Justin Chadwick was appointed as Chief Executive Officer of the Citrus Growers' Association (CGA) in September 1999. He took over from Ian Moore who had administered the CGA since deregulation in 1997.

CGA started with one office in an office block, with one employee. Since telephone lines were limited in Hillcrest the landlord allowed a connection through their switchboard, so a telephone line ran out the window and across to the landlord's reception desk. CGA now has eight staff in Hillcrest, four telephone lines, one fax line and a server to route e-mails.

In 1999 CGA depended on voluntary levies, and in the 1999/2000 year income totaling R4 million was collected; salaries totaled R400 000 (10%) and research R3.4 million (85%). The CGA made a loss of R148 000 in that year. The CGA was mandated to carry out research and market access on behalf of growers.

In the 2008/9 year income was R29.4 million; salaries totaled 2.4 million (8%) and research totaled R18.7 million (64%). The CGA/Citrus Research Trust (CRT) made a profit of R3.5 million.

From one employee in 1999 the CGA now has a staff of eight full time and two part time employees. Its subsidiaries and related companies employ a further sixty people. Apart from research and market access the CGA is now mandated to carry out other functions for growers - transformation was added in 2000, information in 2006 and logistics and market development in 2009.

Initially two entities existed – CGA and CRT. Now the CGA stable includes CRT, Citrus Research International (CRI), River Bioscience (and its 50% stake in XSTT), Citrus Academy, 33% share in the SA Fruit Journal and 25% share in Fruit South Africa.

In 1999 research was conducted by the Outspan Citrus Centre (OCC), part of Capespan. The CEO's first job - to secure a statutory levy - was achieved in 2001. Then followed a process of purchasing OCC, which was acquired on excellent terms (the business and not the fixed assets). In 2002 the CGA acquired the Outspan Foundation Block - thus securing grower's access to disease free, true to type propagation material. Since then two further statutory levy applications have been lodged and approved – indicating Department of Agriculture's positive approval of CGA's administration of the levy. Growers have also recognised the value of the levy; the first levy application had its opponents - subsequent applications have enjoyed almost 100% grower support.

The CGA has also established important linkages globally, and is seen as a recognised fruit institution by most countries. This is due to CGA participation in international events and coverage of CGA in the international media. CGA has supported the work of the Southern Hemisphere Association of Fresh Fruit Exporters (SHAFFE), with Justin serving as President in 2006 and 2007. With SHAFFE Justin and his Argentine colleague initiated an information sharing arrangement which is still going after four years. CGA is also an associate member of CLAM (representing Mediterranean citrus industries) and as such has close linkages with these citrus industries.

The formation of the Citrus Academy in 2005 was aimed at
ensuring the industry was supplied with competent and skilled human resources, and to answer the challenge of employment equity. The Citrus Academy is now a stand alone company, with a budget of over R3 million, a R1 million bursary fund benefiting over 50 learners annually, and many activities aimed at skills development, education and training.

River Bioscience was established to commercialise products developed by the research program. This in turn led to the commercialisation of the sterile insect technique and the formation of XST.

A significant milestone was achieved in 2004 with the signing of a protocol allowing South African citrus access into China. Although the grey channel in China still dominates citrus trade, the official route will be the future of citrus exports into China. Given heightened phytosanitary measures in Europe, alternative markets such as China will become more important in the future. Justin was instructed to open China, and to utilise whatever resources he needed. Thinking “outside the box” he elicited the assistance of the US negotiator for US citrus access to China, a local Communist Party executive and the Agricultural Attaché in Beijing to make it happen. In April 2004 it was generally agreed that Australia would gain citrus access before South Africa, by June South Africa was in and Australia waited another year and a half.

Other market access highlights were:
• Four additional magisterial districts added to Western Cape USA access in 2001, and a further twelve in May 2006.
• Reopening of US market in 2002 due to alleged pest interception, and again in June 2005.
• USA access for Vaalharts region in 2003.
• Resolution of a multitude of residue issues – with favourable outcomes.

• Revision of the Chinese protocol in 2006 to include cold sterilisation treatment for FCM, the addition of further ports of entry and the change in registration requirements (no longer necessary for Chinese officials to register orchards).
• Clementine access to Japan approved in June 2007.

In 2001 CGA conducted a tree census using CRI resources (the previous tree census was conducted by Outspan in 1994). Since then the information portfolio has increased to include an annual statistics booklet, annual crop estimates and monthly updated predictions, weekly packed and shipped figures, weekly scans of international media, and long term crop projections.

In 2009 CGA undertook various activities in the logistics field – most importantly getting a better insight into logistics from a GROWER perspective. Projects include increasing utilisation of Maputo, switching cargo movement from road to rail, decreasing dwell times through better management of resources and general improvement in planning.

Also in 2009 CGA has been asked to get more involved in market development, with a wide range of initiatives under consideration at present.

With the formation of variety focus groups, CGA spread the network of grower representatives included in decision making and information exchange. An important element was the introduction of systems to consider dispensations and make recommendations to government, and annual standards workshops to consider promulgated standards.

In 1999/2000 the CGA had 17 directors each representing a citrus growing region. This has increased to 20 with the addition of the Orange River region, and the inclusion of representatives of new growers on the Board.

During 2004/5 South Africa surpassed the US as the world’s second largest citrus exporter. In 1999 South Africa exported 59 million cartons which increased to 89 million in 2008.

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**CGA WORKING AS A TEAM**

**CGA** fielded a Multi Sport Team in the 2009 Triple Challenge held recently in KZN.

Paul Hardman started with a 20 km run, followed by Mitchell Brooke who picked up the 56 km off-road cycle. John Edmonds brought the team home with a 20 km paddle across Inanda dam. The cool weather helped all the athletes on the day to cope with the gruelling course.

The CGA team faired well but were not among the medals. Most importantly a fun day out was had by all.

*John Edmonds (paddler extraordinaire)*
*Mitchell Brooke (off-road cyclist supreme)*
*Paul Hardman (runner fantastique).*