Session 2:
Sustainable Development

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Measurement of Transformation Success

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Content

- Background and Introduction
- Statistics from 2013 to 2016
- Criteria for measuring success
- Discussion and conclusion

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Background and Introduction

- Transformation is one of the key strategic objectives of The Citrus Growers' Association of Southern Africa.

- The Citrus Growers' Association Development Company was set up by the Citrus Growers' Association of Southern Africa with 20% of the exporting growers' levies being allocated to achieve this objective.

- The Citrus Growers' Association Development Company has developed a matrix of indicators to assess the status of developing growers, monitor their progress and the effectiveness of its activities.

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Background and Introduction

- Success of these farms can be attributed to the following facts:
  - Farmers received assistance from commercial farmers
  - Farmers are mentored under structured mentorship programmes
  - Farmers receive grant funding from different institutions
- Most unsuccessful farms are the ones that were given back to farmers through the land reform process. The main challenges experienced with these farms are:
  - Farmers are not supported enough when it comes to funding and mentorship
  - Farmers lack required skills due to their backgrounds
  - Farmers also lack training in terms of growing citrus crops
  - They also lack updated and bankable business plans

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Background and Introduction

- There are approximately 123 emerging growers in South Africa

Province	Enterprises	Hectares (ha)
Limpopo	44	2 385
Eastern Cape	36	1 927
KwaZulu Natal	17	1 337
Mpumalanga	11	749
Gauteng/North-West	5	130
Western Cape	7	216
Northen Cape	3	577
Total	**123**	**7 320**

Table 1: Number of Emerging Growers per Province

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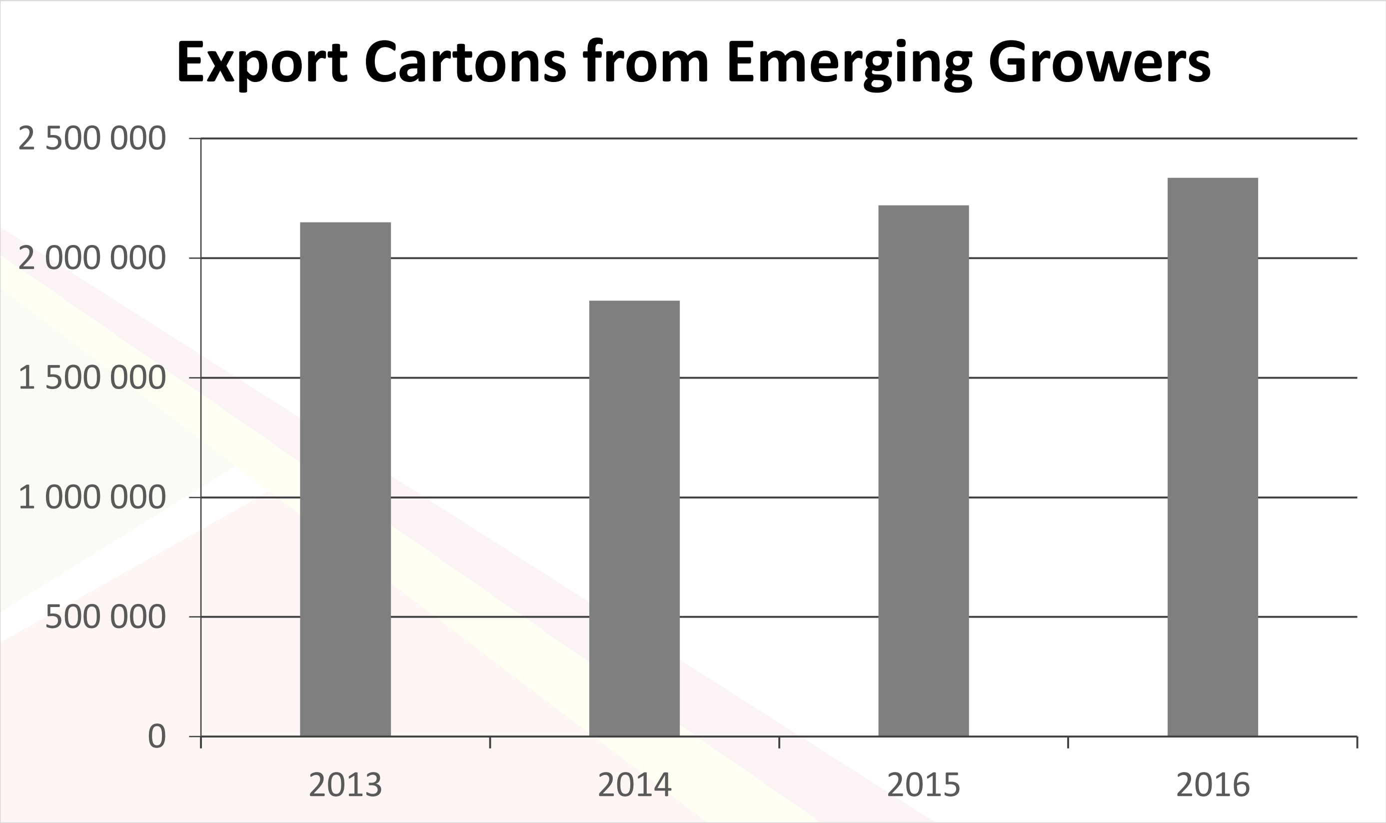
Statistics from 2013 to 2016

- Out of the 123 emerging growers about 51 farmers export citrus
- Most of the emerging growers sell the citrus fruits in the local market and for processing



Criteria for Measuring Success

- Measurable indicators were developed by CGA-GDC for determining and monitoring success
- Indicators developed were meaningful, easy to calculate and relevant to the growers
- Indicators looked at the production, economic and social aspects of the emerging growers
- Thirteen indicators have been developed and have been grouped into four subsections

Criteria for Measuring Success

- Production Sustainability
  - Hectares under citrus (ha)
  - Total citrus production (tons)
  - Export production (cartons)

- Market Access
  - Number of certificates (e.g. GlobalGAP and SIZA)
  - Special market approval (number of orchards successfully registered for EU, USA, South Korea, China, Thailand and Japan)
  - Exposure to overseas markets (Face to face meetings with overseas buyers)

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Criteria for Measuring Success

- Intellectually and financial strength
  - Total and export citrus earnings
  - Fixed asset value (land and buildings/pack house)
  - Access to funding (government and other sources)
  - Does farm have up to date Business Plan?
  - Does farm have a mentorship program?
  - Learnerships acquired by farmer and staff
- Contribution to society
  - On farm employment (seasonal and permanent)
  - Learnerships acquired by farmer and staff

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Next Steps

- Set measurable goals against these criteria

- Establish a simple system to gather information on a regular basis to monitor the progress of growers against these criteria and thus the efficacy of the CGA-GDC in facilitating this progress.

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Thank you

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