



2024 Annual Report



**citrus
academy**

**Supporting learning
and development
in the southern African
citrus industry**



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Chairperson's Report



As the chairman of the board of the Citrus Academy, I am pleased to present this annual report, summarising our achievements, challenges, and strategic initiatives undertaken over the past year. This report outlines our commitment to advancing skills development within the southern African citrus industry, aligning with the strategic objectives of the Citrus Growers Association, and contributing to the transformation and sustainability of the citrus sector.

Governance

The Citrus Academy Board of Directors is composed of representatives from various sectors within the industry. In the year under review, there were no changes in the board composition as reflected in the corporate governance report, contributing to stability in the strategic direction of the Citrus Academy. Our board meetings, including a strategic planning session and the annual general meeting, were well-attended and significant progress was made on several fronts.

Financial Performance

The Citrus Academy experienced a challenging financial year. The failure to secure bursary funding from AgriSETA resulted in a shortfall of R235,830 for the 2023/24 financial year, compared to a surplus of R52,325 in 2022/23. Despite this, our e-learning programs saw steady growth, compensating for the decline in income from face-to-face courses.

Educational Programmes and Initiatives

The Citrus Secondary programme is implemented at secondary school level with the aim of giving school learner an opportunity to achieve a qualification in citrus production by the time they leave school. The programme successfully piloted at three schools in 2023 and expanded to twelve schools across all major citrus production regions in 2024. During the year under review, Quick Skills programmes and the Citrus SuperPower programme were developed to further enhance the skill set within the industry.

Citrus Academy Bursary Fund

The Citrus Academy Bursary Fund, now in its 18th year, has awarded over 1,000 bursaries to 368 recipients, with a total investment of R31.2 million. In 2023, R2.5 million was distributed to 49 beneficiaries. We continue to face a downward trend in bursary allocations due to funding constraints but remain committed to supporting students through strategic partnerships with the Citrus Industry Trust and AgriSETA. During the year under review, a Career Progression Survey was conducted among Citrus Academy Bursary Fund graduates to assess career paths and outcomes.

Experiential Learning

Our experiential learning programs provided internships, graduate placements, and vacation work opportunities. In 2023, we supported four interns, one graduate, and ten students through industry exposure programs.

Continuous Improvement and Learning Resources

The Citrus Production and Packhouse Best Practice Handbooks were developed as practical resources for growers and packhouse managers to enable them to measure operational practice and implement continuous improvement programmes. Audio-visual learning resource remain available through the Citrus Academy YouTube channel, where they were viewed more than 50,000 times in total during the year under review.

Citrus Resource Warehouse

The Citrus Resource Warehouse, a comprehensive information-sharing platform that includes research reports, extension briefs, and other industry-related documents, remains popular, with more 8,000 documents now available on the platform.

Career Fairs and Outreach

During the year, Citrus Academy staff participated in multiple career fairs to raise awareness about the citrus industry and encourage agricultural studies. Notable events included AgriCAREERConnect and the AgriSETA career summit.

Pick Me! Platform

Our Pick Me! platform continues to connect job seekers with potential employers, facilitating recruitment and career opportunities within the citrus industry.

Strategic Alignment and Future Direction

The Citrus Academy aligns its activities with the CGA's strategic objectives, with our primary goals including driving industry transformation, supporting growers' long-term sustainability, engaging with government and stakeholders on human resources issues and supporting research and development through bursaries and technology transfer.

In the upcoming year, we aim to secure additional funding to support our bursary programme, expand our e-learning and short course offerings, enhance the reach and impact of our experiential learning programs, and strengthen partnerships with industry stakeholders.

Despite financial challenges, the Citrus Academy has made significant strides in advancing skills development and supporting the citrus industry's transformation. I extend my gratitude to our dedicated board members, staff, and partners for their unwavering support and commitment. Together, we will continue to foster a skilled, sustainable, and inclusive citrus industry.

As die voorsitter van die Sitrus Akademie se raad van direkteure, is dit vir my aangenaam om die jaarverslag voor te lê. Die verslag is 'n opsomming van ons prestasies, uitdagings en strategiese inisiatiewe wat gedurende verlede jaar onderneem is. Die verslag beklemtoon ons toewyding aan vaardigheidsontwikkeling binne die Suid-Afrikaanse sitrusbedryf, die belyning van ons strategiese doelwitte met die van dié van die Sitrusprodusentevereniging en ons bydrae tot die transformasie en volhoubaarheid binne die sitrus sektor.

Bestuur

Die Sitrus Akademie se raad van direkteure is saamgestel uit verteenwoordigers vanaf verskeie sektore binne die bedryf. Soos aangedui in die bestuursverslag, was daar gedurende die jaar onder hersiening geen veranderinge binne die samestelling van die raad nie wat sodoende bygedra het tot die stabiliteit in die strategiese bestuur van die Sitrus Akademie. Die goeie bywoning van ons raadsvergaderings, insluitende die strategiese beplanning en die algemene jaarvergadering, het gelei het tot noemenswaardige vooruitgang op verskeie gebiede.

Finansiële Prestasie

Die Sitrus Akademie het 'n uitdagende jaar beleef. Die mislukte poging tot die verkryging van beursbefondsing vanaf AgriSETA het vergeleke met die oorskot van R52,325 van 2022/23, gelei tot 'n tekort van R235,830 vir die 2023/24 finansiële jaar. Ten spyte van die tekort, het ons e-leer programme wel bestendige groei getoon en dit het vergoed vir die afname aan inkomste verkryg vanuit kursusse wat in klasformaat aangebied word.

Opvoedkundige Programme en Inisiatiewe

Die Sitrus Akademie Sekondêre program is op sekondêre skoolvlak geïmplementeer met die doel om skoolgangers die geleentheid te bied om 'n kwalifikasie in sitrusproduksie te behaal teen die tyd dat hul skool verlaat. Die program is in 2023 met sukses by drie skole geloods en dit is in 2024 uitgebrei tot 12 skole regoor die hoof sitrusproduserende gebiede. Gedurende die jaar onder hersiening, is die Quick Skills Programmes, sowel as die Citrus SuperPower programme ontwikkel om vaardighede binne die bedryf verder te ontwikkel en te verbeter.

Sitrus Akademie Beursfonds

Die Sitrus Akademie Beursfonds is tans in sy 18de bestaansjaar en het al meer as 1,000 beurse met 'n totale beleggingsbedrag van R31.2 miljoen aan 368 studente toegeken. In 2023 het 49 begunstigdes 'n totale bedrag R2.5 miljoen ontvang. As gevolg van beperkte fondse, ondervind ons steeds 'n afwaartse neiging in beursfonds toekennings, maar ons is steeds toegewyd daaraan om studente te ondersteun by wyse van strategiese vennootskappe met die Sitrus Bedryf Trust en AgriSETA. Gedurende die jaar onder hersiening, is 'n beroepsvorderingsopname onder Sitrus Akademie Beursfonds gegradeerdes uitgevoer ten einde hul loopbane en uitkomst te asesseeer.

Eksperimentele Leer

Ons eksperimentele leerprogramme verskaf geleenthede vir internskappe, die plasing van gegradeerdes en vakansiewerk. In 2023 het ons vier interns, een gegradeerde en tien studente ondersteun deur blootstelling aan die bedryf.

Deurlopende Verbetering en Leerhulpbronne

Die Sitrusproduksie, sowel as Pakhuis Beste Praktijk Handleidings is as praktiese hulpbronne vir produsente en pakhuisbestuurders ontwikkel ten einde hul in staat te stel om operasionele praktyke te meet en deurlopende verbeteringsprogramme te implementeer. Audiovisuele leerhulpbronne is steeds beskikbaar op die Sitrus Akademie YouTube kanaal en gedurende die jaar onder hersiening, is hierdie materiaal meer as 50,000 keer besigtig.

Citrus Resource Warehouse

Die Citrus Resource Warehouse is 'n omvattende platform waarop meer as 8,000 dokumente beskikbaar is en inligting soos navorsingsverslae, uitbreidingsinstruksies en ander bedryfsverwante dokumente is steeds gewild.

Loopbaan-skoue en Uitreik

Gedurende die jaar het Sitrus Akademie personeel deelgeneem aan verskeie loopbaan-skoue ten einde bewustheid rondom die sitrusbedryf aan te wakker en landbou-studies aan te moedig. Noemenswaardige geleenthede wat hierby ingesluit is, is AgriCAREERConnect en AgriSETA beroepsberaad.

Pick Me! Platform

Ons Pick Me! Platform bied steeds aan werksoekers die geleentheid om met potensiële werkgewers in verbinding te tree ten einde werwing en beroepsgeleenthede in die sitrusbedryf te fasiliteer.

Strategiese Belyning en Toekomsrigting

Die Sitrus Akademie belyn hul aktiwiteite met die strategiese doelwitte van die CGA en ons primêre doel sluit in die dryf vir bedryfstransformasie, ondersteuning van produsente se lang termyn volhoubaarheid, betrokkenheid by die regering en ander aandeelhouders ten opsigte van menslike hulpbronnkwessies en die ondersteuning van navorsing en ontwikkeling deur middel van beurse en die oordrag van tegnologie.

Ons beoog om in die komende jaar addisionele befondsing te verseker ten einde ons beursprogram te ondersteun, ons e-leer en kortkursus aanbiedinge uit te brei, om die omvang en impak van ons eksperimentele leerprogramme te verbeter en vennootskappe met aandeelhouders in die bedryf te versterk.

Ten spyte van finansiële uitdagings, het die Sitrus Akademie reuse vooruitgang gemaak met die bevordering van vaardigheidsontwikkeling en die ondersteuning van die sitrusbedryf transformasie. Ek spreek graag my waardering uit aan ons toegewyde raadslede, personeel en vennote vir hul onwrikbare ondersteuning en toewyding. Tesame sal ons voortdurend die vaardige, volhoubare en inklusiewe sitrusbedryf aanmoedig en bevorder.

General Manager's Report

"The desire to reach for the stars is ambitious. The desire to reach hearts is wise." - Maya Angelou



The Citrus Academy is mandated to pursue four of the strategic objectives of the Citrus Growers Association, with two of them being priority objectives in which the Citrus Academy is expected to play a significant role, and two being secondary objectives to which the Citrus Academy makes a limited contribution. The two priority objectives are driving industry transformation and assisting growers' long-term sustainability.

The Citrus Academy was established in 2005 with the express purpose of promoting industry transformation. The approach to the development and implementation of many of our programmes and services are aimed at supporting enterprise sustainability, which we consider to be the foundation of transformation - without ensuring operational sustainability, real, long-term transformation is not possible.

Grower sustainability is firstly supported through ensuring that there are sufficient and effective talent pipelines into the citrus industry, so that there are not only enough skilled, qualified people to meet growers' skills needs, but also to meet the needs of grower support services, such as research and extension operations.

The Citrus Academy Bursary Fund is the main talent conduit into the industry. In the Bursary Fund report, information can be found on the excellent achievements of this programme over the 18 years of its existence. The purpose of the programme is however not to produce graduates, but to see those graduates establish long and happy careers in the citrus industry.

From May to July 2023, we conducted a career progression survey amongst Citrus Academy Bursary Fund graduates. The main aim of this survey was to understand how the careers of the Bursary Fund graduates have progressed and what factors contribute or curtail career progression. The survey also allowed us to accurately track the current status of graduates, enabling us to assess the industry absorption rate.

If we exclude graduates with whom we have lost contact, we find

that 40% of graduates are still employed in the citrus industry at farms, packhouses, research facilities and the like, with another 28% employed in the wider value chain. A further 20% of graduates are now employed in the public sector, mostly in departments of agriculture and agencies such as the PPECB, and in academia. Only 7% of graduates are now employed outside the citrus industry and its adjacent support system.

The Citrus Secondary programme was implemented fully in 2024, forming the second talent conduit into the industry. We expect this programme to address over time the skills deficit in citrus production regions, and to enable school leavers to find jobs at citrus enterprises in their area.

Citrus growers make use of Citrus Academy learning programmes and resources to enable ongoing skills development in their enterprises. From Quick Skills programmes, which were developed in this past year and are used for worker training, to short courses and best practice handbooks to develop technical skills and support operational excellence, Citrus Academy programmes and resources are developed specifically to meet the need of growers. In the year under review, almost one thousand learners participated in our programmes - please see the beneficiaries demographics report for more information.

While supporting sustainability is fundamental to industry transformation, special programmes and services are made available to black-owned enterprises to enable and accelerate their success. This includes funding skills development required by these enterprises, assisting them with skills planning, providing special bursaries to develop the internal capacity of these enterprises, and ensuring that we are always aware of and responsive to emerging skills development needs.

The Citrus Academy represents the citrus industry in matters relating to skills development and human resources. During the past year, significant effort went into driving the development of occupational qualifications for the fruit industry in collaboration with other fruit industry organisations. We also represented the industry in the development of the new National Education and Training Strategy for Agriculture, Land Reform and Rural Development.

Stakeholder engagement within the citrus industry was also prioritised. Regular engagement with human resource managers and staff members at citrus farms and packhouses has enabled us to ensure that our services and programmes meet growers' needs, and that we effectively represent the industry. In September 2023, the first Woza! Citrus Academy roadshow took place, allowing me to engage directly with growers, HR staff, service providers, and many others who work in the citrus production regions.

Ensuring that we stay on track and moving in the right direction is the critical role of the Citrus Academy board of directors. In the past year, they participated in a strategic planning session which assisted greatly in setting the course for the coming years. I would like to express my heartfelt gratitude for the valuable support.

The Citrus Academy staff put their hearts, heads and hands into their work every day. They keep the wheels turning and make the magic happen. I would like to thank each of them for their hard work and unwavering commitment.

Algemene Bestuurdersverslag

Die Sitrus Akademie is daarmee getaak om vier van die Sitrusprodusentevereniging se strategiese doelwitte na te streef. Twee primêre doelwitte het betrekking daarop dat die Sitrus Akademie na verwagting 'n beduidende rol speel en twee sekondêre doelwitte dat ons 'n beperkte bydrae maak. Die twee prioriteitsdoelwitte is om bedryfstransformasie te dryf en om die lang termyn volhoubaarheid van produsente te ondersteun.

Die Sitrus Akademie is in 2005 daargestel met die uitdruklike doel om bedryfstransformasie te bevorder. Die benadering tot die ontwikkeling en implementasie van baie van ons programme en dienste is daarop gemik om besigheidsvolhoubaarheid - wat ons as die fondasie van transformasie beskou - te ondersteun. Indien operasionele volhoubaarheid nie verseker is nie, sal werklike, lang termyn transformasie nie moontlik wees nie.

Die volhoubaarheid van produsente word eerstens ondersteun deur te verseker dat daar voldoende en effektiewe talentpypleyn is wat na die sitrusbedryf vloei, sodat daar nie net genoeg vaardige, gekwalifiseerde mense is om aan produsente se behoeftes te voorsien nie, maar om ook aan die vereistes van produsente ondersteuningsdienste, soos navorsing- en voorligtingsdienste te voldoen.

Die Sitrus Akademie Beursfonds is die hoof talentpypleyn na die bedryf. In die Beursfonds verslag is daar meer inligting oor die Beursfonds se uitmuntende prestasies gedurende sy afgelope 18 bestaansjare. Die doel van die program is egter nie soseer om gegradeerdes te lewer nie, maar eerder om toe te sien dat daardie gegradeerdes lang en gelukkige loopbane in die sitrusbedryf vestig.

Vanaf Mei tot Julie 2023 het ons ondersoek ingestel na die loopbaangroei van gegradeerdes van die Sitrus Akademie Beursfonds. Die hoofdoel van die opname was om te bepaal hoe die loopbane van gegradeerdes ontwikkel het en om die faktore wat loopbaangroei beperk, beter te verstaan. Die opname het dit ook vir ons moontlik gemaak om akkurate inligting in te samel oor die huidige status van gegradeerdes wat ons sodoende toegelaat het om die bedryf absorpsiekoers te meet.

Indien ons die gegradeerdes waarmee ons kontak verloor het uitsluit, vind ons dat 40% van gegradeerdes nog steeds werksaam is in die sitrusbedryf by plase, pakhuisse, navorsingsfasiliteite en so aan, met 'n verdere 28% wat werksaam is in die breëre waardeketting. 'n Verdere 20% van gegradeerdes werk nou in die openbare sektor, meestal in departemente van landbou en agentskappe soos die PPECB en in akademies. Slegs 7% van gegradeerdes is tans werksaam buite die sitrusbedryf en sy omliggende ondersteuningstelsel.

Die Sitrus Sekondêre program is in 2024 ten volle geïmplementeer en vorm nou die tweede talentpypleyn na die bedryf. Ons verwag dat die program met verloop van tyd die vaardigheidstekort in sitrusproduksiestreke sal aanspreek en dat dit ook skoolverlaters daartoe in staat sal stel om werk te kry in landelike gebiede.

Sitrusprodusente maak gebruik van Sitrus Akademie

opleidingprogramme en -hulpmiddels om voortdurende vaardighedsontwikkeling in hulle ondernemings moontlik te maak. Vanaf die Quick Skills programme wat die afgelope jaar ontwikkel is en gebruik word vir werkeropleiding, tot die kortkursusse en beste praktyk handboeke om tegniese vaardighede te ontwikkel en operasionele uitnemendheid te ondersteun, word Sitrus Akademie programme en hulpmiddels ontwikkel om aan die behoeftes van produsente te voorsien. In die jaar onder oorsig het amper 1,000 leerders deelgeneem aan ons programme - gaan kyk gerus na die demografiese verslag vir meer inligting.

Terwyl volhoubaarheid van fundamentele belang is vir bedryfstransformasie, word spesiale programme en dienste beskikbaar gemaak aan ondernemings in swart besit ten einde hul sukses te ondersteun en versnel. Dit sluit in befondsing vir opleiding wat deur hierdie ondernemings benodig word, hulp met vaardighedsbeplanning, die beskikbaarstelling van spesiale beurse om die interne kapasiteit van die ondernemings te bou en om te verseker dat ons altyd bewus is en reageer op nuwe vaardighedsontwikkelingsbehoefte.

Die Sitrus Akademie verteenwoordig die sitrusbedryf ten opsigte van al die vaardighedsontwikkeling en menslike hulpbronne. In die afgelope jaar is daar aansienlik baie tyd daaraan spandeer om in samewerking met ander bedryfsorganisasies, die ontwikkeling van nuwe beroepskwalifikasies vir die vrugtebedryf te dryf. Ons het ook die bedryf verteenwoordig in die ontwikkeling van die nuwe Nasionale Opvoeding en Opleiding Strategie van die Departement van Landbou, Grondhervorming en Landelike Ontwikkeling.

Daar is ook verder meer aandag daaraan geskenk om kontak te hê met belanghebbendes binne die sitrusbedryf. Gereelde kontak met menslike hulpbronbestuurders en personeel by sitrusplase en -pakhuisse het dit vir ons moontlik gemaak om te verseker dat ons programme en dienste voorsien in die behoeftes van produsente en dat ons die bedryf effektief verteenwoordig. In September 2023 het die eerste rondte Woza! Citrus Academy vergaderinge plaasgevind wat my die geleentheid gebied het om direk te praat met produsente, menslikehulpbron personeel, opleidingsverskaffers en vele ander wat werksaam is in sitrusproduksiestreke.

Dit is die kritiese rol van die Sitrus Akademie raad om seker te maak dat ons op koers bly en in die regte rigting beweeg. Die afgelope jaar het hulle deelgeneem in 'n strategiesebeplanningssessie, wat 'n groot bydrae gemaak het om die koers te bepaal vir die komende jare. Ek is innig dankbaar vir hulle waardevolle ondersteuning.

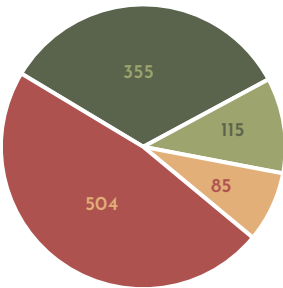
Die Sitrus Akademie personeel sit elke dag hulle harte, koppe en hande in hulle werk. Hulle hou die wiele aan die rol en doen die towerkuns. Ek wil hulle elkeen graag bedank vir hulle harde werk en onwrikbare toewyding.

Beneficiary Demographics

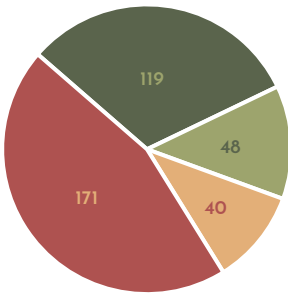


Citrus Academy Bursary Fund

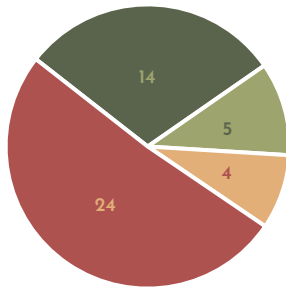
Bursaries Awarded to Date - 1 059



Bursary Beneficiaries to Date - 378

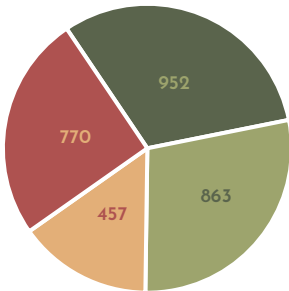


Bursaries Awarded 2024 - 47

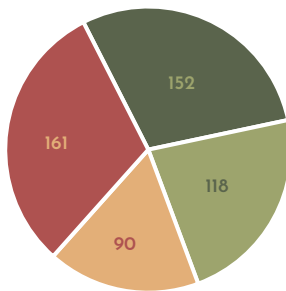


Learning Programmes

Participants to Date - 3 042

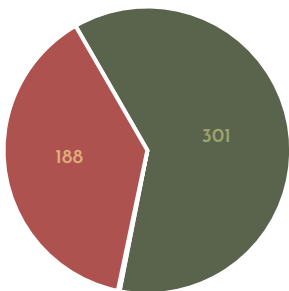


Participants 2024 - 521

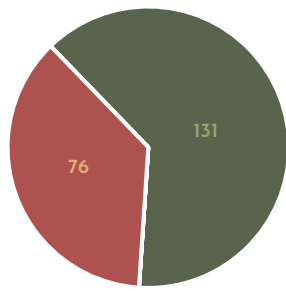


Emergent Grower Training

Participants to Date - 489

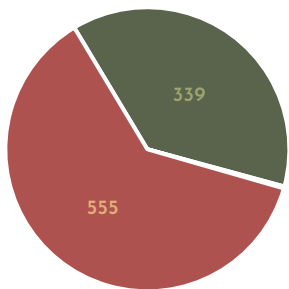


Participants 2024 - 207

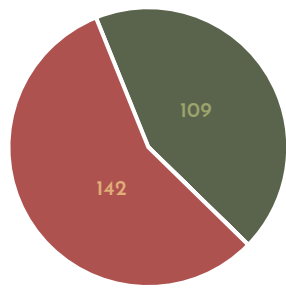


ETBCG Programme

Beneficiaries to Date - 894



Beneficiaries 2024 - 251

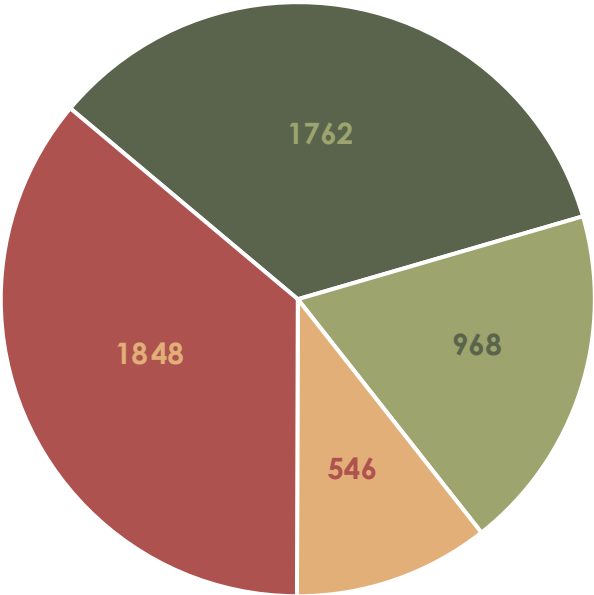


Beneficiary Demographics

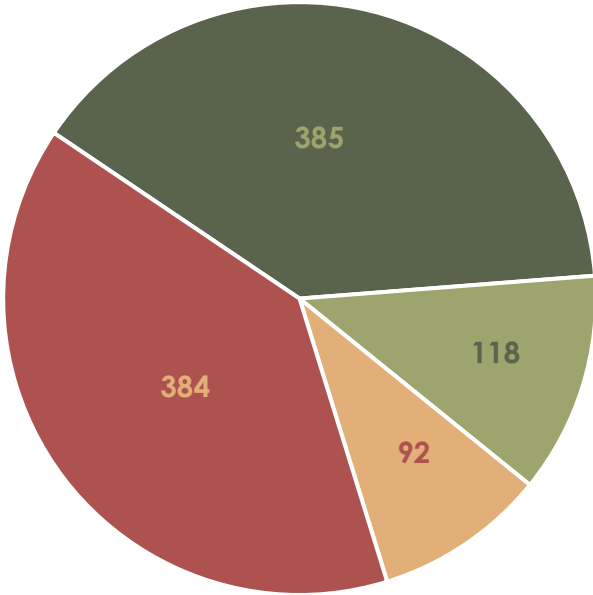


Total Participants

Total Participants to Date - 5 124



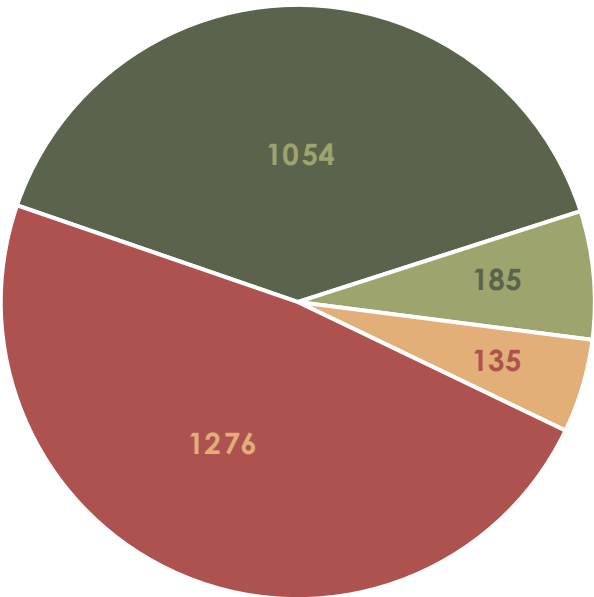
Total Participants 2024 - 979



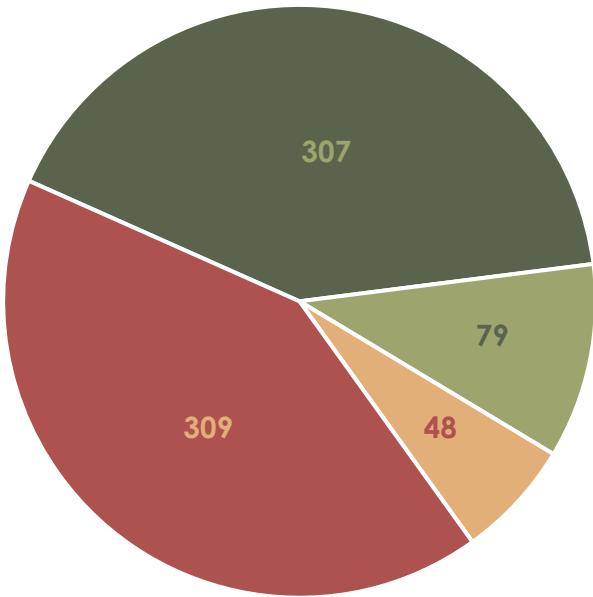
Participants exclude AV views, document downloads, use of learning material and other activities for which impact is unmeasurable.

Total Beneficiaries

Total Beneficiaries to Date - 2 650



Total Beneficiaries 2024 FY - 743



Beneficiaries exclude user-pay programmes, as well as audiovisual views, document downloads, use of learning material and other activities for which impact is unmeasurable.



Strategic Objectives Alignment

The Citrus Academy was established by the Citrus Growers' Association and is mandated by the CGA to pursue its strategic objectives.

The Citrus Academy is maintained by the CGA from its transformation budget, making driving industry transformation (SO 8) its priority objective. The second major objective for the Citrus Academy is supporting grower long term sustainability (SO 7) through enabling the development of a skills pool for the industry.

The Citrus Academy furthermore contributes to two minor objectives. Research and development (SO 3) is supported mainly through making bursaries available to students engaged in research and assisting with technology transfer, while the Citrus Academy engages with government and other stakeholders (SO 6) on matters related to skills development and education.

CGA Strategic Objectives

1. Administer, fund and resource the CGA Group
2. Gain, retain and optimise market access
3. **Fund, control and implement research and development**
4. Develop industry intelligence
5. Provide product and quality assurance
6. **Engage with government and other stakeholders**
7. **Assist growers long term sustainability**
8. **Drive industry transformation**
9. Facilitate efficient logistics

Activities / Strategic Objectives	Industry Transformation (8)	Sustainability (7)	Research Support (3)	Stakeholder Engagement (6)
Bursary administration	Providing BEEBS bursaries Supporting employment equity Enabling AgriBEE scoring	Attracting new skills Maintaining a talent pipeline Attracting scarce and critical skills	Funding postgraduate bursaries (CRI projects)	Engaging academic institutions
Experiential learning programmes	Supporting employment equity Enabling AgriBEE scoring	Attracting new skills Maintaining a talent pipeline Attracting scarce and critical skills	Funding research technician internships	
Job placements	Supporting employment equity Enabling AgriBEE scoring	Attracting new skills Attracting scarce and critical skills		
Learning programmes	Tailored support to BEE enterprises Sponsoring BEE enterprises Supporting employment equity	Developing new and improved skills Supporting rural development		
Learning resources	Ensuring equitable access to information and training Providing extension support	Developing new and improved skills Improving training delivery	Supporting CRI extension services	
Continuous improvement resources	Providing effective management support tools to emergent growers Assisting extension officers	Developing new and improved skills Improving management practices	Supporting CRI extension services	
BEE grower skills development	Tailored support to BEE enterprises Relieves financial pressure on BEE growers	Initiates further programme development		
ETBCG programme skills development	Supporting community skills Enabling BEE enterprise development	Supporting rural development Enabling job creation		Engaging job creation agencies and NGOs
Citrus Resource Warehouse	Ensuring equitable access to information	Providing access to information	Supporting CRI extension services	
Occupational qualification development		Supporting ongoing workplace skills development Developing new and improved skills Improving training delivery		Involving collaboration with other fruit industries through Fruit SA
Skills Development Facilitator services	Enabling skills planning Assisting with WSPs Enabling talent development	Enabling talent development Tracking scarce and critical skills		
Stakeholder engagement (information platforms, career fairs, industry promotion and representation)	Attracting PDI talent Supporting employment equity	Attracting new skills	Attracting students	Newsletters, social media Engaging academic institutions, SETAs, QCTO, DALLRD, SA government and NGOs, foreign governments and NGOs

Corporate Governance

The purpose of the Citrus Academy is to enable and facilitate skills development and human capital development in the citrus industry of southern Africa. The members of the company are deemed to be the current directors of the Citrus Growers' Association of Southern Africa.

The Citrus Academy is a non-profit company with members, incorporated for a public benefit purpose, as required by Item 1(1) of Schedule 1 of the Companies Act. The Academy is a public benefit organisation in accordance with Section 30 of the Income Tax Act and has Section 18A tax exemption.

Citrus Academy Board of Directors

The Citrus Academy is governed by a board of directors with seven seats.

The company secretary, Robert Miller, and the chairperson of the CGA Finance and Risk Review Committee, Rajen Govender, attend board meetings ex officio, while the CGA's Chief Executive Officer, Justin Chadwick, and Chief Operating Officer, Paul Hardman, are invited to attend board meetings as an observer.

Citrus Academy Board Representation

- Four board members are nominated by the CGA board
- One board member is nominated by a donor, which at present is the Citrus Industry Trust
- One board member represents service providers, appointed by the Citrus Academy board
- One board member is a specialist, appointed by the Citrus Academy board

Board Members on 31 March 2024

A service provider representative was appointed during the year under review. The following persons served on the board of directors in this period:

Representation	Name	Date of Appointment
CGA	Phillip Dempsey (chairperson)	2012/11/20
Donors (Citrus Industry Trust)	Dr. Hildah Lefophane (vice-chairperson)	2021/11/04
CGA	Marius Bester	2017/03/09
CGA	Bennet Malungane	2018/03/22
CGA	Frikkie Olivier	2020/09/08
Service providers	Johann Engelbrecht	2023/03/29
Additional seat	Vacant	

The following board meetings were held during the year under review:

Date	Meeting	Members Apologies
2023/10/31	Board Meeting	Marius Bester, Robert Miller
2024/01/18	Strategic Planning Session	None
2024/03/27	Board Meeting	Marius Bester

The sixteenth annual general meeting of the Citrus Academy was held at River Meadow Manor, Jan Smuts Avenue, Irene on Thursday, 31 August 2023.

Management and Financial Governance

Funding received from the Citrus Growers' Association, as approved by the CGA board of directors, is used for overhead costs, salaries, and on-going projects. Additional funding is secured and appropriated for specific programmes and projects. All expenditure is approved by the general manager of the Citrus Academy.

Monthly management accounts are drawn up by the general manager of the Citrus Academy and circulated to the members of the board. PriceWaterhouseCoopers serves as the company's auditors, and the financial manager of the CGA acts as the company secretary. Annual financial statements are drafted and presented to the auditors during the annual audit, and audited financial statements are circulated to members before the annual general meeting along with the annual report.

The annual general meeting is held less than six months after the end of the financial year at a venue accessible to as many members as possible, and at the same time as the annual general meeting of the Citrus Growers' Association. Virtual attendance of the annual general meeting is enabled.

Financial Office Bearers and Service Providers

Company Secretary	Robert Miller (CGA)
Auditors	PriceWaterhouseCoopers - Pietermaritzburg
Bankers	Standard Bank of SA

Personnel Employed on 31st March 2024

Position	Name	Date of Appointment
General manager	Jacmien de Klerk	2005/01/01
Stakeholder engagement	Sam Louw	2020/09/01
Projects manager	Sive Silo	2015/06/01
Bursaries manager	Candice Burgin	2010/04/01
Data manager	Angela Phillips	2011/02/01
Programme developer	Desiree Schonken	2015/06/01
Material and programmes developer	Melanie Visser	2023/04/15
LMS administrator	Nonhle Mbhele	2018/10/15
Skills development facilitator	Londiwe Ngcobo	2010/01/01
Office administrator	Bets de Flamingh	2017/03/01
Accountant	Keshena Maharaj	2020/10/01



Stakeholder Engagement

The Citrus Academy also represents the citrus industry and in some cases the fruit industry on various bodies and at various events dealing with matters related to skills development and implementation in agriculture. The Citrus Academy, in particular, takes an interest in policy framework and strategy development, in order to ensure that the objectives and interests of the citrus industry, and in particular transformation in the citrus industry, is served.

Industry Representation

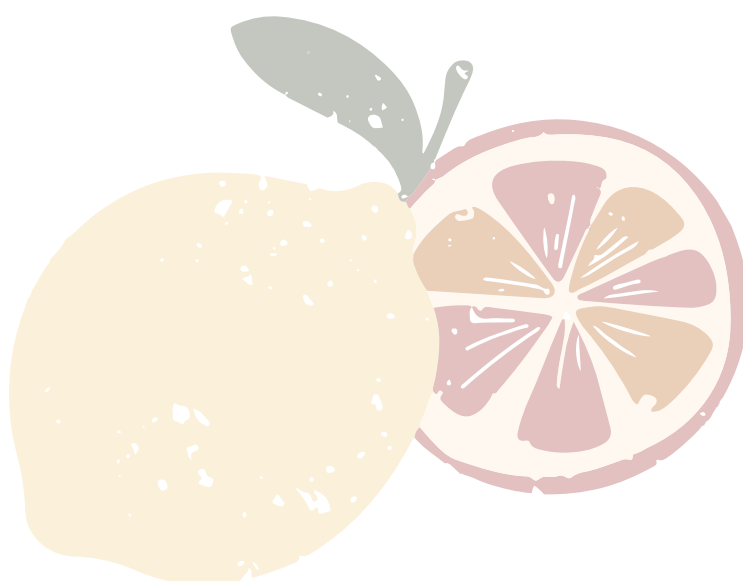
During the year under review, the Citrus Academy represented the industry in the following capacities:

Body	Representative	Designation	Date of Appointment
AgriSETA, Horticulture Sub-Sector Committee	Jacomien de Klerk	Committee member	2015/01/01
Fruit SA, Occupational Qualifications Committee	Jacomien de Klerk	Chairperson	2020/09/17
University of Mpumalanga, Faculty of Agriculture and Natural Sciences, Programme Advisory Board	Jacomien de Klerk	Academic Advisory Board member	2021/09/21
University of Mpumalanga, Faculty of Agriculture and Natural Sciences, Programme Advisory Board	Jacomien de Klerk	Board member	2021/09/21

Information Platforms

In order to inform, engage and communicate effectively with stakeholders in the citrus industry, the Citrus Academy maintains the following platforms:

HR Database	A database of human resource representatives working at enterprises in the citrus industry. The database is used to communicate the latest news about the services of the Citrus Academy and developments on the skills development landscape.
Learning Provider Database	Learning providers who are active in citrus-growing regions can register on the Citrus Academy learning provider database, where anyone in the industry who needs training services can find a provider that will fulfil their needs. Providers can indicate their accreditation status, the regions in which they are active, the languages in which they are able to facilitate training, the programmes which they offer, and references of people that used their services in the past.
Learner Database	The details of all learners that have completed programmes through the Citrus Academy is captured on the Citrus Academy learner database. The database can be accessed on the Citrus Academy website.
Pick me!	See page 21 of this report.



Citrus Academy Bursary Fund

The purpose of the Citrus Academy Bursary Fund is to provide young people with opportunities to obtain the necessary knowledge, skills and exposure to allow them to enter the citrus industry and engage in long and fruitful careers.

✔ Industry Transformation ✔ Sustainability ✔ Research Support ✔ Stakeholder Engagement

Background

- The Citrus Academy Bursary Fund was established in its current form at the beginning of 2006.
- Bursaries are awarded to students in citrus-related study fields, divided into three categories, being postgraduate studies, undergraduate studies and BEE bursary support.
- Students apply for bursaries through the Citrus Academy website.
- Applications are rated based on relevance of field of study, academic performance, academic institution, financial need, existing involvement in citrus industry, race, gender, and disability.
- Postgraduate applications are rated based on the relevance of the intended research to industry research needs.
- Selection procedures are structured to ensure fair distribution between citrus-producing regions, academic institutions, academic bands and fields of study, according to the needs in the industry.
- Bursaries are awarded per academic year.
- Bursaries can cover tuition, accommodation, research and other study costs.
- Bursaries are paid in two tranches, in the first and second terms.
- Students are given opportunities to gain workplace experience and industry exposure during their studies - please see the report on Work Integrated Learning.
- Students are required to work time back in the citrus industry on completion of their studies.
- Every student signs a Bursary Fund agreement, which sets out obligations of the student and the Academy.
- Failure to adhere to the Bursary Fund agreement may result in repayment of bursary money.
- Through the BEE bursary support (BEEBS) category, support is provided to students who are involved with black-owned citrus enterprises.
- It is aimed at building internal capacity of these citrus enterprises.
- Candidates are selected by the enterprise owner or community.
- The Citrus Academy provides support for up to 50% of the learner's study costs.
- The BEE enterprise undertakes to provide the learner with opportunities to work on the farm during holidays, and with employment after they complete their studies.

2023/2024 Report

- In the 2023 academic year, forty-nine bursaries were awarded to students studying at twenty-one institutions across South Africa.
- Fifteen students received bursaries for the first time.
- Thirteen bursaries were awarded to students in the BEEBS category.
- Seven BEEBS bursaries were awarded to students still at school, five to students completing undergraduate qualifications, and one to a student studying towards a postgraduate qualification.
- At the end of the 2023 academic year, twenty-four students graduated from the Bursary Fund.
- Two students started new qualifications through the Bursary Fund.
- Five students were completing their qualifications with alternate funding.
- Seven students were employed in the citrus industry.
- The remaining students were actively seeking employment at the time of reporting.
- In the 2024 academic year, forty-seven bursaries were awarded to students studying at eighteen institutions across South Africa.
- Nine students received bursaries for the first time.
- Nine bursaries were awarded to students in the BEEBS category.
- Five BEEBS bursaries were awarded to students still at school and four to students completing undergraduate qualifications.

Income and Expenditure		
Item	2023 Financial Year	2024 Financial Year
Income		
Bursary Fund income - Citrus Industry Trust	350 000	337 500
Bursary Fund income - AgriSETA	1 072 900	668 250
Bursary Fund income - CGA	198 750	-
Bursary Fund income - Industry	931 400	962 256
Expenditure		
Bursary Fund payments	(2 474 451)	(2 307 076)
Student emergency support		
Net surplus / (shortfall)	78 599	(339 070)

BEE Bursary Support 2006-2024



**19
years**



**307
bursaries**

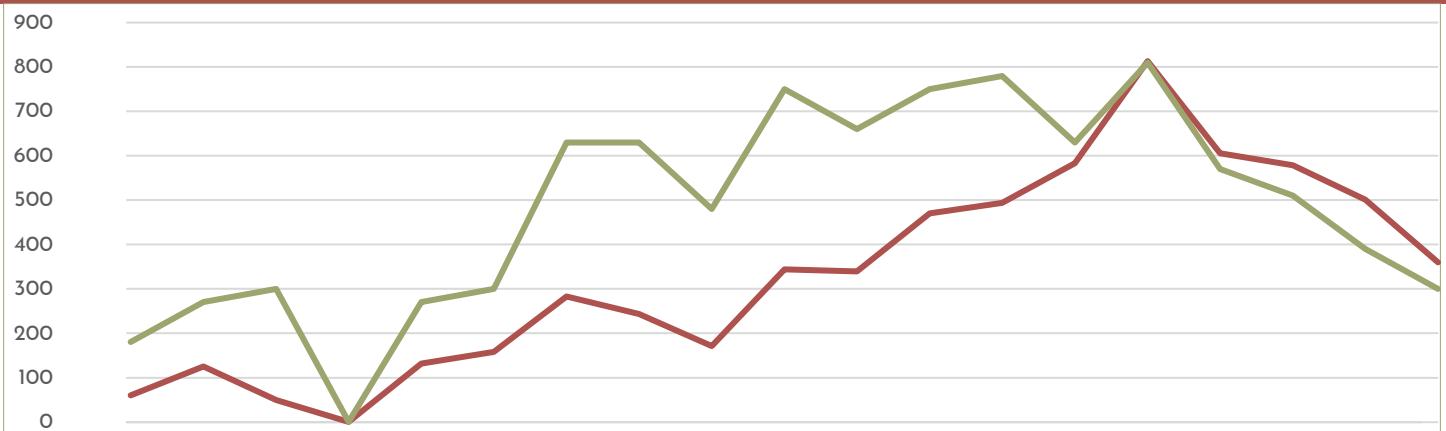


**80
recipients**



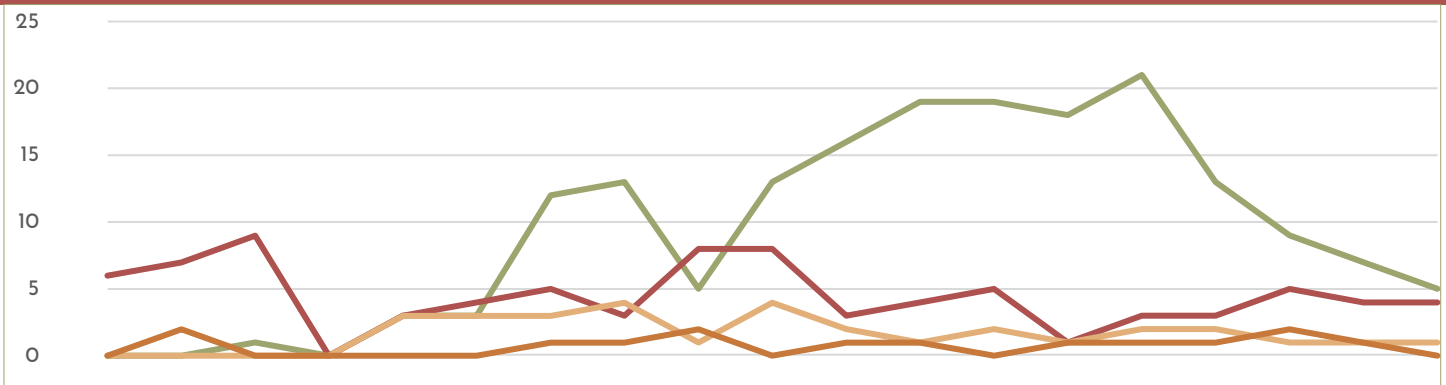
**3.6 million
invested**

BEE Bursary Numbers and Values



Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
BEEBS Stu- dents	6	9	10	0	9	10	21	21	16	25	22	25	26	21	27	19	17	13	10
BEEBS Value (R'000)	60	125	50	0	131	158	283	243	171	344	339	470	494	583	814	606	579	501	360

BEE Bursary Qualifications



Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
School	0	0	1	0	3	3	12	13	5	13	16	19	19	18	21	13	9	7	5
Diploma	6	7	9	0	3	4	5	3	8	8	3	4	5	1	3	3	5	4	4
B-degree	0	0	0	0	3	3	3	4	1	4	2	1	2	1	2	2	1	1	1
Postgrad	0	2	0	0	0	0	1	1	2	0	1	1	0	1	1	1	2	1	0
Total	6	9	10	0	9	10	21	21	16	25	22	25	26	21	27	19	17	13	10

Citrus Academy Bursary Fund 2006-2024

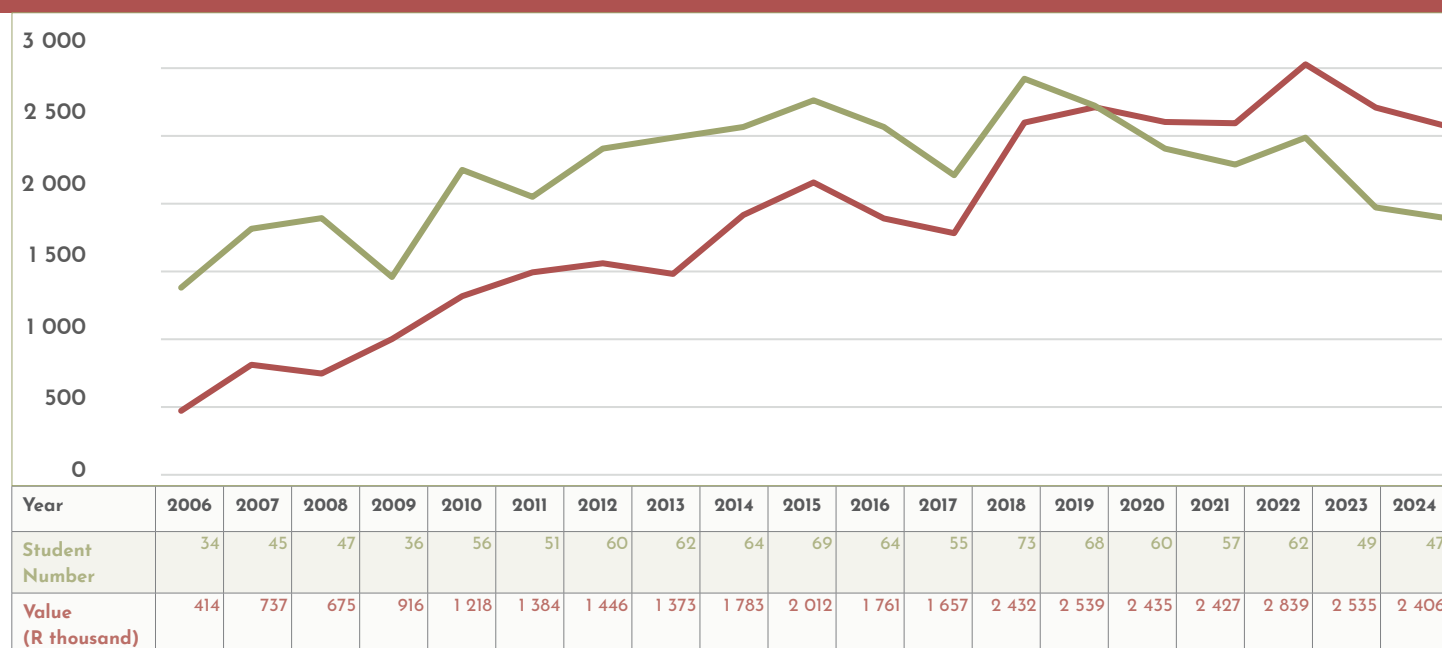
 **19 years**

 **1059 bursaries**

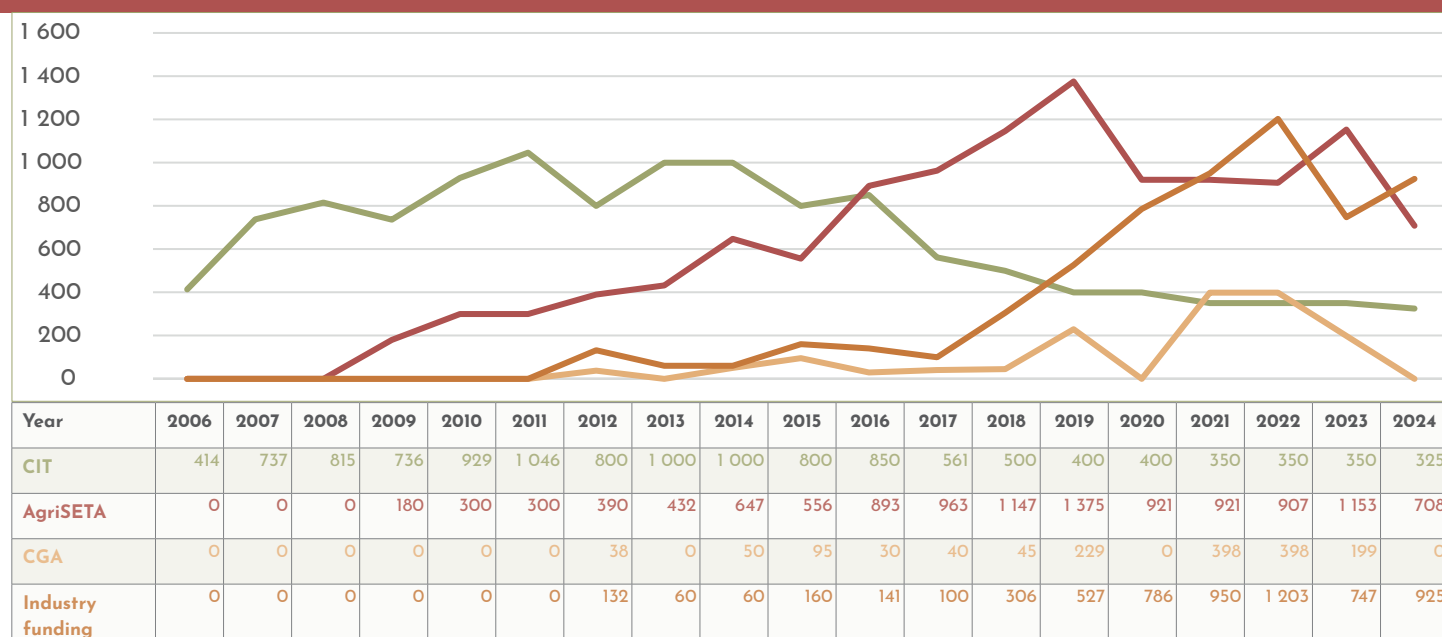
 **378 recipients**

 **33 million invested**

Bursary Numbers and Values

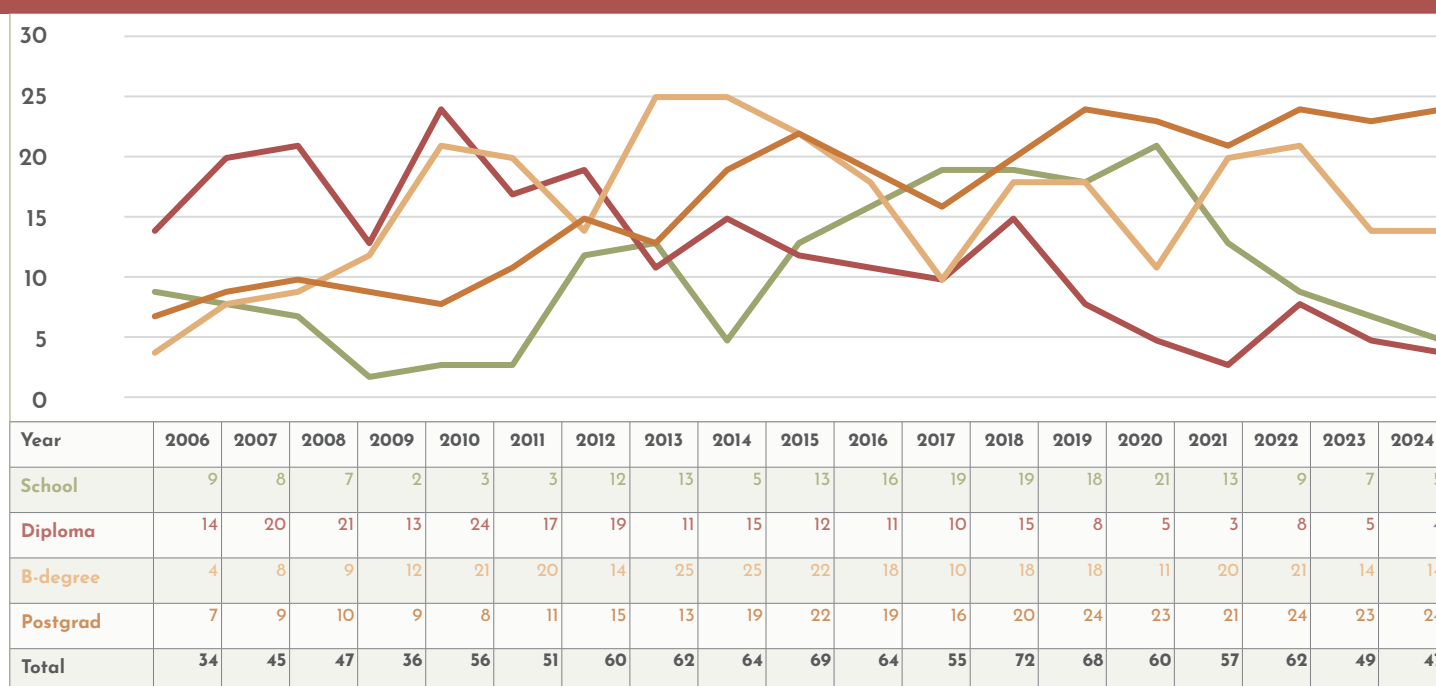


Bursary Funding Sources

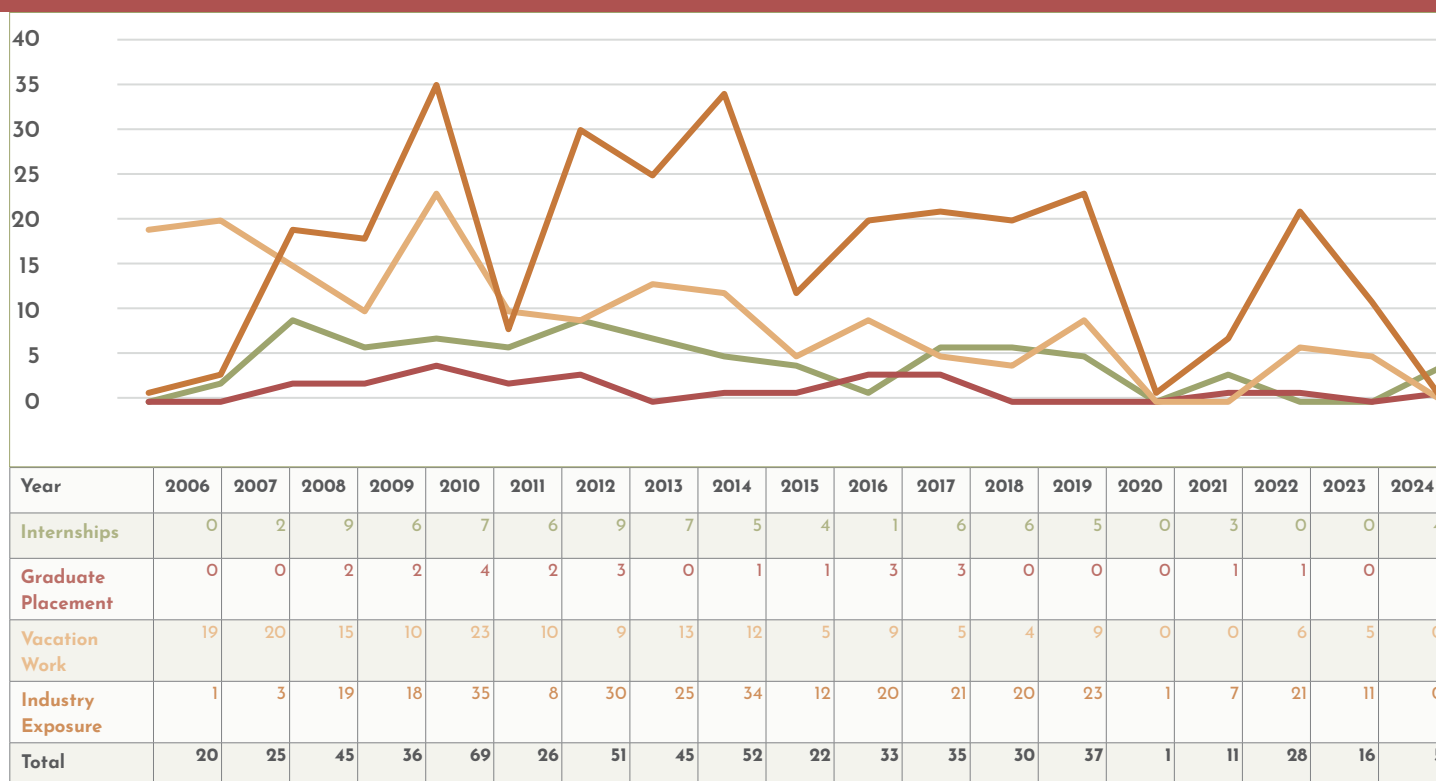


Citrus Academy Bursary Fund 2006-2024

Qualifications



Work Integrated Learning and Industry Exposure



Work Integrated Learning

Vacation work | Internships | Graduate placements

The purpose of the work integrated learning programme is to provide students with opportunities to gain experience and exposure within the citrus industry.

✓ Industry Transformation ✓ Sustainability ✓ Research Support ☐ Stakeholder Engagement

Background

- Work integrated learning programmes present an opportunity for citrus businesses to engage in transformation by nurturing a qualified, competent emerging workforce, while scouting potential candidates for employment.
- Vacation work aims to provide diploma and undergraduate students with opportunities to gain practical experience in citrus industry workplaces.
- All undergraduate and diploma Citrus Academy Bursary Fund students are obligated to do vacation work, usually during the June / July university holidays.
- Citrus Academy cover transport, in some cases accommodation, and provide students with a daily allowance, while employers provide work experience, and, if possible, accommodation.
- Internships aim to provide students studying towards diplomas with placements at citrus enterprises in order to complete the experiential learning requirement for their qualification.
- An internship can span six or twelve months, depending on the qualifications and the requirements of the academic institution.
- The Citrus Academy finds internships for students at companies in the citrus industry and provides employers with an amount of funding per month per intern to subsidise salaries.
- Employers provide students with accommodation, transport, and practical training to meet the requirements of the academic institution.
- Graduate placements aim to secure temporary placements at citrus enterprises for graduates, so that they can gain work experience and improve their employability.
- Graduates are placed with citrus enterprises, where they are given relevant practical experience and exposure to the industry.
- The Citrus Academy channels funding to the employer, who uses the funding to subsidise the graduate's monthly remuneration.
- After twelve months of experiential learning, companies have the option of employing the graduate.
- For the internship and graduate placement programmes, the Citrus Academy sources funding from the AgriSETA for South African students, while students from Zimbabwe and Eswatini are funded as part of their bursaries.
- Work integrated learning programmes are aimed mostly at Citrus Academy Bursary Fund students, but assistance is provided to outside candidates on request and depending on the availability of funding.

2023/2024 Report

- There were five vacation work placements during the year under review.
- Four learners began their internships in January 2024.
- One learner began her graduate placement with Citrus Research International in January 2024.
- Although it remains of cardinal importance to us to create opportunities for work integrated learning for Bursary Fund students, there is currently a shortage of funding for these programmes.
- Efforts to secure more funding continues.

Income and Expenditure		
Item	2023 Financial Year	2024 Financial Year
Income		
Internship funding - AgriSETA		45 000
Graduate placement funding - AgriSETA	47 700	15 000
Expenditure		
Internship payments		(45 000)
Graduate placement payments	(47 700)	(15 000)
Vacation work payments	(21 400)	(17 570)
Net surplus / (shortfall)	(21 400)	(17 570)



Work Integrated Learning

Work Integrated Learning Placements 2023/2024		
Company	Location	Students
Internships		
Oakdene Citrus	Fort Beaufort	Sigcine Manyonta
Indigo Fruit Farming	Burgersfort	Thabiso Moleke
Indigo Fruit Farming	Larten	Lebogang Nkomo; Purity Khoza
Graduate Placements		
Citrus Research International	Stellenbosch	Imaan Parker
Vacation Work		
Naranja Packhouse	Burgersfort	Diaan Breitenbach
Citrus Research International	Nelspruit	Heaven-Leigh Ndlazi; Thandekile Makate; Tshegofatso Maaga
Earthcare Teleno Services	North-West	Tracy Ndhambi



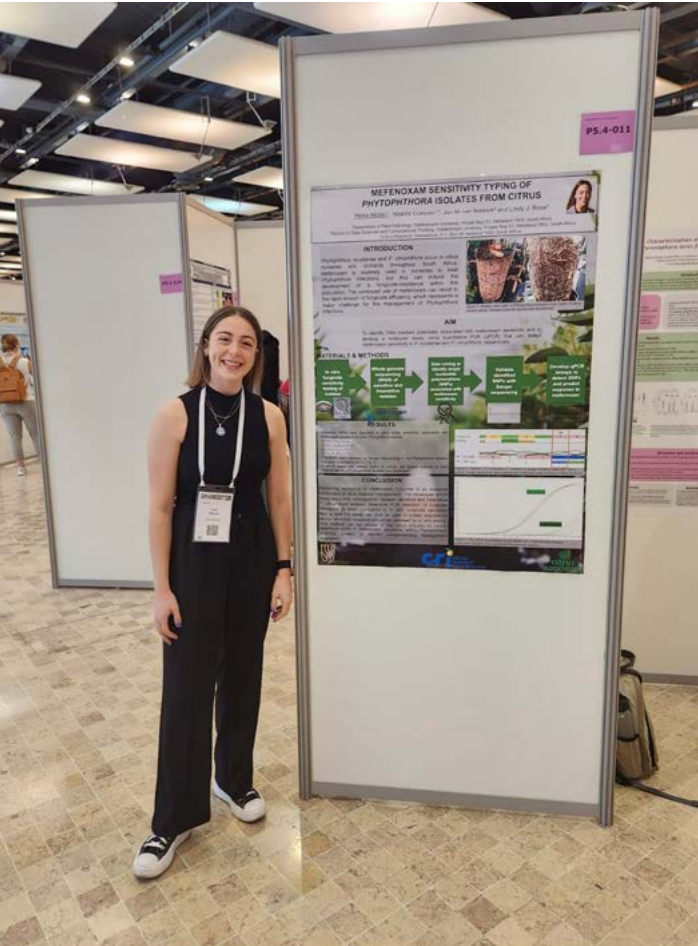
Industry Exposure Programme

The purpose of the industry exposure programme is to provide students with opportunities to gain exposure at conferences, symposiums and other events related to their fields of study.

- ☒ Industry Transformation
- ☒ Sustainability
- ☒ Research Support
- ☒ Stakeholder Engagement

Background

- During industry exposure events, students are given opportunities to attend local and overseas events relevant to their field of study.
- They engage with experts in their fields who are reporting on latest developments, and they improve their overall insight and understanding of the industry, the citrus value chain and the sector.
- Particularly postgraduate students understand better the context of their academic studies and research.
- Students are able to meet and network with industry role-players and leaders in their fields.
- The extent of the programme from year to year is dependent on events and sponsorships.



2023/2024 Report

- One student attended the International Congress of Plant Pathology in Lyon, France, and was given the opportunity to present her research in a poster at the event.
- Citrus Academy contributed towards her travel and accommodation expenses.

Income and Expenditure		
Item	2023 Financial Year	2024 Financial Year
Income		
Sponsorships	110 000	
Expenditure		
Marketing material	(27 160)	
Participant travel	(40 556)	(31 680)
Participant accommodation	(38 604)	
Registration fees	(60 204)	(4 696)
Staff travel	(8 434)	
Staff accommodation	(11 769)	
Staff registrations	(5 043)	
Net surplus / (shortfall)	(81 770)	(36 376)

Industry Exposure Events	
Event	International Congress of Plant Pathology
Venue	Lyon, France
Date	23/05/09
Attendee	Heike Möller

Career and Industry Awareness

The purpose of the career awareness programme is to participate in career fairs and exhibitions in order to promote career opportunities in the citrus industry and the wider agricultural sector.

✓ Industry Transformation ✓ Sustainability ✓ Research Support ✓ Stakeholder Engagement

Background

- The citrus industry constantly needs to attract talented people from outside the industry.
- Young people need to be informed about opportunities for fostering long-term careers in the industry and in the greater agricultural sector.
- The misconception that job opportunities in the sector are limited to working on farms or in packhouses needs to be challenged.
- The Citrus Academy has been participating in career awareness events since 2011.
- This has been mostly in the form of career fairs at various tertiary institutions.
- The Citrus Academy also makes use of these events to promote the Bursary Fund and its programmes.
- Within its limited capacity, the Citrus Academy makes itself available to participate in career days at high schools on request.
- The Citrus Academy furthermore publishes information on available bursaries in relevant publications and on websites.



2023/2024 Report

- Citrus Academy took part in three career fairs during the year under review.
- The Sundays River Valley Municipality Career Fair was hosted by Kirkwood High School.
- The University of KwaZulu-Natal UKZN College of Agriculture Engineering and Science held their annual Career Day at their Pietermaritzburg campus.
- The AgriSETA arranged a series of career summits at various agricultural colleges around the country, focussing on grade 10 and 11 students. The Citrus Academy took part in one career summit in the Western Cape.

Income and Expenditure

Item	2023 Financial Year	2024 Financial Year
Expenditure		
Marketing material	9 529	19 291
Exhibitor fees	19 500	3 000
Staff travel	9 151	21 248
Staff accommodation	5 623	5 007
Total expenditure	43 803	48 546

Career Awareness Events

Event	SRVM Career Exhibition
Venue	Kirkwood High School
Date	23/05/09
Host	Sundays River Valley Municipality
Event	UKZN College of Agriculture, Engineering and Science Career Day
Venue	UKZN Pietermaritzburg Campus
Date	23/08/03
Host	UKZN College of Agriculture, Engineering and Science
Event	AgriSETA Career Summit
Venue	Desmond Mpilo Tutu Secondary School, Funda, Mbekweni, Paarl
Date	23/10/13
Host	AgriSETA

Pick me!

The purpose of the Pick me! online platform is to assist with recruitment in the citrus industry by sharing job seekers information with companies seeking employees.

✓ Industry Transformation ✓ Sustainability □ Research Support □ Stakeholder Engagement

Background

- In 2016, Citrus Academy identified a need for an online information-sharing platform that would allow job seekers and companies recruiting employees to connect.
- The Pick me! page was created on the Citrus Academy website.
- Bursary Fund graduates and candidates with citrus-related qualifications register by completing the Job Seeker registration form on the website.
- Candidates who are Citrus Academy Bursary Fund graduates are identified as such and thereby promoted.
- Interested employers contact job seekers through the platform or by using the contact details they provide and continue with the recruitment process.
- Listings appear in two categories, "Pick a Job Seeker" and "Pick an Intern".
- Listings are visible online for one month and candidates have the opportunity to re-register.
- Information of new additions to the platform is distributed through the Citrus Academy social media channels, including Facebook, X (Twitter) and Instagram.
- In addition, a bi-monthly newsletter is emailed to citrus growers.

2023/2024 Report

- The Pick me! online platform has seen an increase in job seeker listings during the year under review.
- At the end of the period under review there were fifty-six candidates seeking permanent employment and seventy candidates seeking internship positions.



Ready-Steady-Work Programme

The purpose of the Ready-Steady-Work programme is to provide an accessible work-readiness programme for new recruits entering the workplace for the first time.

✓ Industry Transformation ✓ Sustainability □ Research Support □ Stakeholder Engagement

Background

- In 2016, Citrus Academy identified a need for an online information-sharing platform that would allow job seekers and companies recruiting employees to connect.
- The Pick me! page was created on the Citrus Academy website.
- Bursary Fund graduates and candidates with citrus-related qualifications register by completing the Job Seeker registration form on the website.
- Candidates who are Citrus Academy Bursary Fund graduates are identified as such and thereby promoted.
- Interested employers contact job seekers through the platform or by using the contact details they provide and continue with the recruitment process.
- Listings appear in two categories, "Pick a Job Seeker" and "Pick an Intern".
- Listings are visible online for one month and candidates have the opportunity to re-register.
- Information of new additions to the platform is distributed through the Citrus Academy social media channels, including Facebook, Twitter and Instagram.
- In addition, a bi-monthly newsletter is emailed to citrus growers.

2023/2024 Report

- The programme was successfully implemented in the year under review.
- Learners are progressing steadily with the programme.
- The programme is promoted to Bursary Fund students nearing the end of their studies, work-seekers on the Pick me! platform, and through the Citrus Academy's social media platforms.

Income and Expenditure

Item	2023 Financial Year	2024 Financial Year
Expenditure		
Programme development	59 550	
Assessment costs		2 250
Total costs	59 550	2 250

Programme Framework

Programme 1 - Ready

1 Introduction to Ready-Steady-Work; 2 The Citrus Industry; 3 Finding the Right Job; 4 You and the Workplace; 5 Rights and Obligations; 6 Work and Life

Programme 2 - Steady

1 Introduction to Ready-Steady-Work; 2 Employee Onboarding and Mentoring; 3 Being a Great Boss; 4 Being a Great Team; 5 Being Culturally Smart

Programme 3 - Work

1 Introduction and Induction; 2 Getting started; 3 Planning your probationary period; 4 Your first formal review; 5 Your first payslip; 6 Settling in; 7 Team Work; 8 Technical Knowledge and Competency Review; 9 Second Formal Review; 10 Independent Project; 12 Managing the Project; 13 Project Report; 14 Final Review

ETBCG Programme

The purpose of the skills development implementation for the Economic Transformation of Black Citrus Growers programme is to support beneficiaries and surrounding communities to ensure that maximum benefit is derived from the financial support provided by the programme.

☒ Industry Transformation
 ☒ Sustainability
 ☐ Research Support
 ☒ Stakeholder Engagement

Background

- The Citrus Growers' Association (CGA) initiated a programme to provide grant and loan funding to black-owned citrus enterprises.
- Funding is for establishment of new orchards, rehabilitation of existing orchards, infrastructure development (including building new and rehabilitating existing packhouses), equipment purchases, and production costs for new orchards.
- To this, skills development initiatives were added to ensure that new and existing employees of beneficiaries have the necessary skills and capacity.
- In 2019 an application was made to the AgriSETA for funding the skills development initiatives related to the programme.
- In October 2019 an agreement was signed between the CGA and the AgriSETA for funding amounting to R12 988 585, for learnerships, skills programmes and bursaries to be implemented over the duration of the project, from April 2020 to March 2023.
- The CGA is responsible for the overall implementation, management and oversight of the project, and has engaged the Citrus Academy to implement skills development initiatives.
- A service provider with the necessary capacity, expertise and accreditation was identified to deliver the learnerships and skills programmes related to the project.
- The service provider, Scientific Roots (Pty) Ltd, is accredited through the Services SETA and the AgriSETA, and has programme approval for New Venture Creation NQF4.
- The Citrus Academy made available learning material and resources for learnerships and skills programmes.



2023/2024 Report

- The Jobs Fund agreed to a one-year extension of the ETBCG programme, which meant that the skills development component could continue to implement interventions until March 2025.
- During the reporting period two Citrus Business Management (NVC NQF4) and three Plant Production NQF2 learnerships were completed.
- Three Plant Production NQF2 learnerships were held.
- Two Farmworker and three Packhouse Worker Induction skills programmes, as well as one Citrus Business Administration skills programme were held.
- Our training providers, Scientific Roots (Pty) Ltd and National Training Institute (NTI), continue to deliver these training interventions.
- Training took place in Boland, Western Cape, Sundays River Valley, Kopman village (Rustenburg) and Kokstad.
- Through the programme, bursaries were awarded to 25 undergraduates for the 2021, 2022 and 2023 academic years, administered through the Citrus Academy Bursary Fund.
- All allocated bursaries have now been awarded.
- Learners that successfully completed learnerships and skills programmes were issued with certificates according to AgriSETA and Services SETA criteria.

Income and Expenditure

Item	2023 Financial Year	2024 Financial Year
Income		
Bursary Fund income - Citrus Industry Trust	350 000	337 500
Bursary Fund income - AgriSETA	1 072 900	668 250
Bursary Fund income - CGA	198 750	-
Bursary Fund income - Industry	931 400	962 256
Expenditure		
Bursary Fund payments	(2 474 451)	(2 307 076)
Student emergency support		
Net surplus / (shortfall)	78 599	(339 070)

ETBCG Programme

	Area	Start Date	Total Learners	Black	Female	Youth	Un-employed
Learnerships							
Plant Production NQF2	Fort Beaufort	2020/11/02	16	16	10	11	16
	Brits	2020/11/02	18	18	9	16	18
	Nkwaleni	2020/11/02	17	17	12	12	17
	Thohoyandou	2021/02/08	24	24	19	20	24
	Sundays River Valley	2021/02/08	21	21	12	18	21
	Sundays River Valley	2022/06/14	22	22	11	10	0
	Kopman	2022/06/20	21	21	20	17	21
	Citrusdal	2022/10/24	28	28	10	18	0
	Boland	2023/10/31	24	24	3	7	0
	Kokstad	2023/07/01	24	24	13	18	24
	Kokstad	2023/10/01	19	19	13	10	19
	Subtotal		234	234	132	157	160
Citrus Business Management NQF4	Brits	2021/06/01	23	23	12	20	23
	Sundays River Valley	2021/06/01	24	24	16	20	24
	Nkwaleni	2022/06/06	23	23	18	19	23
	Sundays River Valley	2022/11/22	25	25	19	21	25
	Subtotal		95	95	65	80	95
Total Learnerships			329	329	197	237	255
Skills Programmes							
Citrus Business Administration	Brits (Hebron)	2021/03/08	29	29	18	6	29
	Brits	2021/03/15	32	32	19	21	32
	Nkwaleni	2021/03/22	14	14	8	10	14
	Sundays River Valley	2021/03/22	31	31	18	31	31
	Thohoyandou	2021/04/19	16	16	7	13	16
	Kokstad	2023/07/03	28	28	14	11	28
	Subtotal		150	150	84	92	150
Farm Worker Induction	Weenen	2021/10/26	30	28	14	24	0
	Patensie	2021/11/30	23	23	9	18	23
	Thohoyandou	2021/11/30	14	14	13	4	14
	Kopman	2021/11/30	22	22	12	18	22
	Sundays River Valley	2021/11/03	56	56	24	22	56
	Nkwaleni	2021/12/06	15	15	10	12	15
	Kopman	2022/03/14	31	31	28	20	31
	Kopman	2022/03/28	29	29	23	13	29
	Marble Hall	2022/11/14	28	28	13	15	28
	Boland / Citrusdal	2022/11/27	27	27	5	18	0
	Boland	2024/01/15	22	22	5	5	0
	Subtotal		297	295	156	169	218
	Sundays River Valley	2022/07/18	24	24	19	24	24
Packhouse Worker Induction	Sundays River Valley	2022/10/10	25	24	22	14	0
	Nkwaleni	2022/12/05	18	18	14	2	10
	Thohoyandou	2022/03/28	24	24	23	5	24
	Thohoyandou	2022/04/11	13	13	10	3	13
	Citrusdal	2023/10/16	21	21	10	18	0
	Boland	2023/10/30	26	25	10	15	0
	Boland	2024/01/22	26	26	13	20	0
	Subtotal		177	175	111	101	71
Total Skills Programmes			624	620	351	362	439
Total Learners			953	949	548	599	694

Emergent Grower Skills Development

The purpose of providing skills development services to emergent growers is to assist them with skills needs assessment and skills planning, and to then deliver training interventions to fulfil their skills needs.

☒ Industry Transformation ☒ Sustainability ☐ Research Support ☒ Stakeholder Engagement

Background

- Since the inception of the ETBCG programme (see report on previous page) and the Citrus Academy's role in the implementation of the skills development part of the programme, it has become clear that there are skills needs among emergent growers that are not being met.
- It appeared that these skills needs are on various levels, from worker training in basic production practices and compliance training, to business and production management skills for production managers and enterprise owners.
- It also appeared that there is a need to assist emergent growers with skills needs assessments and skills planning.
- The Citrus Academy employs two qualified Skills Development Facilitators who assist growers with these services.
- Every effort is made to meet the skills needs of growers that have been identified.
- We depend on sponsorship funding for addressing these skills needs.



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- The Citrus Growers Development Chamber made available sponsorship for emergent grower training.
- Owners and employees of emergent grower enterprises were sponsored to attend short courses and other training in the year under review.
- Enterprises were assisted in Limpopo, North-West, KZN, Western Cape, and Eastern Cape provinces.
- In future, a wider range of training interventions will be offered to emergent grower enterprises, depending on the availability of sponsorships.

Income and Expenditure		
Item	2023 Financial Year	2024 Financial Year
Income		
Sponsorship funding	389 620	432 712
Expenditure		
Citrus Short Courses	(389 620)	(66 499)
Learning providers		(191 108)
Material printing		(15 320)
Resources		(30 210)
Facilitator travel		(15 219)
Facilitator accommodation		(10 178)
Assessment		(13 000)
Staff travel		(57 289)
Staff accommodation		(33 888)
Net surplus / (shortfall)	0	0



Emergent Grower Skills Development



Emergent Grower Skills Development Regions and Participants

Region	Course	Number of Enterprises	Number of Participants
KZN	MIPM	1	6
KZN	Tractor Driver	1	5
KZN	Citrus Business Administration e-learning	1	2
KZN	Finance / Bookkeeping	1	1
KZN	Human resource development	1	1
KZN	First Aid	1	10
KZN	Occupational Health and Safety	1	11
KZN	QSP - Pruning	2	22
Senwes	QSP - Pruning	5	23
Senwes	QSP - Safe Handling of Agrochemicals	5	23
Senwes	CA Packhouse SC	1	15
Senwes	Compliance - SIZA & GlobalGAP	2	6
Senwes	Occupational Health and Safety	1	10
Senwes	First Aid	1	10
Patensie	QSP - Pruning	1	19
EC Midlands	QSP - Pruning	15	51
EC Midlands	QSP - Safe Handling of Agrochemicals	15	74
EC Midlands	Occupational Health and Safety	10	43
Limpopo	QSP - Scouting	2	10
Western Cape	Health and Safety Online	1	2
Total			344

Learning Programme Development

The purpose of learning programme development is to make available fit-for-purpose programmes to meet particular learning needs.

✓ Industry Transformation ✓ Sustainability ✓ Research Support ☐ Stakeholder Engagement

Background

- The Citrus Academy develops learning programmes to meet specific learning needs.
- The cost of programme development is generally carried by the Academy, while outside funding and course fees funds programme implementation.
- When a need is identified, the viability of programme development is assessed.
- The assessment is based on the strategic importance of the learning programme, its applicability to the wider industry, and the benefit to citrus growers on the whole.
- If it is found that the request has merit, a programme framework is drawn up, identifying the target groups, content, and implementation strategy for the programme.
- A learning methodology is also designed to meet the needs of the main target groups.
- Possible learning methodologies include e-learning, short courses, skills programmes and long-term (learnership) programmes.
- Programme material typically includes all required content and assessment tools.
- In most cases, programme content is developed using Citrus Academy learning material as a basis, although new material may also be developed or sourced.
- Wherever possible, programmes are unit standard aligned and adapted for outcomes-based education.
- Programme development started as far back as 2007 with the Institutional Orientation and Citrus Nursery Worker programmes, which were developed and made available for external implementation, at no cost.
- Two learnership programmes were developed subsequently, being the Citrus Secondary programme and the Citrus Business Management programme.
- The Citrus Business Management programme was implemented as a learnership programme in Fort Beaufort and Letsitele.
- The Citrus Secondary programme was launched but challenges with the practical implementation of the programme was experienced.
- In 2021 it was decided to transfer the Citrus Secondary programme to the e-learning programme to address these challenges.
- Since 2015, e-learning has gained prominence as a learning methodology and has been used for a number of programmes – please see the e-learning report.
- In 2017, the first Citrus Academy short course was launched – please see the short courses report.
- Programmes were also developed for the Economic Transformation of Black Citrus Growers programme – please see the ETBCG report.

Income and Expenditure		
Item	2023 Financial Year	2024 Financial Year
Income		
Short courses	534 577	51 753
E-learning programmes	113 144	173 963
Expenditure		
Short courses	(1 064 576)	(83 395)
E-learning programmes	(988 422)	(1 276 244)
ETBCG programmes	(294 503)	
Other learning programmes		(398 578)
Net surplus / (shortfall)	(1 699 780)	(1 532 502)

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- The Quick Skills Programmes were developed as eight short learning programmes for citrus worker skills development and intended for presentation by any knowledgeable facilitator.
- The programmes include Citrus Grading, Citrus Harvesting, Monitoring and Inspection for Phytosanitary Markets, Citrus Orchard Sanitation, Citrus Planting, Citrus Pruning, Safe Handling of Agrochemicals, and Citrus Scouting.
- These programmes were added to the Citrus Academy website and after registration the facilitator will receive the learning material and resources from the Academy.
- The Citrus SuperPower programme was developed for quality supervisor training in citrus workplaces and with specific focus on supervisory skills and the development of communication and numeracy skills.
- The programme consists of two components:
 - (i) The Citrus SuperPower Trainer Development programme was developed to ensure effective supervisor development by training qualified SuperPower Trainers.
 - (ii) The Citrus SuperPower Workplace programme was developed to facilitate quality supervisor training and to be presented by certified Citrus SuperPower Trainers.
- The development of the Citrus Production Master Classes programme was completed and conversion to the e-learning platform has commenced by the addition of four new modules:
 - Plant Nutrition and Soil Management
 - Harvesting
 - Water Quality
 - Irrigation System Installation
- The Citrus Secondary Condensed one-year programme was developed and made available on the e-learning platform.
- The Citrus Production Practices programme was developed and will be made available on the e-learning platform in 2024/2025.
- The Citrus Secondary programme was reviewed and updated, including on the e-learning platform.
- The following additional learning material was developed for the Citrus Secondary Programme: Administration, and Packing.
- The Citrus Production Short Course chapter on Irrigation was updated.
- The learning material for Citrus Business Administration, Citrus Export Supply Chain and Citrus Packing was reviewed and updated.
- The learning material for Citrus Economics and Citrus Packhouse Quality Control was reviewed.

Learning Programme Development

Available Learning Programmes			
Programme Title	Programme Content	Learning Methodology	Programme Alignment
Institutional Orientation	The Business Environment in South Africa; The South African Citrus Industry; The South African Citrus Grower; Agricultural Business Entities; Legislation and Statutory Requirements; Human Capital in an Agribusiness	Learning material	Legacy Qualification: US13936 - Outline the legal environment of a select industry (NQF3)
Citrus Nursery Workers	Introduction to Propagation; Rootstock Propagation; Budding; Introduction to Nursery Practices; Plant Nutrition; Plant Protection; Irrigation and Water Quality	Learning material	None
Citrus Business Management	Learner Induction and Orientation; Think Like an Entrepreneur; Plan Your Business: Financial Aspects; Launch and Grow Your Business; Manage Your Business: The Basics; Manage Your Business: Finance for Agri-business Managers; Manage Your Business: Human Resources; Manage Your Business: Sales and Marketing; Improve Your Business Performance; Present Your Competence	Learnership	Q66249 - New venture Creation (NQF4)
Citrus Secondary	Induction; Citrus Production; Enterprise Planning; Citrus Marketing; Food Safety; Harvesting; Plant Structures and Functions; Plant Manipulation; Soil Fertility and Plant Nutrition; Repairs and Maintenance; Irrigation; Water Quality; Citrus Propagation; Integrated Pest Management; Disease and Weed Management; Applying Plant Protection Products; Handling Plant Protection Products; Crop Establishment; Sustainable Farming; Production Management; Human Resource Management; Financial Management; Agri- and Eco Tourism	E-learning	Q48975 - National Certificate in Plant Production (NQF2) core and elective unit standards
Ready-Steady-Work	Ready: Introduction to the R-S-W Programme for the Recruit; The Citrus Industry; Finding the Right Job; You and the Workplace; Rights and Obligations; Work and Life	E-learning	None
Citrus Production short course	Steady: Introduction to the R-S-W Programme for the employer; Employee Onboarding and Mentoring; The Boss Factor - Being a Great Boss; Great Teams; Being Culturally Smart	E-learning	None
Citrus Business Administration short course	Work: Introduction to the Work Section of the R-S-W Programme; Getting Started; Planning your Probationary Period; Your First Performance Review; Your First Payslip; Settling In; Teamwork; Technical Knowledge and Competency Review; Second Formal Review; Independent Project; Managing the Project; Concluding the Project; Final Review and Concluding the Probationary Period	Short course (e-learning competence assessment)	Legacy Qualification: US116083, US116113, US116115, US116122, US116126
Citrus Packing short course	Citrus Distribution and Production; Citrus Value Chain; Citrus Phenology; Citrus Varieties and Cultivars; Citrus Rootstocks; Propagation of Citrus Trees; Land Preparation and Planting; Irrigation; Citrus Plant Nutrition; Citrus Pruning; Citrus Pest Monitoring (Scouting); Major Citrus Pests; Minor Citrus Pests; Citrus Diseases; Weed Control; Orchard Sanitation; Citrus Harvesting; Citrus Post Harvest Processes	E-learning	None

Learning Programme Development

Available Learning Programmes			
Programme Title	Programme Content	Learning Methodology	Programme Alignment
Citrus Export Supply Chain short course	Introduction to the Citrus Industry; Production System Management; Control Inputs and Stocks; Human Resources Management; Basic Financial Management; Marketing	Skills programme	None
Citrus Packhouse Quality Control short course	The South African Citrus Industry; Citrus Types and Cultivars; Citrus Value Chain; Export Market Specifications; Packhouse Overview; Packhouse Infrastructure and Planning; Packing Equipment Maintenance; Packhouse Sanitation; Receiving and Initial Processes; Fruit Treatments; Sorting and Grading; Packing Practices; Quality Management; Logistics	E-learning	None
Citrus Economics short course	The South African Citrus Industry; Citrus Types and Cultivars; Citrus Production and Flow; Special Citrus Export Markets; Supply Chain Operational Overview; Phytosanitary Regulations; Government Agencies; Export Documentation Trail	Short course (e-learning competence assessment)	None
Monitoring and Inspection for Phytosanitary Markets: Citrus	The South African Citrus Industry; Citrus Types and Cultivars; Citrus Value Chain; Export Market Specifications; Packhouse Overview; Food Safety; Packhouse Sanitation; Packhouse Accreditation Schemes; Fruit Intake Assessments; Quality Supervision; The PPECB	E-learning	None
Citrus Farm Worker Induction programme	Citrus Production Economics; The South African Citrus Industry; The Citrus Fruit; Value Chain and Supply Chain; Production Costs; Packing; Logistics; Income; Profitability per Citrus Type; Data Capturing, Analysis and Extrapolation	Short course (e-learning competence assessment)	Legacy Qualification: US116113, US116079, US116128, US116111
Citrus Packhouse Worker Induction programme	Introduction; Biology and Life Cycle; Monitoring, Inspection and Grading; Orchard Monitoring; Packhouse Delivery Inspections; Packhouse Online Grading and Sorting	E-learning	Legacy Qualification: US116113, US115177, US115193, US115178
Citrus Production Practices	Introduction to Citrus; Workplace Induction; Citrus Planting; Citrus Pruning; Citrus Picking	Learnership	None
Quick Skills Programmes	Introduction to Citrus; Workplace Induction; Pre-sorting and Grading; Packing	E-learning	None
Citrus SuperPower Trainer Development	Programme Overview; A Higher Standard of Facilitation; Programme Content; Additional Programme Resources; The Notebook and Logbook; Management and Team Orientations; Customising the Programme; Programme Administration; and Train-the-Trainer Workshop Assessment.	E-learning and Skills programme	None
Citrus SuperPower Workplace Programme	The Super Supervisor; Being a Supervisor; Talking about Business; Doing Business; Putting People First; and Being a Super Supervisor.	Skills programme	None
Citrus Production Master Classes Programme	Modules previously available: Production Unit Development; Production Systems; and Plant Structures and Functions. Newly added modules: Plant Nutrition and Soil Management; Harvesting; Water Quality; and Irrigation System Installation.	E-learning programme	Legacy Qualification: US116057, US116079, US116121, US116263, US116293, US116297, US116309, US116311, US116317, US116322, US116324, US116337, US116371, US116373, US116414

E-Learning Programmes

The purpose of e-learning programmes is to make quality learning opportunities accessible to learners everywhere through a dedicated platform.

✓ Industry Transformation ✓ Sustainability ✓ Research Support ☐ Stakeholder Engagement

Background

- The agricultural sector presents unique challenges in terms of skills development for people who live and work on farms.
- The remoteness of farming areas and the demands of citrus production are barriers that restrict access to conventional contact learning.
- With this in mind, and in line with international trends towards online education through the use of technology and a blended learning approach, the Citrus Academy embarked on e-learning development.
- Following thorough research, a suitable online learner management system was identified, and user rights procured.
- The Canvas LMS provides a cloud-based, mobile, interactive digital learning platform that is customisable and user-friendly.
- Citrus Academy staff were trained in the management of the system and the conversion of existing training material into e-learning programmes.
- The Citrus Academy online platform was launched in 2015.
- Many programmes that are on the e-learning platform were originally developed as learning programmes for contact delivery.
- Learners can use any device able to connect to the internet to access learning.
- Participation in the e-learning programmes was initially slow but increased gradually as learners became more familiar with the system.
- From 2019 the e-learning platform was used to enable the online competency assessment of learners who attended short courses, where it is also an additional resource for learners.
- As of 2020, entire short courses can also be completed online.

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- Several new courses were added to the online platform during the period under review (see programme descriptions in the table below).
 - The Citrus Secondary Programme (CSP) was individually customised for 13 schools across South Africa as well as home-based learning.
 - Four more modules were added to the Citrus Production Master Class.
- In a dynamic environment such as the citrus industry, it is important to ensure that training resources stay relevant and current. In line with changes to the Citrus Academy short course learning material, the following existing courses were also reviewed and updated on the e-learning platform: Citrus Business Administration, Citrus Export Supply Chain, Citrus Packing and Citrus Production.
- Participation in e-learning programmes increased significantly during 2023/2024 with 810 new enrolments compared to 260 in the previous financial year. The upsurge can be attributed to the nationwide launch of the Citrus Secondary Programme.
- Regarding the learner completion rate for e-learning courses, it should be noted that the CSP is presented over two years and certificates will therefore not be issued in the same financial year as enrolment, meaning that statistics will be slightly skewed. Nevertheless, the overall completion rate (excluding CSP) is still at a satisfactory 82%.
- Plans in the pipeline to expand the e-learning value offering in the 2024/2025 financial year include:
 - A Learner Management System (LMS) administrator will be appointed to manage online registrations, learner tracking and certification, and to provide user support.
 - More courses, for which the learning material is currently under development, will also be added to the platform: Citrus Production Practices (addresses the technical and management aspects of citrus production practices), Citrus Economics (details the economics of citrus production and packing), Citrus Packhouse Quality Control (focuses on quality control processes including sanitation, accreditation systems, fruit intake assessments, quality supervision and quality control points).
 - The assessment for the Citrus SuperPower Trainer Development programme, as well as the tracking of learners for the SuperPower Workplace Programme, will take place via the online platform. More information on the SuperPower Programme is available in the Learning Programmes section of this report.

E-Learning Programmes



Income and Expenditure		
Item	2023 Financial Year	2024 Financial Year
Income		
Resource packs sales	600	
E-learning fees	112 544	173 963
Development funding		
Expenditure		
E-learning development	(858 331)	(630 950)
Assessments		(30 017)
Content conversion	(63 800)	
Material Printing		(1 627)
Marketing		(2 418)
Programme approval		
Facilitation	(38 000)	(317 500)
Facilitator travel	(18 234)	(192 644)
Facilitator accommodation	(4 940)	(36 450)
Staff travel	(1 916)	(23 801)
Staff accommodation	(800)	(8 608)
Resources		(32 229)
Courier costs		
Net surplus / (shortfall)	(872 878)	(1 102 281)

E-learning Programme	Programme Start Date	2023/24 Enrolments	2023/24 Certificates	Total Enrolments	Total Certificates
Citrus Production	2019/04/15	24	12	108	70
Monitoring and Inspection for Phytosanitary Markets	2020/02/02	71	62	940	819
Citrus Business Administration	2020/03/23	18	11	36	24
Citrus Industry Technical Induction	2020/06/30	1	0	28	21
Covid-19 Compliance Officer Training	2020/08/21	0	0	207	189
Citrus Export Supply Chain	2020/12/15	5	5	13	9
Citrus Packing	2021/02/08	12	2	20	10
Monitoring and Inspection for Phytosanitary Markets - Recertification	2022/02/04	80	56	233	182
Monitoring and Inspection for Phytosanitary Markets - Stone Fruit	2022/02/09	1	1	5	2
Citrus Secondary	2023/04/17	265	0	265	0
Ready-Steady-Work	2023/06/12	24	6	24	6
Competence Assessment Only					
Citrus Export Supply Chain Short Course	2019/04/15	61	21	0	0
Citrus Packing Short Course	2019/10/09	1	0	0	0
Citrus Production Short Course	2022/02/15	247	111	0	1
Total		810	287	1 879	1 333

E-Learning Programmes

Programme Title	Programme Description
Monitoring and Inspection for Phytosanitary Markets - Citrus	Tests orchard monitors and packhouse inspectors on their knowledge and understanding of the systems and protocols the citrus industry has implemented for the monitoring and inspection for infestation of pest insects, in particular false codling moth (FCM) and fruit fly that are of particular concern to sensitive export markets.
Citrus Business Administration	Aimed at anyone involved in the citrus production system who is looking to improve their skills in financial accounting (including budgeting), stock management, human resource management, production management and marketing.
Citrus Industry Technical Induction	Specifically for those who are new to the citrus industry, and whose responsibilities require for them to have a sound understanding of the technical aspects of the citrus value system, with particular focus on the production process.
Citrus Production Short Course	The content covered in this programme includes all aspects of citrus production, including the history of the industry, the roles of industry organisations, citrus production practices, and the citrus export value chain and overview of the packing and export process.
Citrus Export Supply Chain Short Course	Examines each aspect of this chain, the roles of the service providers (cold stores, fruit terminals, export agents, shipping agents, etc.) in the chain, the importance of meeting market requirements, the role of inspections, the requirements for special markets, the documentation involved in each step of the chain, and the best practices for ensuring that fruit arrives in the overseas markets in the best possible condition.
Citrus Packing Short Course	Designed to provide learners with the opportunity to obtain a high-level understanding of all aspects of packhouse processes including how fruit is received, treated, sorted and packed, the importance of meeting market requirements, and the processes involved in maintaining traceability and food safety.
Citrus Production Master Classes	The Citrus Academy production learning material was updated to reflect the latest technological developments and other innovations in the citrus industry. It covers the following modules: Production Unit Development, Production Systems, Plant Structures and Functions, Plant Nutrition and Soil Management, Harvesting, Water Quality, Irrigation System Installation, Irrigation Management, Plant Manipulation, Propagation and Nursery Management, Monitoring, Integrated Pest Management, Integrated Disease Management Plan, Food Safety and Quality Control, Integrated Weed Management, and Chemical Applications.
Ready-Steady-Work	This work-readiness programme consists of three components and is intended to be completed over a three-month period. The first component, Ready, provides practical work-readiness orientation for the job-entrant to maximise their chance of success in the new position. The second component, Steady, is a practical onboarding programme for employers and is aimed at the new employee's supervisor / mentor / leader. The final component, Work, consists of weekly modules covering the first three months of work.
Citrus Secondary programme	The secondary programme is aimed at providing an opportunity for school learners in citrus production regions to achieve an NQF2 plant production qualification while at school. It is facilitated over 2 years, preferably for grade 10 and 11 learners, as an extracurricular activity. It consists of 24 weekly modules spread over four terms, with modules timed to coincide with the citrus production cycle. The same 24 weekly modules are used for both years, with more advanced learning outcomes in year 2.

Citrus Short Courses

The purpose of short courses is to provide learners with a high-level understanding of specific aspects of the citrus production system.

✓ Industry Transformation ✓ Sustainability ✓ Research Support □ Stakeholder Engagement

Background

- In 2017 the Citrus Academy responded to a need identified in the citrus industry for a high-level programme covering the essential aspects of citrus production, presented as a workshop.
- The learning programme development process was followed to create the Citrus Production short course.
- The target group was identified as anybody who needed to develop a better understanding of the citrus production process.
- Course material was developed, covering all aspects of citrus production, from the history of the industry to postharvest processes, based on material previously owned by Villa Academy.
- A resource pack was put together, consisting of the Production Guidelines for Export Citrus, the Identification Manual for Citrus Pests and Their Natural Enemies, a full set of Citrus Academy DVDs, information pamphlets, and a scouting magnifying glass.
- The learning programme was implemented in the form of a three-day workshop in citrus-growing regions, presented by an experienced facilitator with extensive experience in citrus production and technical consultation.
- In 2018, the Citrus Business Administration short course was added, aimed at entry-level workers who required more insight in financial and business administration.
- In 2019 the Citrus Packing and the Citrus Export Supply Chain short courses were added.
- The Citrus Economics short course was added in 2021 and provides learners with a better understanding of the economics behind citrus production and packing.
- In 2022, the Citrus Packhouse Quality Control short course was added and it provides learners with insight into various aspects of the packhouse quality control processes.

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- There was one short course held during the period under review.
- The Citrus Packhouse Quality Control Short course was held in Hoedspruit, which was very well received.
- There was a decrease in the demand for short courses, while there was an increase in the interest for e-learning programmes.
- Short courses are still being offered, based on an expression of interest.
- All the short courses were updated in line with the most current information pertaining to various aspects of the industry and value chain.

Income and Expenditure		
Item	2023 Financial Year	2024 Financial Year
Income		
Resource packs sales	18 938	18 753
Course fees	126 020	33 000
Sponsorship	389 620	
Expenditure		
Development	(324 400)	(52 500)
Translation	(112 800)	
Learning material printing	(64 206)	(224)
Resource pack costs	(150 860)	(3 042)
Participant travel		
Participant accommodation	(5 700)	
Facilitation	(189 537)	(12 500)
Facilitator travel costs	(71 929)	(6 169)
Facilitator accommodation	(24 835)	(1 960)
Conferencing	(75 748)	(7 000)
Staff travel	(31 172)	
Staff accommodation	(10 876)	
Courier costs	(2 514)	
Net surplus / (shortfall)	(529 999)	(31 643)

Citrus Short Courses

Short Course Title	Presenter	Duration	Start Date	Courses to Date
Citrus Production	Clive Pountney	2 days classroom, 1 day orchard visit	2018/10/24	31
Citrus Business Administration	Scientific Roots	4 days classroom	2019/03/26	12
Citrus Export Supply Chain	Andrew Connell	2 days classroom, 1 day harbour visit	2019/10/09	11
Citrus Packing	Mooipraatjies	2 days classroom, 1 day packhouse visit	2020/02/19	6
Citrus Packhouse Quality Control	Mooipraatjies	2 days classroom	2023/02/09	1
Citrus Economics	Louis von Broembsen	2 days classroom	2023/01/26	1

Workshop	Total Attendees	>35 years old	Gender		Race				Sponsored
			F	M	B	W	C	I	
231018-19 Hoedspruit	7	7	6	1	5	2	0	0	1
Total	7	7	6	1	5	2	0	0	1

Workshop	Total Attendees	>35 years old	Employment classification						
			Citrus grower (BEE)	Citrus grower (other)	Packhouse	CGA group company	Exporter	Unemployed	Other
231018-19 Hoedspruit	7	3	1	6	0	0	0	0	0
Total	7	3	1	6	0	0	0	0	0



Citrus Secondary Programme

The purpose of Citrus Secondary programmes is to provide an opportunity for school learners to achieve a qualification in plant production by the time they finish school.

✓ Industry Transformation ✓ Sustainability □ Research Support □ Stakeholder Engagement

Background

- The Citrus Secondary programme was originally conceptualised in 2011, when a principal of a high school in a citrus-growing region approached the Citrus Academy with the novel idea of teaching school learners about citrus production while still at school.
- The benefits of such a programme were clear – learners will be more employable when they leave school, it will create career opportunities for learners who may have struggled to access post-school education, and it will grow the skills pool for the local grower community.
- A programme framework was drawn up, aligned with the NQF2 plant production qualification.
- Programme material was developed, printed and made available to the school for the implementation of the programme.
- Difficulties were experienced with the practical implementation, mostly around making the material available in time and the practicality of assessments.
- Programme development also stalled, due to a lack of capacity at the Citrus Academy.
- In the following years, various attempts were made to reinstate the programme, with little success.
- One of the few positive outcomes of the Covid-19 pandemic was the adoption of online learning in schools, which created a new methodology for implementing this programme.
- Hosting the programme on the e-learning platform enables implementation because it brings accessibility and scalability.
- The programme framework and implementation strategy were redrafted in 2021, and development was again initiated.
- The programme is hosted and managed through the Citrus Academy's e-learning platform, with the Academy also taking care of learner administration.
- The programme is facilitated over two years, and consists of 24 weekly modules per year, spread over the four school terms.
- Learners in grades 10 and 11 are targeted.
- The Citrus Academy makes the programme available for free to schools in citrus-growing regions.
- The school is expected to provide a classroom with computers or other devices, connectivity, a facilitator, an assessor, and transport for practical activities.

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- National implementation of the Citrus Secondary programme took place in the year under review.
- The three pilot schools continued to progress well with the programme.
- Thirteen new schools were onboarded in the 2024 academic year.
- The programme was well received in all of the citrus-growing regions.
- Some schools offer the programme as an extracurricular activity, while some schools offer the programme as part of agricultural management practices.
- The programme is also offered to learners who are homeschooled and to those whose high schools are not part of the programme.
- The learners received resources, which included a bag, hat, pen and notepad.
- Some schools had challenges in accessing the programme and a donation of tablets was arranged for them to be able to access the e-learning portal.
- The site visits, which are an integral part of the programme, take part on citrus farms close to the schools, which give the learners practical experience of the content they are learning.

Income and Expenditure

Item	2023 Financial Year	2024 Financial Year
Expenditure		
Content conversion and development	535 500	233 450
Marketing costs		2 418
Resources		32 229
Facilitation	38 000	308 500
Facilitator travel	18 234	187 605
Facilitator accommodation	4 940	36 450
Staff travel	1 916	23 801
Staff accommodation	800	8 608
Total expenditure	599 391	833 061

Citrus Secondary Programme

Programme Implementation Framework		
Term	Modules	
Term 1	1	Induction
	2	Production overview
	3	Enterprise planning
	4	Marketing
	5	Food safety
	6	Harvesting
Term 2	1	Plant structures
	2	Plant manipulation
	3	Plant nutrition
	4	Repairs and maintenance
	5	Irrigation
	6	Water quality
	7	Propagation
Term 3	14	Pest management
	15	Diseases and weeds
	16	PPP applications
	17	PPP safe handling
	18	Crop establishment
	19	Sustainable farming
	20	Animal production
Term 4	21	Production management
	22	HR management
	23	Financial management
	24	Agri tourism



School	2023 Academic Year	2024 Academic Year
Kirkwood High School	15	14
Moses Mabida Secondary School	37	28
Nico Malan	5	
Ben Vorster High School		18
Merensky Landbou Akademie		57
Hoedspruit High School		13
Hoërskool Martin Oosthuizen		23
Jakes Gerwel Tegniese Hoërskool		3
Lowveld Academy		12
Mahwahwa High School		52
St Colmcille Secondary		14
Winterberg Agricultural High School		33
Home-based Learning		3
Merensky Landbou Akademie (Condensed programme)		47
Total	57	317

Learning Material Development

The purpose of learning material development is to make available quality, up-to-date learning resources aligned with registered qualifications and their components.

- ☒ Industry Transformation
- ☒ Sustainability
- ☐ Research Support
- ☐ Stakeholder Engagement

Background

- The development of production learning material was initiated in 2005.
- The aim was to develop unit standard aligned, crop-specific learning material for citrus production and packing.
- Fifty-nine core unit standards forming part of the Plant Production qualifications from NQF2 to NQF5 were initially identified.
- Learning material was developed for fifty-four of these unit standards.
- In 2016 learning material was added for human resource management and financial management unit standards.
- Subject-matter experts from within the citrus industry were contracted to write and review the learning material.
- The material is in line with the Citrus Production Guidelines published by Citrus Research International.
- Each set of learning material originally consisted of a learner guide, a facilitator guide and assessment guides for learners and assessors.
- The material is written in English and there are at present no plans to translate the body of material into any other languages.
- Learning material can be downloaded free of charge from the Citrus Resource Warehouse website.
- The production learning material forms the basis for most of the learning programmes and audiovisual material developed by the Citrus Academy.
- Other commodity organisations have been licensed to adapt the citrus learning material for their purposes.
- Learning material is revised regularly to keep it up to date with the latest developments on the skills delivery front.
- Learning material for four more unit standards have been added since the initial development, bringing the number of unit standards for which material is available to fifty-eight.

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- Learning material development was expanded to cover additional fields and not only production.
- Development of material for the Orchard Foreman occupational qualification knowledge modules were reviewed due to the changes in the qualification requirements.
- Development of material for the Orchard Foreman occupational qualification workplace scenarios is in place.
- The material for both the knowledge modules and workplace scenarios were reviewed by a prominent learning provider, and amendments and adjustments will be done in 2024.
- The occupational qualification material should be ready for implementation in 2025.
- Development of material for the knowledge modules of the occupational qualification for fruit packaging was initiated and is still under development.
- The situation around occupational qualification development is constantly being monitored.

Income and Expenditure		
Item	2023 Financial Year	2024 Financial Year
Income		
Development funding	500 000	
Expenditure		
Material development	(507 000)	(319 950)
Material alignment	(92 822)	
Material updating		
Net surplus / (shortfall)	(99 822)	(319 950)

Learning Material Development

Plant Production NQF Qualifications				
Skills Area	Unit Standards			
	NQF 2	NQF 3	NQF 4	NQF 5
Agrochemical Storage	116065			
Conservation	116121	116263	116303	116425
Crop Establishment	116079			
Crop Protection Application	116125			
Enterprise Selection, Planning and Establishment	116081 & 116127	116214 & 116274	116293 & 116309	116337 & 116324
Financial Management	116083			
Food Safety	116070	116271	116278	116419
Fruit Grading	115193			
Fruit Packing	115178			
Fruit Sorting	115177			
Harvesting	116111	116268	116297	116373
Human Resources	116113			
Industry Overview			116286	
Irrigation	116066	116266	116317	116414
Marketing	116126	116259	116684	10050
Pests, Diseases and Weeds	116124	116265	116301	116429
Plant Functions and Structures	116057			
Plant Manipulation	116128	116264	116305	116409
Plant Nutrition and Soil Management	116053	116267	116311	116371
Plant Propagation	116119	116220	116316	
Production Management	116115	116218	116288	116426
Repairs and Maintenance	116060			
Stock Control	116122			
Water Quality	116077	116212	116322	
Citrus Orchard Forman Occupational Qualification (SAQA ID 110667)				
Module	Module ID	Level	Credits	
Plant Structures and Physiology	611202-001-00-KM-01	4	5	
Orchard Establishment	611202-001-00-KM-02	3	2	
Orchard Manipulation Processes	611202-001-00-KM-03	3	8	
Harvesting	611202-001-00-KM-04	3	4	
Basic Principles of Plant Nutrition	611202-001-00-KM-05	4	4	
Crop Protection	611202-001-00-KM-06	3	3	
Assets in Horticultural Production	611202-001-00-KM-07	3	2	
Farm Business Management and Farming Process Management	611202-001-00-KM-08	4	8	
Human Resource Management and Processes	611202-001-00-KM-09	4	8	
Overseeing Farming Resource Utilisation	611202-001-00-KM-10	4	8	

Continuous Improvement - Citrus Best Practice Handbooks

The purpose of the citrus best practice handbooks is to enable continuous improvement on citrus farms and in citrus packhouses through the structured development of best practice.

- ☒ Industry Transformation
- ☒ Sustainability
- ☒ Research Support
- ☐ Stakeholder Engagement

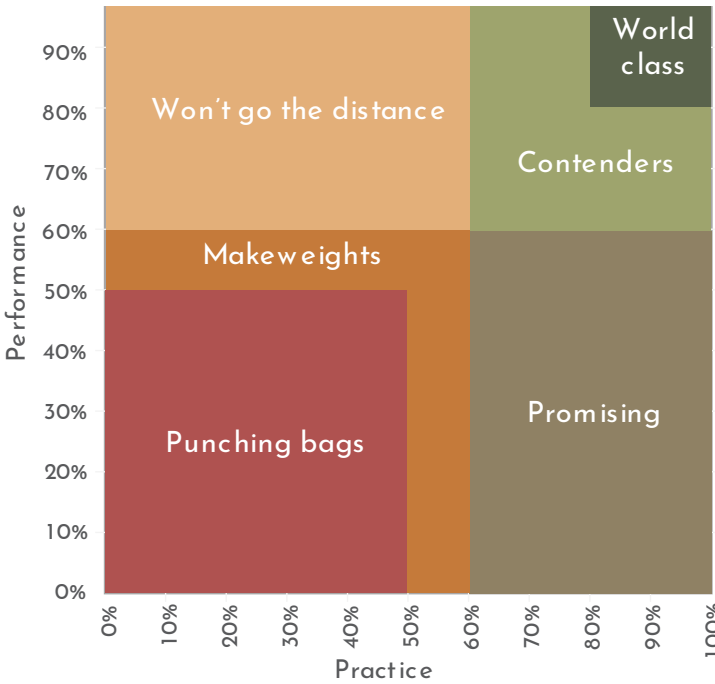
Background

- In August 2019, the CRI made funding available through the Research for Citrus Exports (RCE-2) programme, part funded by the Department of Science and Innovation, for a study into the key differentiators that enable growers to meet export market requirements consistently and sustainably.
- The study involved assessments of thirty-two black-owned citrus farms, correlating their performance through the measurement of key performance indicators, with the maturity of their production and management practices.
- This study clearly demonstrated the relationship between the practices employed on a farm and its commercial performance, not only in terms of volume production but also fruit quality and exportability.
- One of the recommendations of the research report was the development of a comprehensive best practice handbook that provides guidelines and resources (checklists, schedules, references, links, etc.) which, when followed, ensures that best practice is applied.
- In September 2020, the CRI approved funding for this further phase in the project, and by March 2021, the Citrus Production Best Practice Handbook was complete.
- The handbook was developed in consultation with leading experts in citrus production management.
- The Citrus Production Best Practice Handbook consists of sixty-seven toolkits, divided into fourteen workflows, covering both business management and production practices.
- Each toolkit contains a definition of the concept (what it is), a description of why it is important, the success factors for the practice, the steps in executing the practice, assessment questions to determine how well the practice is being executed, and resources to assist management in improving the practice.
- The Citrus Packhouse Best Practice Handbook was developed in the 2022/2023 period, and consists of sixty-five toolkits, divided into fifteen workflows, covering packhouse practices.
- Leading experts in the citrus packhouse industry were consulted during and after the development of the handbook.
- All documentation was uploaded to the Citrus Resource Warehouse and made available to the public.
- References to the toolkits were added to current material, including the Packhouse Short Course material.

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- The Citrus Best Practice Handbooks can be viewed and downloaded freely by the public. The toolkits can be downloaded as individual documents, and links to the resources referenced in the toolkits are also provided.

Income and Expenditure		
Item	2023 Financial Year	2024 Financial Year
Packhouse Best Practice Handbook development	427 115	
Facilitator travel	4 948	
Staff travel	13 536	
Staff accommodation	5 347	
Total costs	450 945	0



Continuous Improvement - Citrus Best Practice Handbooks

Workflows and Toolkits

Citrus Production Best Practice Handbook	Citrus Packhouse Best Practice Handbook
0 Introduction; 0.1 Introduction to the Citrus Production Best Practice Handbook; 0.2 The Principles of Continuous Improvement	0 Introduction 0.1 Introduction to the Citrus Packhouse Best Practice Handbook; 0.2 The Principles of Continuous Improvement
1 Planning, Measuring and Leading; 1.1 Setting Key Strategy Objectives; 1.2 Organisational Structure and Capability; 1.3 Measuring and Managing Performance; 1.4 Leader Standard Work; 1.5 Leading for Change and Improvement	1 Strategy, Organisational Capacity, Measuring and Leading; 1.1 Setting Key Strategy Objectives; 1.2 Organisational Structure and Capability; 1.3 Measuring and Managing Performance (KPIs); 1.4 Leader Standard Work; 1.5 Leading for Change and Improvement
2 Operational Guidance and Execution; 2.1 Planning for Operational Success; 2.2 Staying on Course; 2.3 Visual Management; 2.4 Daily Performance Review; 2.5 Standard Work; 2.6 5S (Creating an Organised Work Environment) 2.7 Gemba Walks	2 Demand and Supply; 2.1 Value Chain Alignment; 2.2 Demand Planning; 2.3 Marketing and Operations Planning; 2.4 Supply Planning
3 Production (Basic Farming Practices); 3.1 Land Preparation, Orchard Layout and Infrastructure; 3.2 Cultivars and Rootstocks; 3.3 Planting and Young Tree Care; 3.4 Irrigation; 3.5 Plant Nutrition; 3.6 Plant Manipulation and Fruit Set Stages; 3.7 Crop and Plant Protection; 3.8 Orchard Maintenance and Sanitation; 3.9 Environmental Management and Community Impact; 3.10 Orchard Replacement Planning	3 Operational Guidance and Execution; 3.1 Planning for Operational Success; 3.2 Staying on Course; 3.3 Visual Management; 3.4 Daily Performance Review; 3.5 Technical Meetings vs Standard Work; 3.6 Standard Work; 3.7 5S (Creating an Organised Work Environment); 3.8 Gemba Walks; 3.9 Shift Starters and Handover; 3.10 Shift Management
4 Picking; 4.1 Maturity Indexing; 4.2 Picking Best Practice; 4.3 Picking Supervision and Monitoring Picking Injuries	4 Packhouse Management; 4.1 Packhouse Planning, Layout and Process Flow; 4.2 Pack Planning; 4.3 Packhouse Sanitation; 4.4 Receiving; 4.5 Fruit Treatment; 4.6 Sorting and Grading; 4.7 Storage; 4.8 Packing Practices; 4.9 Systems Management; 4.10 Sustainability and Energy Use
5 Product Quality; 5.1 Developing a Quality Vision and Culture; 5.2 Setting Standards and Planning for Quality; 5.3 Quality Assurance and Control; 5.4 Improving Quality and KPIs; 5.5 Change Control	5 Logistics; 5.1 Logistics Overview; 5.2 Inbound Logistics; 5.3 Warehouse and Stock Management; 5.4 Packed Pallet Management; 5.5 Managing Special Markets; 5.6 Outbound Logistics; 5.7 Cold Chain and Shipping at Required Temperatures
6 Health and Safety; 6.1 Embedding Safety Culture and Practice; 6.2 Safety Management	6 Product Quality; 6.1 Developing a Quality Vision and Culture; 6.2 Setting Standards and Planning for Quality; 6.3 Quality Assurance and Control; 6.4 Improving Quality and KPIs; 6.5 Change Control
7 Maintenance and Asset Care; 7.1 A Reliability Approach to Asset Care; 7.2 Critical Equipment	7 Health and Safety; 7.1 Embedding Safety Culture and Practice; 7.2 Safety Management
8 Procurement; 8.1 Procurement in General; 8.2 Assets and Total Cost of Ownership; 8.3 Procuring Services	8 Maintenance and Asset Care; 8.1 Maintenance KPIs; 8.2 Reliability Approach to Asset Care; 8.3 Critical Equipment
9 Administrative Excellence; 9.1 Administrative Excellence; 9.2 Audit and Certification Compliance Documentation	9 Improving the Asset; 9.1 Capital Projects Planning; 9.2 Capital Project Management; 9.3 Technology and Automation
10 Institutional Effectiveness; 10.1 Strategic Partnerships; 10.2 Community Property Association Management and Cooperatives	10 Procurement; 10.1 Procurement in General; 10.2 Assets and Total Cost of Ownership; 10.3 Procuring Services
11 Value Chain Alignment; 11.1 Value Chain Alignment	11 Administrative Excellence; 11.1 Administrative Excellence; 11.2 Audit and Certification Compliance
12 Problem Solving; 12.1 Abnormal Situation Management; 12.2 Structured Problem Solving	12 Problem Solving; 12.1 Managing Problem Situations; 12.2 Structured Problem Solving
13 Improvement Projects; 13.1 Understanding the Operational Process; 13.2 Identify Key Losses and Register Improvement Projects 13.3 Managing Focused Improvement Projects; 14 Training	13 Improvement Projects; 13.1 Understanding the Operational Process; 13.2 Identify Key Losses and Register Improvement Projects; 13.3 Managing Focused Improvement Projects
14.1 Skills Development Planning; 14.2 Managerial and Supervisory Training; 14.3 Technical, Employee and Team Training	14 Training; 14.1 Skills Development Planning; 14.2 Managerial and Supervisory Training; 14.3 Technical, Employee and Team Training
	15 Social Responsibility and Ethical Governance; 15.1 Social Responsibility and Ethical Governance

Audiovisual Learning Media

The purpose of audiovisual learning media development is to make available efficient and effective learning tools that are accessible to learners at all levels.

✓ Industry Transformation ✓ Sustainability ✓ Research Support □ Stakeholder Engagement

Background

- In 2008 the need was identified for developing learning tools to enable a wide range of groups to learn about the citrus cold chain.
- Audiovisual learning tools were considered to be the most efficient and effective means of transferring knowledge and skills.
- The development of the Citrus Postharvest Series was undertaken as a joint initiative between a number of industry role-players.
- A content framework was developed, aimed at workers at different levels.
- Learning modules were included for training seasonal and permanent workers and developed to be easily accessible and to allow for easy translation.
- Higher-level management modules were included, aimed at improving understanding and knowledge of packhouse management.
- Grant funding to subsidise the development cost was secured from various sponsors.
- The series was made available for sale to the industry in time for the 2010 citrus season.
- Based on experiences with the Citrus Postharvest Series, it was decided to develop audiovisual media dealing with other aspects of citrus production.
- Audiovisual media series are produced by the Citrus Academy, and distributed to employers in the industry, academic institutions, extension personnel, and service providers at no cost.
- Each audiovisual module is accompanied by a learner guide.
- Learning resources to accompany audiovisual media is also developed where appropriate.
- Audiovisual modules are available on USB and can be viewed on the Citrus Academy YouTube channel.
- Learner guides and resources are available for download from the Citrus Resource Warehouse.

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- No new audiovisual media was developed during the year.
- Planning around a series dealing with citrus irrigation continued, but development was suspended until funding becomes available.
- The learner guides for the Citrus Packhouses and Citrus Harvesting series were translated into Afrikaans.

Income and Expenditure

Item	2023 Financial Year	2024 Financial Year
Income		
USB sales	720	
Expenditure		
Content development and scripting	(1 100)	
Filming and production		
Learning material	(49 400)	
Resource development		
USB replication costs		
Staff travel	(7 543)	
Staff accommodation	(4 168)	
Net surplus / (shortfall)	(61 492)	0

YouTube Channel Views

Series	Date Uploaded	Modules	Total Views
Safe Handling of Agrochemicals	2019/01	3	516
Citrus Harvesting	2021/12	3	1 270
Citrus Planting Management	2015/10	5	5 421
Citrus Packing / Sitrus Verpakking (replaced)	2014/01	7	82
Integrated Pest Management for Citrus	2014/01	4	1 363
Citrus Harvesting / Sitrus Oeswerk (replaced)	2014/01	3	766
Citrus Pruning	2017/07	3	15 920
Citrus Propagation	2017/07	3	13 367
Citrus Postharvest / Sitrus Na-Oes (partially replaced)	2014/04	20	203
Monitoring and Inspection for Phytosanitary Markets / Monitering en Inspeksie vir Fitosanitiêre Markte	2019/12	1	1 177
Plant Structures and Functions	2017/11	1	1 084
Citrus Packhouses	2022/05	9	7 175
Total Views for Review Period			48 344

Audiovisual Learning Media

Audiovisual Series Available	
Series Details	Content Summary
Integrated Pest Management for Citrus	
Developed in 2011 Funded by AgriSETA Target groups are citrus growers, extension officers, training service providers	1 Introduction to IPM; 2 Citrus Pest Monitoring; 3 Pre-Harvest Blemish Analysis; 4 Interpreting Monitoring Results
Citrus Packing / Sitrus Verpakking	
Developed in 2013 Target groups are citrus packhouses, extension officers, training service providers	1 Citrus Value Chain; 2 Packhouse Process Flow; 3 Packhouse Sanitation; 4 Sorting and Grading; 5 Packing Methods; 6 Palletisation; 7 Truck Loading
Citrus Planting Management	
Developed in 2015 Funded by AgriSETA Target groups are citrus growers, extension officers, training service providers, students	1 Introduction to Planting Management; 2 Citrus Types, Cultivars and Rootstocks; 3 Orchard Layout and Planning; 4 Orchard Establishment; 5 Orchard Recordkeeping
Citrus Pruning	
Developed in 2016 Funded by AgriSETA and Felco Target groups are citrus growers, extension officers, training service providers	1 Pruning Principles; 2 Pruning Equipment; 3 Pruning Practices
Citrus Propagation	
Developed in 2016 Funded by AgriSETA, Du Roi and Citrogold Target groups are citrus nurseries, citrus growers, extension officers, training service providers	1 Citrus Propagation Requirements; 2 Citrus Propagation Practices; 3 Citrus Rootstocks (2018)
Plant Structures and Functions	
Developed in 2016 Funded by AgriSETA and Villa Target groups are citrus nurseries, citrus growers, extension officers, training service providers, academic institutions	Plant structures and functions
Safe Handling of Agrochemicals	
Developed in 2019 Funded by Villa Target groups are citrus nurseries, citrus growers, extension officers, training service providers, academic institutions	1 General Safety; 2 Agrochemical Storage; 3 Agrochemical Application Principles
Monitoring and Inspection for Phytosanitary Markets - Citrus	
Developed in 2019 Funded by Post-Harvest Innovation Fund through Citrus Research International Target groups are citrus growers, citrus packhouses, extension officers	1 False Coddling Moth and Fruit Fly
Monitoring and Inspection for Phytosanitary Markets - Stone Fruit	
Developed in 2020 Funded by Post-Harvest Innovation Fund through Hortgro Target groups are deciduous fruit growers, deciduous fruit packhouses, extension officers	1 False Coddling Moth and Fruit Fly
Monitoring and Inspection for Phytosanitary Markets - Pomegranates	
Developed in 2020 Funded by Post-Harvest Innovation Fund through Pomasa Target groups are pomegranate growers, pomegranate packhouses, extension officers	1 False Coddling Moth
Citrus Harvesting	
Developed in 2012 Updated in 2021 Target groups are citrus growers, extension officers, training service providers	1 Picking Supervision; 2 Picking Practices; 3 Orchard Sanitation
Citrus Packhouses	
Developed in 2021 Target groups are citrus growers, citrus packhouses, logistics service providers, government officials, extension officers, training service providers	1 Packhouse Overview; 2 Packhouse Infrastructure and Planning; 3 Packhouse Sanitation; 4 Receiving and Initial Processes; 5 Fruit Treatments; 6 Sorting and Grading; 7 Packing Practices; 8 Quality Management; 9 Logistics

Citrus Resource Warehouse

The purpose of the Citrus Resource Warehouse is to create, develop and maintain a central, current, searchable knowledgebase where a wide variety of resources related to citrus production in Southern Africa can be accessed.

- ☒ Industry Transformation
- ☒ Sustainability
- ☒ Research Support
- ☐ Stakeholder Engagement

Background

- In 2015 the need for an online, comprehensive information source was identified, mostly for the purpose of enabling e-learning.
- It was soon realised that such an information source would also be an invaluable resource for citrus growers and other industry stakeholders.
- The Citrus Growers’ Association supported and sponsored the development of the Citrus Resource Warehouse.
- The CRW website is curated and moderated by Citrus Academy.
- The gathering of documents started in 2015.
- Documents are either sourced from the public domain or stored with the permission of the original source and copyright-holder.
- Electronic documents are converted to searchable PDF format.
- Hardcopy documents are scanned and optical character recognition software is used to convert them to searchable PDF format.
- Documents are watermarked with the logo of the original source.
- Documents are stored online, where they can be browsed or searched using keywords.
- Some documents are secured in a secure members’ section, for which login details are required.
- Citrus Academy audiovisual modules can be downloaded at no cost from the members’ section.

2023/2024 Report

- The Citrus Resource Warehouse was maintained and expanded in the year under review.
- New articles, newsletters, reports and other relevant documents are continuously being added.
- Around 9 280 documents were available at the end of the year under review.
- At the end of the reporting period, two hundred and ninety four membership applications had been approved.

Income and Expenditure		
Item	2023 Financial Year	2024 Financial Year
Expenditure		
Domain renewal		7 055
Website maintenance	21 858	12 802
Total expenditure	21 858	19 856

AV Series Title	Modules
Citrus Packhouses (replaces Citrus Postharvest and Packing series)	Overview, Infrastructure and Planning, Packhouse Sanitation, Receiving and Initial Processes, Fruit Treatments, Sorting and Grading, Packing Practices, Quality Management, Logistics
Citrus Harvesting	Orchard Sanitation, Picking Practices, Picking Supervision
Monitoring and Inspection for Phytosanitary Markets / Monitoring en Inspeksie vir Fitosanitiere Markte	False Codling Moth (FCM) and Fruit Fly / Valskodlingmot en Vrugtevlieg
Citrus Plant Propagation	Citrus Propagation Requirements, Citrus Propagation Practices; Citrus Rootstocks
Safe Handling of Agrochemicals	General Safety, Agrochemical Storage, Agrochemical Application Principles
Citrus Plant Structures and Functions	Citrus Plant Structures and Functions
Citrus Pruning	Pruning Principles, Pruning Equipment, Pruning Practices
Citrus Planting Management	Introduction to Planting Management, Citrus Types and Cultivars, Orchard Layout and Planning, Orchard Establishment, Orchard Recordkeeping
IPM for Citrus	Citrus Pest Monitoring, Interpreting Monitoring Results, Pre-harvest Blemish Analysis, Introduction to IPM

Citrus Resource Warehouse

Document Categories and Content	
Category	Subcategories
Internal Citrus Industry Organisation Publications	CGA Group Annual Reports; CGA Roadshow and Citrus Summit Presentations; CRI Workshop Presentations; Other Industry Publications
Newsletters	CGA From the Desk of the CEO; CGA Citrus Summit Circulars; CGA Global Citrus Scan; CGA SHAFTE Graphs; CGA Transformation Newsletter; CGA-GDC Newsletter; HR Representative Newsletter; River Bioscience Bio-Blog; Other Industry Newsletters
News Articles	SA Fruit Journal; Other Publications
Research Reports and Papers	CRI Quarterly Reports; CRI Segment; Academic Reports and Papers; Other Reports and Papers
Extension	CGA Grower Advisory Notices; CRI Citrus Production Guidelines; CRI Colour Prints for Blemish and Appearance Standards; CRI Cultivars; CRI Cutting Edge; CRI Extension Briefs; CRI Maturity Graphs; CRI Packing Material Specifications and Protocols; CRI Pest and Disease Identification; CRI Postharvest Treatment Factsheets
Consumer Assurance	CGA/CRI Recommended Usage Restrictions (MRLs); Confronting Climate Change; Quality Standards; Papers and Policies; SIZA Updates and Reports
Market Access	CGA Citrus Marketing Forum (CMF); CGA Variety Focus Groups; CGA Russian Citrus Market
Economics	Miscellaneous Articles
Logistics	CGA Citrus Logistics Forum (CLF); CGA Citrus Logistics Reports; CGA Durban Port Friday Reports; CGA Durban Port Operational Updates; CGA Citrus Production and Export Volume Logistics Report
Information	CGA Citrus Spotlight; CGA Dams and Reservoirs; CGA Key Industry Statistics; CGA Variety Updates; Grapefruit Taste Company Memos; SETA Documents
Transformation	AgriBEE
Learning Resources	Citrus Academy Production Learning Material; Citrus Academy Learning Programmes; Citrus Academy AV Learning Material Transcripts; Sitrus Akademie Oudiovisuele Leermateriaal Transkripsies
Government Publications	DAFF Notifications and Memos; Strategic Planning Documents; Legislation, Regulations and Policies
Citrus Production Best Practice Handbook	Workflow 0 - Introduction; Workflow 1 - Visioning, Planning, Measuring and Leading; Workflow 2 - Operational Guidance and Execution; Workflow 3 - Production - Basic Farming Practices; Workflow 4 - Picking; Workflow 5 - Product Quality; Workflow 6 - Health and Safety; Workflow 7 - Maintenance and Asset Care; Workflow 8 - Procurement; Workflow 9 - Administrative Excellence; Workflow 10 - Institutional Effectiveness; Workflow 11 - Value Chain Alignment; Workflow 12 - Problem Solving; Workflow 13 - Improvement Projects; Workflow 14 - Training
Citrus Packhouse Best Practice Handbook	Workflow 0 - Introduction; Workflow 1 - Strategy, Organisation Capacity, Measuring and Leading; Workflow 2 - Demand and Supply; Workflow 3 - Operational Guidance and Execution; Workflow 4 - Packhouse Management; Workflow 5 - Logistics; Workflow 6 - Product Quality; Workflow 7 - Health and Safety; Workflow 8 - Maintenance and Asset Care; Workflow 9 - Improving the Asset; Workflow 10 - Procurement; Workflow 11 - Administrative Excellence; Workflow 12 - Problem Solving; Workflow 13 - Improvement Projects; Workflow 14 - Training; Workflow 15 - Social Responsibility and Ethical Governance

Abridged Income Statement

	2022/23 Actual	2023/24 Budget	2023/24 Actual	2024/25 Budget
Revenue				
Services rendered	8 712 280	9 015 000	9 216 846	10 015 000
Operating income	3 859 191	4 209 500	3 179 249	4 230 000
Bursary funding received	2 553 050	2 580 000	1 968 006	2 487 500
Academic awards sponsorship				
Experiential learning funding	47 700		60 000	300 000
Industry Exposure Programme sponsorship	110 000			100 000
Special projects income		200 000	42 817	160 000
Emergent growers skills development			432 712	
Learning programmes income	113 144	247 500	623 963	682 500
Short courses income	534 577	1 182 000	51 753	
AV series income	720			
Learning media development income	500 000			500 000
Other income	162 726	210 000	251 587	258 000
Cost recovery	162 726	210 000	204 000	222 000
Profit / (loss) on fixed assets			16 560	
Interest received			31 027	36 000
Operating expenses	(6 384 870)	(6 063 169)	(5 377 081)	(6 261 630)
Bursary funding paid out	2 474 451	2 602 575	2 307 076	2 500 000
Academic awards costs	7 499	12 000		
Bursary Fund graduate monitoring survey costs		360 000	227 600	15 000
Experiential learning payments	69 100	34 900	77 570	416 700
Industry Exposure Programme costs	191 770	167 954	36 376	211 550
Career fair costs	43 803	47 500	48 546	57 000
Citrus Resource Warehouse costs	472 803	36 000	19 856	40 000
Citrus HR engagement costs				104 000
Special projects costs	115 910	270 850	82 489	179 900
ETBCG programme costs	294 503	142 000	66 688	54 000
Emergent growers skills development			432 712	
Learning programme costs	988 422	772 000	1 674 822	1 968 000
Short courses costs	1 064 576	1 180 568	83 395	36 000
AV series costs	62 212			54 480
Learning media development costs	599 822	436 822	319 950	625 000
Administration expenses	(6 297 002)	(7 268 865)	(7 506 432)	(8 008 499)
Accommodation, entertainment and travel costs	197 540	270 000	307 123	306 000
Accounting fees	54 830	58 000	62 215	64 000
Banking costs	22 294	27 000	23 312	30 000
Communication and computer expenses	343 083	372 000	365 098	434 600
Depreciation	73 744		78 934	
Discount allowed			57 710	48 000
Donations	12 666			12 000
Directors' costs	618	40 000	94 750	73 000
Insurance		3 000		3 000
Marketing expenses	86 558	97 000	130 599	91 000
Office expenses	484 494	518 400	591 809	558 000
Printing and stationery	17 620	30 000	32 572	33 000
Professional fees	71 896	48 000	21 700	48 000
Staff costs	4 931 659	5 801 865	5 740 612	6 304 299
Subscriptions and resources		3 600		3 600
Net profit / (loss)	52 325	102 467	(235 830)	232 871

Communication Channels



Unit 8, 22 on Main,
Corner of Greenway Close and Old Main Road
Gillitts, KwaZulu-Natal, 3610
search for "Citrus Academy" on Google Maps



031-765-3410 / 3512 (Monday to Friday 8:30am-4:30pm)



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CRW user account and other queries:	talk2us@crw.org.za



At www.citrusacademy.org.za you can:

- ▶ Learn more about the purpose and activities of the Citrus Academy
- ▶ Apply for a bursary
- ▶ Register for short courses
- ▶ Pick a potential employee
- ▶ Find learning resources
- ▶ Find information about e-learning programmes
- ▶ Catch up on the latest news
- ▶ Register on our HR representatives database
- ▶ Register as a learning provider
- ▶ Find a learning provider
- ▶ Query our learner database
- ▶ Get contact details of staff members
- ▶ Get in touch!

At www.citrusresourcewarehouse.org.za / www.crw.org.za you can:

- ▶ Find information relating to all aspect of the citrus industry
- ▶ Apply for membership to access the members' section
- ▶ Use keywords to search all documents for references to what interests you
- ▶ Download documents in searchable PDF format
- ▶ Download Citrus Academy audio-visual modules

Social Media

- Learn about what we are up to
- Get inspired by success stories
- Find out when bursary applications open
- Know when new e-learning and short courses become available
- Get informed about upcoming industry events
- See who is new on Pick me!
- Learn what is new in CRW
- Get to know our Bursary Fund students



Citrus Academy
Citrus Resource Warehouse
Pick me!



[CitrusAcademy1](https://www.youtube.com/CitrusAcademy1)



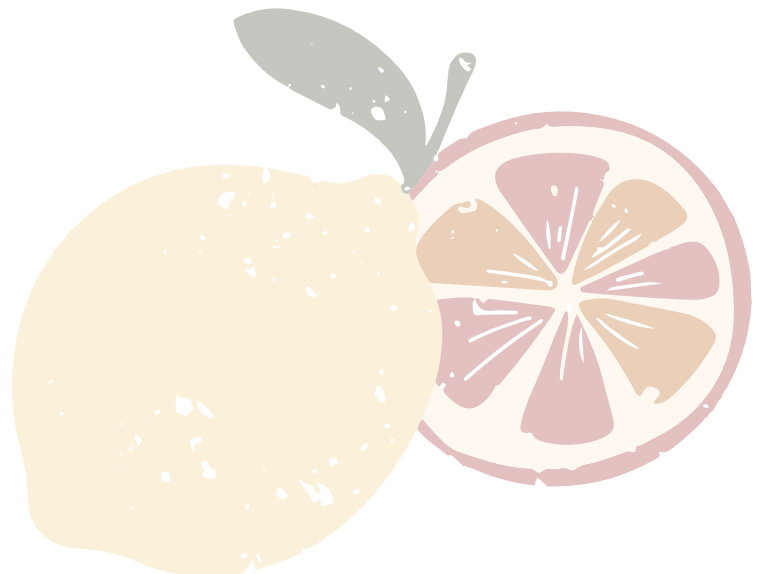
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