



# Dried Tree Fruit

HORTGRO

Growing Fruit IQ



Strategic Overview

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# Background

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DTF = Focus group within the Hortgro industry service structure

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Funded via statutory industry levies

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Executive Committee representative of producers and processors

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Strategic oversight and governance in non-operational capacity

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Hortgro management responsible for various activities and reporting

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Hortgro Communication and annual information day

# Context

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DTF was integrated in 2019 after DFTS were wrapped up/Split with raisins

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Dedicated service “desk” to deal with admin and generic support activities

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Comprehensive strategic review in May 2022

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Strategic framework for next 3-5 years developed

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Executive to restructure – Intent to include all packers, with smaller Exec Committee

# Purpose & Vision

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To **pro-actively**, with a **future focused** and collective mindset, **align and coordinate** the joint industry activities and functions of the Dried Tree Fruit Industry to optimally utilize resources, to create an **enabling environment**, to position its stakeholders (producers and processors) as a **preferred global supplier**, to be **sustainable and profitable** over the long term.

# Hortgro 4 year Strategic Framework

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Political instability/Elements of a failed state

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Unstable & risky global trading & political environment with a VUCA (Volatile, Uncertain, Complex, Ambiguous) reality

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Social instability, unrest and disruptive incidents

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Climate change/Increased risk – droughts/floods, fires, hail, heat waves

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Global economic challenges

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New technology (4IR) & productivity improvement throughout the value chain

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Globalisation on back foot

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Science based market access, trading & handling protocols

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Continued pressure on ethical trade/  
environmental/food safety MRL, compliance



# Hortgro 4 year Strategic Framework

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Private Sector Participation – PSP's

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Pressure on statutory levy levels, more use pay services

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BEE/Econ Development/LR/Transformation

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Training/Skills/Internships/Leadership development

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Employment equity

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Acknowledgement of a diverse stakeholder base

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Dedicated/focused lobby and communication programme

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Replacement/Succession of key/senior industry management over 3-5 years, Capacity

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Creation of depth/succession in industry leadership positions

# Focus Areas

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Governance & Oversight

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Funding

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Budgets

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Research & Development

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Plant Improvement

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Trade/Market development

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Transformation

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Communication

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Membership of and participation in IPA

# Related issues to be addressed

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Profile, succession and composition of Manco, Exco and advisory committees

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Legal, trade/ethical and environmental compliance

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Industry sustainability and profitability

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Climate change/Risk mitigation, incl water, bio-diversity, pest and disease complex

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Industry participation in SIAL and ANUGA to create a generic international platform





# Industry Programmes

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Financial Management & Admin

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Human Resource Management

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Scientific R&D and Tech Transfer

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Trade, MA, Trade Dev, Logistics, Infrastructure

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Plant Material Management

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Black Economic Empowerment

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Industry L&D, incl Socio Economic Dev

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Industry Information & Market Intelligence

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Communication & Industry Representation

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Resource Management & Sustainability



# Funding

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Statutory levies over 4-year cycle.

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Renewed focus on alternative funds & income streams.

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Hortgro Pome & Hortgro Stone are custodians of industry levies.

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Levies utilized in alignment with NAMC guidelines.

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Levies reported on as required by Auditor General.

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Surplus funding will be rolled over to new cycle.

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“Collecting what is required” – principle agreed with NAMC.

# Funding

(continued)

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Expected that pome & stone packed volumes will increase.

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Proposed that levy levels (2024-2027) be increased mid-way through cycle.

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Foreseen that levy collection for pome fruit may move to packhouse level.

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2023/24 & 2024/25 : Stone & Pome fruit – no increase in levy levels per carton.

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2025/26 & 2026/27 : Stone fruit & Pome – CPI adj on 12 month average pre Aug '25.



# Timelines

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Mid Sept '22 – Approved/Mandated by Pome/Stone Producer Councils.

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Oct & Nov '22 – Roadshows/area meetings to inform & consult producers/Referendum

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Jan '23 – Producer referendum completed.

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Feb '23 – Formal levy application/motivation lodged with NAMC.

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March-Aug '23 – Internal NAMC/DALRRD review process.

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Sept '23 – Promulgation for new 4-year cycle.