Our Citrus Transforms

SOUTH AFRICA 2005

FOREWORD

South Africans have embraced change in a united effort to ensure the survival of our fledgling democracy. Across the country there are many examples of ordinary South Africans doing extraordinary things. This publication aims to highlight transformation activities within the citrus industry. These are stories that MUST be told, they are stories that illustrate the activities of individuals and groups in our industry who are committed to the goals of a profitable, sustainable, non-racial citrus sector.

Industries do not transform, individuals within the industry transform, businesses within the industry transform and, as a result the industry is transformed in such a way that all South Africans are able to be meaningful participants in the economy of South Africa. Industry Associations, such as the Citrus Growers Association (CGA) cannot drive transformation, or make it happen. Our role is to create the environment within which individuals and businesses can make it happen. With assistance from other role players (government, financial institutions, input suppliers and others) we can facilitate, encourage and assist those who make it happen. This publication illustrates how individuals have made it happen, or are making it happen.

There are still many uncertainties faced by growers, most specifically the land claims process and its consequences. Many of the stories in this publication refer to this uncertainty. There is an urgent call to Government to bring an end to this uncertainty. It is hoped that a follow on publication will give an update on progress on the farms where this uncertainty is currently stalling progress.

This is by no means an exhaustive reference of all such activities in the citrus industry – there are many more stories to tell, and we hope to do this in follow on publications.

So, when you purchase a South African citrus fruit, think of the lives that are changing for the better through the initiatives of the many individuals whose stories are highlighted in this publication.

Justin Chadwick

Andile Maxwell Hawes
TRANSFORMATION
MANAGER
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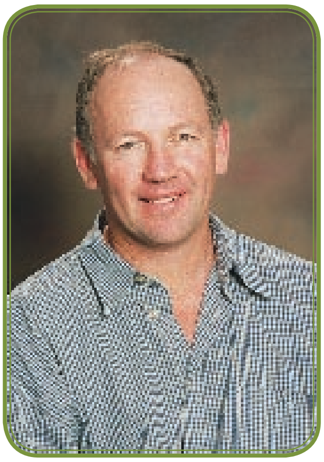


Justin Chadwick
CHIEF EXECUTIVE
OFFICER
CGA

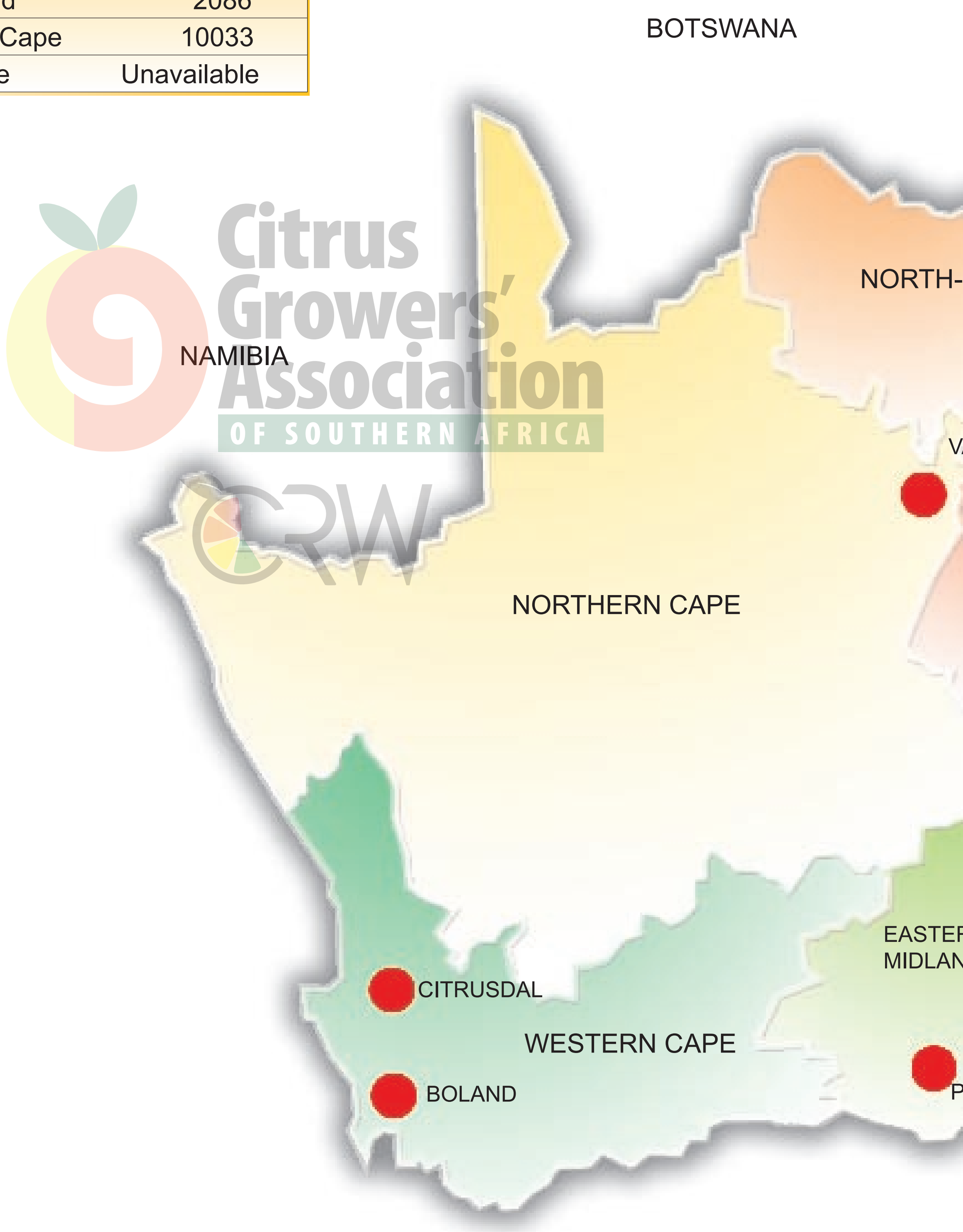
TABLE OF CONTENTS

	Page
Foreword	2
Citrus map	4
Limpopo	
Easy Farm	6
Alicedale	8
Kaross Shangaan Embroidery	9
Zebediela	10
The Boyes Group and SAFM	12
Bavaria Estates	14
Matumi Orchards	15
Du Roi Precision Farming	16
Limburg	18
Barnard Orange Wood Products	20
Pfunekani Fair Labour Practice	21
Mpumalanga	
Elandshoek Seedless Lemons	22
Cairn Lemon Oil Project	23
Lisbon Estate	24
Silver Charm	26
The Oaks and Willows	27
Golden Frontier Citrus	28
Colors	30
Colors Lowveld Packhouse	32

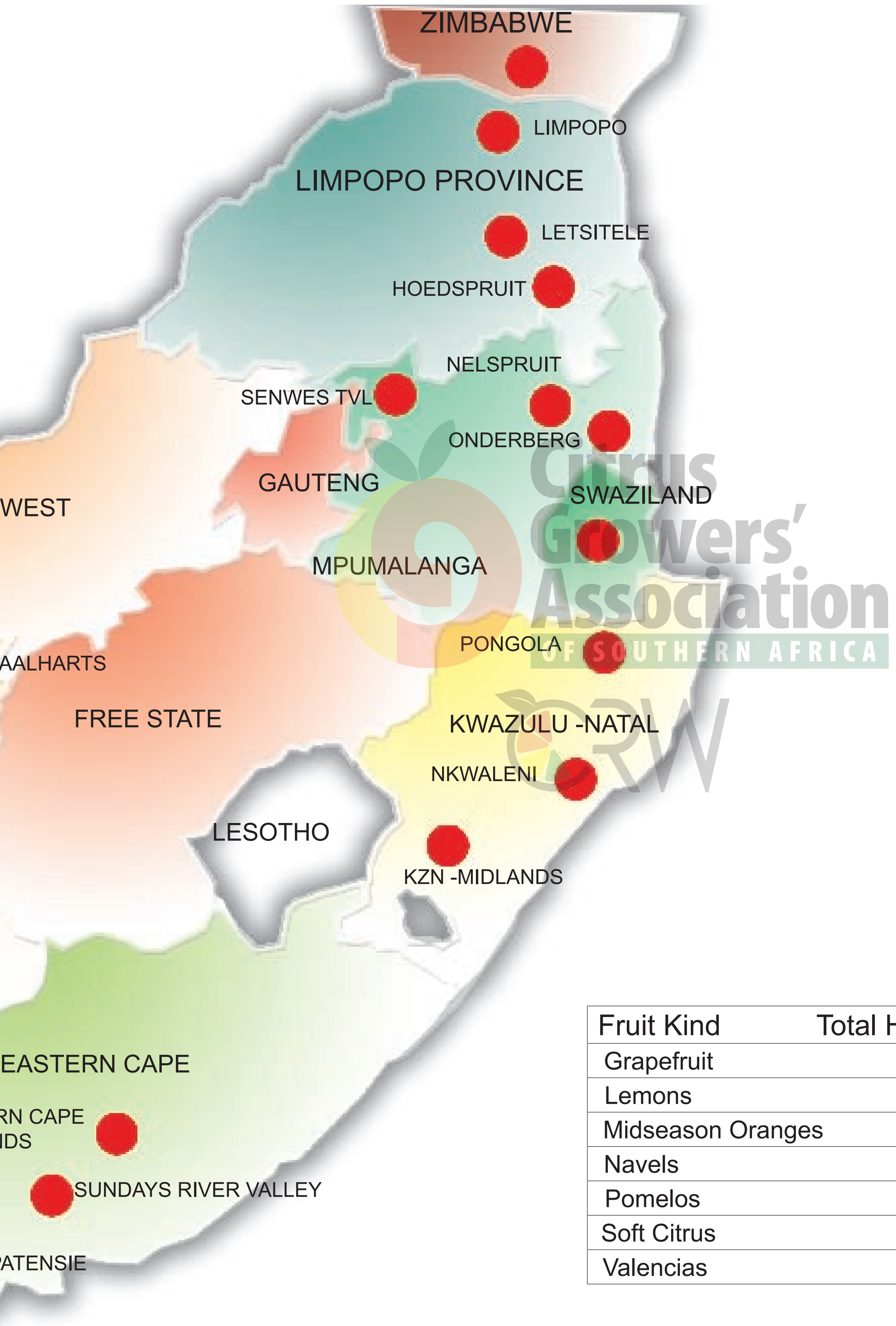
	Page
Kwazulu-Natal	
FPT Restructures	34
Durban South Cold Storage	36
Sun Valley Citrus	37
Eastern Cape	
Sundays River Citrus Company	38
Sun Orange Farms	40
Riverside Enterprises	42
Sundays River Land Reform	43
Luthando Trust	44
Umlimi Services	46
Dole SA	47
Western Cape	
De Kamp	48
Cedar Citrus	50
Mouton Citrus	52
General	
Fresh Produce Exporters' Forum	54
PPECB	56
Capespan	58
Citrus SA	60
Citrus Acadamy of South Africa	62
Skills Development Glossary	64
Land Claim	67

CITRUS PRODUCING REGI

TOTAL ha	
Eastern Cape	14321
Kwazulu-Natal	4139
Limpopo	13680
Mpumalanga	11442
Northern Cape	671
Swaziland	2086
Western Cape	10033
Zimbabwe	Unavailable



ONS OF SOUTHERN AFRICA



Fruit Kind	Total Hectares
Grapefruit	7803
Lemons	5026
Midseason Oranges	871
Navels	14121
Pomelos	118
Soft Citrus	5456
Valencias	22756

STUDIO E


Israel Nemaorani in his orchards

Easy Farm, Thohoyandou

"Eish, it is definitely not easy, but it sure beats city living!"

Far off the beaten track in the Limpopo countryside, 30 km from the remote village of Thohoyandou, the can-do spirit of Israel Nemaorani saw the region's potential and he has doggedly pursued his dream to establish a considerable citrus and mixed farm in an area where none like it has existed before.

Israel explained, "I am originally from this area, and moved to Kempton Park as youngster. I worked as a policeman for 10 years and, after that, I had my own butchery and trading store. By then, I had had enough of the city and decided to sell my business. My wife and I decided that our family would return to my home. I built a business complex and dry cleaning business in Thohoyandou that my wife runs, and I started farming."

This rural area is densely populated, and many families have small vegetable gardens but, at that time, an enterprise on the scale of Israel's plan was unheard of. Despite initial scepticism on behalf of some of his neighbours, Israel applied to the local traditional leaders of the Tshivhilwi Territorial Council (at that time still part of the former Venda homeland) and was granted permission to occupy the first 20 ha in 1990. This was the start of Easy Farm.

"At first, I started with tomatoes, mangoes and oranges. Later I started planting my bananas. The farm was expensive to establish, and when the government changed in 1994 and Venda was reabsorbed into South Africa, I wrote to the Department of Agriculture and asked for assistance: for more ground and for the title deed for my property. In 1996 I received a positive answer, and the council granted me 202ha and a title deed."

It is clear from the lush natural vegetation, with big trees, dense undergrowth and tangled vines that the soil is fertile and that the area receives good rain, but the lush vegetation was also Israel's first major obstacle. "Over the years it has cost me R500 000 to clear the bush, and a further R500 000 to put in the irrigation system!"

Israel's young orchards are thriving

The remoteness of this farming venture placed Israel beyond the range of government extension officers, and so he taught himself about farming. "I bought the plants and a book on how to farm with each product and that was that!" he explains.

Much of Israel's produce was initially sold to the large population right on his doorstep and, with some of his fresh produce, this is still the case. Israel had begun to supply the Johannesburg municipal market with some of his products, but had not become involved in exporting. This changed after a visit from a commercial farmer from another part of the province who had heard about Israel's farm.

"Frans Prinsloo, an established citrus farmer who farms about 60 kilometers from me, dropped in to visit one day in 2001. He asked if I would show him my farm, and I agreed. When we had finished the tour, he said that he would like to assist me. He wrote to the Department of Agriculture on my behalf requesting technical assistance, and he recommended that I apply for a loan from the Land and Agricultural Bank. With this financing, I was able to install a citrus packing line, and I have been exporting my citrus through Capespan for the past two years."

"When I met Israel, I saw someone with vision who could do with a helping hand. I assisted him with a business plan for a Land Bank application, and have provided technical advice since then. This has progressed very well, and these days, Israel hardly needs my assistance any more," said Frans Prinsloo.

Israel has built his farm slowly, using short-term crops to provide the finance for long-term crops. He has also established three chicken houses, and three piggeries and most of his customers for these products live within walking distance! The chicken manure is also put to excellent use as fertilizer on his crops. A very high percentage of the local population is unemployed, and Easy Farm has created employment for 70 permanent workers, so Easy Farm provides both food and labour in an area where both are in short supply.

Today Israel is a Director of CGA (Citrus Growers' Association of South Africa). "I would like to become involved in the further development of our area, and with the correct support, there is much potential in this region. The land reforms have changed attitudes to farming, and there is now a sense of willingness from the people and government to investigate development in the area," says Israel.

On the way out, I asked him about the name "Easy Farm". He replied, "Eish, it is definitely not easy, but it sure beats city living!"

Quick reference: Land Ownership

Name of project:	**Easy Farm**
Location:	**Thohoyandou, Limpopo**
Size of unit:	**222ha**
Permanent workers:	**70**
Contact Person:	**Israel Nemaorani**
Office Tel:	**+27 (0) 15 968 0755**
Email:	**israeln@webmail.co.za**

Alicedale Farms, Tshipise

"True empowerment should be about creating an environment where people take responsibility for looking after themselves," says Peter Nicholson, the owner of Alicedale Estate at Tshipise, in Northern Limpopo Province. Peter is a strong advocate of empowerment and has been instrumental in assisting emerging farmers in his area over the past 5 years. "We are trying to set up BEE at all levels in our operation. I believe that we should give our own labour the first opportunity for empowerment before involving entities from outside Alicedale.

"The property is currently subject to a land claim and, as it has now been published, we will enter into negotiations and offer some solutions. In the mean time, we are working at BEE on the enterprise side that is not connected to shareholding in the land."

Peter believes that skills transfer is vital to transformation and he has been doing skills training at Alicedale for the last 15 years. More recently, the ongoing technical skills training programme has been done through AgriSETA; CitrusSA is the training service provider.

"In many ways, the technical skills training and learnerships will be formalising what has essentially happened already in an informal environment. Many of the workers that we will be training have already learnt the skills required on the job, but this will give them the formal qualification in their fields," says Peter.

"I believe that skills transfer is crucial and to that end I have now completed the construction of a school building next to our pack house. The school will serve as a training centre for training our workers, as well as for workers from the surrounding properties. We are now ready to initiate our basic adult literacy training, as we have already completed a skills evaluation.

"I hope the Citrus Growers' Association will have the material for the technical training ready soon. A high percentage of our staff is ready for these advanced courses."

Passionate about true transformation: Peter Nicholson (right) with fellow CGA director Israel Nemaorani.
Below: Workers put the finishing touches to Alicedale Training Centre.

Quick reference:	Skills Transfer
Name of project:	Alicedale Farm
Address:	Tshipise, Limpopo
Size of unit:	450 ha
No of permanent workers:	300
Contact Person:	Peter Nicholson
Office Tel:	+27 (0) 15 539 0763
Email:	peternic@lantic.net
Workers trained annually:	300
Training Service facilitator:	Citrus SA

KAROSS

Traditional Shangaan Embroidery
Letsitele, Limpopo

"I can earn something at the end of each month, to do something for my family. Now I'm a responsible mother, because of Kaross. I feel super proud to be Shangaan, since Kaross. Kaross enables me to express myself through my cultural skills to bring the Shangaan people out of the grey part of life into the clear lime light."
Madonna Tirhani Sabela, a 29-year-old mother of two.

Kaross

What could a tractor driver on a citrus farm do during his lunch hour to earn some extra money? In Letsitele, Limpopo Province, the answer is traditional Shangaan embroidery. The same holds true for harvesters and packhouse workers and a large number of women with no formal employment.

Over the past 15 years, Burgert and Irma Van Rooyen of Groep 91 Farms have established Kaross, a thriving home industry business, on their citrus farm providing employment for 800 people.

Irma Van Rooyen with Calvin Mahlauhle, one of the artists that draws the designs into the cotton cloth.

Irma is the driving force behind this ingenious concept and her passion for the people and their products is infectious. "I am an artist myself, and arrived here from the city 20 years ago. In my daily dealings with the farm workers, I got to know them well, and was impressed by the beautiful embroidery that the Shangaan women did on their minceka. This garment is part of the traditional dress of the Shangaan women but, at that time, the tradition was losing ground to modernization, financial pressure and time constraints. I saw this beautiful embroidery as an opportunity to establish a profitable business that would also provide employment for many people in the area," Irma explained.

That was 15 years ago, and the business has grown substantially and proved to be a great success. It has introduced many South Africans to the beauty of Shangaan embroidery, while its ethnic African nature also makes this work very popular with tourists. These successes lead to the opening of a Kaross outlet in Parkhust, Johannesburg three years ago. The store is currently run by Irma's daughter, Janine, and Deogratas Sabela, a young woman who grew up in the area.

"One of the wonderful unforeseen consequences of Kaross has been the revival of interest in their traditional embroidery by the artists themselves, and a few of our embroiderers have won prestigious awards and prize money," says Irma.

One of the huge benefits of Kaross's operation is that most of the workers do not have to work on site. Irma's talented young artists, Calvin Mahlauhle and Solomon Mohati, draw the designs onto cotton cloth and then the men and women who do the embroidery fetch the cloth and embroidery cotton from the studio. The cotton and cloth are light and portable, which makes the work easy to carry around and work on during spare time. Kaross pays the embroiderers for their work as soon as the product is delivered, thus providing an immediate income for the embroiderers, many of whom have no other employment. Kaross has also empowered women by providing them with an independent source of income, thus lessening the need to rely on the income of their spouses.

Kaross has been a real success story in empowerment and has been launched from within the citrus industry. Groep 91 has recently become the subject of a land claim. The outcome of this will also effect the future of Kaross.

Quick reference: Job Creation

Name of project:	Kaross Traditional Shangaan Embroidery
Location:	Letsitele, Lompopo
Contact Person:	Irma Van Rooyen
Office Tel:	+27 (0) 15 345 1458
Email:	kaross@mweb.co.za
Website:	www.kaross.co.za
Project details:	Job creation for up to 900 people

ZEBEDIELA

"We want to see Zebediela thrive, and therefore we have re-invested our annual rental in the business for two years in a row," Lesetja Tlolane, the Chairman of the Bjatladi Community Property Association, owners of Zebediela.

Zebediela is a citrus estate of considerable proportions and for many years it has held the title of being the largest citrus plantation in the world. It is large enough to appear on road maps and, on approaching Zebediela, you would be forgiven for thinking you were driving into a medium sized town and not the hub of a citrus plantation.

The estate has had mixed fortunes over the last two decades. Zebediela was originally established in 1914 and over time was expanded to 1900ha of citrus. This was under private ownership, but during the 1980's, the South African Government bought Zebediela as part of the establishment of the Homeland Policy. The plantation became part of the homeland of Lebowa and the Homelands Development Corporation managed the estate. When the government changed in 1994, the Agricultural Rural Development Corporation (ARDC) took over the management of Zebediela under the auspices of the Limpopo Department of Agriculture.

The Government was not properly geared to apply the necessary commercial approach to agricultural management and, towards the end of the 1990's, Zebediela's production saw a steady decline. By 2001, mismanagement, coupled with a severe drought, saw the Zebediela orchards reduced by 800ha, from 1900ha to 1100ha. The current total under citrus is 850 ha.

The management of Zebediela and other large, state-owned agriculture initiatives had clearly not been successful and the communities who had claims to these properties were dissatisfied with the Government's management. A Government decision was taken to hand over the management of these projects to investors from the private sector that would bring with them vital commercial and managerial skills. In the case of Zebediela, the Government approached Charles Boyes to take over the management of the property in 2002. He decided to take on this considerable challenge and this was the start of the Boyes Group's involvement at Zebediela. An operating company, Zebedelia Citrus (Pty) Ltd. was established, consisting of a co-operation between the landowners, the workers and the investors (The Boyes Group).

"In its heyday, Zebediela used to produce two million cartons of export quality citrus but, in the first year that the Boyes group took over the management, the harvest was only 300 000 cartons of fruit suitable for the local market," says Peter Schofield of the Boyes Group Fruit Marketing Department. "Running an operation of this magnitude is no small challenge. A good example of this is that, as there is no natural water supply in the area, the orchards are irrigated from 90 boreholes on the property," he added.

As part of the expansion plans for Zebediela, the management has established a Macadamia nut seedling nursery, as they plan to plant between 500 and 1000 hectares of Macadamia nuts, depending on the availability of water. Johannes Aphane, Chairman of the Zebediela Workers' Trust says, " Things have definitely improved since the start of the Boyes Group management. For three months in 2001, we did not have an income and, during the time of the Government's management, our workers were not satisfied and we had many strikes. Since the changeover, we have weekly consultation meetings with management and there has not been one strike. "

Zebediela Estate consists of 5973 hectares and is owned by the Bjatladi Community Property Association. The community registered their land claim to the property in 2000 and finally received the property in 2003. The community consists of 423 people, but the final total has not yet been settled, as a few more individuals are currently being included as beneficiaries.

As part of the granting of the land claim, the Department of Land Affairs has also approved a grant of R16 million for Zebediela Estate.

Lesetja Tlolane, the Chairman of the Bjatladi Community Property Association says," We will always thank God and the Government for getting our land back. We want to see the production of the plantation increasing and we are encouraged to see that the Boyes Group is expanding the orchards. They are also planning to plant many hectares of Macadamia nuts."

Part of the management contract is that the operating company pays their annual rental to the community in advance. It is a measure of their trust and commitment that, for two years in a row, the community members have decided to re-invest these funds into the management company rather than use them for themselves.

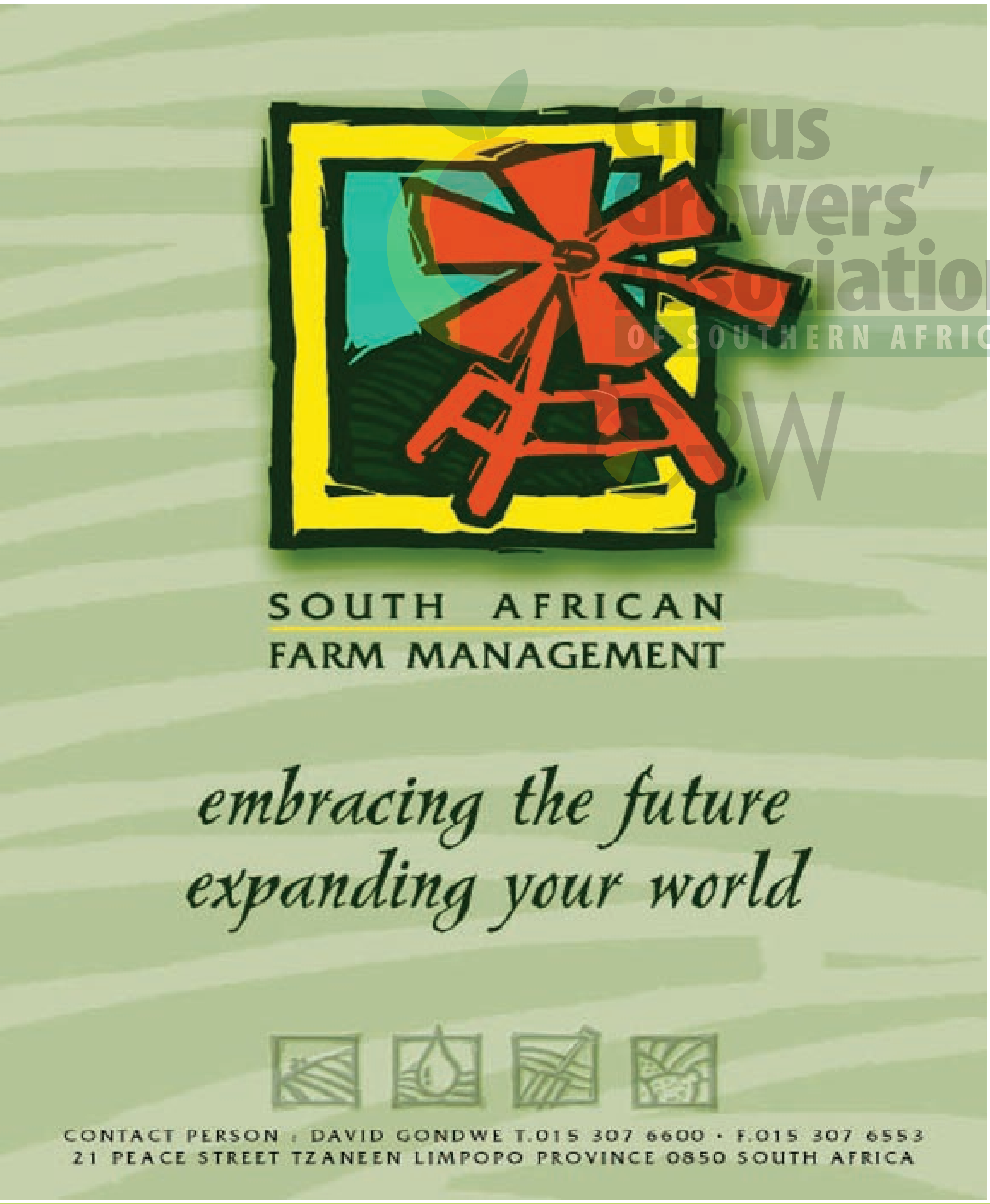
"Most of the community are older people and they want to invest in Zebediela's future for the future of their children," says Lesetja. "We are appealing to the youngsters in the community to become involved in the running of Zebediela, as this is the heritage we will be leaving them. One of the universal problems that we also have to contend with is that the youth is generally not interested in agriculture. Our call is, however, yielding some successes, as some of the community's youth are already working on the plantation."

The Zebediela Team: from left to right: Malose Frans Ledwaba, Vice Chairman of the Workers Trust; John Boyes, Managing Director of Zebediela Citrus Pty Ltd; Johannes Aphane, Chairman of the Workers' Trust and Lesetja Tlolane, Chairman of the Bjatladi Community Property Trust.

Quick reference	**Land Transfer**
Name of project:	**Zebediela Estate**
Location:	**Mokopane (Potgietersrust)**
Contact Person:	**Peter Schofield /John Boyes**
Office Tel:	**+27 (0) 15 307 6600**
Email:	**peter@sevenseasfruit.com**
Project details:	**850ha citrus**
Expansion plans:	**Macadamia nuts**
No. of beneficiaries	**423**
Permanent workers	**235**
Institution involved:	**Department of Land Affairs**

The Boyes Group & South African Farm Management

The Boyes family has been involved in the South African citrus industry since 1964, when Dr Dennis Boyes established the farm Henley in the Letsitele Valley near Tzaneen. Charles Boyes became involved with the running of the family farm in 1989 and subsequently developed the farms Southampton, Glencoe and Grovedale in Hoedspruit. Together, this brought the area of cultivated land under the Boyes Group to 630 hectares. John Boyes joined the Boyes Group farming operations in 1994.



When the Government changed in 1994, the Agricultural Rural Development Corporation (ARDC) took over the management of a number of large agricultural units that had previously been part of the old, defunct Homelands Agricultural System.

Over the following few years, many of these projects were not managed optimally and production saw a marked decline. Government realized that they lacked the necessary commercial and management skills for effective farm management and, in the best interests of both the communities that had taken ownership of these estates and the workers, Government decided to outsource the management to the private sector. This process was undertaken in consultation with all the relevant parties and the model that has been established ensures that no party benefits at the expense of the other.

The Boyes Group was approached to take on the management of Zebediela in 2001, at a time when the estate was in a bad way. The group managed to turn the management and production around successfully. This experience enabled them to take on the management of a number of other projects, including Lisbon Estate in 2004, as well as Champagne near Klaserie.

In the case of both Zebediela and Lisbon estates, the three interested parties established an operating company that manages these units. The first party is the landowner (the community), who provides the land and existing infrastructure, and who receives an annual rental payable in advance. The rental is determined by the number of hectares leased by the operating company and the formula is determined by the Government. The second party in the operating company is the Workers' Trust. They provide the labour on these estates and receive remuneration and shareholding in the company. The third party is the strategic partner, who leases the land, manages the estate and markets the fruit.

"We have signed 15 year contracts with both of these estates and one of the important clauses is the very clear goals set for skills transfer. The task has been put to us, by Government, to identify people with management skills from within the group of landowners and workers, and to develop their skills to the point where they have the capacity to take over the management of the estate at the end of our lease period," explained Reverend David Gondwe, National Projects Co-ordinator of South African Farm Management (SAFM). The progress of skills transfer is also closely audited by the Government.

SAFM manages the various joint ventures contracted with successful land claimants. SAFM is 65% black owned and the Boyes Group owns a 35% share in the company. In their relationship with the various successful land claimants, the Boyes Group realized that there was a need to implement meaningful empowerment at the agricultural management level, and SAFM was establishment to meet this need.

At present, the SAFM and Boyes Group are involved in the management of the following projects:

Zebediela:	850 ha citrus
Lisbon:	229 ha citrus, 189 ha mangos
Burgershall:	421 ha bananas
Mamathola:	24 ha avocados, 128 ha bananas, 38 ha litchis, 24 ha Macadamia nuts 261 ha mangos, 29 ha citrus
New Forest:	4 ha cash crops
Barotta:	50 ha avocados, 59 ha bananas, 49 ha Macadamia nuts.
Champagne:	30 ha mangos, 140 ha citrus.

Henry Wolff and David Gondwe at the Boyes Group and SAFM head office in Tzaneen.

Contact Person: Charles Boyes
Office Tel: +27 (0) 15 307 6600

BAVARIA ESTATES

The managing director of this considerable citrus and mango estate at Hoedspruit, Johann Du Preez, explained that Bavaria is dedicated to skills transfer.

"We have an extensive and ongoing technical skills training programme, and our practical training and evaluation is done here at Bavaria. We offer the National Certificate in Farming, diverse technical training courses, as well as life skills taught in the classroom situation. Our AgriSETA learnership courses are offered at our training centre by a local training service provider, Megro Myeni Learning," explained Johann.

One of the more advanced courses offered on Bavaria is to train workers to be section managers. A section manager is responsible for all day-to-day activities on a particular section of the estate's orchards, and this requires a diverse number of skills.

"The skills shortage had become quite apparent to us in the past, when we employed young black agricultural students to do their year of practical work on the estate. We always hoped that these bright youngsters would stay with us after their training was completed but, due to the skills shortage within agriculture, they were always headhunted, and took with them the training skills we had invested in them. This motivated us to look to our own staff and their children as candidates for this training and, since then, we have trained a number of our permanent workers to become highly motivated section managers. The learnership that they have completed is the National Certificate in Farming."

"We are also offering the AgriSETA ABET Adult Literacy courses. Besides the obvious benefit of literacy, the presentation of these courses has changed the attitude of many of our workers. It is making such a difference at a grass roots level that we have had people come to thank us for this opportunity with tears in their eyes!"

Another field of training that Bavaria is involved in is the training of some of their staff in "Nompilo" training. This is the training of lay health workers in home-based health care. In response to the massive AIDS problem in the region, the Department of Agriculture and the International Organisation for Migration have funded this important project, and Megro Myeni Learning also presents this training course.

Bavaria, like all the other properties in Hoedspruit is currently subject to land claims. This creates a delay in long-term empowerment, land and equity transfer plans but, in the mean time, the ongoing transfer of skills to workers remains a priority.

Above : Ongoing "Nompilo" lay health worker training at Bavaria Estate.

Quick Reference:	**Skills Transfer**
Name of Farm:	**Bavaria Fruit Estates**
Address:	**Hoedspruit**
Size of unit:	**1100ha (mostly mangoes) 70ha citrus**
Permanent workers:	**90**
Contact person:	**Johann Du Preez**
Office Tel:	**+27 (0) 15 795 5380**
Email:	**johannbavaria@cybertrade.co.za**
Project details:	**Technical, life skills and literacy training**
Average no. of courses offered annually:	**20**
Average no. of employees trained annually:	**70**
Training Service provider:	**Megro Myeni Learning**
Training facilitator:	**Citrus SA**

Matumi Orchards

Rossouw Kruger had left his family farm as a youngster and had been working his way up the corporate ladder at the then Iscor's Steel Plant in Newcastle. He and his wife decided that the hectic lifestyle did not suit them, so they skipped the rat race and returned to the farm in Hoedspruit.

"I had been back on the farm for a short while when it came to my attention that a nearby property was to be auctioned. This presented a good opportunity for development, so I contacted two of my former colleagues at Iscor and persuaded them to buy the farm with me as a joint venture. In November 2004 we bought the property. Now Kau Msimango, Marius Kritzinger and I are the joint equal owners of this venture."

Matumi Orchards is a 63-hectare unit. Currently, it has 10 ha of lemons and is producing vegetables for local supermarket programmes through the winter months. They plan to expand their citrus plantings by a further 30ha of citrus.

"This initiative was started for no one but ourselves. The three of us seized this opportunity and bought the property. This was at the time that the land claims in the area had just been registered and we decided to go ahead with the purchase despite the land claims," explained Rossouw. "Right now, we are consolidating and developing the property but, in time, when the finances allow for it, we would consider involving our workers is a shareholding scheme."

The joint venture partners remain confident that the land claim process in the area will be handled sensitively without significant disruption to current agricultural activity. The experiences of black economic empowerment in the agricultural sector, particularly in the case of Zebediela, indicate that empowerment need not necessarily mean outright land possession.

Kau Msimango says, "The strength in our partnership lies in the diverse fields that the three of us bring to this project. Marius Kritzinger is an engineer with a valuable background in project management; Rossouw has a very hands-on, practical approach to the farm, and I am an economist who specializes in strategic analysis and implementation."

Kau Msimang

Above: Kau Msimang, co-owner of Matumi Orchards
Bottom left: Workers at Matumi harvesting chillies.

Quick Reference:	Land Transfer
Name of project:	Matumi Orchards
Location:	Hoedspruit
Contact person:	Rossouw Kruger
Office Tel:	+ 27 (0) 15 795 5031
Email:	rossouw@hoedspruit.vea.co.za
Project details	63 ha total - 10 ha citrus
No. of owners:	3 – 33.3% black owned
Institution involved	Land and Agricultural Bank

Du Roi Precision Farming and Masema

Mariveni Co-operative
Mabunda Co-operative
Seloane (Pty) Ltd
Masalal Fruit Packing Co-operative

Precision Farming

Bringing in the harvest at Mabunda.

The Du Roi group of companies in Letsitele started as a citrus nursery in 1989, and has grown to include five operational businesses that specialize in various sectors of the subtropical fruit industry. Du Roi Nursery has also grown exponentially and is currently the largest citrus nursery in Southern Africa.

In 2001 farmers from two farms that had previously been run by the Agricultural Rural Development Corporation (ARDC) approached Du Roi for assistance and to facilitate this, Du Roi Precision Farming was established. Precision Farming now provides management support in a strategic business relationship with 4 projects: Mariveni Farmers' Co-operative, Mabunda Farmers Co-operative and Seloane Farmers' (Pty) Ltd and Masalal Co-operative.

"Initially no financial institutions were prepared to fund the project. The Citrus Industry Trust assisted us with a business plan, and the Citrus Growers' Association of South Africa put us in touch with the Gatsby Foundation, a charity based in the United Kingdom, who contributed 20 % of our management fee for the first two years. After the initial two years, we persuaded the Development Bank of South Africa to support the project. Masema (Pty) Ltd was founded as the vehicle for the joint financing of this initiative between the Du Roi Group and the Development Bank," explained Abraham Van Rooyen owner of Du Roi Nursery and founder of Masema and Precision Farming.

Precision Farming provides an extensive support service to these farming communities that have about 150 permanent workers and 400 seasonal workers. This includes the management of financial, legal and administrative functions of these farmers' businesses, as well as technical and mechanical support services and training. Precision Farming general manager Wikus Joubert runs the project and has an administrative staff of three employees. Andrew Cooper is the technical manager and the Training Manager, Hannelie Wickam, heads up a team of five training staff. Precision Farming also provides support for raising finance for the projects.

Precision Farming

Seloane farmers and Wikus Joubert with their quality fruit.

"We have a ten year management and training contract for the management companies of these three communities and we are truly delivering the A to Z of training to the farmers in these groups," says Abraham.

"We aim to contribute to sustainable development farming by providing quality management services to developing subtropical enterprises. Our mission is to assist all the farmers in these projects to become commercially successful, and at present it seems that around 60% of the farmers have the potential to become independent and financially successful. This is quite remarkable in the light of the challenges currently facing our agricultural industry," he explained.

Mariveni Co-operative is owned and run by 20 male farmers and 6 female farmers, and the total size of the property is 260 ha. At present, Mariveni has 163.32 ha citrus, with an additional 38.12ha to be planted before the end of 2005. They also have 65.55 ha bananas, with an additional 35.1 ha to be planted before the end of 2005. Their total production last year was 2,859 ton and yielded 111,877 cartons of export fruit.

Hannelie Wickham (back) with a class of learners who are studying Adult Basic Literacy Level 2.

Mabunda Co-operative is owned and run by 23 male farmers and 7 female farmers. The property is roughly 300ha in size and currently has 169,53 ha citrus, with an additional 33.02 ha to be planted in 2005. They also have 100.06 ha mangoes, and in 2005 their total production was 3,147 ton; 108,200 export cartons.

Seloane (Pty) Ltd. is established on a farm on a property of 70ha. The project is owned and run by 3 male farmers and 3 female farmers. They have 30ha of citrus, with an additional 10ha to be planted in 2006. Seloane also produces 29.8ha mangoes, and during 2005, their production reached 1,014 ton and yielded 41,157 cartons of export fruit.

These projects are all on tribal trust land, and at present, the farmers do not hold title deeds to this land. This land is currently being surveyed and will be put forward for approval by the Minister of Land Affairs.

Masalal Fruit Packing Co-operative is a fruit packing facility in the area, and Mabunda and Seloane are both members of this co-operative. The co-operative has 31 permanent and 78 seasonal employees. During their 12-week season, their total annual intake is 2,578t and in 2004, they packaged 500,000 export cartons.

Precision Farming Skills Transfer and capacity building programme

Precision Farming is highly dedicated to training and capacity building. They have their own dedicated training centre and a staff of six to implement their ongoing and extensive skills transfer and capacity building programme. This includes literacy and numeracy programmes, learnerships to farmers, workers and community members, as well as computer-based literacy and numeracy development.

"Implementing the English literacy programmes with adults is a long process and although it is sometimes a challenge to sustain the enthusiasm, it is quite remarkable to see the personal growth of the learners through the process," says Hannelie Wickham, training manager at Precision Farming.

Quick reference: Transformation Management

Project name:	Du Roi Precision Farming
Project location:	Letsitele, Limpopo Province
Contact person:	wikus@precfarm.co.za
Office Tel:	+27 (0) 15 345 1071
Entities involved:	Mariveni Co-operative Mabunda Co-operative Seloane (Pty) Ltd Masalal Fruit Packing Co-operative

A proud moment: Elizabeth Mabe and Pitso Sebata, Trustees of the Bohwa Bja Rena Community Property Trust with their produce at the Luxemburg pack house. The Bohwa Bja Rena Community Property Trust owns Limburg Estate.

LIMBURG

Forty kilometers from Mokopane, on the road to the Botswana border is the Gillimberg Estate, a vast farm of 25 700ha. The property has a unit of 418ha of citrus orchards, known as Limburg Farming Enterprises. The balance of Gillimburg is used for cattle farming. After a successful conclusion of a land claim process, as well as Land Distribution for Agricultural Development (LRAD) funding, this huge property has recently been granted to the Bohwa Bja Rena Community, a group of 724 extended families.

"It is indeed a blessing for us to own the land and to have this farm, and it has really taught us about working for ourselves," says Pitso Sebata, the Chairman of the Bohwa Bja Rena Community Property Trust.

The current structure of the farming operation is one of the products of the strategic approach adopted by the Limpopo Department of Agriculture to revitalize the large, state-managed agricultural units in the province. The Government sourced strategic partners with the correct commercial approach and management skills to optimize the development and management of the properties. In the case of Limburg, the strategic partner is Bruboer Farming and Industrial Enterprises.

"When they withdrew from managing our property, the Government did not just dump us when we received our land; they introduced us to the Bruboer Group, who is managing our farm with us. Government also insisted on certain conditions within our contract to protect us. We now have a ten year management contract with them, and the farm is really running well," added Pitso Sebata.

An operating company was formed between the strategic partner and the trust, with the shareholding at 30% and 70% respectively, and an operating company, Limburg Farming Enterprises (Pty) Ltd. was founded in order to run the property. The farm is owned by 724 families. They are the main beneficiaries of the project and their benefits accrue in the form of wages and profit sharing. Up to 80% of the workers on the estate are from the group of beneficiaries, and as such are keen to work on the project. They generally receive preference above workers from outside the community, except where specific areas of expertise are needed.

One of the stipulations that the Government made to the strategic partners is that during the period of their contract, the communities who own the land should receive the necessary training in order to take over the management of their properties once the contract has ended. The leaders of the community are helping to educate people and change the culture from worker to owner. "We are working hard at training our people, and the Department of Agriculture comes to check on our progress. We are doing general skills training, as well as ABET Adult Literacy through AgriSETA. This is very important to our community, as we need to be able to run our own farm when the contract is over," says Pitso.

Government has also assisted the Limburg Project by fencing the citrus orchards to protect them from the stock on the property that had been feasting on the citrus trees. The stock farming enterprise is also managed by Limburg Farming.

The fruit produced at Limburg is packaged in the Luxemburg pack house on the estate, and is marketed by Limburg Farming through Sukasu, their marketing arm. Since management of the property has been optimized, the estate will be able to export over 600 thousand cartons of fruit.

"We have plans for substantial further development and one of our big challenges is to provide sufficient irrigation water for these projects. We are currently working hard at this," says Hannes Breedt, Manager at Limburg.

" We realize that we have to face the challenges of good management and financing, and we need to build up the necessary knowledge and expertise. We are determined to do this because now we are paving the way for the future of our children," concluded Elizabeth Mabe, one of the Trustees of the Bohwa Bja Rena Community Trust.

Hannes Breedt, manager of Limburg Estate with Elizabeth Mabe and Pitso Sebata.

Quick reference:	Land Transfer
Name of project:	Limburg Farming Enterprises
Location:	Mokopane (Potgietersrust)
Contact Person:	Hannes Breedt
Office Tel:	+27 (0) 15 426 0010
Email:	hannes@bruboer.co.za
Project details:	418 ha citrus
Production:	420 000 cartons
No of beneficiaries:	724 families
No of permanent workers:	202
Institution involved:	Department of Land Affairs

Barnard Orange Wood Products

During the renewal process of citrus orchards, producers uproot the old trees and get rid of them, usually by burning them or giving away the wood as firewood. Johan Barnard of Groep '91 Farms in Letsitele looked at this waste product and the ensuing air pollution, and saw a potential resource and business opportunity at the very source of the citrus industry. Johan is a keen carpenter and last year he started a new venture recycling the wood from citrus trees in order to make tables and chairs.

Timber from the orange trees has a lovely satin finish and glows with a surprising pale yellow colour. The sturdy tables and chairs that Johan and his team of 6 carpenters manufacture also have the unique property of bearing the scars inherent in the citrus farming process.

Close inspection reveals the distinct change in the grain of the wood where the trees were grafted. One of the practices that citrus producers use is to inject certain pesticides directly into the trees, and the timber also bears these scars. The scourge of the metal wood cutting tools is the hidden staple, used on young trees during grafting and later absorbed by the stem to become invisible from the outside.

Above and right: Bishop Mtombeni, Johan Barnard and Cedric Ngoveni at work with the pale yellow Valencia wood.
Top right: The raw and cut wood next to the citrus orchard.

This promising new project is in its development phase and Johan is still refining the production line and marketing of this furniture. He started the project in an unused shed on his Groep '91 citrus farm and has invested in industrial wood working tools. The operation currently employs 6 local people. This is set to expand as the production increases.

Johan is enthusiastic about the project, as are his workers. He is working hard at teaching them the necessary skills, and he added that it would be very beneficial for his timber workers to have the opportunity to attend a carpentry learnership to assist them.

This ingenious project has good commercial and empowerment potential. With the right marketing, perhaps the citrus orchards could literally provide support for weary bones long after the orange trees have died!

Quick Reference: Job Creation, recycling

Name of project:	Barnard Orange Wood Products
Location:	Letsitele
Contact person:	Johan Barnard
Office Tel:	+27(0)15 3451 671
Email:	dendro@mweb.co.za
Project details:	Job creation for 6, with good potential for growth. Recycling what is traditionally a waste product.

Pfunekani Fair Labour Practice

Pfunekani is a small business that acts as a Human Resources service provider in the Tzaneen, Letsitele, Constantia and Hoedspruit area, and also works in the broader Limpopo and Mpumalanga area, as far afield as Malelane. The name literally means "Get help" and it has been assisting producers and workers with labour relations and human resource development and management since 1998.

Pfunekani developed out of Letsitele Community Development, an initiative of the Rural Foundation, the Non-government rural upliftment and development programme. After the Rural Foundation's activities were terminated in 1994, producers in the area saw the need to continue the important functions that Hlanganani and the Rural Foundation initiatives had been providing. They established the Hlanganani Trust and operated from 1995 until 1997.

The producers in the area empowered Rodger Baloyi to start his own business known as Pfunekani in 1998 and, since then, Pfunekani has continued to serve the community. Today Pfunekani has 6 permanent staff members.

Rodger Baloyi has run the business since its inception in 1998, initially under the auspices of the Rural Foundation. The wall of certificates behind his desk attests to many years of studies and courses, and Rodger is currently working on his Master's Degree in Human Resources.

"Phunekani's involvement in terms of human resources' services in the area is of vital importance to our rapidly changing world and increasing global challenges," says Rodger.

Today Pfunekani also manages the Hlanganani Trust's Crèche Project, under the supervision of Ntataise, a national Early Childhood Development Project that received the Nelson Mandela Award for early childhood development. The Trust also does "Nompilo": lay health worker training, this has been ongoing since 1989.

"The key to Rogder's success is that he is the link between the employers and employees, as he understands the differences and conflicts between the two cultures," says Lorraine Van Tonder, Office Manager at Pfunekani, who has worked with Rodger for nine years. Currently Pfunekani is also involved in management training, and part of this training involves conflict resolution, a field in which Rodger excels.

Pfunekani mainly works on the farms in the areas, and its contracts are mostly in the field of Occupational Health and Safety, Employment Equity and CCMA (Commission for Conciliation, Mediation and Arbitration) cases. "We assist our producers to adjust to the new legislation, and to adhere to the laws," explained Lorraine. An example of this new legislation was the introduction of the Sectoral Determination for farm workers (minimum wages), and Pfunekani assisted producers in implementing this on their properties.

Quick Reference:	Job Creation and Service provision
Project name:	Pfunekano Fair Labour Practices
Location:	Letsitele
Contact person:	Rodger Baloyi
Office Tel:	+27 (0) 15 345 1538
email:	pfunekani@mweb.co.za

Elandshoek Seedless Lemon Project

Joseph Maseko and Abel Malan with the young Eureka Seedless lemons. These trees were planted in 2004.
Elandshoek farm workers proudly pose with manager Joseph Maseko (second from right) and Abel Malan (exteme right) with the project board.

At Elandshoek near Nelspruit, the Elandshoek Lemon Project Company has recently developed a 15ha unit of Eureka Seedless lemons, a sought after variety destined for marketing in the top-end European supermarket programmes. This has been the result of the collaboration between the Sibonello Community Property Association, Mbombela Local Municipality and Mr Abel Malan from Profarm CC.

The Sibonello Community Property Association bought the Elandshoek property for R1.5million in the early 1990's and has 110 beneficiaries. They each qualified for the R15 000 LRAD grant that was available at the time, and they bought the property and a few implements by combining these grants to make up the total purchase price. Elandshoek is a 300ha property, but unfortunately only 15ha of this is arable land. Once they had bought the property, they did not have access to development capital, and were thus not able to develop the farm. In 2002, Mbombela arranged a grant from the Department of Finance and Economic Affairs and they approached Abel Malan of Profarm C.C. to assist in the development of a lemon project.

Profarm C.C. specializes in the acquisition of funding for agricultural development projects, as well as the development and management of these projects. The Department of Finance and Economic Affairs approved a grant of R3 million for the development and maintenance over the first four years of the lemon plantings. The project then gained momentum and by October 2004, the 15ha of lemon trees had been planted.

The trees are very healthy, and although they are only 9 months old, they look older and will produce a small first crop during November 2005. Their remarkable growth is due to the state-of-the-art open hydroponic pulse irrigation system at Elandshoek, and the trees have also been planted on raised ridges that stimulate growth and improve management practices.

Joseph Maseko has been the manager at Elandshoek from its inception. He runs the day-to-day operation of the unit and keeps a close watch on the nutrient levels delivered to the trees through the hydroponic irrigation. "I have received very good training from Mr Malan. We have a very good relationship with him because he is very knowledgeable and shares this with us. He is also funding the project out of his own funds because there are problems with the Government funding. There seems to be a lack of involvement and interest in the project by the beneficiaries. We are very proud of what we have achieved here," he commented.

Unfortunately, Government officials at the Department of Finance and Economic Affairs have bungled the funding process. The grant payment was to be made in two parts and after the first sum of R1.5million had been received in 2003, the administration of the grant moved from the Department of Finance and Economic Affairs to the Department of Agriculture and Land Administration. Ever since November 2004 neither of the two departments wants to take the responsibility of making the rest of the approved grant available. Apparently the Department of Finance and Economic Affairs paid over the money to the Department of Agriculture without any proper internal memo stating which project the funds were for. This has resulted in a long delay in the payment of the second sum of R1.5million and this has created severe financial strain on the project.

"Profarm is responsible for the acquisition of funding and the development and management of this project, but not the financing of the project directly. ProFarm's funds have now also run out and, without funding, the trees will suffer damage, or possibly even die if we cannot pay for the electricity to irrigate them. The workers look to me for wages, and in this desperate situation, I have been forced to lend my own funds to the project for nine months. This has created a very stressful situation for me, as I don't know when the project will receive the final payment for the grant, and I cannot fund this development project from my own pocket indefinitely. The cost has already run into hundreds of thousands," said a very worried Abel Malan.

Until it receives this vital funding, the future success of Elandshoek hangs in the balance....

Quick reference:	Land Transfer
Name of project:	Elandshoek
Address:	Nelspruit
Contact Person:	Abel Malan
Office Tel:	+27 (0) 13 759 8000
Email:	abelm@mweb.co.za
Project details:	15 ha seedless lemons
No. of beneficiaries:	110
No. of permanent workers:	6
Institution(s) involved:	Mbombela Local Municipality, Department of Agriculture

Cairn Lemon Oil Project

The international beverage industry requires large quantities of lemon oil extract as an additive in the manufacture of popular beverages. There is a factory that produces this extract at Nelspruit in Mpumalanga. The factory is currently called Citrifruit Products and awards quotas for lemon producers to supply them with lemons grown specifically for lemon oil.

The Cairn Lemon Oil Company is one such farm that was awarded a quota and is producing lemons for the factory. Cairn farm is owned by the New Cairn Community Trust. In 2001, when a large international beverage company, in conjunction with the then oil factory, issued lemon oil quotas, one of their stipulations was that a certain percentage of quotas were to be awarded to Black Economic Empowerment projects. This created an opportunity for the New Cairn Community Trust to apply for the quota and establish a lemon oil project to fill it. In 2001, the project was initiated and 15 ha of lemon trees were planted.

The community approached Profarm CC, an agricultural development and management service, to assist them in developing their project. Abel Malan, the proprietor of Profarm c.c, had also been awarded a contract as remuneration for assisting in securing the main supply agreement from the beverage company. The two entities prepared a business plan to combine their two quotas and submitted this to the IDC (Industrial Development Corporation) for funding for the project. The project was approved during 2002 and received a loan of R1.4 million from the IDC.

Abel worked in conjunction with the New Cairn Community Trust developing the farm and training the project workers. The trees grew extremely well and the first harvest was exceptional. In 2002, the New Cairn Community Trust applied to the Department of Land Affairs for a grant. R2 million was approved for the project, on condition that they gain 100% shareholding in the Cairn Lemon Oil Company by buying out the 50% share owned by Profarm. Profarm was bought out at a good market value and the balance enabled the Cairn Lemon Oil Company to pay off their debts to the IDC and their local co-operative (Laeveld Koöperatiewe Beleggings).

Unfortunately, after these contracts had been assigned and a number of farmers in the area had planted lemons to fill these contracts, the unfavourable economic circumstances in the lemon oil industry forced the then lemon oil plant into liquidation. The international beverage company then terminated the supply agreement, thus leaving the producers without a market for the lemons purposely produced for this company. This occurred during the harvest period and it took many months before a new oil expressing company took over the factory and opened its doors as Citrifruit, which meant that growers who had produced fruit especially for the lemon oil contract had to sell their fruit on other markets at a vastly reduced price.

Citrifruit and the grower representative were compelled to conclude a new supply agreement with the international beverage company. However, the new agreement left the producer with roughly thirty percent of the returns originally negotiated. This created a financial crisis for all the lemon oil producers, including Cairn. The factory is now under new ownership but, because of the losses incurred during the oil plant closure and current low return for product delivered, payments are slow and this situation has created serious cash flow problems at Cairn.

Mr David Mabaso, one of the directors of the Cairn Lemon Oil Company and a trustee of the New Cairn Community Trust said, 'We are experiencing problems with our payments from Citrifruit. Communication is also a problem, as the meetings at Citrifruit are held in Afrikaans and, as most of our trustees do not have a good knowledge of Afrikaans, it makes it difficult for us to participate in meetings. We are looking at other alternatives to maximise our income."

"Our financial problems are affecting our ability to manage the orchards. When we cannot pay our electricity, the supply is cut off and sometimes we cannot irrigate our trees," says Mary Nkosi, the manager at Cairn.

"We are currently applying for a bank loan in order to provide the running capital that we urgently require. We are also grateful to Bruce Andrews of The Rural Action Committee of Mpumalanga (TRAC-MP) a Non-Government Organisation that is assisting us with training, fund co-ordination and mentorship," she added.

Despite their current problems, the beneficiaries are enthusiastic about the future of Cairn Lemon Oil. "The beneficiaries are excited about their project and often volunteer to help the workers on the project," said Mary.

The beneficiaries are represented on the trust by eight elected trustees. Two of them, Mr David Mabaso and Haroon Shaik, are directors on the board of the Cairn Lemon Oil Company. The project has 12 permanent employees, and also uses 30 to 40 seasonal workers.

Quick reference:	Land Transfer
Name of project:	Cairn Lemon Oil Company
Location:	Nelspruit
Contact Person:	TRAC – Emil De Kock / Bruce Andrews
Office Tel:	+27 (0) 13 752 2484
Email:	bruceann@mweb.co.za
Project details:	15 ha lemons for lemon oil
No of beneficiaries:	110
No of permanent workers:	12
Institution involved:	Department of Land Affairs, IDC

Lisbon

"I feel like a man who is on honeymoon with a young bride, as this is like a dream come true for us," says Mr Doctor Sibuyi.

On the banks of the Sabie River, 10 km from the Kruger Park, is the considerable Lisbon estate, a 1200ha property with 418ha of citrus and mango orchards. The exotic location of this beautiful estate means that the orchards are set amidst lush, subtropical, lowveld vegetation, and the estate is visited from time to time by elephants and the other large game that live in the area.

"I feel like a man who is on honeymoon with a young bride, as this is like a dream come true for us," says Mr Doctor Sibuyi. Doctor is one of the trustees of the Nhlangwini Trust, the Community Property Trust that owns Lisbon. The Trust was granted this property in August 2004 as the result of a land claim that was initiated way back in 1996, so they are still getting used to this positive turn of events after 8 years of patience.

Since its establishment, the estate had a succession of private owners and was then bought by the Gazankulu Homeland in the 1970's. Subsequently, the plantation had been run by the Government and other management companies at different times, but a lack of forward planning and continuity saw the estate slip into decline and over recent years, production figures plummeted. Today Lisbon has 129 hectares under citrus production and produces 550 000 cartons of grapefruit and Valencias.

Since the land was granted to the Nhlangwini Trust, the Gazankulu Fruit Farms' Company has been formed. This is the estate's operation company, and incorporates the Nhlangwini Trust (land owners), the newly formed Workers' Trust and the strategic partner, South African Farm Managers. The shareholding is split as follows:

Nhlangwini Trust	38%	(350 people)
Lisbon Workers' Trust	12%	(200 permanent workers)
South African Farm Managers	50%	

As part of the granting of the land claim, the Mpumalanga Department of Land Affairs has also approved a grant of R16 million for the Lisbon Estate.

Patrick Jones, a trustee of the Nhlangwini Trust and a director of Gazankulu Fruit Farms says," This plantation was given back to the people who were evicted in the 1960's. When we left here, I was six years old and my father had been the pack house manager. It is an emotional homecoming for me to return to Lisbon as a director of the operating company.

"We are very satisfied with the management skills that our strategic partner has brought to Lisbon, as our production has increased dramatically in the past 18 months," he adds.

Freddy Mngomezulu and Armando Silaule have both worked at Lisbon for over ten years, and are now also shareholders in the Lisbon Workers' Trust. "We have now progressed from being just workers with no vision for the future to shareholders in this estate. All the permanent workers are now shareholders, and this is something we never expected would be available to us," says Freddy, who is also the Chairman of the Workers' Trust.

Doctor Sibuyi concludes, "Yes, we are overjoyed about receiving our land back, but we also realise the size of the challenges that lie ahead for us. We are determined to make this work."

Top Right: Ripe for the picking: Lisbon farm workers Freddy Mngomezulu, Assah Malomane and Armando Silaule with Delta Valencias.

Right: A proud moment at the Lisbon entrance gate. Freddy Mngomezulu, Patrick Jones, Doctor Sebuyi and Armando Silaule.

Quick reference:	Land Transfer
Name of project:	Lisbon Estate
Location:	Hazyview
Contact Person:	Peter Schofield/Charles Boyes
Office Tel:	+27 (0) 15 307 6600
Email:	peter@sevenseasfruit.com
Project details:	1100 ha citrus and mangoes
No. of beneficiaries:	350
No. of permanent workers:	200
Institution involved:	Department of Land Affairs

Charles Rossouw with Melcah Ratau and Ronald Matlou at the Silver Charm plantings.

SILVER CHARM

"Black Economic Empowerment can only be successful when the proposed initiative makes financial sense," says Charles Rossouw, an established Groblersdal citrus farmer who has recently diversified into table grapes. Charles is one of the first commercial farmers in his area to take the initiative to develop a project in conjunction with his employees. Silver Charm is a project that will receive part of its funding from his existing farming operation Rosle, and will utilise LRAD funding for 100 of his employers to establish 30 hectares of table grapes over a two year period.

"I have started Silver Charm first and foremost because the business plan makes economic sense for all involved," he adds. "I bought ground adjoining my property three years ago and had planned to develop it next year. Then the opportunity arose to develop this property and empower our farm workers at the same time, and this made sense to me. We started developing the project three months ago, and the soil preparation and planting process is currently underway. We are also negotiating with the relevant institutions to finalise the grants process."

Quick Reference:	Land Transfer
Name of project:	Silver Charm Investments
Location:	Groblersdal
Contact person:	Charles Rossouw
Office Tel:	+27 (0) 13 262 2226
Email:	rosle@ctec.co.za
Project details	30 Hectares table grapes
No. of beneficiaries:	100 Rosle employees
Institution involved:	Department of Land Affairs
Skills development	
Ongoing technical skills training	ABET training
ABET training commencing on property	June 2005

Ronald Matlou trained as a teacher and is now the personnel manager at Rosle Farms. He is excited about this ongoing process. "Our employer is very strict, but he is friendly and fair. Over time a good spirit of trust has been established and the workers are pleased about this new development."

Ronald's education as a teacher has also helped with the skills development programme at Rosle. Rosle is about to commence with an AgriSETA Skills Development Programme. Before commencing the ABET Adult Education training, the students first have to complete an individual evaluation process to establish at what level their training needs to commence. Ronald has completed this process with his first group of 80 learners.

"We have received nine computers from AgriSETA, and are about to install them in our newly established training centre on the farm. Our learners are looking forward to this process with great anticipation," says Ronald.

Melcah Ratau, the Stores Manager and Health Officer on Rosle says, "We are looking forward to these new developments, because they will give us opportunities we did not have before."

Rosle pack house

The Oaks and Willows

Bruboer

Bringing in the Harvest at the Oaks and Willows: from left to right Louis De Wet, Project Manager of Bruboer Farming; Lazarus Makgomane, Chairman of the Oaks & Willows Community Committee; Kgosi Bennet Lewele, the Headman of the Oaks Community; Nols Kok, Marketing manager for Sukasu and Immanuel Lewele, Oaks and Willows Community Committee Member.

At Hoedspruit in Limpopo is the Oaks and Willows Citrus Project, a 200-hectare property with 127 hectares of citrus orchards.

Bruboer Farming was approached by the Agricultural Rural Development Corporation (ARDC) to manage the farming operations on a short-term basis. In 2002, the year before they took over the management of the project, no citrus was harvested for packaging. In 2003, after only a year of involvement, the harvest was 81 000 export cartons of Valencias and, in 2004, the total yield was up to 96 000 cartons, with 74 000 cartons of Class 1 fruit. The expected total harvest for 2005 is around 150000 cartons of Valencias.

Currently,the property on which The Oaks and Willows Project is operated, still belongs to the Government's ARDC, with a year-to-year management contract.

Ownership of the land is soon to be transferred to a Community Property Association. Once this issue is resolved, strategic partners will have the opportunity to tender for a more substantial long-term management contract.

Quick reference:	**Land Transfer**
Name of project:	**The Oaks and Willows Citrus Project**
Location:	**Hoedspruit**
Contact Person:	**Louis De Wet**
Office Tel:	**+27 (0) 15 793 0850**
Email:	**oaks@bruboer.co.za**
Project details:	**200 ha in total: 127 ha citrus**
Production:	**150 000 cartons**
No. of beneficiaries:	**140**
Permanent workers:	**60**
Institution involved:	**Agricultural Rural Development Corporation**

Golden Frontier Citrus

Golden Frontiers Citrus (Pty) Ltd. is a 1,500ha citrus operation situated in the Nkomazi/ Wild Frontier region of Mpumalanga near Komatipoort. The company was established in April 2004 when Transvaal Sugar Ltd (TSB – a wholly owned subsidiary of the Rembrandt Group of companies) sold a 49% stake in its citrus operations to the Industrial Development Corporation (IDC).

The IDC is warehousing its stake in this R80 million Company for the sole purpose of Black Economic Empowerment. TSB will remain operational shareholder whilst the IDC is providing for an evolutionary transition of its warehoused stake to previously disadvantaged individuals and communities. In this regard good progress has been made to establish a Workers' Trust with a stake of 7,5% in the Company. The Workers' Trust will be based on unit trust principles for the benefit of all black permanent employees.

Pending the successful finalisation of the land claim lodged against Golden Frontiers Citrus property, a community trust with a 12,5% share in the company is to be established soon. Company dividends accruing to the community trust will be apportioned by the Trustees to projects beneficial to the black communities in the area of Golden Frontier Citrus.

The remaining IDC share of 29% will be warehoused by the IDC until it has made a stipulated return on its initial investment, whereafter the 29% share will be made available for uptake by the workers or community trusts or, alternatively, any approved BEE based stakeholder.

Golden Frontiers Citrus, with its 1,500ha of orchards and four pack houses, and a current export volume of 2, 8 million cartons per annum, is one of the most extensive citrus operations in the RSA. The company contributes to almost 25% of the total exports of grapefruit from Southern Africa and complies to the global market requirements in terms of export quality of product, good agricultural practices and food safety management.

The company has also embarked on a highly

Nana: *Albert, when you got here on January 5 this year, could you read or write?*

Albert: *No, not at all.*

Nana: *Why do you attend the*
ABET *training courses?*

Albert: *I want to learn to read and write.*

Nana: *Why?*

Albert: *I could never draw my money at the bank, and always had to ask someone else. I could not read the communication that our company put on the notice board. I could not read anything when I was shopping, and could not read what the prices were of the goods that I had to buy. If I could read and write, it would certainly help me a lot. I would also be much more useful to my company.*

Nana: *Are you now able to draw your own money at the bank?*

Albert: *Yes, and I am very pleased to be able to do this, and now I can even help others that cannot read.*

Nana: *How do you feel about the opportunity?*

Albert: *I am very thankful to my company for giving us this opportunity. It is also very enjoyable and I would like to continue to study further.*

Above right: Nana Nkosi, ABET facilitator and Albert Sitoe during ABET training.

intensive campaign to improve the skills levels of its workers and also participates in initiatives from abroad (like the Waitrose Foundation) to improve the well-being of its people. In terms of procurement of materials and services the company has also made good progress with BEE principles to the extent that more than 40% of its expenditure in the RSA is with businesses with a proven BEE track record.

Skills Transfer
ABET literacy training
Golden Frontiers Citrus has recently started with ABET training among their 250 permanent workers. The farm has four training centres, and received 22 computers from AgriSETA (Agriculture Education and Training Authority). Facilitators were identified for the training and were then trained by AgriSETA After that, all the workers who would be receiving training were evaluated in order to assess at what level their training would need to commence. In the process, 229 workers were evaluated, the computers were installed and training has recently commenced. "The people's eagerness to learn is quite an inspiration. Now they can read with their children and many say that this is a wonderful opportunity that they never expected," says Nana Nkosi, a training facilitator at Golden Frontier Citrus.

The text box on the left contains a transcript of an interview between Nana Nkosi and Albert Sitoe, who commenced with his ABET training this year.

Golden Frontier Citrus

Quick Reference: Land Transfer

Company name:	Golden Frontier Citrus
Location:	Malelane
Contact Person:	Dr Hoppie Nel
Office Tel:	+27 (0) 13 792 4711
email:	nelh@tsb.co.za

Colors ZA is the South African division of the Colors Group, the fruit export company that has its headquarters in Paarl. Colors ZA was previously known as Neo Novo.

Since its establishment in 1996, the Colors Group has unobtrusively been implementing meaningful empowerment and transformation at all levels within the company and making a real difference to the lives of their employees. “Although we like to keep a low profile about our transformation and corporate social investment policies, we are truly passionate about helping our people to empower themselves,” says Gerda Fouchee, Colors’ Human Resources Manager.

A quiet moment in the creche....

colors

Recognition for Colors’ commitment to staff development recently came from the Agricultural Sector Education and Training Authority (AgriSETA) who invited Colors ZA as the chosen prominent employer to take part in the annual Cape Town Learning Festival to participate in the Rural and Workplace Programmes presented at the festival.

“Our choice immediately fell to Colors Group due to their positive implementation of the Fruit Packaging Learnership and active participation in Skills Development within the fruit industry as a whole. This provided us with an opportunity to showcase Colors as a company that plays a major role in Skills Development to the benefit of its employees,” explained Myra Hoffman of AgriSETA.

Colors is committed to Skills Development and has ongoing learnership programmes running at all the pack houses in South Africa. The Novo pack house in Paarl has recently been accredited as a Training Provider. To qualify for this accreditation sets a high standard in training capacity, and requires a team of dedicated facilitators, assessors and moderators.

“We believe in building capacity in the workplace, and our aim is to create a contented workforce. Our approach is holistic and extends beyond technical training to vital life skills training, ” explained Gerda. Colors recently offered the “Save your Cents” accredited skills programme in personal budgeting to employees. This one-day course was very helpful, as for many workers, this was their first opportunity to learn some basic budgeting guidelines.

Colors also runs an annual “Know your Status” campaign, a voluntary counselling and testing programme for HIV/AIDS. This involves an awareness campaign, confidential voluntary testing and after care.

Gerda explained, “This is a big issue for us, and we offer a comprehensive programme, involving the necessary service providers to assist us. I have seen this change the lives of some of our workers. People who suspected that they would test positive but did not, have changed their lifestyle. Some that have tested positive have fought back and are today working in the community, helping others with AIDS and spreading a message of hope. This voluntary testing often creates a watershed in the personal lives of our workers, and is hugely empowering, particularly for the women.”

Colors also offers other educational opportunities to a number of their employees. A number of Colors employees receive bursaries to further studies in fruit industry research as well as technical skills. During the past two years, Colors has also enrolled two students per year in the Fresh Produce Exporters’ Forum’s Top of the Class Programme, designed to build capacity within the South African fresh produce industry. (see page 55)

“Creche facilities are also vital to for our workforce, as knowing that their children are in a safe and stimulating environment gives our workers peace of mind. It also provides us with an opportunity to equip the next generation with the fundamental preschool basics vital for future success,” Gerda concluded.

Quick reference:	Skills Transfer, Social Responsibility
Contact Person:	Gerda Fouchee
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colors

our people.... our power....

Colors Lowveld

In the Mpumalanga Lowveld, a stone's throw from the Kruger National Park to the north and Mozambique to the East, is the Malelane/ Onderberg region. The balmy, subtropical climate and fertile soil provide the ideal conditions for the large-scale production of citrus, mangoes, bananas and other crops.

Colors Lowveld Packhouse and Neos Estate at Hectorspruit have an extensive social responsibility programme. Bronwyn Palmer, the Educational Co-ordinator explained, "Our aim is to develop and sustain our social responsibility programme, thereby enabling our employees to empower themselves. This is important to the future of agriculture in the area, in which we have a vested interest. We are focusing on crucial areas of education; business and leadership development; conservation and the environment; primary health care and poverty relief."

Current projects:

Adult Literacy Project

In 2004, Colors Lowveld and Neos Estate embarked on an Adult Literacy Project with AgriSETA and Media Works, the developers and distributors of the computer based learning system that is currently being implemented by AgriSETA on a national scale. This partnership provides support for a programme in Adult Basic Education and Training (ABET) in two selective sub-fields, namely: mother tongue education and Basic English literacy.

A standard needs analysis assessment of the workforce showed that most of the permanent labour forces were functionally illiterate. In order to implement the project, facilitators needed to be identified within the greater workforce and trained. Julia Mabunda, originally a packer and quality control clerk, was appointed as a literacy facilitator in September 2004. She attended Media Works Facilitator Training in Rivonia, Johannesburg for a week-long training course and is now the ABET training facilitator at Neos. At present, 170 adult learners are receiving quality literacy education via the Media Works computer based learning system.

Taking a break at Colors Lowveld Packhouse

colors

Learnerships

These have been developed within the National Qualifications Framework and are being implemented within the agricultural sector throughout South Africa. Learnerships are full qualifications and many of the courses stretch over a period of a year. They are designed to provide education and training in the actual job skills required within the agricultural workforce. They combine structured learning with work experience in order to equip learners with the new competencies required by the agricultural market. Learnerships are not restricted to technical skills only, but include theoretical learning and aspects such as literacy, numeracy, life skills and social skills.

Currently Neos Estate is running a learnership in Junior Farm Management. Colors Lowveld is running a Fruit Packing and Processing Learnership. "The learnerships are very popular and, although they take up a lot of work time, it is very encouraging to see how keen the women are to learn," says Bronwyn.

HIV/AIDS Project

Given the particular challenge posed to our country by the HIV/AIDS pandemic, Neos Estates and Colors Lowveld are placing a strong emphasis on assisting those affected by and infected with the disease.

South Africa is at the epicentre of the AIDS pandemic and the settlement of Boschfontein, 25 kilometres from the Neos Estates has the highest number of infected people per capita in South Africa. As a result, the agricultural sector has been affected by rising absenteeism and this has been seen at Neos and Colors Lowveld. "The pack house has 88 permanent workers. In season we work a night shift as well, so we then have 160 workers in total. In the past, the return figure for these seasonal workers from one year to the next was normally around 100% but, this year, only 10% of them have returned. In most cases their absence is due to their own illness or illness in the family," says Bronwyn. " Tests have shown that the figure for pregnant women with AIDS in the Malelane area is in excess of 70%," she added."We are putting the finishing touches to a clinic that has been built on the property. This will serve the broader community, as the surrounding farms will bring their people to Neos Estate for treatment. This will enable us to supply antiretroviral treatment to labourers in a safe and sustainable manner. We are also developing a model that will assist in the implementation of an HIV/AIDS prevention and treatment programme."

The Neos Clinic has received funding from Pepfar, a USA Government fund specifically for aid to Africa. They are funding the clinic at Neos as they fund projects where there is already an existing social investment project.

Neos Estate has recently been notified that a land claim has been registered against the property. This process will run its course over the forthcoming period.

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Top: Primary health care and and treating patients infected with HIV/AIDS is a priority.

Above: Julia Mabunda, literacy facilitator at Colors Lowveld Pack house.

Below: Neos Estate, Malelane

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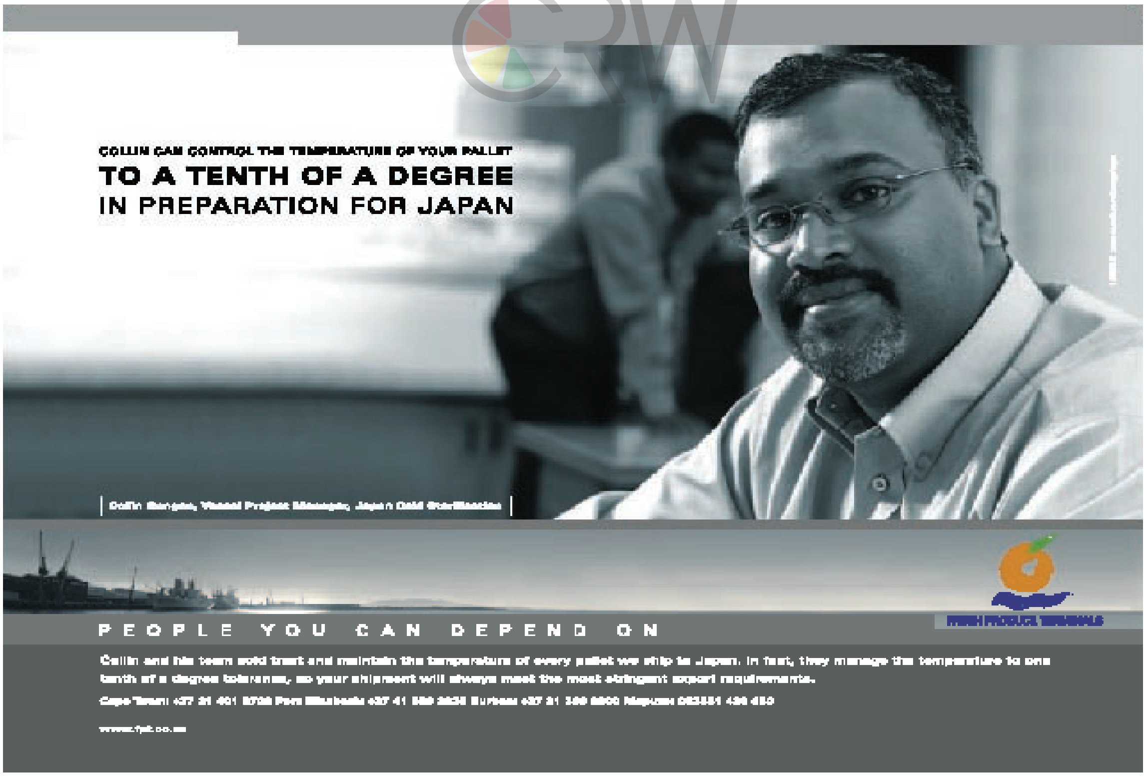
Fresh Produce Terminals Restructures

The quay outside FPT Durban

Transformation is the South African citrus industry is not confined to the changes taking place at the production level, as change is also underway at various points in the logistical chain. Fresh Produce Terminals (FPT) operates fruit terminals in the Southern African ports of Cape Town, Port Elizabeth, Durban and Maputo and, in the course of one year, one million pallets of fruit are cooled and shipped from these terminals to markets around the world. This represents approximately 60% of the fruit exported from South Africa in recent years. The Cape Town and Durban terminals also specialize in the handling of sterilization programmes to specialized markets



Above : Trucks arriving at Fresh produce terminals, Durban.
Above Right: Computer system on forklifts increases efficiency in the terminal.
Right: Easy does it! Stacking pallets 4 stacks high.

such as Japan and the USA.

The terminal in Durban Port is the biggest of its kind in South Africa and handles the bulk of South African citrus exports. A visit to the terminal building is truly impressive, as the flurry of activity inside, and on the quay, speaks of a facility that is run like a well-oiled machine. FPT Durban has throughput storage space for 200 000 pallets of fruit per season. It has pallets stacked up to four high and a computer system that allows employees to locate any given pallet of fruit within minutes.

"We ship 85% of the fresh produce cargo out of Durban," says Mr Denny Reddy, General Manager of FPT Durban.

Transformation is currently underway within FPT. Originally the port operations were part of the assets belonging to Outspan and Unifruco, the single channel marketing entities for the citrus and deciduous fruit industries in South Africa prior to deregulation in 1997. After the formation of Capespan, these assets were transferred to various divisions and entities within the Capespan Group. The directors of Capespan Group Holdings approved an empowerment investment in FPT and, on 1 September 2005, a Black Econonic Empowerment group under the leadership of Nozala Investments acquired a 26% share in FPT.

A comprehensive invitation to participate and a selection process was undertaken, which resulted in the following consortium being elected with their anticipated shareholdings set out as follows:

Nozala Investments – Lead party	-	61%
Calulo Investments	-	25%
Zikhethele (Labour)	-	14%

The transaction value of the 26% share in FPT is 99 million rand.

FPT - Investing in and empowering the supply chain

Above the hum of this huge cooling facility, Mr Denny Reddy, General Manager of FPT, explained that FPT Durban is at the centre of a large network of suppliers and, that in the process of managing this supply, FPT has assisted in empowering many of these entities.

"Ship turnaround time is crucial, as delays are expensive. Our large berthing costs during 2003 made us realize that we needed to do something proactive about managing the process of getting fruit from the producers to us more efficiently. This has involved extensive co-operation between us, the inland depots and the trucking companies, and it has paid dividends as we have succeeded in reducing our wharf delays and costs substantially.

"In the past, trucks would form queues outside our facility, congesting the port so, in conjunction with our suppliers and the trucking companies, we created truck stops outside of the port from which we regulate the flow of traffic into the port. FPT has also assisted with the installation of computer systems in three transformed inland fruit cooling depots that supply us. These are separate companies, but it is in our interest to optimize the operations of these stores. When there are logistical holdups, FPT sends them resources, e.g: people, forklifts, scanners, etc. to assist in moving the fruit. There is no "us and them"; we work as a team as it helps

Quick Reference:	Equity Transfer
Contact person:Durban	Denny Reddy
Office Tel:	+27(0) 31 369 6800
email:	denny_reddy@fpt.co.za

Durban South Cold Storage

The bulk of South African citrus exports is shipped out of the Port of Durban to international destinations, and the transformation of the citrus industry extends beyond the producer and packer to the many service providers that facilitate our exports. One such company is Durban South Cold Storage.

Durban South Cold Storage is a warehouse facility designed for the cooling of citrus fruit for the export markets. The company was fomed in 2003 and receives citrus from the pack houses by road or rail transport and provides cold storage until the consignment is ready for shipment. One of Durban South Cold Storage's biggest clients is Fresh Produce Terminals in the Port of Durban, and they also store and move fruit for other independent exporters. The facility has a capacity of 8000 pallets, and also has a private rail siding.

"Our staff complement is mainly Black and Asian. We have found that the most successful way of building capacity in our junior staff members is to train them in-house. Our senior personnel are highly experienced, and their vast knowledge of the industry provides a superb resource for in-house, on-the-job training experience," says Mr Sash Naidoo, Managing Director and shareholder of Durban South Cold Storage. "We do not believe in out-sourcing our labour force and we take responsibility for our workers," he added. "We believe in getting the job done, and thrive on service excellence and clients are welcome to call on us at any time for assistance from our experienced staff."

Sun Valley Citrus

Sun Valley Citrus is a 2000ha farm, with 520ha of citrus, situated far off the beaten track in the Weenen district of Kwazulu Natal.

Eddie Ueckermann is a man of the earth who knows citrus. He previously owned a citrus property in Kirkwood, in the Eastern Cape, and also worked for a citrus nursery in the Kirkwood area before he moved to Sun Valley Citrus. He had spent 13 years employed at Sun Valley for the consortium of the Brokensha brothers and Barry Watling, when they decided to sell the property because of the low returns during the disastrous 2000 citrus season. Locals, Janneman Le Roux and Louis Claassen approached Eddie with the proposition of becoming their partner and buying the property with them. They bought the property in 2000 with 400ha under citrus. They continued to expand the property and now have a total of 520 ha of citrus trees.

Eddie Ueckermann in Sun Valley Citrus orchards

"In 2002, a land claim was registered on the property by the local Silindokuhle Community. They were claiming a number of small pieces of land scattered across the property. My response was that this would not be practical and, if they wished to register a claim, they should do it against the property as a whole and this is what then transpired," says Eddie. The price was set and the Department of Land Affairs has assisted the Silindokuhle Community Trust to buy the farm. The first half of the price was paid in January 2005 and the remainder was to be paid on transfer in September 2005. "We are satisfied with the price we received, as it was in line with the market value at the time, " says Eddie.

The Trust wants to go into partnership with the previous owners, and the future operation of the property is still in the final stages of negotiation.

"Currently our arrangements have not yet been finalized, so I cannot give too many details. What I can say is that most of the land will belong to two community trusts. We have had negotiations with Mr S. Sithole, Chairman of the Silindokuhle Community Trust, who represents 1200 beneficiaries and with Mr M. Mbatha, Chairman of the Msobopshini Community Trust who represents 250 beneficiaries. At the moment, it appears that these two communities will own the bulk of the land. In the sales agreement, the previous owners keep the pack house and we are in the process of setting up an operating company to run the unit, leasing the property from the new landowners," Eddie explained.

Quick reference:	Land Transfer
Name of project:	Sun Valley Citrus
Location:	Weenen Kwazulu Natal
Contact Person:	Eddie Ueckermann
Office Tel:	+27 (0) 36 354 1640
Email:	eddie@sve.co.za
Project details:	520ha citrus
No of beneficiaries:	not finalized
Institution involved:	Department of Land Affairs

Sundays River Citrus Company

The Sundays River Citrus Company is situated between Addo and Kirkwood in the Sundays River Valley. It is the largest citrus packing operation in South Africa, packing up to 8 million cartons of citrus annually. The facility has 120 permanent employees and, during the packing season, provides employment for 3 000 seasonal workers from the area.

The business was originally established in 1924 as the Sundays River Citrus Co-operative. Subsequent to the deregulation of the South African fruit industry in 1997, the Co-operative was transformed into a company and is today known as the Sundays River Citrus Company (Pty) Ltd. (SRCC)

Johan Stumpf, Managing Director of the Sundays River Citrus Company explained the company's approach to BEE. "The time was right for us to embark on a Black Economic Empowerment programme, and the easy route would have been to sell shares in our company to a black empowerment group. We decided to follow a more "grass roots" approach, taking empowerment down to the primary level. As it is difficult for each of our producers to implement BEE within their own businesses, we have set up the concept of a collective approach that would see us (SRCC) facilitate empowerment within our supply base. We are currently engaging with the Department of Trade and Industry to refine this collective concept.

"We realized that it was vital for us to consult with the community in order to formulate an empowerment plan. SRCC held an "Imbizo", a meeting of all local stakeholders in the industry. At this meeting, we set up a steering committee comprised of representatives from SRCC, farmers, farm workers, local community leaders, the department of Land Affairs, the Department of Agriculture and the local municipality. This entity will oversee the implementation of our BEE programme,' he explained.

Mr Stumpf added that employment equity, especially at senior level, is currently a problem, not only for Sundays River Citrus Company, but also within the broader agricultural sphere. The national BEE incentive has meant that previously disadvantaged individuals, with the skills and experience required for middle and upper management positions, are in such demand in general business that it is difficult to retain them in the agricultural sector.

"The promising youngsters are often "headhunted" by other business sectors that are seen as more exciting than agriculture. Our current solution to this is to concentrate on capacity building within our existing staff, to prepare them for promotion to management level. The equity employment problem should rectify itself over the medium to long term, as more well trained and experienced candidates become available," he added.

Skills Transfer

"SRCC has an extensive skills transfer programme and we reinvest approximately 2% of our gross turnover into training and capacity building. As we are the biggest citrus pack house in the country, many of the secondary agriculture National Qualification Framework Learnerships offered by the Sector Education Training Authority were developed with input from SRCC. SRCC recently received a R1 million discretionary grant from AgriSETA, and we are currently offering the Fruit Packing Learnership Programme to 60 of our employees."

Job Creation

"Our commitment to our community extends beyond direct involvement with the industry, and we have made provision in our budget to develop entrepreneurship in our community. We have established a job creation project making pallets at SRCC," said Mr Stumpf.

"Our proximity to the Addo Elephant Park and game farms in the area has meant we have been affected by the marked growth in the local tourist industry. We have some unused buildings situated next to the main road from Addo to Kirkwood. We have offered to donate these buildings to a community project to use as an innovation hub for the manufacture and marketing of crafts and other small businesses in the area. An example could be the establishment of a laundry service for the many guesthouses in the valley," he said.

The Pallet Makers

Amid piles of wood in the far corner of Sundays River Citrus Company's yard, there is an industrious team of twenty motivated men hammering away at their new careers as pallet manufacturers. Due to high local unemployment levels and the inability for seasonal workers to supplement their income during the off-season, the SRCC has launched this job creation initiative and it has shown good results.

These men are proud of their pallets and keep a close eye on the quality of their workmanship. This is tough manual work, and the men use hydraulic hammers to fashion the rough wood into pallets. The pallets have to be made to internationally approved standards, as they are the base upon which the pallets of citrus cartons are exported to international markets.

"In the past we used to order pallets from the large pallet manufacturing companies, but we saw this as a way to provide local people with employment," explained Johan Stumpf, MD of SRCC. "The men get paid per pallet they make, and are aiming to make 100 000 pallets per year.

"For us to undertake this project ourselves takes some extra input from our side and, although it does save the company a minimal amount in the long run, the main purpose is job creation. As a pilot project this has been very successful, and we plan to improve the pallet makers' facilities in order to expand the project over the next 18 months."

Top Right: Interior of SRCC.
Pallet makers:
Top: Eric Diamond, Brian Lamani, Thamdile Nontshiyne and Ernest Pitana. Below: Thobile Calkwebe, Andile Sizani, Shedrick Matthews, Lungile Niwa, Anele Mdwayi and Zimkhulu Tsenene.

Right: Banner in interior of SRCC pack house. The banner is part of the company's ongoing Life Skills Training Initiative.

Quick Reference: Sundays River Citrus Company (Pty) Ltd.
Location: Addo, Eastern Cape
Contact person: Johan Stumpf
Office tel: +27 (0) 42 233 0320
Email: jstumpf@srcc.co.za

"It feels good to have shareholding in this farm where we live and work. To become shareholders was a huge surprise for us all, as we never expected anything like this to happen to us. We are proud and these days we take responsibility for the farm,"said Stephen Kleinbooi, a permanent worker and shareholder at Sun Orange Farms.

Sun Orange Farms is a company formed by a joint venture between James Hannah and Johnny Ferreira. It consists of two farms in the Sundays River Valley, one in the Selborne and the other in the Dunbrody area. Together the farms are 700ha in total size, and have 217ha of citrus and 28ha of persimmons and they plan to develop a further 55ha of citrus.

"In 1999, Johnny and I discussed our future plans and, as we had a very similar vision of the future, we decided to combine our two farms into one operation," explained James Hannah. The five most important elements of the enterprise were identified as follows:

- Risk
- New and Patent Varieties
- Technology
- The development of undeveloped ground
- A scheme for permanent staff to influence their own income

"We shared risk by involving the Industrial Development Corporation (IDC) into our business as an equity shareholder. We presented them with our business plan and were successful in securing their investment. Through the IDC we were also able to access European Union funding on behalf of our Sun Orange Farms' Beneficiary Trust. This enabled us to start our project in January 2002," he explained.

At present the equity shareholding in Sun Orange Farms is as follows:
James Hannah, 13.6%; Johnny Ferreira, 6.4%, Industrial Development Corporation 40%; and the Sun Orange Farms' Beneficiary Trust, 40%. The funding for the Trust's 40% share is currently warehoused by the European Investment Bank on behalf of the European Union.

Currently there are 14 beneficiaries of the Sun Orange Farms' Trust, but as the production of the project is set to increase rapidly, the Trust has made provision for 58 beneficiaries. Once new applicants have been approved by the selection committee, they will be appointed for a one-year fixed term contract. When this probationary period has passed without any problems, the Trust will consider appointing the applicant as a beneficiary of the Trust.

"In the future, we would like to give our Beneficiary Trust the opportunity to grow their share from 40% to 49%, and have made provision for this in our planning," James added.

Sun Orange Farms has carefully selected the most sought after varieties for their new plantings. The farm runs on state-of-the –art technology, as they utilize the Martinez Open Hydroponic Irrigation. This uses a drip irrigation system to apply water and nutrients to the plants. All 200ha of additional plantings are either new or patent varieties.

In 2002, Sun Orange Farm was invited to apply for Fairtrade Accreditation, and in 2003 it became the first Fairtrade accredited citrus production unit in the world. Subsequently, the Cape Foundation's empowerment brand THANDI, also approached Sun Orange Farms, and they also export their citrus under the THANDI brand.

"Fairtrade is a wonderful concept, with no negotiation or compromise on its values. We fully support this principle, but in 2004 our support to the Fairtrade culture took a considerable chunk out of our income, and we will have to carefully monitor the cost of supporting Fairtrade in our operations."

Sun Orange Farms have pledged to reinvest the premiums from marketing Sun Orange Farms' citrus in a corporate social investment project on behalf of Sun Orange Farms, and representatives from the Sun Orange Farms' Joint Body (Premium Committee) held a meeting with the local community to determine what form this would take. It transpired that the greatest need was for a community development center, and the concept of the "Sun

Orange Farms Centre of Excellence" was initiated. Together with local government, a 1.6ha piece of ground was identified as the site for this project in the Nomatamsanqa settlement, as this is the informal settlement in the valley where many of the Sun Orange Farms permanent and seasonal workers live.

"We took this project to the Architecture Department at the Nelson Mandela Metropolitan University in Port Elizabeth, and the task of designing the master plan for the community center was set as a competition to the undergraduates," explained James.

It was stipulated that the design needed to be modular, as the development center would be built in phases. The community selection committee recently chose the winning design. This will be the working design for the project and construction of the first phase, the crèche, is due to start in November 2005.

Skills Transfer
A comprehensive Human Resources manual has been compiled by a Human Resources and Labour specialist consultant, Mr Johan Ellis.

A committee comprising permanent, seasonal and management members receive dedicated training regarding understanding and implementing the contents of the manual.

The training is split into five subsections as follows:

- Technical Training
- Lifeskills Training
- Business skills
- Generic Training (legal knowledge, rights, etc)
- ABET Training

The farm utilizes the Sundays River Community Development Association Training Centre that borders on the farm. Mediaworks, together with AgriSETA, has recently installed 9 computers in the center, and now runs ongoing ABET (adult literacy) classes in conjunction with the Mediaworks computer based learning programme.

Quick Reference:	Equity Transfer
Name of project:	Sun Orange Farms
Location:	Kirkwood, Eastern Cape
Contact Person:	James Hannah
Office Tel:	+27 (0) 42 234 0997
Email:	jimbo@kirkwood.co.za
Project details:	245ha citrus and persimmons
No. of beneficiaries:	Provision for 58
Institutions involved:	Industrial Development Corporation European Investment Bank

Top: Margaret and Stephen Kleinbooi in front of their home on Sun Orange Farm. In 2002 Stephen visited the UK with James Hannah.

Middle: The Sundays River Community Development Association Training Centre.

Bottom: The computer training room in the centre.

riverside

Above: Panoramic view of the inside of Riverside Packhouse.

Riverside Enterprises

Near the town of Fort Beaufort in the Eastern Cape Midlands, is the large Riverside Packhouse, central hub of the activities of Riverside Enterprises (Pty) Ltd. Riverside specialises in the production, packaging and marketing of citrus. The company was established in 1969, and the shareholders are from families who have a long history of involvement in the citrus industry and who pioneered the establishment of the Kat River Valley citrus industry a century ago.

Riverside currently produces and packs about 11 000 tons of its own citrus as well as a further 2000 tons of citrus for external growers. It has also has its own commercial nursery, which supplies the farms with new cultivars. All their growers are EurepGap & Tesco's Nature's Choice accredited.

In 2005, Riverside entered into an alliance with Lona Trading to make a more meaningful impact in the market. Lona, at the same time, purchased a 26% stake in Riverside.

Colin Painter, CEO and Marketing Director of Riverside Enterprises says, "Over the last 5 years our company has been involved in various BEE initiatives, with variable results, and we have a major project in the pipeline if suitable funding is sourced.

"We have been mentoring and supporting a number of emerging farmers in our area, providing financial, technical, packing and marketing support. In the Lower Keiskamma, we have been mentoring 3 growers since 2003, and here in the upper Kat River area, two growers since 2000," he added.

"Riverside farms, Solly Sikotile and Malusi Mfecane received Fairtrade accreditation in 2004, having been pushed in this direction by Tesco. Our joint body, Khuyakhanya (meaning "Something is bright now"), comprising of the workers and management is establishing a Section 21 Company. They are now looking at spending the premiums on community based projects. Jobs opportunities and training will be the major area of focus.

Riverside has also been involved in a citrus project with the Winterberg Agricultural High School. The school has 30ha of established citrus and this will be producing 40 000 cartons once in full production.

"To date Riverside has financed most of the development, as well as providing mentorship, technical, financial and administrative support. The Citrus Industry Trust has also provided financing. They supported this because future profits will go back to education and bursaries. The Citrus Industry Trust also supports this institution with bursary funding. Riverside is represented on the Governing Body of the school and will have a say in the application of funds. The school offers Citrus as well as Livestock and Game Farm management as part of the curriculum," Colin explained.

Training will be a critical factor in making sure these projects do not fail. This citrus business is long term, so we are putting in place a programme that must transfer the necessary skills to our current partners and to the new generation of farmers that will be coming through.

Quick Reference:	Riverside (Pty) Ltd.
Location:	Fort Beaufort Eastern Cape
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Sundays River Land Reform Initiative

The Sundays River Land Reform Initiative was set up in 2002. The purpose of this body was to create a forum to engage all interested parties in land reform. The concept has been very well supported, and the founding meeting was attended by a wide cross-section of the community, as listed below:

- The local Member of Parliament
- Representation from the Land and Agricultural Bank of South Africa
- Representation from The African National Congress Party
- Community representatives
- The Mayor of the Sundays River Municipality
- Representation from the Department of Agriculture
- Representation from the Department of Land Affairs
- Representation from Capespan Export Company
- MD of Sundays River Citrus Company
- MD of Unifrutti Packaging, Kirkwood
- Representation from the Kirkwood Farmers' Association
- Representation from the Sundays River Irrigation Board

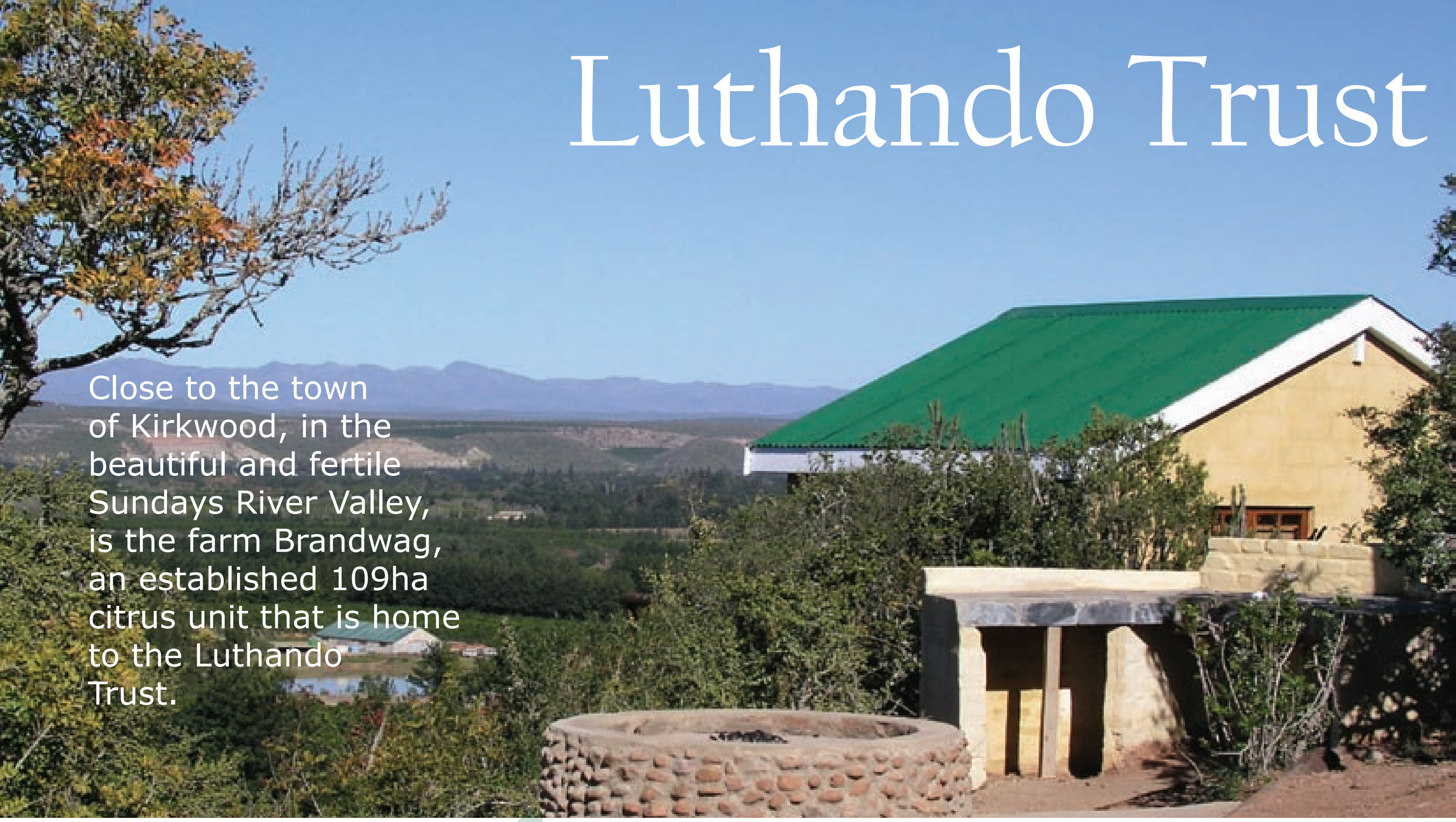
Rennie Price, an established citrus farmer in the Sundays River valley, is currently the Chairman of this forum and has been running the administration of the initiative from his farm's administrative offices.

"Our aim with this initiative has been to create a non-profit forum based on the integrity of our members," says Rennie. "Thus far we are proud of the successful transformation projects in our area, such as Luthando, and there are currently others in the process of development.

"At first the initiative was fairly proactive but, more recently, the previous Eastern Cape MEC has concluded some transformation deals without engaging with the forum. We have not yet met with the new Eastern Cape MEC, and it would beneficial for our community if the Government engaged with the forum in the process of further transformation in the area."

Luthando Trust

Close to the town of Kirkwood, in the beautiful and fertile Sundays River Valley, is the farm Brandwag, an established 109ha citrus unit that is home to the Luthando Trust.



Cottages on Luthando built with premiums earned by marketing under the Fairtrade brand.

The Trust was established in 2004, when seventy of the farm's permanent workers acquired a 75% share in the property through a R5.8 million grant from the (LRAD) funding scheme of the Department of Land Affairs.

"This has been very exciting for us, as we never expected anything like this," says Patricia Jacobs, a 42-year-old farm worker who is also a shareholder and a trustee of the Luthando Trust. "We felt so honoured and excited when the Minister of Agriculture and Land Affairs, Ms Thoko Didiza came to our handover ceremony last year, and her speech was truly an inspiration to us to make sure that we succeed on our farm. We also received a visit from Mr Charley Joseph, the Land Reform Officer of the Eastern Cape branch of the Department of Land Affairs, who explained how all of this will work for us."

Hermanus Potgieter, the previous owner of Brandwag, has farmed with citrus for 30 years and has retained a 25% share in the property. "The primary purpose of our BEE project is to provide our farm workers, many of whom have worked for me for a long time, with the opportunity to acquire a share in a profitable business that produces citrus for export. This project has given 70 of my workers and their families this opportunity," he explained.

In order to purchase the Trust's 75% of the property, each of the beneficiaries has contributed 50% from their LRAD

Right: Patricia Jacobs proudly displays Luthando Deltas.

Sundays River Valley view from Luthando Cottages

funding, and the other 50% from a 25-year loan from the Land Bank.

"According to our business plan, I will stay on as mentor and Managing Director for the next five years, after which the Trust has the option to buy me out. During this period, I will be concentrating on the management of the company, and on training and consulting with the beneficiaries in the day-to-day running of the farming operations," Hermanus explained.

Luthando is a fully developed farm with the necessary infrastructure, implements and equipment. The purchase of the farm included these assets for optimum operation of the property. The Trust has taken over the farm as a going concern with enough water to farm effectively.

The change of ownership has also had the added benefit that Luthando has been accredited by the FAIRTRADE logo, as well as The Capespan Foundation empowerment brand THANDI. Both of these empowerment brands strive to secure a premium for fruit from farms that have undergone meaningful transformation. FAIRTRADE has reinvested the premiums from marketing Luthando citrus in the farm, and this has enabled Luthando to build a fully equipped training centre and two beautiful guest cottages to provide overnight accommodation for the tutors working at the training centre.

FAIRTRADE and THANDI have both shown their commitment to Luthando and have been proactive in raising the profile of Luthando in the marketplace. In August 2005 a group of Luthando representatives visited London, Belgium and Helsinki on a marketing trip sponsored by Fairtrade and the Capespan Foundation. The delegation consisted of Hermanus Potgieter, the Managing Director; Nokwanele Mzambo and Jeffery Rossouw, the Chairman and Secretary of Luthando Workers' Trust.

"This exposure has meant a great deal to us and has taught the trustees a lot about our markets," said Hermanus. Fairtrade Belgium sent editors from three women's magazines and a film crew to the farm to experience and hear the "Luthando" story.

Quick Reference:	Land Transfer
Name of project:	Luthando
Location:	Kirkwood, Eastern Cape
Contact Person:	Hermanus Potgieter
Office Tel:	+27 (0) 42 2300 289
Email:	luthando@kirkwood.co.za
Project details:	109 ha citrus
No. cartons exported 2004:	220 000 Grade I and II
No. of beneficiaries:	70
Institution involved:	Department of Land Affairs

UMLIMI SERVICES (PTY) LTD.

Umlimi Services has been involved in farming citrus for the past six years, and has established itself as one of the major citrus producers in the Sundays River Valley.

Recently Umlimi won a contract with the Department of Agriculture to develop 350 hectares of irrigated citrus on behalf of the Enon and Bersheba communities in the Addo area. This project will be executed through a special purpose vehicle, E&B Agriculture (Pty) Ltd, and will be owned by the communities. E&B Agriculture will produce in excess of one million cartons of citrus for export, which is to be marketed by UMLIMI, and UMLIMI will earn 25% of the equity after 5 years of development in addition to its annual management fee.

"We are excited about establishing this project, as it represents a sizable and sustainable unit. The project has the support of the majority of the community, and will bring meaningful empowerment to the communities of Enon and Besheba," says Malcolm Rutherford, CEO of Umlimi. "Although we have experienced some operational difficulties, the Government has shown huge commitment in support of developing this project," he added.

The combined production of UMLIMI and E&B Agriculture will ensure that UMLIMI is one of the most significant (the fourth largest) suppliers of citrus in South Africa.

"In the past we have focussed mostly on citrus production, but recently UMLIMI has conducted an extensive review of the fruit industry in South Africa. We looked particularly at the secondary agricultural processes involved with making the fruit available to the relevant global markets. Currently the opportunity to improve grower returns is very limited if one considers only the "on farm" operations, but many opportunities exist to improve grower returns "beyond the farm gate". We found that the value of the fruit that leaves the farm represents less than a third of the total value that the fruit will realise in the foreign markets," explained Mr Rutherford.
The fundamental issue of black economic empowerment has yet to be addressed on a broad scale in the fruit industry, and the limited progress that has been made has been focussed at the production level of the value chain with virtually no participation in the industry by Historically Disadvantaged Individuals (HDI's) once the fruit has left the farm gate.

UMLIMI is currently involved with establishing an enterprise that will address these issues. This will result in UMLIMI becoming a wholly owned black company that that will be comprised of four essential functions able to deliver a comprehensive service to the South African fruit industry. These functions will be concerned with:

- Production
- Marketing
- Supply chain management
- Treasury

Each aspect of the business is inter-related and the ability to control the entire value chain will enable the economic benefits to be maximised.

UMLIMI is of the very firm belief that a significant market opportunity exists to establish a market dominant position in the fruit industry that is able to serve the best interest of the producers as well as the consumers. An enterprise assuming a dominant position in the marketplace will result in an element of stability that is advantageous to all stakeholders, especially the growers, and therefore being able to serve the best interest of both producers and consumers is not considered to be a mutually exclusive objective.

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Office Tel:	+ 27 (0)21 880-2602
email:	Erica.Smythe@umlimi.co.za

Enon and Besheba development, Addo.

DOLE

SOUTH AFRICA (Pty) Ltd.

Black Economic Empowerment (BEE) Activities

In 2002, Dole South Africa took a proactive approach to BEE initiatives by appointing Mr Arend Venter, a director of Dole SA with over 30 years experience in the citrus business, to investigate and evaluate BEE opportunities and needs within the fruit industry.

The main objective was to encourage fruit producers to investigate ways and means of empowering their own businesses.

During the past two years Arend has devoted most of his time doing just this, and we are happy to report that Dole SA has been active in:

- Encouraging producers to recognize the importance of BEE in their own business;
- Encouraging key Dole suppliers to comply with the BEE charter;
- Helping producers to increase their production skills and knowledge;
- Paving the way for producers to get financial assistance for BEE opportunities (i.e. feasibility studies, packhouses);
- Entering into relationships with producers to foster mutual support and commitments based on sound business (i.e. business plans);
- Offering training and capacity building support to key producers;
- Implementing our own bursary scheme. To date five candidates have received university degrees and four are currently at the Agri Academy or University Technikons. We encourage producers to participate in this programme.

One of the most important needs identified by Arend was for an appropriate vehicle with ample capital and infrastructural resources to support, fund, implement and monitor the progress of commercial BEE projects throughout the country. Dole SA has offered this support by liaising with a consortium of BEE groups created for this purpose. The consortium has already negotiated memoranda of understanding with a number of farms in several production areas. Most of these negotiations are making good progress.

Dole South Africa confirms its commitment to:

- Comply with the requirements of the BEE charter, while maintaining economic viability;
- Provide positive encouragement to key Dole suppliers to comply with the charter;
- Secure our sources of fruit in the supply areas;
- Continue to be a responsible corporate citizen.

Contact person:	Arend Venter
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email:	arend@za.dole.com


Cara Cara oranges ripening at De Kamp

DE KAMP

On the outskirts of Citrusdal, in the picturesque Olifants River Valley, is the flourishing De Kamp Citrus Empowerment Project, set up by local farmers Piet and Gerrit Smit to empower their farm workers.

"This project has been the opportunity of a lifetime for us, the workers at Boontjiesrivier. Like many of my fellow workers, I had been working on citrus farms in the area for many years, and we really never thought something like this would come our way," says Jan September, the farm manager at Boontjiesrivier Farm, owned by Piet and Gerrit Smit.

"My family is originally from Namaqualand in the North, where they once had land and animals. Times changed and they had to move south to look for jobs, so I really never thought that I would have the opportunity to have land.

Initially we were excited but also very hesitant to tackle this project as we did not really know what we were letting ourselves in for. Many times over the years we have had to remind the other shareholders that they need to be patient and work hard for their investment to bear fruit. If you look at our trees today, you will see how well they are bearing, and we should get good prices for the fruit that we send to the USA. The commitment and patience is starting to pay off, and when we stand back and look at what we have achieved in a short time, we are proud and content," he added.

Gerrit Smit, co-owner of Boontjiesrivier explained how the project was initiated. "As employers, we wanted to provide some form of security for our employees; previously there was not much opportunity to do so. In the mid 1990's, the Government made available a grant of R15 000.00 for housing. This was available to the heads of households to enable them to build their family a home but it excluded farm workers who lived permanently on farms. We felt that this was not really fair as, although farm workers did have accommodation on farms, these houses did not belong to them."

The Smit brothers knew of some land available for purchase and development, and they used the availability of this grant as an opportunity to provide an alternative for their employees. They established a trust, with 20 of their employees as beneficiaries. (The beneficiaries consisted of 19 men and 1 woman.) The Smits helped them to apply for the R15 000.00 Government grants. When this was successful, they then approached the Industrial Development Corporation to add a further R10 000.00 per applicant towards the project. This provided each of the beneficiaries with a sum of R25 000.00 and, together with the Smit brothers as 50% shareholders, the Trust purchased the De Kamp property. In 1998, they established 20ha of citrus trees with open hydroponic irrigation. There are 4 orchards of 5ha each : 5ha of Nules Clementines, 5ha of Cara Cara pigmented Navels, 5ha of Kiyomie Soft Citrus, and 5ha of Bahianina Navels. The trees

The De Kamp Trust Beneficiaries:
Front row: ***Jan Scholtz (retired), Johannes Baron, Andries Baron, Michael Snyers, Andries Baron (sic)***
Back row: ***Johannes Engelbrecht, Ankie Baron, Kerneels Van Wyk, Gerrit Smit, Jan September, Kerneels Bason and Laurence Dangala.***

are now seven years old and the project is proving to be highly successful.

"These trees are carrying an exceptional crop, far above the average for our area. Have a look and you will see that the yield from this project will be better than from some of my orchards on Boontjiesrivier," says Gerrit Smit.

The success of the project seems to be the level of commitment from both the beneficiaries and the Smit brothers. The business is structured so that the Trust hires the Boontjiesrivier machinery, labour and resources to prepare the harvest. As the Smits are established commercial farmers with a good knowledge of market requirements, the Trust beneficiaries left the cultivar choices to them. The Smits are also major shareholders in Cedarpack Pack House, and the project's fruit is packaged and marketed on their behalf by Cedarpack.

"Ten years have passed since this Trust and project were established and, over the years, some of the trustees have passed away or retired. As there are 20 beneficiaries and 20 hectares, this means that each of them owns the equivalent of 50% of one hectare of a productive citrus orchard. The other shareholders have first option to buy out these shares, and I'm pleased to say that this will provide them or their families with the equity that we had hoped to create with this project. In years to come, the value of this is also likely to increase," Gerrit concluded.

Quick reference	**Land transfer - 50% ownership**
Name of project:	De Kamp
Location:	Citrusdal, Western Cape
Contact Person:	Piet or Gerrit Smit
Office Tel:	+27 (0) 22 921 3131
Project details:	20 ha citrus
No. of beneficiaries:	20

CEDAR CITRUS A SUCCESSFUL PARTNERSHIP BETWEEN WORKERS AND GROWERS

By Fred Meintjes

PHOTO: FRED MEINTJES

The beautiful Citrusdal Valley lies on the banks of the Olifants River and is almost completely surrounded by the Cedarberg Mountain Range, some 200 kilometres from Cape Town. Citrusdal is named after the wonderful citrus that has been grown in this valley for more than a century.

Now, in a new democratic society, Citrusdal is also known for the unique partnerships between citrus growers and their workers which have developed during the past decade.

Cedar Citrus is one of them – a new citrus farm where some of the best citrus varieties are grown and where the farm workers are fulfilling their own dream of becoming joint owners in a very modern fruit business. Cedar Citrus was started in 1998 as a partnership between the Van der Merwe brothers of ALG Farms and 36 of their workers. ALG, which is owned by Gerrit and Al van der Merwe, donated 40 hectares of prime citrus land near its existing farms to the group of 36 workers.

When it was established, the farm was the first citrus land reform project in the Western Cape and set standards for the collaboration between farmers and their workers. ALG felt morally compelled to do something for their workers and in doing so, they themselves became part of the new South Africa where opportunities for advancement are created for all the people in the community.

During the first year 24 000 trees were planted, and another 12 000 were established in 2002, which brings the total to 36 000 trees. The best citrus cultivars available in the world were sourced by the Van der Merwe brothers in order to make sure that the production will be good and that the fruit will be in demand on the world's market for years to come.

The 36 shareholders own 50% of the land and they will take up full ownership as soon as the farm is profitable. ALG, apart from being a 50% shareholder, also provides technical, operational, packing and marketing services to Cedar Citrus, ensuring that the fruit is sold in the most profitable markets of the world.

The shareholders, Cedar Citrus, have a track record of innovation. During the early years watermelon were planted between the rows of citrus trees to boost the young company's cash flow. In 2004, the first citrus crop was exported to the United States and Europe. Arch Bishop

Desmond Tutu, who personally visited the Cedar Citrus and ALG farming community in July 2005 to celebrate the picking of the new crop, declared that "the dreams of the South African Rainbow Nation are alive and well in the citrus orchards of Citrusdal."

Arch Bishop Desmond Tutu was moved by the partnership between white farmers and workers, the workers' housing, the community and pre-school centres, as well as activities he witnessed in the pack house.

Gerrit van der Merwe says his family first arrived at Citrusdal in 1750 and he was the sixth generation to farm there. "We would like to be part of the new South Africa for the next 200 years and thereafter. Over the years we have had the support of many loyal farm workers and their families, who have contributed to the success of the ALG business. We want to give something back to them.

"Those who only look at problems elsewhere in South Africa should visit this region to see the miracles that are taking place here," he said.

Mrs Lena September, shareholder and one of the farm's four directors, says Cedar Citrus has changed workers' views of citrus farming and they are all excited about the opportunities they have to grow and export their fruit.

Cedar Citrus grow and pack fruit according to the highest standards. Apart from delivering its products to leading retailers in the United States, it also has Tesco's Nature's Choice and the Fairtrade Labelling Organisation's certification. The pack house at ALG where the Cedar Citrus fruit is packed has BRC certification.

Quick reference	**50% worker ownership**
Name of project:	Cedar Citrus
Location:	Citrusdal, Western Cape
Contact Person:	Lena September and Gerrit van der Merwe
Office Tel:	+27 (0) 22 921 3544
email:	hoffice@algestates.com
Project details:	38 ha citrus
No. cartons exported 2005:	10 000
No of beneficiaries:	36

FARM WORKERS BENEFIT FROM UNIQUE PARTNERSHIP IN CITRUSDAL

Fred Meintjes

Farm workers at one of South Africa's most respected citrus farming operations are the real winners in a unique partnership between the farm and a United States importer. The Mouton Citrus Joint Venture, MCPL, in the Citrusdal Valley was established in 2001 when Mouton Citrus entered into a partnership agreement with well-known United States importer, Seald Sweet International, in terms of which farm workers, through their empowerment company, EMGRO LTD, now own 10,7% of the new company.

The orchards of MCPL are located in one of South Africa's oldest citrus regions, the Citrusdal Valley, about 200 kilometers north of Cape Town. During the 2004 citrus season almost 1.2 million cartons of different sizes were exported. The seven farms in the company cover approximately 4,000 hectares along the Olifants River which winds its way through the valley at the foot of the Cederberg Mountains. In total some 420 hectares have been planted under citrus trees with another 200 ha in the process of being planted with mostly patented unique varieties in order to satisfy new consumer preferences.

Apart from citrus fruit, the company also farms with cattle and rooibos tea.

The head quarters are located at Brakfontein Landgoed Farm north of Citrusdal. Here the company has developed its fine track record as an international citrus supplier. Mouton Citrus is 100% EurepGap Certified and the pack houses handling the fruit are BRC and HACCP Certified. Fruit from Mouton Citrus is particularly popular in the United States where, in 1999, it became the first producer from the Citrusdal region to pass the strict phytosanitary regulations for the US Market. By the end 2004 it still maintained a 96% USDA pass rate.

In 2004 Mouton Citrus became the largest South African citrus grower and third largest South African citrus exporter to US markets.

It is in this uniquely succesful farming operation, where the more than 600 permanent and temporary employees share in development initiatives that open` new opportunities for them. Mouton Citrus has a long track record of people investment and, as far back as 1993, the business was presented with the honorary Western Cape Farmer of the Year award for its contribution to human development and progressive farming initiatives.

The formation of EMGRO Ltd, which is derived from Empowered Growth, was a logical development in Mouton Citrus' strategic drive to empower core personnel at all levels of the organisation through selection, training, development, management participation and acceptance of ownership. With the assistance of Government Land Redistribution and Development Grants, Emgro purchased its 10,7% of Mouton Citrus' shares, giving 240 workers direct and effective ownership in Mouton Citrus. Unlike many other similar initiatives in South Africa, the worker shareholders derived almost immediate benefits because the Company was able to declare a 15% dividend on net profit before tax within one year of its establishment. Ever since it has tried to meet the short term financial expectations of employees of an empowered company.

Following the empowerment deal, the Company qualified for development funds at 4% below bank prime interest rates and an additional grant for training and development. Through this, and its own investment, Mouton Citrus is able to provide and facilitate a wide range of benefits including housing, electricity, water, sanitation, health care, child and elderly care, schooling and study bursaries, transport, sport facilities and social clubs.

EMGRO Chairman, Mr Andries Visser, says being involved in a partnership with a commercial farmer has helped the worker shareholders and their families to improve their standard of living as they are now co-owners in a business with a sound future. "Coming from a disadvantaged background, I know how difficult life can be, but now I've been given a good opportunity and will work hard to make the most of it."

Harvest time at Brakfontein PHOTO: FRED MEINTJES

Quick reference: 10,7% worker ownership

Name of project: Mouton Citrus (Pty) Ltd
Location: Citrusdal, Western Cape
Contact Person: Johan Mouton (MD of MCPL) and Andries Visser (Chairman of Emgro Ltd)
Office Tel: +27 (0) 22 921 3407
email: info@moutoncitrus.co.za
Project details: 420 ha citrus
No.cartons exported 2004: 1,200 000
No. of beneficiaries 240

A proud moment for the Top of the Class 2004 graduates at their graduation ceremony in December 2004. The top student, Veronica Naudé (second from right) won a trip to Fruit Logistica International Trade Show in Berlin sponsored by the Fresh Produce Exporters' Forum.

Top of the Class Training Programme

The Top of the Class Programme is a transformation and training programme that simultaneously employs and trains predominantly previously disadvantaged individuals (PDI's).

The course was presented for the first time in 2004 and created a high level of awareness amongst exporters and industry organizations. The purpose of this project is to develop relevant skills for Previously Disadvantaged, as well as non-PDI, South Africans to become meaningful participants in the South African fruit export industry. They will be employed and trained in the fields of marketing, finance, logistics and technical matters.

The 2005 course consists of 3 classes, two in the Western Cape and one in the Eastern Cape's Kat River area, and it is anticipated that 6 classes will be presented in 2006. Preference is given to PDI's and, as far as possible, a ratio of 80:20 will be maintained.

"The International Competitiveness Yearbook of 2003 rated South Africa as the 8th in the world in terms of employee training. Our country now has one of the highest levels of expenditure on education in the world, which is approximately 20% of the GDP. This course is our contribution towards increasing the level of expertise and knowledge, not only in our industry, but also in South Africa as a whole," says Stuart Symington, CEO of the Fresh Produce Exporters' Forum (FPEF).

The course consists of three groups of 15 "trainees" each (45 in total): the trainees are either unemployed individuals who will be employed for one year by members of the FPEF (exporting members of the Export Council) or individuals who are permanently employed within the industry. These are mostly young graduates who have recently been employed by stakeholders within the fresh produce export industry.

The SA Agri-Academy in Stellenbosch is the institution offering this accredited training, and the course is based on the nine Trade Chain Manuals developed by the Fresh Produce Exporters' Forum during 2004. In the course of the year, the trainees receive one full day of training per month for ten months, including practical excursions.

This is the only South African training facility that offers accredited courses on fresh fruit exporting. The Agri-Academy is certified with the Primary Agriculture Education Training Authority (PAETA) and students who graduate will receive accredited training and certification.

The South African fresh produce industry encounters buyers from abroad who wish to support companies supporting transformation in South Africa and this is a way to add value for some international buyers. In time to come, a progressive export company could start a 'transformation brand' on its fruit box, rather like the "New Beginnings" label in the wine industry.

As a result of their training, these individuals would also be eligible to enter the service-provider side of the fruit export industry such as forwarders, shippers and transporters. It is hoped that some of them will open their own export companies after gaining sufficient experience. The FPEF is a Proudly South African member and would like to use this brand in conjunction with the course. The Fresh Produce Exporters' Forum would also like to encourage the students to motivate their companies to become Proudly South African members.

Perishable Products Export Control Board

Sustainable Transitions through Long Term Commitment

The global perishable products export industry is subject to challenging dynamics as a result of economic and environmental shifts and, thus, the industry requires a total transformation. This would include the manner in which the industry controls exports through good quality and food safety systems, to the transformation of the people and the development of related stakeholders.

The PPECB Board and Management have viewed these challenges from a position of creating confidence in South African produce and have initiated and led a transition process from a static organisation to a stakeholder and programme managed organisation that will be able to meet the needs of both the formal and emerging sector. Thus, PPECB's contribution will reinforce access for South African produce in global markets. The Board has committed itself to total transformation of the organisation to reflect the thrust of government in this regard.

The Board's commitment has resulted in the implementation of the following specific actions within which successful transition must take place within four pillars of transformation:

1) Equitable Representation

Board & Management
Specific actions have resulted in improved representation at both Board and Management level. The Board is committed to pursue equitable representation as reflected in their employment equity plan.

Employment
Of all operational appointments in the past two years, some 90% were previously disadvantaged individuals.

2) Organization Renewal

People systems
Management has redesigned people systems to:

- Ensure the elimination of organisational barriers
- Improve reward and performance systems

Programme Management
The successful introduction of Programme Management has ensured improved flexibility and responsiveness to industry requirements, whilst bringing about focus on major product groupings and development areas such as cold chain and food safety.

Programme Managers will significantly contribute towards broader development initiatives and skills transfer. Each programme is tasked to identify specific development projects that will support the transformation of their specific sub industry.

3) Skills Development
The comprehensive skills development approach includes the following initiatives to ensure that PPECB develops the skills of a representative group of employees to the benefit of the industries:

Job Skills Training
The competencies required of an experienced Assessor are not acquired through formal tertiary qualification alone, although it does provide a sound basis on which to build.

New employees are assigned to structured learning programmes that map out the necessary steps to achieve the required competencies.

One of the key elements is an annual intensive skills programme. This programme provides learners with the basic theoretical and process knowledge in various products and processes. It forms the foundation of the practical skills that are acquired during their first 24 months of employment.

The course curriculum includes:
Introduction to Inspection
Pome and Stone Fruit
Entomology
Grapes
Citrus
Subtropical fruit
Post-harvest Physiology, including Pomology
Equipment-Technical Requirements
Pre-cooling and Product Requirements
Temperature Monitoring Techniques
Cold Chain Management and the Shipping Process
Orientation to Total Quality Management Systems
Food Safety
Traceability

All operations staff are subject to a formal assessment of their competencies prior to their appointment as assessors.

Bursary Programme
Management's commitment to development is reflected in the bursary programme with numerous bursaries being awarded annually to a representative group.

Experiential training
Our most successful contribution is probably reflected in our experiential programme where black students are given exposure to the perishable products industry through PPECB's learning programme. Many of these students opt for full time employment with PPECB.

4) Capacity Development

Partnerships
PPECB contributes skilled staff to numerous projects through partnerships in South Africa (predominantly the SA Agri Academy) and globally. Projects include:

Right: The 30 learners of 2005.

ppecb

Mentorship Training
Presented by SA Agri Academy and CBI annually. The purpose is to train mentors in business consulting aspects to assist emerging farmers who wish to export their produce. The outcome of the course is that mentors consult on a continuous basis with role players to assist them in preparing for the requirements that are necessary for international market access.

Train the Trainer course
SA Agri Academy presented a "Train the Trainer" course in Uganda during June 2005. The purpose of the course was to train specialists representing the Fruit and Vegetable industries as trainers and business consultants. This should result in increasing the global competitiveness of the industry throughout the value chain of the various sectors.

Market Access for Africa's Agricultural Products Conference
SA Agri Academy, in collaboration with CBI, NAMC, WTO/ITC and PPECB, will be hosting a conference in Cape Town during October. International and national experts will join forces in sharing information and expertise to develop marketing strategies, whereby access to the European and African markets should become a reality for Africa's agricultural products.

Qualification
PPECB is contributing to a related qualification for the industry through the development of standards. This qualification will give black students access to employment with a portable qualification in the future.

AGRI-MATCH programme
The objective of the agreement is to match emerging export farmers with Dutch importers. Farmers underwent extensive training and development through the SA Agri Academy Export Readiness Programme that was funded by Wesgro. The outcome of the workshop was the development of a workable marketing plan. The SA Agri Academy, in conjunction with its Dutch partner CBI, initiated an extensive mentorship training programme for mentors to be trained in supporting emerging farming communities.

SA PIP Programme
The EU demonstrated its confidence by awarding its Pesticide Initiative Programme to the Board through the Department of Agriculture. The programme has created capacity to meet the needs of the emerging sector with regards to the specific aims of the programme. Initiatives to assist the emerging sector include:

- Developing a database of emerging farmers;
- Numerous training programmes on related pesticide issues.

External Development
Skilled professionals conduct numerous workshops to share knowledge on products and Food Safety throughout Southern Africa and other developing nations.

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PPECB is well positioned to support the successful exportation of perishable products through the capacity of their transformed people, processes and systems.

PPECB - Creating confidence in Southern African produce!

Capespan
Committed to sustainable BEE

"Capespan has committed itself to a united and prosperous agricultural sector, by enhancing the participation of previously disadvantaged South Africans in the fruit industry," says Angelo Petersen, assistant to the Capespan Group CEO. He added, "This process needs to be implemented in a manner that is commercially viable and that benefits the company's stakeholders."

In keeping with the process currently underway in South Africa, Capespan plans to focus on the following Black Economic Empowerment (BEE) areas:

- Employment Equity
- Ownership and Equity participation
- Land Transformation
- Skills and Human Resource Development
- Preferential procurement
- Corporate Social Investment

Equity Ownership
"We are planning to introduce equity ownership by black South Africans across the group," says Petersen. "Capespan will encourage equity ownership among previously disadvantaged South Africans involved in the fruit industry.

"At the same time, we continuously promote the transfer of business management and skills to historically disadvantaged South Africa. We enter into joint ventures and partnership arrangements to ensure that export market opportunities accrue to black-owned enterprises," he added.

Land Transformation
Capespan identifies sustainable projects to support and, in doing so, facilitate the entry and mainstreaming of previously disadvantaged black farmers into the fruit industry. "As facilitators to this process, we would like to see land transformation implemented on 10 farms per year," says Petersen.

Human Resource and Skills Development
"The commercial viability of the fruit industry requires diverse resources and skills and, to achieve this, we are investing 2% of our total payroll in our overall human resource development," he explained.

Through the Capespan Foundation, Capespan is improving literacy levels by engaging role players to ensure maximum use of relevant Sector Education and Training Authorities (PAETA), funding institutions and resource organizations. Training programmes are currently being set up on farms and, through mentorship programmes, the company will assist with empowerment and restructuring. "We plan to train about 500 people per annum," says Petersen.

Capespan Foundation

The Capespan Foundation is part of the Capespan Group of Companies and has as its primary purpose the co-ordination of the social investment programmes of the Capespan Group. These programmes focus on land reform in the fruit industry and capacity building through skills development of farm workers. The Capespan Group and sponsorships from international retailers and governments financially support these initiatives.

The land reform programme is a central focus of the Foundation and involves the establishment of economic empowerment of farm workers in existing farming businesses and the setting up of new farming ventures, owned by black farmers. This is done in partnership with financiers and grower mentors, to facilitate the transfer of the necessary skills to enable the workers to take on greater responsibility.

Capespan exports the fruit produced on these empowerment farms under the THANDI ™ brand. Only high quality produce is packed under the THANDI ™ brand, which is aimed at the upper end of the international markets to ensure sustainability and maximum benefit to the black farm workers.

The THANDI ™ brand is an international empowerment brand. The word THANDI ™ is derived from the African language Xhosa, and means "love", which embodies the spirit of the Foundation's land reform initiative.

The Foundation's Skills Development Programme improves farm workers' skills and exposes workers to the requirements of international fruit marketing. A special feature of the programme is training in Food Safety and Due Diligence, and integrates Fruit Management to achieve EurepGap accreditation.

Preferential Procurement

"We will accelerate our procurement from black-owned and empowered companies and, by 2007, we aim to grow our procurement spend to 50%. Where it is appropriate, suppliers with a significant BEE status will be given preferred supplier status."

Corporate Social Investment

"We contribute 1 to 1.5% of pre-tax profit to social initiatives to enhance and develop historically disadvantaged individuals in the fruit industry; focusing on HIV/Aids, the elimination of illiteracy and skills development. Ultimately, we want to ensure the sustainable growth and prosperity of the Capespan Group," Petersen concluded.

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The Southern African Citrus Co-operative

Citrus SA

Citrus SA is a voluntary agricultural cooperative that designs, develops and implements effective and cost efficient skills development delivery mechanisms for its members and their communities.

Citrus SA acts as the registered Skills Development Facilitator for the members of CitrusSA and is currently conducting work skills plans on behalf of its members. This will also form an important contribution to the Citrus Growers' Association's (CGA) needs assessment and training development prioritisation effort.

"The actual skills development training is done by a range of different service providers. Our role is to identify, utilise and evaluate the training providers and subject matter in the respective geographic areas on behalf of our members," says Gerrit Booyens, CEO of Citrus SA.

This evaluation is done in terms of the quality assessment and moderation framework determined by the National Skills Development Framework. Education and Training Quality Assessment and Moderation Capacity have been created over the last year and this process will continue.

The progression of skills development programmes has been largely determined by the availability of relevant, registered and appropriate skills development programmes and learning material, as well as external requirements set by accreditation bodies such as EurepGap. The recent establishment of the Citrus Academy as a learning material "development engine" will accelerate the availability of appropriate learning material and service providers.
Immediate and urgent priorities include:

- HIV/AIDS Awareness and Prevention
- Personal Money Management
- Fruit Packing, Sorting and Grading Programmes
- Food Safety and Quality Management Practices
- First Aid
- Health and Safety Officers' Training

In the Marble Hall/Groblersdal area, approximately 400 students completed training during 2004 in a variety of short courses ranging from tractor and forklift operation, to pack house and scouting skills. During 2005, a predicted excess of 1052 training days, involving 306 learners during 26 skills development programmes will take place in the area. Several other agricultural sectors have approached CitrusSA to provide advice in developing similar delivery mechanisms in their respective industries. Regional coordination and central administration, research and development capacity have been created to support the field training initiatives.

Adult Basic Education Training

The low literacy levels in the South African agricultural sector have made this the highest priority of all initiatives. Basic literacy underpins the skills development and training process, and provides the tools with which a formal assessment of the capabilities of employees can be assessed before starting on an appropriate development programme for the individual employee.

Several Adult Basic Education initiatives have been identified and, during April 2005, the first ABET Training Centre was implemented in the Letsitele Citrus Co-operative. During 2004 more than seven hundred learners benefited from the initiative and, by the end of 2005, at least seven ABET Training Centres will have been established, catering for approximately seven hundred ABET students.
"The rate of support and development

has been quite phenomenal," says Gerrit Booyens. "We have established an excellent working relationship with the Agriseta (Sector Education and Training Authority) service provider, Mediaworks, and the Limpopo Provincial Government; which, under the auspices of "Trade and Investment Limpopo", has provisionally allocated R150 000 to support the regional ABET facilitators."

Over and above the invaluable support from AgriSETA, the Development Bank of Southern Africa (DBSA) and Syngenta have pledged support to the process and have already contributed both in cash and in kind, significant moral support to effectively "kick start" the Citrus SA skills development process.

In four regions, the skills development initiatives have transcended the citrus industry's boundaries and will be developing into general Agricultural Skills Development Hubs. These Skills Development Hubs will be an integral part of the AgriLogistics and Business Support Centres to be established in Letsitele, Musina, Hoedspruit and Marble Hall. Nine potential Regional Training Centres were identified, and two producers have already started building their own "in house training" centres.

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Capacity Building within the Citrus Industry

Background
Developing the skills of new entrants to the citrus industry is essential for successful transformation. It has been found that previously disadvantaged individuals (PDI's) require, in most cases, development of basic literacy, technical and business management skills to enable them to establish sustainable and profitable farming enterprises.

Citrus Academy
As part of the strategy put in place to address this issue, the Citrus Growers' Association established the

Citrus Academy at the beginning of 2005. Jacomien de Klerk was appointed as the manager of the department.

A strategy was developed for the Academy and the primary objective was formularised as follows:
To enable and facilitate access for all participants in the citrus industry to relevant, quality skills development services.

It has therefore been determined that the main function of the Citrus Academy will be to create an enabling environment in which service providers can deliver quality skills development services, and to assist growers with the tools and information required.

The Citrus Academy furthermore has the specific task of assisting new growers with capacity building.

Needs Assessment

The Citrus Academy has undertaken a needs assessment, with the objective of determining the current and future skills and capacity requirements of the citrus industry.

The needs assessment is seen as a multi-tiered process, with specific reference to the following:

- Skills required at fieldworker to farm supervisor level
- Skills required by individuals entering the industry as growers, such as emergent farmers
- Specialised technical and scientific skills required by the industry, such as soil scientists, entomologists, physiologists, etc.

Literacy Skills

Although the needs assessment will be completed only in the 2005/06 year, it has already been determined that a main barrier to entry to skills development remains low functional literacy levels. It is estimated that around 80% of fieldworkers in the South African agricultural industry are functionally illiterate, and it can be assumed that this is the case for the citrus industry as well.

Functional illiteracy poses a challenge not only in terms of farm management, but also in terms of skills development. Many learners are simply unable to access skills development and capacity building programs due to the inability to assimilate written learning material. In addition, many skills programmes require basic numeracy skills, which pose a further barrier to entry.

The AgriSETA launched a program in 2004 to improve literacy skills in primary agriculture. The Academy has undertaken an awareness campaign to inform growers of the opportunities in this regard and strongly urges them to participate.

Learning Material

The shortage of quality learning material has been identified as a limiting factor in terms of the delivery of skills development services. With service providers using a variety of learning material from a variety of sources, it is difficult to guarantee the quality of service delivery.

The Citrus Academy has undertaken a project to develop quality, citrus-specific learning material for fifty-nine unit standards in seventeen skills areas on four levels. The skills areas concerned are mostly production-related, and include Fertilisation, Pest & Disease Control, Irrigation, etc.

The learning material developed as part of this project will become available towards the end of 2005, and the project will be completed by March 2006.

Conclusion

The Citrus Academy is dedicated to growing the citrus industry through taking on the challenge of raising and maintaining skills levels amongst all citrus growers.

Please visit the Academy website at www.citrusacademy.co.za.

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SKILLS DEVELOPMENT IN SOUTH AFRICA

History

The history of the current framework for education in South Africa traces its origins back to the trade union movement of the 1970's and 1980's. In this era, the demands of employees for a living wage were repeatedly rejected by employers on the grounds that workers were unskilled and therefore their demands were unjustified. Skills development was therefore seen by workers as a means of achieving their demands for better wages.

The skills shortage in South Africa has been identified as one of the main impediments to reaching the stated economic growth targets of the Government.

The South African Qualifications Authority Act (No. 58 of 1995) was passed into law in October 1995. The Act prescribed the establishment of, amongst others, the South African Qualifications Authority (SAQA), the National Qualifications Framework (NQF) and the Sectoral Education and Training Authorities.

Skills development in South Africa is seen as mainly the function of the national and provincial Departments of Labour, mostly as a result of the history of the initiative. The Department of Labour cooperates closely with the Department of Education and other Government departments in this regard.

National Qualification Framework

<table>
<tr><th colspan="3">Levels</th><th rowspan="2">Learnerships</th><th rowspan="2" colspan="2">ID</th></tr>
<tr><th>Description</th><th>NQF</th><th>ABET</th></tr>
<tr><td rowspan="4">Higher Education & Learning</td><td>8</td><td></td><td></td><td colspan="2">Post Doctoral Degrees
Doctorates
Masters Degrees</td></tr>
<tr><td>7</td><td></td><td></td><td colspan="2">Professional Qualifications
Honours Degrees</td></tr>
<tr><td>6</td><td></td><td></td><td colspan="2">National First Degrees
Higher Diploma</td></tr>
<tr><td>5</td><td></td><td>Learnership Level 5</td><td colspan="2">National Diploma
National Certificates</td></tr>
<tr><td rowspan="3">Further Education & Learning</td><td>4</td><td></td><td>Learnership Level 4</td><td>Standard 10 / Grade 12 / N3</td><td rowspan="3">Secondary / Technical / Vocational</td></tr>
<tr><td>3</td><td></td><td>Learnership Level 3</td><td>Standard 9 / Grade 11</td></tr>
<tr><td>2</td><td></td><td>Learnership Level 2</td><td>Standard 8 / Grade 10</td></tr>
<tr><td rowspan="4">General Education & Learning</td><td>1</td><td>4</td><td>Learnership Level 1</td><td colspan="2">Standard 7 / Grade 9</td></tr>
<tr><td rowspan="3"></td><td>3</td><td rowspan="3">Primary and Early Childhood</td><td colspan="2">Standard 5 & 6 / Grade 7 & 8</td></tr>
<tr><td>2</td><td colspan="2">Standard 3 & 4 / Grade 5 & 6</td></tr>
<tr><td>1</td><td colspan="2">Standard 1 & 2 / Grade 3 & 4</td></tr>
</table>

GLOSSARY OF TERMS

Term / Abbreviation	Definition
SAQA	**South African Qualifications Authority** An authority established in terms of the South African Qualifications Authority Act (No. 58 of 1995) with the express purpose of establishing, implementing and monitoring the National Qualifications Framework.
NQF	**National Qualifications Framework** An integrated national framework for learning achievements that sets out to recognise all qualifications, learning programs and informal learning on standardised levels. New qualifications and unit standards are registered and accredited within the NQF.
SDL	**Skills Development Levies** Levies that fund the activities of Sector Education and Training Authorities through a levy payable by every employer with a payroll exceeding R250,000 per year. Contributions are currently calculated as 1% of taxable income of all employees, and are collected by the South African Revenue Services. An employer is registered as a member of one of twenty-five economic sectors identified by the Skills Development Levies Act.
NSF	**National Skills Fund** 20% of all skills development levies go to the Department of Labour's National Skills Fund. This is used to develop and improve the skills of target groups within the workforce, such as the unemployed and the disabled, or to fund learning schemes in line with Government priorities. Funds for special projects may be sourced from the NSF by SETA's.
SETA	**Sector Education and Learning Authority** A SETA for each of the twenty-five identified economic sectors has been established in accordance with the Skills Development Act. The SETA's receive the remaining 80% of the levies paid by employers registered as members of that economic sector. The SETA's main function is to oversee learning activities in their specific sector, to promote learnerships, to promote the development and accreditation of learning programmes and to perform quality assurance and certification functions. Part of the 80% skills development levies that an employer pays to his SETA can be claimed back from the SETA by the employer if a workplace skills plan is developed and implemented.
ETQA	**Education and Learning Quality Assurance** ETQA bodies have been established by SAQA to monitor and ensure the quality of education provided by all learning providers, and to ensure that the standard of a qualification can be guaranteed across the board. Every SETA has an ETQA manager who is responsible for the accreditation of service providers and the monitoring of delivery standards within the sector of that SETA. ETQA managers do not set standards, but control and monitor the quality of learning delivery.
NSB	**National Standards Bodies** In the NQF, learning is organised into twelve different fields. An NSB has been established by SAQA for each field. Amongst the main functions of NSB is to clearly define the boundaries of its field of responsibility, and to recommend to SAQA the registration of qualifications and unit standards. Please note that NSB does not generate standards or qualifications, but merely oversee these activities in its field.

SGB	**Standards Generating Bodies** These bodies are associated with the NSB's and have among their main functions to generate qualifications and standards and to recommend them for accreditation to the associated NSB. They also set the criteria for the registration of assessors and moderators.
AgriSETA	**Agricultural Sector Education and Learning Authority** A SETA that has been established for the agricultural sector.
ABET	**Adult Basic Education and Training** Refers to learning programmes designed to develop and enhance the basic skills of adults. These programmes include life-skills, functional literacy, numeracy and computer-literacy.
Qualifications	A qualification consists of a number of unit standards (learning programs) that add up to a total of 120 credits. Three types of unit standards are used to make up a qualification. These are fundamental unit standards (communication and mathematics), core unit standards (vocation specific learning), and elective unit standards (non-essential learning for the further enrichment of the learner).
Unit Standard	Unit standards are building blocks of a qualification, and are defined as comprehensive units of learning. A unit standard can be loosely compared to a subject taken on secondary education level, or a module in tertiary education. Unit standards are developed and registered by SETA's through their respective SGB's for their relevant sectors. The number of credits allocated to a unit standard is determined at registration.
Credits	The number of credits assigned to a unit standard is credited to a learner once he displays a competency in the unit standard. The credits can be used as an indicator for the extent of learning material.

Useful Links

Organisation	Website
South African Qualifications Authority	www.saqa.org.za
National Department of Labour	www.labour.gov.za
National Department of Education	www.education.gov.za
National Department of Agriculture	www.nda.agric.za
Agricultural Sector Training and Education Authority	www.paeta.co.za

The Land Claim

The sensitive issue of land in South Africa dates back to 1908 when South Africa gained independence from Great Britain. The new constitution seriously affected the rights of black South Africans. The Native Land Act of 1913 reduced the land available to blacks to just 7.3% of the total area of South Africa. Blacks were prohibited from owning land outside this region.
The first democratic election in 1994 paved the way for the drafting of a new constitution, which prescribes the way forward in redressing the imbalances of the past.

The process of redress was started by enacting of the Restitution of Land Right Act (Act 22 of 1994) whose purpose is:

To provide for the restitution of rights in land to persons or communities dispossessed of such right after 19 June 1913 as a result of past racially discriminatory laws or practises

To establish a commission on restitution of land rights and claims court and to provide for matters connected therewith.

The discriminatory laws are:
Native Land Act of 1913
Native Administrative Act of 1927
The Development Trust and Land Act of 1936
The Asiatic Land Tenure Act of 1946
The Group Areas Act of 1950 and 1966
The Rural Coloured Areas Act of 1963
The Community Development Act of 1966

The land claim process is as follows:

- Any persons or community which is entitled to claim land may lodge a claim on a prescribed form obtained from the Chief Land Claims Commission
- The form should be accompanied by the appropriate resolution or documents supporting such contention
- Any dispute are resolved in a meeting and people 18 or older are entitled to vote at such meetings
- After lodging of a claim, the regional land claim commission would ensure that all jurisdiction requirements are satisfied and advertise the claim in the gazette
- Each claims is properly researched in order to established whether it qualifies
- If upon investigation the commission finds conflicting facts, it may enter into mediation or negotiation, failing which the matter may be referred to court

The citrus industry only gets involved once the land claims process has been completed. In most cases the claimants lack resources necessary to run a sustainable business. The post settlement stage is critical. New farmers need to be aware of the business they are entering, especially the long-term nature of citrus farming and the necessity of business plans for raising finance. The long term nature of citrus farming means cash outflows for many years before a break even is attained – if this is not understood and planned for it can lead to disillusion and neglect of orchards. Citrus Growers Association is always available to provide technical support and advise that will assist in skills development, sustainable citrus production and a positive outlook to citrus farming. The facilitation of all post settlement activities is done in partnership with relevant stakeholders, in particular the national and provincial departments of agriculture.

We would like to thank our sponsors:

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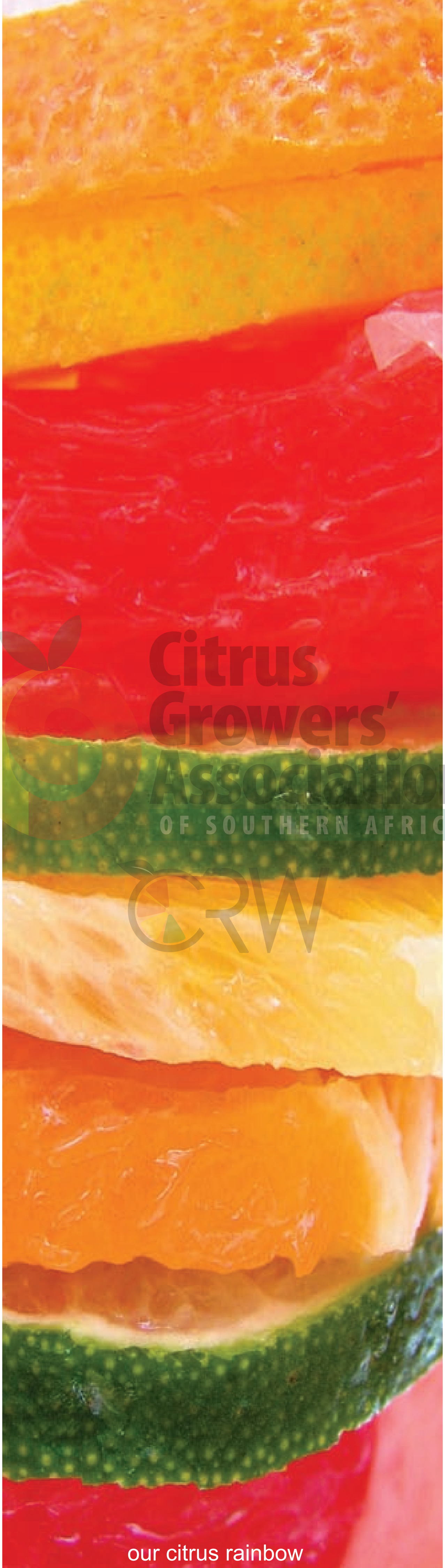

our citrus rainbow

Citrus Growers' Association

OF SOUTHERN AFRICA

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