AN APPRAISAL OF KADUNA CENTRAL MARKET REDEVELOPMENT SCHEME

BY

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DECLARATION

I hereby declared that the work in this thesis entitled An Appraisal of Kaduna Central Market Redevelopment Scheme has been performed by me in the Department of Urban and Regional Planning under the supervision of Mr. S.D Ojibo and Prof. J.B Kaltho. The information derived from the literature has been duly acknowledged in the text and the references provided. No part of this thesis was previously presented for another Degree or Diploma at any University.

_____	_____	_____
Name	Signature	Date

CERTIFICATION

This thesis entitled AN APPRAISAL OF KADUNA CENTRAL MARKET REDEVELOPMENT SCHEME by AHMAD IBRAHEEM meets the regulations governing the award of the Degree of Master of Science in Ahmadu Bello University and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

This research work is dedicated to my wife and my children for their understanding patient, support and encouragement throughout the study period.

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ABSTRACT

Redevelopment has been recommended for most urban markets in Nigeria being one of he most effective way of addressing market problems. Recently Kaduna State Government decided, on policy, to commence the Redevelopment of Sabon-Gari Zaria and Kafanchan markets in an attempt to boost the socio-economic activities of the markets as well as that of the state. However Kaduna central market has been redeveloped and commissioned since 2002 but the resultant outcomes of the market scheme are yet to be reported. This study is an attempt to appraise the scheme, provide an insight towards understanding the process and other requirements necessary for successful market redevelopment. Data for the study were gathered through interviews with end-users of the service and field surveys. The study also adopted cluster sampling of the study area in which a sample of 308 respondents was drawn representing 5% of the total population of 6157. Also a set up criteria were also used in order to determine the outcomes and the explanatory factors. The research reveals that the outcomes of the market scheme are partly effective and partly ineffective. Also, the post redevelopment management of the scheme has been carried out by different bodies and in an uncoordinated manner which resulted to what is presently obtainable in the market i.e. low operational performance of the market. Based on the findings from the study, recommendations were made for improvement in subsequent redevelopment scheme.

TABLE OF CONTENTS

TITLES	PAGES
Title Page-	-i
Declaration-	-ii
Certification	-iii
Dedication-	-iv
Acknowledgement-	-v
Abstract-	-vii
Table of Content-	-viii
List of Table-	-xiii
List of Plate-	-xiv
List of Figures-	-xv
List of Appendix	-xvi

CHAPTER ONE: BACKGROUND

1.0	Introduction-	-1
1.1	Statement of Research Problem	-2
1.2	Aim-	-4
1.3	Objectives-	-4
1.4	Scope and Limitation-	-5
1.5	Significance of the Study-	-5
1.6	Background of the Study Area-	-5
1.7	The design of Kaduna Central Market Redevelopment scheme	-7
1.7.1	Project conception-	-7

1.7.2 Project description - - - - - - - -08

1.7.3 justification- - - - - - - - -10

1.7.4 Project management frame work- - - - - - -11

1.7.5 Sources of project finance- - - - - - - -11

1.7.6 Design Concepts for the market scheme- - - - - -12

1.7.6.1Planning constraints and opportunities- - - - - -12

1.7.6.2 Design Constraints- - - - - - - - -13

1.7.6.3Design Opportunities- - - - - - - - -13

1.7.6.4 Strategic Alternative Plans- - - - - - - -13

1.7.6.5 Development Concept Alternative I- - - - - - -13

1.7.6.6 Development Concept Alternative II-- - - - - -14

1.7.6.7 Preferred Concept- - - - - - - - -15

CHAPTER: LITERATURE REVIEW

2.0 Introduction- - - - - - - - - -21

2.1 Concepts of Redevelopment- - - - - - - -21

2.2 Process of Redevelopment- - - - - - - -23

2.3 Benefits of Market Redevelopment- - - - - - -25

2.4 Considerations in Market Redevelopment Scheme - - - - 25

2.5 Challenges of Market Redevelopment Scheme - - - - 26

2.6 Urban Management Concerns in Markets Development- - - -27

2.6.1 Land Use Planning and Management- - - - - - -28

2.6.2 Resources Management- - - - - - -29

2.6.2.1 Human Resources- - - - - - - -29

2.6.2.2 Financial Resources Management- - - - - - -30

2.6.3 Effectiveness of the Market- - - - - - - 30

2.6.3.1 Qualitative Structures- - - - - - - -30

2.6.3.2 Development and Management Plan- - - - - - -31

2.6.3.3 Provision of Basic Essential Facilities, Utilities and Services- - -31

2.6.3.4 Range of Goods and Services- - - - - - -32

2.6.3.5 Users User Satisfaction- - - - - - - -32

2.6.4 The Functional Role of the Market- - - - - - -32

2.6.5 Market Management- - - - - - - - -33

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction- - - - - - - - - -34

3.1 Conceptual Framework- - - - - - - -34

3.2 Data Required- - - - - - - - -35

3.3 Sources of Data Required- - - - - - - -37

3.4 Methods of Data Collection- - - - - - - -38

3.5 Method of Sampling- - - - - - - - -39

3.6 Analysis and Presentation of Data- - - - - - -40

3.7 Criteria for the Appraisal- - - - - - - -40

CHAPTER FOUR: APPRAISAL OF THE SCHEME AND ITS OUTCOMES

4.0 Introduction- - - - - - - - -41

4.1 The Outcomes and the Challenges of the Scheme- - - - -41

4.1.1 Level of Implementation of the Scheme - - - - -41

4.1.2 Stalls Operational Status in the Market - - - -- - 42

4.2 Effectiveness of the Scheme - - - - - - -44

4.2.1 Convenient Shopping Environment - - - - -44

4.2.1.1 Provision made for Facilities, Utilities and Services - - - 44

4.2.2 Range of Goods and services - - - - - - -46

4.2.3 The Standard of Market Design - - - - - - -46

4.3 User Satisfaction - - - - - - - - -48

4.4. Effective Management - - - - - - - -49

4.4.1 Provision of Security - - - - - - - -49

4.4.2 Water/Electricity/Telephone lines - - - - - - -50

4.4.3 Environmental Sanitation - - - - - -50

4.4.4 Market Administration - - - - - - - -51

4.4.4.1 Stalls Allocation, Revocation and Re-allocation - - - - - -51

4.4.4.2 Establishing Affordable Rental and Service Charges - - - - -52

4.4.4.3 Revenue Collection - - - - - - - -52

4.4.4.4 Traffic Management - - - - - - - -54

4.4.4.5 Conflict Resolution - - - - - - - - -55

4.4.5 Maintenance of the Market infrastructures and Installation - - -55

4.5 Challenges of the Scheme- - - - - - - -56

4.5.1 Safe-guarding the Market from fire re-occurrence - - - - - -56

4.5.2 Strengthening the Activities of the Market Traders- - - - -57

4.5.3 Revitalizing the Business Climate of the Market- - - - -58

CHAPTER FIVE

5.0 The Explanatory Factors for the Outcomes of the Scheme- - - -60

5.1 Stalls Allocation Process - - - - - - -- -60

5.2 Design Weaknesses - - - - - - -- -61

5.3 Stalls Speculation - - - - - - - -- -62

5.4 Wrong Projection - - - - - - - - -62

5.5 High Cost of Rental and Service Charges - - - - -63

5.6 Political Constraint - - - - - - - - -65

CHAPTER SIX

6.0 Summary, Recommendations and Conclusion- - - - - -66

6.1 Summary of Findings- - - - - - - - -66

6.2 Recommendations- - - - - - - - -68

6.3 Conclusion- - - - - - - - - -73

References- - - - - - - - - - -74

LIST OF TABLES

Table 3.01: Data collected and source- - - - - -37

Table 3.02: Structure of sampling design- - - - - -39

Table 4.01: Stalls Operational Status in the market - - - - - -42

Table 4.02: Unoccupied stalls based on type and size - - - -42

Table 4.03: Standard of Market Land Allocation to Different Land Uses- - -47

Table 4.04: Land Allocation to different Uses in Kaduna Central Market- - -48

Table 4.05: Review of the market Rental and Service Charges- - - -49

Table 4.06: Revenue Generated in the Market for 2002-2003- - - -53

Table 4.07: Estimated Revenue to be Generated in the Market for 2004-2006- -53

Table 4.08: Estimated Revenue to be Generated in the Market for 2006-2010- -54

Table 4.09: Number of Cases Resolved by the Market Council of Elders- - -55

Table 4.10: Maintenance Department Staff strength - - - - -56

Table 4.11: Kaduna State Traders Loan Distribution- - - - -57

Table 4.12: Assessment of the market management performance - - -59

Table 5.01: Stall ownership in the Kaduna Central Market - - - -60

Table 5.02: Range of Rent from private individuals- - - - - - 61

Table 5.03: Assessment of Rental and Service charges- - - - -64

Table 5.04: Cost of Rent and Services charges in Chechnya 2002/2005 64

Table 5.05: Cost of Rent and Services charges in Chechnya 200/11- - - - 64

Table 5.06: Comparison between Central Market and other Markets - - 65

LIST OF PLATES

Plate I: un-occupied blocks in the market- - - - -- -43

Plate II: waste dumped on a major road in the market- - -- -51

Plate III: vehicles packed on the street- - - - - -- -54

Plate IV: spread of attachments in the market- - - - -- -56

Plate V: Goods on road and converted hawking area to mosque - -59

Plate VI: Nature of Blocks arrangement in the market - - - 62

Plate VII: Part of the market destroyed by fire outbreak - - - - 63

Plate VIII: patrol vehicles for pursuing street hawkers - - - -- -68

Plate IX: One storey building market built on leasing strategy - - - -68

Plate X: Rex Cinema within the central market - - - -- -72

LIST OF FIGURE

Fig. 1.01 Concept of the plan Alternative I- - - - - -16

Fig. 1.02 Concept of the plan Alternative II- - - - - -17

Fig. 1.03 Preferred Concept - - - - - - - -18

Fig. 1.04 Map of Nigeria showing Kaduna State - - - - -19

Fig. 1.05 Map of Kaduna Metropolis showing Study Area - - - -20

Fig. 2.01: Redevelopment process- - - - - - -23

Fig 3.01: Conceptual framework- - - - - - -35

APPENDIX- - - - - - - - - -77

CHAPTER ONE

BACKGROUND TO THE STUDY

1.0 INTRODUCTION

Markets in Nigeria are associated with numerous problems and various approaches have been used to address these problems such as improvement, upgrading, reconstruction or redevelopment. Redevelopment is one of the most effective ways to breathe new life into degenerated areas plagued by social, environmental and economic condition which act as a barrier to investment by private enterprises. It also refers to any new construction on a site that has existing uses on it such as redevelopment of an industrial site into a mixed use development or the redevelopment of a block of houses into large apartment building etc.

Market redevelopment seems to be a global phenomenon. It has been taking place all over the world for very long time and for various reasons. An example is Convent Garden or royal opera house theatre in London and the square in which it is located. The square was laid out as market in 1632 and destroyed by fire in 1858; in 1980 the market was redeveloped as a shopping centre with arcades, shops, cafes and restaurant (Encarta encyclopedia 2004).

Another example is Queen Victoria market in Sydney, Australia. It was established as a market place in early 19th centaury. The market buildings were demolished in the early 2000 to make way for a new structures designed to house all the market stalls under one roof (Encarta encyclopedia 2004).

Also the Sokoto central market, Monday market Maiduguri, have been redeveloped. Others are the Kaduna Central Market and Jos ultra modern market redevelopment schemes.

Effort to redevelop markets is always aimed at achieving the expected benefits of redevelopment. But observations clearly shows that this benefits of market redevelopment have not been adequately achieve in many development scheme such as that of Kaduna Central Market as the operate below expectations this is 10yrs after commissioning. It is therefore expedient to appraise the scheme with view to identify the explanatory factors for the outcomes of the scheme and to correct things that are going wrong so that the market function efficiently as integral component of the urban system.

1.1 STATEMENT OF RESEARCH PROBLEM

It has been established that the physical, social and economic benefits of market redevelopment are quite enormous (Chhaya, 2004). However, observations from the above study shows that the benefits have not been adequately achieved in most market redevelopment schemes Nigeria. It is also established by the study that urban management concerns for optimal market development and functionality is rarely considered before embarking on such redevelopment by various Governments. Example is the 2008 redevelopment programme of the Kaduna State government for the Kafanchan and Sabon Gari Zaria markets is based on conventional insight. The process seems to have followed generic fashion of design and built to structural and aesthetic standard regardless of the urban management underpinnings that should guide such development. The considerations include how effective the scheme is and its cost efficiency. Other concerns relate to the management strategy of the scheme to ensure that overall targets are sustained after the redevelopment has been completed.

In the Kaduna Central Market Redevelopment Scheme, large financial resources amounting to ₦2.0 billion was spent in order to enhance its economic function and that of

the state. The scheme has been completed and commissioned in 2002. Preliminary surveys, however, show that the market is underutilized as only part of the market stalls have been occupied by traders since its commissioning. It is rather strange that many market stalls are unused in spite of the improved opportunities of the redevelopment scheme, which needs investigating.

Previous studies from urban planning field conducted on urban markets in Nigeria have mostly focused on the identification of the physical planning problems as well as assessment of the environmental conditions of the markets. Examples of such works are Kabir (1977), Jemitola *et al*., (1998), Mansur (2004) etc.

Other related studies were concerned with design proposals for market redevelopment as contained in the studies conducted by Degge (1982) and Shitu *et al.,* (2000). Appraisal of the design elements as well as environmental issues were the focus of the study by Ahmed (1995) who concluded that no proper design standard was used to determine space requirements in the provision of certain land uses like parking space. Economic growth and prosperity were the concern of the Toledo city market redevelopment study by Market Ventures Inc (2004). No adequate attention has been given to the urban management concerns of such scheme and the outcomes. Yet these issues are required to provide the insight on the type of market to build. Also, post redevelopment management challenges have been left out, which has to do with market administration, revitalizing the scope and range of retail and service businesses and making the market more attractive to capture customers from a wide service area. These are critical issues in determining the effectiveness and functionality of any market redevelopment scheme. There is need therefore, to examine the Kaduna central market redevelopment scheme from urban

management point of view and to identify why the lack of full utilization of the stalls provided, which is not consistent with the expectation of the scheme. This will provide the basis for judicious expenditure of funds on projects that advance social and economic objectives. Accordingly, the study attempts to find out the extent and explanations for the less than satisfactory outcomes of the scheme and draw conclusion on the adequacy of the scheme.

The research therefore attempts to provide answers to the following questions:

1. What is the extent of non utilization of stalls in the Kaduna Central Market Redevelopment scheme?
2. What are the explanatory factors for the outcomes or lack of full utilization of market stalls?
3. What are the urban management recommendations for an effective management of Kaduna central market and other similar public markets?

1.2 AIM

The aim of the study is to appraise the Kaduna Central Market Redevelopment Scheme in terms of its utilization of stalls and related facilities, and identify the explanatory factors with a view to making recommendations for improvement.

1.3 OBJECTIVES

1. To review the concept, process and urban management concerns of market development.
2. To examine the proposals for the Kaduna Central Market Redevelopment Scheme.
3. To appraise the outcomes of the Kaduna Central Market Redevelopment scheme

particularly the utilization of stalls and the challenges.

4. To identify the explanatory factors for the problem of utilization of stalls in the Kaduna Central Market Redevelopment Scheme.
5. To make recommendations for improvement of the management of the scheme.

1.4 SCOPE AND LIMITATION

The study focuses on appraisal of Kaduna central market redevelopment scheme with emphasis on the outcomes or underutilization of the market stalls as well as the explanatory factors and the way its impacts on the market performance. But the appraisal does not cover issues of compensation and relocation despite their relevance in any market redevelopment scheme. However the study was constrained by difficulties in accessing data related to revenue generation in the market thus made it necessary for some estimation to be made.

1.5 SIGNIFICANCE OF THE STUDY

The research of this nature is very important base on the expectation and the understanding that Government spends public funds on projects to advance the social and economic objectives, but unfortunately most of these projects embarked upon by Government do not yield the optimal or desired result due to one reason or the other such as poor management and ill conception of the project. Therefore, investigation of these issues will help in learning from past experience and drawing lessons for future projects.

1.6 BACKGROUND TO THE KADUNA CENTRAL MARKET

Kaduna central market is located in Doka District of Kaduna North local government and occupies the most central position. The location of Kaduna central market since 1976 has been confined to that area bounded to the south and east by Massive residential

development, the railway line to the west and the Magadishu city central area to the north. Most of the accesses to the market take off from the central and important artery of the metropolis the Ahmadu Bello way.

Kaduna was not intended to be a commercial or industrial town by Lugard when he founded it in 1913. It was to be another New Delhi, in India a Military Garrison and Administrative seat of Government. In fact, it remained so throughout the colonial period with only Kings Way stores as the main shopping centre for expatriates only. The Doka market, meant for the "Blacks" was then only few thatched sheds a typical native Market normally seen in our remote villages. With the wind of political change blowing and creation of Kaduna capital territory in 1956, the regional government set aside 26 acres of land at the present site of Kaduna Central Market which had hitherto been under the control of Zaria Native Authority. The Market at that time composed of an open abattoir, a veterinary clinic and 170 poorly constructed temporary stalls of mainly corrugated iron sheets, some with thatched roofs.(Kaduna State Government 1998).

The management of the market passed through many hands, from Zaria Native Authority to the Kaduna North local government via the Administrator of Kaduna capital Territory, Kaduna local authority, Kaduna Capital Development Board and Kaduna State Urban Planning and Development Authority. But the modernization of the market took place during the reign of Kaduna Capital Development Board established by Edict No.8 of 1971. In 1973 the Kaduna State Government took over the Market and redeveloped it with a loan facility of N3.75 million which was borrowed from NICON and Bank of the North limited. The project was handed over to Planning Authority called Market Development Board to see the construction of the market and a total of 3139 shops were constructed and

commissioned. In completion of the Market in 1975 it was handed over to KASUPDA for management and for the loan repayment which was fully liquidated by 1980. The market was managed by KASUPDA for a period of twelve years (1975-1987), before it was handed over to Kaduna local government with understanding that a fixed amount of money will be paid to KASUPDA annually. The market shops were increased from 3139 to about 11,000 with emergence of temporary shops in an attempt to generate more income for the local government. The name of the market remained Kaduna Central market until 1994 when it was renamed after a renounced scholar late Sheik Abu-Bakr Mahmud Gumi and remained so to date. On November, 10, 1997 the market was razed down by inferno which was speculated to have been due to either electric fault or spread from the neighboring settlement leaving behind an inedible loss. The fire destroyed 90% of the market completely while 5% were partially damaged and 5% vandalized therefore the Kaduna state government decided to hearken to the aspiration of the people by rebuilding the market. Ordinarily the ownership and management of markets in Nigeria were vested in Local government but because of the inability of the Kaduna North local government to raise the huge capital involved in reconstruction of the market it vested this right under the 1979 constitution to the Kaduna State Government (Kaduna State Government 1998).

1.7 THE DESIGN OF KADUNA CENTRAL MARKET REDEVELOPMENT SCHEME

1.7.1 Project Conception

The project was conceived by the Kaduna state government following the fire outbreak that occurred at the market in 1997. The military administrator then appointed a committee on immediate assessment of the damaged by fire and also on reconstruction and rehabilitation of the market which was inaugurated on the 21st, November, 1997 with

the following term of reference;

a. To examine the various approaches to the reconstruction and rehabilitation of the market and make appropriate recommendations.
b. To examine various financing and planning proposals of the market structure and make appropriate recommendations (Kaduna State Government 1998).
c. To examine the position of the pre-fire occupant of the market vis-à-vis future plans.
d. To examine legal and social considerations which should inform government decisions regarding the market?
e. To examine the issues of satellite markets and related issues which will facilitate the proper and early redevelopment of the market?

1.7.2 Project Description

The Primary goal or target of the project was to reconstruct the market to a modern type with improved facilities that will cater or satisfy the needs of different categories of traders and citizenry also to be less susceptible to fire outbreak. To achieve the above set goal or target the following policies were propounded which were to be adopted in the redevelopment of the market.

i. The resettlement of affected traders which is imperative. Therefore satellite markets identified and planned were to be provided with immediate infrastructural services, utilities and facilities.
ii. The relocation of all food stuffs to the tomato satellite market was to create a new specialized market and also decongest the town centre.
iii. The relocation of all the electronics, enamel wares and textiles to the mass transit was to absorb a large number of the affected traders.
iv. The land within the central area is prime and limited therefore the

redevelopment of Kaduna central market considered vertical and horizontal development.

v. Adjoining land areas of Kaduna state Media Corporation were proposed to be annexed and the land adjoining club 69 used as car sales outlet as well as two filling stations along broadcasting and Gombe road respectively to be acquired for the expansion of the market. Also part of Panteka area (Kaduna State Government 1998).

vi. Temporary stalls have constituted the greatest hazard to the existence of the market therefore they were to be removed forthwith and out lawed in future.

vii. The redevelopment of Kaduna central market was proposed to be handled in phases.

viii. The market management indiscipline has exposed the properties and livelihood of urban citizens to great insecurity and risk. The government therefore was to establish an independent body to manage the market.

ix. The planning of service bay(s) should take advantage of the railway line on the western end of the core.

x. Hawkers should be catered for through the provision of open / semi open spaces.

xi. Ware houses for bulk storage are an integral component of a modern market. This should be adequately addressed.

xii. Intra city motor park/parking lots should be provided.

xiii. Adequate and functional commercially operated toilets/showers should be allocated spaces.

xiv. Essential facilities such as:

a. Refuse disposal points

b. Market office

c. Administrative points

d. Provision of soft landscaping within and outside the market

e. Health facilities

f. Mosque(s)

g. Cafeterias

h. Banks

i. Police Post

All these should be adequately catered for. The above brief for the Abu-Bakr Mahmud Gumi Central Market is by no means exhaustive. It is to serve as a guide to the consultants. The land area for Kaduna central market is 10.6ha which is inadequate to cater for a market befitting the status of Kaduna town with it present population and projected future growth. Kaduna therefore need to borrow a leaf from the Jos experience where prime, limited and centrally located land has been maximally utilized to secure a functional and Aesthetic market structure and environment. Therefore the redevelopment of the Kaduna central market will be on its original area taking into cognizance the essential services that make modern market function (Kaduna State Government 1998).

1.7.3 Justification (Need for the Project)

The justification for the project is driven by the following;

i. Need to develop an efficient and competitive town through commercial activities.

ii. Need to revitalize the business climate of the market.

iii. Need to enhance and strengthening the existing traders' activities.

iv. Need for creating a public space for social interaction and avenue for establishing business relationship.

v. Need for creating an outlet for local entrepreneurial activity.

vi. Markets development is essential for the creation a diversified and dynamic economy.

vii. The impact of urban markets on the socio economic and cultural lives of people cannot be over emphasized (Kaduna State Government 1998).

1.7.4 Project Management Framework

The management framework for the market project consisted of the following bodies;

i. Kaduna state government as the client and major financier of the project.

ii. The Board of a limited liability company called Kaduna state market development and Management Company as the supervisory body.

iii. The market consultants comprises of the following;

a. Hassan and Partners' Limited (structural engineers)

b. Stabilini Construction Company (builders)

c. Yaroson and Partnership Ltd- mech and electrical (service engineers)

d. Project Cost Consultants' Ltd (quantity surveyors)

e. Industrial Development and Management Services (IDPMS) as project managers.

1.7.5 Sources of Project Finance

The entire funds used in the reconstruction of Kaduna central market amounts to about ₦2 billion and the various sources of this fund is as follows;

a. Kaduna state government in response to the yearning of the people and given the strategic significance of the new market to the commercial and economic activities

of the state and the Northern Nigeria in general released a whooping sum of N1.5 billion out of the project overall estimate.

b. Bank loan: The Kaduna State markets development and Management Company also obtained N200, 000, 000 through loan syndication from Intercity Bank.

c. Payment of long lease period of six years of stalls which automatically guarantees stall allocation and from this source 606 people deposited 360,000 each therefore the total amount accrued from this source is

   606 x 360,000 = ₦218, 160,000.

d. Ground Rent: This approach involves allocation of parcel of land to private and corporate bodies along with proto-type of one story building for them to construct with their own money and at the same time pay ground rent to the government. 15 parcels of land at the sum of ₦660,000 each were given out for the period of 10 years, therefore, the total money raised from this source is amounting to

   15 x ₦660, 000 = ₦9, 900,000.

e. Leased of former 740 motor parks which was given out at the sum of ₦11, 000,000 for the period of 10 years.

f. Sales of procurement form: Purchase of procurement form at the sum of non refundable fee of ₦2, 500 only. The Kaduna State market development and management company receives 11,500 applications; therefore the money raised from sales of procurement forms was

   2,500 x 11,500 = 28,750,000. These gave us a total of ₦1.967, 810,000(Kaduna State Market Development and Management Company 2002).

1.7.6 The Design Concepts for the Market Scheme

The consultants of the market undertook site analysis of the market and the conditioning

elements reviewed were: Topography, soil, climate, planning constraints and opportunities.

1.7.6.1 Planning Constraints and Opportunities

The Project site; Kaduna central market, presents both planning constraints and opportunities. The planning constraints include those existing developments worth maintaining in the proposal, while the planning opportunities include cost effectiveness in implementing the proposal.

1.7.6.2 Design Constraints

Among the design constraints are some solid developments which may have to be accommodated in the design these include: Rex Cinema, Chechnya market, Kaduna state media corporation (KSMC) former site, and the meat shop. Other elements that may have to be relocated include AP and UNIPETROL filling stations and the intra-city Bus terminus.

1.7.6.3 Design Opportunities

Among the design opportunities offered by the site include availability of utilities such as water supply, electricity supply and telephone services, cost saving and speedy implementation of project when some existing developments are integrated in the proposal.

1.7.6.4 Strategic Alternatives Plans

The design of the detailed site development plan of the market is based on two alternative development concepts which were formulated and evaluated in terms of opportunities and short coming.

1.7.6.5 Development concept: Alternative I Pedestrianised Compact Concept.

This concept is based on the pedestrianised development of the burnt market with Chechnya and veterinary markets fully integrated. Vehicular movement is completely removed except for fire fighting vehicles with pedestrian circulation being the central focus

a. Opportunities

i. It limits vehicular movement to essential vehicles (fire engine vehicles only.

ii. It is fully pedestrianised thus encouraging easy accessibility to individual stalls.

iii. The focal point of the market has been re-directed to the north.

iv. The existing Chechnya and veterinary markets is fully incorporated into the planning and development of the market (Al-Ahad Consult 1998).

v. It encourages limited provision of open space and green areas.

vi. This concept has tried to incorporate existing infrastructures and facilities e.g. gate, cinema hall etc into final design. This is to greater extent reduces the cost of development.

vii. The open spaces so provided can be controlled and monitored such that it will not offer opportunities for indiscriminate erection of temporary stalls in the future.

viii. It gives room for more stalls.

b. Short Comings

i. It promotes higher density in the market.

ii. It increases traffic volume on peripheral roads within the vicinity of the market.

iii. It calls for a more effective and better management especially in the provision of service i.e. fire protection, refuse management etc as vehicular movement is only limited to fire engine vehicles.

iv. There exists some repetitive nature of the pattern of the streets.

1.7.6.6 Development concept: Alternative II Motorized Loose Concept

This concept perceives or capitalizes on the redevelopment of the burnt market with complete demolition of all existing structure including Chechnya and veterinary market.

Opportunities

i. It provides vehicular accessibility both for services and goods to as near the market stalls as possible.

ii. It provide for vehicular parking facility within the market.

iii. Adequate provision is made for open spaces.

iv. Provision is made for series and variety of focal point within the market

v. It allows for easier implementation in terms of lesser stall numbers (Al-Ahad Consult 1998).

Short Comings

i. It increases the risk of vehicular and pedestrian conflict within the market.

ii. Fewer number of stall will be provided as substantial portion of land has been covered by transportation networks.

iii. Generous provision of open spaces can easily be abused by the election of ramshackle/ temporary stalls that are more prone to fire hazards.

iv. It is costly to implement both in terms of site preparation and the final creation of stalls which will invariably increase the cost per square meter of a stall, (refer to figure 1.01 and 1.02).

1.7.6.7 Preferred Concept

Based on the evaluation of the alternative development concepts in terms of their opportunities and short comings. Alternative development concept I was adopted but with some modifications in the preparation of the final site development plan of the market.

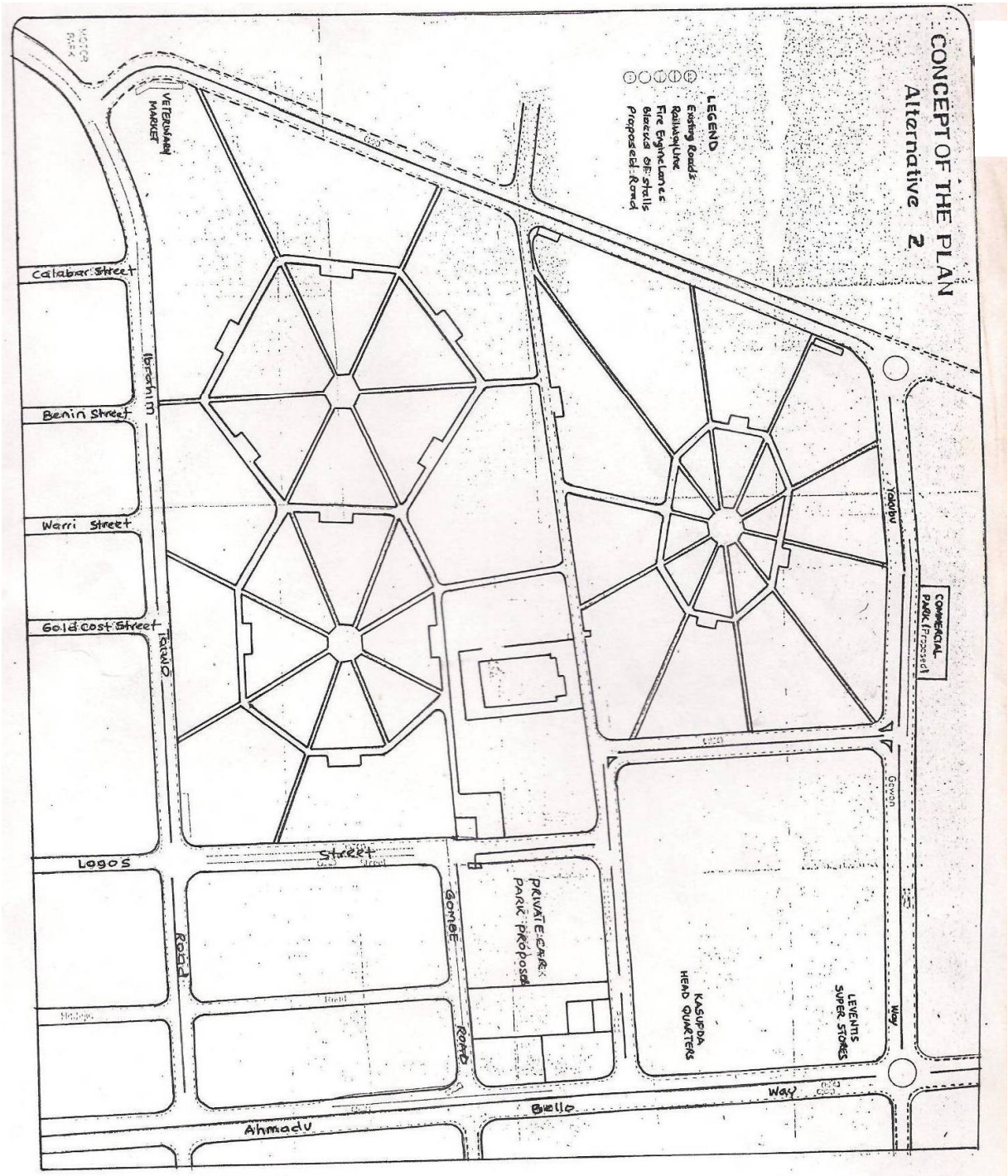
However the short comings have been successfully contained in the planning where possible, the higher density creates room for more stalls which has invariably reduce the cost per square meter of a stall. (Fig. 1.03) Al-Ahad Consult (1998).

Fig. 1.01



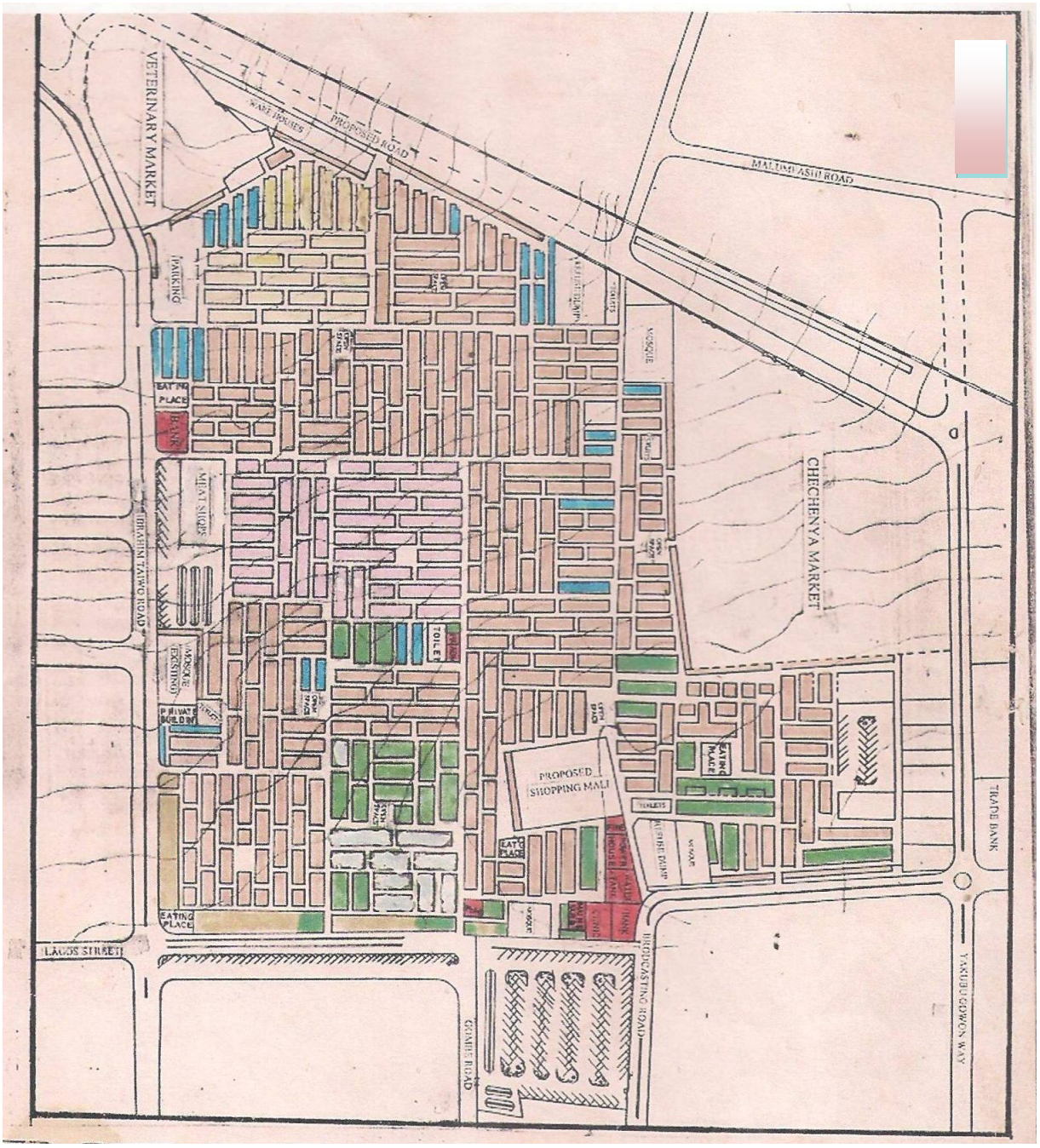
Source: Al-Ahad Consult, (1998)

Fig. 1.02



Source: Al-Ahad Consult, (1998)

Fig. 1.03



Source: Al-Ahad Consult, (1998)

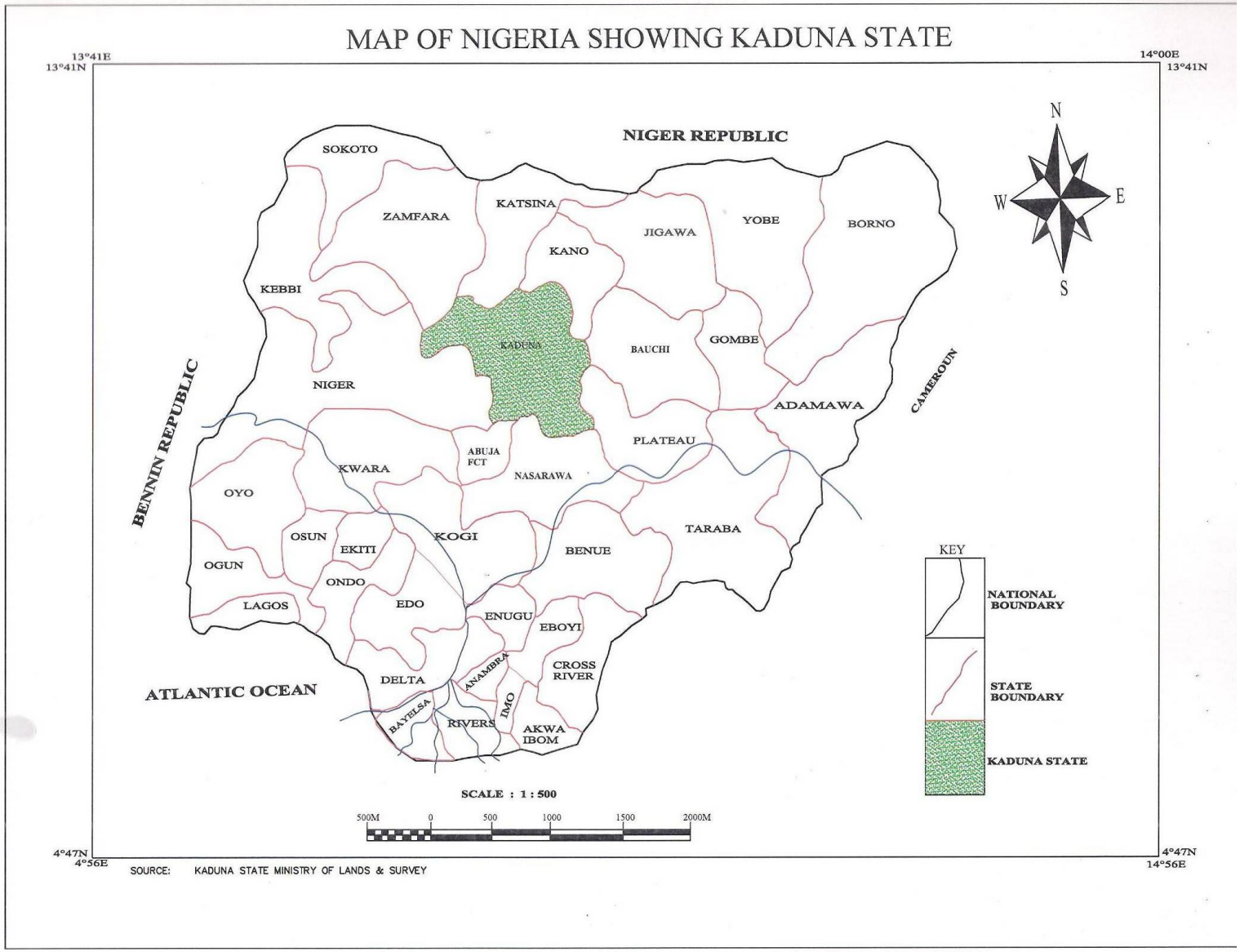
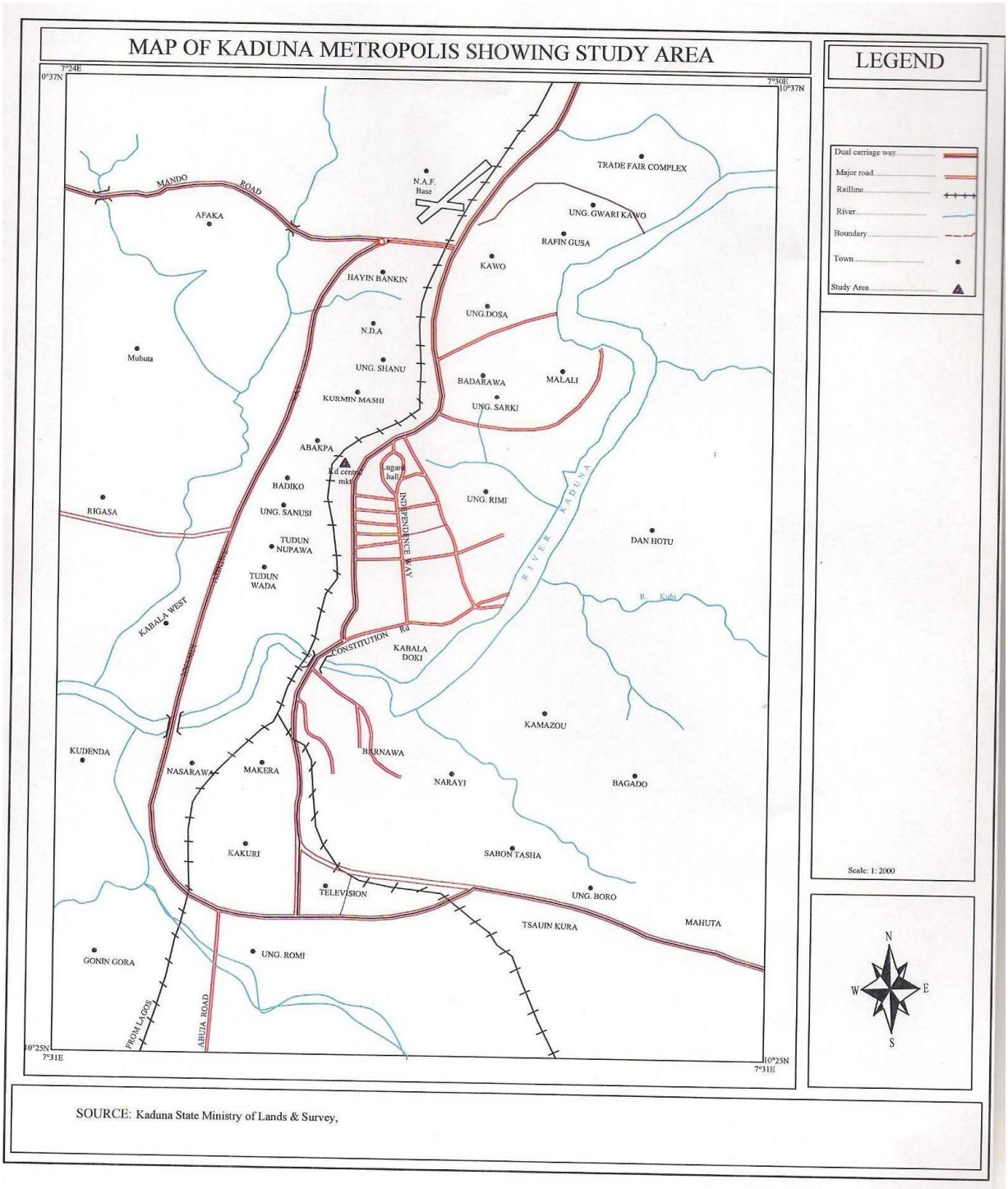

MAP OF NIGERIA SHOWING KADUNA STATE
13°41E
13°41N
14°00E
13°41N
NIGER REPUBLIC
SOKOTO
ZAMFARA
KATSINA
JIGAWA
YOBE
BORNO
KANO
KEBBI
KADUNA
BAUCHI
GOMBE
NIGER
BENNIN REPUBLIC
CAMEROUN
ADAMAWA
PLATEAU
ABUJA FCT
KWARA
NASARAWA
OYO
TARABA
OSUN
EKITI
KOGI
BENUE
OGUN
ONDO
LAGOS
EDO
ENUGU
EBOYI
CROSS RIVER
DELTA
ANAMBRA
ATLANTIC OCEAN
BAYELSA
RIVERS
IMO
AKWA IBOM
N
W
E
S
KEY
NATIONAL BOUNDARY
STATE BOUNDARY
KADUNA STATE
SCALE : 1 : 500
500M
0
500
1000
1500
2000M
4°47N
4°56E
4°47N
14°56E
SOURCE: KADUNA STATE MINISTRY OF LANDS & SURVEY

Fig. 1.04

Fig. 1.05



SOURCE: Kaduna State Ministry of Lands & Survey,

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter reviews the concept and process of Redevelopment; it highlights the series of activities involved in the Redevelopment process. It further emphasizes the room for public participation, the role of planning authority and the advantages of involving them as relevant stakeholders in the redevelopment process. It also pointed out the position of market development in the context of urban management.

2.1 CONCEPTS OF REDEVELOPMENT

Redevelopment is a process by which local government works in partnership with private developer to enhance the social, economic, physical and environmental vitality of a city within specified project areas (Wikipedia).

According to California redevelopment association, redevelopment is a process created through state or local government to assist city and county governments in eliminating blight from a designated area and to achieve desired development, reconstruction and rehabilitation including residential, commercial, industrial and retail land uses.

Redevelopment can also be defined as the planning, development, re-planning, redesign, clearance, reconstruction or rehabilitation or any combination of these of all or part of survey area and the provision of those residential, commercial, industrial, public or other structures or spaces as may be appropriate or necessary in the interest of the general welfare including recreational and other facilities incidental or appurtenant to them *(Duggan 2001).*

In other words redevelopment is a process to assist city and county government to eliminate blight within designated project area; it encompasses residential, industrial and retail development.

Redevelopment involves reconstruction of old dilapidated structures and replacing them with new well planned structures with flat and commercial offices having modern and latest amenities *(Mangini 1999)*.

Redevelopment may also mean reconstruction, referring to demolition of old structures and replacing it with new structures with dimensions and space.

Redevelopment is known to occur where existing land uses are cleared to provide a vacant land where subsequent uses that are planned for could either be in line with previous land uses or totally new development and uses planned for (Ahmed 1995).

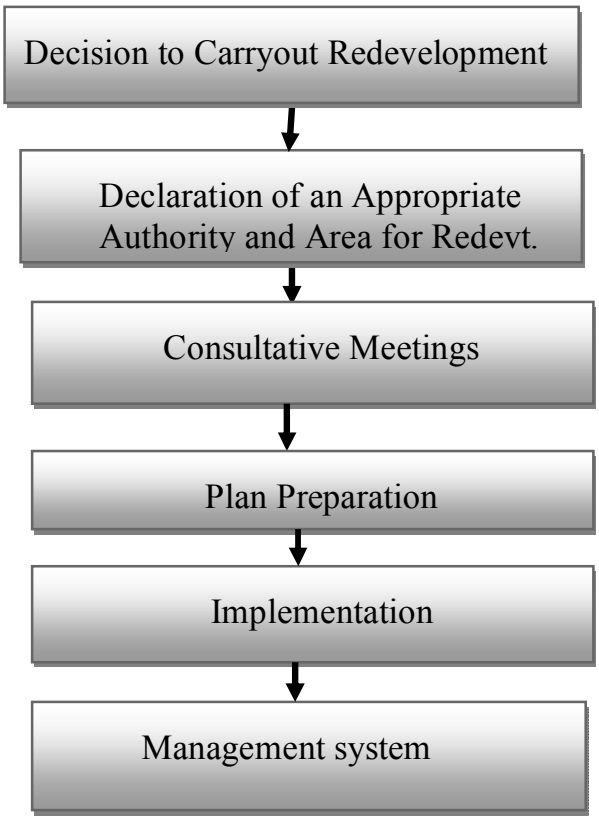
A Redevelopment concept has always been considered as equivalent to demolition. It is the rejuvenation and revitalizing of existing commercial, retail, office and residential uses with the goal of attaining the highest and best economic use of properties within designated redevelopment district.

Therefore, for the purpose of this study the following is adopted as the working definition. Redevelopment is a legal and participatory process in which state or local government work in partnership with private sector and the general public to reconstruct or rebuild part or all the surveyed area with the view of attaining or promoting public good and enhancement of economic base.

2.2 PROCESS OF REDEVELOPMENT

Redevelopment process involves series of activities with stages that need to be followed for redevelopment to take place. For example Redevelopment process in Nigeria is stated in the Nigerian Urban and Regional Planning Law Decree 88 of 1992 part V: Section 80; improvement areas, Rehabilitation, Renewal and Upgrading. The procedure is as follows:

Fig 2.01



a. The Rehabilitation, Renovation and upgrading decision may be brought about through the combined efforts of the residents of the area concerned, the control department and any other relevant statutory bodies.

b. local plan which has been approved by order published in the gazette may declare an appropriate Authority and area for which such plan has been made to be an

improvement area for the purpose of rehabilitating, renovating, and upgrading the physical environment, social facilities and infrastructure of the area.

c. The appropriate Authority shall hold meetings with the local government of the area or any other association in the area.

   i. Ascertain the views of the residents on the proposed improvement area and exercise of powers relating thereof.

   ii. Set up consultation committees between the Authority and representatives of the residents to monitor the progress of the rehabilitation, renovation or upgrading in the area.

   iii. Inform other relevant statutory authorities of the proposed Improvement area and invite their views and comment and to take into account their views and comment made.

f. The appropriate authority shall after declare an area to be an improvement area hold regular meetings with settled up committees in (ii) above.

g. The appropriate authority shall assist or join other persons and Authorities in assisting the residents within the area to draw up an implementation plan for the improvement of the neighborhood.

h. Generally advise and assist the residents of the area to take full Advantage of the improvement concerned, (Nigerian Urban and Regional Planning Law 1992).

However the inferences drawn are that, the process stated above have emphasized the role of planning Authorities and there is a room for Public participation. This two issues are integral component of urban management but this opportunity given to the general public to participate fully in the redevelopment process have been inadequate in the Kaduna central market redevelopment scheme and this is with particular reference to the involvement of

traders as part of the stakeholders who are the end users of the market and whose satisfaction need to be taken into consideration in the design but was not and this is evident as the provision made for different categories of stalls appeared to be either too big to low income traders and too small for most high income traders also the provision made for open air trading by Hawkers is totally inadequate this is because the designers of Kaduna central market were not familiar with the group it was designing for nor did it know what their space requirement really were.

2.3 BENEFITS OF MARKET REDEVELOPMENT

Market redevelopment brings such benefits as (i) improvement in spatial orderliness, infrastructures, utilities and services provision (ii) revitalization of business climate as well as improvement in social and economic objective (iii) creation of a wide range of available jobs (iv) increase in property value (v) attraction to new financial investment to reverse the deteriorating trend (vi) encouraging investment in future redevelopment projects (vii) increase in number of existing stalls stock (ix) promoting host community's image.

2.4 CONSIDERATIONS IN MARKET REDEVELOPMENT SCHEME

However, it should be noted that these tremendous benefits of market redevelopment can best be achieved if the following key considerations are put in place which include;(a) team of expertise, highly experienced and committed professionals (b) strong and visionary supervisory body (c) community sensitization (d) identification and involvement of relevant stake holders (e) a comprehensive redevelopment plan prepared based on planning principles and standard of commercial development (f) the sources of financing redevelopment projects should come from loans that has low interest rate and long payback period (g) user satisfaction should also be taken into consideration, to cover user space

requirement and affordability (h) the site area of the market must satisfy principles of market location.

2.5 CHALLENGES OF MARKET REDEVELOPMENT SCHEME

Like any other redevelopment projects, market redevelopment usually faces social, economic and planning challenges. First, the Social Challenges Include:

a. How will traders accept the project as a genuine one, because most of the projects embarked upon by government do not achieve their set objectives due to weak, ineffective and poor administration?

b. How will the fear of traders on possibility of getting back their shops going to be addressed due to problems of allocation as a result of competition, claims and political interference.

c. Another challenges is market management, as any successful public market must have a strong and consistent management which has vision, skills and resources to guide the institution and for the institution to yield optimal result.

d. Most of the time market redevelopment projects require relocation of residents and business, which is often not well accepted. Most people have strong feelings about their properties, homes and businesses. Therefore, planners often face situations where they must respect conflicting views, mediate effectively, seek compromises and ultimately help others make difficult decisions.

Second, the economic challenges include:

a. Funding difficulties or funding crisis as an obstacle to the implementation of redevelopment projects. Therefore securing sufficient fund to finance the full scope of redevelopment activities and development project is a serious challenge.

b. Acquisition and compensation of properties within and outside the project area is also another challenge, especially if owners are not satisfied with the appraised value of their properties.

c. Relocation cost which include assistance in finding new location, payment to help cover moving cost and payment for certain other cost as provided by law.

d. Market redevelopment projects in most cases have ended up in increasing property value, which is sometimes beyond the financial capability of most low-income traders thereby indirectly forcing them to relocate to another place. It is therefore a challenge to establish appropriate and affordable rental charge for all categories of traders.

Third are Planning Challenges. Every redevelopment project begins with a plan. It is therefore a challenge to create a redevelopment plan and design that is comprehensive in nature which adequately determines space requirement for the provision of essential services within a project area. Commercial development facilities, water supply, sewage and waste disposal system as well as pollution are also common challenges. These challenges in their strategic and specific characteristics in different market redevelopment schemes have been the concern of planners and urban managers for the purpose of formulating and executing policies that give adequate result.

2.6 URBAN MANAGEMENT CONCERNS IN MARKET DEVELOPMENT

Urban management has continued to be viewed in terms of addressing problems of land, environment, infrastructures, poverty, and social services and finance which are the traditional domains of city and town management. The major trend in most cities and towns has been that of an increasing crisis in terms of failure to provide these services and to

attract new investment, this therefore called for improved urban management and building up capacities at local and national levels.

Urban Management responsibility in African cities straddles urban physical planning, urban administration and social services provisions although current development thinking tries to separate markets and politics while it is clear that in urban management they are linked and mutually dependent. Urban management addresses key public goods that are pre-requisite for markets to function; various dimensions of law and order, property rights and enforcement of contracts through planning permits. Of particular importance is providing the physical skeleton and circulatory systems that are essential to the functioning of urban economies because they allow goods and service to move to the market. Details of the urban management concerns that relate to market development are given in the following sub- sections;

2.6.1 Land Use Planning and Management

Land use planning and management involves organization of activity areas, their land intake and location. It is a critical requirement for sustainable city development in the country. The practice for Land use management in Nigeria generally has been in an uncoordinated manner in the context of developing world cities. Various departments as well as different agencies of government are responsible for land use planning and management without adequate networking. A major criticism is that the process has been wholly concerned with granting of statutory rights of occupancy and approval of plans to use land for different purpose without adequate monitoring of its outcomes. Therefore land management and control tools are either not available or weekly implemented, disjointed and uncoordinated since there is no coordinating agency. Land requires adequate planning

and control to ensure harmonious development and functional efficiency of these uses, to achieve this fundamental and acceptable activity layout of various land uses such as residential, commercial, industrial, recreation, circulation and institutional uses among others are undertaken to standardize and control physical development to ensure harmonious growth. In order to ensure adequate provision of these uses and to meet needs of users of urban facilities and services, land allocation space standards are specified.

According to Oyesiku (1997) cited in Afolabi (2008) the forms and patterns of distribution of structures in general to promote good health, accessibility, convenience and harmonious land use in environment are a function to a considerable extent, of the right and method of dealing with land. Thus effective urban land control and management particularly in Nigeria is crucial to tackling growing land use problem such as incompatible use for the purpose of achieving sustainable city development and to ensure the safety and health of the people. Market development as one of the commercial land use component need also to be planned and properly managed for achieving effective land use planning and sustainable urban development.

2.6.2 Resources Management

Resources for urban development projects required efficient and effective deployment when they are needed. Such resources include;

2.6.2.1 Human Resources

Human Resources Management is the science of allocating human skills among various project units by maximizing the utilization of available personnel resource in achieving project goal or target and in performing the activities that are necessary in the maintenance

of that work force. Therefore, the relevant professionals related to market development includes; planning expertise, Dispute resolution expertise, financial expertise, transactional expertise, Architects, Surveyors, Engineers and Builders. All these professionals must be identified right from unset and involved throughout the project life but in a coordinated manner.

2.6.2.2 Financial Resources Management

Financial Resources here include; cash, credit and debt. Finance is one of the most critical issues facing urban development in Nigeria which need to be utilized efficiently and effectively since it has been established as inadequate. Financial Management cover issues of careful estimation and proper allocation of financial resource. Our cities requires huge amount of money to finance basic infrastructure needs and other general urban social services that are precondition for them becoming vibrant growth centre. Therefore, funding difficulties or funding crises came as an obstacle to the implementation of urban development projects hence securing sufficient funds to finance the full scope of urban development projects is a serious challenge to an urban manager. Various methods has been used in financing urban development projects other than simple government and private financing models but it should be noted from urban management perspective that financing urban development projects must take into considerations the sources of such funds, conditions attached and cost recovery strategies.

2.6.3 Effectiveness of the Market

Effectiveness of the market is an urban management concern and this is expressed in terms

of;

2.6.3.1 Qualitative Structures

Urban markets in Nigeria have been characterized with incessant fire out break because of their crowded nature and the types of building materials used mostly made up of timber and corrugated iron sheets, thus making them more susceptible to fire disaster. This problem of fire disaster usually resulted in indelible lost of wealth and properties which need to be addressed through the use of high quality, durable and fire resistance materials as opined by Johnson (1970) "it is not the presence of any market system that matters but the structures and function of the system" therefore the overall performance of a market as an efficient and viable socio-economic institution depends on its physical setting which in turns determines the relationship between the various components that do exist therefore, for a market to be effective it must have qualitative structures.

2.6.3.2 Development and Management Plan

Despite the importance of markets in national development it has been observed that most urban market in Nigeria have been allowed to develop organically without proper planning and where planned are poorly managed. To achieve effectiveness in markets, planning principles and standards for commercial development were developed to guide for an effective development of commercial activities. This standard is a specification or yard stick outline for the percentage of the total area to be allocated to different land uses so as to avoid congestion and misused of land therefore for any market to effective it must have development and management plan that should serve as a guide to the entire project life during and after.

2.6.3.3 Provision of Basic Essential Facilities, Utilities and Services

For market to be effective it should adequately be provided with Basic Essential facilities, Utilities and services that will make the market function efficiently such as efficient circulation, adequate parking space, organized refuse collection points, drainages, public convenience, electricity, water, telephone, police station, administrative block, fire fighting equipments, ware houses for bulk storage, banks, open spaces, motor park, clinics, restaurants, cold rooms and mosques. All these must be taken into consideration when developing a market.

2.6.3.4 Range of Goods and Services

For market to be effective it should be able to provide a wide range or varieties of goods and services that meet the needs of patrons i.e. it should offer goods that have a broader threshold as such attracting customers from far and near.

2.6.3.5 User Satisfaction

Effective market should be able to satisfy it users both traders and customers. This is in term of providing easy access to stalls across different categories of traders at affordable rate and also in providing conducive/convenient shopping environment for customers.

2.6.4 The Functional Role of the Market

Market is one of the general urban social services whose provision is within the scope of urban management considering the numerous functions it perform in the socio-Economic development of towns which includes;

i. Attracting new investment

ii. Raising production

iii. Increasing income per capita

iv. Creating Employment opportunities

v. Increasing living standard of people

vi. Serves as a sources of Revenue generation

vii. Boosting image of towns through their pulling effect of people from different parts of the country.

As Johnson (1970) argues that any government, be it military, sacretodal, juridical or democratic will require some economic mechanism for its operation. Today this is found in commercial centres (markets) which serve as magnets for development. But to achieve a functional market there are certain key urban management considerations that need to be put in place such as;

a. Feasibility of the place as a market i.e. the area must satisfy principles of location.
b. It should be adequate in size.
c. It should be economical to develop i.e. cost effective.
d. It should be accessible.
e. It should be in close proximity to residential and other work areas.
f. It should conform to the surrounding land use.
g. It should have a threshold population to support its operation.

Also the process of market development should be transparent, less bureaucratic and participatory by involving all the relevant stake holders.

2.6.5 Market Management

The management of markets is as important as the function which the market perform as

any successful public market must have a strong and consistent management which has vision, skills and resources required to guide the institution and for the institution to be viable or yield optimal result.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

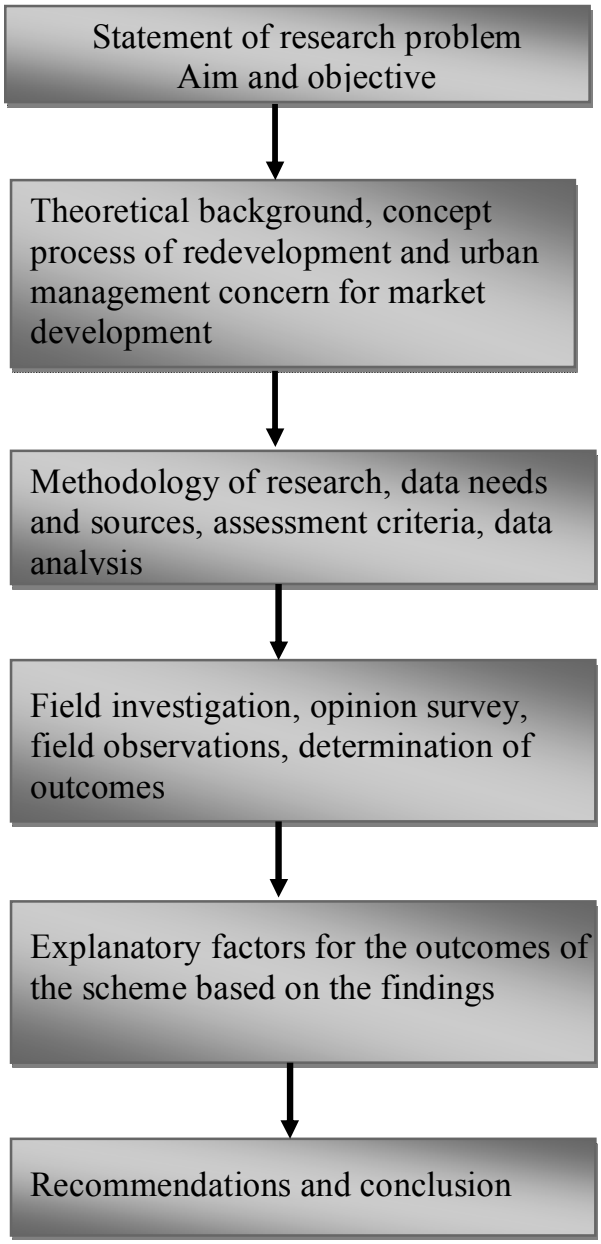
This chapter covers the conceptual framework for the study, the data need, data source, data collection methods, methods of sampling, structure of sampling design and opinion survey. It also discusses the data analysis technique used.

3.1 CONCEPTUAL FRAMEWORK

The basic issues of discussion in this research relate to generating argument that why a social service provided for the purpose of improving the socio-economic activities of the public is underutilized and this is inspite of the huge capital sum invested in the provision of such service. Therefore the need to assess the project is to establish the explanatory factors for the outcomes and to learn lessons for improving similar scheme in future.

The conceptual framework is shown in figure 3.01 and it involves six stages; the statement of research problem, significance of the study, review of literature, research methodology, evaluation criteria, explanatory factors for the outcomes' recommendation and conclusion.

Fig 3.01 Conceptual Framework



3.2 DATA REQUIRED

To achieve the objectives of the study, the data required includes:

1. Project Conception

   - Description of the project

- Justification (need for the project)
- Scope (Program size)
- Schedule (time and activities milestone)

2. Project Administration
   - Management framework
   - Sources of project finance
   - Implementation agency
   - Implementation technique/strategy
3. Market Design
   - Layout plan
   - Stalls design
   - Accessibility within the market
   - Infrastructure available
   - Parking space
   - Ware houses
4. Socio-economic Characteristics of Traders
   - Shop ownership
   - Income character
5. Historical background
   - Location characteristics
   - Existing land uses (within and adjoining)
6. Market Hierarchy
   - Range of influence
   - Threshold population
   - Types of activities (whole sale/retail)

- Type of road network surrounding the market

7. Post Redevelopment Management Issues
   - Stalls allocation and revocation procedure
   - Revenue collection
   - Waste management
   - Security
   - Traffic management
   - Commodities zoning
   - Conflict resolution
   - Maintenance of market structures and Installation
   - Safeguarding the market from re-occurrence of fire outbreak
   - Establishing appropriate and affordable rental charge.

3.3 SOURCES OF DATA REQUIRED

Data required for the study were collected from two sources as primary and secondary sources. The nature and sources of this data are shown in the table below;

TYPE	DATA	SOURCE
Primary	Location characteristics, socio-economic characteristics of the study area, shop ownership, goods and services offered, available facilities, utilities and services, internal circulation pattern, environmental condition	Field survey through questionnaire and oral interview
Secondary	Project design brief	Kaduna State Market Development and Management
	Historical background of the mkt, layout plan, stall design, implementation strategy/technique, implementation agency, sources of project finance	

	Allocation and revocation procedure, method of revenue collection, security, commodities zoning, traffic/waste management, conflict resolution strategy.	Company limited

Table 3.01: Data collected and source

3.4 METHODS OF DATA COLLECTION

1. Primary Data:

The Data from primary source have been collected using the following techniques:

a. **Observation**

Reconnaissance survey and field observation of the existing market as well as its surrounding was carried out to determine the general physical characteristics of the market under study. From this source data on the market land uses and its immediate environment were obtained. Other data collected from this source include the pattern of internal circulation, nature of blocks arrangement and network linkages that connect the market with other parts of the metropolis, commodity zoning, available infrastructures, and environmental condition.

b. **Questionnaire survey**

Written questionnaire were administered to market management staff and traders. Through this source, information on project goal or target, project financing strategies, market administration, problems facing the market management were obtained. Other data collected from this source include user satisfaction, market problems, market management performance and the way forward.

c. Informal interview/ Opinion survey

Informal interview was conducted with the Kaduna Central market redevelopment scheme Consultants. Opinion survey was also conducted with the customers and Hawkers within and outside the market as part of the scheme end users which gave an insight on the operational status of the market.

2. **Secondary data**

Secondary data was obtained through review of relevant literature to obtain the theoretical background to the study. From this source relevant information on commercial area planning standards, concepts, process, challenges as well as urban management concerns for market redevelopment was obtained. Also from this sources planning and management characteristics of markets in Nigeria was analyzed and this information would be used as a basis for making recommendation to the outcomes of Kaduna central market redevelopment scheme.

3.4 METHOD OF SAMPLING

The methods of sampling adopted for the study was the use of cluster sampling, which involved grouping of the study area into clusters, based on the type and size of stalls within the market, and then a simple random sampling was employed in the administration of questionnaire within each cluster. Kaduna central market consisted of 6157 stalls and for the purpose of this study and to make an informed judgment 5% out of it was taken as sample size i.e. 308 questionnaires were administered to the market traders. Five (5) clusters have been constituted and 5% of each was sampled as shown in the table 2 below.

Table 3.02: Structure of Sampling Design

Stall types	**Total No. of Stalls types**	**Total No of stalls in each cluster**	**5% of each cluster**	**No. of Questionnaires administered to traders**	**Identification Color code**
E1 Closed E2 open	1000 652	1652	82.6	83	Blue
D1 closed D2 open	578 378	956	47.8	48	Brown
C	306	306	15.3	15	Yellow
B2 closed B1 open	1402 722	2125	106.25	106	Green

A2 closed A1 open	915 203	1118	55.9	56	Red
TOTAL	**6157**	**6157**	**307.85**	**308**	

Note: Closed and open stall types in each cluster are of the same size except that the former were completed during redevelopment period while the latter were completed by the allot tee.

3.5 ANALYSIS AND PRESENTATION OF DATA

Considering the nature of the data and scope of the study, data collected was analyzed using simple descriptive statistical techniques i.e. simple analysis showing percentages and presented in tabular form. Maps, plans and photographs were also used to provide better understanding of the physical characteristics and the existing market condition.

3.6 CRITERIA FOR THE APPRAISAL

To identify the explanatory factors for the outcomes of Kaduna Central Market Redevelopment Scheme, the following criteria were used for the appraisal: -

1. Effectiveness of the scheme

This enabled the assessment of the scheme to determine whether or not the market has been provided with the necessary facilities to encourage shopping also whether or not the principles and standard of market design have been observed and to what extent.

2. User Satisfaction

This enabled the assessment of the scheme to determine whether or not income characteristics of the traders have been considered in establishing user charges.

3. Effectiveness of the market management

This enabled the assessment of whether the market is effectively managed or not.

CHAPTER FOUR

APPRAISAL OF THE SCHEME AND ITS OUTCOMES

4.0 INTRODUCTION

The Completed Redevelopment scheme for the Kaduna Central Market operate below expectation and this evident as only part of the market stalls were occupied by traders since it commissioning in 2002; this necessitated the need to appraise the scheme and its outcomes. Based on the methodology adopted, the data collected was analyzed and presented in this chapter in one sections. Which was appraisal of the scheme and its outcomes based on the set out criteria.

4.1 THE OUTCOME AND CHALLENGES OF THE SCHEME

4.1.1 Level of Implementation

Most of the proposals made for the market were implemented, examples Acquisition of the part of the Kaduna State Media Corporation, AP filling station along broadcasting road and 740 motor park along Lagos Street were all acquired for the expansion of the market and the former was converted to mosque while the later was converted to commercial parking area. Other areas which were also proposed to be acquired such as the filling station (conoil) along Gombe road, the land used as car sales outlets near club 69 and part of Panteka where not acquired. Therefore the new acquired area for the market gives a total of 20.19ha which was used in constructing a very big modern market but with inadequate facilities, and large number of unoccupied stalls. While too numerous hawkers are noticed along major roads leading to and adjoining the market. However, It can be said that 2/3 of the plan proposals has been implemented.

4.1.2 The stalls operational status in the market

The stalls operational status in the market is contained in the table below. The need to determine this is to establish value for money regarding stalls utilization and whether the targets of the scheme have been met. For every market development, a central objective is the provision of adequate number of stalls to meet existing and potential town needs. In the case of Kaduna central market redevelopment scheme the intention was to increase the number of stalls from 3,139 to 6157. This presumably was to cater for unmet demands that existed prior to fire incidence.

Table 4.01 Stalls operational status in the market

No. of occupied stalls	No. of un-0ccupied stalls	Total No. of Stalls
4038(66%)	2119(34%)	6157

Source: Field work (2010).

As shown in the table, contrary to full occupation about one-third of the market stalls i.e. (34%) have not been occupied. The detailed analysis of the unoccupied stalls in the market based on stalls type and size (see table 4.02) It shows clearly that **E** type of stalls which is the biggest in size and with identification color code blue has the highest number of unoccupied stalls, followed by **B** type which 4th in size. **A** and **D** stall types as 3rd and 4th respectively while **C** type of stalls has the least in both provision and non occupation.

Table 4.02 Unoccupied stalls based on type and size

Stall type	Stall sizes (M^2)	Total no.	Color code	unoccupied	Ranking
E	13.75	1652	Blue	902	1st
D	8.00	956	Brown	225	4th
C	9.375	306	Yellow	037	5th
B	7.50	2125	Green	594	2nd
A	4.123	1118	Red	361	3rd
Total		**6157**		**2119**	

Source: field survey 2010

The study established that some of these unoccupied stalls in the Kaduna central

market are currently being used as packing stores as noticed in block 195, 197, 209, 210, 216, 217 and 229. While some of them are for renting i.e. the allottees of the stalls are those that have rent seeking behavior and that also contributed to the lack of full utilization of the market stalls. The Implication of this is in a number of areas. First, Revenue generation i.e. the expected income to be generated and used in running the affairs of the market will not be met and that can affect the management performance. In this case, the total revenue loss is estimated at N 40,353,655.54, this is obtained by multiplying the number of unoccupied stalls with the chargeable rent. Second, non utilization has potential of affecting the expected number of employment opportunities to be provided by the market. For instance it is expected that on average not less 15,000 people will be engaged in one way or the other if all the stalls are operational. From the survey carried out each occupied stall has between 4-6 employees depending on size. In the urban management context, this constitutes a major challenge for poverty reduction and job creation. Thirdly, Market Redevelopment is expected to encourage investment in future redevelopment schemes but the outcomes of the Kaduna central market can discourage investors from similar schemes in future. This can be a major implication for future redevelopment programmes for Sabon gari market in Zaria, Kafanchan and Birnin gwari and for other secondary markets like Barnawa and Kawo markets e.t.c in Kaduna town.



Plate I: un-occupied blocks in the market

These outcomes of the project were further appraised using the following set of criteria specified in section **3.6**

4.2 Effectiveness of the Scheme

Convenient shopping environment and range of goods and services as well as planning principles and standard were the key measures used in determining the effectiveness of the scheme.

4.2.1 Convenient Shopping Environment

Market development schemes are supposed to make proper provision for comfort and convenience for traders and shoppers. This can be achieved through adequate provision of certain essential facilities, utilities and services such as; adequate parking space, efficient circulation in to and within the market, functional public conveniences, restaurants, organized open spaces, banks, security and commodity zones.

4.2.1.1 Provision made for Facilities, utilities and services:

i. Roads: A part from major roads that form the boundaries of the market which includes Ibrahim Taiwo Road to the South, Lagos Street to the east, Broadcasting Road to the North and Yakubu Gawon Way to the west. There are also motorable roads in the market.

ii. Banking facilities: 4 Banks Viz: Two branches of Unity banks, first city monument bank and first bank were located within the market for quick banking services to both traders and the shoppers. Their location is also intended to serve the Financial Requirement of other members of the general public.

iii. Water supply: To ensure effective utilization of the Toilet facilities provided.

Provision has been made for a bore hole with ground and over Head tanks.

iv. Public conveniences: There were 4 toilet Blocks of 17 Units each. Each toilet is provided with ground and over head water tanks with a total capacity of 7,400 liters.

v. Police Post: One (1) police post has been provided for the market and this is for effective maintenance of law and order in the market.

vi. Parking space: Two (2) parking spaces have been provided in the market. One is located inside the market along broadcasting road called New Park. It is paved and entirely fenced, with carrying capacity for about 130 cars. The other one is located along Lagos Street in the former 740 garage. It is also fenced with a carrying capacity of 120 vehicles.

vii. Restaurants: 3 blocks of restaurants with 4 eating places each has been provided. One along broad casting road, another along Lagos Street and the other one is located at the southern part of the market close to Ibrahim Taiwo Road or Tudun Wada gate.

viii. Other essential services provided in the market include; public address system equipment with 32 loud speakers, 12 telephone booths and two open spaces for open air trading were also provided.

The Provision of these is to promote the draw and frequency of shoppers into the market. From the analysis, the provisions made for these essential facilities and services in the Kaduna central market are considered adequate. The exception to this is the provision made for parking which is totally inadequate. Based on the total number of stalls in the market, it is estimated that about 6,000 parking lots should have been provided in the market. Currently, however there are 250 parking lots representing just about 5% of total needs. The implication of this is that most shoppers and shop owners end up parking on road

shoulders and at times on the road themselves. Traffic congestion is the fallout of this with severe consequences on the comfort of shoppers. The second shortcoming is that commodity zones are scatted and not defined, which may be on account of random allocation process employed in the market as no specification with regard to choice of location/ stalls i.e. any stall can be allocated to anybody irrespective of what he/she will be selling. The exception is the area devoted for gold/jewelries and items that requires constant use of water i.e. the wet areas of the market. The third shortcoming is the lack of provision for organized open space. Based on these, it can be deduced that the comfort/convenience for users in the market is very minima

4.2.2 Range of Goods and services

This is referring to the average maximum distance that prospective consumers are willing to cover in order to consume the goods or services. Urban markets especially of higher hierarchy are supposed to offer more varieties of goods that have a broader threshold thus attracting customers from outside the metropolis and sometimes outside the State. Kaduna central market before the fire outbreak in 1997 was the only market that has a wider regional scope, It form the hub of the town and the main economic centre sells different types of commodities therefore the redeveloped market operates both whole sale and retail more than any other market in the state hence concluded that the market has good wide range of goods and services that can attract people from within and outside the state.

4.2.3 The Standards of Market Design

Different standards have been developed to guide for an effective development of commercial activities ranging from convenience shops through minor and major markets to departmental stores and other commercial establishments such as banks, insurance companies etc. Standard in this context is a specification or yard stick by which the

qualities required of something may be tested or it may be a required degree or level of something reached by average specimens (the oxford English dictionary). Adapted from Musa(1999).

Planning standard is one major concept which can provide a common frame of reference for the planners and the researchers as per as planning and analysis of the provision and distribution of public services in Nigerian cities is concerned (Onokerhoraye 1982). For the achievement of efficiency and effectiveness in market, standards are outlined for the percentage of the total area to be allocated to different land uses so as to avoid congestion and misuses of land, the breakdown is shown in the table below;

Table 4.03: Standard of market land allocation to different land uses

Land Use	**Percentage of Developed Area**
Shop / Stall	30-40
Organized open space	15-20
Utilities, Services, and Factories	10-15
Circulation and Parking.	15-20
Other uses	10-12

Sources: Vagale, L.R. (1972)

In order to allow comparison to be made with the above standard the table below contains space allocated to various land uses within the Kaduna central market.

Table 4.04: Land allocation to different uses in Kaduna central market

Land Use	Land area in Ha	Percentage	Remark
Shops/stalls	7.1376	35.41	Adequate
Organized open space	0.5762	2.85	Inadequate
Fac. Utilities and services Power house (0.0236) Restaurant (0.0720) Water tank /Bore (0.0288) Toilets (0.1552) Banks (0.0837)	0.3633	1.80	Inadequate
Circulation(roads and walk ways Roads 1.2899 Walkways 8.6906 parking area 1.4731	9.9805 1.4731	49.43 7.30	Excess inadequate
Other uses Mosque 0.1790 Admin Block 0.1884 Police post 0.0074 Cinema 0.2845	0.6593	3.26	Inadequate
	20.19	100	

Source: Al-Ahad Consult (1998).

From the analysis of Kaduna central market, it can be concluded that most of the provision made for different land uses is inadequate or does not conformed with the standard of commercial area coverage as indicated on the table. Also the provision made for circulation has exceeded the recommended commercial area standard of 15 – 20 % of the total land area of Vagale (1972).

4.3 USER SATISFACTION

Affordability on the part of market traders to pay rental and service charge is the measure to be used in assessing user satisfaction which is to be determined using income characteristics of the traders. However, such criterion cannot be used in the assessment because, (a) large percentage of the market traders as established are renting from private individuals and not the market company (b) Based on the information generated during the field survey, it was confirmed that the first rental charge was established by a Lagos based private financial consultancy firm and this made it compulsory for the Kaduna State

market development and Management Company to review the rental charge three times in ten years with a view to arriving at appropriate and affordable rental charge as indicated in the table below.

Table 4.05: Review of the market rental and service charges

Stalls types/sizes(m2)	1st, 2002-2004	2nd, 2004-2006	3rd, 2006-To date
E2 13.75	61,875.00	37,950.00	25,555.00
E1 13.75	30,937.05	19,725.00	13,533.05
D2 8.00	33,200.00	21,360.00	14,905.36
D1 8.00	16,600.00	11,430.00	8,202.68
C 9.375	38,906.00	26,886.50	18,486.68
B2 7.50	31,125.00	20,730.00	14,500.52
B1 7.50	15,562.05	11,115.00	8,000.26
A2 4.123	17,118.00	12,886.50	9,460.28
A1 4.123	8,559.00	7,195.00	5,481.27

Source: Kaduna State Markets Development and Management Company.

This indicated that income characteristic of traders has not been considered initially when establishing user charge hence the charges not affordable to most of the traders.

4.4 EFFECTIVE MANAGEMENT

Provision of security, water/ electricity/ telecommunication, environmental sanitation, market administration, maintenance of facilities and installation were the measures used in the assessment.

4.4.1 Provision of Security

The importance of security in economic development cannot be over emphasized. It has to do with ensuring safety and protection of wealth and property from any danger. In order to achieve the above task, the Kaduna State markets development and Management Company make adequate provision for security in the market both personnel and infrastructure. The security system of the market operates on partnership between the market company security division and a private security company (HNB Security service ltd). The two

companies had about 120 trained personnel that run two shifts i.e. morning and night watching over the market, the market is also provided with 2.4 meter wall round the market and a high standard lighting within and outside the market for security purpose. Also as earlier on mentioned that provision has been made for police station within the market for maintenance of law and order, it can therefore be said that the security system of the market is effective.

4.4.2 Water/Electricity/Telephone lines

To ensure effective utilization of the toilet facilities provided and for fire fighting (in case of fire out-break). Provision has been made for bore holes with ground and over head tanks with capacity of almost 600,000 liters of water plus two pumping machines that will provide enough pressure for the. These will serve as reservoir for the storage of water, the water tank/borehole were located based on gradient for effective and uninterrupted flow. In order to compliment the supply of electricity within the market from PHCN, provision has been made for a power house to accommodate the stipulated number of generating plants. These generating plants are to supply electricity in case of power failure from PHCN; its location was based on compatibility of use and easier accessibility. Besides all the lock up stalls in the market, telephone/fire alarm cables has been provided to enable interested traders to acquire lines through NITEL.

4.4.3 Environmental Sanitation

Keeping market environment clean and tidy from all forms of waste is another responsibility of market management. In order to ensure prompt waste collection and disposal in Kaduna central market, the market management company decided to contract out waste management to a private company but Without ascertaining the capability of the consultant to handle the task, that is why waste collection and disposal in the market

appeared to be ineffective as the collection is not regular and this evident in the indiscriminate dumping of waste on the major road passing through the market. The study established that collection and disposal of waste in the market is only twice in a week which is inadequate and there are also some areas that are unfit for human habitation due to offensive odour coming out from the decayed garbage dumped in receptacles.

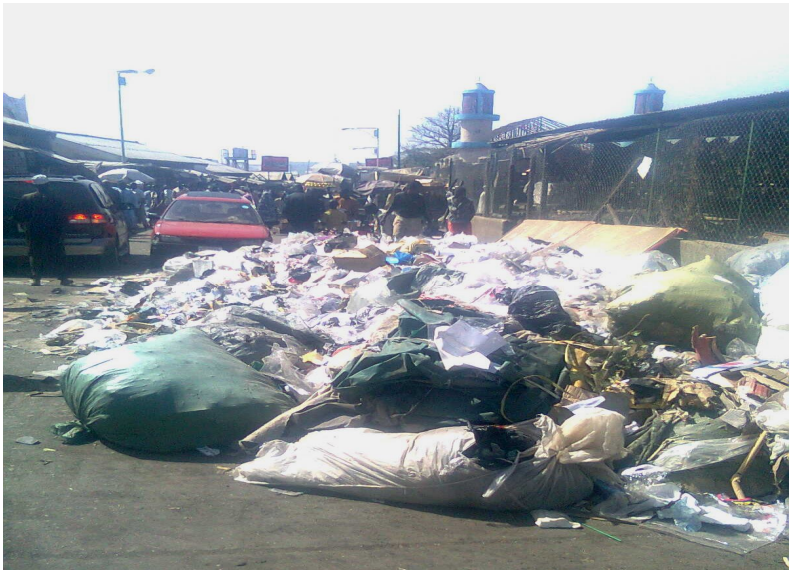


Plate II: waste dumped on a major road in the market

4.4.4 Market Administration

Market Administration is very essential, as any successful public market must have a strong and consistent management which has vision, skills and the resources to guide the institution. Market administration among other things includes;

4.4.4.1 Stalls Allocation, Revocation and Re-allocation

Allocation process in any market redevelopment scheme is important but in Kaduna central market redevelopment scheme it takes on additional importance and complexity. The first stage of stalls allocation has to be the purchase of application form at the sum of ₦2500 which is open to everybody including old and new traders. All completed application

forms will be submitted to the market company for screening and consideration. The market company receives 11,500 applications. However it has been established that this responsibility of market Management Company was transferred to a group of people constituted by the Kaduna state government and that is deviation from initial committee system of allocation. Documentary evidences reveals that when the market was reconstructed in 1975 a committee comprising representatives of various arms of government was set up to receive and screen applications for stalls allocation, interview applicants and make recommendation to the chairman of the allocation committee for consideration and approval (Kaduna State Government 1998). Subsequent allocations like that of 1992 and 1997 marked the beginning of deviation from the initial committee system as no representatives of various arms of government were included in the committee therefore no restriction on selling and transfer of stalls imposed and the entire process was random and not well thought out.

4.4.4.2 Establishing Affordable Rental and service Charges

This has to do with establishing what each stall allotted will pay as charges to the market company at the end of the year. In order to arrive at the appropriate and affordable rental and service charges income characteristic of the market traders need to be taken into consideration, but as earlier on mentioned such criterion was not been considered. The charges were based on the assumption that large percentage of the money used in redeveloping the market came from bank loan that is why the charges were initially so exorbitant.

4.4.4.3 Revenue Collection

For a management to be effective there must be sources of revenue from which money will be generated and be used to run the affairs of that administration. Sources of revenue

available to the market company includes; rental charges, fees from application forms, remittent from leasing of toilets, restaurants, parking spaces, service charges, fines etc. The market company therefore device an appropriate way and means of collecting all available sources of revenue which is through bank payment i.e. all payments coming to the market company is to be paid in one of the banks located within the market. But it has been established by the study that the market company was able to make 100% collection of these charges only in 2002/2003 as indicated in table: 4.06

Table 4.06: Revenue generated in the market for 2002- 2003

Stall types	Total No. of each type	Rental/Service charge (₦)	Amount Generated in 2002/03 (₦)
E2	1000	61,875.00	61,785,000
E1	652	30,937.05	20,170,957
D2	578	33,200.00	19,189,600
D1	378	16,600.00	6,274,800
C	306	38,906.00	11,905,236
B2	1402	31,125.00	43,637,250
B1	722	15,562.05	11,235,800
A2	915	17,118.00	15,662,970
A1	203	8,559.00	1,737,477
TOTAL	**6157**		**191,689,090***

Source: Field work (2010)

*For this year the market management company was able to make 100% collection of the charges. Records for the subsequent years are not accessible; therefore estimation has been the basis for the figures presented.

Table 4.07: Estimated Revenue to be generated in the market for 2004-2006

Stall types	Total No. of each type	Rental/Service charge (₦)	Amount be Generated in 2004-06 (₦)
E2	1000	37, 950.00	379, 50, 000
E1	652	19, 725.00	12, 860, 700
D2	578	21, 360.00	12, 346, 080
D1	378	11, 430.00	4, 320, 540
C	306	26, 886.50	8, 227, 116
B2	1402	20, 730.00	29, 063, 460
B1	722	11, 115.00	8, 025, 030
A2	915	12, 886.50	11, 791, 147.5

A1	203	7, 195.00	1, 460, 585
TOTAL	**6157**		**126, 044, 658.5**

Source: Field work (2010)

Note: The table above contained the Estimated Revenue to be generated in the market for 2004-2006. But it was reviewed again as contained in the table below, it is an indication that this amount is also too much for the traders.

Table 4.08: Estimated Revenue to be generated in the market for 2006-2010

Stall types	**Total No. of each type**	**Rental/Service charge (₦)**	**Amount be Generated in 2006-10 (₦)**
E2	1000	25, 555.00	25, 555, 000
E1	652	13, 533.05	8, 823, 548.6
D2	578	14, 905.36	8, 615, 298.08
D1	378	8, 202.68	3, 100, 613.04
C	306	18. 486.68	5, 656, 924.08
B2	1402	14, 500.52	20, 329, 729.04
B1	722	8, 000.26	5, 776, 187.72
A2	915	9, 460.28	8, 656, 156.2
A1	203	5, 481.27	1, 112, 697.81
TOTAL	**6157**		**87, 626, 154.57**

Source: Field work (2010)

However it has been established by the study that most of the market traders are indebted to the market company.

4.4.4.4 Traffic Management

In order to ensure free flow of vehicles, people and goods, traffic management is an issue of concern. To achieve this on- road parking and display of wares on roads by hawkers must be avoided. But traffic congestion within and outside Kaduna Central market is so rampant, this is simply because vehicles parked indiscriminately on roads leading to an adjoining the market as the provision made for vehicular parking is inadequate. Therefore, traffic problem in the market is unmanageable.



Plate III: vehicles parked on the street

4.4.4.5 Conflict Resolution

Misunderstanding between traders or between traders and customers is a common thing in every market. Therefore, to address this problem, the Kaduna state market development and management company has made provision for resolving conflict which is through the union of market traders so that whenever conflict arises, it will be referred to the traders union. But in a situation whereby the issue escalates then the matter will be taken to the council of the market Elders comprises of the market Emir and the various tribal heads who are also members of the council for settlement. Available record shows that the council resolved 13 of such cases from 2002-2010 as indicated in the table below;

Table 4.09: Number of Cases Resolved by the Market Council of Elders

Year	**No. Of cases Resolved**
2002	2
2003	-
2004	3
2005	1
2006	-
2007	**-**
2008	**4**
2009	**2**
2010	**1**
Total	**13**

Source: Kaduna Central Market Traders Central Union (2010)

4.4.5 Maintenance of the Market Infrastructures and Installation

Some market traders has nonchalant attitude toward maintaining market infrastructures and installations. Therefore, the market management company has made a provision for maintenance department to take care of that though without adequate maintenance staff. The staff strength of the Maintenance department is contained in table 4.10

Table 4.10 Maintenance department staff strength

Staffs	**Number**
Maintenance officer	1
Electrician	2
Messenger	1
Total	4

Source: Kaduna State Market Development and Management Company (2010)

The above table shows clearly that there are other Artisans that need to be employed in the department e.g. Mason, Plumber, Carpenter and Welder Man.

4.5 CHALLENGES OF THE SCHEME

4.5.1 Safe-guarding the Market from the reoccurrence of fire outbreak

Is also a serious challenge to the management. The market has experienced fire outbreak in the past which has resulted in the lost of wealth and properties. It is part of the project goal or target to protect the market from the incidence of fire outbreak, therefore provision has been made for firefighting equipments everywhere in the market. But the rate at which shanty structures known as attachment are growing in the market is unprecedented which the policy said they constituted greatest hazard to the existence of the market and therefore should be remove forthwith and outlawed in the future.



Plate IV: spread of attachments in the market

The Study estimated that there are over 1000 attachments presently in the market and there is likely hood for the number to increase in the near future.

4.5.2 Strengthening the Activities of the Market Traders

Most markets redevelopment was on account of fire outbreak and normally involves loss of wealth by traders. Therefore, affected traders need to be strengthened through recapitalization to enable them boost their business again. Since after the commissioning of the market in 2002 it was in 2010 that the Kaduna State Government through the market management company made an effort to recapitalize some of the market traders with loan, the Kaduna State Government releases the sum of N155, 000,000 as loan to traders in Kaduna State and the sharing of the loan is shown in the table 4.11

Table: 4.11 Kaduna State Traders Loan Distribution

Markets	**Amount(N)**
Kaduna Central Market	81,000,000
Sabon Gari Market Zaria	28,000,000
Zaria City Market	20,000,000
Tudun Wada Market Zaria	5,000,000
Kafanchan Market	21,000,000
Total	155,000,000

Source: Kaduna State Market Development Management Company (2010)

The sum of N81, 000,000 was given to the Kaduna Central Market Union which was shared among 70 other sub-unions (the sub-unions were formed based on the type of commodity sold). Detail information on the distribution of this loan was difficult to be accessed; however the study established that most of the beneficiaries are the various leaders of the sub-union but Hawkers were not included despite the fact that they are part of the traders.

4.5.3 Revitalizing the Business Climate of the Market

Revitalizing the business climate of the market and making the market more attractive to capture customer from a fairly wide geographic area. And this has to do with;

- Creating a public space for social interaction and avenue for establishing business relationship.
- Provision of adequate essential supporting services that will make the market function efficiently e.g. Motor Park, loading and uploading bay
- Creating an outlet for local entrepreneurial activity.
- Effective system of traffic management control that will allow free flow of people and vehicles.

In this regard, Kaduna State Markets Development and Management Company have done very little in making the market very attractive. This indicated that the market management lack of experience and skills required to manage the market and this is evident in its inability as the supervisory body of the scheme to ensure full adoption of the policies propounded in section 1.7.2 There was also inability of the market management company to manage what was initially handed over to them by the consultants. For example,

provisions have been made for two open spaces for open air trading but were converted to Mosques and that has escalated the problem of Hawkers who display their wares on roads leading to and adjoining the market thereby making accessibility to the market very difficult.



Plate V: Displayed goods on road and converted hawking area to mosque

Based on the present management performance traders were also asked to assess the management using the following variables (a) ability to improve the operational performance of the market (b) responding to the need of the traders (c) ensuring market safety (d) waste management (e) traffic management (f) management/traders relationship. The result is contained in the table below:

Table 4.12: Assessment of the Market Management Performance

Indicators	**No. Of Respondents**	**Percentage (%)**
Very good	11	4.0
Good	34	11.0
Fair	42	14.0

Poor	145	47.0
Very poor	76	24.0
TOTAL	**308**	**100**

Source: field survey (2010)

In order to assess the overall performance of the market management company, the survey conducted shows that 4.0% of the respondents rated the market management very good and 11.0% rated them good. 14.0% rated them fair and 47.0% rated them poor while 24.0% rated them very poor. From the above assessment it can be concluded that the market management is ineffective or weak.

CHAPTER FIVE

5.0 THE EXPLANATORY FACTORS FOR THE OUTCOMES OF THE SCHEME

Generally the outcomes of the Kaduna central market redevelopment scheme with respect to the three adopted criteria have been established to be partly effective and partly ineffective and unsatisfactorily as the emphasis was on aesthetics, structural quality of buildings and maximum space utilization while some planning standards and user space requirement were ignored. Stalls allocation process, design constraint, speculation, wrong projection, high cost of renting and political constraint are some of the explanatory factors for the outcomes under utilization of the markets stalls. Detail explanation of each factor is as follows;

5.1 STALLS ALLOCATION PROCESS

Stalls Allocation Process in Kaduna Central Market is improper i.e. not equitable and transparent and this is evident in the survey conducted to determine stall ownership in the market and below is the result;

Table 5.01: Stall Ownership in the Kaduna central market

Mode of Acquisition	**No. Of Respondents**	**Percentage (%)**
Allocation from the Market Company.	59	19.1
Transfer by Relatives	43	14.0
Purchased from individual	64	20.8
Renting from individual	142	46.1
TOTAL	**308**	**100**

Source: Field survey (2010)

From the survey conducted only 19.1% of the respondents acquired their stalls through allocation from the market company while 14.0% got their stalls through transfer from

relatives. 20.8% purchased their stalls from other people. 46.1% of the respondents are currently renting from private individual. The table below contains the range at which they are renting from private individuals owners of stalls from selected locations within the market.

Table 5.02: Range of Rent from private individuals

Location	**Range (₦) Per annum**
Taiwo road	150,000 – 200,000
Lagos street	150,000 – 170,000
Gold line	70,000 - 100,000
Rex road	60,000 – 80,000
Sabara gate	60,000 – 70,000
T/wada gate	60,000 – 70,000

Source: field survey (2010)

It should be noted that the above rate depends on individual owner, stall size and location.

5.2 DESIGN WEAKNESS

Every redevelopment project begins with a plan that is supposed to be comprehensive in nature, which thoroughly analyses and adequately determines space requirement for the provision of various land uses within the project area. But the plan of the Kaduna central market seems to be awkward and too monotonous in nature based on the adoption of "vertical and horizontal" development of blocks which has created problems of poor visibility in some areas, difficult to be patronized by customers and avenue for defecating and dumping of waste due to so many corners created by the plan, thus driving away the traders from such locations as it is not conducive for business activities.



Plate VI: Pattern of blocks development

Also there are certain essential facilities that will make the market function efficiently such as Ware houses for bulk storage which are integral component of a modern market but were not provided which made it compulsory for 140 stalls to be converted to stores as indicated under table 4.02 pg 42.

5.3 STALLS SPECULATION

To keep speculation out of market redevelopment scheme is very difficult as the demand for stalls is usually very high likewise the speculators come up with methods of getting around the procedure for stall allocation. Speculation was encouraged in the Kaduna central market as there is set aside procedure for transfer of ownership and thus allowed the beneficiaries to sell the property shortly afterward. This act of buying and selling of stalls with hope of profit maximization has contributed to the under utilization of stalls in the Kaduna central market. The study observed that there are 30 stalls offered for sale and evidence to this is the notice pasted on their doors in block 40, 46, 52, 61, 75, 97, 104, 183 and 299.

5.4 WRONG PROJECTION

Before the redevelopment of the market between 1997 - 2002 there was only 3,139 lock up

stalls with about 11,000 attachments and that is one of the main reason for the construction of over 6,000 stalls but user space requirement was ignored. That is why the stalls appeared to be too big and not affordable for most low income traders hence left underutilized as indicated in table 4.02 unoccupied stalls based on type and size.

5.5 HIGH COST OF RENTAL AND SERVICE CHARGES

High cost of renting is also a factor that could explain the outcomes of Kaduna central market redevelopment scheme. The cost of renting was established to be so exorbitant which is beyond the financial capability of large number of existing traders especially low income group and this led to the erection of shanty structures used as temporary stalls in the market. Temporary structures have been seen to constituted greatest hazard to the existence of the market in the past therefore one of the policy propounded for the redevelopment of the market says they should be outlawed in the future but were allowed to exist which resulted in another fire outbreak in the market in December,2010.



Plate VII: part of the market destroyed by the fire outbreak

However assessment of the cost of rental and service charges was also conducted and below is the result.

Table: 5.03 Assessments of Rental and Service Charges

Stall type	Stall sizes (M^2)	Charges	Indicators	responses	(%)
E	13.75	25,555	Very High	151	49.0
D	8.00	14,905	High	68	22.0
C	9.375	18,486			
B	7.50	14,500	Moderate	55	18.0
A	4.123	9,460	Low	34	11.0
Total				308	100

Source: field survey (2010)

From the survey conducted 49.0% of the respondent considered the cost of renting very high and 22.0% of them considered it high while 18.0% considered it to be moderate and 11.0% considered it low.

In order to establish what is appropriate as rental and service charges, income characteristics of the traders is one of the best measure to be used because it will provide an insight on what they can afford to pay but in it absence comparison with what is being charged in the two closest markets i.e. Chechnya and Veterinary could have been the other alternative. The table below contained the rates for the two markets.

Table: 5.04 Cost of Rent and Service charges in Chechnya and Veterinary markets in 2002-2005

Market	Stalls Sizes	Amount Charged
Chechnya permanent stalls	$12m^2$	4,800
Veritenary permanent stalls	$12m^2$	4,800
Veritenary temporary stalls	$7.5m^2$	2,400
Veritenary open space	$3.0m^2$	1,200

Source: Chechnya market office

Table: 5.05 Cost of Rent and Service charges in Chechnya and Veritenary markets in 2005-2011

Market	Stalls sizes (m2)	Amount charged
Chechnya permanent stalls	12	8,000
Veterinary permanent stalls	12	8,000
Veterinary temporary stalls	7.5	4,500
Veterinary open space	3.0	2,000

Source: Chechnya market office

Table 5.06 Comparison between Central Market and Other Markets

Markets	Stalls sizes (m2	Chargeable rent
Kaduna Central Market	13.75	25,555.00
	8.00	14,905.36
	9.375	18,486.68
	7.50	14,500.52
	4.123	9,460.28
Chechnya permanent	12.0	8,000
Veritenary permanent	12.0	8,000
Veritenary temporary	7.5	4,500
Veritenary open space	3.0	2,000

Source: Field Survey (2010)

If comparison were initially made with charges from the two closest market an idea of what will be appropriate for the Kaduna Central market could have been deduced because it appears that these charges are affordable and this evident in the operational status of the two markets.

5.06 POLITICAL CONSTRAINT

The history of political intervention in developmental projects is a well known issue and this is with particular reference to award of contracts and appointment of Management staffs which is always on political interest and not on merit. Kaduna central market redevelopment scheme is not an exception and this evident as the appointment of the market company management staff was purely political that is why the market company went through four chairmen in ten years struggling with leadership.

CHAPTER SIX

6.0 SUMMARY, RECOMMENDATIONS AND CONCLUSION

6.1 SUMMARY OF FINDINGS

Kaduna central market is a regional or 1st order market within the metropolis; it was redeveloped and commissioned in 2002 following the fire outbreak in the market in 1997 which destroyed the market completely. The market has area coverage of 20. 19 hectares which is adequate for a regional market. The market can be regarded as one of the best in Nigeria in terms of physical outlook because it was constructed to a modern type with an improved infrastructures, utilities and services. It is currently been managed by a limited liability company known as Kaduna State markets development and management company.

The market has over 6000 stalls but investigation shows that the post redevelopment stage of the scheme was handled by different organization and in an uncoordinated manner. For instance, establishing cost of renting per stall was carried out by a Lagos based private financial consultancy firm, stall allocation was done by a group set up by the Kaduna State government without representation of various arms of government which was a deviation from the initial committee allocation system and that has resulted in a large number of unoccupied stalls despite the over subscription by applicants. The following have been identified as the shortcomings of the plan and the major problems facing the market now. The major shortcoming of the plan was wrong land use budget as against what is recommended by planning principles and standards as shown on the tables below;

While the following are the major problems facing the market now;

i. Poor or weak management

ii. Present of Numerous Hawkers who displays their wares along major roads there by

making accessibility in to the market difficult.

iii. Inadequate parking spaces

iv. Scattered commodity zones

v. Low operational performance/low level of patronage by customers

vi. Fast growing of shanty structures used as temporary stalls in the market

vii. Irregular refuse collection and disposal.

However, some of the lessons learnt include the following;

i. Stalls allocation process is an integral component of the post redevelopment of the scheme that needs to be given adequate attention.

ii. The problem of incessant fire out break in the Nigerian market can be minimized or avoided completely through effective market design.

iii. When establishing rental charge in any market redevelopment, income of the traders must be taken in to consideration otherwise the charges may be Inappropriate.

vi. Market redevelopment has gone far beyond mere construction of stalls but requires through land use analysis i.e. establishing space requirement for the provision of essential services like parking space.

v. Management of public market requires skills, vision and experience which will be employed in guiding the institution and for institutions to function efficiently.

vi. Pursuing, confiscating and fining of hawkers properties is not a solution to their problem.



Plate VIII: patrol vehicle for pursuing street hawkers

vii. Leasing strategy is very useful source of financing market project and it is a method of gaining traders confidence in market redevelopment scheme.



Plate IX: One storey buildings built on leasing strategy

6.20 RECOMMENDATIONS

The research findings reveals that the redevelopment scheme of Kaduna central market has from inception left out some vital considerations which are necessary for successful market redevelopment and this is the inadequate attention given to the identification of the role and preferences of the key stakeholders such as traders, hawkers, trade unions, market women associations, planning authorities, security agencies, traditional leaders, notable business men within and outside the project area etc. That is, their roles have not been

specified, though they are the major sources of vital information, as well as being the resource owners whose is required in the scheme, coupled with political interference which has resulted into what is obtainable in the market now. The research also identified that the impact of the scheme on the overall urban form is that of attracting several other commercial developments to come together such as Doka plaza, Kura plaza, Mangal plaza and Royal market thereby raising properties value of the area surrounding the market. Therefore the following recommendations are made for effective development and management of the market and similar schemes in the future.

1. All processes involved in project development must be transparent, participatory, less bureaucratic and with full employment of both technical and professional considerations. Also the management of such projects should be experienced, talented and be given a free hand to operate without further agitations
2. Urban Markets are supposed to be managed in relation to other components of the urban system. Urban management approach to date has stressed the role of markets, yet accepting the role of the state as regulator with promotion of partnership and coordination by a key strategic management team; it also recognizes the following as main stakeholders;

    i. Central government
    ii. Local government
    iii. Non governmental organizations
    iv. Private sector business
    v. Urban household
    vi. Various segments of the civil society.

    These groups have interest in the way towns and cities are managed and create a dynamic environment of both competing and complementary interest. Therefore the new market administration and management should be participatory in

nature with relevant stakeholders fully identified and involved in the process. Stakeholders are part of the central task in the market management and at the same time their involvement is also a central principle for sustainable development. Various institutions such as KASUPDA, KEPA, state ministry of commerce, Igabi, Kaduna North and Kaduna South local governments, traders unions, women associations, youth organizations and notable business men and women around the market should form a formidable wing of the market management.

3. The various financing strategies adopted in financing the Kaduna central market redevelopment scheme is therefore recommended for subsequent markets development schemes in Nigeria, as it is on partnership basis which is one of the element of sustainability and effective management.
4. The Kaduna state markets development and Management Company should have research and development department. Also to be adequately staffed with personnel who have the skills and vision required to manage the market. The Market company should also organize commodities zoning within the market and this will in turn make the market to be more attractive as it will enhances easy identification of goods and services by customers without much stress.
5. It is also recommended that the cost of renting should be subsidized to the affordability of low income traders and this can be achieved by establishing income characteristics of the traders or by making comparison with what being paid in the other two markets. This will provide an insight on what they can afford.
6. All the unoccupied stalls should be tenanted with a full complement of passionate, knowledgeable and skilled business merchant who offers a broad range of items that meets the needs of local and international consumers. Also the following conditions should also be enforced in the market;

i. Allottee cannot sell, transfer, hire out or sub let a stall.

ii. All stalls must be occupied and opened for business transaction.

iii. Allot tee can now make rent payment install mentally.

iv. Revocation of stall would be on failure to comply with the above conditions as well as inability to pay for rent for more than a year.

7. Kaduna state environmental protection authority should coordinate and monitor the waste management, since waste management in the market has been established to be inefficient and this is based on the fact that Kaduna state government under the present administration has taken steps toward sanitizing the metropolis in which central market falls under.
8. Kaduna state urban planning and Development Authority should take charge of Development control within the market to ensure that all the existing attachments are removed and restriction on further erection in the future should be put in place.
9. Birds/Cooking oil sales outlet should be relocated outside the market to the railway side because as observed that their activities are another major source of traffic holdup and part of the place can be converted to organized refuse collection point and the remaining area can be converted to open space for open air trading by hawkers.
10. Rex Cinema should be acquired, demolished and be used as loading and off loading bay, because its presence within the market premises is a threat to security.



Plate X: Rex Cinema within the central market

11. Government should find way of bringing in the numerous hawkers outside the market who display their wares on roads leading to and adjoining the market and this can be done through sensitization and provision of incentives such as loans/credit facilities.

6.30 CONCLUSION

Redevelopment has been recommended for most urban markets in Nigeria, being one of the most effective ways to breathe new life in to degenerated areas and also because of the tremendous benefits it brings about.

The research findings clearly reveals that for any market redevelopment scheme to be successful and for it outcome to be effective and satisfactory the process and procedure of redevelopment stated in the Nigerian Urban and Regional planning Law Decree 88 of 1992 must be strictly adhered to. Also the key considerations mentioned in section 2.4 of this work must be put in place. These two issues are very essential in any redevelopment scheme.

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DEPARTMENT OF URBAN AND REGIONAL PLANNING

A.B.U ZARIA

QUESTIONNAIRE FOR KADUNA CENTRAL MARKET MANAGEMENT STAFF

Introduction:

I am postgraduate student in the department of Urban and Regional Planning ABU Zaria conducting a study on the appraisal of Sheikh Abu-Bakr Mahmud Gumi central market redevelopment scheme. Your kind assistance with correct answers to the questions will be appreciated and all information will be kept with strict confidence.

1. What is the goal/Target or aim and objectives of the A.G market redevelopment project: …….....
2. What were the sources of finance for the project: .....
3. What are the various sizes of stalls: …….
4. What are the considerations for establishing rental charges: ……
5. What are the procedure for stall allocation: …….
6. What are the procedure for stall revocation: ……
7. How do you carry out commodity zoning within the market: …….
8. What are the sources of revenue available in the market: ……
9. How do you manage the market in terms of
    a. Security
    b. Waste
    c. Traffic
    d. Conflict
10. What are the precautionary measures, taken to safeguard the market from the re-occurrence of fire out break? .....
11. What was the difficulties you experienced during the market reconstruction? …….....
12. What problems are you facing now? …….....
13. What are the general problems facing Kaduna State market development and management company? .....
14. What in your opinion will be done for the market to function efficiently? …….....
15. Please give additional information, comment or suggestion that may be helpful to this research: …….....

DEPARTMENT OF URBAN AND REGIONAL PLANNING
AHMADU BELLO UNIVERSITY, ZARIA.

QUESTIONNAIRES FOR TRADERS

Introduction

I am postgraduate student in the department of urban and regional planning A.B.U, Zaria conducting a study on the appraisal of Sheik Abu-Bakr Mahmud Gumi central market redevelopment scheme. The exercise is purely academics your kind assistance with correct answers to the questions will be appreciated and all information will be kept with strict confident.

1. Name of street: …….
2. Block number: ……..
3. Stall type:

E_1	E_2	D_1	D_2	C	B_1	B_2	A_1	A_2

4. Age (a) 10-15 (b) 16 - 20 (c) 21 - 25 (d) 26 - 30 (e) Above 30
5. How long have you been in this market (a) 1 - 5 yrs (b) 6 - 10 yrs (c) 11-15 yrs (d) 16-20 yrs (e) above 20 yrs
6. How do you acquire the shop you are occupying?

   (a) Allocation from the market company (b) Transferred to you by friends/ relatives (c) Outright purchase (d) Renting from private individual
7. How satisfied are you with the size and location of your shop

   (a) very satisfied (b) satisfied (c) dissatisfied (d) very dissatisfied
8. How do you consider the rental charges per shop?

   (a) very high (b) high (c) moderate (d) low (e) very low
9. What type of commodity/service are you offering …….....
10. What is your average sales per month in N (a) 1000 - 5000 (b) 6,000 - 10,000 (c) 11, 000 - 15,000 (d) 16,000 - 20,000 (e) above 20,000
11 .How do you rate the market management performance (a) very good (a) good) (c) fair (d) very bad (e) bad
13. What do you think should be done to the market to function very well?

    ……..……
14. Please give additional information, comments or suggestion that may be helpful to this

research .....