terms of Reference

UN United Nations

UN Women United Nations Entity for Gender Equality and the Empowerment of Women

UNDAF United Nations Development Assistance Framework

UNDG United Nations Development Group

UNDP United Nations Development Programme

UNEG United Nations Evaluation Group

UNIFEM United Nations Development Fund for Women

US$ United States Dollars

VAW Violence Against Women

VAWG Violence Against Women/Girls

VSA Volunteer Service Abroad

VT Vanuatu Vatu (currency)

WEE Women’s Economic Empowerment

WFP World Food Programme (of the United Nations)

WHO World Health Organisation

WMV Women Market Vendors

IE Infrastructure Engineer

M4C PM M4C Project Manager

DC Design Consultant (Sub contractor)

MC Managing Contractor

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# m4c Project Fiji at a Glance

| **Issue** | **Discussion** |
| --- | --- |
| ***Alignment*** | |
| Millennium Development Goals | Goal 3: Promote gender equality and empower women.  MDG : Beyond 2015 report under Target 3.A:states:  In many countries, gender inequality persists and women continue to face discrimination in access to education, work and economic assets, and participation in government. For example, in every developing region, women tend to hold less secure jobs than men, with fewer social benefits. |
| UN Women Global Strategic Plan 2011-2013 | Development Results Framework Goal 1: To increase women’s leadership and participation. |
| Development Results Framework Goal 2: To increase women’s access to economic empowerment and opportunities  Impact area 2 supports increased momentum for women’s access to sustainable livelihoods, productive assets and decent work, increased resilience to mitigate climate change, and poverty reduction and women’s participation and leadership in economic policy and decision-making. Work in this area takes into account women’s economic opportunities at all levels, with a strong focus on the poorest and excluded women.  47. Outcome-level results include the adaptation and implementation of national plans, legislation, policies, strategies, budgets and justice mechanisms to strengthen women’s economic empowerment; the development and implementation of gender-responsive services, including transport, utilities, markets, water and energy, to enhance women’s sustainable livelihoods; and support to gender equality advocates to enable them to better influence economic policies and poverty eradication strategies to promote women’s economic empowerment and sustainable development.  48. These results build upon achievements and lessons learned during the 2011-2013 Strategic Plan, including acceleration of progress toward economic empowerment of rural women through a joint programme with FAO, IFAD and WFP, efforts to strengthen the evidence base for women’s economic empowerment, and strategic partnerships with agencies including the World Bank. At country level, programming has increasingly addressed disaster risk reduction in the context of climate change, and supported gender responsive services, focusing on scaling-up support to the most excluded women. |
| Commission on the Status of Women | CSW Session 57, Agreed Conclusions, , paragraph 19: The Commission stresses that the realization of gender equality and the empowerment of women, including women’s economic empowerment and full and equal access to resources, and their full integration into the formal economy, in particular in economic decision-making, as well as their full and equal participation in public and political life is essential for addressing the structural and underlying causes of violence against women and girls. |
| CSW Session 56, Agreed Conclusions, stresses on “the empowerment of rural women and their role in poverty and hunger eradication, development and current challenges”, noting unequal access for women to productive resources and markets, rural unemployment and the shortage of ‘decent work’, and the ability to adapt to respond to climate change (http://www.un.org/ga/search/view\_doc.asp?symbol=E/CN.6/2012/3). |
| Pacific Regional UNDAF 2013-2017 | Outcome 1.1: By 2017 the most vulnerable communities … are more resilient and select government agencies, civil society organisations and communities have enhanced capacity to apply integrated approaches to environmental management, climate change adaptation/mitigation, and disaster risk management. |
| Outcome 2.1: By 2017, all women and girls, men and boys will contribute to national development and citizenship through opening channels to decision-making, improved access to social services, strengthened livelihoods and greater economic security; and, together with children and other vulnerable groups, benefit from strengthened protection systems that respond to and prevent violence against them, in line with international standards. |
| Outcome 3.1: By 2017, inclusive economic growth is enhanced, poverty is reduced, sustainable employment is improved and increased, livelihood opportunities and food security are expanded for women, youth and vulnerable groups and social safety nets are enhanced for all citizens. |
| Outcome 5.1: Regional, national, local and traditional governance systems are strengthened and exercise the principles of good governance, respecting and upholding human rights, especially women’s rights, in line with international standards. |
| Fiji UNDAF | Outcome 1.1, Output 1.1.1: Communities, including vulnerable groups have strengthened capacity to implement gender inclusive, up-scaled and replicated climate change adaptation and mitigation measures. |
| Outcome 2.1: Achievement of gender equality, empowerment and protection of women, children, and vulnerable groups with full participation at all levels of society. |
| UN Women Pacific Regional WEE Programme Strategy | Aim: Safer, inclusive and non-discriminatory workplaces. |
| Result: Secure, productive and sustainable work opportunities for women. |
| UN Women Pacific MCO Strategic Plan 2014-2017 | Outcome 2.1: National plans, legislation, policies, strategies, budgets and justice mechanisms adopted and implemented to strengthen women’s economic empowerment  Outcome 2.2: Women’s sustainable liveli-hoods enhanced by gender-responsive services and access and control over means of production and resources |
| Pacific Island Forum Gender Equality Declaration, 2012 | Economic empowerment – Improve the facilities and governance of local produce markets, including fair and transparent local regulation and taxation policies, so that market operations increase profitability and efficiency and encourage women’s safe, fair and equal participation in local economies. |
| Target support to women entrepreneurs in the formal and informal sectors, for example financial services, information and training, and review legislation that limits women’s access to finance, assets, land and productive resources. |
| Pacific Women Shaping Pacific Development (DFAT) | 1. Increasing the proportion of Pacific women in leadership and decision-making roles, both nationally and locally. |
| 1. Increasing economic opportunities for women through improved access to financial services and markets. |
| 1. This will be underpinned by a focus on changing social attitudes and behaviours towards women across the region. |
| DFAT Disability Inclusive Programming | *Guiding Principles*   1. People with disability will play an active and central role. Results area includes how and the extent to which people with disability have been able to participate in and contribute to Australia’s development programmes. 2. Our work will recognise, respect and promote rights. Our approaches will respect and build understanding of diversity. 3. We will take into account the interaction of gender and disability. |
| *Core Outcomes*   1. Improved quality of life for people with disability. Result areas will include levels of poverty of people with disability, education and health outcomes, gender equality, access to services, whether people with disability have greater sense of dignity and social inclusion and are equal participants and decision makers.   *Enabling Factors*   1. Creating a development organisation that is skilled, confident and effective in disability-inclusive development. 2. Improving our understanding of disability and development by focusing on the lived experiences of people with disability. |
| ***m4c Project*** | |
| Theory of Change | Gender-equitable economic and socio-cultural empowerment of women market vendors within the market environment can be attained if the following take place:   1. accessible, inclusive, and representative governance structures within marketplaces are put into place that will enable markets to grow, and will specifically strengthen the role and influence of women market vendors; 2. actions that improve governance and social and economic security will facilitate market vendors to achieve economic, social and financial advancement, with specific outcomes related to improved gender-equality and the advancement of women; 3. actions that improve governance among market management and local governments will enable decision-making processes to be move gender-responsive, transparent, accountable and receptive to the needs of vendors; and 4. improved infrastructure and on-site services that are developed in a gender-responsive manner will significantly improve social and economic security for women market vendors. |
| Goal | By the end of the Project, selected marketplaces in rural and urban areas in Fiji are safe, inclusive and non-discriminatory, promoting gender equality and women’s empowerment |
| Project Outcomes | 1. Inclusive, effective and representative marketplace groups are created and grow, contributing to gender, social and economic advancement, the elimination of gender-based discrimination and violence, and expanded economic opportunities for women |
| 2. Improved economic security of market vendors strengthens their lives and livelihoods and improves the revenue base for local authorities, sustaining all Project outcomes |
| 3. Local governments and market management agencies are gender responsive, effective and accountable to gendered needs |
| 4. Physical infrastructure and operating systems are improved to make markets more sustainable, resilient to disaster risks and climate change, safer and more accessible |
| Key Strategies | 1. Targeting municipal markets as key sites for women’s economic empowerment and poverty reduction. Consolidate support at six municipal marketplaces (Suva, Nausori, Sigatoka, Nadi, Ba and Labasa), with additional support to four (Tavua, Rakiraki, Namaka, Lautoka), and replication support thereafter |
| 2. Involving local government, civil society, private sector and representative institutions in the empowerment of market vendors. Focus on 10 markets, with two that are furthest along (Suva and Nausori) covered early on to build on gains |
| 3. Building democratic institutions that advocate for market vendor rights and interests. Assess the functioning of existing vendor associations, focus on strengthening and establishment where the Project will be able to provide support |
| 4. Responding to the multifaceted needs of women market vendors’ rights and interests through support to institutional strengthening, infrastructure, product improvement and related. Where well established, link with service providers that are able to provide supporting services |
| 5. Building gender-sensitive and disability inclusive market infrastructure and on-site services (e.g., lighting, sanitation, overnight facilities, water supply, child care facilities, etc.). One relocated marketplace (Nausori) will allow the team to focus on new infrastructure, working with vendors at the current facility. For Suva and Nausori, many priorities of the councils have been identified, and should be considered in discussions with women market vendors |
| 6. Implementing a sound knowledge management system intended to inform implementation and provide insights regarding what works and what does not at regional and international levels. Fiji - A Knowledge Management team (KM team) will be based at the Regional MCO for UN Women in Suva, responsible for working with the Project Manager, the Communications and Monitoring Officer and others working on the Fiji m4c Project. The Fiji team will work with the KM team as follows: establish Project and results monitoring systems; determine and support reporting requirements, ensuring that evidence of results is included in reports; prepare evaluability assessments and support evaluation; co-plan with the KM team based on a review and processing of international materials; prepare KM products for field implementation working with associations, market management and local authorities; conduct baseline and impact surveys and qualitative data collection activities. |
| 7. Instituting a phased implementation approach with a distinct handover phase to support sustainability. |
| Implementing Agency | UN Women |
| Responsible Party for Outcome 2 | UNDP |
| Other Parties | Government departments, municipalities, academic institutions, sub-contractors |
| Human Resourcing and Rationale | * International Project Manager (FTA – P3) * Two National Project Coordinators (SB4) to cover markets in the west and the east * A Communications and Monitoring Officer * Technical assistance from Markets Management and Operations Advisors will be sourced on a need basis, where possible from the ABV programme. * A managing Contractor or Technical Specialist with knowledge in architecture, engineering or urban planning will be engaged during the planning and construction of works in the markets. * The project will also be supported by regional and in-country specialists on a needs basis for implementing activities related to brokering services and capacity building on GBV, GRB, DRR, Infrastructure, KM, etc.   The above will be implemented in close collaboration with UNDP’s implementation team on the ground for the delivery of Outcome 2 |

# Summary

*Overview*

This Project Document elaborates the rationale and characteristics of the Markets for Change (m4c) Project in Fiji. The proposed implementation period is for six years from 2013. Year 1 is focused on Project establishment, baseline data collection, stakeholder engagement, and setting up knowledge management systems that will enable Project implementation. Importantly, it will also include commitment of funds for infrastructure and on-site service development as a continuation from the PIM Pilot Project, as considerable good will has been built that would enable m4c Project implementation. Years 2-4 comprise the ‘core delivery phase’ with intensive Project actions and attention to replication and up scaling, while Years 5-6 comprise the ‘transfer phase’ for handover to relevant authorities, and specific support for replication and up scaling. The Project Team in Fiji would be supported by the Women’s Economic Empowerment (WEE) Officer and a Knowledge Management team based at UN Women’s Multi-Country Office in Fiji. UNDP/Fiji will be the Responsible Party for implementation of Outcome 2[[2]](#footnote-2).

The m4c Project aims to promote gender equality and the social and economic empowerment of market vendors, with specific attention to the needs and aspirations of women market vendors. Through the creation of representative groups in marketplaces, a focus on economic security, the strengthening of local government institutions, procedures and development approach, and the design and building of gender-responsive infrastructure, market vendors will be able to influence decision-making on market management and resource allocation, supporting the economic and social empowerment of market vendors, and the advancement of women market vendors. In Fiji, a total of ten markets will be reached over the course of the Project. Evidence to date underlines support by local government and market management.

Regarding alignment to UN and development partner policies and strategies, UN Women’s Global Strategic Plan Development Results Framework (DRF) for 2014-2017[[3]](#footnote-3) specifies one Impact area that is consistent with the m4c Project: Women, especially the poorest and most excluded, are economically empowered and benefit from development”. At Outcome level, the following two outcomes in the DRF apply: 2.1) National plans, legislation, policies, strategies, budgets and justice mechanisms adopted and implemented to strengthen women’s economic empowerment; and 2.2) Women’s sustainable livelihoods enhanced by gender-responsive services and access and control over means of production and resources.

The following m4c Project Outcomes are aligned with DRF Outcome 2.1: National plans, legislation, policies, strategies, budgets and justice mechanisms adopted and implemented to strengthen women’s economic empowerment

Project Outcome 1 Inclusive, effective and representative marketplace groups are created and grow, contributing to gender, social and economic advancement, the elimination of gender-based discrimination and violence, and expanded economic opportunities for women

Project Outcome 3 Local governments and market management are gender responsive, effective and accountable to women market vendor needs

Project Outcome 4 Physical infrastructure and operating systems are improved to make markets more sustainable, resilient to disaster risks and climate change, safer and more accessible

Project Outcome 2 aligns with DRF Outcome 2.2: “Improved socio-economic security of women market vendors”.

Key Project outcomes comprise of the following:

1. Inclusive, effective and representative marketplace groups are created and grow, contributing to gender, social and economic advancement, the elimination of gender-based discrimination and violence, and expanded economic opportunities for women.

In Fiji, this will include strengthening the existing vendors associations in Suva, Nausori, Sigatoka, Nadi, Ba and Labasa markets where, despite having established constitutions for vendors associations, women’s leadership remains extremely difficult. It will also include working with vendors associations to ensure that women market vendors have equal and fair opportunities to lead vendors associations and, where necessary, provide incentives for ‘champions’ that promote and support women’s leadership. In Namaka, Rakiraki and Tavua, where market vendor associations are inactive or non-existent, the aim will be to facilitate the formation or such associations, and ensure that there are incentives and that motivating factors exist for members to join and remain active. This will also ensure that, in the newly formed vendors associations, women participate and are represented at executive level. Vendor associations will not grow and remain active unless there are reasons to remain. Outreach to these associations will include regular consultations and engagement in decision-making, financial services, micro-lending, south-south exchange, involvement in eco-tourism opportunities as appropriate, and other learning opportunities. Lautoka market association is led by a female leader and the association needs to be strengthened to ensure that there is continuous support from its members.

DFAT has also published a policy on disability inclusive development and specific accessibility design guidelines. Given the particular importance of access when designing marketplace interventions, and considering the importance of market activity in the lives of marginalised women, including the disabled, the m4c Project in Fiji will carefully consider these policies and standards[[4]](#footnote-4).

1. Improved economic security of market vendors strengthens their lives and livelihoods and improves the revenue base for local authorities, sustaining all Project outcomes.

In Fiji, the Rakiraki Market was a Project intervention site for the UNDP Millennium Markets Project. Training was provided to market vendors and the focus was on economic security of market vendors. Lessons learned from the UNDP Millennium Markets Project can be applied to the remaining nine market sites. Based on the UNDP experience at Rakiraki, the following lessons were learned:

* training added value in terms of new skills (personal skills and business skills);
* improved self-image and self-esteem as business people, and gain confidence to engage with other business people, customers, market management and councils;
* vendors were able to apply their newly-learned skills in their personal lives;
* management of money, and investment and saving scheme;
* Social responsibility towards community development and a safe environment was received.

1. Local governments and market management agencies are gender responsive, effective and accountable to gendered needs.

In Fiji, activities will include an assessment of market management structures at the ten intervention sites, recommendations will be developed for improving market management governance, accountability, and transparency. For the nine markets where there are existing bylaws, to effect this outcome technical assistance will focus on a consultative process of revision of Market By-laws to ensure that regulations are established, and that they are adequate to the situation of the market, and considerations for safety and inclusivity are included. In Namaka Market, where there are no bylaws, activities will include providing technical support to form a consultative structure with local government, market management and vendors to develop bylaws that address safety and inclusivity in the market place. Lessons learned and cross-market learning will also take place from one intervention site to other.

1. Marketplaces are resilient to disaster risks and climate change, and are structured in a gender-sensitive manner that helps enable gender, economic and social advancement of market vendors.

In Fiji, an assessment of the climate and weather situations as they affect the markets will be conducted in all ten market sites. Recommendations will be made for infrastructure adaptations to improve disaster resilience and climate change readiness, based on a review of the infrastructure and consultations with vendors associations, market management, and council managements. Considerations will also be given to particular challenges faced by the physically disabled persons to ensure safe and convenient access to markets and public facilities within markets.

Given that disaster risk preparations are needed not just at the markets but in the communities as a whole, it is intended that the Project form partnerships with others to support information dissemination on disaster preparedness and response, extending beyond the market vendors.

A strong knowledge management component is proposed that will involve the stationing of a Knowledge Management team in the Multi-Country Office in Suva, Fiji, offering substantial support to Knowledge Management (KM) activities working with the Project Team in Fiji. The M4C PROJECT will work within the framework of the Women’s Economic Empowerment Programme, and will systematically use the UN Women Knowledge Gateway for Women’s Economic Empowerment (www.empowerwomen.org) for engaging M4C stakeholders and share their stories (e.g. experiences, lessons learned, good practices). It will also share knowledge with other UN Women programme areas comprising Ending Violence Against Women, Advancing Gender Justice, and I-REACH (Increasing Community Resilience through the Empowerment of Women to Address Climate Change and Natural Hazards), UN Joint Programme on Community Resilience and Coping with Climate Change and Natural Disasters, and UNDP programmes on economic security. More directly, the Project commits to devoting specific and sustained attention to knowledge management and the development and distribution of knowledge management products that contribute to the sustainability of M4C PROJECT outcomes, and contribute to the international body of literature that will inform best practices worldwide.

*Rationale and Focus of the Fiji m4c Project*

The m4c Project will build on a prior initiative operating from 2009-2012, with ongoing support in 2013. The Partners Improving Markets (PIM) Project began field activities in Fiji in January 2010. Stakeholder consultations took place and a situation analysis was prepared to consider opportunities. The PIM Pilot Project represented a foundation of three years of consultation, research, evidence and knowledge building and toolkit development. The PIM Pilot Project helped to change how markets were viewed, helping underline their importance in terms of revenues and in the lives of people. Issues of corruption and negative gender relations were highlighted, and how these were hampering market development and functioning. The m4c Project will be able to build on these gains through strengthening representative institutions within the markets, and through effective partnerships with market management and local authorities.

For Suva, Nausori, Sigatoka, Nadi, Lautoka, Ba, Tavua, Rakiraki and Labasa, given what was accomplished under the PIM Pilot Project, the key tasks for start-up for the m4c Project will be to strengthen Council and Market Management to increase their commitment and capacity to draft, adopt and implement gender responsive bylaws, policies and plans, along with enforcement of bylaws that will strengthen operations in the markets.

One major gap is associated with the operating costs of the markets, supporting enhanced revenue collection, supporting accountability in funds management, and importantly reinvestment in marketplaces. All ten markets will be assessed on the operational costs (including staffing, service provision, etc.), revenue collected and the funding available and used for marketplace maintenance and upgrading. Based on that assessment, the team will develop recommendations on how to improve market profitability and utilise resources in further market improvements and future sustainability. An assessment will be conducted on the feasibility of establishing a fund or other financial mechanism to assist government and market management organisations to maintain and upgrade markets, an assessment of waste management mechanisms for the ten markets and, where necessary, provide recommendations to manage waste to promote healthier markets. The m4c Project will also look at environmental issues, including how to link up with the composting and environmentally friendly waste management initiatives supported by JICA in Suva, Sigatoka, Lautoka, Nadi and Namaka markets.

Momentum must also be maintained on existing analysis on safety and discrimination in the markets that affect female market vendors. Based on safety and discrimination issues identified, develop and implement training interventions and market vendor association-enabled initiatives involving relevant market staff and local leaders to ensure vendors, in particular women and girls, can carry conduct their business operations free of harassment and fear. Once gender-based violence and gender discrimination issues have been identified in each market, the m4c Project will work with relevant stakeholders to provide brokering services and information for market vendors to be able to access them. Assess the impact of current allocation of spaces and rental practices on women market vendors livelihood and ability to manage their business in the market and work with the market management to develop fair and equitable systems for stall rental.

An assessment of the needs of women and their children in the markets, including childcare and nursing facilities, will be carried out in nine markets. In Suva, where a Child Care Centre is being established, the m4c Project will provide assistance to equip the space and ensure it is accessible and available to both the urban and rural market vendors. If there are access constraints for rural market vendors, solutions for improved access or the building of similar facilities in a more accessible location will be considered. Access to these facilities by disabled vendors will also be considered. The m4c Project team will also consult regularly to validate plans for infrastructure development and it also ensures that the plans ensure access to people with disabilities, addresses child care issues and is safe for women and girls.

The m4c Project team will carry out assessment in Nausori, Sigatoka, Lautoka and Labasa on vendors requiring accommodation to access the market and their needs for sanitation facilities and dormitories. At the Suva marketplace where an accommodation facility is being built, and at Ba and Rakiraki where accommodation facilities already exist for women vendors, the team will help ensure that a management and maintenance plan is in place to promote safety, conflict and sanitation problems from arising for women vendors.

The m4c PROJECT focuses on women and marketplaces due to the central role of these markets in the lives and livelihoods of both urban and rural women. Through a focus on marketplaces, the m4c Project expects to reach some 7000 women market vendors, including women from both rural and urban areas. The two cities and seven towns which host the largest municipal markets reach significant populations, including rural and urban poor. The markets are central to the lives and livelihoods of many women, where urban sellers are engaged in selling 6-7 days a week, and where rural producer – sellers trade at markets 3-4 days each week. Overall, the social, cultural and economic role of markets in Fiji can be summarised as follows:

* Municipal Markets were confirmed as central institutions and service centres supporting local food production distribution and trade in all Fijian towns and cities.
* Market trading was confirmed as a critical source of cash incomes for a range of women market vendors, mainly rural poor producers/sellers and urban poor/re-sellers.
* Women trading in agricultural produce, river, forest and marine food resources for cash in local markets are the main, and most often the sole source of cash incomes for thousands of rural and urban poor households.
* Markets provide a place of employment/ work for the informal sector where thousands of people can earn their living, most being women who are very often the sole income earners for their family.
* Fiji’s Municipal Markets host 500-3000 vendors, the latter on a peak trading of Thursday to Saturdays. The numbers of traders have increased significantly over the past decade however very minimal infrastructure improvements have been undertaken by the Councils in the markets.
* Markets are the major source of quality and affordable fresh and nutritious local food for urban residents, consumers and for food-based large and small businesses (hotels, restaurants, catering, food processing, roadside markets) and for institutions like hospitals, schools, prisons.
* Markets are an important source of traditional fresh and processed foods that are significant in sustaining cultural life and identity, and in non-cash cultural exchange and reciprocity.
* When markets do not operate, (for example due to floods, of vendor strikes) local government revenues decline dramatically and vendors run a high risk of falling into debt.
* On occasions when markets are non-operational, urban consumers are highly dependent on imported, processed foods which are generally more expensive and less nutritious and contribute to Fiji’s high incidence of non-communicable diseases.
* In 2010, the average market vendor cash income was estimated at FJD216, with permanent weekly market vendors earning $315 in a 6 day week, while the rural vendors earn $126 on a 3-day week (range $93 Labasa-$179 Suva) (*$162 per week is national minimum weekly income to support 4 people.*
* Market fees provide a significant source of revenue for rural and urban local governments, ranging from FJ$213,056 in the smallest municipality to more than FJD2 million a year in the largest towns and cities. A good proportion of this is paid by rural women.
* An estimated 9% of market vendors’ incomes are contributed directly to local government revenues through market stall fees, payments for toilets, storage, security etc. On average, the urban 6-day vendors spend around FJD29 in fees and while rural vendors trading 2-3 days a week pay and average of FJD7 in fees per week.
* The annual market turnover generated at markets among market vendors ranges from FJ$3.5m to FJ$16.7 million per year, making markets very significant local financial and trade centres.
* Total National Market Vendor Income per year estimated FJD135 million, almost 3% of Gross Domestic Product, comparable to Fiji’s Fishing Industry, which also contributes FJD135 million, the construction industry which contributes FJD150m, and tourism which provides FJD423 million annually.
* Permanent market vendors spend 6 days working 10 hours a day at the market while weekend vendors spend 1.69 days working 10-12 hours a day.
* In Fiji, women make up 87% of all market vendors (compared with 90% women vendors in markets researched in PNG, Solomon Islands & Vanuatu).
* Women market vendors, and in particular rural women vendors, have low status and are generally excluded from all aspects of the planning management governance, management and operation of the markets.
* Women vendors are not aware of market by-laws that should regulate the way markets are governed, or the processes for making market rules, which is usually at the discretion of the male operations. They have no say in decision making about markets.
* Women market vendors trade for long hours (up to 10 hours a day) under unhygienic, uncomfortable and often unsafe conditions. Access to water, toilets and security varies per each market.
* 50-75% of income earned by women vendors, is spent immediately in shops adjacent to markets, to provide food supplements for their families (tea, sugar, rice, flour, cooking oil, kerosene for lighting) and donated consistently throughout the year to establish and maintain educational, health and religious infrastructure and activities that are pivotal to the local culture and quality of life. (estimated about $8.5 million per year)

# Project Context

The Markets for Change (m4c) Project is a multi-country initiative covering Fiji, Solomon Islands and Fiji. It falls under UN Women’s Economic Empowerment (WEE) Programme, which is overseen by UN Women’s Multi-Country Office in Suva, Fiji. WEE’s overall aim is that Pacific women advance economically, especially the poorest women, and this results in improvements in women’s well-being and economic growth nationally[[5]](#footnote-5). The m4c Project is aimed at empowering women vendors in targeted marketplaces through direct actions with target groups and strengthening the local enabling environment, with broader impacts in terms of the national enabling environment facilitating women’s economic empowerment. It is a six year initiative with an expected starting date of 1 January 2014. Year 1 would focus on Project establishment, stakeholder engagement and establishing knowledge management systems, years 2-4 would comprise a core delivery phase with intensive Project actions as well as transfer planning, and years 5-6 would comprise a transfer phase for handover to relevant authorities. It builds on earlier initiatives covering these three countries as well as Papua New Guinea (PNG) which focused attention on marginalised urban and rural women who worked in food production, distribution, and marketing.

The m4c Project will operate at two levels: 1) country-level implementation for each of the three countries of Fiji, Solomon Islands and Vanuatu; and 2) regional-level implementation supporting the three country projects. Country-level implementation involves each country proceeding at its own pace and with a nuanced approach relevant to the particular situation in that country, overseen by a country-based team. Regional-level implementation would aim to ensure that each country operation is contributing towards the overall outcomes of the Project as a whole, and adding value beyond the three countries. Regional-level implementation would be overseen by UN Women’s Pacific Multi-Country Office (MCO) in Suva, Fiji, overseen by the WEE Officer. The MCO will provide financial oversight, including specific attention to infrastructure tendering and quality control during construction, as well as technical oversight in terms of performance management. Technical responsibilities include providing technical support for planning and implementation, overseeing services provided by implementing partners, co-ordinating training and other support to implementers, and the design and oversight of knowledge management activities.

UN Women’s mandate and its normative framework highlight the rights that are fundamental to Women’s Economic Empowerment (WEE). The Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) provides the global standard for states parties legislative, administrative and judicial actions to progress the empowerment of women. CEDAW promotes the economic empowerment of women, specifically through Article 14, which calls for States Parties to enable the rights of rural women, engaged in agriculture, to equal treatment through access to marketing facilities, regular incomes, training, education and extension services. Article 14 also calls for equal participation of rural women at all levels of policy, planning and budgeting for local economic development. The third Millennium Development Goals (MDG3) – Gender Equality – is integral to achieving the other seven goals, which range from poverty eradication (MDG1) to maternal health (MDG5) and environmental sustainability (MDG7).

The 56th session of the Commission on the Status of Women[[6]](#footnote-6) (CSW56) focused on rural women and provided a strategic reframing of the meaning of CEDAW Article 14; recognising rural women, as, inter alia, leaders, decision-makers, producers, workers, entrepreneurs and caregivers. Acknowledging and appropriately valuing rural women’s contributions to local and national economies through agriculture, including farming, fishing, and forestry, and household livelihood is a prerequisite for their economic empowerment, for poverty alleviation, as well as for inclusive and sustainable economic growth and development. Investing in rural women and girls accelerates progress toward eradicating poverty and hunger, improving health outcomes, and the achievement internationally agreed development goals, including the Millennium Development Goals by 2015.

Recommendations made at CSW56 include strengthening gender-responsive policy environments, prioritising rural development and agriculture, mainstreaming a gender perspective into rural and local governance processes, such as policymaking, and public administration, and into National Development Strategies, rural development, agricultural and rural infrastructure programmes and service delivery, with a view to achieve equal access for rural women to productive resources, land, financial and social services, including health, education and social protection, decent work and employment opportunities, and labour-saving technologies.

2012 has seen a new commitment of Pacific Island Countries to gender equality and sustainable rural development. Gender advisors in the regional intergovernmental bodies, the Pacific Islands Forum Secretariat and Secretariat of the Pacific Community, coordinated with civil society, multilateral agencies, donors and key development partners to prepare and submit paper on Women’s Economic Empowerment in the Pacific at the 2012 Forum Economic Minister’s meeting.

The Forum Economic Action Plan[[7]](#footnote-7) produced as an outcome of the Forum Economic Ministers’ Meeting specifically addresses the economic contribution and rights of Pacific women. This was followed by the announcement of a Regional Gender Initiative, with a detailed annex of acknowledgement and commitment by Pacific island leaders as part of the Forum Communiqué at the Forty-Third Pacific Islands Forum.[[8]](#footnote-8)

These high level commitments signal unprecedented acknowledgement and support for Pacific women’s role in both formal and informal economies, but much remains to be done to promote policy and programme development for the thousands of Pacific rural or urban women whose livelihoods and access to cash depend on food production, distribution, and trade. Gender in the context of the informal economy and rural development is currently not addressed in National Development Strategies.

Programmes for rural women in Fiji, and the Pacific more generally, are not yet strategically linked to the collection of gender statistics and building of evidence to justify gender responsive legislation, policy development, and budget allocations, specifically for the economic empowerment of rural, poor, and marginalised women, including women in market trade. PNG is the only country with policy and legislation for development of informal economy, yet it lacks a strong gender perspective and its administration is still weak and highly contested.

Gender has not been effectively mainstreamed in ministries of agriculture, or local government but ministries responsible for women do recognise a need for more in depth analysis, data and targeted policy to empower rural women**[[9]](#footnote-9)**. There is a dearth of quantitative or qualitative research of the gendered constraints to women’s economic empowerment, especially in relation to the production, distribution and trade of food along the supply chains from farm to market.[[10]](#footnote-10)

The National Women’s Machinery of Pacific Islands Countries do not have a strong track record effective programming to address the needs of rural women in agriculture and rural development. Linkages with other key line ministries are weak or non-existent. Rural development organisations and programmes are generally weak on gender and poorly linked to local or national government planning and policy and budget-making processes.

Existing policies and programmes focus more on women’s practical rather than strategic needs. Such ‘welfare’ approaches (opposed to ‘empowerment’ approaches) tend reinforce gender stereotypes, gendered relations of power, and the social, economic and political marginalisation of rural women. Empowerment and gender transformative approaches are required.

Currently, the policies and services of agricultural ministries at national and local levels are shaped by gendered stereotypes regarding the gender division of labour. They focus on export crops and target male farmers with inputs like access to credit, extension support and training. Agricultural officers are most male, and rarely interact with local food markets except to conduct periodic surveys on volume and prices of products.

Women market vendors are a marginalised sector of the community, whose potential to increase family incomes and to contribute to revitalised markets and local economic development could be enhanced and expanded if the social, physical and economic conditions of the market were more gender responsive and enabling. The marginalisation of rural women producer-vendors is particularly severe. The complex production, planning and management that underpin the livelihoods of women market vendors as well as the potential for value chain enterprise development, enhanced food security, women’s economic empowerment, and acceleration of local economic development, are underestimated and underserviced.

The poor conditions in which women trade fresh food, is exacerbated by the manner in which they are marginalized by different individual men, and groups of men on the ‘market floor’ and in the absence of good governance being subject to unjustifiable payments to those who hold power in these markets. It is sustained by women’s lack of organisation and multiple forms of vulnerability and multiplied by local governments that are yet to be gender sensitized and to develop transparent and democratic market management systems.

The result is the emergence of *ad hoc* systems and rules for management of markets that have no mandate or legal basis in local government by-laws and ordinances. The *de facto* rules applied in markets often discriminate on the basis of sex, and urban versus rural vendors. Rules regarding permissible hours of trade and daily taxes, as well as fees for amenities favour urban retailers over rural producer vendors. Women market vendors represent constant and reliable source local government revenues and they are taxed heavily, partly to offset problematic collection of rates from urban residents and business houses. Rural women market vendors are taxed more heavily also because they are perceived and have resigned themselves to a relative position of powerlessness. They are the least organised, have no identity or voice as vendors/traders. Their marginalised social status and poverty makes them vulnerable them to unscrupulous money lenders, theft, sexual harassment, sexual exploitation and abuse, and reduces their capacity to mitigate risk and cope with shocks.

Most government and donor support to women’s economic empowerment focuses on the micro enterprise or microfinance areas. UN agencies, the Asian Development Bank (ADB), the World Bank, and bilateral aid programmes support women to access micro finance, grow small businesses, and form organisations of small business women with the aim of transitioning out of the high risk, unregulated, and unpredictable informal economies. The majority of poor urban and rural women – who earn their living in daily or routine weekly trading for cash in markets – do not access or benefit from these programmes. They are too poor in time and resources to access what are usually centralized, urban programmes, often perceived by the poorest women as catering for women in a higher economic 'class’ than their own.

The new knowledge UN Women has built from its PIM Pilot Project initiatives includes encouraging examples of women’s economic empowerment through self-help by individual vendors as well as women working in small family or village groups to specialise and increase the profits on their product. However, only small minorities of women market vendors currently succeed in using market trading as a pathway out of poverty. Few, especially rural women, have the opportunity to access information, learning and support services they will need to recognise and pursue the potential returns of added value.

## Fiji Context Analysis

Approximately two-thirds of the world’s poor live in the Asia-Pacific region based on the one dollar a day poverty line.[[11]](#footnote-11) Additionally, the International Labour Organisation (ILO) estimates more than 60% of those working in the non-agricultural sector regionally, work in the informal economy.[[12]](#footnote-12) Many Pacific Island countries are struggling to build resilience to global and regional economic transitions.

Fiji is comprised of over 300 islands, including two main islands where the majority of the population resides. Fiji is endowed with a variety of forest, mineral and fisheries resources and good soils. Tourism is an especially important source of foreign currency, and some 500,000 tourists visit Fiji each year[[13]](#footnote-13). Refined sugar exports and remittances from Fijians working abroad were also important sources of foreign exchange. Fiji has a population estimated at around 870,000 as of 2011[[14]](#footnote-14). A total of 70% of the population relies primarily on agriculture for livelihoods, while 30% of the population is engaged in the service sector, the latter of which generates some 70% of Gross Domestic Product, with tourism especially important in this regard.

Overall statistics on Fiji, along with the other two countries in the Project, are contained in the following table:

Figure 1: Background Statistics[[15]](#footnote-15)

|  |  |  |  |
| --- | --- | --- | --- |
|  | Fiji | Solomon  Islands | Vanuatu |
| Population (est) | 860,000 | 550,000 | 250,000 |
| Population growth per annum | 0.7% | 2.3% | 2.6% |
| Rural/urban population (%) | 49/51 | 80/20 | 76/24 |
| GDP growth (2012) | 2.5% | 5.5% | 2% |
| External debt as % of GNI | 14.5% | 18.4% | 17.9% |
| GNI per capita (2011 $US) | $3720 | $1110 | $2730 |
| Human Development Index (2012) | 0.702 | 0.510 | 0.626 |
| Population below poverty line (2011) | 31% | 22.7% | 12.7% |
| Secondary enrolment net % of school age female (male) 1999-2011 | 88 (79) | 29 (32) | 49 (46) |
| Total fertility rate per woman (2010-15) | 2.6 | 4.0 | 3.7 |
| Women % of waged, non-agricultural employees (2012) | 29.6% | 30.8% | 38.9% |
| EIU Women’s Economic Opportunity score of 100 (2012) | 48.5 | 29.2 | 39.1 |

Fiji is one of the more developed countries of the Pacific, and is classified as a medium human development country. Fiji ranks higher on the human development ranking than it does on overall economic status, underlining high levels of access to education, health services, and other social services[[16]](#footnote-16). Out of 190 countries, Fiji ranked 96th in human development. Gross Domestic Product per capita was estimated at US$4,800 in 2012[[17]](#footnote-17). Some 94.1% of the population is defined as living above absolute poverty (2009 data), although many households are too poor to save funds as part of a risk reduction strategy, and therefore remain vulnerable to economic downturns, job losses, and reductions in income. This affects an estimated additional 20% of the population[[18]](#footnote-18).

A recent DFAT/World Bank study on poverty in Fiji[[19]](#footnote-19) provides useful mapping of Fiji’s poorest communities. Poverty is reportedly highest in the towns and the rural areas of the interior of the main islands, with have the greatest numbers of people in poverty, and where people experience the most severe poverty. Many of Fiji’s poorest populations are rural and dependent on agriculture-based livelihoods. While some of these markets may be placed in towns that would appear to be better off than surrounding locations, Fiji’s rural and urban poor rely on marketplaces in and near towns as important means for income generation, especially on weekends.

Nevertheless, there are huge opportunity costs for the women who spend long hours on the market for very small cash returns, and especially for rural women, who face hazards like high costs of travelling to market, and the separation from the family for 2-4 days every week. The m4c Project in Fiji will reduce the hazards, risks and opportunity costs for rural women vendors working in the agricultural sector and informal economy.

The World Bank notes that women represented only 30% of all of those engaged in non-agricultural employment (2005 data)[[20]](#footnote-20). Labour force participation rates for those aged fifteen and older was only 39.3% for females compared to a much higher 79.5% for males. This highlights the especially important role informal sector employment plays in the economic lives of women.

The United Nations Development Assistance Framework (UNDAF) identifies gender equality, poverty reduction and inclusive economic growth as Pacific Sub-Region 2013-2017 priorities. Also, UN Women’s global strategy reflects that promoting women’s economic empowerment and security are economically sound development strategies. UN Women’s programme of support in Fiji to promote and implement innovative multi-sectoral support to fully tap the potential of women vendors is therefore timely and relevant, and critical to the country’s sustainable development.

Pacific island governments have made a high-level commitment to gender equality and sustainable rural development. The link between achieving gender equality and reducing poverty was a key topic among leaders at the Pacific Islands Forum Economic Minister Meeting (FEMM) in Kiribati in 2012. The commitments at the FEMM were followed by the adoption of the Gender Declaration and the announcement of the Pacific Gender Initiative at the Forty-Third Pacific Islands Forum in Cook Islands, with a detailed annex of acknowledgement and commitment by Pacific Island leaders as part of the Forum Communiqué.

**Markets in Fiji**

Suva Market

The Suva Market is located in the Capital City of Suva, the Central Division of Fiji. The Fresh Produce Market has frontage onto Rodwell Road, Suva, Viti Levu, Fiji and is bound by Harris Road to the west and Usher Street to the south. The market is located to the immediate north of the Suva Central Business District on the north bank of Nubukalou Creek The market is adjacent to the bus station and Kings Wharf. The Suva Fish Market is nearby, located between Usher Street and Nubukalou Creek.

*Management*

The management of Suva Fresh Produce Market is the responsibility of Suva City Council. The Council employs 2 supervisors and 8 attendants to help manage the market. The market is closed on Sundays for a general clean-up of the entire market complex. The council employs 23 cleaners for the entire day (8hrs) to clean the stalls, both inside and outside, the first floor (dry goods area), car park, taxi stand, the Ministry of Primary Industries site and the market mall area. No women are employed in senior positions at the market as the market master consider cultural constraints make it difficult for women to be assertive and demand stall fees, etc.

The Suva City Council earns over a million Fijian dollars each year from market fees. The market is the second highest revenue earner for the Council, after city rates. The Director of Administration and Operations oversees the final market accounts report. The reports are compiled by the market master (operations) and the finance department (fees collection) to determine how the market has performed throughout each month. These reports are presented to the Standing Market Committee of Council which determines what future developments should take place. Policies and regulations regarding the governance of markets are formulated by the Standing Market Committee of the Council. The market master is in total control of the market and addresses problems on a day to day basis. The full time vendors who occupy the main marketplace replay their concerns to the Council through the vendors association in their quarterly meetings. However if there are urgent issues to be addressed the Director of Administration and Operations and the Town Clerk convene a meeting between the Council and the vendors association to resolve the issue**.**

*Physical Environment*

The Suva municipal market was built in the 1950s and it occupies a double storey building. The stalls are mostly occupied by regular stallholders who rent the stalls for the whole year. The upper level of the market building houses kava, spice, onion and garlic sellers and vendors’ toilets, though these are freely accessible to the public. The toilets are in poor condition and require refurbishment. The upper level is accessed by a concrete ramp that is smooth and slippery. An open central core allows natural light to filter to the ground level. The lower level of the market building is dominated by fresh fruit and vegetable sellers. Most of the produce has been bought wholesale from farmers in the Sigatoka, Suva and Nausori districts which are proximate to Suva. Some fruits on sale, such as grapes, apples and oranges have been imported from overseas. However, numerous vendors have set up stalls on the footpath in front of the market in the hope of drawing customers from among the passing pedestrian traffic. The City Council charges them a fee which is higher than what a vendor pays inside the market as this is considered a more lucrative area for vendors to position themselves. There are no clear rules about empty spaces and there are occasions when there are some empty tables inside the market and people still choose to sell their produce outside. Several Indo-Fijian sweet sellers operate stalls along the northern side of the market adjacent to the bus terminus. These vendors are operating from temporary stores built by Council as replacement structures for earlier kiosks burned during the 2002 military coup.

Many women vendors state that they feel embarrassed and intimidated about raising their concerns with the market managers because they perceived that they were talking to men who were insensitive to women’s problems. Many women do not feel empowered enough to raise their issues for fear of being victimised. Some women appear to have had threats made about loss of their stalls if they complain too much. Women vendors stated that they are not consulted about any changes that take place in the market. This is the case even with the vendors association which, while active, is male dominated and not felt by many female market vendors to represent their interests.

*Social Environment*

Traders -- Most women vendors at the Suva Market buy their produce wholesale. Wholesalers either sell their produce at the market or sell to vendors direct from the farm. Most producers are located in the Sigatoka, Nausori, Sawani (Chinese farmers) and Naitasiri provinces. Wholesalers usually arrive at the market between 2-5am. The trading between wholesalers and vendors takes place in the market car park, or the adjacent Ministries of Primary Industries site, near the bus station. Up to fifteen wholesale trucks park in the designated areas on busy trading days.

Women who travel from the rural areas with produce from their farms incur transport costs ranging from FJD$5 to FJD$10 daily depending on the quantity of produce, the size of the truck they need and the distance travelled. Other women vendors around the Suva/Nausori corridor spend FJD$3-FJD$5 depending on the mode of transport they use, i.e. bus or taxi. For some women it takes as much as 3 - 4 hours to get to the market as they have to travel from remote villages before catching a truck to the market. Many women vendors at Suva market are the sole owners of their businesses which are also often their main source of income. Their income (FJD$60 -FJD$100 on busy days) after expenses are just enough to pay childrens’ school fees, basic food items, bus fares and groceries. The women vendors state that they would greatly appreciate time to learn other crafts and meet with people who could teach them new skills. Many vendors prefer to sell outside even though stall fees are higher.

Customers: The main customers at the Suva Fresh Produce market are the residents of Suva. The customers also include numerous restaurants and hotels that serve meals to their clients. The inner city location of the market enables employees within the central business district to purchase their grocery items during lunch breaks or immediately after hours before heading home on public transport.

Crime and Safety: Women vendors who stay overnight at the market sleep in groups, as there is perceived to be safety in numbers. The women usually have a man with them to chase way any drunkards. The situation at the market may become heated on Fridays and Saturdays when vendors argue over more lucrative stall spaces. Although there is a police post at the market it is under resourced and cannot be relied upon. As a result, the Council uses its own security team to solve any disturbances or disputes.

Use of Space: The current utilisation of space at the Suva market is largely dictated by the renovations in progress to replace asbestos roofing. The Rodwell Street frontage of the market is cluttered with kiosks, street vendors and seating. A redesign and repositioning of the street furniture in this locality could greatly enhance the amenity of the market and improve pedestrian traffic flow. Most vendors are currently positioned in locations where they can most readily interact with their potential customers.

Health and Hygiene: Medical emergencies at the market are handled by Council as there are no clinics or health centres nearby. Although the Health Department recently conducted free health clinics for men and women at the market this appears to have been a one-off event. The City Council has taken the initiative to replace the asbestos roof of the old market produce hall. Although some vendors have been inconvenienced by the refurbishment works the long term benefits to their health are a priority. However it is not clear how well the current traders are being protected from dust arising from the work being done to the roofs, which presents a hazard for themselves and their customers. The gutting of fish, the lack of cold storage facilities, unhygienic food handling practices and poor waste disposal practices at the seafood market have the potential to cause serious health problems for vendors and customers. The presence of rats, flies and odour problems are particular concerns in this part of the market. The main market building is poorly ventilated and poorly lit. These conditions do not promote the health of vendors.

*Economic Environment*

The majority of vendors are women (65%) with representatives from all provinces, though most Indo-Fijian vendors come from the Suva/Nausori corridor. Kava sales are dominated by men.

The Suva market plays a vital role in providing fresh fruits and vegetables; and seafood to people residing in the greater Suva area. The market is major source of income for women from throughout Fiji, helping to support their families with education, household and medical bills, food, clothing and entertainment expenses.

*Challenges*

The challenges that were identified in the Suva Market include encouraging women in the market to speak out on issues that matter to them, encouraging women in the market to organise themselves to discuss and share ideas, gender sensitising male dominated markets to better understand the needs of women, strengthening women's representation on the market vendors’ association, engaging with women vendors on any proposed changes in the governance, operation and design of the market, maintaining clean toilet facilities for vendors and the public, implementing safe and hygienic food handling and food storage practices. However despite the challenges, there were opportunities that were identified within the Suva Market which included the following: provision of basic and secure accommodation for women vendors needing to overnight at the market, provision of secure storage space for vendors produce, provision of a clinic at the market with regular health screenings for vendors delivery of training in hygienic food handling and food processing practices, establishment of a permanent composting facility capable of accepting and processing green waste from the market and the introduction of waste reduction, reuse and recycling programs in the market which is funded by JICA.

Nausori Market

The Nausori market is located on the east bank of the Rewa River and south of the main commercial centre at Nausori, Viti Levu, Fiji, 20km north of Suva and near to the city’s airport.

*Management -* Nausori Town Council employs 16 full-time staff in the daily operations of the Nausori market. A number of casual employees are also engaged when needed. Stall fees at Nausori market are F$1.20 per table for vegetables, F$2.80 for seafood and F$9.50 for dry goods, including kava, which are seen as high value goods. The fees are determined by Council resolution. The daily management of the market is the responsibility of the Market Master and his attendants who collect fees, ensure that rubbish is cleared and undertake general maintenance duties. All other matters pertaining to the market are referred to the Market Master who then refers the issues to the Nausori Town Council’s Market Standing Committee. The Accountant, Nausori Town Council advises that the revenue they collected from the market is not enough to maintain the market and pay workers.

*Physical Environment*

The Nausori market was originally established in the mid-1940s. The layout and use of various construction materials reflects the growth of the market since that time. The largest market hall comprises a raised corrugated asbestos roof over a steel and timber frame and concrete floor in the south-west sector of the market. Accordingly the market site is very congested and there is considerable vehicular-pedestrian conflict caused by vendor stalls blocking footpaths, parking bays, loading zones and entrances into the market. Inside the market some vendors have demarcated their personal space by arranging their produce to create a physical barrier between themselves and other market vendors, or by erecting makeshift screens and shelving around their stalls. Much of this building space is used for kava, spice and other dried food sales. A further corrugated asbestos roof of the market was removed and upgrading of the roof was done in 2011. Sales of poultry, including ducks; eggs and vegetables also take place along the footpath outside the public toilet block and in front of the bus stop on the eastern side of the market, and adjacent to the cemetery. Most of this marketing is conducted outdoors with only umbrellas for shelter. The toilet block is structurally sound but is presently in a highly unsanitary condition.

*Social Environment*

Traders -- Most women selling at the Nausori market are from the local area. Although some grow their own fruit and vegetables, most vendors buy their produce from wholesalers who come directly to the market, especially from Sigatoka, Tailevu and the nearby Rewa delta area. Wholesalers also come in from as far afield as Rakiraki. Trading begins as early as 3.00am. Women constitute around 80% of fresh produce vendors at Nausori market. Men dominate the kava sales. The vendors of crabs and shellfish are self-sufficient in that they personally gather their seafood for direct sale to customers. Most vendors use buses or trucks to reach the market. Individual journeys may exceed 3hrs for some vendors and cost FJD$5.00 - FJD$10.00 depending on the amount of produce being transported to the market.

Customers -- The main customers at Nausori market are residents of Nausori town and surrounding villages. Many customers also travel out from Suva to shop at Nausori which has a wide variety of produce, including some products not readily available at the Suva market.

Crime and Safety -- The market is generally considered to be a safe venue by vendors. The Nausori Police Station is located opposite the market, which helps.

Use of Space -- The Nausori market site attracts more vendors than it is designed for and can safely accommodate. Accordingly, a large number of vendors have established stalls on the footpaths and in the car parks surrounding the market, contrary to Nausori Town Council’s intentions. Even bus shelters opposite the market have been converted into market stalls. Some produce, such as bananas and pineapples as well as plastic bags are randomly suspended from the rafters, creating visual pollution and disrupting ventilation. Almost 30% of the undercover market area is used by kava vendors.

Health and Hygiene -- The public toilet facilities at Nausori market are very unsanitary. The Market Master tries to maintain the facilities as best he can but vendors also need to play their part. He is disappointed with the way vendors misuse the facilities and considers that an education campaign is necessary as many of the vendors do not know how to properly use pedestal toilets. The market floor is poorly drained and water ponds in many places creating slip hazards for vendors. This is a particular problem in the area where seafood is sold. Improper waste disposal practices attract flies and vermin to the market. The habit of traders suspending bags and other items from the rafters and enclosing their stall spaces with temporary walls and shelving creates a significant fire hazard and has the potential to block escape paths in the event of any emergencies inside the market.

*Economic Environment*

The market represents a major fresh food outlet for residents in the heavily populated Suva-Nausori corridor and its rural hinterland. It also sells a range of products not commonly found at other produce markets including sasa brooms, woven mats, livestock feed, vegetable seeds, potted plants, live fish, aquarium fish and ducks. The Nausori market accommodates upwards of 500 vendors, including vendors selling on surrounding footpaths, in adjacent carparks and along surrounding streets. The market has no room for expansion on its current site unless major redevelopment works are undertaken, despite considerable economic potential.

Sigatoka Market

Sigatoka market is located immediately north of the Bus Station fronting Market Road, off Sigatoka Valley Road on the west bank of the Sigatoka River, in the centre of Sigatoka’s central business district (CBD), Viti Levu, Fiji.

*Management*

The management and security of Sigatoka Market is the responsibility of Sigatoka Town Council. The operation of this market at the Council level is being supervised and administered by women. The vendors association has regular meetings with Council to address and amicably resolve issues affecting the vendors, as evident by the general cleanliness of the market and toilets.

When problems arise, women vendors take their grievances to the Market Master. Any problems at the market that cannot be resolved by the Market Master are referred to the Operations Assistant, Sigatoka Town Council (a woman), who then contacts the appropriate persons to resolve the matter. Complaints and problems vary. There are concerns about the distribution of stalls, unclean toilets, violence, stealing, abusive language, cat calling and overnighting which are dealt with by the Market Master. Policy related issues are referred to the Council and dealt with in their monthly meetings. The Council also employs 2 sweepers to maintain the area outside the market building, and ensures that rubbish is collected as and when the need arises. Rubbish is cleared daily at 6.00am, 10.00am and 3.00pm.

The Council is concerned about the poor conditions endured by women vendors who have to sleep overnight at the market. Although the Council provided security, there are no proper sleeping facilities or showers for the women. A whole range of wholesale farmers come to Sigatoka market between 6.00am - 6.30pm generating much activity and frenzied sales.

*Physical Environment*

The market occupies an entire block and has a floor area of approximately 4,000m2. The market place includes two main fresh produce halls. The easternmost hall is the more recent construction and is open 24 hours. This building has low concrete block perimeter walls surmounted by tubular steel railing fences to a height of 2 metres. The hall has a 10 metre high metal roof facilitating good ventilation throughout the market. It includes a number of high set concrete vendor tables and a separate seafood sales area with tiled concrete platforms. Vendors are required to provide their own chairs or benches. The adjacent fresh produce hall is a large open plan building that incorporates several privately operated stores under its roof, including a hot bread shop, hairdressers and tailor. These businesses are located on the north side of the market and accessed from the street. A significant area of the larger market hall (50%) is used for the sale of kava and dried goods, eggs and jewellery. The roof of the market has been twice extended over the footpath on the western side of the market to provide shelter for vendors selling along the roadside. Vendors in this locality display their produce on makeshift wooden tables. There are an additional two taps against the external northern wall next to the hairdresser’s shop for vendors’ use. The market is lit with fluorescent lighting and is relatively light and well ventilated. The market has a pleasant and welcoming atmosphere which may reflect the vendors’ and Council’s recognition of the importance of tourism to the local economy. The market is adjacent to an intra-island bus station ensuring a steady flow of customers and, on its northern boundary, opposite a supermarket, chemist and several clothing stores.

*Social Environment*

Traders: There are 400 stalls in the Sigatoka Market and around 60% of the vendors are women who are increasingly diversifying their produce to include kava, grocery items and handicrafts in addition to fruit and vegetables. The majority of the market vendors (around 80%) are women from Sigatoka town and nearby villages. The fertile soils of the Sigatoka River catchments support many horticultural industries. Many farmers in this locality sell their produce wholesale directly to retailers at Sigatoka or at the Suva and Nausori markets. Women constitute around 60% of fresh produce vendors. Men dominate the kava sales but all seafood sellers at this market are women.

Consumers: The main customers at Sigatoka market are town residents. Sigatoka is the major settlement on Fiji’s ‘Coral Coast’ and hosts many tourists. Accordingly, many resorts, hotels and restaurants also source their fresh fruit, vegetables and seafood from the market.

Crime and Safety: Crime is not a major concern at the Sigatoka market although incidents of pick-pocketing and petty theft have occurred in the past. The main market hall is locked after hours and this helps to keep crime to a minimum. The local police make regular foot patrols through the market which act as a deterrent to potential criminal activities. Vendors from the same village typically sell at adjoining stalls providing each other with an extra sense of security.

The market is surrounded by a ring road. Customers and vendors need to exercise caution while walking in as the floor area is poorly drained. The latter problem is compounded by blocked drains within the market and on the street. The wet floor area in the seafood section of the market presents slip hazards for vendors and customers. Although the market toilets are relatively clean, a detectable odour of urine permeates the stalls in the vicinity of the toilets.

Use of Space: As with many markets in Fiji, the Sigatoka market attracts more vendors than it was originally designed to accommodate. The market roof has been extended over the footpath to provide kerbside vendors with shade.

Health and Hygiene -- There are no major health and hygiene issues affecting Sigatoka market, however several vendors complain that the 24 hour section of the market is exposed to rain and that the floor area is poorly drained. The latter problem is compounded by blocked drains within the market and on the street. The wet floor area in the seafood section of the market presents slip hazards for vendors and customers. Although the market toilets are relatively clean, a detectable odour of urine permeates the stalls in the vicinity of the toilets.

Existing Programs and Initiatives -- The Council has long term plans to relocate the bus station, which may also include the market, but cannot proceed until land tenure issues are resolved According to the Market Master, discussions between Council and relevant stakeholders to improve the market have been positive. However any new market site would likely be 500m – 1km from the CBD, which may not be good for trade.

*Challenges*

There are challenges that were identified by market management, including improving vehicular pedestrian safety, providing secure storage for vendors’ produce, improving local drainage, upgrading seafood sales area and promoting the market as a local tourist destination.

Nadi Market

Nadi market is located on the eastern side of the Nadi central business district, Viti Levu, Fiji on a site bound by Main Street to the north, Market Road to the east, Vunalolo Road to the south and Koroivulo Road to the west.

*Management*

The management and security of Nadi market is the responsibility of Nadi Town Council. The market opening hours are as follows: 7am – 5pm Monday-Wednesday, 7.00am – 5.30pm Thursday, 7.00am – 6.00pm Friday and 6.00am – 4.00pm Saturday. The market is washed once a month. Vendors are requested to remove all goods and chattels by 4.00pm on that day. Nadi Town Council does not assume responsibility for vendors’ goods and chattels. Scales used by kava vendors are tested annually. A committee of Nadi market vendors association meets every 2 months. The committee lobbies the Council to attend to maintenance issues, enforce rules etc. The committee comprises 7 vendors, including 3 women.

*Physical Environment*

The Nadi market comprises 3 produce halls and 20 semi-detached kiosks the largest and most recently built produce hall at Nadi market, known as the “Mudaliar Wing” accommodates 70 kava traders, and a purpose built fish market accommodating up to 10 traders at any one time. The fish market is equipped with fly screen doors and tiled display counters. The Mudaliar Wing is situated at the eastern end of the market and includes a centrally positioned police post; and tiled wash basins at the end of every second row of stalls. The police post is only used during busy periods, such as Christmas, as the main police station is located diagonally opposite the market. In the intervening period the police post is occupied by market security staff. Wall clocks and ceiling fans are a unique feature of the Mudaliar Wing and are welcomed additions by vendors and customers alike. The Mudaliar Wing has a high ceiling and is well ventilated. Natural light is filtered through the hall via use of transparent roofing materials.

A second market hall is positioned at a 15 degree angle on the west side of the Mudaliar Wing. This produce hall as well as the void between the two buildings is dominated by fresh fruit and vegetable vendors. The southern end of this second market hall incorporates a small restaurant. The remaining produce hall, located on the western side of the market, houses more fruit and vegetable vendors. Beyond this hall within the cyclone fenced confines of Nadi market, fronting Koroivulo Street, vendors’ trade under a canopy of tarpaulins and umbrellas. The market does not make provision for live poultry sales. Currently live chickens are being sold from a median strip adjacent to the eastern end of the market next to the market bus station. The northern boundary of the market incorporates 20 semi-detached kiosks that stock a variety of dry goods, including spices, onions and garlic, store goods such as cooking oil, rice, salt, tinned fish and some craft items. Public toilets are situated at both the south eastern and south western corners of the markets. The facilities have been vandalised and are in an insanitary condition. Waste from the market is deposited into wheelie bins or placed in cut-down 44 gallon drums for collection. A skip bin is located on the south eastern corner of the market for containment of waste before disposal.

*Social Environment*

Traders: The majority of the market vendors are women from the Nadi area and villages along the west coast of Viti Levu. The majority of the fruit and vegetable vendors at the market have acquired their produce wholesale from farmers in the Sigatoka and Lautoka districts. Women constitute around 75% of fresh produce vendors at Nadi market. Many women are accompanied by their husbands or other male relatives at the market place.

Customers: The main customers at Nadi market are local residents. Nadi is the main entry point for international travellers to Fiji and close to many resorts. Accordingly, numerous hotel and restaurants also buy at the market, along with self-catering tourists.

Crime and Safety: The Nadi market is largely crime free. Some minor disturbances are occasionally caused by drunkards. Good natural lighting reaching into the centre of the market and wide aisles help to minimise crime. However, opportunistic pick-pocketing sometimes occurs, particularly during busier periods such as Christmas. The market is frequented by craft market touts who target unwary travellers.

Use of Space: The Mudaliar Wing of Nadi market is dominated by kava traders. Live poultry sales are held on a median strip in the south east corner of the carpark adjacent to the market this area has no infrastructure and is not designed for the sale of live chickens.

Health and Hygiene: The toilets at Nadi market, which are freely accessible to the public, are in a highly insanitary condition. The engagement of full-time cleaners and a ‘user pays’ system may be a practical solution for ensuring that the community’s health is not compromised by inadequate toilet facilities.

The Nadi market, like much of the town’s commercial centre is prone to flooding. While the costs of relocating the market make this an unfeasible option flood preparedness and evacuation plan may assist vendors in minimising future damage to their stock.

*Economic Environment*

Nadi is the entry point for international travellers entering Fiji. Income from tourism is an important component of the Fijian economy. Nadi market caters significantly to this industry and any downturn in Fiji tourism will be reflected in the profits made by vendors at Nadi market. Severe flooding in January 2009 has destroyed many local produce gardens and vendors are not expected to recover pre-flood productivity levels for a further three months. The flooding has resulted in acute shortages of some crops and greatly inflated the price of fresh fruits and vegetables.

In 2012, there were two major floods in January and March followed by Cyclone Evan in December. The natural disasters had a huge impact on the market vendors and the Nadi Market as there were severe damages and losses during and after the disaster which greatly impacted the income flows in the Nadi Market. The government had provided financial assistance in the first flood in January 2012 but in the second flood and after the Cyclone Evans, there was no financial assistance by government to the Nadi Town Council and also to the vendors. Assistance was provided only through the Cash for Work Programme by UNDP.

*Challenges*

The Council has also identified challenges within the Nadi Market which includes making provision for live poultry sales, extending the area currently under shelter, implementing a disaster preparedness program to mitigate future flood damage, implementing a ‘user-pays’ system to maintain sanitary toilet facilities, developing waste minimization strategies to lessen the quantity of market green waste being consigned to landfill and enhancing the entrance to the market. However, there are also opportunities given Nadi’s significance to the tourist industry, there may be possibilities for attracting corporate sponsorship for market improvements,

Lautoka Market

Lautoka market is located immediately north of the central business district of Lautoka, Viti Levu, Fiji in an area bounded by Tukani Street in the north, Yasawa Street in the east, Naviti Street in the south and Vakabale Street in the west. The market dominates most of the site. The northern part of the site, fronting Tukani Street, is developed for the purposes of the Lautoka intra-island bus station.

*Management*

The management and security of Lautoka market is the responsibility of Lautoka City Council. The market is open to the public from 7.00am – 5.30pm, Monday - Friday and from 5.00am - 4.00pm Saturday. The handicraft market opens from 5.30am – 4pm on Saturday. A siren sounds at 3.15 pm on Saturday’s signalling closure between 3.30pm and 4.00pm. The public toilets at the market are free and open from 6.00am – 6.00pm Monday to Saturday but closed on public holidays and Sunday. Showers are available for public use at FJD$1.50, however the cost is only 50 cents if users provide their own towel and soap. The toilet facilities are kept clean and are in a fair condition. A 2m table space at Lautoka may cost up to FJD$10.00 depending on the type of goods being marketed.

Various on-the-spot’ fines may be imposed by the Lautoka City Council, including $500 for smoking in the market and FJD$40 for littering. Signage warns that the latter fine increases to FJD$100 if the matter goes to court, as a further deterrent. Some vendors advertise other private business ventures on bill posters or signage in the vicinity of their stalls. In acceptance of traders conducting marketing activities outside the market halls in what was formerly a car park the Lautoka City Council has erected steel poles for vendors to attach tarpaulin covers, providing shade in an otherwise exposed outdoor market environment. After the market has closed vendors routinely cover their produce and take personal responsibility for sweeping their own stall areas. The waste is then piled into cut down 44 gallon drums for collection by Council’s cleaners. The cleaners, who are equipped with rakes, shovels and brooms, but no uniforms or other protective clothing, also sweep and rake the car park areas and bus station adjacent to the market. Cleaning of the entire market area takes a team of 6 cleaners a minimum of 3 hours to complete. The market is also washed thoroughly once every twelve months.

*Physical Environment*

The Lautoka market comprises two principal buildings. The smaller of the two buildings is a linear market hall with concrete walls and a corrugated asbestos roof housing kava and dry good sales. This building is aligned with the bus station, and seats for waiting passengers are flush with the north facing walls of the building. High set, louvered windows assist in the dispersal of hot air from the building The ceiling of this building comprises a mesh of chicken wire intended as a barrier to prevent rats and other vermin from accessing produce. The surface of the bus bay is in poor condition and contaminated with hydrocarbons. A large area of the site is unsealed or coated with loose gravel causing dust problems for vendors and customers. However the former car park area now used for selling is sealed with pavers and asphalt. The western end of the kava market hall connects to a large open-planned octagonal building that houses the main fresh produce section of the market. This building has concrete walls and a high metal ceiling that incorporates louvered windows that cause the market to be well lit with natural light.

The perimeter of the fresh produce hall houses several other market buildings, including a fresh fish hall, fronting and also opening onto Vakabale Street; a handicraft hall; an ablution block, including shower. The market hall has a cement floor. Vendor tables are constructed of timber and are mostly enclosed to provide lockable storage underneath. A supermarket/shopping mall housing numerous speciality stores is located on the southern side of the market. The shopping mall and market are linked by a covered walkway and small flight of stairs at the rear of the handicraft hall.

*Social Environment*

Traders: While vendors from all provinces converge on Lautoka market the majority are from the northern districts, including Ba and Rakiraki, as well as the Yasawa Islanders who dominate the sales of seaweeds. Women are around 70% of the fresh produce vendors at Lautoka. Men dominate the kava sales and live poultry sales as well as the operation of Indo-Fijian sweet carts. All market cleaners are men

Customers: The main customers at Lautoka market are the town residents, including staff from hotels and restaurants. Lautoka market is a major intra-island bus terminus and many passengers take the opportunity to buy wholesale quantities of fresh produce from Lautoka market to on-sell at other centres, or food and kava for personal consumption while waiting for their transport connections. Residents from the Yasawa Islands generally buy larger quantities of produce at the market due to the lesser frequency of their visits, the higher transport costs involved in accessing the market and for retail back in their home villages to offset their expenses on the mainland.

Crime and Safety: The market is generally considered a safe venue however occasional disturbances are caused by drunkards and pick pocketing is a growing problem. Women overnighting at the market sleep in a group and are accompanied by male relatives for added security.

Use of Space: The market does not include a poultry stall. Live chickens are currently being sold on a traffic island in the carpark on the eastern side of the market. Land previously used for the purposes of a car park on the eastern side of the market now accommodates fresh fruit and vegetable vendors who trade beneath tarpaulins and umbrellas.

Health and Hygiene: Rats and other vermin are particular problems at Lautoka market. A ceiling of chicken wire has been installed above the kava and dry goods produce hall to prevent rats from accessing the market produce. This netting also serves as an effective barrier preventing birds, particularly domestic pigeons that roost in the rafters, from flying about the market area. Buses that pull into the parking bays adjacent to the market building frequently leak oil and fuel onto the ground. This has contaminated the area with hydrocarbons. The situation is exacerbated by bus drivers who leave their vehicles’ engines running, emitting excessive exhaust fumes that drift into the market creating an unhealthy environment for both vendors and customers. The bus drivers cause further nuisance through the excessive use of horns. Signage discouraging this behaviour is not enforced.

*Economic Environment*

The Lautoka market serves the north east sector of Fiji and is accessible to the Yasawa Islands communities. Although Lautoka is an emerging industrial centre the market is an important additional source of income for seasonal workers in the sugar industry.

*Challenges*

There are challenges that were identified by the market management which includes improving vehicular-pedestrian safety, replacing asbestos roofing materials, controlling vermin, minimising pollution from buses, improving roof ventilation and increasing the amount of natural light filtering into the market and refurbishment of the fish market and increasing the area of the market under permanent shelter.

Labasa Market

The Labasa Market is located on the bank of the Labasa River, in Labasa town. It is the main produce market on the island of Vanua Levu.

*Management*

The management of Labasa market is the responsibility of Labasa Town Council. The Council employs a Market Master, an Assistant Market Master (since 2006) and 3 attendants to collect fees and issue receipts. The market attendants collect approximately FJD$1,000 per day in fees, giving a monthly total of FJD$19,000 - FJD$20,000. After water and electricity bills are paid the Council is left with a monthly profit of FJD$11,000. This does not appear to be reinvested in the market. The incumbent Market Master at Labasa was appointed to the position in 1992. There is a Market Vendors ‘Association at the Labasa market comprising 6 executive members and approximately 100 ordinary members, who pay subscriptions to the union.

*Physical Environment*

Labasa market is located immediately north-west of the commercial centre of Labasa town and has frontage onto the Labasa River. The market comprises several buildings including a large produce hall (including several kiosks and a restaurant), a second, slightly smaller produce hall, a fish co-op and a free standing toilet block. A wooden jetty enables customers and vendors to access the market from the river.

A privately operated fish co-op adjacent to the market is currently closed.

The market is adjacent to the Labasa bus station. A paved area west of the market serves as customer parking and a taxi rank. Commercial development on the eastern side of the market includes a clinic and supermarket.

Water is obtainable from at least three taps, one on the north side of the larger produce hall, near to the restaurant, and the other two on the north side of the smaller produce hall between the toilet block and jetty. Two of the taps are positioned over concrete tubs.

Although the produce halls are fitted with fluorescent lighting, the low roof structures make the market very dark. The larger produce hall is enclosed with wire mesh and not well ventilated. The floors of the market halls are concreted. The smaller market hall is open on three sides.

*Social Environment*

Traders -- The traders at Labasa market include a mix of wholesale producers from outlying rural areas and off-shore islands. Most of the vendors coming from the interior of Vanua Levu arrive on Thursday or Friday and stay in Labasa for several days. Some vendors choose to stay at the market while they are in town. Most wholesale purchases of fruit and vegetables commence at 1.00am. Women account for around 70% of fresh produce vendors at Labasa market. Men dominate the kava sales and women dominate the cooked food section of the market.

Customers: The majority of customers at Labasa market are local residents. However, due to the central location of Labasa, and its position as the commercial centre of Vanua Levu, a significant number of customers are also drawn from the surrounding rural districts and outlying villages.

Crime and Safety: Petty theft is not uncommon at Labasa market and the incidence of pick pocketing is believed to be increasing. The market area is open and unfenced and presents no barrier to potential thieves. Vendors frequently sleep overnight at the market, sometimes for several days, particularly if they have travelled from remote areas. The Market Master receives many complaints from other vendors regarding both this situation and acts of stealing.

A police post is located near the market.

Use of Space: The majority of tables in the larger produce hall and 25% of table space in the smaller hall are given over to the sale of kava. The larger produce hall also accommodates imported spices, sweets, wholesale produce and handicraft items, such as woven pandanus leaf mats, baskets and coconut brooms. In addition to kava, the smaller produce hall accommodates fresh vegetable produce and cooked foods

Health and Hygiene: There are a number of health and hygiene issues of concern at Labasa Market. Toilet facilities are generally in a poor and unsanitary condition. There are, for example, no taps in the men’s toilets and hand washing is conducted at outdoor taps at the rear of the market shelter, near to the jetty, where fresh food produce is also cleaned. The taps are also utilised as a laundry facility by vendors overnighting at the market. There is concern that untreated effluent from the toilets is being discharged directly into the Labasa River. Certainly, waste water from laundry activities and the washing of vegetable produce flows directly into the river. The Labasa market is located on flood prone land and was inundated to a depth of over 30cm during recent cyclonic activity in January 2009. Subsequent to the floodwaters receding the market was cleaned and disinfected by Labasa Council staff, assisted by the vendors. Flooding of the market site would have also caused overloading of the sewage system.

*Economic Dynamics*

Labasa market is the largest fresh produce market in Vanua Levu. The economy of the Labasa district is largely driven by seasonal wealth obtained from sugar cane harvesting. The majority of fresh produce sold at Labasa market is locally grown on small farms or sugar plantations. Many local vendors and customers travel to Labasa market by bus or truck A significant quantity of kava sold at the Labasa market is imported from Viti Levu. Japanese Aid has earmarked FJD$65,000 for the construction of a new toilet facility at Labasa market. Rather than constructing a new facility, it is considered that this money could be better spent in the short term refurbishing the existing facility, engaging cleaners and educating the public on hygienic toilet practices. Labasa Town Council’s Corporate Plan has plans for a new toilet facility and a fish market but Council is unable to make headway due to land problems with Mataqali. In the long term a new toilet block should be incorporated into the design of the proposed new market. The siting of any new toilet block should also be subject to rigorous planning considerations to ensure an appropriate, accessible and flood free location is chosen.

*Challenges*

There were challenges that were identified which included building an effective partnership between local and provincial government in the on-going development and management of market facilities and also refurbishing existing toilet facilities, implementing effective governance in the marketplace, resolving vehicular pedestrian conflict in the vicinity of the marketplace, educating the Council about effective market governance, minimising the incidence of typhoid and dysentery, segregating fresh food from kava and spice produce, identifying an environmentally sustainable landfill site, reducing the amount of market waste being consigned to landfill.

Namaka Market

The Namaka Market is located in Namaka Town which is approximately 5 kilometers away from the Nadi main town centre. The market was established in Built in 2005, with an extension constructed in 2010.

*Management*

The market is managed by the Nadi Market Manager and is assisted by two male revenue collectors. The market is the only market in Fiji which is open every day, from 7am to 19hrs. The market master begins his shift at the Namaka Market for two hours in the morning before he resumes his shift at the Nadi market. No women are employed at the market even though the market master stated that they had short listed a female candidate to be one of the revenue collectors but she was unsuccessful after the interview. The Namaka market earns an average of FJD$15,800 as monthly revenue which amounts to FJD$154,000 on annual basis. The Nadi Market Master oversees the final market accounts report. The reports are compiled by the market master (operations) and the finance department (fees collection) to determine how the market has performed throughout each month. These reports are presented to the Council Market Committee which determines what future developments should take place. Policies and regulations regarding the governance of markets are formulated by the Nadi Town Council. The market master is in total control of the market and addresses problems on a day to day basis.

*Physical Environment*

The Namaka market is a single open concrete building which caters for 780 stalls. The stalls are mostly occupied by regular stall holders who rent the stalls for the whole year. The toilet facilities for both the male and female vendors are situated within the market complex. An open central core allows natural light to filter to the ground level. The market building is dominated by fresh fruit and vegetable sellers. Most of the produce has been bought wholesale from farmers in the Sigatoka Valley. Some fruits on sale, such as grapes, apples and oranges have been imported from overseas. However, numerous flower vendors have set up stalls on the footpath in front of the market due to the limited space within the current market facility. The Town Council charges a fee of FJD$2.30 for permanent vendors and FJD$2.50 for casual vendors which is higher than what a vendor pays inside the market as this is considered a more lucrative area for vendors to position themselves.

*Social Environment*

Traders: Most women vendors at the Namaka Market purchase their produce wholesale. Wholesalers either sell their produce at the market or sell to vendors direct from the Sigatoka Valley farm. Most producers are located in the Sigatoka Province. Wholesalers usually arrive at the market on Tuesdays and Thursday afternoons at 14hrs. The trading between wholesalers and vendors takes place in front of the market or behind the market car park.

Women who travel from the rural areas with produce from their farms incur transport costs ranging from F$5 to F$10 daily depending on the quantity of produce, the size of the truck they need and the distance travelled. Other women vendors around the Sigatoka /Nadi/Namaka corridor spend FJD$10 -FJD15 depending on the mode of transport they use (i.e., bus or taxi). For some women it takes as much as 3 - 4 hours to get to the market as they have to travel from remote villages before catching a truck to the market. Many women vendors at Namaka market are the sole owners of their business which is also often their main source of income. Their income (FJD$30 -F$100 on busy days) after expenses are just enough to pay children’s school fees, purchase basic food items, and bus fares.

Customers: The main customers at the Namaka market are the government officers, expatriates, airport staff who reside within the Namaka residential zones and tourists who are on holiday in the nearby resorts. The customers also include numerous restaurants and hotels that serve meals to their clients.

Crime and Safety: Women vendors also raised their concern at the market produce that are stolen even though there is a security guard that is employed by the Namaka market.

Use of Space: The current utilisation of space at the Namaka market is largely decided by the market master. There has been an increase in stall applications from vendors who are interested in obtaining a space within the market facility. There is insufficient space within the Namaka market as currently the flower vendors are located in front of the market public walkway.

Health and Hygiene: The Nadi Town Council health department is currently engaged on a waste management programme funded by JICA. The programme also involves the composting of green refuse which are accumulated by the market vendors. The location of the market is closer to the road and the market is left exposed which is a great health risk to the market traders as they are not being protected from dust.

*Economic Environment*

The majority of vendors are women (65%) but the stalls are often registered under their husbands’ names. Many women vendors stated that the two floods and the cyclone in 2012 has really affected their income as there were a lot of damages and losses to their market produce during the natural disaster. Many women do not feel empowered enough to raise their issues for fear of being victimised. Some women appear to have been threatened about loss of their stalls if they complain too much. The Namaka market plays a vital role in providing fresh fruits and vegetables, and seafood to people residing in the greater Namaka area. The market is major source of income for women and it greatly helps to support their families with education, household and medical bills, food, clothing and entertainment expenses.

*Challenges*

The greatest challenge in the Namaka Market is the limited space for vendors, the impact of recent floods and also the non-existent of the market vendor association. The summary of the challenges are described in detail:

*Limited Space*: there are twelve women vendors that trade in front of the Namaka Market. They sell flowers to the general public and also to the hotels in Nadi. The women vendors stated that they were recently relocated twice by the Nadi Town Council and when it rains heavily, their business is affected but they do not have a choice as their family livelihood depends so much on the income from their daily sales.

*Impact of Flood*: The Namaka market was very badly affected by the two floods in January and March of 2012. The Market vendors lost all their market produce which was kept with the Market Facility. As a result, the market was closed for cleaning purposes and the fees was also not charged for a few days and the casual fees was charged for three months until the vendors were able support themselves and get their market produce back to normalcy. The Prime Minister and his team visited Nadi Market straight after the January flood and presented a cheque of $8,900.00 to the Council which was towards the staff fees for the 178 permanent vendors at $50.00 each. The effect of the flood was also on Namaka Market as there was evidence of shortage of supply of market produce. Later in December 2012, Cyclone Evan had an impact on the market infrastructure as well.

*Market Vendors Association:* there is an interim committee that administers the issues raised by the market vendors. However, the vendors have raised their concern on the inactiveness of the interim committee in lobbying for their issues with the Council Management. The need to form an elected committee is really crucial as it will greatly assist the market vendors in ensuring that their voices are heard and the issues are addressed by the market management.

Ba Market

The Ba Market is located in the western division of Fiji and is approximately 37 kilometres from [Lautoka](http://en.wikipedia.org/wiki/Lautoka) and 62 kilometres from [Nadi](http://en.wikipedia.org/wiki/Nadi), inland from the coast of [Viti Levu](http://en.wikipedia.org/wiki/Viti_Levu), Fiji's largest island. Covering an area of 327 square kilometres, it had a population of 14,596 at the 1996 census. The town is built on the banks of the [Ba River](http://en.wikipedia.org/wiki/Ba_River_%28Fiji%29), after which it is named. For a long time, Ba was famous for its single lane bridge which caused major traffic problems. The old bridge was washed away in the floods of 1990s and a new bridge built downstream. This resulted in the main highway (King's Road) bypassing Ba Town. [Jiaxing City](http://en.wikipedia.org/wiki/Jiaxing_City) in China is Ba Town's sister city.

*Management*

The management of the Ba Market is the responsibility of the Ba Town Council and employs also a market master, 2 supervisors and 8 attendants. The market is closed on Sunday for a general clean-up of the entire market complex. The council employs 4 cleaners for the entire day (8hrs) to clean the stalls, both inside and outside and the car park. The Ba Town Council earns revenue of FJD$180,480 each year from market fees. The reports are compiled by the market master (operations) and the finance department (fees collection) to determine how the market has performed throughout each month. These reports are presented to the Market Committee of Council which determines what future developments should take place.

*Physical Environment*

The Ba municipal market was built in 2009 and the new fish market was relocated in 2009. The building is a single storey concrete building and the stalls are mostly occupied by regular stall holders who rent the stalls for the whole year. The toilets are in good conditions and are properly maintained by the Council Market Staffs. Several Indo-Fijian sweet sellers operate stalls along the market and there is also a restaurant situated within the market facility.

*Social Environment*

Traders: Most women vendors at the Ba Market buy their produce wholesale. Wholesalers either sell their produce at the market or sell to vendors direct from the farm. Most producers are located in the Sigatoka and Ba Provinces. Wholesalers usually arrive at the market between 2-5am. The trading between wholesalers and vendors takes place in the market car park.

Women who travel from the rural areas with produce from their farms incur transport costs ranging from $5 to $10 daily depending on the quantity of produce, the size of the truck they need and the distance travelled. Other women vendors around the Ba/Tavua/Rakiraki corridor spend FJD$5-FJD$10 depending on the mode of transport they use, i.e. Bus or taxi. For some women it takes as much as 2 - 4 hours to get to the market as they have to travel from remote villages before catching a truck to the market. Many women vendors at Ba market are the sole owners of their business which is also often their main source of income. Their income (FJD$30-FJD$100 on busy days) after expenses are just enough to pay children’s’ school fees, purchase basic food items and bus fares. The women vendors state that they would greatly appreciate time to learn other crafts and meet with people who could teach them new skills. Many vendors prefer to sell outside even though stall fees are higher.

Customers: The main customers at the Ba market are the residents of Ba. The customers also include numerous restaurants and that serve meals to their clients. The inner town location of the market enables employees within the central business district to purchase their grocery items during lunch breaks or immediately after hours before heading home on public transport.

Crime and Safety: Women vendors now sleep in the Multipurpose Bure overnight accommodation facility which was co-funded by UN Women in 2012. The Council has yet to work on developing an operational plan for the usage of the Multipurpose Bure Complex and this has been identified as out of the future activities in which UN Women will be providing technical assistance in the formulation of the development and operational plan to be used by Ba Town Council.

Use of Space: The current utilisation of space at the Ba market is largely determined by the Market Management. The market is divided according to the market produce that are sold by the vendors. Most vendors are currently positioned in locations where they can most readily interact with their potential customers.

Health and Hygiene: The health department is assisting the market management in raising awareness with the market vendors. The presence of rats flies and odour problems are particular concerns in this part of the market. These market conditions are improved on a daily basis with the assistance of the market cleaners.

*Economic Environment*

The market revenue on average is F$315,000/year, expenditure F$150,000 and expenses on wages/salary FJD$99,987, water bills FJD$9000, toilet/market cleaning chemicals FJD$8700, electricity F$7800, maintenance/repair F$7650, cleaning after flood FJD$7000, security servicers FJD$5460, capital purchase/ development F$4250, materials/tool purchase F$2500, printing/stationery F$2400.

*Challenges*

The floods in 2012 had a serious impact on the market vendors produce and also on the damage and losses incurred by the Ba market. The challenges that were identified in the Ba market include encouraging women in the market to speak out on issues that matter to them, encouraging women in the market to organise themselves to discuss and share ideas, gender sensitizing male dominated markets to better understand the needs of women, strengthening women’s representation on the market vendors’ association, engaging with women vendors on any proposed changes in the governance, operation and design of the market, maintaining clean toilet facilities for vendors and the public, implementing safe and hygienic food handling and food storage practices. However despite the challenges, there were opportunities that were identified within the Ba market which included the first Pacific Model of the Multi-Purpose Bure which will provide accommodation for women vendors needing to spend the night at the market.

Tavua Market

Tavua is located approximately 91 kilometres from [Nadi](http://en.wikipedia.org/wiki/Nadi). It was formally incorporated as a town in 1992. The town covers a land area of 100 square kilometres, and had a population of 2,418 at the 1996 [census](http://en.wikipedia.org/wiki/Census), the last to date. Tavua is governed by the Ba/ Tavua Special Administrator. The Tavua market is located within the Central Business District area of Tavua town.

*Management*

The management of the Tavua market is directly under the responsibility of Tavua Town Council. The market is closed on Sunday for a general clean-up of the entire market complex. The council employs 4 cleaners to clean the stalls, both inside and outside, the first floor (dry goods area), car park, taxi stand. The market master oversees the final market accounts report. The reports are compiled by the market master (operations) and the finance department (fees collection) to determine how the market has performed throughout each month. These reports are presented to the Special Administrator who then determines what future developments should take place. Policies and regulations regarding the governance of markets are formulated by the Standing Market Committee of the Council. The market master is in total control of the market and addresses problems on a day to day basis. Vendors’ concerns are relayed to Council through the vendors’ association in their quarterly meetings**.**

*Physical Environment*

The market was built before Tavua was declared a town in 1992 that and was controlled by Tavua Rural Local Authority. Since 1992 the market is under the control of the Council market management. The Market extension was implemented in 2004 and proper stalls were constructed. At present all vendors are being accommodated on the stalls. No vendor is selling from the floor.

*Social Environment*

Traders: Most women vendors at the Tavua market buy their produce wholesale. Wholesalers either sell their produce at the market or sell to vendors direct from the farm. Most producers are located in the Sigatoka and Ba Province. Wholesalers usually arrive at the market at 5.00am. The trading between wholesalers and vendors takes place in the market car park.

Customers: The main customers at the Tavua market are the residents of Tavua and Ba. The customers also include numerous restaurants and hotels that serve meals to their clients. The inner town location of the market enables employees within the CBD to purchase their grocery items during lunch breaks or immediately after hours before heading home on public transport.

Crime and Safety: Women vendors who normally spend the night at the market sleep in groups as there is safety in numbers and are supervised by the security guard that is on duty in the evenings.

Use of Space: The current utilisation of space at the Tavua market is largely determined by market management. Currently, all the vendors are properly allocated within the market spaces. Most vendors are currently positioned in locations where they can most readily interact with their potential customers.

Health and Hygiene: The Town Council health department is very proactive in enforcing the Public Health Act and Food and Safety regulations within the market facility. The department with the assistance of the market master monitor the market premises on a daily basis and ensures that the market facility and the toilet facilities are properly cleaned and maintained.

*Economic Environment*

Many women vendors state that they feel embarrassed and intimidated about raising their concerns with the market managers because they perceived that they were talking to men who were insensitive to women’s problems. Many women do not feel empowered enough to raise their issues for fear of being victimized. Some women appear to have had threats made about loss of their stalls if they complain too much. Women vendors stated that they are not consulted about any changes that take place in the market.

*Challenges*

The challenges that were identified in the Tavua market is the water shortage that the vendors experience and also the insufficient number of taps within the market facility and the issue has been addressed in the small grant market infrastructure improvement this year (2013) whereby a backup water tank will be installed in the market.

Rakiraki Market

Rakiraki is a [district](http://en.wikipedia.org/wiki/District) in [Fiji](http://en.wikipedia.org/wiki/Fiji)'s [Ra](http://en.wikipedia.org/wiki/Ra,_Fiji) [Province](http://en.wikipedia.org/wiki/Local_government_of_Fiji) and is located about halfway between [Suva](http://en.wikipedia.org/wiki/Suva) and [Nadi](http://en.wikipedia.org/wiki/Nadi) when travelling along the Kings Road, on the northern coast of [Viti Levu](http://en.wikipedia.org/wiki/Viti_Levu), Fiji's largest island.

At the 1996 census, the Rakiraki district had a population of 29,137, with 15,325 in the smaller Rakiraki sub-district. Of these, 3361 lived in [Vaileka](http://en.wikipedia.org/wiki/Vaileka), Rakiraki's principal urban centre and it was officially declared a town in 2010 and was also managed by the first female Special Administrator.

*Management*

The management of the Rakiraki Market is the responsibility of the Rakiraki Town Council. The market is closed on Sunday for a general clean-up of the entire market complex. The council employs four cleaners to clean the stalls, both inside and outside, the first floor (dry goods area), car park, taxi stand, the Ministry of Primary Industries site and the market mall area. The reports are compiled by the market master (operations) and the finance department (fees collection) to determine how the market has performed throughout each month. These reports are presented to the Interim Special Administrator which determines what future developments should take place.

*Physical Environment*

The Rakiraki municipal market was built prior to Rakiraki being declared a town. The market facility is currently in extension to cater for the lack of space. The extension to the existing ablution block was also co-financed by UN Women and work has been completed by the Council.

*Social Environment*

Traders: Most women vendors at the Rakiraki market buy their produce wholesale. Wholesalers either sell their produce at the market or sell to vendors direct from the farm. Most producers are located in the Rakiraki and Sigatoka Valley Road. Wholesalers usually arrive at the market between 2-5am. The trading between wholesalers and vendors takes place in the market car park. Women who travel from the rural areas with produce from their farms incur transport costs ranging from F$5 to F$10 daily depending on the quantity of produce, the size of the truck they need and the distance travelled.

Customers: The main customers at the Suva Fresh Produce market are the residents of Suva. The customers also include numerous restaurants and hotels that serve meals to their clients. The inner city location of the market enables employees within the CBD to purchase their grocery items during lunch breaks or immediately after hours before heading home on public transport.

Crime and Safety: The overnight accommodation facility can cater for 24 rural women vendors. The accommodation centre is fully furnished with the inclusion of washing machine, settees, beds, mattresses, and toilet and bathroom facilities. The crimes in the market are an issue that has been addressed with the vendors during meetings held in the market facility by the management.

Use of Space: The current utilisation of space at the Suva Fresh Produce market is largely dictated by the renovations in progress to replace asbestos roofing. The Rodwell Street frontage of the market is cluttered with kiosks, street vendors and seating. A redesign and repositioning of the street furniture in this locality could greatly enhance the amenity of the market and improve pedestrian traffic flow.

Most vendors are currently positioned in locations where they can most readily interact with their potential customers.

Health and Hygiene: The concept introduced in the Rakiraki Market Facility by UNDP has created an environment whereby information, education and communication amongst the market vendors, users and management is done daily and it also provides and environment for capacity building programmes within the market facility. The Ministry of Health teams have used the facility for free medical screening to the women vendors; the police have also used the facility to talk on issues of safety to the women vendors. A female market vendor was paid allowances on a weekly basis to read news bulletin daily to the women vendors in the market.

*Economic Environment*

The majority of vendors are women (50%) with representatives from all provinces, though most Indo- Fijian vendors come from the Ba, Tavua and Rakiraki corridor. Kava sales are dominated by men. Many women vendors state that they feel empowered enough to raise their issues as there have been so many trainings provided to them by UNDP as part of the Millennium Markets Programme. The Rakiraki market plays a vital role in providing fresh fruits and vegetables; and seafood to people residing in the greater Rakiraki area. The market is major source of income for women trading in the Rakiraki market, helping to support their families with education, household and medical bills, food, clothing and entertainment expenses.

*Challenges*

The challenges that were identified in the Rakiraki market are the Rural Women Vendors Accommodation Centre which is well maintained by the Rakiraki Town Council. Currently, it can cater for 24 rural women vendors. UN Women co-funded the furniture in the accommodation centre which includes washing machine, settees, beds, mattresses, and toilet and bathroom facilities. There is a need to develop the operational manual of the overnight accommodation for the women vendors. The other challenge faced by the Council is the completion of the current extension of the market facility which is co-financed by the government.

The following tables offer an overview of markets in Fiji along key characteristics of relevance to the m4c Project. Because of the number of markets in Fiji, this has been divided across two tables:

Table 1.1: Description of Markets in Fiji: Part 1

| **Accomplishments and Issues Arising from the Markets** | **FIJI MARKETS** | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| **Suva** | **Nausori** | **Sigatoka** | **Nadi** | **Namaka** | **Rakiraki** |
| **Status of Women in the Marketplaces and their Contribution to the Economy** | **Organisation of Vendors** | | | | | |
| Market vendors association in existence.   1. Mainly men hold the executive positions and women are only members   Training has been provided on organizing skills. | Market vendors association in existence.   1. Inactive 2. Men hold executive positions 3. Vendors do not see the value of joining the association | Market vendors association dismantled as all members have resigned.   1. Inactive for the last 5 years (leadership issue) 2. 3 vendors have volunteered to work with the management | Market vendors association in existence.   1. Mainly men hold the executive positions and women are only members 2. Vendors do not see the value of joining the association | Interim market vendors association in existence.   1. Not elected by the vendors themselves, only self-volunteers 2. Inactive 3. Vendors do not see the value of joining the association | Market vendors association in existence but leadership dominated men.    UNDP’s intervention during the pilot phase of the Millennium Markets project in Rakiraki focused on strengthening the market vendors association, building the voice of women market vendors and strengthening the financial and economic security of women vendors including dialogue on appropriate social and livelihood protection |
| **Dialogue Between City Council, Markets Management and Vendors** | | | | | |
| Vendors association meeting with management once a month and there is a newly formed working inclusive of Council and Market management and Market Vendor Association committee members group that addresses issues arising. | Issues mainly addressed by the market management, but management is receptive to vendor’s needs when issues are brought to them. | Only the three volunteer vendors discuss issues with management but do not organize consultations amongst other vendors to get their views. | Dialogue with market management exists when issues arise only. | Dialogue with market management exists when issues arise only.  If issues not resolved, the Council noted that there is a way to elevate issues to Council meetings which can be done by market vendors on an individual basis. | UNDP worked with the local government to strengthen Rakiraki town councils administrative and financial processes, by facilitating a twinning programme between the Suva City Council (SCC) and the Rakiraki Town Council (RTC).  The technical assistance focused on building the financial management capacity of the local government for transparent and accountable systems for public market revenue.  Women Market Vendors trained to engage in constructive dialogue with RTC. |
| **Conditions for Vendors in the Markets** | | | | | |
| Rural vendors sleeping outside market premises.   * City Council currently building accommodation facilities. Management and maintenance plan for the facility is inexistent.   Vendors travel long distances to reach the market and it is expensive  Space registered under male partner/husband of the female vendors. Their contribution to the family income and control of resources may be hindered by this. | Vendors sleeping outside the market premises to secure a space.  Vendors travel long distances to reach the market and it is expensive  Space registered under male partner/husband of the female vendors. Their contribution to the family income and control of resources may be hindered by this. | Vendors sleep outside the market.  Vendors travel long distances to reach the market and it is expensive  Space registered under male partner/husband of the female vendors. Their contribution to the family income and control of resources may be hindered by this. | Vendors sleep outside the market.  Vendors travel long distances to reach the market and it is expensive  Space registered under male partner/husband of the female vendors. Their contribution to the family income and control of resources may be hindered by this. | Vendors go to the market some days to sit only so that they do not lose the space.  Market fees are charged every day, irrespectively of whether the vendors are there or not, but they need to keep the space.  Space registered under male partner/husband of the female vendors. Their contribution to the family income and control of resources may be hindered by this. | Majority of women vendors especially rural women producers/vendors traded outdoors exposed to the harsh weather conditions.  Stalls registered under male spouses but managed by women  Majority of women vendor are re-sellers of fresh foods.  Rural women producers traded as vendors traded on three days a week ( Thursday, Friday, Saturday) |
| **Economic Security and Rights** | **Access to financial services and training** | | | | | |
| Microfinance post is available, but limited training or access to vendors.  Vendors unable to attend training as they need to mend their stalls or want to be compensated for hours lost.  What vendors have raised as a need is access to lending schemes and savings rather than only training. | No financial/banking services available at the market or in the vicinity.  Vendors unable to attend training as they need to mend their stalls or want to be compensated for the hours lost.  Financial literacy, customer service and time management are identified by the market management as needs. City Council has engaged Westpac to carry on training.  What vendors have raised as a need is access to lending schemes and savings rather than only training. | No banking/financial services available  Vendors unable to attend training as they need to mend their stalls       What vendors have raised as a need is access to lending schemes and savings rather than only training. | Vendors unable to attend training as they need to mend their stalls or want to be compensated for hours lost.  No training has been given to them. | Vendors unable to attend training as they need to mend their stalls        What vendors have raised as a need is access to lending schemes and savings rather than only training. | UNDP training provided  - Changed the mindset of women vendors to perceive themselves as women in business.  - Improved their interpersonal skills and to know their rights as fee paying vendors at the markets.  - Improved the financial and economic security of women market vendors including record keeping and business practices  - Build the financial management capacity of the local government for transparent and accountable systems for public market revenue  - Financial literacy programmes were provided and women market vendors were able to save money, open bank accounts and some paid fees for their children.  - Financial training also helped in increasing fees collections by RTC.  - Provided learning to the women vendors at the market and during off peak business times. UNDP facilitated the setup of the Market Learning Centre within the market, as a information, education and communication facility and resource centre and where awareness programmes designed by NGOs and government ministries (coordinated by the Market Learning Centre Coordinator of the town council) are delivered via a ‘public address’ system to market vendors and shoppers |
| **Market Management, Transparency and Accountability** | **Waste Management** | | | | | |
| City Council has difficulties getting the market vendors to dispose rubbish in the bins.  Insufficient bins available. | Littering by market vendors, irregular waste collection & insufficient bins provided. | Littering, irregular waste collection & insufficient bins provided. | Council has provided sufficient bins, but there are issues with littering, irregular waste collection. | Waste management adequately done. | RTC has been aware of this issue and was planning to address it. Citizens Market Charter being developed by UNDP will help market vendors to discuss with RTC on the issue of waste management improvements. |
| **Market By-laws and enforcement of rules** | | | | | |
| By-laws revised in consultation with vendors but focusing only on increasing of stall fees. | Consultant has been hired to draft by-laws for the market. | By-laws exist and the only revision that was proposed by the council was on increasing fees. Vendors were against this proposal and therefore no further revision has been done. | By-laws revised to increase fees only; however, vendors included in consultation. The Ministry of Local Government have not issued the gazette. | Using by-laws from Nadi market but vendors feel this is not adequate for their market. | UNDP partnered with Fiji’s Ministry of Labour who supported in the Vendors Association for compliance with local laws |
| **Revenue collection, maintenance and development budgets** | | | | | |
| City Council has budget for maintenance, but there is no separate allocation in their budget for market operations and maintenance.  All revenue from the market is directed to one single Council account. Therefore reinvestment into markets is a challenge for the market master.  Estimated 50-60% of revenue collected is potentially being misplaced. | Council has budgeted for maintenance, but actual expenditure on maintenance is not reflected.  Stall fees will be increased when the market is relocated.  Security guards are being paid for by the market vendors on top of market fees they pay for the space. | Council has budgeted for maintenance, but actual expenditure on maintenance is not reflected.  Council recently recruited a woman to collect revenue and assist in administration, requires on the job training to strengthen her position and dialogue between market management and vendors. | Since Nadi is prone to flooding, most of the budget allocated for the maintenance of the market went into repairs and emergency assistance of the 3 floods that occurred in 2012/2013.  Insufficient staff mending this market.  Estimated 60-70% of revenue collected is potentially being misplaced. | Market fees are charged every day, irrespectively of whether they are there or not, but they need to keep the space. | The Rakiraki Town Council has seen an increase in its income because market vendors are no longer lagging behind on their fees payment. The women market vendors are also enthusiastic about their businesses. The presentation of their stalls and their customer interaction has changed. Many have started saving and all have shown more commitment to being involved in the running of the local market vendors association |
| **Capacity and Commitment of Council and Markets Division** | | | | | |
| Commitment for improving the markets is evident in the City Council as well as the markets staff. However, there is limited attention paid into planning, design and cyclical maintenance for infrastructure.  The revenue collected also does not reflect what is being banked into the Council’s accounts.  Training for markets staff on operations, sanitation and health standards has been identified as a requirement by the market management itself. | Commitment for improving the market exists. However, with the plans for the relocation, they are hesitant to invest into the existent market structure and would prefer the project support to ensure the current investment for developing processes and operations of the new market are in place. Have also asked for support in the construction of the accommodation facilities. | Commitment from the Council exists and have contributed equal amount of funds into infrastructure development as UNW.  Training for markets staff on management, operations, sanitation and health standards has been identified as a requirement by the market management itself. | Commitment from the Council exists and have contributed equal amount of funds into infrastructure development as UN Women.  Training for markets staff on management, operations, sanitation and health standards has been identified as a requirement by the market management itself. | Commitment from the Council exists and have contributed equal amount of funds into infrastructure development as UN Women.  Training for markets staff on management, operations, sanitation and health standards has been identified as a requirement by the market management itself. | Commitment by RTC to improve markets is evident by active engagement with international/ regional / national and local stakeholders. |
| **Safety, Capacity and Civic Education on Market Vendors** | | | | | |
| Food safety and hygiene are a challenge for the market management. According to market management, vendors require training on produce handling, customer service, waste management, and sanitation. | Food safety and hygiene are a challenge for the market management. According to market management, vendors require training on produce handling, customer service, waste management, and sanitation.  Vendors’ produce left overnight being stolen. | Food safety and hygiene are a challenge for the market management. According to market management, vendors require training on produce handling, customer service, waste management, and sanitation.  Vendors’ produce left overnight being stolen. | Food safety and hygiene are a challenge for the market management. According to market management, vendors require training on produce handling, customer service, waste management, and sanitation.  Vendors’ produce left overnight being stolen but market by-laws state that produce is not to be left overnight. | No response from the management on crime (produce being stolen) but rather on enforcement of cleaning and hygiene standards  According to market management vendors require training on produce handling, customer service, waste management, Occupational Health and Safety. | UNDP provided literature to market vendors on nutritional value of local fruits and vegetables both in local language and in English for tourists. |
| **Infrastructure and Design Problems in the Markets** | **Market Capacity and Space Allocation** | | | | | |
| Insufficient space for market vendors  No shelter for vendors who sit in the periphery of the market, in particular for casual (weekend vendors)  No parking spaces as vendors occupy this space | Insufficient space for market vendors  No shelter for vendors who sit in the periphery of the market, in particular for casual (weekend vendors)  No parking spaces as vendors occupy this space | Insufficient space for market vendors  No shelter for vendors who sit in the periphery of the market, in particular for casual (weekend vendors)  No parking spaces as vendors occupy this space.  Two story building proposed by market management for additional space and reorganizing of vendors | Insufficient space for market vendors  No shelter for vendors who sit in the periphery of the market, in particular for casual (weekend vendors)  Casual vendors/farmers have started going to the market during the week as a result the floods which has caused a reduction of income. Vendors are starting to fight over this issue.  No parking spaces as vendors occupy this space | Insufficient space for all market vendors  No shelter for vendors who sit in the periphery of the market, in particular for casual (weekend vendors)  No parking spaces as vendors occupy this space | Flood Prone market and insufficient space for Market Vendors particularly rural vendors  Temporary shelters for rural Market Vendors who normally squat for vending in the open or below the trees in the market periphery  Government of Fiji is now constructing market extension to accommodate Market Vendors operating in the open space. |
| **Overnight Accommodation** | | | | | |
| Accommodation facilities not available but being built now without sanitation facilities or a management mechanism to ensure adequate control of facilities. This has been done as a directive from Prime Minister’s office.  New accommodation facilities will reduce the space available for vendors. | Accommodation facilities required (market caters for three large provinces in Fiji) | Accommodation facilities required |  |  | UN Women contributed US$50,000 for furniture to the site. Additional funding of approximately US$125,000 came from the Ministry of Local Government and Urban Development for an accommodation facility for women market vendors (temporary stay) as well as the building of a new ‘flood-proof’ market facility |
| **Maintenance** | | | | | |
| Cyclical maintenance plans for new infrastructure not available | Market infrastructure deteriorating- limited maintenance being done. | Market infrastructure deteriorating- limited maintenance being done | Market infrastructure deteriorating- limited maintenance  being done | Market infrastructure deteriorating- limited maintenance being done | Reasonable maintenance provided but gets affected during floods |
| **Sanitation Facilities** | | | | | |
| Toilets need maintenance  No plans for toilet facilities in the overnight accommodation | Poor condition of the toilet | No shower facilities | No shower facilities  Accommodation with toilet facility required |  | Needs more toilets |
| **Weather and Disaster Resilient Infrastructure** | | | | | |
| Flooding in some areas of the market due to rubbish accumulation  Roof leakage | Flooding in some areas of the market as a result of poor drainage systems | Flooding in some areas of the market as a result of poor drainage systems | Flooding in some areas of the market due to weather conditions |  | Flood prone market but new market expansion is likely to address this issue |
| **Accessibility and Safety** | | | | | |
| No facilities accessible for disabled people | No facilities accessible for disabled people  Possibility to build a storage facilities to prevent theft of goods | Insufficient lighting  Inadequate ventilation  No facilities accessible for disabled people | No facilities accessible for disabled people  Possibility to build a storage facilities to prevent theft of goods | No facilities accessible for disabled people | Need good storage facility |
| **Additional Amenities for Women's Empowerment** | | | | | |
| Existing space for feeding and changing room for babies- need furniture and facilities. However, this facility will not be available for use to the vendors that sit outside the market premises as the facility is inside the market and vendors run a higher risk to lose their produce if they leave it unattended. The main market is also locked up after 6 pm so the casual vendors will not have access to it afterhours.  No training facility in the markets available for vendors to easily access services and information | No training facility in the markets available for vendors to easily access services and information | Feeding and changing room is being proposed by market management.  No training facility in the  markets available for vendors to easily access services and information. | No training facility in the markets available for vendors to easily access services and information | No training facility in the markets available for vendors to easily access services and information | - UNDP established Market Learning Centre in the Market as an education, communication and information facility.  - Following financial literacy training, record keeping sessions are provided at the market site by local partner National Centre for Small and Micro Enterprise Development (NCSMED). UNDP supported with simple work books designed in consultation with market vendors & NSCMED. |

Table 1.2: Description of Markets in Fiji: Part 2

| **Accomplishments and Issues Arising from the Markets** | **FIJI MARKETS** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Lautoka** | | | **Ba** | | | **Tavua** | | **Labasa** |
| **Status of Women in the Marketplaces and their Contribution to the Economy** | **Organisation of Vendors** | | | | | | | | |
| Market vendors association in existence.   1. Woman in leadership role 2. 4 men hold key executive positions and 2 women are also executive members   Training has been provided on organizing skills. | | | Market vendors association in existence.   1. Inactive 2. Men hold executive positions 3. Vendors do not see the value of joining the association | | | No Market vendors association | | Market vendors association in existence.   1. Mainly men hold the executive positions and women are only members 2. Vendors do not see the value of joining the association   3)Women Vendors Club in existence as well |
| **Dialogue Between City Council, Markets Management and Vendors** | | | | | | | | |
| Vendors association meeting with management once a month.  The President is very vocal and has been very proactive in highlighting the issues with the market management. | | | Issues mainly addressed by the market management, but management is receptive to vendor’s needs when issues are brought to them. | | | Issues are addressed on a one to one basis with the market management by the individual vendors. | | Dialogue with market management exists when issues arise only. However, the women vendors club has been very proactive in identifying market issues with its members and engaging in dialogue with the market management. |
| **Conditions for Vendors in the Markets** | | | | | | | | |
| Rural vendors sleeping outside market premises.  Space registered under male partner/husband of the female vendors. Their contribution to the family income and control of resources may be hindered by this.  Vendors travel long distances to reach the market and it is expensive | | | There is a Multi-Purpose Bure Accommodation which was co- funded by UN Women in 2012 and is currently been used by Ba Market female vendors.. Vendors travel long distances to reach the market and it is expensive .  Space registered under male partner/husband of the female vendors. Their contribution to the family income and control of resources may be hindered by this. | | | Vendors travel long distances to reach the market and it is expensive. Space registered under male partner/husband of the female vendors. Their contribution to the family income and control of resources may be hindered by this. | Vendors sleep outside the market with their children. Vendors travel long distances to reach the market and it is expensive  Space registered under male partner/husband of the female vendors. Their contribution to the family income and control of resources may be hindered by this. Vendors bring their own seats, stalls are provided | |
| **Economic Security and Rights** | **Conditions for Vendors in the Markets** | | | | | | | | |
| Microfinance post is available, but limited training or access to vendors.  Vendors unable to attend training as they need to mend their stalls or want to be compensated for hours lost.  What vendors have raised as a need is access to lending schemes and savings rather than only training. | | | No financial/banking services available at the market or in the vicinity.  Vendors unable to attend training as they need to mend their stalls or want to be compensated for the hours lost.  Financial literacy, customer service and time management are identified by the market management as needs.  What vendors have raised as a need is access to lending schemes and savings rather than only training. | | | Vendors have raised as a need is access to lending schemes and savings rather than only training.  Security lights provided during night, normal patrol by police department.  Health -First aid kit provided. Staff & workers are well aware of first aid in case of emergency  Policing-Market master enforces market by-laws assisted by CEO.  Educational services-awareness program on garbage segregation in the market; financial workshop organized by social welfare for vendors. | Vendors unable to attend training as they need to mend their stalls or want to be compensated for hours lost.  No security services provided for the market vendors.  Police post nearby the market.  Community Health Service is at the market.  Police policing community services.  Social welfare to some vendors only.  Banking- microfinance, commercial banks at Labasa town | |
| **Market Management, Transparency and Accountability** | **Waste Management** | | | | | | | | |
| JICA Program on waste management is currently piloted in the Market. Green refuse collected are used for composting and are sold to the public.  Littering is also an issue with the market but it is enforced by the litter decree officers of Lautoka City Council. | | | Littering by market vendors, irregular waste collection & insufficient bins provided. | | | Littering, irregular waste collection & insufficient bins provided. | Littering is an issue faced by the Market management . | |
| **Market By-laws and enforcement of rules** | | | | | | | | |
| By-laws revised in consultation with vendors | | | By-law is revised in consultation with the market vendors | | | By-laws exist and the only revision that was proposed by the council was on increasing fees. Public participation is carried out before implementing any by-laws or policies | Market By-law was reviewed as part of the second phase of 'UN Women’s Pacific's Partnerships to Improve Markets' project. | |
| **Revenue collection, maintenance and development budgets** | | | | | | | | |
| City Council has budget for maintenance, and budget for market operations and maintenance.  All revenue from the market is directed to one single Council account. Therefore reinvestment into markets is a challenge for the market master. | | | Council has budgeted for maintenance, but actual expenditure on maintenance is not reflected. | | | Council has budgeted for maintenance, but actual expenditure on maintenance is not reflected. Other revenue also includes the Car park fees | Insufficient staff mending this market. | |
| **Capacity and Commitment of Council and Markets Division** | | | | | | | | |
| Commitment for improving the markets is evident in the City Council and have contributed equal amount of funds into infrastructure development as UN Women.  Need to develop a management and maintenance plan to prevent safety, conflict and sanitation issues which will arise when the facility (resource and training centre for women vendors) opens. | | | | Commitment for improving the market exists and have contributed equal amount of funds into infrastructure development as UN Women.  Need to develop a management and maintenance plan to prevent safety, conflict and sanitation issues which will arise when the facility opens. | | Commitment from the Council exists and have contributed equal amount of funds into infrastructure development as UN Women.  Training for markets staff on management, operations, sanitation and health standards has been identified as a requirement by the market management itself. | Commitment from the Council exists and have contributed equal amount of funds into small grant infrastructure development as UN Women.  Training for markets staff on management, operations, sanitation and health standards has been identified as a requirement by the market management itself. | |
| **Safety, Capacity and Civic Education on Market Vendors** | | | | | | | | |
| Food safety and hygiene are a challenge for the market management. According to market management, vendors require training on produce handling, customer service, waste management, and sanitation. | | | | Food safety and hygiene are a challenge for the market management. According to market management, vendors require training on produce handling, customer service, waste management, and sanitation. | | Food safety and hygiene are a challenge for the market management. According to market management, vendors require training on produce handling, customer service, waste management, and sanitation. | Food safety and hygiene are a challenge for the market management. According to market management, vendors require training on produce handling, customer service, waste management, and sanitation. | |
| **Infrastructure and Design Problems in the Markets** | **Market Capacity and Space Allocation** | | | | | | | | |
| Insufficient space for market vendors  No shelter for vendors who sit in the periphery of the market, in particular for casual (weekend vendors)  No parking spaces as vendors occupy this space | | Insufficient space for market vendors  No shelter for vendors who sit in the periphery of the market, in particular for casual (weekend vendors)  No parking spaces as vendors occupy this space | | | | Insufficient space for market vendors  No shelter for vendors who sit in the periphery of the market, in particular for casual (weekend vendors)  No parking spaces as vendors occupy this space.  Two story building proposed by market management for additional space and reorganising of vendors | Insufficient space for market vendors  No shelter for vendors who sit in the periphery of the market, in particular for casual (weekend vendors)  Casual vendors/farmers have started going to the market during the week as a result the floods which has caused a reduction of income. Vendors are starting to fight over this issue.  No parking spaces as vendors occupy this space | |
| **Overnight Accommodation** | | | | | | | | |
| Accommodation facilities required | |  | | | | Accommodation facilities required | Accommodation facilities required | |
| **Maintenance** | | | | | | | | |
| Cyclical maintenance plans for new infrastructure not available | | Market infrastructure deteriorating- limited maintenance being done. | | | | Market infrastructure deteriorating- limited maintenance being done | Market infrastructure deteriorating- limited maintenance  being done | |
| **Sanitation Facilities** | | | | | | | | |
| Provision of more taps in the market so that vendors for easy access to water | | Poor condition of the toilet | | | | No shower facilities | No shower facilities  Accommodation with toilet facility required | |
| **Weather and Disaster Resilient Infrastructure** | | | | | | | | |
| Flooding in some areas of the market due to rubbish accumulation | | | | | Flooding in some areas of the market as a result of poor drainage systems | Flooding in some areas of the market as a result of poor drainage systems and accumulation of rubbish | Flooding in some areas of the market due to weather conditions | |
| **Accessibility and Safety** | | | | | | | | |
| No facilities accessible for disabled people | No facilities accessible for disabled people | | | | | No facilities accessible for disabled people | No facilities accessible for disabled people | |
| **Additional Amenities for Women's Empowerment** | | | | | | | | |
| Currently replacing a part of the new market hall with a two storey section with accommodation, change and feeding rooms plus an associated toilet ablution facility for women and children. | Plans to install permanent raised vendor benches in order to eliminate floor vending | | | | | Accommodation for women vendors with changing and feeding rooms for children | No training facility in the markets available for vendors to easily access services and information  Access to market related information is given to all vendors, the market vendors association is briefed beforehand and informed on developments done to any policy | |

# Overview of the Partners Improving Markets Project

This section of the Fiji submission provides an overview of the work to date under the PIM Pilot Project, indicating key actions and deliverables. This is followed by a sub-section on key findings and lessons learned that highlight the importance of focusing on marketplaces to reach women under the WEE Programme.

## UN Women’s Knowledge Products

Key knowledge management products delivered under the PIM Pilot Project are summarised as follows:

Table 3: Summary of Key Knowledge Products under the PIM Pilot Project

|  |  |  |
| --- | --- | --- |
| **Year** | **Title** | **Narrative** |
| 2009 | A Survey of the Economic Performance of Selected Markets in the Solomon Islands and Papua New Guinea. | The analysis is based on a survey of vendors in several markets located in the Solomon Islands (Honiara) and Papua New Guinea (Port Moresby and Kundiawa).***The performance of markets in terms of employment and income/earnings generation***, providing earnings for people who lack alternative employment (expressed as number of jobs created and associated earnings) and ***the return on capital employed within the market***, ie profits after an allowance is made for a basic wage, providing funds that can be reinvested in business growth. |
| 2009 | Melanesian Markets | The Melanesian Markets Report consists of the Market Profiles for 56 Markets in the Melanesian Countries (PNG, Solomon Islands, Vanuatu and Fiji) |
| October 2010 | Economic Analysis Report on Four Markets in Fiji | The report is based on the economic analysis of four markets (Suva, Nausori, Sigatoka and Labasa) in Fiji |
| July 2011 | Pacific Markets and Market Vendors –Evidence, Data and Knowledge in Pacific Islands Countries-1st Edition | The literature review contains some general comments about agriculture across the Pacific. |
| 2011 | Partnerships to Improve Markets (PIM):Summary Survey Results from Nine Markets in Fiji | A detailed survey of market managerial staff at nine of Fiji’s thirteen municipal markets whereby approximately one hundred and fifty questions were designed regarding infrastructural and socioeconomic issues facing market workers. The nine surveyed markets were Sigatoka, Nausori, Rakiraki, Ba, Tavua, Lautoka, Nadi, Namaka, Labasa and the summary captured vary considerably in size, demographic characteristics, and the complexity of infrastructure and trade-related social networks. |
| November 2011 | Fiji Market Improvement Handbook | This handbook has been designed to assist Fiji local government, city councils, town councils and market authorities who are responsible for managing marketplaces, to improve their marketplaces. This handbook has been designed to especially capture issues which pertain to the needs and wellbeing of women market vendors, who make up the bulk of vendors across Fiji. The handbook is to be used in conjunction with a consultative process between market vendors and market authorities, to ensure a more positive and conducive environment for all is achieved. |
| March 2012 | Rural Pacific Island Women and Agriculture -2nd Edition | The literature review contains some general comments about agriculture across the Pacific |
| November 2012 | Feasibility Study of the Fiji Markets Infrastructure Component | The report is based on a feasibility study of the current Market Infrastructure of the 10 Markets in Fiji |
| December 2012 | “Getting Started Toolkit” for Vendors Association | The Getting Started Toolkit was developed to assist in getting the women vendors organised and empowered to engage in dialogue with the Market Vendors Association and the Market Management. The toolkit was developed in consultation with the Suva Market Vendors and the Sigatoka Market Vendors. |
| December 2012 | Tailevu Women Documentary -Nasau Village, | The 25 minute documentary captures the journey undertaken by the rural women of Nasau village (located in the Tailevu highlands) every week. The struggles and constraints experienced with the early morning distanced walk to their gardens to collect ferns, then loading all the village produce into hired carriers in the early hours of the morning and the troubled and congested journey to the Suva market via unsafe roads to only be allocated spaces on the concrete pavements of the Suva market. The vendors resort to sleeping on the pavements until the market is officially opened, after a full days sales from the pavement then they shop in the nearby supermarkets and once again take the painstaking journey back home. |

## Lessons Learned and Rationale for Marketplace Focus

The m4c Project will build on what was learned from the 2009-2012 PIM Pilot Project, as well as from the Safe Cities for Women and Girls Programme in PNG. The PIM Pilot Project was divided into two phases. The initial phase comprised a broad scoping and gender analysis investigation of the social, economic, and physical conditions in 50 Melanesian markets across the Pacific region. This assessment yielded previously-unknown insights into the nature and operations of markets in the region. It included documentation of relationships between local government, market management and market vendors, the functioning of markets, the availability and quality of services and amenities, including water, sanitation, rubbish collection and shelter, including overnight shelters. The assessment also included a mapping of value chains, modes of transport and market use, product types and values, the supply and demand for different goods, revenue generation and collection, wholesaling and retailing activities, and daily, seasonal and weekly market use. Analysis and information sharing from this phase informed pilot initiatives, including the design of project interventions and establishment of key indicators for measuring the gendered impacts of unequal power relations in the governance, management, accessibility, safety and economic opportunities that undermined livelihoods and weakened local economies.

The second phase resulted in a series of country-specific pilot activities in selected markets across the diverse countries of Vanuatu, PNG, Fiji and Solomon Islands. The main aim of pilot implementation was to test mechanisms to challenge unequal power relations, improving livelihoods and strengthening local economies. Building on local initiatives and identifying entry points for action, the pilot project aimed at facilitating partnerships and social dialogue, building accountable systems, and strengthening social organisation among market vendors themselves.

One of the most important lessons learned from 2009-2012 implementations was that local markets offered an excellent entry point to respond to a variety of constraints facing women in an integrated manner that would have broad consequences not just in the economic realm, but also in terms of culture and society. A second lesson learned was that effective policies, or their absence, manifested themselves in tangible ways when trying to implement programmes at marketplace level. The mandate and ability of local authorities to provide safe systems, the ability of women entrepreneurs to negotiate effectively with powerful informal and formal structures, the extent to which an enabling environment exists that expands and diversifies markets that benefit both women and men, and the degree to which infrastructure itself is conducive to positive gender outcomes, are all affected by the policy and strategy environment. A third lesson learned is that change is difficult to effect, and requires implementation of an adaptive, informed approach to implementation, an approach that learns as it proceeds, and shares knowledge in a manner that informs broader planning actions, nationally and regionally.

Overall, ensuring women’s economic and social empowerment, as well as access to and control over resources, requires an integrated approach. Marketplaces offer an excellent venue where practical actions can achieve broad-based desired outcomes. By changing the dynamics of gender relations in the economic realm (not just in the markets but at home and on the farm), by changing the dynamics in resource control through political and institutional power, and by carefully tracking what works and what does not as well as what the broader impacts are from these changes, the m4c Project can effect important change in a multifaceted manner. For example, in addition to lessons learned from the 2009-2012 programming, the Safe Cities for Women and Girls Programme, implemented in a number of countries including PNG, shows how marketplace targeting can respond to economic challenges, but also gender violence. Lessons learned from the PIM Pilot Project itself included the importance of quality data and the use of information in programme implementation, the particular challenges women face in marketplaces, the asymmetrical power relationships between market vendors and local authorities, the central role markets place in livelihoods especially for poorer households, the effectiveness of information use and dialogue for improving relations between market vendors and local authorities and changing negative local authority attitudes, and the gender dimensions of marketplaces[[21]](#footnote-21).

A united and effective advocacy network of women vendors is critical to the success of the m4c Project. Further emphasis will be placed on capacity building for women vendors and specifically: product quality control and value added, financial literacy, access to financial services, and disaster risk reduction and preparedness. Further, experience in PNG and Fiji underscores the importance of advocacy, policy development and reform in creating an enabling environment for women vendors.

Successful practices have also come from the development of infrastructure projects in different market initiatives, led by the Government of Fiji and supported by UN Women, building on good practices from the PIM Pilot Project in the Pacific. For example, in Ba Town, Fiji, lack of overnight accommodation posed serious health and safety hazards to women market vendors coming from the rural areas, and was identified as one of the biggest challenges for women to access markets and makes a living. An overnight accommodation and training facility has been built and will be providing overnight accommodation facilities for women travelling from the rural areas, as well as a training centre for all market vendors. While there are risk factors associated with maintaining the security of these spaces, their usefulness in providing temporary shelter cannot be denied, especially until women have safer spaces in their homes and easier and more secure transportation options. In PNG, through the Safe Cities for Women and Girls programme, UN Women has also provided technical assistance for the refurbishment of the first market pilot site, and the development of maintenance cyclical plans to ensure sustainability. UN Women has also supported the National Capital District Commission in PNG to develop and implement new market structures and systems that protect the rights of market vendors, promote inclusivity, collaboration, civic education and rights. Innovative methods for revenue collection that also provide increased access are being devised.

Lessons from the markets work piloted around the Pacific had also revealed the opportunity to work on green, sustainable and disaster risk resilient initiatives in the market places. Composting, recycling, solar power and other green initiatives will be piloted in the intervention sites. UN Women will therefore continue to support infrastructural improvements and provide technical assistance to develop and implement accountable, transparent, fair and sustainable systems in the markets that meet the needs of the women vendors and the market population.

Market-specific issues’ supporting this analysis is as follows:

* Vendors selling on the inside of markets, under shelter, and with stalls, are urban retailers (buying from rural farmers or from large-scale market gardeners who truck fresh vegetables in to markets to sell wholesale to urban traders).
* Vendors on the ground, outside, with no stall, no seat, no shelter (except overhang) are rural. They come to market mid to late week and trade till Saturday afternoon before returning home.  In most markets they pay a higher daily fee than those who have shelter and amenities.
* Where vendors associations exist, they are almost exclusively made up of urban retail vendors, mostly women. It is rare for rural vendors to be members, and in some cases they are actively locked out, and told that they are not ‘real vendors’.
* Among the urban vendors, there are men who have captured and consolidated up to 20 stalls, which they run like small shops, especially spices, snacks, kava (non-perishables and higher profit).
* Vendors associations are working most in the interests of urban vendors, and particularly in the interests of these larger scale male traders who have consolidated control over 5-20 benches.
* In many cases, these same men have captured leadership roles of the vendors associations, and justify this by saying the women are not capable of leading, speaking out or negotiating. So in fact the vendors associations are often captured to advocate the economic interest of a small group of male traders. These men take control of the market floor and cultivate favour with the male-dominated market managers, to get other spin off contracts, like cleaning the market, and its surrounds.
* Lautoka Market Vendors Union is the single example of market vendors with female leadership and a different history of political participation and dialogue with market management. This once very powerful vendors’ Union led by a strong women. Also Lautoka has women working on fee collection and there is evidence that market revenues have increased.
* As the PIM Pilot Project has progressed, a new trend has emerged towards employing women to work as fee collectors. In addition, in both Lautoka and Sigatoka markets have recruited female revenue collectors, and are also assisting the market masters. At this juncture, it is too early to assess impact.

This deeper gender analysis has led to the design of a project that addresses the gendered relations of power at many levels, including:

* The relationship between female vendors and their husbands and community leaders who often pressure women to hand over their incomes.
* The relationship between female vendors /men and boys who idle, harass, extort, intimidate on the marketplace.
* The relationship between female vendors /men who use the market place for leisure – drinking kava, consuming illegal drugs and homebrew alcohol, gambling etc.
* The relationship between female vendors / men who insist on representing women in ‘united’ vendors’ organisations.
* The relationship between female vendors /market management and staff.
* The relationship between female vendors / local government and budget personnel.

Based on the experience of the PIM Pilot Project, UN Women has continued to work closely with selected progressive and innovative municipalities to facilitate and document pilot programmes and to build new models for different markets across Fiji. Market-based, gender responsive pilot initiatives from Fiji, Solomon Islands and Vanuatu, have been shared across Fiji to inspire other municipalities.

The design for the PIM Pilot Project in Fiji also takes into account the results of several small scale pilots in the recently established Rakiraki Town Council and market, including financial governance, piloting different modalities for learning programmes for vendors. At least one of these initiatives very specifically reflects local government commitment to build more gender responsive market governance, infrastructure, services and amenities through gender-responsive budgeting (GRB).

In Ba Province, where rural poverty is reportedly the most extensive and severe in Fiji, the Ba Town Council has financed the construction of Multi-Purpose *Bure*, (Fijian for traditional house, dwelling) which is an excellent example of gender-responsive market-based infrastructure. This facility addresses rural women vendors’ most urgent needs and is a key entry point for working with them to develop their economic potential and to pilot value chain enterprise development. It caters to both the practical and strategic needs of women vendors, providing rural women market vendors with safe, clean and affordable overnight accommodation and a learning and training centre for both urban and rural vendors and their daughters is being developed within the *Bure*. The Ba Town Council is working with the NGOs in the *Bure,* on site at the market, health, agricultural and protection services, and training to increase economic opportunities and incomes.

This *Bure* in Ba Province is the first Pacific initiative to provide rural women vendors with decent overnight accommodation together with on-site learning. A coalition of 23 local women’s organisations is already involved in assessments of the situation and needs of markets vendors and ready to start up a Market Improvement Committee. This emerging Committee is well positioned to get the private sector more engaged in making information, education financial services available to market vendors on site.

These local market-based innovations will provide the m4c Project with a living example of gender-responsive budgeting and infrastructure and the first steps towards transforming relationships among vendors and between vendors and market management and local government, and the facilitation and enhancement of this change through coordinated civil society engagement and inputs.

Although still very new, the Ba *Bure* demonstrates local government commitment to address specific problems of women vendors, and the potential for new partnerships with both vendors and the local civil society to promote women’s economic empowerment and promote markets as important hubs in local economic development.

The Rakiraki Town Council being the newly established town has been forging ahead with change to ensure better governance, greater transparency and equitable access for market vendors to economic opportunities with the engagement of the former female Special Administrator. The Town Council has also lobbied for Ministry funding for the new town to be used for the construction of rural vendors’ accommodation and learning facilities, and sheltered trading areas for the weekend rural vendors new budget priorities.

Rakiraki Town Council in partnership with UNDP Millennium Project is piloting several small-scale social and income protection initiatives with market vendors to improve the relationship between vendors and the Town Council and ways to avert prevent poverty and enable rapid recovery from disasters.

The Ba model facility for women market vendors has been well publicized through Fiji's national local government forums and through the national media (print, radio and TV). The Special Administrator and Chief Executive officer (CEO) of Ba Town Council has become male advocate for the improvement of markets, promoting gender budgeting, MDGs and CEDAW acceleration among his colleagues and counterparts in municipal management.

Overall, a healthy competition has emerged among municipalities to collaborate with UN Women to upscale PIM pilot initiatives by prioritising women vendors’ needs and mainstreaming gender into local government operations. More municipalities are prioritising accommodation for vendors in their market infrastructure improvement plans.

# Theory of Change

The theory of change and socio-economic transformation behind the m4c Project is as follows:

*Gender-equitable economic and socio-cultural empowerment of market vendors within the market environment can be attained if the following take place:*

1. *accessible, inclusive, and representative governance structures within marketplaces are put into place that will enable markets to grow, and will specifically strengthen the role and influence of women market vendors;*
2. *actions that improve governance and social and economic security will facilitate market vendors to achieve economic, social and financial advancement, with specific outcomes related to improved gender-equality and the advancement of women;*
3. *actions that improve governance among market management and local governments will enable decision-making processes to be more gender-responsive, transparent, accountable and receptive to the needs of vendors; and*
4. *improved infrastructure and on-site services that are developed in a gender-responsive manner will contribute to improved social and economic security for women market vendors.*

This theory of change is based on four hypotheses derived from past PIM and other experience, and will be tested during implementation. Illustrative activities are noted in the figure below the hypotheses, which are thereafter elaborated in the activities noted in the Results Framework:

1. *Inclusive, effective and representative marketplace groups are created and grow.*  The hypothesis is that, if active, inclusive and effective representative marketplace groups that involve women market vendors are created and grow over time, the political and civil knowledge, skills and entry points will allow collective action to engage routinely and effectively in market governance and decision-making, contribute to the elimination of gender-based discrimination and violence, and expand economic opportunities for women.

In Fiji, existing evidence suggests that market vendor associations are important institutions aimed at representing the interests of market vendors. However, because of this importance, most are dominated by males in leadership positions. The result has been that many women market vendors not feeling that their interests are being adequately considered, and this has weakened the associations over time. At Sigatoka, this problem resulted in the market vendors association being dismantled, as all members had withdrawn. In the absence of the association, informal arrangements had been in place where ‘representatives’ from the market vendors (males as well as females) worked informally with the market managers, but the situation was felt to be ineffective.

At Nausori, the absence of female representative in the market vendors association resulted in women separately forming a vendors ‘club’ to represent their interests. They club has reportedly been quite active in working with market management on marketplace upgrading and day-to-day issues, compared to an inactive association. A similar situation exists at Labasa, where a women’s club has also been created, in this case including both urban and women vendors.

Overall, findings highlight the problems arising when women, who comprise the majority of market vendors, are excluded from decision-making in representative institutions, and the problems arising from inactive associations without sufficient focus, and without sufficient incentives to remain active.

1. *Market vendors achieve gender, social, economic and financial advancement, sustaining Project outcomes.* The hypothesis is that economic advancement is central to the success of any intervention actions and Project sustainability, and that without economic gains Project achievements cannot be sustained. This is reinforced when social and gender advancements coincide with these economic advances, and strengthen the gendered aspects of economic gains. This involves working with both women and men market vendors, and it means managing the challenges that will emerge as gender roles change.

In Fiji, the Rakiraki marketplace was an intervention site for the UNDP Millennium Markets Project. Training was provided to market vendors with a particular focus on improving their financial situation. Lessons learned are applicable for up scaling at the Rakiraki market, and for consideration for the remaining nine market intervention sites.

Beyond reported income gains, other benefits valued by market vendors were reported to include training that increased self-confidence and skills in working with the public and market management, self-esteem in valuing their important role in the economy and society, and consideration of community needs in terms of environmental cleanliness and improved health.

1. *Local governments and market management agencies are responsive, effective and accountable to gendered needs.* The hypothesis is that, if the enabling environment is strengthened at local government level, if duty bearers are responsive to gendered needs and provided with resources to accomplish objectives, and if rights-holders effectively press for change, local government actions will enable these right-holders both economically and in terms of decision-making power.

In Suva, the city council is clearly committed to improving the marketplace itself and the lives of market vendors. There are nevertheless gaps in how the council plans with market vendors associations, and broader problems associated with planning, design, maintenance, and use of funds efficiently. The revenue collected does not reflect what is banked in the council’s accounts, highlighting the need to focus on systems for improved accountability and transparency. At Nausori, the local council is also committed to improving the market. Given the problems with the current market, the market will be relocated to a new location, giving the council the opportunity to work with the vendors and market management in the design and construction of an improved market.

Overall, all nine councils have committed funds and human resources to market improvements, and remain committed to doing more.

1. *Gender- and disability-sensitive infrastructure upgrading and on-site service expansion that is resilient to disaster risk and climate change and improvement helps enable gender, economic and social advancement.*  The hypothesis is that resilient, gender-responsive, improved, accessible and functional infrastructure and on-site services will enable and protect women market vendors and support attainment of other objectives.

The health and safety risks associated with poor market infrastructure suggest that helping to overcome these risks will improve economic and social outcomes. Ensuring that physical infrastructure meets the particular needs of women market vendors is key, especially with regard to the reduction in risk of violence and disease transmission (including illnesses affecting their children), the problems associated with poor drainage and poor roofing and damage to produce, adequate sanitation and safe facilities free from violence, and lighting that ensures a safe market environment.

Many of the markets in Fiji are proximate to the ocean. The main market in Suva is near the harbour and is flanked by rivers, the storm sewerage system performs poorly due to rubbish in the system and lack of maintenance, and floods are common. Infrastructure is not appropriate for disabled vendors and customers, water and sanitation facilities are inadequate and management of these facilities is poor, with regular loss of access after-hours, and the stressing of nearby resources. The Nausori market needs to be relocated due to environmental risk, while the market at Nadi is prone to flooding, and needs to be construction to protect from regular flooding.

Long-Term Result

Short-Term Result

Activities

The Theory of Change is reflected in the following figure, showing the expected change at the top, followed by long-term results, short-term results, and sets of activities. The results are consistent across the m4c Project overall, while the activities to influence these results are specific to Fiji.

Figure 2: Theory of Change

Long-term results were grouped into two categories: 1) improved socio-economic security; and 2) responsive governance structures and systems. Short-term results clustered under these two categories, and activities linked to these. The short-term and long-term results and corresponding sets of activities where checked against m4c Project outcomes and outputs as per the Fiji Results Framework, to ensure alignment. Relevant strategies to effect this include the following:

* Targeting municipal markets as key sites for women’s economic empowerment and poverty reduction.
  + Fiji – Consolidate support at Suva market, expand activities in the western region as priorities.
* Involving local government, civil society, the private sector and respective representative institutions in the empowerment of market vendors.
  + Fiji - Review of bylaws that have been adapted to support the empowerment of vendor associations to consider gaps in the bylaws and their implementation. Identify gaps in local authority bylaws, with particular attention to eight towns that have less established bylaws. At Suva and Nausori, review bylaws and strengthen, including a review of their functioning.
* Building democratic institutions that represent and advocate for women market vendor rights and interests.
  + Fiji – Association ‘capture’ has been a problem in Fiji, and needs attention. In keeping with a participatory approach, if parallel clubs are being established, they will be enabled.
* Responding to the multifaceted needs of women market vendors’ rights and interests.
  + Fiji – The priorities of women market vendors has not always resulted in these being priorities on the part of other parties, but the situation is reported to be improving. There is a need to strengthen women’s role in the associations and helping them to organise, so that their voices are heard and priorities considered.
* Building gender-sensitive market infrastructure and on-site services (e.g., lighting, sanitation, overnight facilities, water supply, child care facilities, etc.).
  + Fiji – A range of problems face all ten marketplaces to be reached by the project. One will be relocated, which will enable planning and design to be done right up front. The focus here will be on ensuring that the women’s market vendors associations are actively engaged in these activities, so that their concerns receive attention. At Suva, storm sewerage channels need attention as they fill and flood the market, while management of sanitation and water services needs attention.
* Implementing a sound knowledge management system intended to inform m4c Project implementation and provide examples of what works and what does not at a regional and international level.
  + Fiji - A Knowledge Management team (KM team) will be based at the Regional MCO for UN Women in Suva, responsible for working with the Project Manager, the Communications and Monitoring Officer and others working on the Fiji m4c Project. The Fiji team will work with the KM team as follows: establish Project and results monitoring systems; determine and support reporting requirements, ensuring that evidence of results is included in reports; prepare evaluability assessments and support evaluation; co-plan with the KM team based on a review and processing of international materials; prepare KM products for field implementation working with the KM team, associations, market management and local authorities; conduct baseline and impact surveys and qualitative data collection activities.

Direct intervention at marketplace and local authority levels is intended to strengthen Project-targeted marketplaces and vendors. A key aim is replication and up scaling of the initiative by local authorities and this will receive attention from the start of the Project. There are significant opportunities to expand activities to three additional marketplaces, once work has begun at all ten marketplaces in the Project.

These direct interventions will be further strengthened by linkages with other programmes. For example, the DFAT financed Fiji Community Resilience and Economic Opportunities Delivery Strategy is being implemented through 2016, and one objective is to ‘build resilience and economic opportunities in disadvantaged communities’. It will deliver better incomes and new job opportunities for the poor, as well as increased uptake of financial services, reduced vulnerability of local communities to natural disasters, improved targeting of social transfers with extensive community engagement, and strengthening institutions among the poor. These community-based initiatives can significantly reinforce the marketplace-based interventions proposed under the m4c Project. Similarly, the Pacific Financial Inclusion Programme focuses on branchless banking, using mobile phones, smart cards and other devices to strengthening banking by the poor, along with improved financial competency. These interventions, along with micro-insurance opportunities could support those reached through the m4c Project. Further, the Market Development Facility targets farming households and aims, among other things, to expand market activity, and therefore targets many of the same households and vendors. Additional opportunities may present themselves in terms of the Cakaudrove Women’s Resource Centre and the Australia-Pacific Technical College.

The Theory of Change is also based on evidence that the elimination of gender inequality and the economic empowerment of women require specific attention to the needs of women. To achieve gender equality in development, gender gaps in access to economic opportunities, earnings, and productivity need to close. Available evidence suggests that gender inequality declines as poverty declines, but that economic development alone is not enough to bring about gender equality. Women’s economic disadvantage largely stems from historically gendered roles and women’s disadvantage in the following areas: the gendered division of work (paid and unpaid); agency (voice and choice over household and community decisions), and access to resources. In the three Melanesian countries included in the m4c Project, gender differences in human capital have reduced and now, apart from in the Solomon Islands, girls are more likely to be enrolled at school than are boys. However employment inequalities remain a serious problem.

A major barrier to gender equality at the household and community level is women’s lack of agency which is evidenced by high levels of violence against women. Within formal political structures, this lack of agency is reflected by women’s limited representation amongst decision-makers. Three years of grass roots field research, led by the University of Western Pacific and the Fiji National University, for the International Women’s Development Agency has developed a set of community-based indicators of gender equality to track the impacts of economic change on Melanesian communities. It emphasises the importance of four interrelated factors: women’s collective action; women having more leadership (including role models), household togetherness (including ending violence and manipulation), and women’s lives and influence improves (including women gaining resources, skills and more voice in the family[[22]](#footnote-22). Therefore, focused actions are needed that have specific equality and women’s empowerment objectives[[23]](#footnote-23).

The target populations are twofold: 1) women market vendors and other actors in marketplaces; and 2) local authorities. Important progress has been made in recent years that can be built on in target locations and beyond with the implementation of the m4c Project. Considered Project design and testing implementation modalities in year 1 will ensure that Project implementation is sound. Key progress is expected in years 2-4, with years 5-6 focused specifically on sustainability and adoption by other actors and other locations. The success of the intervention is based in part on experience of what worked during the pilot phase, as well as what is being learned from the Safe Cities Women and Girls Programme in PNG. Authorities are increasingly supportive of the initiative at local and national levels, and results are tangible and support effective planning and implementation.

The Theory of Change would be further considered and refined during Year 1 of m4c Project implementation, as additional evidence is gathered, as lessons are learned from initial interventions, and as systematic inputs are received from baseline data collection and early monitoring activities. This would be done by the Fiji Country Team, working with the m4c Project KM Team based in Fiji.

# Phasing and Activities

The m4c Project will be implemented over a period of six years, with an estimated starting date of 1 January 2014. The six year intervention is divided into three phases:

1. The Preparatory Phase would take one year from the second half of 2013. The focus will be on Project establishment, stakeholder engagement, and establishing knowledge management systems. Phase 1 will include systematic consideration of what was learned from the 2009-2013 implementation. Stakeholder engagement will take place at multiple levels, intended to explore avenues to advance the Project local government levels and within marketplaces.

Phase 1 will also include on going infrastructure development based on on-going initiatives from the small grant infrastructure improvement projects whereby UN Women financially supported eight municipalities in Fiji through core funding of approximately $140,000 USD. The eight councils carried out their own needs assessments and submitted their proposals which are summarised below:

|  |  |
| --- | --- |
| **Municipal Market** | **Proposal submitted by Respective Council** |
| Suva | Shelter(roof extension) for flower section of Market |
| Sigatoka | Provision of additional stalls, additional cantilever and replacement of rusty chain link |
| Nadi | Construction of portable tables for Casual Vendors |
| Lautoka | Construction of Resource Centre and 50 sets of trestle tables |
| Ba | Internal fit out and furnishing of Multipurpose Bure |
| Tavua | Provision of water tank and construction of additional stalls for handicraft |
| Rakiraki | Extension of existing ablution block |
| Labasa | Shelter (roof extension for flower Section) of the Market |

At the end of Phase 1,the following will have been accomplished: a clear annual work plan and budget for implementation for year 2, plus indicative materials for years 3-4, will have been prepared, vetted and agreed; activities will have been fully elaborated for each country and for regional and multi-country activities; staff will be place; criteria for marketplace selection and activity plans in place; planned infrastructure work will have continued and new plans established; significant progress will have been made with regard to knowledge management activities, including materials assembly and processing, establishment of monitoring systems (project and results), commissioning and overseeing all baseline data collection exercises; reporting procedures will be in place and relevant reports issued on time; procedures will be in place for implementation and followed; and effective management systems will be in place.

1. The Core Delivery Phase would last three years, with completion anticipated in 2017. The focus will be on delivery of direct services, extension support, problem-solving, institutional strengthening, and infrastructure development.

During this phase, activities associated with each of the four outcomes will be fully underway, support actions for group formation and enabling will be carried out; infrastructure design and implementation activities – guided by technical inputs and representative structures – will be carried out; activities for strengthening local government and oversight are underway; activities for economic enhancement are in place; and knowledge management processes and products will enable implementation and provide oversight, reflection and learning, reporting will continue, results-monitoring will continue, a mid-term review will have been conducted, and an outcome evaluation will have taken place.

1. The Transfer Phase would last two years, with the emphasis on how Project outcomes can be sustained over time. The focus will be on ensuring that responsible agencies have the skills and orientation required to continue towards desired results, identifying challenges to achieving desired results, securing agreement on actors and actions to effect change and building coalitions to respond to these challenges. Knowledge management activities will include continued reporting and results-monitoring, preparation of final knowledge management products, and the impact assessment.

# Project Governance and Management

This section presents overall project governance, management arrangements, human resources and staffing, as well as reporting systems.

## Internal Governance and Management Structures

The m4c Project will have rigorous and well established structures of accountability and management that will ensure successful delivery of results in the ground and that evidence is collected and collated for dissemination at a regional level. The following regional and country level mechanisms will therefore be established in the first year of implementation.

### Regional and Country Level Accountability Frameworks

**Project Board:** This body will include UN Women, UNDP and DFAT. It would review the reports submitted by the Project Managers and consider progress and problems and advise accordingly. The Project Board meeting would take place every twelve months in early January and focus on assessing progress under the regional logframe[[24]](#footnote-24).

**Project Management Committee:** A Project Management Committee will be established in each country of implementation. It will include representatives from relevant Government agencies (led by a nominated focal point within Government), UN Women, UNDP DFAT, marketplace representatives (following establishment of, and strengthening of, these associations) and representatives of civil society, including national organisations that represent disabled persons. The Committee will receive advice from the regional Knowledge Management team, which will provide the Committee with various documents relevant to considering implementation and progress.

* These committees would meet every six months with the second one each year held immediately before the programme board meetings and would be responsible for reporting on implementation of activities, and consider progress towards output and outcome indicators as per each country’s Results Framework.
* The second meeting each year would review progress over the previous twelve months as well as review the annual work plan for the next year.

The Project Management Team in Fiji would be led by an international Project Manager (UN Women appointed) who would be responsible for coordinating all inputs, including the components directly implemented by UN Women as well as the component where UNDP serves as the responsible party. Due to the number of planned intervention sites in Fiji, two National Project Co-ordinators will be recruited. One co-ordinator will be based in the Local Council office in the west and the second one in the UN Women Office in Suva in the east. The Fiji project management team will also include technical specialists that support the project on a needs basis, and the project implementation team from UNDP as the responsible party for Outcome 2. A Regional Advisor for Infrastructure Development will be based in the UN Women Office in Suva and provide support to the three countries. The Operations team in Suva will support the Fiji M4C Project.

### Human Resources and Staffing and Reporting Structures

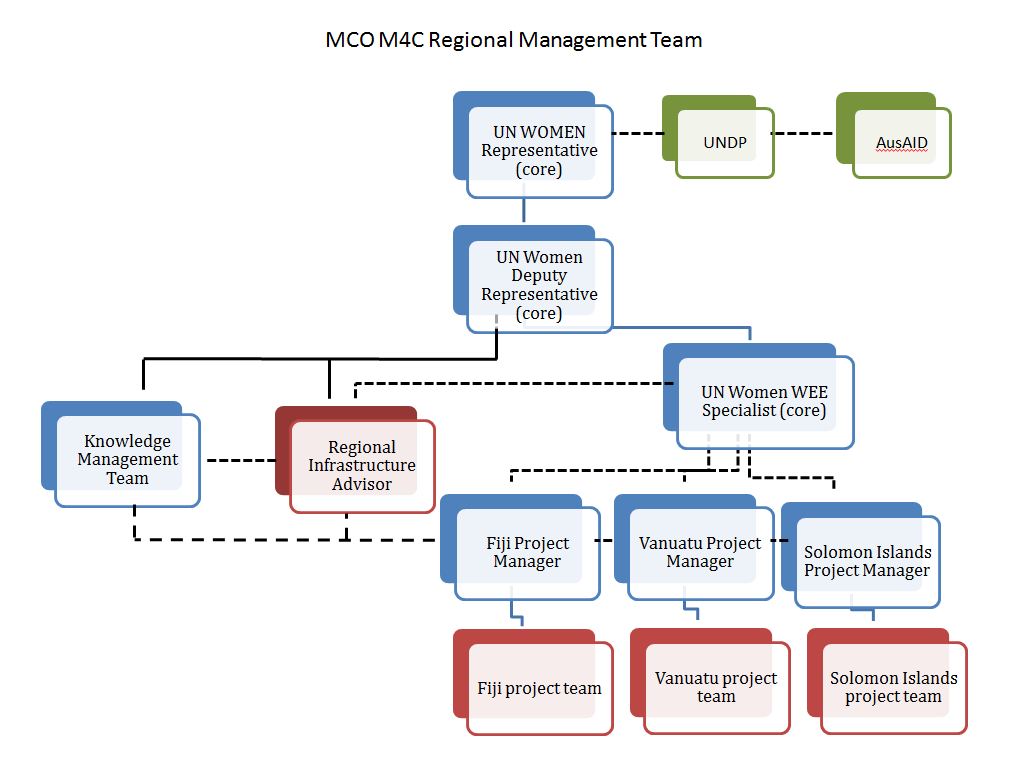
As mentioned above, project management teams for the m4c Project will be established in each country to facilitate implementation and coordinate and manage the project for the next six years. The following organograms show the composition of the project management teams at the country level as well as the regional management structures, reporting lines and initial partnerships. During the first year of implementation additional local partners may be identified.

At the Regional Level, the m4c Project will be supported by a Knowledge Management team headed by international consultants, selected based on the skills required at that point in implementation, for regular inputs over the duration of the project and, on an as-needed basis, by a technical advisor for infrastructure development. These consultants and team members will report directly to the Deputy Representative and will work in close collaboration with the WEE specialist.

At the country level, International Project Managers will be responsible for the day to day implementation of the project, supervision of project staff and collation of information for the Knowledge Management specialist to consolidate information for all three countries. It is expected that each project management team will work directly with relevant local authorities and partners to support the institutionalisation and skills transfer of processes. UN Women will act as the Implementing Agent[[25]](#footnote-25) and UNDP will be the Responsible Party[[26]](#footnote-26) for the delivery of Outcome 2 of the Project.

Having an International Project Manager based in Suva and focused on Fiji, assisted by two Project Co-ordinators, and supported by the UN Women MCO team is expected to give the Fiji programme the requisite implementation capacity, especially given progress made under PIM. Nevertheless, UN Women MCO recognises that there are important challenges associated with the scope of the proposed intervention. For this reason, Year 1 will include detailed consideration of implementation phasing and speed, and the possibilities and constraints associated with the Project. If necessary, a revised schedule can be proposed at the end of Year 1 that may reconsider assumptions made.

Figure 3: m4c Project Organogram



Fixed Term Positions

Support roles service contracts

Responsible Party Staff- UNDP

Technical Assistance for Infrastructure (contract modality will depend on the magnitude and complexity of

works undertaken in each country & Technical Assistance for other crosscutting issues addressed by the project

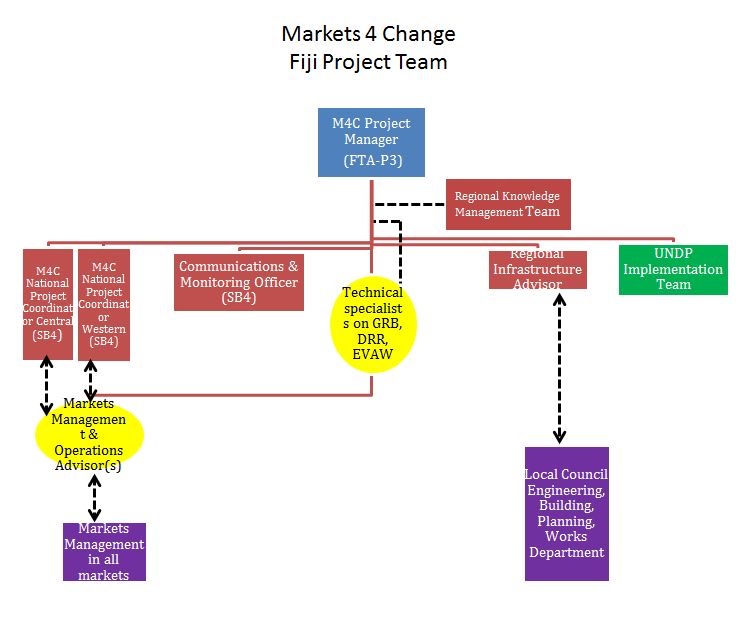
Key local government counterparts

M4C Project staff

Continuous line = reporting & accountability lines

Dotted lines = collaboration & partnership lines

Figure 4: m4c Project Fiji



### Inter-Agency Operations: UN Women and UNDP

UNDP as the responsible party will be entrusted with a part of the project budget to spend on behalf of UN Women in accordance with a signed Agency-to-Agency agreement, and deliver project results for Outcome 2. UNDP will be responsible and accountable for the capacity-building and partnerships required to deliver the results of Outcome 2. As part of its programming responsibilities, UNDP may undertake planned procurement with suppliers in accordance with its procurement processes, providing that these do not contravene UN Women Procurement Policies and Procedures.

For this purpose, UNDP as the responsible party has designated its Multi-Country Office (MCO), based in Suva, Fiji, as the Project Management Team responsible for the day-to-day management of activities and monitoring of progress for this component. UNDP Project Management Team will work closely with the UN Women WEE Specialist and the country-level m4c Project Managers for coordination, integration, synergies and efficiencies that would ensure achievement of the overall goal of the project.

The m4c Project will elaborate consultative processes and interventions for which close coordination is required to avoid duplication of efforts. This is especially important with regard to Knowledge Management.

As the m4c Project will be implemented over a period of six years, disbursement of funds to UNDP will be made in instalments on the basis of receipt detailed Annual and Quarterly Workplans in consultation with UN Women.

UNDP MCO as the responsible party is directly responsible for collecting information on Outcome 2 to track implementation and measure progress against success. The MCO will work closely with the country based Project Management teams and Knowledge Management experts in this respect, and will be responsible to the WEE Specialist for this.

UNDP MCO as the responsible party is directly responsible to the WEE Specialist for Outcome 2 reporting inputs, working closely with the Knowledge Management team. It will also appraise its donors of progress towards project results, upon approval from the WEE Specialist.

While UNDP MCO will serve as a responsible party in implementing the m4c Project, UN Women will manage all reporting requirements. All reports will be consolidated and issued by UN Women.

For Rakiraki Market, UNDP MCO will liaise with the UNDP Pacific Centre to implement activities associated with Outcome 2, and UN Women will implement activities associated with outcomes 1, 3 and 4. UNDP MCO will implement activities association with Outcome 2 in all remaining markets, in close working relationship with UN Women, who will be directly involved in outcomes 1, 3 and 4.

## Procurement Systems and Standards

UN Women retains a decentralised organisational approach to procurement under delegation of procurement authority. The Fiji Multi Country Office, like all MCOs in UN Women with full delegation of authority, has a procurement delegation approval limit of up to US$100 000 and any transactions of a higher thresh hold are submitted for review by higher level committees at the Regional Centre in Bangkok in Thailand and in HQs in New York USA, depending on respective amounts. Programmatic limit; however, is up to US$1 million. The procurement section in the Fiji MCO is composed of highly qualified and certified practitioners, who interact with the project teams in the countries to facilitate the procurement process as defined by the internal control framework (ICF), refer below on ICF details.

The integrity of the procurement system in UN Women is underpinned by sound regulatory framework, policies and procedures as well as procurement principles. The UN-Women [Financial Regulations and Rules](https://intra.unwomen.org/management/POM/Resources/UNW_2012_6%20Financial%20Regulations%20and%20Rules.pdf) (FRRs), Article 24 governs all UN-Women procurement. The FRRs specify the key regulations and rules for procurement, types of procurement instruments and evaluation mechanisms and primacy of competitive tendering while recognizing situations in which that may not be in the best interest of the UN Women. The [UN Women Internal Control Framework (ICF)](https://intra.unwomen.org/management/Accountability/Pages/Accountability%20Policy%20Documents.aspx), derived from the FRRs, governs the way procurement is done at UN Women Fiji MCO by providing detailed control mechanisms and clearly defined roles and responsibilities, thus ensuring segregation of duties and accountability for the use of delegated procurement authority, including limits of procurement activity for review by review committee, Acquisition Management Review Committee (AMRC). The key principles of UN Women procurement, which are also an offshoot of the FRRs, underpin all procurement. The best value for money, fairness, integrity and transparency, effective competition and the interest of UN Women are the core guiding principles for procurement which guide all procurement processes.

The centrality of the procurement function in UN Women is noted by the strength of the regulatory framework, guidelines and procedures in this area. In addition to the above, UN Women has stringent rules on Ethical Standards, Corruption and Fraud in relation to procurement.

|  |
| --- |
| **UN Women – Accountability Framework**  The accountability framework captures the essence of transparency mechanism in UN Women conduct of business. It highlights quite importantly that UN Women personnel shall never use their authority or office for personal gain and will seek to uphold and enhance the standing of UN Women. To reinforce this;  [*UN-Women Financial Rule 203*](https://intra.unwomen.org/management/POM/Resources/UNW_2012_6%20Financial%20Regulations%20and%20Rules.pdf)*, states “All personnel of UN Women are responsible to the Under-Secretary-General/Executive Director for the regularity of actions taken by them in the course of their official duties. Any personnel who take any action contrary to these financial regulations and rules or to the instructions that may be issued in connection therewith may be held personally responsible and financially liable for the consequences of such action.”*  For operational effectiveness, the Executive Director has delegated to the Deputy Executive  Directors the Director of Management and Administration and all Heads of Office, specific authority  which includes (but is not limited to) approval authority in country programming, resource mobilization, procurement and contract matters, assets, finance and budget management matters and human resources management. The nature and scope of these areas of authority is described in detail in the relevant chapters of the Programme and Operations Manual, the UN Women Internal Control Framework and other administrative issuances. |
| The delegations within the Delegation of Authority Framework are designed to:  1) Ensure organizational, programmatic, and management effectiveness;  2) Strengthen organizational efficiency;  3) Establish appropriate accountabilities, and  4) Ensure that due process is followed.  All delegations must be done in writing and no authority defined within the Delegation of Authority Framework shall be undertaken prior to receipt and counter signature of a Delegation Letter in accordance with the delegation of authority policies and procedures. The Representative is authorized to assign roles and responsibilities to personnel within the MCO.  **Regional Director, Country Office Representative and/or Programme Manager(s)**   * Manage and monitor overall programme at country or regional level for the achievement of programme outputs and plausible contribution to outcomes * Monitor that resources entrusted to UN-Women are utilized appropriately * Ensure appropriate arrangements with implementing partners * Ensure ongoing stakeholder engagement and sustainability * Participate in component programme or project management and monitoring, as needed * Manage decentralized evaluations of programmes according to the MERP and follow-up on the management response and dissemination strategy * When UN-Women is the ‘implementing partner’ or a ‘responsible party’, perform duties and provide implementation support services, as agreed * Report on the achievement of results and financial expenditure to donors and to UN-Women through corporate reporting mechanisms   \**Extract from UN Women’s Programme Implementation and Management Guidelines.* |

### Annual Work Planning Process for the m4c Project

*Annual Work Planning Process for the m4c Project:* The Fiji, Solomon Islands and Vanuatu Country Annual Workplans are developed in alignment with the UN Women Pacific Multi Country Office Strategic Work plan. Each of the country m4c Project teams will work in consultation with the local counterpart and submit a draft copy of the annual work plan to the UN Women Multi Country Office in the first week of the last month of each year.

The regional management team based in Suva will then provide comments to each country office and ensure knowledge management and monitoring and evaluation activities are adequately reflected in the workplans and continue to build on the evidence to measure results. Once the country project teams have integrated suggested amendments, a final submission to UN Women Multi Country Office in Suva, Fiji will be done no later than end of last month of each year, which will allow the project teams to incorporate M4C AWP into their respective countries’ AWP.

*UN Women Integrated AWP process:* In November each year, Country Program Co-ordinators submit country AWPs to Regional Programme Managers. UN Women MCO will then integrate Country AWPs into the Regional AWP which is then submitted to the Regional Office in Bangkok by the Head of Agency. A Peer Review from the Regional Office and/or headquarters is then undertaken. UN Women’s MCO revises changes and then re-submits for final approval. The Regional Office then approves Regional AWP by December each year.

In addition to the process above, between 1st November and 15th December, UN Women headquarters undertakes a Programme Planning and Mid-Term review to:

1. Review and draw lessons learned from the first year of implementation of all UN Women programmes as per the approved Strategic Notes and Annual Work Plans.
2. Draw lessons from the programmatic results and experience from previous years to inform preparation of UN Women’s revised/new Strategic Plan (2014-2017).

In planning for a new year, the Multi Country Office draws from the results and achievements of the AWP for that particular year and also highlights challenges and lessons learnt. The AWP also includes:

* Changes to the results framework including:
  + Development Results Framework outcomes, outcome indicators, baselines and targets.
  + Outputs, indicators, baselines and targets;
  + Management Results Framework outputs, baselines, targets and activities.
* Previous year’s budget for core and non-core (taking into account projected delivery for the previous year and carry over to the following).
* Changes in staffing and staff costs, alongside total programme budget.

### Donor Reporting Processes

UN Women Fiji MCO shall provide to the Donor all or parts of the following reports prepared in accordance with UN Women accounting and reporting procedures.

1. An annual status report of programme/project progress for the duration of the Agreement, as well as the latest available approved budget.
2. An annual certified financial statement as of 31 December every year to be submitted no later than 30 June of the following year.
3. Within six months after the date of completion or termination of the Agreement, a final report summarising programme/project activities and impact of activities as well as provisional financial data.
4. On completion of the programme/project, a certified financial statement to be submitted no later than 30 June of the year following the financial closing of the project.

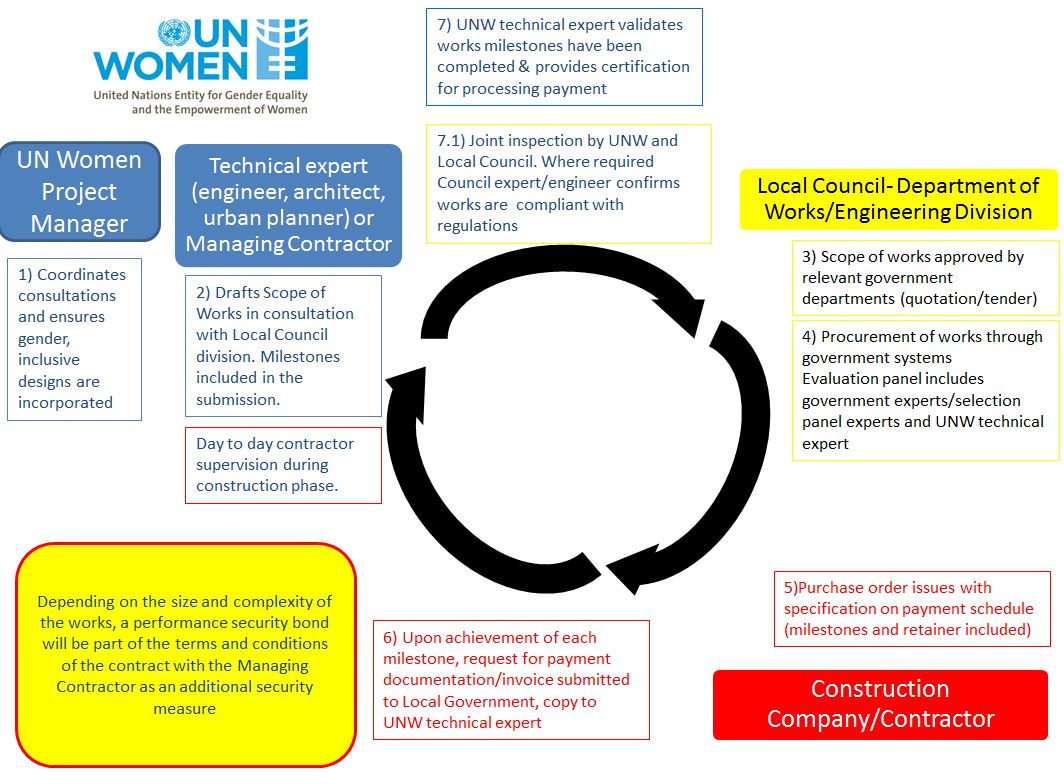
If special circumstances so warrant, UN Women may provide more frequent reporting at the expense of the Donor. The specific nature and frequency of this reporting shall be specified in an annex to the donor Agreement.

## Infrastructure Management

Through the Safe Cities for Women and Girls Programme in PNG, UN Women has acquired knowledge and experience on managing the development of infrastructure and improving facilities at the markets. UN Women has developed a system to ensure risk and liability is minimised for UN Women, but more importantly, that the principles from the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action on ownership and government alignment are followed.

The diagram below demonstrates how the process of infrastructure planning, costing, procurement, development and verification will take place where adequate public financial management systems exist. In cases where public financial management systems do not exist or do not meet minimum accountability standards, UN Women will develop a more comprehensive framework to ensure the planning, procurement, supervision of works and quality control are adequately met.

Figure 6: Infrastructure Planning and Implementation



As a first step, UN Women will carry out an assessment of local partners’ ability to undertake desired construction works with transparent and competitive procurement mechanisms. Where the local authorities have sufficient capacity to undertake procurement of works with support from technical experts or managing contractors from UN Women, the local authority will establish a bank account where all the counterpart contributions will be transferred. It is expected that local governments also contributing to the works will deposit their counterpart funds into the same fund as well for transparency and operational effectiveness of the infrastructure works. Where the capacity of the Local Councils is not in place to undertake the construction process, a reputable contracting company will be engaged through a competitive process to provide and act on behalf of the Local Council (in consultation with the Local Council) to engage with the Managing Contractor, UN Women Infrastructure Engineer and the M4C Project Manager through the construction process.

The responsibility for various stakeholders in the construction project is articulated below;

**Responsibilities UN Women, Local Authorities and the Managing Contractor**

**UN Women Team**

M4C Project Manager

* The M4C Project Manager will represent UN Women in all the affairs of the project, and is tasked with the following responsibilities in regards to the project;
* Ensure consultation with relevant stakeholders, in particular with market vendors, takes place and that concerns are addressed on the infrastructure design and plans.
* Directly engage with organisations representing disabled persons when designing infrastructure.
* Oversees a whole range of project activities from start to finish, including scheduling, administration of Managing contractor contract, making crucial milestone decisions, and closure of project activities.
* Continual monitoring of budget and scope of works and schedule adjust them as necessary to meet the established budget or timeframe objectives.
* Conduct progress meetings and design reviews, ensuring proper communication with project team members.
* Comparison of actual progress with the schedule, evaluates design elements, ensure contract compliance, monitor costs and supervise UN Women project team.
* Counter signs on all certifications by the Infrastructure Engineer on all payments to the Managing Contractor.

**Infrastructure Engineer**

Infrastructure Engineer (regional position) with an engineering, architecture or urban planning background to oversee the Infrastructural projects being undertaken in all 3 countries.

Key activities to be undertaken by the Infrastructure Engineer are as follows:

Support country based project management teams in providing overall **supervision/design of structural plans** of the Market Infrastructure projects in areas of:

* Assess the capacity of the Local Government to undertake the supervision/design of structural plans.
* Ensuring consultations are undertaken with all stakeholders especially the market vendors and that their needs are addressed in the design of the structural plans.
* Ensuring the structural plans drawn for the Market infrastructure project is as per the approved standards.
* Ensure all relevant approvals are obtained from the respective approving authorities in country.
* Ensure Environmental Impact Assessments are carried out and reports made available prior to any structural plans being designed.
* Structural plans redevelopment is inclusive, gender sensitive and addresses universal access components.
* Assisting in preparing effective construction schedule.
* Ensure technical specifications, drawings and conditions of contract are of preapproved standards.
* Design of quality assurance and quality control plan.
* Ensure construction design plans are to specification and to approved standards.
* Highlight any issues/risk prior to designs being approved by relevant authorities.
* Ensure safety audits, mapping and project design information on infrastructure issues is incorporated into the plans.

Support country based project management teams in providing **construction/quality assurance supervision** of the Market Infrastructure projects in areas of:

* Assess the capacity of the Local Government to undertake the construction/quality assurance supervision of the Market Infrastructure project.
* Assisting the Local government and the Local contractor (if applicable) in a supervisory capacity during the construction of the infrastructure improvement works to ensure the redevelopment is inclusive, gender sensitive and addresses universal access components.
* Assisting the Local government and local contractor (if applicable) to prepare effective construction schedule and advice civil works contractor to follow activities.
* Supporting the Local government to supervise all construction works to ensure quality of works as per technical specifications, drawings and condition of contract.
* Monitoring and enforcing Quality assurance and Quality control plan.
* Ensure construction work is to specification and to a high standard.
* Highlight any issues/risk.
* Monitoring construction and quality control methods certify that quality of works conform to the specifications and drawings, assess the adequacy of the contractors input material, labour and construction methods, furnish all revisions and detailed drawings.
* Conduct site inspections at all stages of the construction

**Roles of the Local Authority – Where Capacity Exists**

The local authority is the ultimate owner of this project and has crucial roles to play in the construction process as reflected below.

The local authority engages a Managing Contractor through a competitive process as per Government regulations. The UN Women Infrastructure Engineer together with the M4C Project Manager is included in the selection panel.

The local authority is responsible for establishment of material, equipment and operational standards as per existing regulations.

Making architectural design decisions (in liaison with the UN Women Infrastructure Engineer).

The Council appoints a focal point to oversee the daily activities of the project, called the Site Manager, tasked with tasks including;

* Ensuring overall coordination of contractors, suppliers and other organizations working on site.
* Obtaining the necessary statutory permissions that include site entry, building permits, work permits notifications to safety inspections and so on.
* Arrangements for various services such as water, electricity
* Compliance with safety and fire regulations
* Monitor progress and quality
* Checking periodic valuations and facilitating clearances for payments to the Managing Contractor.

Addressing financial, insurance and legal requirements.

Providing a safe and reasonable work environment – overall responsibility of ensuring the contractor adheres to safety standards.

Assigning responsibility for construction site safety.

Where the capacity of the Local Councils is not in place to undertake the construction process, reputable contracting companies, through a competitive process, will be engaged to provide and act on behalf of the Local Council (in consultation with the Local Council) to engage with the Managing Contractor, UN Women Infrastructure Engineer and the M4C Project Manager through the construction process. The contractor will be tasked to undertake the tasks listed under the Local Government in this section on behalf of the Local Government via very thorough consultation with the Local Council.

**Managing Contractor**

The contractor ‘s role is to plan, manage and properly execute the construction activities necessary to build the project according to the plans, specifications and other contract documents prepared by the designers. The contractor signs a contract with the Local Authority after a competitive selection process.

The Managing Contractor reports directly to the Site Manager/focal point in the Local Council. The responsibilities for subcontracting rests with the Managing Contractor. The contractor assembles a team of material and equipment supplies, specialty subcontractors, material fabricators, construction trade workers and others to complete the construction. These team members are subcontracted by the Managing Contractor and not with the local authority.

Key responsibilities for the Managing Contractor include the following;

* Establishing the means and methods of construction
* Fulfilling the obligations of the contract and approved change orders
* Building project elements according to the plans and specifications provided
* Ordering materials and equipment
* Accepting responsibility for job site safety, including the development and implementation of a comprehensive safety plan.
* Being responsible for the performance of subcontractors and suppliers
* Providing skilled construction trade workers
* Coordinating activities with other project team members in a cooperative manner.
* Complying with all applicable laws and regulations.
* Providing work that complies with specifications of the contract documents, and required to implement appropriate quality assurance and control systems.

**Market Infrastructure Steering Committee Mandate**

The key role of the Market Infrastructure Steering Committee is to oversee the planning and construction.

Within the planning phase the steering committee does the following:

* Ensures that the planned project meets the needs of the target group within the funds available
* Ensures that the planning process is carried out satisfactorily;
* Approves the project business plan.

During the construction phase the project steering committee does the following:

* Ensures that the contractor has employed people from the community labour list;
* Assists with dispute resolution should disputes arise;
* Reviews progress and quality.

The Committee will meet at least once monthly, or as required. It will consist of representatives from all the project stakeholders – UN Women, the Local Councils, the relevant Ministries, the Managing Contractor, Suppliers where necessary.

**Procurement Process**

The construction procurement process, quality control and financial accountability will be undertaken as follows:

* UN Women will hire an Infrastructure Engineer (regional position) with an engineering, architecture or urban planning background to oversee the Infrastructural projects being undertaken in all 3 countries. The Engineer will work closely with Local authorities, the M4C Project Manager and short term Sub contractor hired to support the design, validation and supervision of the works. The sub-contractor will address design considerations and could include some or all of the following; Draughtsmen – to produce working drawings from the architects’ sketches, structural engineers in designing the structure, civil engineers in the design of earth works and water suppliers, electrical engineers in the design of power and lighting and quantity surveyors, in the preparation of estimates and tender documents.
* The decision on whether to hire a Sub contractor or a managing contractor company will depend on each country’s capacities in the Local Government Divisions as well as the complexity of the works being undertaken.
* The m4c Project Manager will ensure consultation with relevant stakeholders, in particular with market vendors, takes place and that concerns are addressed on the infrastructure design and plans.
* UN Women’s Infrastructure Engineer will draft the scope of works in consultation with the relevant division of the Local Council (Department of Works, Engineering Division, etc.) and include a clear outline of milestones to be completed in each phase of the construction of facilities/ infrastructure for the release of each payment.
* The Infrastructure Engineer with assistance from the Project Manager will liaise with the relevant division of local government (Department of Works, Engineering Division, etc.) for the approval of the Scope of Works.
* The local government then calls for tender or requests for quotations according to their public works procurement procedures. In some instances UN Women’s Infrastructure Engineer can support in sourcing quotes.
* The procurement process is completed and UN Women Infrastructure Engineer together with the M4C Project Manager and the sub-contractor is included in the selection panel.
* A purchase order is issued with the payment schedule that clearly outlines each milestone the construction contractor needs to achieve.
* Upon achievement of each milestone, contractor submits invoice to Local Council with a copy to UN Women. UN Women Infrastructure Engineer together with the Local authorities focal point, M4C Project Manager and Sub – contractor validates the works’ milestones have been completed and provides certification for processing of payment. Project manager receives copy of all documentation being processed.
* Where required, UN Women Infrastructure Engineer and the government’s relevant division will do a joint inspection at the site to ensure works are compliant with security regulations and standards.
* In addition to the above, UN Women’s M4C Project team and Sub- contractor will do day to day supervision of the works, whilst reporting on site progress to the Infrastructure Engineer during the construction phase.
* Depending on the size and complexity of the works, a performance security bond/guarantee will be part of the terms and conditions of the contract with the Managing Contractor as an additional security measure.

Table 5.1: Summary of Process and Responsibilities

|  |  |  |
| --- | --- | --- |
| **Function** | **Description** | **Responsibility** |
| Hire M4C Project Manager and Infrastructure Engineer | M4C Project Manager to be a country based post to oversee project activities in each country.  Regional Infrastructure Engineer to oversee the Infrastructural projects being undertaken in all 3 countries. | UN Women |
| Design Consultant(subcontractor) | The sub-contractor will address design considerations and could include some or all of the following; Draughtsmen – to produce working drawings from the architects’ sketches, structural engineers in designing the structure, civil engineers in the design of earth works and water suppliers, electrical engineers in the design of power and lighting and quantity surveyors, in the preparation of estimates and tender documents. | M4c & IE |
| Communication to local community leaders, vendors, media and Government stakeholders | Identify project impacts of concern to local community and business groups.  Communicate frequently and timely on the status of the project and associated impacts (community meetings, informational newssheets).  Limit media contact to designated personnel.  Require contractors to refer all media comment to the designated personnel.  Establish the official position on project issues communication.  Address media questions so as to communicate the right message.  Cultivate the media to present positive news on project events.  Include Government stakeholders in project milestone events so that their support and contributions can be recognized. | M4C PM |
| Drafting the Scope of Works & Tender Documents | The scope of works to be drafted in consultation with the relevant division of the Local Council (Department of Works, Engineering Division, etc) and include a clear outline of milestones to be completed in each phase of the construction of facilities/ infrastructure for the release of each payment. | IE |
| Approval of the Scope of Works | Liaison with the relevant division of local government (Department of Works, Engineering Division, etc) for the approval of the Scope of Works. | M4C PM & IE |
| Tendering | The local government calls for tender or requests for quotations according to their public works procurement procedures. In some instances UN Women’s Infrastructure Engineer can support in sourcing quotes. | Local Councils/IE |
| Procurement for the Managing Contractor | Evaluation committee to be convened by the Local Council, and to include the Infrastructure Engineer and the M4C Project Manager. | Local Council/M4C/IE |
| Contract issuance and purchase order issuance | A contract will be issued to the Managing Contractor by the local council. Based on the contract, UN Women to issue a purchase order according to the schedule of payments. | Local Council/M4C PM |
| Certification of works and approval for payment | Upon achievement of each milestone, contractor submits invoice to Local Council with a copy to UN Women. UN Women Infrastructure Engineer together with the M4C Project Manager and Sub – contractor validates the works’ milestones have been completed and provides certification for processing of payment. Project manager receives copy of all documentation being processed. | M4C and IE |
| Security and Compliance with safety regulations | The Managing Contractor has responsibility for adherence to safety and security standards. The Local Councils have responsibility of ensuring all the safety procedures are complied with. UN Women also has a responsibility of ensuring laid down safety procedures are complied with at all stages of the works. Where required, UN Women Infrastructure Engineer and the government’s relevant division will do a joint inspection at the site to ensure works are compliant with security regulations and standards. | Local Council/IE |
| Quality Management | Quality management during the construction phase covers:   * Review of contract documents to verify that quality aspects have been considered * Surveillance of construction for adherence to quality requirements * In process and receiving point quality inspections * Audits of consultant, contractor, and supplier quality programs for adequacy and compliance.   The focus for the Local Council and UN Women is quality management and assurance, through scheduled audits and periodic oversight reviews to ensure contractors comply with their quality plans and overall quality assurance plan in place.  From the side of the Managing Contractor, quality is achieved by the contractors performing work in accordance to an approved quality control plan. Construction contractors and suppliers should be required to submit a quality plan appropriate for their scope of work to the Local Council for approval. | IE/Local Council/MC |
| Market Site Project Closure | Closing contractual activities requires the M4C project manager to oversee final settlement of project contracts, acceptance of contract deliverables, collection of contract documents and records (such as as-built drawings, operation and maintenance manuals, and warranties, etc.), final inspections and approval of final payments. The project manager’s responsibilities for administrative closeout relate to demobilizing the UN Women project team and completing activities with other stakeholders, arranging the disposition of project records, closing of funding and financing agreements, and performing an evaluation of project success and lessons learned.  The M4C project manager, Managing Contractor and Local Councils should follow the procedures and actions specified in each contract’s terms and conditions to settle and close the project’s construction contract agreements. | M4C PM/MC/Local Councils |

# Knowledge Management

In the Pacific, one of UN Women’s key roles is to support evidence-based advocacy and programming on gender equality and women’s empowerment. As evidence of this commitment, the m4c Project will design and employ a robust knowledge management strategy that includes project monitoring of activities and outputs, results monitoring of use of outputs and intermediate outcomes, evaluation of outcomes and impact assessment of results.

Knowledge Management (KM) is defined herein as the systematic collection, use, and sharing of evidence, gained through quantitative, qualitative, observational and consultative means, which is aligned with UN Women’s mandate and objectives and responsive to the needs of the Project’s target groups, to support m4c Project objectives, the national and regional WEE agenda, and the aims of UN Women overall.

The UN Women Knowledge Gateway (KG) for Women’s Economic Empowerment (www.empowerwomen.org) will be one of the platforms apart from the UN Women Asia Pacific website showcasing stories collected, knowledge products produced, facilitate exchange of lessons learned and good practices and capture processes including reflection and learning etc. All stakeholders will be encouraged to register to the KG and become active users of this global online platform. The Knowledge Gateway for Women’s Economic Empowerment is building a new functionality, the Market Place, which will support the pipeline of women in business to become part of global supply chains (either as primary or secondary suppliers) hence, the KG will be integrated into the M4C project as a tool to support women’s business growth. In addition, the Knowledge Gateway for Women’s Economic Empowerment runs discussions on the obstacles of women to formalize their businesses therefore partners & stakeholders will have access to a global platform to engage in discussions as well.

The Media and Communications Specialist at Fiji MCO, the Communications and Monitoring Officer and the Project Manager of each country will also be liaising with the Women’s Economic Empowerment Regional Coordinator in Bangkok and the Knowledge Gateway team at HQ in New York to ensure effective and efficient coordination is maintained on KM

## Approach

The KM process and products are meant to inform m4c Project operations, strengthening implementation, provide advocacy tools for local and national audiences, and provide knowledge products for sharing at national, regional and international levels. As noted earlier, Year 1 of m4c Project implementation will include attention to systems establishment. For KM, this means elaborating project and results monitoring, establishing the evaluation framework, and setting up systems for effective KM implementation.

Knowledge Management activities will be implemented at three levels in the m4c Project: 1) ‘horizontally’ within the m4c Project team and within the WEE Programme overall; 2) ‘upstream’ to regional and international levels; and 3) ‘downstream’ within the m4c Project implementation areas.

* *Horizontally* – Within the m4c Project team and within the WEE Programme, KM is meant to inform Project implementation, strengthen systems for lessons learning, and serve as a catalyst for the development of joint knowledge products. Given that UNDP will be involved in the implementation of Outcome 2, horizontal KM is also aimed at maximising information sharing and joint knowledge product development. It is also especially important in building team commitment for KM. KM will reflect learning from partner agencies and projects, and help inform these agents as well.
* *Upstream* – PIM Pilot Project implementation, as well as Safe Cities implementation, highlights the many lessons learned from marketplace-focused interventions. KM will encourage more systematic collection of data, including documenting innovations in implementation, and the sharing of information at regional and international levels. At the same time, there is much that can be learned from other regions of the world, prior experience in the Pacific, and from international agencies. The m4c Project KM component will include learning from these agencies and their varied knowledge products, and direct engagement with relevant actors to support the m4c Project in this regard.
* *Downstream* – Of particular importance, KM is intended to strengthen implementation on the ground, creating a variety of tailored knowledge products that will be of use for effective implementation. KM products and processes will ensure an informed response at local level, supporting bylaw development and oversight, marketplace design and construction, and institutional strengthening, along with other uses. At the same time, it is recognised that marketplace representative institutions will only be viable and will only be sustained if they have important roles to play. The KM process will actively engage with these institutions for informed decision-making and problem-solving, helping strengthen these institutions in the process.

# Implementation Procedures

An experienced Knowledge Management team will be based at junctures at the regional UN Women Multi-Country Office in Suva, Fiji, responsible for KM for the Project overall and across the three countries, and reporting to the WEE Specialist. The KM team will work especially closely with the Communications and Monitoring Officers in each of the three Country Offices, will liaise with the country Project Managers to co-ordinate implementation of KM activities, and will directly engage in field activities to ensure a proper understanding of implementation context and processes. The terms of reference for the KM short-term international technical advisors covers co-ordination of project and results monitoring and evaluation, as well as broader KM functions associated with product development, learning and sharing. This is not a full-time position, but it is expected that the level of effort in Year 1 and Year 6 will be very high given activities (including endline evaluation preparation for Year 6), and with shorter-term inputs in between.

In each country, the Communications and Monitoring Officer will be responsible for day-to-day m4c Project monitoring of inputs, activities, and outputs, and with support from the KM team will process results-based monitoring data focused on use of outputs and intermediate outcomes.

Key KM activities are as follows:

* At start-up, assemble and review materials from the PIM Pilot Project and the UNDP project. Expand this to include other relevant materials from the region, including the Safe Cities Women and Girls Programme.
* Expand this to include an exhaustive review of international materials, including from UN headquarters, the World Bank, the International Fund for Agricultural Development, research institutes and other agencies involved in markets as well as in gender.
* Organise the local and international materials. Establish a system for storage and access and utilisation. Draft thematic notes of relevance for implementation as a first range of project knowledge products.
* Working with the team, review the relevance of the materials for m4c Project implementation. Review and update the logframe. Refine the M&E Framework, including a Performance Monitoring and Assessment Framework and a Results Framework. Ensure that consideration of learning and sharing with Safe Cities Women and Girls Programme is incorporated. This would need to include content requirements and deadlines to meet reporting requirements of UN Women and donor agencies.
* Establish and report towards annual workplan for KM.
* Quarterly internal project and results monitoring report.
* Annual project and results monitoring report and issues arising by year end.
* Annual reporting on programme performance against the Performance Monitoring and Assessment Framework.

Broad-based KM actions are as follows:

* Ensure high quality KM products, with consistent standards of KM processes and products across the three countries. Data collected through KM processes will be comparable across the three countries.
* Align these with the information requirements for UN Women and development partners, ensuring in particular that the materials can be incorporated into reports, and inform analysis of Project progress.
* Working with the country teams, identify KM products for upstream use, establishing responsibilities and deadlines.
* Working with the country teams, based on the materials review identifies KM products for downstream use, establishing responsibilities and deadlines.
* Prepare (and oversee preparation of) flagship publications, newsletters, policy briefs, and similar knowledge products. Prepare (and oversee preparation of) project-site relevant materials. Work with innovation communications approaches, including photos, contests, videos, social media, etc.
* Engage with research institutions in the Pacific region and beyond on various knowledge products.
* Organise and facilitate conferences, within the team and beyond, for lessons learning and information sharing.
* Evaluation preparation and support.

Regarding this last point on evaluation, the m4c Project will include an end line evaluation/impact assessment early in Year 6 of implementation and a Midline Assessment early in Year 4 (at the end of the intensive implementation period). Year 1 will therefore include planning for a Baseline Survey covering the m4c Project areas in all three countries, with specific care taken to establish ranges of project exposure and how these levels may affect impacts at individual level. The baseline will include both quantitative and qualitative approaches, and will include inputs from stakeholders at all levels to ensure that requisite variables are measured. Phase 2 would include a Formative Evaluation, focusing on implementation modalities, with an emphasis on implementation problem identification and recommendations for resolution. In Year 4, a rapid Midterm Review is also proposed, building on the Formative Evaluation, and again focused on implementation. Phase 3, the Transfer Phase, would include the End line Evaluation/Impact Assessment. It would be an external evaluation, and would comprise an evaluation activity with technical oversight from the regional office in Bangkok.

# Value for Money Data Collection and Management Processes

The KM team will report to the WEE Specialist at the MCO. The KM team will be responsible for processing data for inputs into major reports, for submission of reports by the WEE Specialist. This includes the annual UN Women reports, as well as the Annual Report to DFAT.

It is important that all primary data collection activities be conducted as efficiently as possible. There are a number of indicators that would involve quantitative data collection, which can be especially expensive. The KM team will be responsible for ensuring that these data collection activities are:

1. grouped together as possible, with a single survey covering numerous indicators (including across outcomes);
2. adapted for use in each of the three countries; and
3. prepared at baseline and implemented at marketplace level as new marketplaces come ‘online’ in the Project.

With regard to point (1), the logframe was reviewed and considered in terms of how to proceed with measuring various indicators at goal, outcome, and outputs. This process is reflected in the following table:

Table 8.1: Knowledge Management Activity, Timing, Means of Verification and Resources

| **Year** | **Means of Verification** | **Indicators to be Measured** | **# of Times Activity to Take Place** | **Resources** | |
| --- | --- | --- | --- | --- | --- |
| **Internal** | **External** |
| 1 | Quantitative survey | Goal level indicators: G1, G2  SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.1, 2.1, 2.2, 2.3, 4.2  Output level indicators: 1.1.1, 2.1.2, 2.2.1, 2.3.1, 2.4.1, 3.2.1, 3.2.2, 4.2.1 | 1 | Survey mgt and conter-parting | Survey firm |
| 1 | Key informant interviews | Goal level indicators: G1, G2  SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.3, 2.2, 2.5, 3.1, 3.3, 4.2  Output level indicators: 1.3.1, 1.3.2, 2.2.1, 2.5.1, 3.1.1, 3.1.2, 3.3.2, 4.2.1 | 3 | Conduct interviews | None |
| 1 | Focus group and similar discussions | Goal level indicators: G1, G2  SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.2, 3.2, 4.2  Output level indicators: 1.2.1, 3.2.1, 3.2.2, 4.2.1 | 2 | Conduct group discussions | None |
| 1 | Other | SN Outcome Level Indicators:2.1 , 2.2  Outcome level indicators: 1.1, 1.2, 1.3, 2.2, 2.3, 2.5, 3.1, 3.2, 3.3, 4.1  Output level indicators: 1.1.1, 1.1.2, 1.2.1, 2.2.1, 2.4.1, 2.3.1, 2.2.1, 2.4.1, 2.5.1, 3.2.3, 3.3.1, 4.1.1 | 1 | Various data collection | Some requirement for external local expertise |
| 2 | Rapid quantitative survey | SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.1, 1.2, 1.3, 3.2,  Output level indicators: 1.1.2, 1.1.1, 1.2.1, 1.3.1, 3.2.1 | 1 | All handled internally | None |
| 2 | Key informant interviews | Goal level indicators: G1, G2  SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.3, 2.2, 2.5, 3.1, 3.3, 4.2  Output level indicators: 1.3.1, 1.3.2, 2.2.1, 2.5.1, 3.1.1, 3.1.2, 3.3.2, 4.2.1 | 1 | Conduct interviews | None |
| 2 | Focus group and similar discussions | Goal level indicators: G1, G2  SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.2, 3.2, 4.2  Output level indicators: 1.2.1, 3.2.1, 3.2.2, 4.2.1 | 1 | Conduct group discussions | None |
| 3 | Key informant interviews | Goal level indicators: G1,G2  SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.3, 2.2, 2.5, 3.1, 3.3, 4.2  Output level indicators: 1.3.1, 1.3.2, 2.2.1, 2.5.1, 3.1.1, 3.1.2, 3.3.2, 4.2.1 | 1 | Conduct interviews | None |
| 3 | Focus group and similar discussions | Goal level indicators: G1, G2  SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.2, 3.2, 4.2  Output level indicators: 1.2.1, 3.2.1, 3.2.2, 4.2.1 | 1 | Conduct group discussions | None |
| 3 | Other | SN Outcome level indicators: 2.1, 2.2  Outcome level indicators: 1.1, 1.2, 1.3, 2.2, 2.3, 2.5, 3.1, 3.2, 3.3, 4.1  Output level indicators: 1.1.1, 1.1.2, 1.2.1, 2.2.1, 2.4.1, 2.3.1, 2.2.1, 2.4.1, 2.5.1, 3.2.3, 3.3.1, 4.1.1 | 1 | Various data collection | Some requirement for external local expertise |
| 4 | Quantitative survey (mid-term data collection) | Goal level indicators: G1, G2  SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.1, 2.1, 2.2, 2.3, 4.2  Output level indicators: 1.1.1, 2.1.2, 2.2.1, 2.3.1, 2.4.1, 3.2.1, 3.2.2, 4.2.1 | 1 | Survey mgt and conter-parting | Survey firm |
| 4 | Key informant interviews | Goal level indicators: G1, G2  SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.3, 2.2, 2.5, 3.1, 3.3, 4.2  Output level indicators: 1.3.1, 1.3.2, 2.2.1, 2.5.1, 3.1.1, 3.1.2, 3.3.2, 4.2.1 | 2 | Conduct interviews | None |
| 4 | Focus group and similar discussions | Goal level indicators: G1, G2  SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.2, 3.2, 4.2  Output level indicators: 1.2.1, 3.2.1, 3.2.2, 4.2.1 | 1 | Conduct group discussions | None |
| 5 | Key informant interviews | Goal level indicators: G1, G2  SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.3, 2.2, 2.5, 3.1, 3.3, 4.2  Output level indicators: 1.3.1, 1.3.2, 2.2.1, 2.5.1, 3.1.1, 3.1.2, 3.3.2, 4.2.1 | 1 | Conduct interviews | None |
| 5 | Focus group and similar discussions | Goal level indicators: G1, G2  SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.2, 3.2, 4.2  Output level indicators: 1.2.1, 3.2.1, 3.2.2, 4.2.1 | 1 | Conduct group discussions | None |
| 5 | Other | SN Outcome level indicators: 2.1, 2.2  Outcome level indicators: 1.1, 1.2, 1.3, 2.2, 2.3, 2.5, 3.1, 3.2, 3.3, 4.1  Output level indicators: 1.1.1, 1.1.2, 1.2.1, 2.2.1, 2.4.1, 2.3.1, 2.2.1, 2.4.1, 2.5.1, 3.2.3, 3.3.1, 4.1.1 | 1 | Various data collection | Some requirement for external local expertise |
| 6 | Quantitative survey (endline) | Goal level indicators: G1, G2  SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.1, 2.1, 2.2, 2.3, 4.2  Output level indicators: 1.1.1, 2.1.2, 2.2.1, 2.3.1, 2.4.1, 3.2.1, 3.2.2, 4.2.1 | 1 | Survey mgt and conter-parting | Survey firm |
| 6 | Key informant interviews | Goal level indicators: G1, G2  SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.3, 2.2, 2.5, 3.1, 3.3, 4.2  Output level indicators: 1.3.1, 1.3.2, 2.2.1, 2.5.1, 3.1.1, 3.1.2, 3.3.2, 4.2.1, 4.2.1 | 2 | Conduct interviews | Conduct interviews |
| 6 | Focus group and similar discussions | Goal level indicators: G1, G2  SN Outcome Level Indicators: 2.1, 2.2  Outcome level indicators: 1.2, 3.2, 4.2  Output level indicators: 1.2.1, 3.2.1, 3.2.2, 4.2.1 | 2 | Conduct group discussions | Conduct group discussions |

To ensure that data collection is handled as efficiently as possible, the international consultant heading the KM team will be responsible for preparing a detailed data collection plan in Year 1.

The KM team will be responsible for co-ordinating data collection for all four outcomes. UN Women and UNDP would work closely together to co-ordinate their activities to ensure value for money.

# Programme Partnerships

An important lesson learned from previous work on markets through the PIM Pilot Projects and other initiatives has been the importance of political will, both nationally and locally, in successfully contributing to women market vendors’ empowerment and enhancing an enabling market environment. UN Women has already established a strong alliance with relevant national ministries as well as the relevant local and provincial councils. These strategic partnerships will not only strengthen the impact of the m4c Project interventions but will also contribute to the project’s sustainability.

UN Women will build on the existing relationships and forge strategic partnerships with relevant civil society organisations to enhance women vendors’ voice and agency and technical capacity. Civil society organisations such as PARDI have worked closely with UN Women in Fiji and other countries to produce preliminary scoping studies on women market vendors. South-South partnerships with UN Women offices elsewhere in the Pacific and other relevant organisations whose expertise lies in promoting women’s leadership and advocacy, will add depth and scope to the support provided to promote market women vendors. Synergies will be explored to develop capacity-building programmes to increase women market vendors’ voice and participation in governance, as well as for market management to produce a gender analysis and audit of markets.

In an effort to establish and strengthen women market vendors associations in the Fiji, UN Women will promote partnership exchanges and consultations with active established vendor associations in Vanuatu and Fiji. Additionally, Australia and New Zealand are active members of the Pacific community. Partnerships will be explored with organisations such as Australian Women in Agriculture, Business and Professional Women of Australia as well as relevant organisations in New Zealand to promote better practices in product development and management. This will promote intra-regional exchanges and wider collaboration among women market vendors.

As per the mandate set by the UN General Assembly and the Secretary General, UN Women will enhance UN system work, gender equality and women’s empowerment by leading and coordinating the overall efforts of the UN system to support the full realisation of women’s rights and opportunities. UN Women will explore synergies with relevant UN agencies to complement work where possible that is already being done in markets through gender mainstreaming.

UN Women will further develop the relationship established in PNG with Austraining and explore new partnerships with Volunteer Service Abroad (VSA) from New Zealand. Australian volunteers for development and corporate Volunteers have played a significant role in the success of the PNG Safe Cities for Women and Girls project by providing invaluable technical assistance. m4c Project Fiji will rely on the technical support of Austraining and VSA volunteers to successfully implement capacity-building and green, universal infrastructure aspects of the project.

UNDP’s intervention during the pilot phase of the Millennium Markets project in Rakiraki focused on strengthening the market vendors association, training and building the voice of women market vendors and strengthening the financial and economic security of women vendors including dialogue on appropriate social and livelihood protection. UNDP has worked with the local government to strengthen Rakiraki town councils administrative and financial processes, by facilitating a twinning programme between the Suva City Council (SCC) and the Rakiraki Town Council.

The technical assistance focused on building the financial management capacity of the local government for transparent and accountable systems for public market revenue.

* Women market vendors trained to engage in constructive dialogue with the Rakiraki Town Council.
* Established on-site Market Learning Centre as a focal point for education, communication and information exchange point.
* Work-in progress for operationalizing Market Charters and training are being organised on the use of a citizen’s report/score card as social accountability tools to monitor the market’s performance.

UN Women will draw from expertise from UNDP to develop relevant financial management and product development training programmes for women market vendors, programming to improve value chains, as well as increase women market vendors’ access to finance.

UNDP has supported the Reserve Bank of Fiji to establish a National Financial Inclusion Taskforce to guide and monitor the development of greater financial inclusion in Fiji. In 2011, with support from UNDP In 2011, the government introduced financial literacy curriculum at all levels of primary and secondary school in an effort to develop a culture of saving, budgeting and investing in future generations. UNDP also support the formulation of a microfinance policy in Fiji which provided the regulatory environment for the establishment of microfinance units within all commercial banks operating in the country.

UNDP will work with the National Financial Inclusion Task Force, chaired by the Reserve Bank of Fiji, to integrate M4C Project into the national financial inclusion and financial literacy strategies and action plans. UNDP will provide technical advice and facilitation of partnerships on demand – specific emphasis on women financial products, micro-insurance and financial literacy.

# Resource Mobilisation

The m4c Project for Fiji is designed for six years through on going discussions with the Australian Agency for International Development (DFAT), who has indicated interest in partnering in this project. On going activities continue under the PIM Pilot Project, which will be carried through 2013. However, new activities will require new financing from the final quarter of 2013.

The m4c Project has been designed with a holistic approach to address challenges at the public markets that hinder economic and social development and limit the cities’ and townships’ ability to promote sustainable growth and increased production and consumption of local products. This presents UN Women with an expanded range of opportunities for partnerships with different development partners and donors, including Japanese International Cooperation Agency (JICA), New Zealand Air (NZAID), the European Union (EU), the German Cooperation for International Development and other UN agencies. A joint submission for funds to support different components of the project with other identified stakeholders such as the Pacific Agribusiness Research for Development Initiatives (PARDI) will also be explored. UN Women will therefore seek collaboration and partnership opportunities with these actors during the inception phase of the project.

UN Women will also seek cooperation from relevant private sector entities to support the development of environmentally friendly and sustainable initiatives, increase access to financial services for rural and low-income women, infrastructure development etc. Westpac Bank for example, has already expressed interest in partnering and collaborating with the m4c Project for expanding women’s access to financial services and training in Fiji, and is already working in partnership with UNDP in carrying out financial literacy training for market vendors in Fiji.

The total budget for this project is **$8 358 018** for 6 years.

# Results Framework

The m4c Project Results Framework for Fiji aligns to the overall multi-country logframe, but has been localised to ensure that it is relevant to, and responsive to, the specific situation in Fiji. During Phase 1 this Results Framework will be carefully reviewed and adapted to ensure that it meets Fiji’s specific needs.

Table 11.1: Fiji Project Results Framework

| **Results** | | **Indicators** | **Means of Verification/Data Collection** | **Risks or Assumptions** |
| --- | --- | --- | --- | --- |
| *Fiji UNDAF*  Outcome 3.1: Alleviation of poverty and increased inclusive growth, employment and livelihoods with a focus on women and youth. Specific reference to Output 3.1.3: Improved and equitable access to markets, financial and business services for women and youth  UNDAF Outcome 1.1: National, local and community capacities to effectively plan and implement enhanced natural resource management, biodiversity conservation, climate change adaptation and mitigation, and disaster risk reduction are strengthened | | | | |
| **Fiji Markets *4 Change- Project Results Framework*** | | | | |
| *Theory of Change*  Gender-equitable economic and socio-cultural empowerment of female market vendors within the market environment and in society more generally can be attained if the following take place: 1) inclusive, effective and representative marketplace groups are created and grow, contributing to gender, social and economic advancement, the elimination of gender-based discrimination and violence, and expanded economic opportunities for women; 2) improved economic security of market vendors strengthens their lives and livelihoods and improves the revenue base for local authorities, sustaining all Project outcomes; 3) local governments and market management agencies are gender responsive, effective and accountable to gendered needs; and 4) Marketplaces are resilient to disaster risks and climate change, and are structured in a gender-sensitive manner that helps enable gender, economic and social advancement of market vendors | | | | |
| **Goal:** By the end of the Project, selected marketplaces in rural and urban areas in Fiji, Solomon Islands, and Vanuatu are safe, inclusive and non-discriminatory, promoting gender equality and women’s empowerment | | **Indicator G1:** Proportion of organised groups in marketplaces with functioning, democratic representative institutions that include women and have women in leadership positions.  **Baseline**: Only 1, ie. 0.07% , women representation, (Lautoka Market Vendors Association, Fiji) out of the entire project sites for M4C has a leadership role (President of the association) as per 2013 survey  **Target**: At least 40% women representation in organised groups in marketplaces is achieved by the end of the programme cycle  **Indicator G2**. Number of gender responsive bylaws, policies, plans, budgets and rules adopted and implemented by local governments and market management for the provision of safe and secure market infrastructure, adequate amenities and services and transparent revenue generation and expenditures.  **Baseline:** SOI – Honiara Central Market sanitation facility upgrade, Vanuatu – New fresh produce market infrastructure constructed at Marobe market, Fiji – 8 markets have invested in market infrastructure upgrade Suva Market extension of roof structure, Sigatoka market portable tables and repairs to existing roof of the market, Nadi market portable tables and benches for vendors, Lautoka Market resource centre and tables for the market, Ba Market furnishing of the resource centre, Rakiraki Market extension and upgrade of sanitation facilities, Tavua market water storage facility and upgrading of drainage systems and extension to Handicraft market as per 2013 small grants infrastructure initiative.  **Target:** All Local Governments under M4C project adopt and implement gender responsive by-laws, policies, plans, budgets and rules to provide safe and secure market infrastructure, adequate amenities and services with transparent revenue generation and expenditures. | **Goal:** By the end of the Project, selected marketplaces in rural and urban areas in Fiji, Solomon Islands, and Vanuatu are safe, inclusive and non-discriminatory, promoting gender equality and women’s empowerment | Risk of ‘capture’ of representative institutions by men to the exclusion of women. Assumption is that significant programmatic attention will be focused on preventing such capture, including strong policy implementation  Risk that efforts to improve gender equality will alienate males in market places  Local authorities are not sufficiently strong to implement bylaws and supportive actions, and do not have the necessary legislative mandate.  Assumption is that project attention will be focused on strengthening these local authorities sufficient to overcome limitations  Assumes effective oversight of local authorities and resultant lack of inefficiencies and corruption  Assumes strong commitment to the generation and sharing of knowledge products  Assumes that commitment to joint learning is strong across both m4c and Safe Cities programme personnel, even with new personnel  Assumes that women are interested and willing to mobilise across family, ethnic, cultural, community and other allegiances |
| **UN Women Strategic Plan 2014-2017 Outcome 2.1: National plans, legislation, policies, strategies, budgets and justice mechanisms adopted and implemented to strengthen women’s economic empowerment** | **m4c Project Outcome 1:** Inclusive, effective and representative marketplace groups are created and grow, contributing to gender, social and economic advancement, the elimination of gender-based discrimination and violence, and expanded economic opportunities for women | **Indicator 1.1**: Number of local governments that have formalised partnerships with organised groups/market vendor associations that represent the interests of women market vendors.  **Baseline**: Only Suva City Council has such an arrangement as per survey carried out in 2013.  **Target**: At least 14 Local Governments formalise partnerships with vendors associations/organised groups that represent the interest of women market vendors  **Indicator 1.2**: Proportion of organised groups/market vendors association who are assessed to be responsive and accountable to their members  **Baseline:** To be determined upon survey 2014  **Target:** At least 80% of organised groups are assessed to be responsive and accountable to their members  **Indicator 1.3**: Number of lessons learnt / best practises on governance of market vendors association that are shared with market vendors association and local governments for informed decision making.  **Baseline:** To be determined from 2014 survey  **Target:** At least 1 Knowledge Product is produced and disseminated widely. | 1.1 Monitoring records; quantitative survey, representation assessed via internal assessments, key informant interviews, focus group discussions and evaluation  1.2. Key informant interviews with group leadership; key informant interviews with local authorities; review of minutes and other documents; case studies; key informant interviews with ministry of local government personnel; focus group discussions with group leadership; evaluation. Gender disaggregated, disaggregated by other socio-economic factors as well; survey to be carried out  1.3 Monitoring records of production and distributions ; knowledge management products including letters supporting this initiative | Local authorities are not sufficiently strong to implement bylaws and supportive actions. Assumption is that programme attention will be focused on strengthening these local authorities  Assumes that factors that divide women market vendors will be dealt with effectively so that consensus can be built and marketplace groups will be effective and influential  Assumes processes of implementation and production of knowledge management processes will enhance stakeholder commitment to Project objectives |
| **Output 1.1**. Rural and urban women market vendors are knowledgeable of, and able to collectively claim their rights through active participation and leadership in, vendors groups and other means of effective, collective actions for market improvements | | **Indicator 1.1.1:** Level of participation in the consultative processes for decision making  **Baseline:** To be determined upon survey 2014  **Target:** Association/ committees have representatives from all groups within the markets (ethnicity age/sex/locality etc) by end of 2014; 80% of market vendors participating in the biannual association meetings by 2017; All of these constitutions elaborate the required quorum for decision making of the association committee meeting.; at least one consultative activity is undertaken in all project market site in each quarter of the year.  **Indicator 1.1.2:** Number of organised groups in marketplaces reached with a toolkit focused on strengthening groups and their operations  **Baseline:** Toolkit workshop carried out in 2 market places in 2013 reaching to organised groups in market places  **Target:** Toolkit training is conducted with organised groups in markets at all project sites within 2014 of project rollout.; by 2015 an induction pamphlet/notice board on the rights of the vendors is designed by the association committees and provided and readily accessible for vendors at the market sites.; 2016- refresher workshop conducted by the association committee members for new committee members; 2017 is revised with the lessons learnt across market sites and given to the committee as a manual for future reference and given to local government for replication into other market sites | **Output 1.1**. Rural and urban women market vendors are knowledgeable of, and able to collectively claim their rights through active participation and leadership in, vendors groups and other means of effective, collective actions for market improvements | Risk of capture by better off market vendors who do not represent the interests of all groups. Assumption is that this will be dealt with effectively as part of the programme  Risk that marketplace organisations will not serve the functions intended  Assumption that market vendors will see the value of working collectively, and will be interested in and committed to doing so |
| **Indicative Activities**  **Activity 1.1.1** In Suva, Nausori, Sigatoka, Nadi, Ba, and Labasa Markets where despite having established constitutions for vendors associations, women’s leadership is non-existent; work with vendors associations to ensure that women markets vendors have equal and fair opportunities to lead the vendors organisation and where necessary provide incentives for champions that promote and support women’s leadership.  **Activity 1.1.2** In Namaka, Rakiraki and Tavua where market vendors associations are inactive or non-existent facilitates the formation and ensures incentives and motivation exists and for members to join and remain active.  **Activity 1.1.3** Ensure vendors associations have structures that incentivize membership including but not limited to access to financial services, micro lending schemes, eco-tourism programmes in their market, south-south exchanges and learning opportunities, etc.  **Activity 1.1.4** Where required, provide additional leadership training to women market vendors to support good management, effective advocacy and participation and representation at the executive level is equitable  **Activity 1.1.5** Work with the market management in the 10 selected markets and markets vendors associations to establish mechanisms for frequent dialogue to raise concerns, and ensure markets are safe, inclusive and efficiently run  **Activity 1.1.6** Utilise Internationally commemorated days such World Food Day, International Day Against the Eradication of Poverty and Rural Women’s Day to organise events that promote ownership inclusivity growth and prosperity in the markets.  **Activity 1.1.7** KM activities to better understand the specific needs of women market vendors by age group, including girls out of school working or attending at markets | |  |  |  |
| **Output 1.2.** Groups with proportional leadership by sex and provisions of different kind of vendors and membership are knowledgeable of market bylaws, policies, plans, budgets, and decision-making processes of market management and governance | | **Indicator 1.2.1:** Number of consultative meetings between City/Town Councils, Market Managers/masters and vendor association members with regards to market-bylaws, policies, plans, budgets and decision making processes of market management and governance  **Baseline**: In Fiji: 9 Sub-committees for Council are meeting every month. However, this meetings do not have representatives of the vendors  Baseline in Vanuatu and Solomon Islands: TBD  **Target:** For Fiji, By 2015 the subcommittee meetings will have an established practise of having representation of vendors in at least one meeting in each quarter with members of the sub-committee prior to Council’s end of quarter meeting.  For Vanuatu & Solomon Islands: to be finalised upon determining baseline but at least by 2015, regular meetings between 3 parties should be an established practise. | 1.2.1 Monitoring records; focus group discussions; minutes of meetings, Rapid Quantitative survey |  |
| **Indicative Activities**  **Activity 1.2.1** Ensure rules/bylaws each market are revised in a consultative manner and with participation from women market vendors, and vendors can provide inputs and ensure market regulations fit their needs and promote a healthy, safe and inclusive environment.  **Activity 1.2.2** Assist local government authorities and markets management to develop systems that will allow them to enforce market rules/by-laws.  **Activity 1.2.3** Facilitate the formation and establishment of committees that enable dialogue between stakeholders for market place governance and decision making. | |  |  |  |
| **Output 1.3.** Groups are accountable to their members, and local governments are accountable to agreements made with organised groups in marketplaces | | **Indicator 1.3.1:** Proportion of market group leaders who are felt by their members to display both commitment and capacity to getting things done in the interests of their groups  **Baseline:** To be determined by survey in 2014  **Target:** At least 70% of project sites enter into agreement organised group members respond positively on the performance of their market group leaders within the first 2 years of project rollout and the remainder 30% enter into agreement by the 3rd year of project rollout.  **Indicator1.3.2:** Proportion of local governments with organised group agreements who are able to demonstrate implementation/revision of bylaws  **Baseline:** To be determined by survey in 2014  **Target:** By 2014 at least 30 % of agreements between the local authorities/market management and the market vendors associations are followed through consistently. From 2015 a 5% increase in the number of agreements followed through consistently. | 1.3.1 Review of minutes; rapid quantitative survey, observations data collection; key informant interviews with association leadership; key informant interviews with association members; focus group discussions with association members; review of budgets. Gender disaggregated, disaggregated by other socio-economic factors as well  1.3.2 Key informant interviews with group leadership; key information interviews with local authorities; case studies | Even if they are accountable, risk that local authorities will not have the power to implement agreements |
| **Indicative Activities**  **Activity 1.3.1** Support implementation of market bylaws and systems with processes & checklist and tools institutionalised  **Activity 1.3.2** Develop a yearly assessment of performance and level of satisfaction of vendors associations members, local council, market management with vendors associations leaders.  **Activity 1.3.3** Develop a yearly assessment of levels of satisfaction of vendors association with local council and market management.  **Activity 1.3.4** Develop support initiatives to address issues of accountability and participation amongst market vendors associations if not already addressed through the constitutions, TOR, or other mechanisms.  **Activity 1.3.5** Exploring opportunities for replication of the remaining markets and formalising partnerships with relevant authorities. | |  |  |  |
| **UN Women Strategic Plan 2014-2017 Outcome 2.2: Women’s sustainable liveli-hoods enhanced by gender-responsive services and access and control over means of production and resources** | **m4c Project Outcome 2:** Improved socio-economic security of women market vendors | **Indicator 2.1:** Proportion of market vendors in Project targeted locations who have been provided with some form of training and practice some form of record keeping that assists in improving their socio economic security  **Baseline:** To be determined by survey in 2014  **Target:** By the end of 2014 at least 1 such training is provided in each project targeted location that assists market vendors with improving their socio economic security  **Indicator 2.2:** Number of project targeted locations that have provided access for market vendors on services such as to commercial banks (savings scheme)  **Baseline:** To be determined by survey 2014  **Target:** By the end of 2014 at least 3 project targeted sites have made arrangements with commercial banks for opening of new bank accounts for market vendors and by the year 2015 at least 80% of project targeted sites have made similar progress | 2.1 Baseline, midline and impact assessment surveys; monitoring records  2.2 Council revenue records, key informant interviews; monitoring records  2.3 Monitoring records; knowledge management products | **UN Women Strategic Plan 2014-2017 Outcome 2.2: Women’s sustainable liveli-hoods enhanced by gender-responsive services and access and control over means of production and resources** |
| **Output 2.1:** Market vendors lives improved due to strengthened financial competencies and record keeping so that they can better leverage business and financial access opportunities | | **Indicator2.1.1** Number of trainings provided to market vendors on business management skills, financial literacy and record keeping  **Baseline:** To be determined from UNDP’s baseline assessment 2014  **Target** : At least 1training on business management skill, financial literacy and record keeping is conducted and followed through with market vendors at each project site by 2015 that leads to market vendors taking some form of record keeping of their financials  **Indicator 2.1.2**. Percentage of market vendors who use their own mobile phones and other IT services made available for better access to information and leverage of business including access to internet and mobile for banking and payments e.g. paying bills, school fees, insurance premiums and remittances.  **Baseline**: To be determined by survey 2014  **Target**: At least 30 % of market vendors use their mobile phones and or IT services made available for internet services, banking services and payments by 2017 | 2.1.1 Monitoring records  2.1.2 Baseline survey and annual assessments | Other barriers to finance, especially in the commercial banking sector, constraint supply  Costs of lending is too high for market vendors |
| **Indicative Activities**  **Activity 2.1.1** Conduct a training needs assessment to ascertain the number of vendors to be trained and the type of training required; assessment and baseline collection to be conducted in a coordinated way.  **Activity 2.1.2** Engage appropriate training service providers based on the training needs identified.  **Activity 2.1.3** Deliver appropriate training using as far as possible existing resources and service providers; alternatively develop and deliver required training.  **Activity 2.1.4** Mentor and monitor training recipients to ensure application of newly applied skills to their business and the management of household income (including from market activities). | |  |  |  |
| **Output 2.2:** Increased access to financial and social services including access to savings, credit, payments, micro insurance and livelihood protection of market vendors | | **Indicator 2.2.1**: Percentage of market vendors ( from project sites) accessing credit, savings and insurance schemes  **Baseline**: To be determined by survey 2014  **Target**: At least 50 % of the market vendors from each market project sites have access to credit ,savings and insurance schemes by 2017; at least 70% of market vendors from each market project sites have access to credit and savings schemes by 2019. | 2.2.1 Baseline and impact surveys, monitoring records |  |
| **Indicative Activities**  **Activity 2.2.1** Conduct assessment to create baseline on the proportion of market vendors that do not access to credit, savings, and insurance schemes; Assessment and baseline collection in a coordinated way.  **Activity 2.2.2** Mobilise partnerships with service providers based on the assessment findings.  **Activity 2.2.3** In partnership with Ministry of Health, NGOs, CBOs & FBOs advocate and raise awareness on NCDs and reproductive health rights. | |  |  |  |
| **Output 2.3:** Improved market vendor business and leadership skills to advance economic security and rights | | **Indicator:** Number of trainings provided to market vendors on business and leadership skills  **Baseline:** To be determined by UNDP’s baseline assessment in 2014  **Target:** At least 1 training provided at all market sites | 2.3.1 Baseline and impact surveys, monitoring records |  |
| **Indicative Activities**  **Activity 2.3.1** Conduct training needs assessment to ascertain the number of vendors to be trained and the type of training required (refer to output 2.1).  **Activity 2.3.2** Develop a leadership and mentoring programme for women market vendors (targeting a voice for women on the market management board).  **Activity 2.3.3** Identify and mentor a local champion to advocate for the security and rights of women market vendors.  **Activity 2.3.4** Develop and implement an advocacy and awareness raising programme for the security and rights of women market vendors. | |  |  |  |
| **Output 2.4:** Interventions made which lead to increased productivity and incomes for farmers and market vendors | | **Indicator 2.4.1:** Proportion of market vendors trained in production, agricultural production and value adding  **Baseline**: To be determined by survey 2014  **Target**: At least 50 % of the market vendors from each project sites are trained in production, agricultural production and value adding which leads to increased productivity and income for farmers and market vendors | 2.4.1 Baseline and impact surveys, monitoring records |  |
| **Indicative Activities**  **Activity 2.4.1** Partnerships developed with department of agriculture, relevant local and regional research and development institutions e.g. SPC, CDI, PARDI, MDF etc. to undertake value adding and supply chain analysis and deliver training.  **Activity 2.4.2** Awareness campaigns to promote consumption of local healthy foods.  **Activity 2.4.3** Broker agreement between hoteliers/food outlets and market vendors for developing the supply chain of local produce.  **Activity 2.4.4** Conduct a market survey to determine handicrafts and other tourism products that could be developed. | |  |  |  |
| **Output 2.5:** Access to Knowledge Management platforms for increased South-South Exchange, learning and business management | | **Indicator 2.5.1**: Number of knowledge products developed from lessons learnt / best practices on financial literacy, improving the supply chain, commercial bank ventures for market vendors etc and shared widely with all stakeholders and partners  **Baseline**: 10 knowledge products developed  **Target**: At least one knowledge product is produced by each project site annually and disseminated. | 2.5.1 Market surveys and key informant interviews | Available technical expertise is available at P4 level to provide advice on queries posted on the knowledge management platform |
| **Indicative Activities**  **Activity 2.5.1** Connect parties e.g. Consultants partners, market vendors etc. to knowledge management platform to facilitate access to knowledge sharing.  **Activity 2.5.2** Provide inputs to knowledge management, expert on lessons learned, success stories and best practices. | |  |  |  |
| **UN Women Strategic Plan 2014-2017 Outcome 2.1: National plans, legislation, policies, strategies, budgets and justice mechanisms adopted and implemented to strengthen women’s economic empowerment** | **m4c Project Outcome 3:** Local governments and market management are gender responsive, effective and accountable to women market vendor needs | **Indicator 3.1**: Number of gender responsive By-laws implemented and budgets allocated to specifically address women market vendor needs  **Baseline**: To be determined by an internal review in 2014  **Target**: At least 14 (1 per market site) gender responsive By-laws implemented and budgets allocated to specifically address women market vendor needs | 3.1 Financial audits; daily records on revenues collected versus revenues banked; monthly records on all fees levied on vendors | Lack of full understanding of gender-responsiveness by various actors  Political issues negatively affect operations of local government  Assumes strong commitment to the generation and sharing of knowledge products  Assumes processes of implementation and production of knowledge management processes will enhance stakeholder commitment to Project objectives |
| **Output 3.1:** Local government and market management have increased commitment and capacity to draft, adopt, and implement gender responsive market bylaws, policies, plans, and budgets for the provision of safe and secure market infrastructure, adequate amenities and services, and transparent revenue generation and expenditures | | **Indicator 3.1.1**: Number of local governments that have drafted revision of their by-laws, policies and or plans budgets etc  **Baseline**: Only 1 Council has requested as of 2013 (Nausori Town Council)  **Target**: In 2014 the project completes a number of assessments and carries out consultations that will lay the ground work initiating gender responsive requirements for the markets (by laws, safety, etc.)  By 2016 at least 12 Local Councils have either revised or developed By-law, Policy, plans , or budgets which are gender responsive with the remainder encouraged to do so by 2019  **Indicator 3.1.2**: Number of local governments that carry out or seek assistance in carrying out GRB training for their Council management and Market management  **Baseline**: Zero Local Governments have carried out GRB training through UN Women  **Target**: In 2014 the project completes a number of assessments and carries out consultations that will lay the ground work initiating GRB. )By 2015 at least 1 training on GRB is undertaken by Local Government and some form of improvement is recorded in annual budgeting capturing GRB. | 3.1.1 Review of budgets; key informant interviews  3.1.2 Review of budgets; key informant interviews, Survey | Assumes adequate oversight of agencies in terms of financial management  Assumes that local authorities have sufficient independence to implement effective policies without interference |
| **Indicative Activities**  **Activity 3.1.1** Carry out an assessment of the markets management structure at each intervention site and develop recommendations for improving market management governance, accountability, and transparency.  **Activity 3.1.2** Carry out an assessment of the operational costs of the markets (including staffing, service provision, etc), the revenue collected and the funding available and used for market place maintenance. Develop recommendations on how to improve market profitability and utilize resources in further market improvements and future sustainability.  **Activity 3.1.3** Assess the feasibility of establishing a sinking fund or other financial mechanism to assist government or market management organizations to maintain and upgrade markets.  **Activity 3.1.4** Update assessment of 10 markets and creative mechanisms to ensure stall fees are fair and transparent and that all revenue collected is banked into the relevant government account.  **Activity 3.1.5** Carry out an assessment of waste management mechanisms for the 10 markets and where necessary, provide recommendations to manage waste to promote healthier markets. And explore possibilities replicating successful models of Composting and environmentally friendly waste management initiatives from JICA in Suva, Sigatoka, Lautoka, Nadi and Namaka.  **Activity 3.1.6** Assessment of the safety and discrimination that affect market vendors.  **Activity 3.1.7** Assess the impact of the current allocation of spaces and rental practices on women market vendors livelihood and ability to manage their business in the market and work with market management to develop fair and equitable systems for stall rentals.  **Activity 3.1.8** Provide support to local government and to market vendors associations to strengthen budget management and develop a mechanism by which portions of the revenue collected continuous to be reinvested into market maintenance, development and operations. Provide technical assistance to develop a cynical maintenance plan for the maintenance of market facilities.  **Activity 3.1.9** In the 10 markets where there are existing bylaws, provide technical assistance for a consultative process of revision to ensure the regulations established are adequate to the situation of the market and that considerations for safety and inclusivity have been included.  **Activity 3.1.10** In markets where no by-laws exist (Namaka), provide assistance to form a consultative committee with local government, market management and vendors to develop bylaws that are address issues in the market and ensure safety and inclusivity.  **Activity 3.1.11** Ensure lessons learned and cross-market learning takes place from one intervention site to the next on by-laws and market rules that have been successful for other markets.  **Activity 3.1.12** Ensure that Suva, Nausori, Sigatoka, Nadi, Lautoka, Ba, Tavua, Rakiraki and Labasa local councils take the necessary steps to endorse by-laws and make them official.  **Activity 3.1.13** Based on safety and discrimination issues identified develop and implement training and sensitization to relevant market staff and local leaders to ensure vendors, in particular women and girls carry out their business free of harassment and fear.  **Activity 3.1.14** Based on issues identified around safety and discrimination, develop mechanisms of protection linked to community groups or vendors organizations. Incorporate a zero tolerance policy into market b-laws and rules on GBV or gender based discrimination; where possible connect with the Crime Free initiatives with Fiji Police. Explore the opportunity with Fiji Police to organise Gender/Community based training.  **Activity 3.1.15** Once GBV and gender based discrimination issues have been identified in each market, work with relevant stakeholders to provide brokering for services and information for market vendors to be able to access them. | |  |  |  |
| **Output 3.2:** Local governments and market management provide rural and urban women market vendors with relevant information on their functions, systems, actions, and decisions around market governance | | **Indicator 3.2.1**: Number of training provided to market vendors to make them knowledgeable about market functions and systems.  **Baseline**: UNDP has provided training in 3 market project sites as of 2013  **Target**: At least 1 training per each project site is undertaken by end of project term  **Indicator 3.2.2**: Number of local government staff who have received training on gender responsive market governance  **Baseline**: No training has been carried out by UN Women on Gender responsive market governance  **Target**: At least 1 training workshop is undertaken at each project site for market/ council management on gender responsive market governance which leads to at least 3 local governments having timely meeting with market vendors on improvement mechanisms with current functions, systems and decisions  **Indicator 3.2.3** Number of knowledge products developed on Market By-laws, rules, regulations and policies that are shared with market and Council management for informed decision making  **Baseline**: 0  **Target:** At least 1 Knowledge Product per market site is produced and disseminated widely. | 3.2.1 Quantitative survey; rapid quantitative survey, focus group discussions   * + 1. Quantitative survey; focus group discussions     2. Monitoring reports to establish numbers; reviews to establish effectiveness of gender-responsive approach; special reports | Assumes that marketplace group members are well targeted with appropriate materials consistent with levels of literacy and numeracy |
| **Indicative Activities**  **Activity 3.2.1** Develop mechanisms and tools by which local authorities are able to inform market vendors what their functions, systems, actions and decisions around market place governance are.(PA Systems, notices and advertisements)  **Activity 3.2.2** Develop mechanisms and tools by which women market vendors can provide feedback, concerns and participate in decision making about market place management, improvement and redevelopments (possible a Steering Committee of relevant stakeholders). Partly captured under outcome 1  **Activity 3.2.3** Develop an information dissemination strategy to reach urban and rural market vendors of the 10 markets and provide them with relevant information about market place processes, mechanism and structures. (information materials in 4 languages) | |  |  |  |
| **Output 3.3:** Local governments and market management are knowledgeable on the principles and implementation of gender-responsive budgeting and broader gender principles reflected in national gender policies and international agreed protocols (e.g., CEDAW, MDGs) | | **Indicator 3.3.1:** Gender-responsive budgeting training workshop for Local Government.  **Baseline** : No GRB training has been provided by UN Women as of 2013  **Target**: At least 1 GRB training is provided to all Local Governments of the project sites by the end of year 2016 which leads to at least 3 local governments to adopt GRB  **Indicator 3.3.2** Percentage of market place maintenance budget that is earmarked for gender friendly facilities  **Baseline**: To be determined by a desk review in 2014  **Target**: By 2019 100% of the maintenance budget is gender responsive. | 3.3.1 Monitoring reports to establish numbers; reviews to establish effectiveness of gender-responsive approach; special reports  3.3.2 Council revenue records, key informant interviews | Lack of full understanding of gender-responsiveness by various actors  Political issues do not negatively affect operations of local government |
| **Indicative Activities**  **Activity 3.3.1** Carry out a gender responsive budgeting training with counterparts such as local government, management and relevant authorities.  **Activity 3.3.2** Provide technical assistance to ensure GRB is taken into consideration in yearly budgeting and planning processes.  **Activity 3.3.3** Explore opportunities for replication of the remaining markets and formalising partnerships with relevant authorities.  **Activity 3.3.4** Ensure that the Principles of other Council’s Acts such as the Litter Decree Promulgation, Public Health Act, Food and Safety Act are adequately incorporated into the Market Policies. | |  |  |  |
| **UN Women Strategic Plan 2014-2017 Outcome 2.1: National plans, legislation, policies, strategies, budgets and justice mechanisms adopted and implemented to strengthen women’s economic empowerment** | **m4c Project Outcome 4:** Physical infrastructure and operating systems are improved to make markets more sustainable, resilient to disaster risks and climate change, safer and more accessible | **Indicator 4.1** Number of marketplaces with gender-responsive infrastructure that meet the health, safety, universal access (disability inclusive design) and convenience needs of women market vendors  **Baseline**: SOI – Honiara Central Market sanitation facility upgrade, Vanuatu – New fresh produce market infrastructure constructed at Marobe market, Fiji – 8 markets have invested in market infrastructure upgrade Suva Market extension of roof structure, Sigatoka market portable tables and repairs to existing roof of the market, Nadi market portable tables and benches for vendors, Lautoka Market resource centre and tables for the market, Ba Market furnishing of the resource centre, Rakiraki Market extension and upgrade of sanitation facilities, Tavua market water storage facility and upgrading of drainage systems and extension to Handicraft market as per 2013 small grants infrastructure initiative.  **Target**: All project sites under M4C have undertaken infrastructure projects that address the needs of health, safety, universal access (disability inclusive design) and convenience of women market vendors | 4.1 Monitoring records; progress reports; annual reports  4.2 Monitoring records; knowledge management products | Assumes effective oversight of infrastructure tendering, implementation oversight, and independent verification of completed infrastructure  Assumes strong commitment to the generation and sharing of knowledge products  Assumes processes of implementation and production of knowledge management processes will enhance stakeholder commitment to Project objectives |
| **Output 4.1:** Marketplaces reached by the Project are resilient to disaster risks, including climate change | | **Indicator 4.1.1** Number of marketplaces that have undertaken infrastructure improvement projects that meet in-country infrastructure/ environmental standards  **Baseline**: Solomon Islands Honiara Market site has undertaken an EIA in 2013 and the rest of the project sites to be determined by survey in 2014  **Target:** All markets under the m4c project identifies measures to increase resilience for the disasters common to the area | 4.1.1 Monitoring records; site assessment reports; independent verification submissions; records of infrastructure failure and response to problems |  |
| **Indicative Activities**  **Activity 4.1.1** Support strengthening capacity of the Department of Town and Country Planning in vulnerability and adaptation assessment  **Activity 4.1.2** In consultation with market vendors carry out assessment to current problems with climate and weather conditions that have an impact in effective running in the market. Incorporate recommendations for disaster resilience and climate change adaptation into market plans. Assessment will include analysis of impacts of ineffective waste management on market maintenance and disaster resilience(current sewage, water and sanitation)  **Activity 4.1.3** Establish linkages between Disaster Risk Reduction programmes from UN Women, UNDP and other partners and the Markets for Development project to utilize the markets as centres for information dissemination on disaster preparedness and response with market vendors.  **Activity 4.1.4** Review the particular challenges and situations facing disabled market vendors and customers | |  |  |  |
| **Output 4.2:** Marketplace physical infrastructure promotes safety and access | | **Indicator 4.2.1** Number of marketplaces with improved universal access, gender responsive facilities that meets the needs of the women market vendors.  **Baseline**: Seven market sites in Fiji, 1 market site in Vanuatu and1 market site in Solomon Islands have improved market place infrastructure(addition of water, segregated sanitation and ablution blocks, extension of overhead shelter) with the funding assistance by UN Women in 2013  **Target**: All market sites have undertaken infrastructure improvement that promotes universal access and gender responsive facilities by 2018  Indicator: All market project sites have adopted and implemented a sound, adequately resourced annual maintenance plans for market infrastructure and facilities  **Baseline**: To be determined by survey in 2014  **Target**: All market project sites under M4C has an allocation in their annual budget and planned activities identified for Market maintenance on an annual basis. | 4.2.1 Quantitative survey; focus group discussions, key informant interviews |  |
| **Indicative Activities**  **Activity 4.2.1** Update and institutionalise checklist for what are the elements of safe, inclusive market infrastructure specific to the needs in the 10 Markets in Fiji. Validate initial assessments in Nausori, Sigatoka, Lautoka and Labasa on vendors requiring accommodation to access the market and their needs for sanitation facilities and dormitories.  **Activity 4.2.2** Finalise consultation with market vendors as well as organisations representing people with disabilities in the 10 selected markets on what are their concerns and needs to have a more accessible and safe market.  **Activity 4.2.3** In Suva Market (where an accommodation facility is already being built), Ba and Rakiraki (where accommodation facilities already exist) for women vendors, ensure that a management and maintenance plan is in place to promote safety, conflict and sanitation issues arise when the facility opens.  **Activity 4.2.4** Carry out an assessment for women and children’s needs in the markets including childcare and nursing facilities in all markets.  **Activity 4.2.5** Develop structural plans for infrastructure /facilities improvement and or development (validate existing plans where applicable) to ensure facilities required exist and are accessible to people with disabilities, addresses childcare issues and is safe for women and girls and is environmentally friendly.  **Activity 4.2.6** Develop and/or refurbish market facilities as per the identified needs in  each market.  **Activity 4.2.7** On-going oversight of infrastructure works | |  |  |  |

*Project Knowledge Management Goal*

To devote specific attention to knowledge management and the development and distribution of knowledge management products that contribute to the sustainability of m4c Project outcomes, and that contribute to the international body of literature that will inform best practices worldwide

# Annex A: Risk Assessment

There are several risks to the m4c Project achieving its outcomes. Key risks to programme success include organisational, financial and design-related risks. The table below summarises these risks, their severity and probability, as well as mitigating strategies.

P-Political E-Economic SO-Social T-Technological O-Operational F-Financial L-Legal EV-Environmental S-Security D – Development

| **Probability Key** | | **Severity Key** | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| **High (H) – 90%** Probability of risk being realised. | | **High (H) -** Critical Path Risk. If realised the resulting issue would immediately impact cost / programme delivery dates**.** | | | | |
| **Medium (M) – 60%** Probability of risk being realised**.** | | **Medium (M) –** If realised the resulting issue would cause slippages in deliverable release dates but would have an immediate effect on overall cost /programme delivery dates. | | | | |
| **Low (L) – 50%** Probability of risk being realised. | | **Low (L) –** If realised the resulting issue would not impact delivery dates but could impact the quality of deliverables. | | | | |
| **Log No** | **Description** | **Type** | **Proposed Mitigation Strategy** | **Severity** | **Probability** | **Organization** |
| **1** | Unclear division of responsibilities between MCO, field offices, m4c Project implementation team - local partners confused and do not commit to programme, conflicts in roles impede ownership and commitment. | **O** | Regular communications to agree on approaches, clearly defined TORs and supervisory relationships/reporting requirements adhered to by managers. Management arrangements decided and clarified with all parties. | **M** | **L** | **UN Women** |
| **2** | Insufficient organisational capacity within UN Women, cannot strategically lead m4c Project in Fiji. | **O** | All required staff included in project management arrangements. Staff to be recruited before programme starts. | **H** | **L** | **UN Women** |
| **3** | Vacant positions and/or insufficient capacity of local government to partner on the programme, commitment not sustained. | **SO** | TORs explicitly include training counterpart staff. SI government partners nominate counterpart staff annually as condition of support. If no staff available, UN Women to fund market operations coordinator until market revenue is sufficient to pay for required staff. | **H** | **H** | **UN Women/Responsible Parties** |
| **4** | Local partners have weak financial management systems and programme funds used for unauthorised activities. | **F** | M4C Project Management Team to closely monitor spending. HACT principles will be used to do cash transfers to implementing partners. | **H** | **M** | **UN Women/ Responsible Parties** |
| **5** | Policies and protections for working with poor and vulnerable groups do not exist or are not enforced, main programme beneficiaries are elites and/or connected to government staff. | **SO** | m4c Project implementation teams in country and in Suva will be providing technical assistance and support throughout the five years of implementation and therefore will ensure project engages with all relevant beneficiaries. | **H** | **M** | **UN Women/ Responsible Parties** |
| **6** | Stakeholders do not identify or prioritise gender-responsive market reform initiatives and status quo is maintained. | **SO** | Targeted gender sensitisation training developed and implemented with relevant stakeholders. | **H** | **L** | **UN Women/Responsible Parties** |
| **7** | Contractors do not have necessary expertise or capacity to deliver to an acceptable standard. | **O** | Activities designed and bundled to potentially attract international experts. Proactive advertisement international and through regional networks. | **H** | **L** | **UN Women/Contracted staff** |
| **8** | Funding paid in advance to partners is misappropriated and funds are insufficient to complete the programme. | **P&F** | Funds administered through dedicated account with independent audit. Project manager monitoring expenditures on a regular basis and reporting to the sub-regional office. | **H** | **L** | **UN Women/Responsible Parties** |
| **9** | Funds used for non-specified purposes. | **P&F** | Funds administered through dedicated account with replenishments being done only upon certification by the Infrastructure Engineer of funds utilization for the correct activities as per the plan. | **H** | **L** | **UN Women/Responsible Parties** |
| **10** | Programme resource requirements change. | F | Tailor scope of Market Development Strategy and Plans to available budget and identify sources of funds for priority projects/activities. In-depth assessments and costing’s to be done in the earlier stages of the programme to identify additional funding needs. | **M** | **M** | **UN Women and Responsible parties** |
| **11** | Programme not well aligned with other donors. | **D** | Review with donors prior to finalisation. Donors become partners of the m4c Project. | **M** | **L** | **UN Women/Donor partners** |
| **12** | Programme advisors are capacity substitutes and sustainability not evident. | **SO** | Agree a phase out process for all TA in Partnership Agreement. | **H** | **M** | **UN Women /Responsible Parties** |
| **13** | New approaches, including technologies, launched without sufficient identification of risks. | **O & T** | Ensure use of international best practice adapted to Solomon Islands context. Utilise lessons learned and south-south exchanges to address identified risks and challenges. | **H** | **M** | **UN Women /Responsible Parties** |
| **14** | Not sufficiently prioritised or insufficient to guide decision making for local level government and m4c Project implementation team | **P** | Detailed monitoring plan prepared and agreed by all partners as part of inception phase. | **H** | **L** | **UN Women /Responsible Parties /** |
| **15** | The Assessments, Surveys are seen as driven by external consultants/UN reports and not credible or implemented. | **D** | Reporting and strategies to be implemented and aligned in a manner that can be measured at timely intervals during the project life. | **H** | **L** | **UN Women/Responsible Parties** |
| **16** | Barriers to women vendors mobilising are excessively high. | **SO** | m4c Project designed to reduce barriers to participation of women through targeted training, communications strategies, advocacy and establishment of international networks. | **H** | **L** | **UN Women/ Responsible Parties** |
| **17** | Stakeholders and beneficiaries do not see value in prioritising green initiatives for the market. | **EV** | Awareness and targeted training to be developed on benefits and importance of green and sustainable initiatives in the market and the benefits to the community. | **M** | **L** | **UN Women /Responsible Parties and beneficiaries** |
| **18** | Capacities and understanding of disaster risk reduction is limited and not prioritised by local government. | **EV** | Awareness and training carried out on the risks of manmade and natural disasters being faced in the Solomon Islands and sharing of experiences of success stories for disaster preparedness in other places. | **M** | **L** | **UN Women//Responsible Parties and beneficiaries** |

# Annex B Budget

**FIJI - 6 Year Budget Summary**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| EXPECTED RESULTS | BUDGET – 2013-2019 | EXPECTED RESULTS | BUDGET 2013-2019 | EXPECTED RESULTS | BUDGET 2013-2019 | EXPECTED RESULTS | BUDGET 2013-2019 |
| OUTCOME 1 | TOTAL OUTCOME 1 | OUTCOME 2 | TOTAL OUTCOME 2 | OUTCOME 3 | TOTAL OUTCOME 3 | OUTCOME 4 | TOTAL OUTCOME 4 |
| Outcome 1: Inclusive, effective and representative marketplace groups are created and grow, contributing to gender, social and economic advancement, the elimination of gender-based discrimination and violence, and expanded economic opportunities for women | $334,000.00 | Outcome 2: Improved socio-economic security and rights of market vendors, especially women market vendors | $363,000.00 | Outcome 3: Local governments and market management are gender responsive, effective and accountable to women market vendor needs | $435,000.00 | Outcome 4: Physical infrastructure and operating systems improved to make markets more sustainable, resilient to disaster risks and climate change, safer, and more accessible | $2,610,000.00 |
| Output 1.1. Rural and urban women market vendors are knowledgeable of, and able to collectively claim their rights through active participation and leadership in, vendors groups and other means of effective, collective actions for market improvements | $162,000.00 | Output 2.1: Improved livelihoods of market vendors through strengthened financial competencies and record keeping so that they can better leverage business and financial access opportunities | $88,000.00 | Output 3.1: Local government and market management have increased commitment and capacity to draft, adopt, and implement gender responsive market bylaws, policies, plans, and budgets for the provision of safe and secure market infrastructure, adequate amenities and services, and transparent revenue generation and expenditures | $262,000.00 | Output 4.1: Marketplaces reached by the Project are resilient to disaster risks, including climate change | $115,000.00 |
| ACTIVITIES  1.1.1  1.1.2  1.1.3  1.1.4  1.1.5  1.1.6 | $33,000.00  $15,000.00  $30,000.00  $24,000.00  $42,000.00  $18,000.00 | ACTIVITES  2.1.1  2.1.2  2.1.3  2.1.4 | $4,000.00  $69,000.00  $15,000.00 | ACTIVITIES  3.1.1  3.1.2  3.1.3  3.1.4  3.1.5  3.1.6  3.1.7  3.1.8  3.1.9  3.1.10  3.1.11  3.1.12  3.1.13  3.1.14  3.1.15 | 30,000.00  50,000.00  2,000.00  15,000.00  35,000.00  45,000.00  60,000.00  25,000.00 | ACTIVITIES  4.1.1  4.1.2  4.1.3 | $10,000.00  $80,000.00  $25,000.00 |
| Output 1.2. Groups with proportional leadership by sex and provisions of different kind of vendors and membership are knowledgeable of market bylaws, policies, plans, budgets, and decision-making processes of market management and governance | $97,000.00 | Output 2.2: Increased access to financial and social services including access to savings, credit, payments, micro insurance and livelihood protection of market vendors | $60,000.00 | Output 3.2: Local governments and market management provide rural and urban women market vendors with relevant information on their functions, systems, actions, and decisions around market governance | $82,000.00 | Output 4.2: Marketplace physical infrastructure promotes safety and access | $2,495,000.00 |
| ACTIVITIES  1.2.1  1.2.2  1.2.3 | $43,000.00  $30,000.00  $24,000.00 | ACTIVITIES  2.2.1  2.2.2  2.2.3 | $30,000.00  $30,000.00 | ACTIVITIES  3.2.1  3.2.2  3.2.3 | $40,000.00  $12,000.00  $30,000.00 | ACTIVITIES  4.2.1  4.2.2  4.2.3  4.2.4  4.2.5  4.2.6  4.2.7 | $10,000.00  $10,000.00  $15,000.00  $10,000.00  $250,000.00  $2000,000.00  $200,000.00 |
| Output 1.3. Groups are accountable to their members, and local authorities are accountable to agreements made with organised groups in marketplaces | $75,000.00 | Output 2.3: Improved market vendor business and leadership skills to advance economic security and rights |  | Output 3.3: Local governments and market management are accountable and committed to the principles and implementation of gender-responsive budgeting and broader gender principles reflected in national gender policies and international agreed protocols (e.g., CEDAW, MDGs) | $93,000.00 |  |  |
| ACTIVITIES  1.3.1  1.3.2  1.3.3  1.3.4  1.3.5 | $30,000.00  $3,000.00  $1,000.00  $30,000.00  $11,000.00 | ACTIVITIES  2.3.1  2.3.2  2.3.3  2.3.4 |  | ACTIVITIES  3.3.1  3.3.2  3.3.3  3.3.4 | $30,000.00  $40,000.00  $11,000.00  $12,000.00 |  |  |
|  |  | Output 2.4: Interventions to increase productivity and incomes for farmers and market vendors | $215,000.00 |  |  |  |  |
|  |  | ACTIVITIES  2.4.1  2.4.2  2.4.3  2.4.4 | $45,000.00  $30,000.00  $125,000.00  $15,000.00 |  |  |  |  |
|  |  | Output 2.5: Access to knowledge management platforms for increased south-south exchange, learning and business management |  |  |  |  |  |
|  |  | ACTIVITIES  2.5.1  2.5.2 |  |  |  |  |  |

|  |  |  |
| --- | --- | --- |
| **Summary for Markets 4 Change Consolidated - Fiji 2013 to 2019** | |  |
| **Key Outcomes** | | **Total** |
| Outcome 1 | Inclusive, effective and representative marketplace groups are created and grow, contributing to gender, social and economic advancement, the elimination of gender-based discrimination and violence, and expanded economic opportunities for women | 334,000.00 |
| Outcome 2 | Improved socio-economic security and rights of market vendors, especially women market vendors | 363,000.00 |
| Outcome 3 | Local governments and market management are gender responsive, effective and accountable to women market vendor needs | 435,000.00 |
| Outcome 4 | Physical infrastructure and operating systems improved to make markets more sustainable, resilient to disaster risks and climate change, safer, and more accessible | 2,610,000.00 |
|  | **Total** | **3,742,000.00** |
|  |  |  |
| **PROGRAMME Staff Cost** | |  |
| 1 | Regional Knowledge Management (Staff/Consultant) | 240,000.00 |
| 2 | Regional Infrastructure Engineer | 432,000.00 |
| 3 | Project Manager | 960,000.00 |
| 4 | National Project Coordinator - Central | 252,000.00 |
| 5 | National Project Coordinator - Western | 252,000.00 |
| 6 | Communications & Monitoring Officer | 252,000.00 |
| 7 | Markets Management & Operations Coordinator | 90,000.00 |
|  | **Total** | **2,478,000.00** |
| **Other Programme Cost** | |  |
| 1 | Communications & Advocacy | 120,000.00 |
| 2 | Knowledge Management, Monitoring, Evaluation and Learning | 795,000.00 |
| 3 | Monitoring of Project | 23,850.00 |
| 4 | Evaluation of Project | 72,500.00 |
| 5 | Operating Cost | 252,000.00 |
|  | **TOTAL** | **1,263,350.00** |
|  |  |  |
|  | **Total Programmable Funds** | **7,483,350.00** |
|  | **8 % Support Cost** | **574,668.00** |
|  | ***Add* Total funding Available** | **300,000.00** |
|  | **Total Project Budget** | **8,358,018.00** |
|  | **Funding to be Raised (***Total Project Budget less Total Funding Available***)** | **8,058,018.00** |

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10. Pacific Markets and Market Vendors: Evidence, Data and Knowledge in Pacific Island Countries, Literature Review and Annotated Bibliography, 1st Edition – July 2011

    <http://unwomenpacific.org/resources/uploads/embeds/file/UN%20Women%20Pacific%20Markets%20Literature%20Review%201st%20edition.pdf>

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11. http://www.unescap.org/pdd/CPR/CPR2006/English/CPR3\_1E.pdf [↑](#footnote-ref-11)
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21. See Underhill-Sem, Y. (2012). UN Women Desk Review: Partners Improving Markets (PIM) Project (2008-2012), prepared for UN Women by Dr. Y. Underhill-Sem, University of Auckland, New Zealand. This report built on the 2011 report by V. Griffen, Desk Review of Documentation and Materials from the Partnerships to Improve Markets Project Phase I and Phase II, final report on status of the project and on pre-selection of materials for a toolkit. Prepared for UN Women SRO, Suva, Fiji. [↑](#footnote-ref-21)
22. <http://www.iwda.org.au/research/measuring-gender-equality-outcomes-economic-growth-pacific/> [↑](#footnote-ref-22)
23. (Duflos, E., 2011) Women’s Empowerment and Economic Development, National Bureau of Economic Research, Working Paper 17702, [www.nber.org/papers/w177702](http://www.nber.org/papers/w177702). Also see the 2012 World Bank “Gender Equality and Development Report”. [↑](#footnote-ref-23)
24. A draft logframe is contained in the Integrated Programme Framework, but will be reviewed and finalised in Year 1 of implementation. [↑](#footnote-ref-24)
25. UN-Women Financial Regulation 22.1 – 22.3 clarifies programming arrangements for UN Women. Implementing Partners undertake and manage UN-Women supported projects (ProDocs), including the procurement and delivery of inputs, to produce outputs. There is one Implementing Partner (IP) per project who is responsible and accountable to UN-Women by signing the project document along with UN Women. Categories are: (1) government entities, (2) non-UN inter-governmental organizations, (3) non-governmental organizations, (4) UN agencies, (5) Direct implementation by UN Women. An Implementing Partner may enlist one or more responsible parties (RP) to assist it in programme implementation. UN Women is the Executing Agency/ Implementing Partner for all its SN/AWPs, programmes, and projects. The predominant programme modality therefore is Direct Implementation (DIM). [↑](#footnote-ref-25)
26. A **Responsible Party** is defined as an entity that has been selected to act on behalf of the implementing partner on the basis of a written agreement or contract to purchase goods or provide services using the project budget.  In addition, the responsible party may manage the use of these goods and services to carry out project activities and produce outputs.  All responsible parties are directly accountable to the implementing partner in accordance with the terms of their agreement or contract with the implementing partner. Implementing partners use responsible parties in order to take advantage of their specialised skills, to mitigate risk and to relieve administrative burdens.  [↑](#footnote-ref-26)