



CGA Transformation Strategy

Transformation Indaba

Paul Hardman

11th – 12th September 2025



Presentation objectives

- Objective is to provide an overview and update on the development of the CGA Transformation Strategy

Why a new strategy?

- The landscape has changed:
 - The Agro-processing and Agriculture Master Plan was signed off
 - Funding opportunities are now different
 - CGA Levy funding increased (but levy rate per cartons reduced)
 - Success in new areas:
 - Economic Transformation of Black Citrus Growers (ETBCG) – Jobs Fund
- The needs of black growers have also evolved
- Essential to review operational arrangements between the CGA Group of Companies

Key outcomes from the CGA Transformation Indaba - 19th June 2024

- A revised strategy is required:
 - An umbrella strategy → integration and cooperation.
 - Each CGA entity would need to develop their own company strategy
 - The CGA Transformation Strategy was adopted in Feb 2025
- Strong consensus that transformation for the sector means **creating economic opportunities** for black people
- CGA Development Chamber should update their Terms of References
- A **broader definition of transformation is required**
 - Not just EDF focused
 - There is a need to include JV and partnerships into the scope of transformation
 - Recognize and support the pool of black talent underpinning the industry

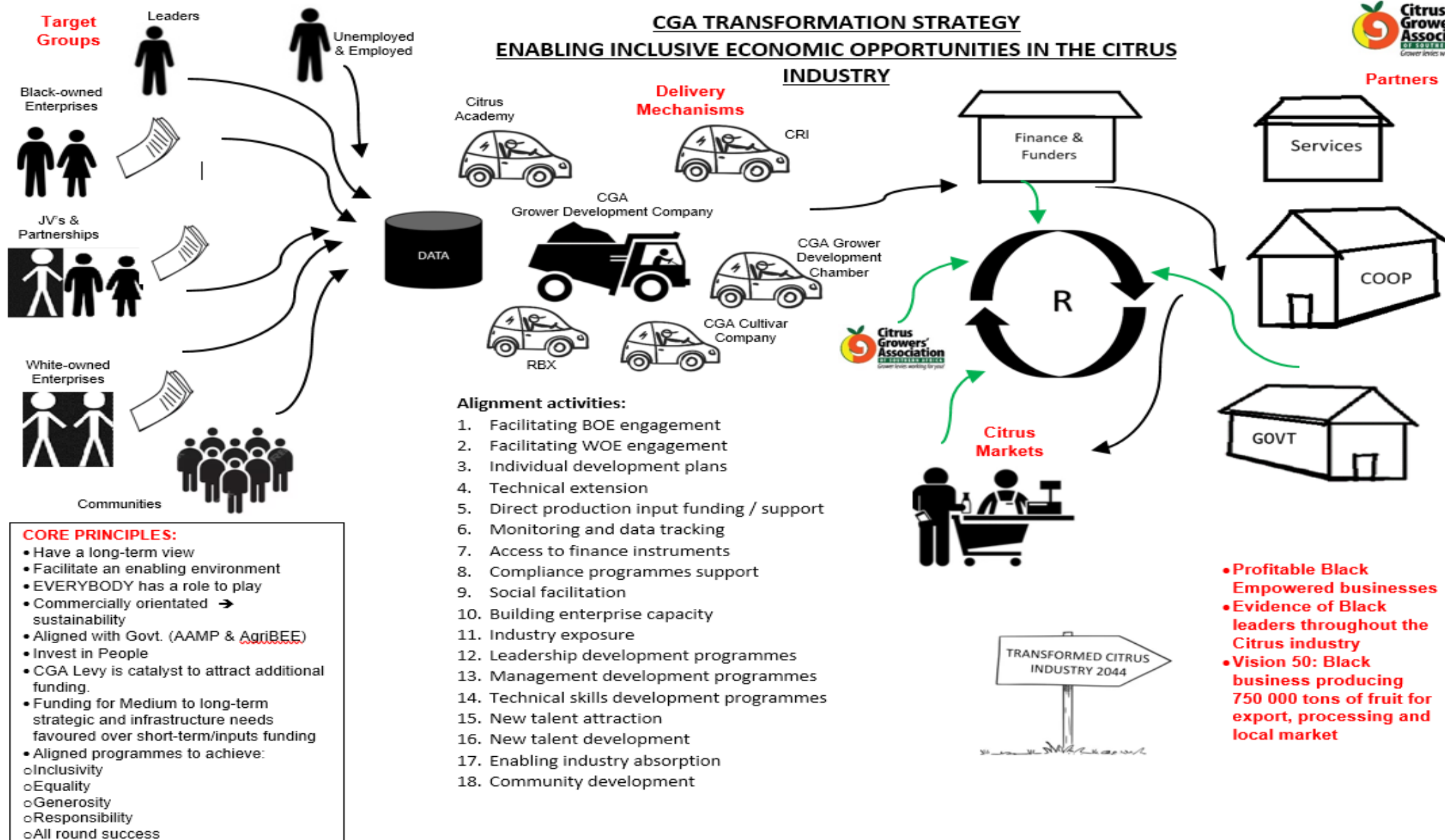
Key outcomes from the Indaba.. cont.

- There needs to be more commercial edge in some aspects of the CGA GDC work
- Data-driven decision-making is required
- An overhaul of funding process is required
 - → from 1:1 ratio to 1:5 ratio
- Jobs fund project was a great success → we need to learn from that
- Clearer and more comprehensive communication is needed → There are good stories to tell

CGA Transformation Strategy

- Opening Statement
- Vision for the Industry Transformation
- Purpose (Mission) of Industry Transformation
- Core Principles
- Scope of CGA Transformation Initiatives
- Alignment with AAMP
- Target Groups
- Delivery Mechanisms
- Key Services/ Programmes/ Approaches
- Implementing Guidelines

CGA TRANSFORMATION STRATEGY ENABLING INCLUSIVE ECONOMIC OPPORTUNITIES IN THE CITRUS



CGA Transformation Strategy

- Opening Statement
 - CGA is essentially trying to create an enabling environment for transformation
 - Emphasis on creating economic opportunities
- Vision for the Industry Transformation
 - Equal opportunities for black people
 - Evidence of commercially profitable black businesses
 - Broader impact on communities, especially in rural areas
 - Where does Vision 50 fit in? → 750 000 tons from black business
- Purpose (Mission)
 - Create meaningful impact for the sector and country
 - Have alignment with government and other transformation initiatives

CGA Transformation Strategy

- Core Principles (what is guiding the strategy?)
 - A long-term view is required
 - EVERYBODY in the industry has a role to play
 - We believe in investing in PEOPLE (future industry = people)
 - Focused support – due to finite resources
 - Commercial principles - sustainability
 - Inclusivity
 - Equality
 - Generosity
 - Responsibility

CGA Transformation Strategy

- Scope
 - Strategy is for the CGA Group → But each entity must develop their own aligned strategy

Entity	Expectation
CGA Group	Prescriptive
Growers, nurseries, packers	Enabling, supportive and informative
Value chain partners	Encouraging, influential, promotional

CGA Transformation Strategy

- Alignment:
 - AAMP
 - AgriBEE
 - NAMC
 - CGA Levy
- Target Groups
 - Black-owned enterprises
 - White-owned enterprises
 - Value Chain entities
 - Employees
 - Leaders
 - Communities⁶

CGA Transformation Strategy

- **Delivery Mechanisms**
 - CGA
 - Orange Heart (CGA charitable initiative)
 - CGDC (CGA board committee)
 - CGA Grower Development Company
 - Citrus Academy
 - CRI
 - RBX
 - CGA CC

CGA Transformation Strategy

- Key Strategies/Programmes
 - +/- 20 key strategies
 - Priority
 - Included activities
 - Excluded activities
 - Target Group
 - Delivery Mechanism
 - Measurement of success

CGA Transformation Strategy

- Facilitating BOE engagement
- Facilitating WOE engagement
- Individual development plans
- Technical extension
- Direct production input funding / support
- Monitoring and data tracking
- Access to finance
- Compliance programmes support
- Social facilitation
- Building enterprise capacity
- Industry exposure
- Leadership development programmes
- Management development programmes
- Technical skills development programmes
- New talent attraction
- New talent development
- Enabling industry absorption
- Community development

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**Citrus
Growers'
Association**
OF SOUTHERN AFRICA

CGA Transformation Strategy

- Current Progress
 - Final Approval at CGA Board (19th February 2025)
 - Development of metrics to monitor and evaluate progress
 - Formation of a CGA Group Transformation working group – have meet on several occasions but needs to be more formalized.
 - Annual reporting on progress – in progress



Thank you!

Transformation Indaba

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