

Session 2:  
Sustainable Development



# Measurement of Transformation Success

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- Criteria for measuring success
- Discussion and conclusion

## 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.

# 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

## Background and Introduction

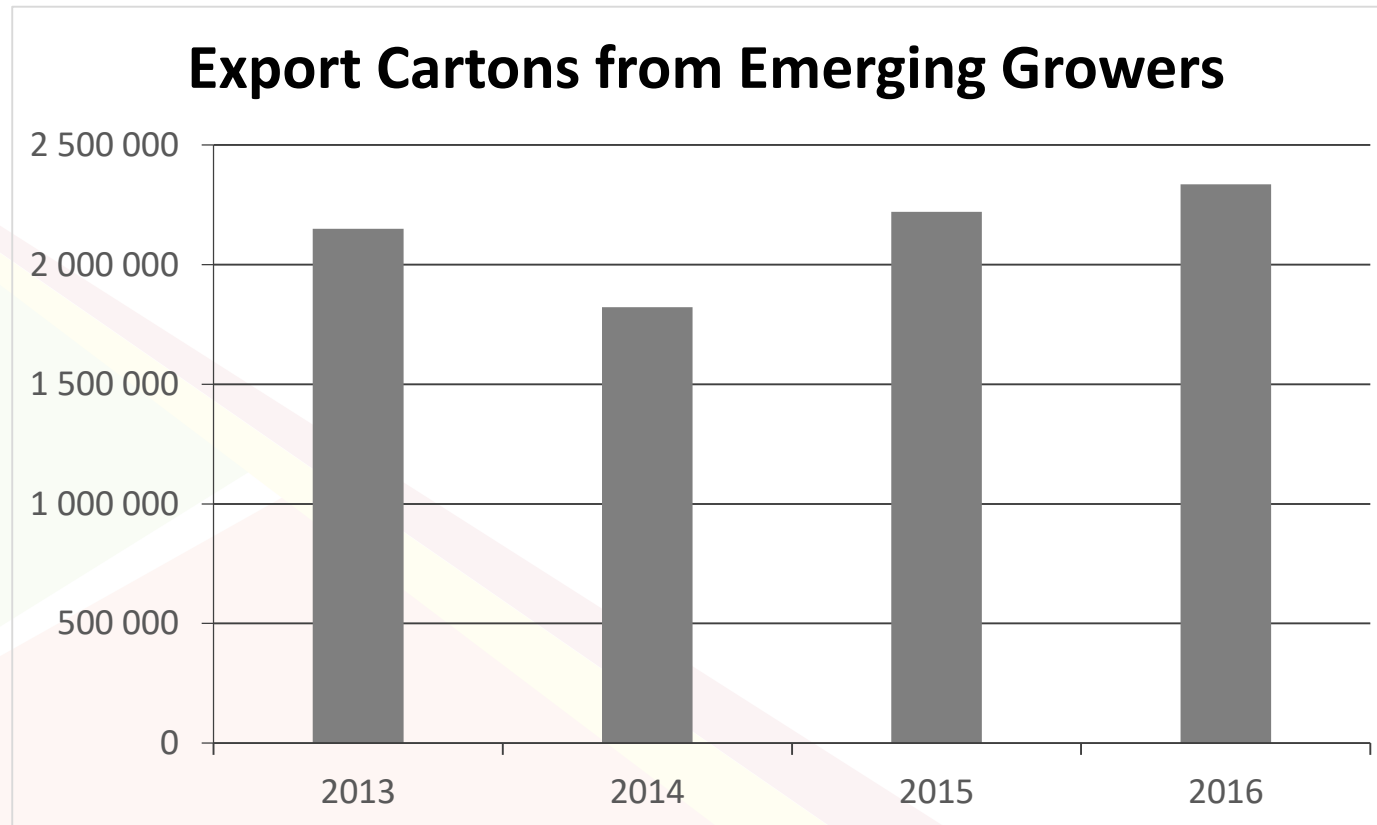
➤ There are approximately 123 emerging growers in South Africa

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
Northern Cape	3	577
<b>Total</b>	<b>123</b>	<b>7 320</b>

Table 1: Number of Emerging Growers per Province

## 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)



# 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

## 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 CGADC in facilitating this progress.

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Thank you

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