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# PROFILE OF THE RIVAL MARKET IN LES CAYES

Report on the results of diagnostic studies

Rival Market (Cities Alliance 2023)





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Rival Market (Cities Alliance 2023)

## INTRODUCTION

The “Ansanm Ann Chanje Lavil” initiative – **LAVIL** for short – of the United States Agency for International Development (USAID) supports the improvement of municipal service delivery in selected municipalities with a view to achieving long-term, sustainable economic development in Haiti.

In its initial phase, LAVIL focuses on public markets – multi-functional spaces that play a vital role in the local economy and promote social cohesion, but that local governments find difficult to manage effectively. LAVIL promotes sustainable management of public markets by stimulating local solutions for basic services, the focus being on solid waste management, co-creating spaces for multi-stakeholder dialog and capacity-building within municipal governments.

LAVIL is being implemented by Cities Alliance in partnership with the municipalities of Cap-Haïtien and Les Cayes, the Associazione Volontari per il Servizio Internazionale (AVSI - Association for Volunteers in International Service) foundation, Habitat for Humanity Haiti, the Institute for Housing

and Urban Development Studies (IHS) and the Institut de Formation et de Services (IFOS - Institute of training and services).

In Les Cayes, the **Marché Rival** (Rival Market) was chosen to take part in the pilot phase of the project. Diagnostic studies were conducted to provide an overall understanding of the market and the capacity of local government to manage this space. This publication reports on the results of these studies.

A key priority of the LAVIL project is to **improve public markets** with a view to boosting employment and municipal revenues, and **enhance solid waste management** for the protection of public health and the environment, especially marine areas.

Using the findings of the diagnostic study as a basis, spatial and capacity-building interventions will be proposed for managing the market and solid waste. This process will ensure that LAVIL’s interventions are well coordinated, that they respond effectively to the identified challenges and that they are in line with local development objectives.

## BOX 1 – METHODOLOGY AND SYSTEMIC APPROACH

The diagnostic work involved **collecting primary and secondary data**. Several methodologies were used: document review, observations, surveys and meetings with various stakeholders (in particular traders), focus groups, questionnaires, and interviews with key informants. The survey of the traders is based on representative sampling.

In order to best present the results of the studies, a systemic approach focusing on **five interdependent themes was adopted**. These themes are:



Figure 1 – 5 thematic aspects

**Governance** - An effective, efficient and accountable system of governance.

**Environment** - An environmental system that ensures sustenance and protection against risks.

**Citizenship** - A system for citizen participation that builds strong human and social capital.

**Services** - A system of services that guarantees human dignity and public and environmental health.

**Economy** - An economic system that provides jobs and income.

## GOVERNANCE

The aim of this first section is to provide an introduction to the organization of the Rival Market, its management and the collection of fees for its use. The traders' perception of security will also be presented.

The Rival Market is located in a peri-urban area not far from Route Nationale 7 and close to Les Cayes Antoine-Simon airport. The market was moved to this location in 2002 from its previous roadside location (Figure 2). It operates twice a week, on Wednesdays and Saturdays, and attracts customers from various regions.



Figure 2 - Site of Rival Market in periphery of Les Cayes and the RN7 (AVSI 2024)

The market is medium-sized, with 2,815 stalls and a near-full occupancy rate: only 39 stalls are unoccupied. The physical layout of the market is fluid and adaptable in response to growing demand. There are between 2,500 and 2,900 traders on a market day, with Saturdays being the busiest day. The majority of stalls are either a simple tarpaulin placed on the ground (49 per cent) or a wooden stall (41 per cent).

**2 815 stands**

of which only 39 stalls are unoccupied

The physical layout of the market is fluid and adaptable, with a notable expansion of stalls over time, indicating growth in response to increasing demand.

There are also 26 dwellings at the Marché Rival site. Of these, 10 are formally recognized by the Town Hall, which helped allocate their locations when the market was relocated in the 2000s. Households must pay an annual fee to live there. The other dwellings on the site were originally designed as storage areas before being converted into permanent residences.

The **management of the Rival Market** takes place within a very complex regulatory framework; it is not subject to a single set of rules but is instead under the governance of several agencies or entities. Furthermore, those in management must collaborate with numerous stakeholders, both internal and external, to address key issues around planning, market access, infrastructure and services, as well as issues concerning the financing of management. The market also faces critical supply chain issues and ongoing challenges related to security, racketeering, hygiene, sanitation and solid waste management. A self-assessment by local authorities indicates that their capabilities with regard to management of the market remain poor (Figure 3).<sup>1</sup>

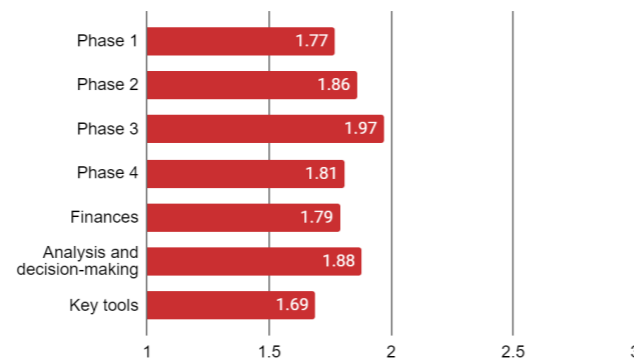


Figure 3 - Self-assessment of market management capacity (1-3, 3 being the highest)

With regard to **solid waste management**, the national regulatory framework is not aligned with municipal efforts and local regulations are not being enforced. Sustainable funding sources are also lacking. As a result, the waste collection service is unreliable, which is aggravated by the fact that there are no formal, efficient landfill sites or structured methods for waste disposal. Moreover, very little effort is made to reduce the production of solid waste.

In addition, the capacity of local authorities to manage waste needs to be improved (Figure 4).<sup>2</sup>

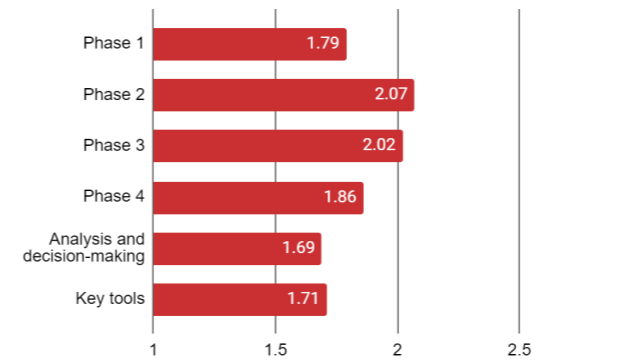


Figure 4 - Self-assessment of solid waste management capacity (1-3, 3 being the highest)

A new market management team was set up in April 2023, consisting of a manager, a secretary, a contributions collector, volunteer security brigade officers, a sanitary block manager and a unit responsible for documentation and collecting dedicated fees for livestock.

A trader who wants to obtain a site at the Rival Market must pay a sum of 7,500 HTG to the management, which will then follow up with the municipality to obtain receipts.

After having deducted the costs of paying the security brigades, the secretary, the cleaners and sometimes for purchasing certain equipment, the market manager ensures supervision of the collection of funds with the municipality. In addition to these costs, traders who sell livestock must pay 50 HTG for each animal sold.

In practice, only 37 per cent of the traders who were interviewed claimed to have paid a fee for their place at the market. Most of these payments were made to market management (73 per cent), but payments were also made to other parties, including racketeers (24 per cent).

**37 per cent**

of traders pay for their place to market management but also to other parties.

In terms of perceived insecurity, the majority of respondents (56 per cent) perceived their level of security to be average, with 40 per cent feeling a low or minimal sense of security. Only 5 per cent felt very safe (Figure 5).

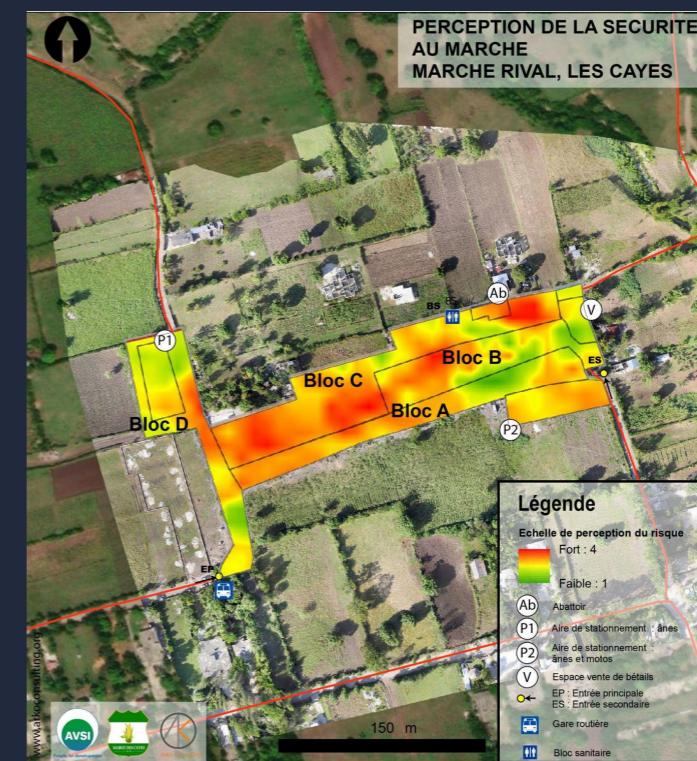


Figure 5 - Perception of safety at the Rival Market (AVSI 2024)

<sup>1</sup> The assessment is based on 7 different criteria relating to the four stages of the market management cycle (Phase 1 "Where are we?", Phase 2 "Where do we want to go? Phase 2 "Where do we want to go?", Phase 3 "How do we want to get there?", Phase 4 "How do we implement and know we are on track?") as well as finance, analytical/decision-making skills and familiarity with key tools. The graph above shows the average for each category of questioning.

<sup>2</sup> Idem but without finances

## CITIZENSHIP

This section presents the findings on the demographic profile of the market's users, as well as some thoughts on gender and the various grassroots community organizations operating in the areas around the market.

While there is considerable community cohesion among the traders at the Rival Market, they lack a formal association. In addition, their involvement in market management remains poor, partly due to a lack of trust in the authorities.

The survey conducted at the Rival Market revealed that **women** make up the majority of traders, and that they are on average between **36- and 50-years-old** (Figures 6 and 7). Women are more likely to sell food products, while men are the main traders of livestock. A quarter of traders have not obtained a formal basic education (Figure 8).

The majority of traders (83 per cent) do not live in the town of Les Cayes, and 75 per cent of them are **not originally from the town**. Most are from the South department (Figure 9).

It is not clear where the market's customers originate from, but the study indicates that a large proportion of them live in neighboring municipalities (Figure 9). Most of this customer base comes from the general public (Figure 11).

Most households have a woman as their head and an average of five members. However, a quarter of households consist of more than 10 people. Most households have children, with an average of 2.4 minors (Figure 10).

Within the Haitian economy, women face a number of complex obstacles that contribute to ongoing **gender inequality**. Key obstacles include women's limited access to formal employment, wage inequality and difficulty in accessing credit. In addition, women's entrepreneurial activity, although widespread, is often impeded by a lack of financial resources, entrepreneurial training and support networks. Despite their essential role in economic dynamics, female entrepreneurs sometimes face major difficulties in improving and developing their businesses.

### BOX 2 - THE MADAN SARA

In Haiti, the Madan Sara play an essential role in the agricultural economy by supplying the markets, including the Rival Market, with fruit and vegetables. They buy these products in rural areas directly from wholesalers or producers. As a result, the produce that the Madan Sara provide depends on the season and on weather conditions.

With regard to security, although the traders have the support of the local community and authorities during the day, the Madan Sara do not have dormitories where they can spend the night. The trucks that transport them from rural areas are parked in secure areas during the night to protect the goods and the traders.

The Madan Sara often rely on loans from their family or from producers to finance their activities, which puts them in a precarious economic situation. Access to credit is also limited, mainly due to their informal status and the country's economic situation.

In addition, the Madan Sara have to pay specific fees to the Rival Market, such as for the unloading, transport and storage of goods. They sometimes also contribute financially to the disposal of solid waste caused by their products, adding to their costs.

## PROFILES OF TRADERS AND CUSTOMERS

### TRADERS

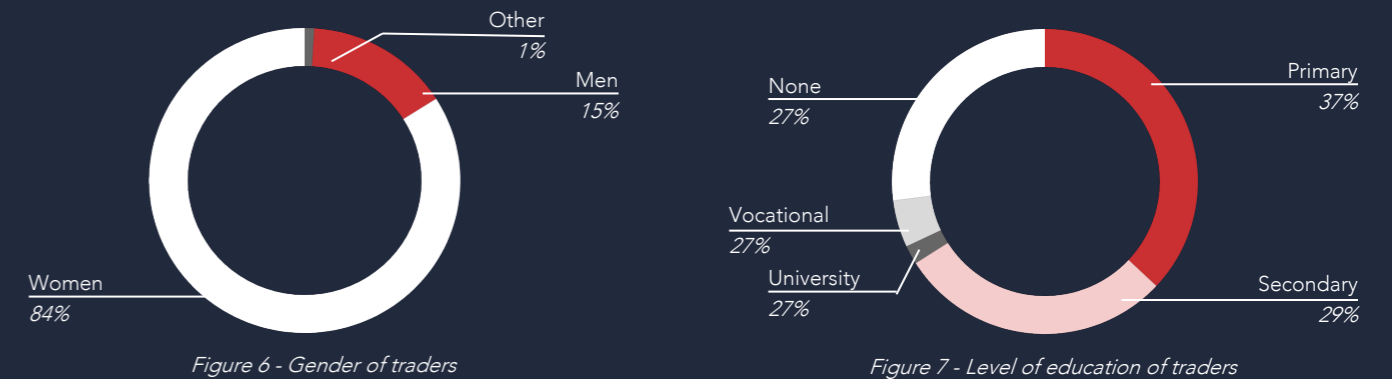


Figure 6 - Gender of traders

Figure 7 - Level of education of traders

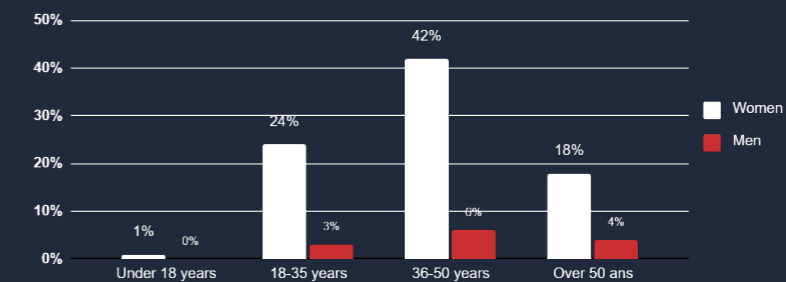


Figure 8 - Age by gender of traders



Figure 9 - Origins and place of residence of traders and customers

**78 per cent**  
of traders are heads of their households,

**50 per cent**  
of households have between 4 and 6 people (in line with the national average) and a quarter of households have more than 10 people

**72 per cent**  
of households have children: on average 2.4 per household.

Figure 10 - Composition of trader households

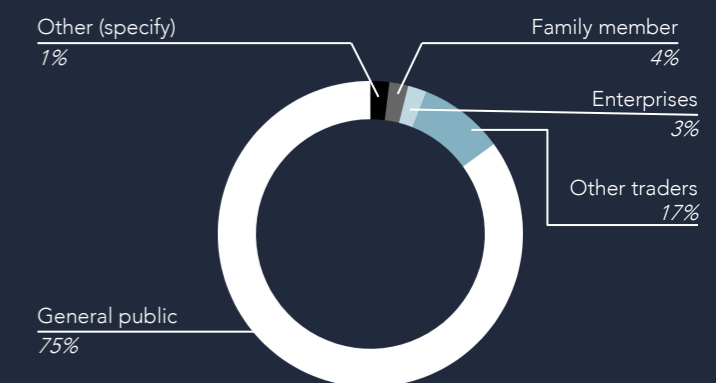


Figure 11 - Main customer groups

After focus groups were conducted in the Rival Market community, the following perceptions of gender roles and market dynamics were discussed:

- Participants feel that household responsibilities are generally shared equally between men and women, taking into account personal preferences and individual commitments.
- In the workplace, participants highlighted discrimination, work/life balance and unequal pay as existing challenges.
- Some systemic challenges persist, such as restricted access to education and gender bias.
- Gender diversity is recognized to have a positive effect on business success. Companies that promote gender equality tend to achieve better results through diversity of skills and experience.
- Although gender distribution on the market was not explicitly addressed, the importance of promoting gender equality is acknowledged to be a crucial step in maintaining an inclusive environment.



*Participants expressed hope for a future where women have equal opportunities in all fields of work.*

Civil society organizations are also present in the sector. They focus mainly on financial services, highlighting the need to improve economic empowerment, but their effectiveness is hampered by budgetary constraints. In addition, no formal traders' association has been formed at the Rival Market. A total of 16 grassroots community organizations were identified in the area around the Rival Market, serving a mixed audience (Figure 12).

### 16 organizations

were identified in the area around Rival Market

These organizations are active in a wide range of fields, particularly in financial services (Figure 13).

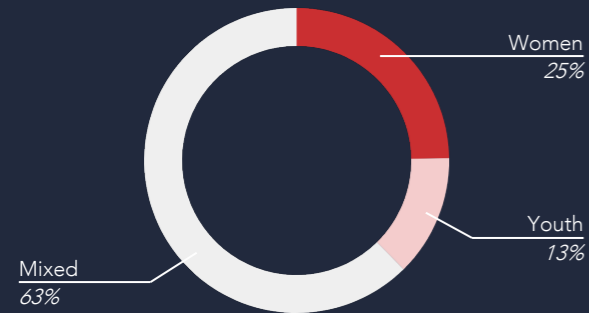


Figure 12 – Types of organizations

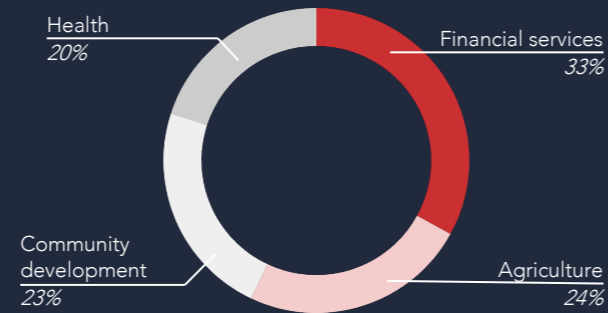


Figure 13 - Primary areas of intervention of the organization



# ECONOMY

This section covers the economic context of the Rival Market in Les Cayes. With its dual role as a commercial hub and **economic driver** for the surrounding communities, the Rival Market is proof of the vitality and importance of **informal markets** outside traditional economic systems. The market is a crucial source of income for local families, enabling them to meet basic needs such as rent, food and their children's education.

The majority of traders consider their business to be profitable, although 99 per cent of them do not have a business license.

The majority of traders (88 per cent) are regulars at the market, occupying their trading spot every Saturday and Wednesday. In recent years, a marked growth in the range of products on offer has led to greater numbers of traders, which explains why a high percentage of them have been in business for less than five years (Figure 14).

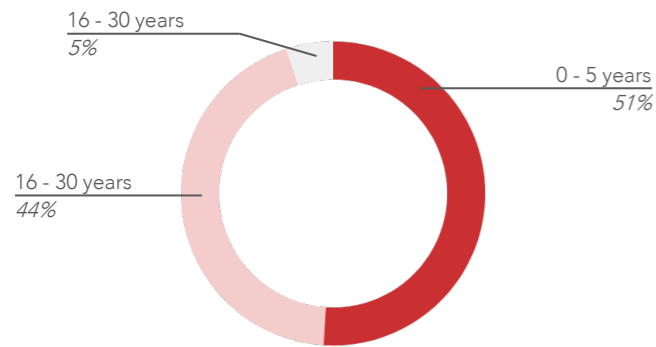


Figure 14 - Years of activity on the market

Most of the **produce on the market** is local, reflecting a healthy and sustainable regional food system. In fact, 72 per cent of the products sold at the market are domestically sourced. Traders buy their products mainly from a wholesaler or within the

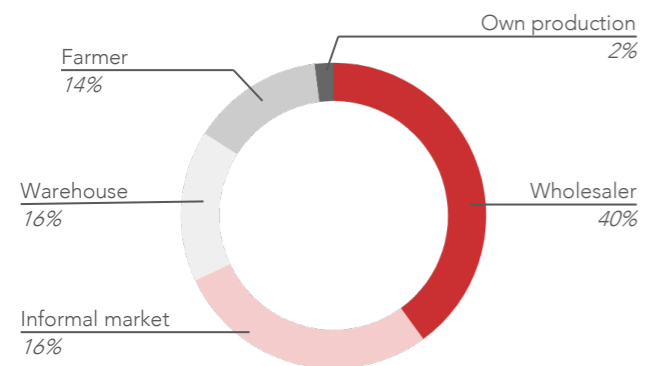


Figure 15 - Source des produits vendus

informal market before reselling the goods at the Rival Market (Figure 15). Table 1 shows the range of products that are sold there.

**Access to financial services**, particularly loans, is a key factor in the market's functioning. On average, 59 per cent of traders obtain **credit**, which is mainly granted by local savings groups (Figure 16).

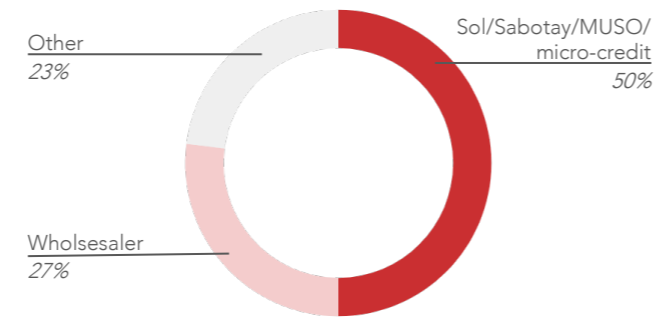


Figure 16 - Source of credits

Thus, a majority of traders are **in debt** (63 per cent). Holding a bank account remains very limited, with only 28 per cent of respondents having access.

**63 per cent**  
of traders are in debt

Given how important financial services are to the Rival Market traders, a more rational and equitable financial management system is required. This will boost trust in the authorities and encourage active participation.

Knowing how difficult it is to obtain accurate and reliable data regarding the income or profits of the traders, researchers asked traders about the value of their sales for the day preceding the interview and their idea of good and bad sales days. Most of the traders had made minimal sales, averaging **1,500 HTG**, which to them was a bad day's takings. A good day's takings averaged between 5,000 and 10,000 HTG.

## BOX 3 – SAVINGS GROUPS

A total of 37 savings groups have been identified on the market and in the surrounding areas. These financial groups are an important source of funding for traders at the Rival Market. Their collaborative approach not only fosters financial independence, but also strengthens social ties. The savings groups help create an inclusive savings and loan model that supports community members, enables them to avoid bank loans, and helps disadvantaged people engage in economic activity.

The savings groups are mainly made up of women (Figure 17). The economic capital of the groups varies from one group to another, but most have a capital of less than 1,000,000 HTG (Figure 18).

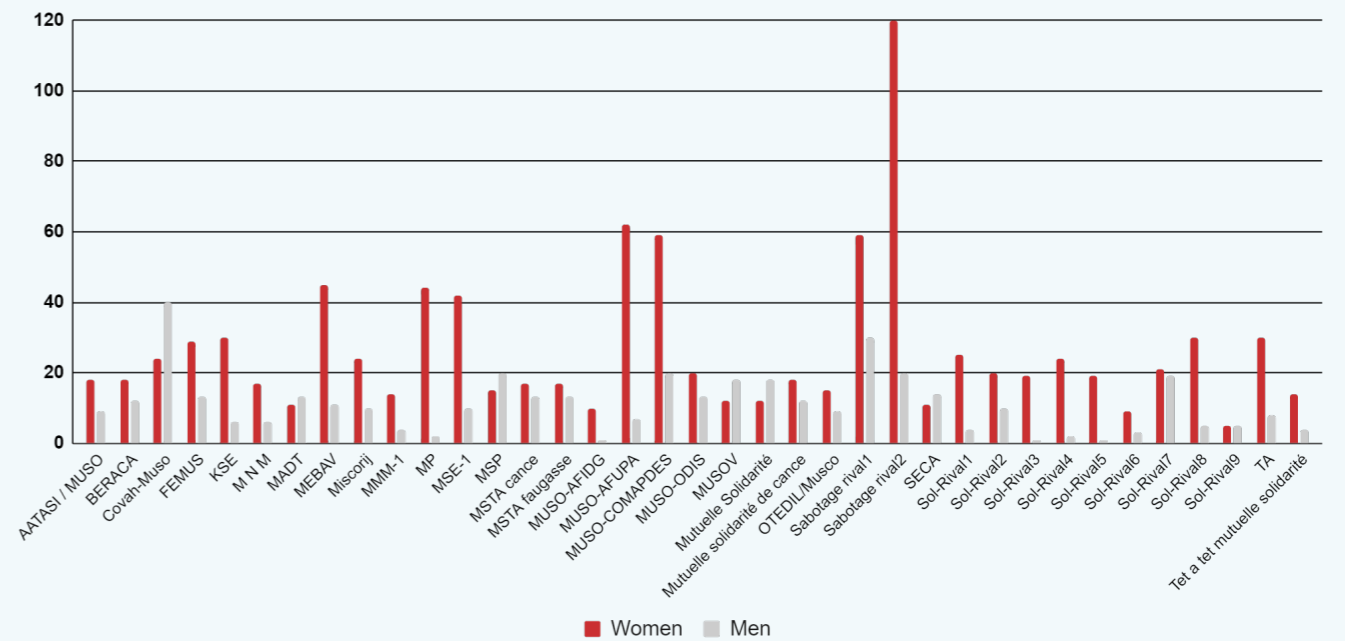


Figure 17 - Gender composition of saving groups

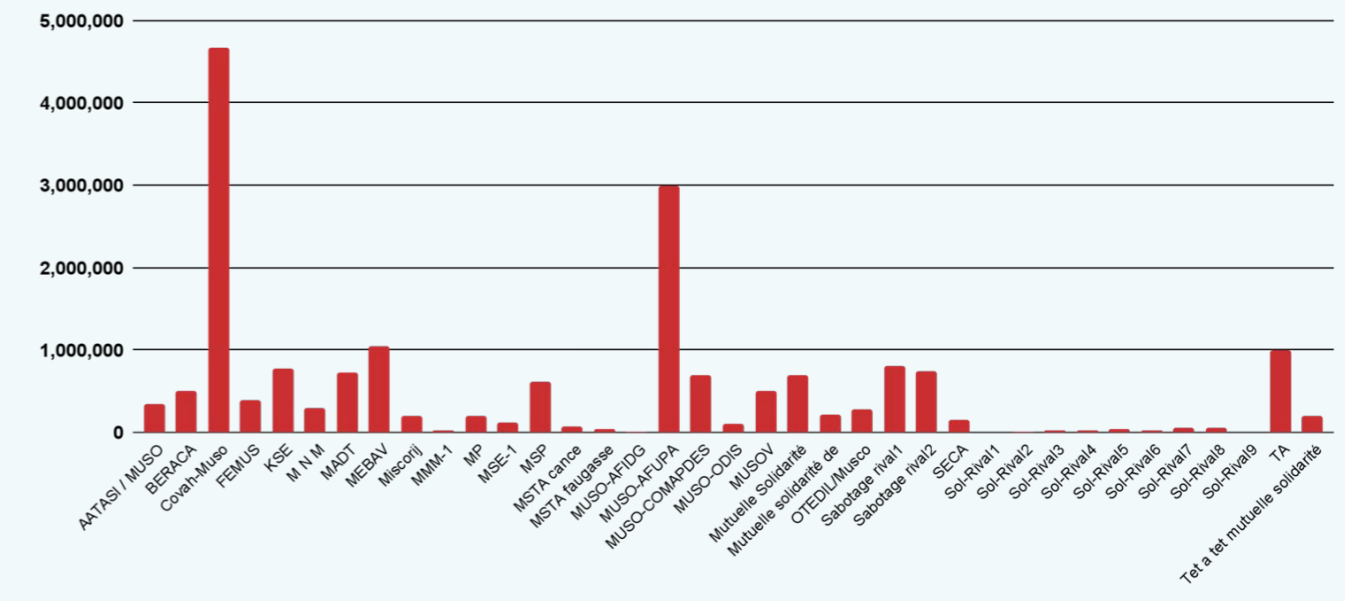


Figure 18 - Social capital of saving groups in HTG

CATEGORY	EXAMPLES OF PRODUCTS
Fresh agricultural produce	Mainly local produce, in particular fresh seasonal vegetables, tubers, sometimes fruit
Dry food products	Oil, pasta, beans, dried fish, cereals (millet, rice, maize, wheat), coffee, sugar, bread
Local meat + frozen meat	Local beef, pork, goat. Imported frozen meat in pieces – chicken, turkey, pork and hot dog.
Spices	Ready-to-use mix for marinating food (meat, fish, vegetables), the main ingredients being: leeks or chives, garlic, green peppers, onions, thyme, parsley, chili, lemon, pepper, cloves, oil, salt.
Aleken (take-aways)	Take-away dishes cooked on site, usually a single dish of rice with beans, meat or fish and a variety of vegetables.
Other	Medicinal plants, clairin (traditional sugar cane distillate), handicrafts, cigarettes, medicine, shoes, tires
Seafood/fish	Local fresh fish, shellfish and seafood
Beverages	Local beer (Prestige), local and imported soft drinks
Cosmetics	Cosmetics for skin and hair, make-up, hygiene products
Hardware	Household products, kitchen and bathroom items, hardware (sheet metal, paint, iron, etc.)
Products for magic	Perfumes, candles in various colors, jugs, twine and laces, colored chalk powder, ceremonial kit (consisting of a beaker, bucket and white enamel basin), bottles with glitter, pestle, drums, rag dolls, straw hats, ceremonial robes and satin handkerchiefs, straw bags (djakout), clairin, etc.
Live chickens + abattoir	Local chickens and a small quantity of guinea fowl, turkey and duck, the abattoir where the animals are slaughtered
Dressmaking/tailors	Dressmaking for school uniforms and robes
New and second-hand clothing	Imported new and second-hand clothing
Electronic products	Mobile phones, battery chargers, headphones, SIM cards, phone chargers, radios, etc.

Table 1 - Categories of products sold at the market

## SERVICES

The supply of services plays a crucial role in urban environments, impacting the quality of life for residents as well as the smooth running of markets such as the Rival Market. As urban populations grow, it becomes essential to anticipate future trends and develop land management strategies that ensure a balance between urban development and the preservation of natural and agricultural resources.

This section of the report explores the results of the diagnostic study in this area, highlighting solid waste management as a key aspect of the LAVIL project.

**Management of solid waste**, or 'fatras' (garbage) as it is known locally, significantly impacts the physical environment when it creates unsanitary conditions, and also threatens people's health at the Rival Market.

Local authorities do not have the capacity to manage this problem properly, and lack the financial resources and equipment needed for effective solid waste management. In the significant absence of official service providers, other players help dispose of this solid waste.

In 2017, approximately **30,000 tons** of solid waste were produced in Les Cayes, representing an average of 2.7 liters of household waste per resident per day. The majority of the waste thus produced within the municipality is organic (Figure 19), while the activities of the Rival Market mainly generate plastic waste (Figure 20).

In the areas surrounding the Rival Market, plastic is also the most common type of garbage, followed by paper and biodegradable waste (Figure 21).

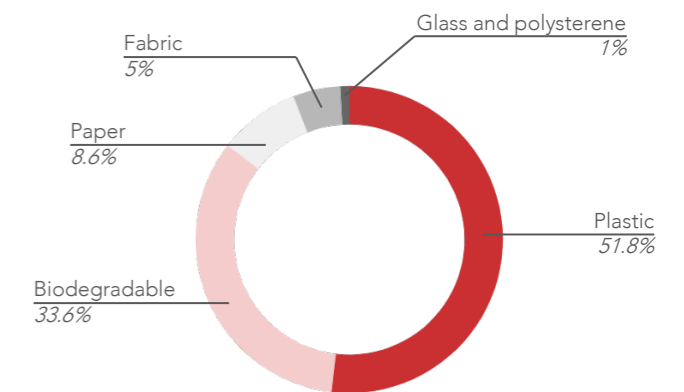


Figure 20 - Types of waste produced at Rival Market

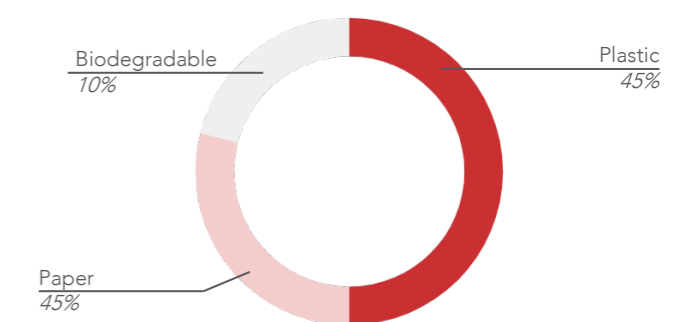


Figure 21 - Types of fatras in the surroundings of Rival Market

Respondents believe that it is the traders (84 per cent) who throw away the most rubbish on the market. The Madan Sara produce a lot of waste because they throw away any packaging that comes with their products, and they also leave behind their **unsold or out-of-date** products to avoid paying extra transport costs. Households on the market, street food outlets and soft drink vendors also produce a significant amount of plastic waste due to their use of disposable bottles and plates.

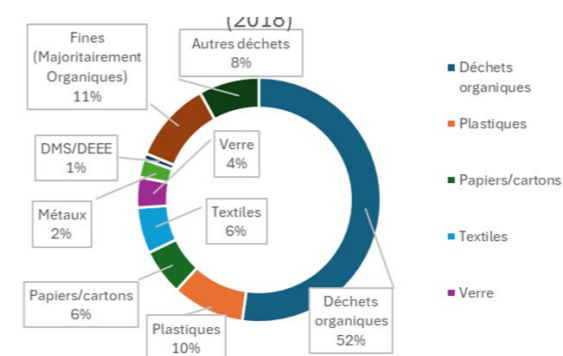


Figure 19 - Characterisation of waste produced in Les Cayes (Crocker et al. 2018)<sup>4</sup>

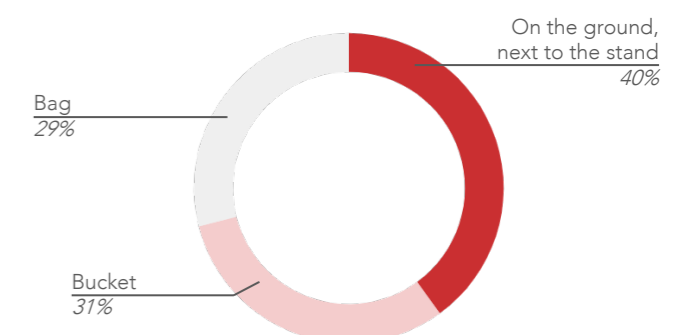


Figure 22 - Where is the waste put when traders are working?

<sup>3</sup> Crocker, A., Estienne, C., Olivier, F., Perrin, G., & Lacour, J. (2018). Plan de Gestion et de Valorisation des Dechets pour la Ville des Cayes. Les Cayes, Haiti: Urbaconsulting - Hydroconseil - CGS - CIAT - PNUE.

<sup>4</sup> Idem





Fotras at Rival Market (Cities Alliance 2023)

During market activities, traders put out their waste close to their stalls, either in buckets or bags, or simply on the ground (Figure 21). In the survey, 69 per cent of respondents said that they took care of the disposal of solid waste themselves, with the rest taken care of by others (Figure 22). A total of 67 per cent of solid waste ends up joining existing piles of garbage (Figure 23), while 31 per cent is burnt.

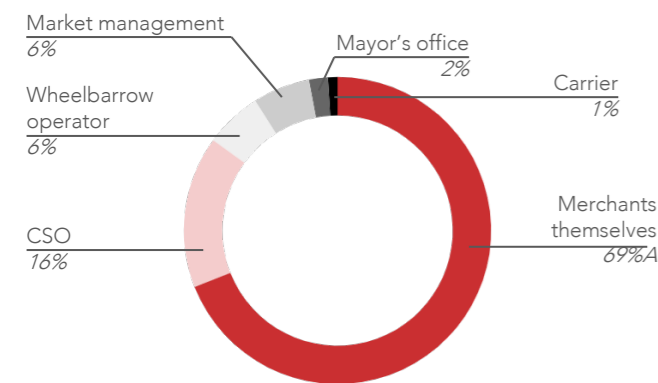


Figure 23 - Responsible for waste disposal at the merchant's stand

Furthermore, 55 per cent of traders say they have to spend money to get rid of the waste they produce. Private businesses are almost non-existent at the Rival Market. The wheelbarrow operators are the only private entrepreneurs who, in a show of resourcefulness, arrange with certain traders and residents to collect and dispose of their waste in exchange for a small fee.

Finally, although the majority of respondents attach a great deal of importance to the cleanliness of the market (Figure 24), their expectations are unmet, as 67 per cent of traders are not very satisfied or not at all satisfied with solid waste management at the Rival Market (Figure 25). This service therefore needs to be improved.

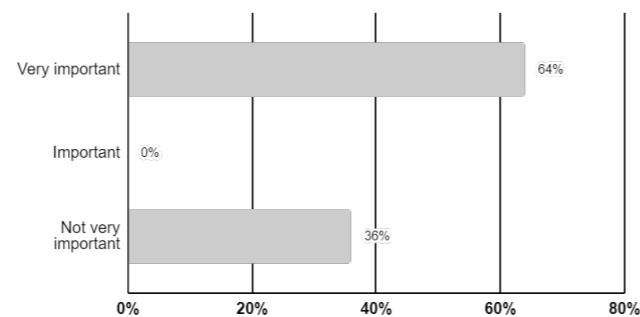


Figure 24 - Importance of cleanliness in the Rival Market area

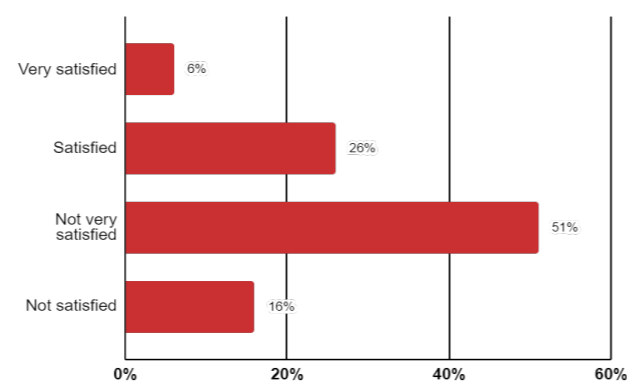


Figure 25 - Level of satisfaction with solid waste management at Rival Market

## BOX 4 – SOLID WASTE AT RIVAL MARKET

The solid waste that is generated at the Rival Market follows a predetermined route. It is first gathered in small piles by local households and traders in their immediate area. These small piles are then grouped together in large piles in various corners of the market, mainly transported there by wheelbarrow operators. A small proportion of waste is removed by the local municipality or by private individuals to informal dumping sites, in particular the Démion site, a gully close to the market.

It is important to comprehensively analyze solid waste management, as this will help identify how to adapt at all stages to promote more sustainable solid waste management. Various findings are presented in the table below:

STAGE	FINDING
Pre-collection	<ul style="list-style-type: none"> <li>Informal involvement of merchants, disposing of waste outside the Rival Market</li> <li>Lack of public garbage cans</li> </ul>
Gathering	<ul style="list-style-type: none"> <li>Solid waste is scattered all around and inside the market area</li> </ul>
Collection	<ul style="list-style-type: none"> <li>Solid waste collection is irregular and inadequate by the Town Hall in the Rival market area</li> </ul>
Treatment and Landfill	<ul style="list-style-type: none"> <li>The waste is mainly burnt on site at various locations in the Rival Market or in a dry creek bed.</li> <li>The town's official landfill site is at Fonfrede, about 8 km or 30 minutes from the 'Quatre-Chemins' crossroads, on the banks of the Ravine du Sud, which can flood during periods of high water.</li> <li>The landfill site at Fonfrede does not protect the aquifer in the area, so there is a risk of pollution of a very large and important aquifer.</li> <li>The local council and other private collectors of solid domestic waste use vacant spaces in the vicinity of the Relais market and the Jeudi market as unauthorised landfill sites.</li> </ul>
Resource Management	<ul style="list-style-type: none"> <li>Most solid waste is piled up in various places without being sorted or recycled.</li> <li>There are a few informal collectors of plastic materials in the city, but demand and markets for recyclable materials have declined as the industries are based in Port-au-Prince.</li> <li>Rival Market is located in a peri-urban area and surrounded by some land with agricultural activity and potential demand for compost or animal feed.</li> </ul>
Inclusivity	<ul style="list-style-type: none"> <li>For now, there is no sector table for solid waste, water and sanitation.</li> <li>The mayors have indicated that they are interested in setting up a sector table to raise awareness of waste and sanitation issues among city residents.</li> </ul>
Financial viability	<ul style="list-style-type: none"> <li>There is a lack of clarity about what is included as a service in the fees collected at market level.</li> <li>A large percentage of the population is facing a food crisis, partly due to inflation of over 22%.</li> </ul>
Solid institutions and proactive policies	<ul style="list-style-type: none"> <li>There are uncertainties regarding the space available for SWM, traffic, goods management and evacuation.</li> </ul>

Table 2 – Various findings on solid waste management at Rival Market

**BOX 4 - THOUGHTS ON SOLID WASTE MANAGEMENT AT THE RIVAL MARKET**

- Biodegradable materials and plastics can be recovered to reduce the volumes of municipal solid waste that need to be transported to landfills.
- Each kilogram that is 'treated' by making use of biodegradable materials or recycling plastic reduces the remaining solid waste that needs to be disposed of in the landfill.
- Sorting solid waste will facilitate the recovery process.

Other services also suffer from persistent challenges. For example, the lack of **electricity** severely hampers essential operations and services at the market.

Two **water** collection points make access to water easier. Although these collection points comprise crucial infrastructure for the provision of clean water, the requirement to pay for access could pose a problem for some people, particularly those with a low income. It is also necessary to ensure that these water infrastructures are maintained to avoid problems related to rust and plumbing (Figure 26).

**Sanitation** facilities are much better than in other markets in the region. The fact that there are separate facilities for men and women and that they are accessible to people with disabilities represents a positive step towards fair access to sanitation facilities within the market community (Figure 27).



Figure 26 - Water point



Figure 27 et 28 - Sanitary blocks of Rival Market



A significant lack of **healthcare** infrastructure was identified at the market. At the Rival Market, poor practices surrounding waste management and the processing and incineration of meat in abattoirs, particularly those that circumvent established health and hygiene regulations, create a serious public health issue.

Challenges also exist around the structural maintenance of market **infrastructures** (Figure 28). For example, the market becomes inoperable after it has rained (Figure 29). In addition, market operators are unanimous in calling for tables for products, which shows a strong desire to improve the current facilities at the market, including the state of the abattoir.

With regard to **transport**, most traders use public transport, in particular shared taxis known as tap-taps in Haiti. The Cance bus station on Route Nationale 7

offers public transport to the market, as the Rival Market is located away from population centers.

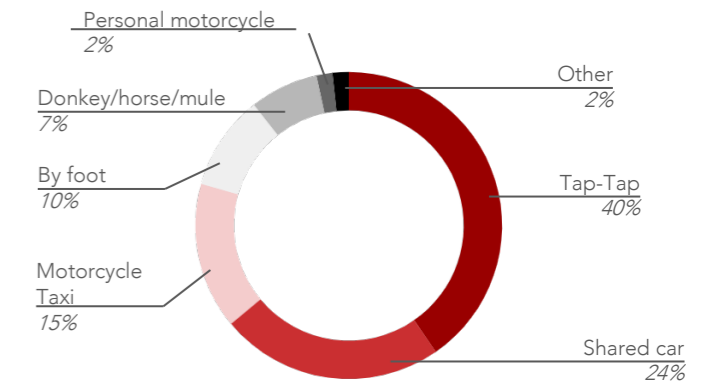


Figure 31 - Most popular means of transport to reach the Rival Market



Figure 29 - Commercial infrastructure a day without a market



Figure 30 - Flooding of market after rainfall



## ENVIRONNEMENT

This section looks at the need to properly manage the environmental risks that the market faces, as well as to mitigate the impact of commercial activities on market users and protect the surrounding agricultural areas.

The Rival Market suffers from infrastructure deficiencies, inadequate facilities, and inefficient waste management practices, which collectively contribute to a complex web of environmental and public health problems, namely **soil degradation, water pollution, air pollution and disaster risks**.

Given the market's location in an agricultural area, proper environmental risk management, in particular, is crucial. Negative impacts on the area could have harmful repercussions for the entire regional food system.

Soil degradation near waste dumps causes significant environmental and health risks. Addressing soil contamination near waste dumps is essential to protect agricultural productivity and ensure food security.

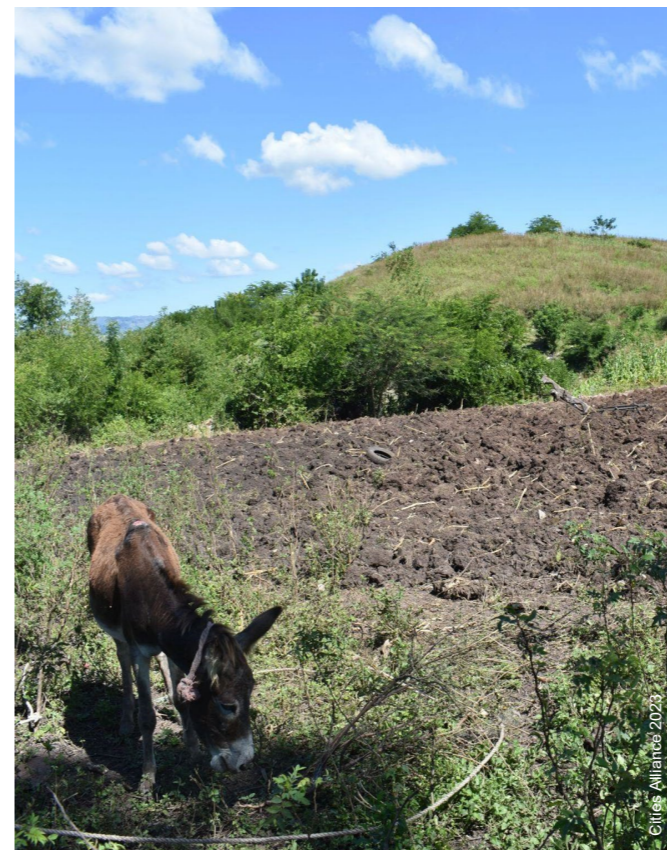


Figure 32 – Agricultural lands in proximity to Rival Market

Contamination of ground and surface water, exacerbated by flooding, poses a significant risk to public health, particularly for vulnerable populations. This problem is further compounded by the proliferation of plastic waste (Figure 30).

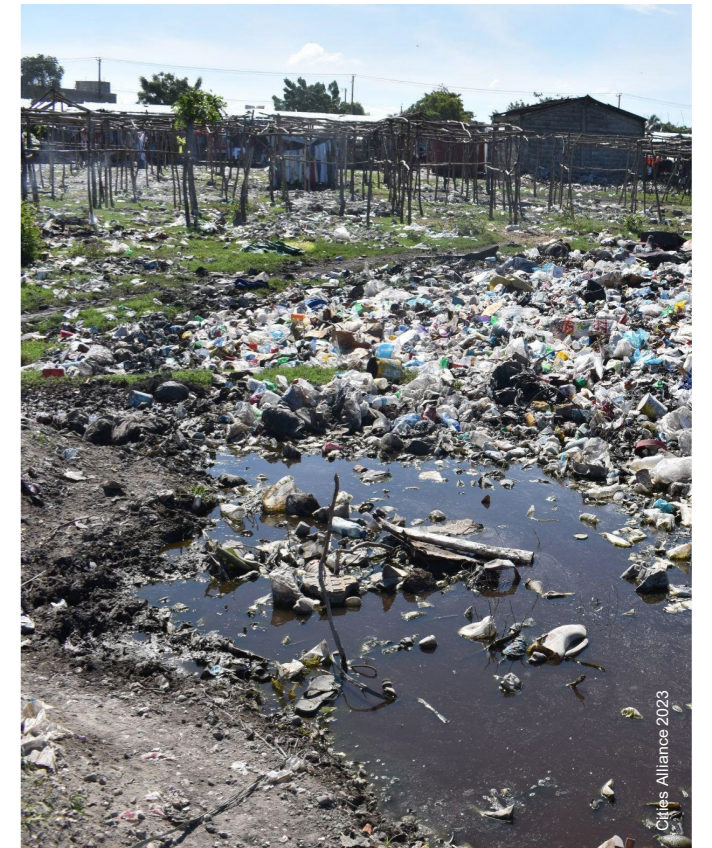


Figure 33 - Flooding exacerbated by solid waste at Rival Market

Integrating disaster risk considerations into market planning and development processes is crucial to protect the community, preserve economic stability, and ensure continuity of market operations when disasters occur.



Orthophoto of Rival Market (AVSI, 2023)

## CONCLUSION

In conclusion, given the challenges the Rival Market faces, it is crucial to adopt an integrated or 'big picture' approach to effect the market's sustainable transformation, as it remains a key socio-economic center within its community.

Political will and local capacity-building, in particular, are essential to support this transformation. Greater collaboration between traders, combined with an

inclusive management system, is required to address the challenges, particularly those of solid waste management.

The success of these initiatives depends on coordinated action at multiple levels by all local stakeholders, the active involvement of all technical partners in urban governance and a municipality that assumes a strong leadership position.

# Cities Alliance

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