

The logo for the 20th anniversary of Citrus Academy. The number '20' is in a large, white, sans-serif font. The '0' is replaced by a stylized graphic of a spiral, resembling a citrus fruit cross-section or a seedling, with concentric white and green rings.

# **20** **citrus** **academy**

**2005-2025**

## **ANNUAL REPORT** **2025**

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



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# Chairperson's Report



It is with pride and appreciation that I present the Chairperson's Report for the 2024/25 financial year on behalf of the Citrus Academy board of directors. This past year has been a time of consolidation, expansion, and renewed alignment with the broader goals of the citrus industry. In continuing to serve our sector's evolving needs, the Citrus Academy has remained steadfast in its commitment to education, transformation, and

the sustainable growth of human capital within the citrus value chain.

## Strategic Alignment and Industry Impact

The Academy's alignment with the CGA's strategic objectives and the newly adopted Citrus Industry Transformation Strategy, has further cemented its central role in supporting inclusive growth. As one of the primary delivery mechanisms of the transformation strategy, the Citrus Academy has begun a thoughtful process of realigning its programmes and activities to ensure relevance and impact. Our collective focus has remained on two core objectives: driving meaningful industry transformation and building long-term sustainability among our growers and workforce.

## Financial Sustainability and Governance

It is encouraging to report that the Academy achieved a surplus of R26,889 this financial year, reversing the previous year's deficit and growing our retained surplus to R140,236. This modest but positive turnaround is a testament to prudent financial management and an unwavering commitment to operational efficiency. I extend thanks to the CGA Finance and Risk Review Committee and our finance team for their oversight and diligence.

The Board met twice during the year, maintaining a strong governance presence. We bid farewell to Marius Bester, who resigned in March 2025 after eight years of dedicated service. His insights and commitment have been invaluable to the Academy's success.

## Transformation Through Education

The Academy's diverse and expanding programme portfolio continues to deliver measurable impact. Over 4,000 individuals have benefitted from our programmes to date, with 89% of this year's participants non-white and 47% female. These statistics affirm the Academy's contribution to transformation and skills development across the citrus industry.

The Citrus Secondary Programme, now operational in 17

schools with over 700 learners, continues to inspire and equip the next generation of agricultural professionals. The Citrus SuperPower Programme and the Citrus Extension CPD Programme also recorded significant traction this year, ensuring that leadership and technical capacity within our industry are continually enhanced.

Despite a concerning downward trend in bursary allocations—driven by rising education costs and constrained funding—the Bursary Fund still disbursed over R2.2 million to 44 beneficiaries. Graduate retention remains robust, with two-thirds of recipients securing employment within the industry or related fields. Our appreciation goes to the Citrus Industry Trust, AgriSETA, and the growing number of industry contributors for making this possible.

## Supporting Growth Through Innovation

The Academy's commitment to continuous improvement is evident in the development of new short courses, digital learning platforms, and best practice resources. These tools are vital in supporting compliance, productivity, and resilience among growers and industry stakeholders. We are particularly proud of the traction gained by the Citrus Best Practice Handbooks and the growing reach of our digital learning content.

Our Pick me! platform continues to bridge the gap between work seekers and employers, contributing to youth employment and skills application. As we explore enhancements to this platform, we remain committed to unlocking further value for all stakeholders.

## Looking Forward

As we look to the future, the Citrus Academy is well-positioned to scale its impact and deepen its relevance. The foundation laid this year – in terms of strategic realignment, financial stability, and programme diversification – sets the stage for continued progress.

On behalf of the Board, I extend my heartfelt gratitude to our management team and staff, partners, funders, and every individual who shares in our mission. Together, we are growing a more inclusive, skilled, and sustainable citrus industry.

**Phillip Dempsey**  
Chairperson, Citrus Academy  
July 2025

Dit is met trots en waardering dat ek die Voorsittersverslag vir die 2024/2025 finansiële jaar namens die Sitrus Akademie direksie aanbied. Die afgelope jaar was 'n tyd van konsolidasie, uitbreiding, en hernude belyning met die breër doelwitte van die sitrusbedryf. Deur voortdurend aan ons sektor se groeiende behoeftes te voorsien, het die Sitrus Akademie volhard in sy toewyding aan opleiding, transformasie, en die volhoubare groei van menslike kapitaal binne die sitrus waardeketting.

## Strategiese Belyning en Impak

Die Akademie se belyning met die CGA se strategiese doelwitte en die nuwe Sitrusbedryf Transformasie Strategie, het sy sentrale rol in die ondersteuning van inklusiewe groei verder versterk. As een van die primêre leweringsmeganismes van die transformasie strategie, het die Sitrus Akademie 'n deurdagte proses begin om sy programme en aktiwiteite te herbelyn ten einde relevansie en impak te verseker. Ons kollektiewe fokus het gesentreer op twee kerndoelwitte: die dryf van betekenisvolle bedryfstransformasie en die ondersteuning van die langtermyn volhoubaarheid van ons produsente en werksmag.

## Finansiële Volhoubaarheid en Bestuur

Dit is bemoedigend om te rapporteer dat die Akademie 'n oorskot van R26,889 hierdie finansiële jaar behaal het, wat die vorige jaar se tekort omgekeer het, en ons behoue oorskot tot R140,236 laat groei het. Hierdie beskeie maar positiewe omkeer is 'n bewys van omsigtige finansiële bestuur en 'n volgehoue toewyding aan operasionele doeltreffendheid. Ek bedank graag die CGA Finansiële en Risiko Oorsig Komitee en ons finansies span vir hulle toesig en ywer.

Die Raad het tweemaal gedurende die jaar vergader en sterk oorsig rol gehandhaaf. Ons het afskeid geneem van Marius Bester, wat in Maart 2025 bedank het na agt jaar van toegewyde diens. Sy insigte en toewyding was van onskatbare waarde vir die Akademie se sukses.

## Transformasie Deur Onderwys

Die Akademie se diverse en uitbreidende program portefeulje hou aan om meetbare impak te lewer. Meer as 4,000 individue het tot dusver by ons programme baat gevind, met 89% van hierdie jaar se deelnemers nie-blank en 47% vroulik. Hierdie statistieke bevestig die Akademie se bydrae tot transformasie en vaardigheidsontwikkeling regoor die sitrusbedryf.

Die Sitrus Sekondêre Program, nou in plek in 17 skole met meer as 700 leerders wat deelneem, inspireer en rus steeds die volgende geslag van landboukundiges toe. Die Sitrus SuperPower Program en die Sitrus Voorligting CPD Program het ook beduidende traksie gekry hierdie jaar, en verseker dat leierskap en tegniese kapasiteit binne ons bedryf voortdurend versterk word.

Ten spyte van 'n kommerwekkende afwaartse neiging in beurstoekenings – gedryf deur stygende opleidingskoste en beperkte befondsing – het die

Beursfonds steeds meer as R2.2 miljoen aan 44 begunstigdes uitbetaal. Die retensie van gegradueerdes bly stewig, met twee-derdes van begunstigdes wat werk binne die bedryf of verwante velde bekom. Ons waardering gaan aan die Sitrusbedryf Trust, die AgriSETA,

en die toenemende bydraers uit die bedryf wat dit moontlik gemaak het.

## Ondersteuning van Groei Deur Innovasie

Die Akademie se verbintenis tot voortdurende verbetering is sigbaar in die ontwikkeling van nuwe kort kursusse, digitale opleidingsplatforms, en beste praktyk hulpbronne. Hierdie gereedskap is noodsaaklik om nakoming, produktiwiteit, en veerkragtigheid onder produsente en ander belanghebbers in die bedryf te ondersteun. Ons is veral trots op die toenemende gebruik van die Sitrus Beste Praktyk Handboeke gemaak het en die groeiende reikwydte van ons digitale leer inhoud.

Ons Pick me! platform oorbrug steeds die gaping tussen werksoekers en werkgewers, wat bydra tot werksgeleenthede vir die jeug en die praktiese toepassing van vaardighede. Terwyl ons verdere verbeterings aan hierdie platform oorweeg, bly ons verbind daartoe om verdere waarde vir alle belanghebbers te ontsluit.

## Blik op die Toekoms

As ons na die toekoms kyk, is die Sitrus Akademie goed geposisioneer om sy impak op te skaal en sy relevansie te verdiep. Die fondament wat hierdie jaar gelê is – in terme van strategiese herbelyning, finansiële stabiliteit, en program diversifikasie – lê die tafel vir voortgesette vordering.

Namens die direksie spreek ek graag my opregte dankbaarheid uit aan ons bestuurspan en personeel, vennote, befonders, en elke individu wat deel in ons missie. Saam bou ons 'n meer inklusiewe, vaardige, en volhoubare sitrusbedryf.

**Phillip Dempsey**  
**Voorsitter, Sitrus Akademie**  
**Julie 2025**



# General Manager's Report

*"The best time to plant a tree was 20 years ago. The second best time is today." – Chinese Proverb*



During 2004 the Citrus Growers' Association, itself only seven years old at the time, took a decision to establish an entity dedicated to human resource development in the citrus industry. This was after the NAMC put in place a requirement that levy administrators had to allocate 10% of levy income to industry transformation from the start of the next levy cycle.

Establishing such an entity was a courageous decision at the time, showing an awareness of

the critical role of people in the growth of an industry – a popular sentiment to which many pay lip service, even today – and also, critically, a willingness to dedicate resources and capacity to supporting the long-term sustainability of the industry by investing in its people at all levels – a not-so-popular commitment that not so many are willing to make, even today.

January 2005 saw the establishment of the Citrus Academy as a department of the CGA. Our first priority involved using the registered plant production qualifications, which had been developed and registered only the year before, as frameworks for structuring dispersed information and knowledge about citrus production, management and marketing into learning material that could be used to develop the knowledge and skills of the next generation. The best minds in the industry contributed to developing this set of learning material, which to this day serves as building blocks for many of the programmes and resources that we now develop.

Closely following this came our second priority – taking over the bursaries funded at the time by the Citrus Industry Trust (CIT) and managing them on behalf of the CIT, while seeking to grow the number of bursaries we could award by securing funding from other sources. This initiative birthed the Citrus Academy Bursary Fund in 2006. Today, in the twentieth year of its existence, the Bursary Fund has provided support to almost 400 students, through almost 1,100 bursaries at a value of just on R35 million. Two thirds of Bursary Fund graduates to date are still working in the citrus industry or in the citrus value chain.

By 2007 our understanding deepened that a degree or diploma by itself was not enough to prepare young people for working productively in the citrus industry, that they needed exposure to the workplace and at industry events to apply and contextualise their academic learning. This insight prompted us to launch the industry exposure programme, allocate funding for transport, accommodation and stipends for students doing vacation work, and secure internship and graduate placement funding from the AgriSETA. By now, we have created more than 600 such learning opportunities.

Two years later, the recognition that written learning material was not meeting the needs of all learners, excluding those with lower English literacy levels, drove us to embark on developing audiovisual learning tools. Prioritising modules on postharvest handling and

processing, we expanded into many other production practices. This material now plays an important role in facilitating learning in workplaces and is a very useful additional resource for e-learning programmes.

Learning programme development began in earnest as far back as 2007, designing programmes to meet the learning needs of specific target groups, from nursery workers to extension officers, secondary school learners to orchard monitors. Over the years, more than twenty learning programmes have emerged from this work. Amongst the most popular of these are the Citrus Academy short courses, dealing with various aspects of the citrus value chain.

Although face-to-face learning remains one of the most effective ways of delivering learning, alternative methods for reaching learners in rural areas became essential by 2014, with e-learning emerging as a viable option. The following year brought the launch of the Citrus Academy e-learning platform, allowing us to reach many more learners at a much lower cost, and implement programmes that would otherwise have been impractical, if not impossible, to deliver. At the end of the reporting period, more than two thousand learners have enrolled in Citrus Academy e-learning programmes.

Throughout this journey, building relationships with various stakeholders in the fruit industry, in the wider agricultural sector and on the skills development landscape remained a priority, promoting the interests of the citrus industry. Academic institutions became key partners, with collaboration spanning curriculum development, research funding, and industry promotion at career fairs.

Without fail, from the start and to this day, our main objectives remained firstly promoting industry transformation and secondly supporting grower sustainability. All of our activities, programmes, resources and services are aimed at achieving these objectives.

The new Citrus Industry Transformation strategy presents an opportunity to take a fresh look at our activities and to align them with the industry priorities outlined in the strategy, forging closer cooperation with the other companies in the CGA group of companies. We are excited to see what this new era will bring.

The growth of both the industry and the Citrus Academy over these twenty years has been remarkable. In 2005, the total citrus planting was about 59 thousand hectares, we exported about 72 million cartons of citrus, and I was the only person working for the Citrus Academy. Today, there is just on 100 thousand hectares of citrus in the ground, we exported 164 million cartons of citrus in 2024, and the Citrus Academy team has grown to eleven dedicated, brilliant members. Their hands, heads and hearts made the Citrus Academy into what it is today and can be counted on to carry it for many more years.

After 20 years there are a great many organisations and people that deserve credit for their contributions to the growth of the Citrus Academy. The Citrus Industry Trust and the AgriSETA are the main funders of the Citrus Academy outside of the CGA and without their persistent support, a great amount of good would have been left undone. The many board members that served the Citrus Academy, unwavering in their steady guidance since the Academy was established as an independent non-profit company in 2007, deserve special acknowledgement and appreciation.

But most of all, after 20 years, it is the directors and management of the Citrus Growers' Association who deserves the most credit and the greatest appreciation for their vision, courage and steadfast support and leadership.

In 2004 het die Sitrusprodusentevereniging, self maar net sewe jaar oud op daardie tydstip, 'n besluit geneem om 'n entiteit te stig wat toegewy is aan menslike hulpbron ontwikkeling in die sitrusbedryf. Dit was nadat die NAMC 'n vereiste in plek gestel het dat heffing administrateurs 10% van heffing inkomste moes toewys aan bedryf transformasie vanaf die begin van die volgende heffing siklus.

Die vestiging van so 'n entiteit was 'n moedige besluit op daardie tydstip, wat 'n bewustheid getoon het van die kritieke rol van mense in die groei van 'n bedryf – 'n gewilde sentiment waaraan baie lippe diens betaal, selfs vandag – en ook, krities, 'n gewilligheid getoon het om hulpbronne en kapasiteit toe te wy aan die ondersteuning van die langtermyn volhoubaarheid van die bedryf deur te belê in sy mense op alle vlakke – 'n nie-so-gewilde stap wat nie baie bereid is om te maak nie, selfs vandag.

Januarie 2005 het die vestiging van die Sitrus Akademie as 'n departement van die CGA gesien. Ons eerste prioriteit het die gebruik behels van die geregisteerde plantproduksie kwalifikasies (wat slegs die jaar tevore ontwikkel en geregistreer is) as raamwerke vir die strukturerings van diverse inligting en kennis oor sitrusproduksie, bestuur en bemarking in leermateriaal wat gebruik kon word om die kennis en vaardighede van die volgende geslag te ontwikkel. Die beste koppe in die bedryf het bygedra tot die ontwikkeling van hierdie stel leermateriaal, wat tot vandag toe dien as boustene vir baie van die programme en hulpbronne wat ons nou ontwikkel.

Kortkop na dit was ons tweede prioriteit om die beurse wat op daardie tydstip deur die Sitrusbedryf Trust (CIT) befonds is oor te neem en dit namens die CIT te bestuur, en om verder te poog om die aantal beurse wat ons kon toeken te vermeerder deur befondings van ander bronne te verkry. Hierdie inisiatief het geboorte gegee aan die Sitrus Akademie Beursfonds in 2006. Vandag, in die twintigste jaar van sy bestaan, het die Beursfonds ondersteuning verleen aan bykans 400 studente, deur amper 1,100 beurse teen 'n waarde van ongeveer R35 miljoen. Twee derdes van Beursfonds gegradueerdes tot op hede werk steeds in die sitrusbedryf of in die sitrus waardeketting.

Teen 2007 het ons gesien dat 'n graad of diploma opsigself nie genoeg was om jongmense voor te berei vir produktiewe werk in die sitrusbedryf nie, en dat hulle blootstelling aan die werkplek en by bedryfsgeleenthede nodig gehad het om hulle akademiese kennis toe te pas en te kontekstualiseer. Hierdie insig het ons aangespoor om die bedryfsblootstellingsprogram te loods, befondings toe te wys vir vervoer, akkommodasie en toelae vir studente wat vakansiewerk doen, en internskap befondings vanaf die AgriSETA te verkry. Teen nou het ons meer as 600 sulke leergeleenthede geskep.

Twee jaar later het die gewaarwording dat geskrewe opleidingsmateriaal nie die behoeftes van alle leerders vervul het nie, en dat veral dié met laer Engelse geletterdheidsvlakke uitgesluit is, ons gedryf om audiovisuele hulpmiddels te begin ontwikkel. Ons het modules oor na-oes hantering en verwerking geprioritiseer en oor die jare uitgebrei na baie ander produksiepraktyke. Hierdie materiaal speel nou 'n belangrike rol in die fasilitering van opleiding in werkplekke en is 'n baie nuttige bykomende hulpbron vir e-opleidingsprogramme.

Opleidingsprogramontwikkeling het in alle erns reeds in 2007 begin, met die ontwerp van programme om te voldoen aan die leerbehoefte van spesifieke teikengroepe, van kwekerywerkers tot voorligtingsbeamptes, sekondêre skool leerders tot boord monities. Oor die jare het meer as twintig

opleidingsprogramme uit hierdie werk voortgespruit. Onder die gewildste hiervan is die Sitrus Akademie kortkursusse, wat handel oor verskeie aspekte van die sitrus waardeketting.

Alhoewel klaskameropleiding een van die mees effektiewe leermetodes bly, het alternatiewe metodes om leerders in landelike gebiede te bereik teen 2014 noodsaaklik geword, met e-opleiding wat as 'n lewensvatbare opsie na vore gekom het. Die volgende jaar het ons die Sitrus Akademie se e-opleiding platform daargestel, wat ons toegelaat het om baie meer leerders teen 'n veel laer koste te bereik, en programme te implementeer wat andersins onprakties, indien nie onmoontlik nie, sou gewees het om te lewer. Aan die einde van die verslagdoeningtydperk het meer as twee duisend leerders by Sitrus Akademie e-opleidingprogramme deelgeneem.

Dwarsdeur hierdie reis het die bou van verhoudings met verskeie belanghebbende in die vrugtebedryf, in die breër landbousektor en op die vaardigheidsontwikkelings landskap 'n prioriteit gebly, wat die belange van die sitrusbedryf as geheel, en dié van al die werkgewers en werkers daarin, bevorder het. Akademiese instellings het waardevolle vennote geword, met samewerking wat kurrikulum ontwikkeling, navorsingsbefondings, en bedryf promosie by loopbaanuitstallings insluit.

Sonder versuim, van die begin af en tot vandag toe, is ons hoofdoelwitte nog steeds eerstens die bevordering van bedryfstransformasie, en tweedens die ondersteuning van produsent volhoubaarheid. Al ons aktiwiteite, programme, hulpbronne en dienste is daarop gemik om hierdie doelwitte te bereik.

Die nuwe Sitrusbedryf Transformasie strategie bied 'n geleentheid om opnuut te kyk na ons aktiwiteite en hulle weer te belyn met die bedryfsprioriteite wat in die strategie uiteengesit word, wat ook nouer samewerking met die ander maatskappye in die CGA groep van maatskappye te weeg sal bring. Ons is opgewonde om te sien wat hierdie nuwe era sal bring.

Die groei van beide die bedryf en die Sitrus Akademie oor hierdie twintig jaar was merkwaardig. In 2005 was die totale sitrus aanplanting ongeveer 59 duisend hektaar, ons het ongeveer 72 miljoen kartonne sitrus uitgevoer, en ek was die enigste persoon wat vir die Sitrus Akademie gewerk het. Vandag is daar net-net 100 duisend hektaar sitrus in die grond, ons het 164 miljoen kartonne sitrus in 2024 uitgevoer, en die Sitrus Akademie span het gegroei tot elf toegewyde, briljante lede. Hulle hande, koppe en harte het die Sitrus Akademie gemaak wat dit vandag is en ons kan daarop reken om dit vir nog baie jare te dra.

Na 20 jaar is daar 'n groot aantal organisasies en mense wat krediet verdien vir hulle bydraes tot die groei van die Sitrus Akademie. Die Sitrusbedryf Trust en die AgriSETA is die hoof befonders van die Sitrus Akademie buite die CGA. Sonder hulle standhoudende ondersteuning sou 'n groot hoeveelheid goeie werk ongedaan gebly het. Die baie raadslede wat die Sitrus Akademie gedien het, onwrikbaar in hulle bestendige leiding sedert die Akademie as 'n onafhanklike nie-winsgewende maatskappy in 2007 gevestig is, verdien spesiale erkenning en waardering.

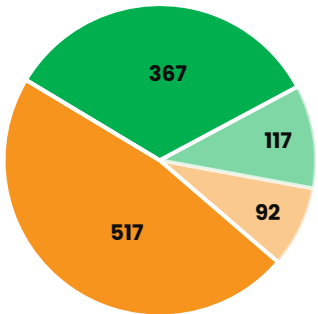
Maar bowenal, na 20 jaar, is dit die direksie en bestuur van die Sitrusprodusentevereniging wat die meeste krediet en die grootste waardering verdien, vir hulle visie, moed en standvastige ondersteuning.

# Beneficiary Demographics

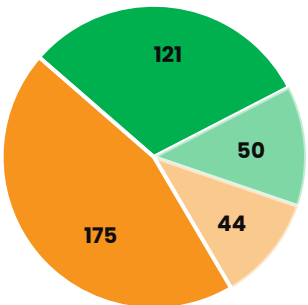


## Citrus Academy Bursary Fund

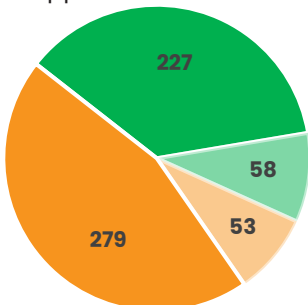
**1093**  
Bursaries Awarded to Date



**390**  
Bursaries Beneficiaries to Date

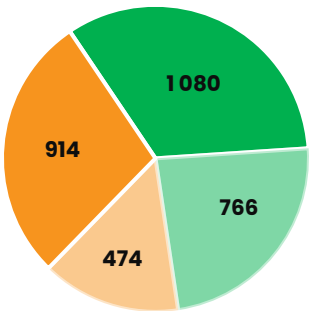


**617**  
Experiential Learning Opportunities to Date

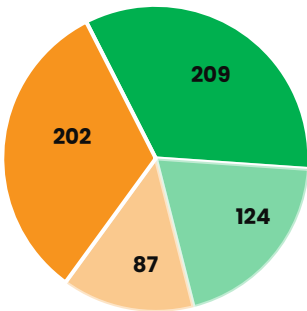


## Learning Programmes

**3234**  
Participants to Date

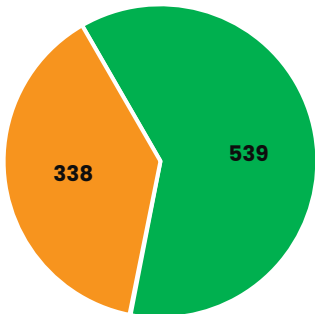


**622**  
Participants 2925 FY

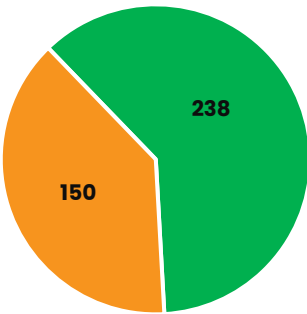


## Black-Owned Enterprise Training

**878**  
Participants to Date

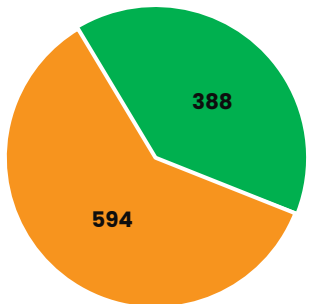


**388**  
Participants 2025 FY

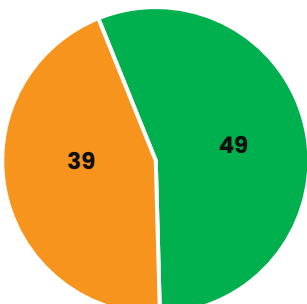


## ETBCG Programme

**984**  
Beneficiaries to Date



**88**  
Beneficiaries 2025 FY

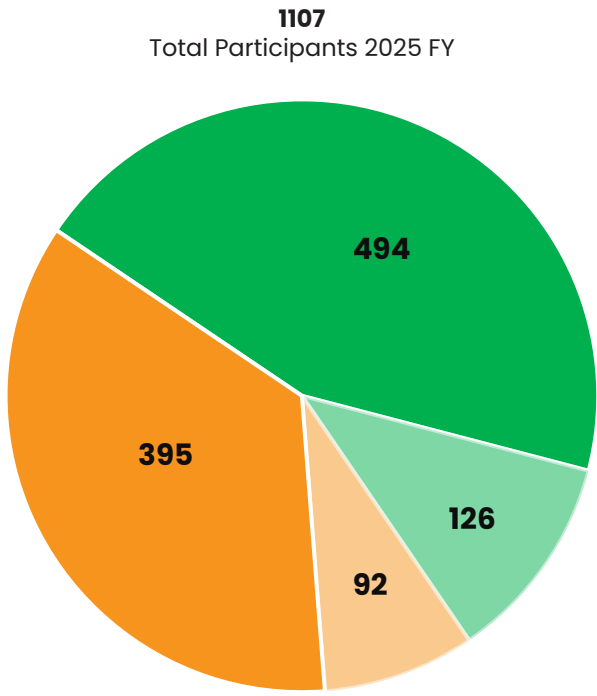
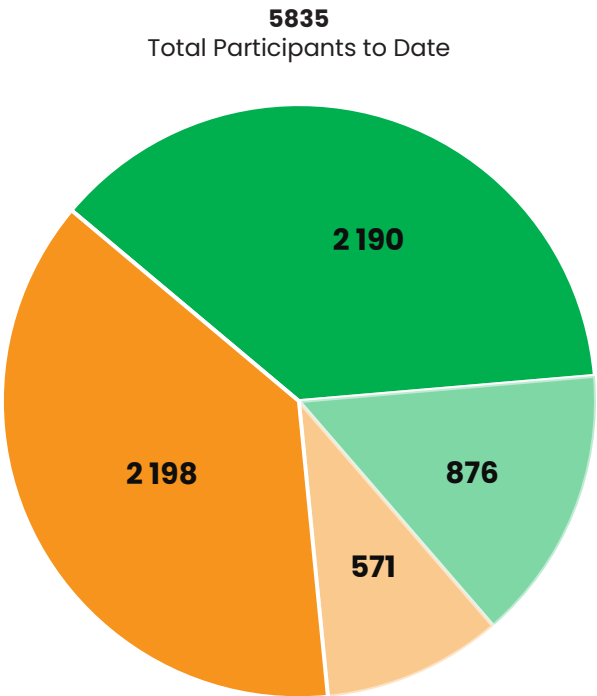




# Beneficiary Demographics

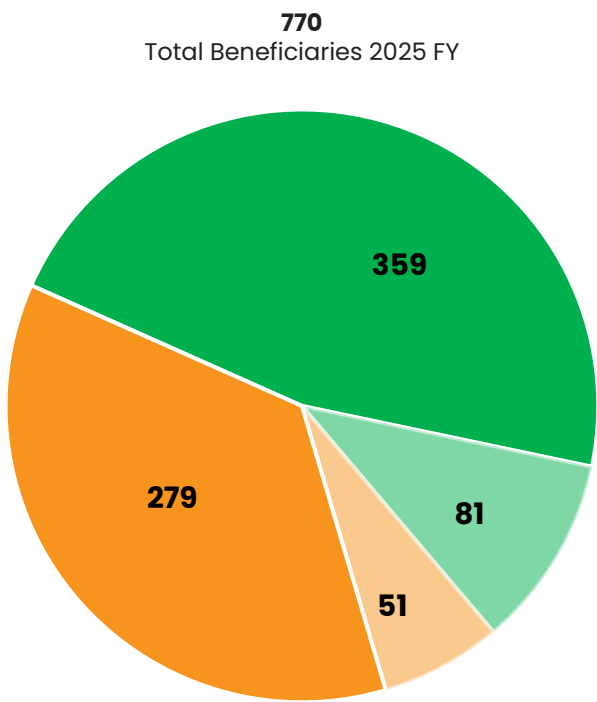
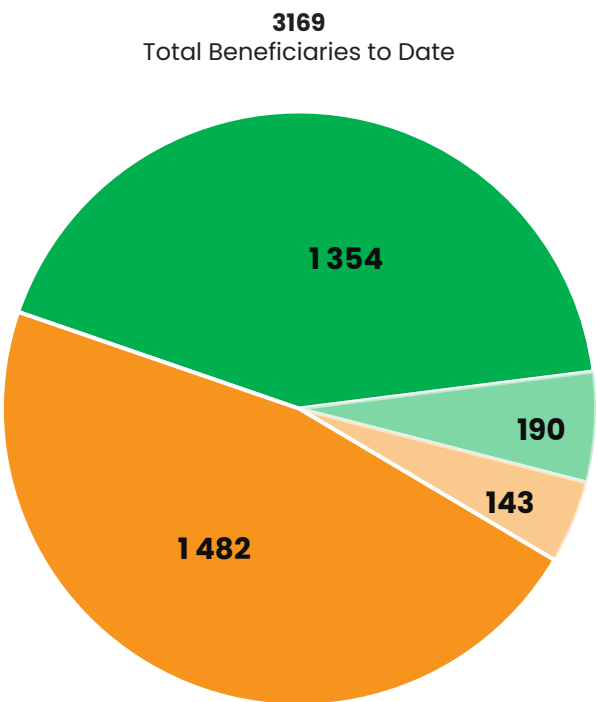


## Total Participants



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

## Total Beneficiaries



Beneficiaries exclude user-pay programmes, as well as AV 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

## Citrus Transformation Strategy

In June 2024, the CGA Transformation Indaba was held in Johannesburg, with the aim of discussing the status of transformation in the citrus industry and considering the drafting of a new transformation strategy.

Over the next few months, a drafting committee set about developing the new Citrus Industry Transformation Strategy. The strategy was tabled at the CGA board meeting in February 2025 and approved.

The Transformation Strategy identifies the Citrus Academy as one of the primary delivery mechanisms for industry transformation, along with the CGA Grower Development Company and the Citrus Grower Development Chamber. The other CGA group companies were also identified as delivery mechanisms and tasked with developing their own industry strategies.

The strategy also purposefully broadens the scope of transformation beyond the narrow focus on the development of black-owned enterprises (BOEs), although this will always remain central to the objectives of industry transformation. Key activities of the strategy also now include building enterprise capacity, talent attraction and development, leadership and management development, and community development.

In the new financial year, the Citrus Academy will implement the new Citrus Industry Transformation Strategy. The Citrus Academy will develop its own transformation strategy, aligning its activities and objectives to those in the industry strategy.

## Other Support Services

The Citrus Academy assists the CGA by providing administrative support and grower liaison services for the Citrus Grower Development Chamber.

In the year under review, the Citrus Academy also took over the financial administration of the Orange Heart charitable initiative. The financial controls of the fund remains in the hands of the CGA.

# 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 observers.

## 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 2025

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 | Date of Resignation |
|--------------------------------|-----------------------------------------|---------------------|---------------------|
| 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          | 2025/03/31          |
| 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 |
|------------|---------------|-------------------|
| 2024/11/20 | Board Meeting | Rajen Govender    |
| 2025/03/31 | Board Meeting | None              |

**The seventeenth annual general meeting of the Citrus Academy was held via Zoom on Tuesday, 27 August 2024.**

# 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

|                          |                                           |
|--------------------------|-------------------------------------------|
| <b>Company Secretary</b> | Robert Miller (CGA)                       |
| <b>Auditors</b>          | PricewaterhouseCoopers – Pietermaritzburg |
| <b>Bankers</b>           | Standard Bank of SA                       |

## Personnel Employed on 31 March 2025

| Position                          | Name              | Date of Appointment |
|-----------------------------------|-------------------|---------------------|
| General manager                   | Jacomien 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          |



Back from left: Sam Louw; Angela Phillips; Jacomien de Klerk; Candice Burgin; Bets de Flamingh; Sive Silo; Melanie Visser  
Front from left: Keshena Maharaj; Nonhle Mbhele; Desiree Schonken



# Stakeholder Engagement

*The Citrus Academy 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          |

## Citrus Communities

During the year under review the Citrus Academy restructured their engagement and communication platforms with various stakeholders, creating the Citrus Communities. The Communities are hosted on a separate website and aimed at providing a platform through which the Citrus Academy can communicate with groups of stakeholders and offer specific resources and services to its members.

## Information Platforms

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

|                             |                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HR Community</b>         | Members: Human resource representatives working at enterprises in the citrus industry<br>Purpose: Platform for communicating the latest news about developments in human resources and skills development, resource hub and discussion forum                                                                                        |
| <b>Student Community</b>    | Members: Students at tertiary institutions, mostly in the field of agriculture<br>Purpose: Portal through which students can apply for bursaries, work integrated learning opportunities (vacation work and internships) and sponsorships for industry exposure events, and access Citrus Academy learning programmes and resources |
| <b>Extension Community</b>  | Members: Extension officers and technical advisors working in the citrus industry value chain<br>Purpose: Portal for Citrus Extension CPD programme and, resource centre and a discussion platform for matters relating to extension services                                                                                       |
| <b>SuperPower Community</b> | Members: Citrus SuperPower trainers<br>Purpose: Forum for discussing all aspects of SuperPower programme activities including implementation of SuperPower Workplace programmes                                                                                                                                                     |



Jacomien de Klerk receiving the Citrus Academy "Leading Commodity Organisation" award and the Runner Up: "Best Project Targeting Youth" at the AgriSETA Excellence Awards ceremony in November 2024.

# 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 Student Community portal.
- 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 also rated 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, in line with industry needs.
- 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 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.
- The Citrus Academy keep track of the progress of graduates after they enter the workforce, as far as possible.
- This data is used to determine the absorption rate of graduates into the citrus industry.

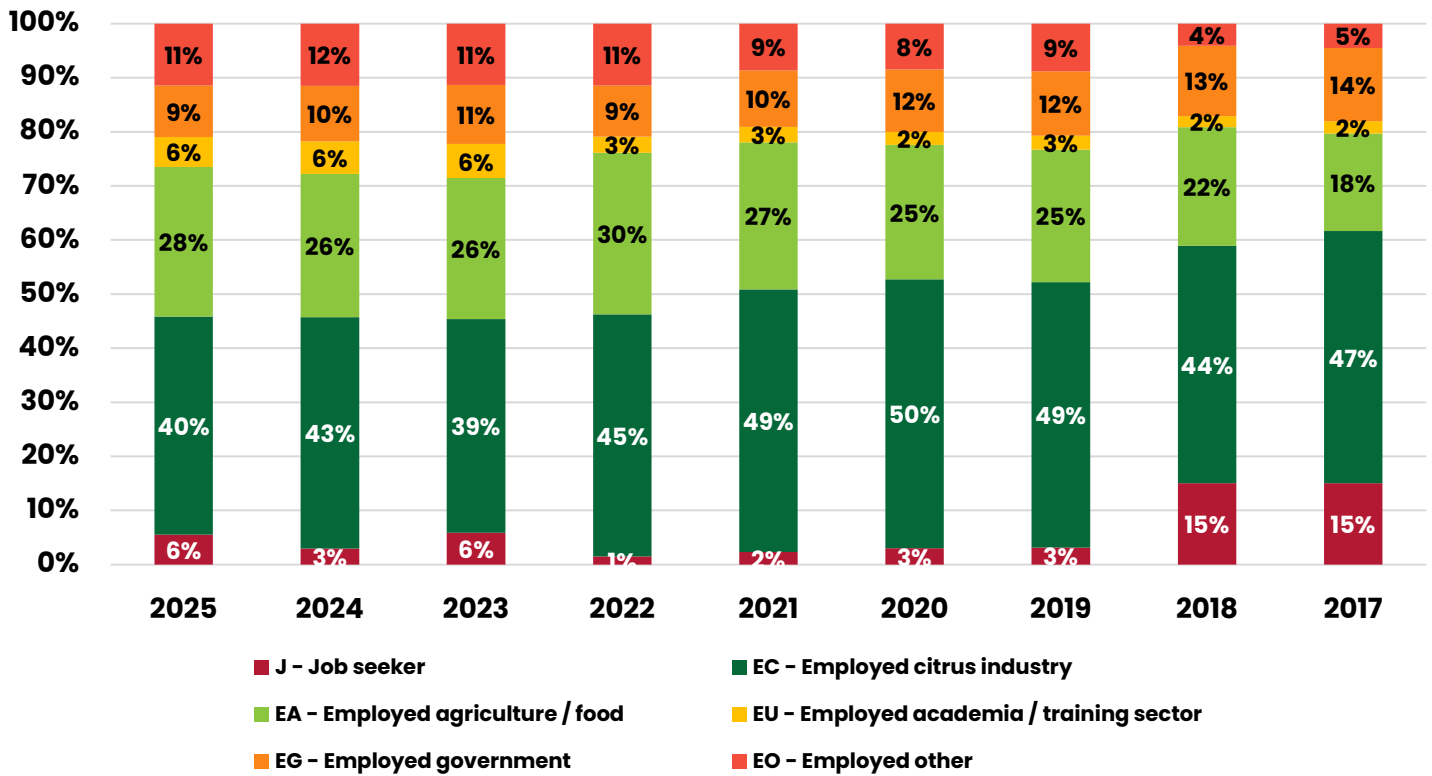
## 2024/2025 Report

- In the 2024 academic year, forty-four bursaries were awarded to students studying at eighteen institutions across South Africa.
- Five 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.
- In the 2025 academic year thirty-seven bursaries were awarded to students studying at seventeen institutions across South Africa.
- Thirteen students received bursaries for the first time.
- Eight bursaries were awarded to students in the BEEBS category.
- One BEEBS bursary was awarded to a student still in school, while the other seven were awarded to students completing undergraduate qualifications.
- According to data we could gather, at the end of the reporting period 40% of Bursary Fund graduates were working in the citrus industry, with another 43% working in the wider value chain, academia and for government.

| Income and Expenditure                      |                     |                     |
|---------------------------------------------|---------------------|---------------------|
| Item                                        | 2024 Financial Year | 2025 Financial Year |
| Income                                      |                     |                     |
| Bursary Fund income – Citrus Industry Trust | 337 500             | 312 500             |
| Bursary Fund income – AgriSETA              | 668 250             | 495 600             |
| Bursary Fund income – CGA                   | –                   | 500 000             |
| Bursary Fund income – Industry              | 962 256             | 787 500             |
| Expenditure                                 |                     |                     |
| Bursary Fund payments                       | (2 307 076)         | (1 990 410)         |
| Net surplus / (shortfall)                   | (339 070)           | 105 190             |



## Citrus Academy Bursary Fund Graduate Absorption



Past Bursary Fund students seen at the Citrus Symposium. From left: Dr Arno Erasmus (Wonderful Citrus); Catherine Savage (CRI); Wandile Ngcamphalala (PPECB); Lindokuhle Mamba (CRI)



Past Bursary Fund students seen at the CGA Citrus Summit. From left: Bahle Kweba (SRCC); Kuhle Nohamba (SRCC); Nhlanhla Mathaba (University of Limpopo); Siyolise Nohamba (Konzi Citrus); Athandile Shoba (CGAGDC)



A glimpse at the past and future! Current Bursary Fund students got to meet with previous students at the Citrus Research Symposium. A true testament to the absorption of our graduates.

# 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 can 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 Swaziland are funded as part of their bursaries.
- Work integrated learning opportunities are made available to members of the Citrus Student Community.
- The number of work integrated learning opportunities that can be made available depends on the availability of funding.

## 2024/2025 Report

- There were five vacation work placements during the year under review.
- Four learners completed their internships in December 2024.
- One learner completed her graduate placement with Citrus Research International in December 2024.
- Two learners started internships at Healthy Life for Achievers in February 2025, but both learners resigned in March 2025 as they found permanent positions elsewhere.
- These internships were funded by the Citrus Academy.

| Income and Expenditure                |                        |                        |
|---------------------------------------|------------------------|------------------------|
| Item                                  | 2024<br>Financial Year | 2025<br>Financial Year |
| Income                                |                        |                        |
| Internship funding – AgriSETA         | 45 000                 | 195 000                |
| Graduate placement funding – AgriSETA | 15 000                 | 45 000                 |
| Expenditure                           |                        |                        |
| Internship payments                   | (45 000)               | (212 000)              |
| Graduate placement payments           | (15 000)               | (45 000)               |
| Vacation work payments                | (17 570)               | (17 900)               |
| Net surplus / (shortfall)             | (17 570)               | (34 900)               |

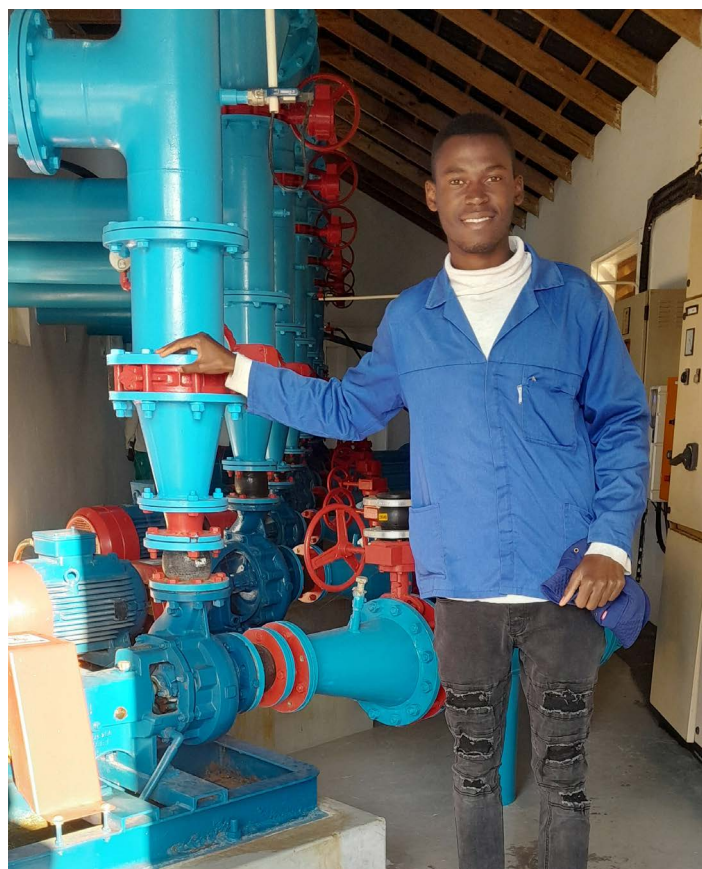




| Work Integrated Learning Placements |               |                                  |
|-------------------------------------|---------------|----------------------------------|
| Company                             | Location      | Students                         |
| 2024                                |               |                                  |
| 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     | Nolwandle Zulu; Nondumiso Mdluli |
| Indigo Fruit Farming                | Burgersfort   | Christinah Rankwe                |
| 2025                                |               |                                  |
| Internships                         |               |                                  |
| Healthy Life for Achievers          | Brits         | Phelo Boikhanyo; Thabo Khumoeng  |



Nondumiso Ndluli (above) and Nolwandle Zulu (left) at Citrus Research International



Masungulo Ndlovu at Bavaria Estates

# 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

- The industry exposure programme is available to members of the Citrus Student Community and, by special request, Citrus Academy Bursary Fund graduates.
- Students are given opportunities to attend local and overseas events relevant to their field of study.
- Events include conferences, workshops, symposia, summits, and other such events.
- Students have the opportunity to engage with experts, learn about the latest developments, and improve their overall insight and understanding of their study field.
- Postgraduate students also gain a better understanding of the context of their research.
- The extent of the programme from year to year is dependent on events and the availability of funding.



Bursary Fund students at the CGA Citrus Summit. From left: Masungulo Ndlovu; Zamazima Lengga; Andiswa Dyonase; Moipone Phokane and Zingisa Jenkins



Bursary Fund students at the Citrus Research Symposium. From left: Thokozani Nxumalo; Charnay van der Merwe; Gerrit van Zyl; Muhammed Mather; Thandekile Makate ; Stefni van der Walt; Madelein Dippenaar; Sindhile Shivambu; Heaven-Leigh Ndlazi; Portia Karedi; Risuna Mavasa and Sifundo Ngxekisa

## 2024/2025 Report

- One student attended the Food for Mzansi Conference in Pretoria.
- Twelve students attended the Citrus Research Symposium held in the Drakensburg.
- One student attended the X Culture Symposium in St Louis, USA.
- Four students attended CRI Postharvest workshops in Jeffreys Bay and Paarl.
- Six students attended the CGA Citrus Summit in Gqeberha.
- Students wore branded t-shirts, identifying the event and the sponsor.
- Students were chaperoned by Citrus Academy personnel or study supervisors, where appropriate.
- No disciplinary problems were experienced.
- Feedback from students, event organisers and industry members was positive.

| Income and Expenditure    |                     |                     |
|---------------------------|---------------------|---------------------|
| Item                      | 2024 Financial Year | 2025 Financial Year |
| Income                    |                     |                     |
| Sponsorships              | -                   | 90 000              |
| Expenditure               |                     |                     |
| Marketing material        | -                   | (7 520)             |
| Participant travel        | (31 680)            | (94 003)            |
| Participant accommodation | -                   | (50 716)            |
| Registration fees         | (4 696)             | (17 359)            |
| Staff travel              | -                   | (2 248)             |
| Staff accommodation       | -                   | (2 706)             |
| Staff registrations       | -                   | (2 348)             |
| Net surplus / (shortfall) | (36 376)            | (86 899)            |



| Industry Exposure Events                                    |                                                                                                                                                                                                                         |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Event                                                       | Students                                                                                                                                                                                                                |
| Food for Mzansi Conference, Pretoria<br>4-6 April 2024      | Moipone Phokane                                                                                                                                                                                                         |
| Citrus Research Symposium, Drakensburg<br>18-22 August 2024 | Portia Karedi; Thandekile Makate; Muhammad Mather; Sifundo Ngxekisa; Charnay van der Merwe; Gerrit van Zyl; John Visser; Madelein Dippenaar; Stefni van der Walt; Risuna Mavasa; Thokozani Nxumalo; Heaven-leigh Ndlazi |
| X Culture Symposium, St Louis, USA<br>24-26 October 2024    | Masungulo Ndlovu                                                                                                                                                                                                        |
| CRI Postharvest Workshops<br>January 2025                   | Siviwe Tole; Kurhula Lophondo; Shannon Goodchild; Madelein Dippenaar                                                                                                                                                    |
| CGA Citrus Summit<br>11-13 March 2025                       | Masungulo Ndlovu; Moipone Phokane; Zingisa Jenkins; Zamazima Njili; Sifiso Ndlangalavu                                                                                                                                  |



Masungulo Ndlovu (in red) with a group of students at the X-Culture Symposium, St Louis, USA



Bursary Fund student, Sifundo Ngxekisa who presented his research at the Citrus Research Symposium



Siviwe Tole attended the CRI Postharvest workshop after applying through the Student Community



Bursary Fund students at the CGA Citrus Summit. From left: Sifiso Ndlangalavu; Zamazima Lenga; Andiswa Dyonase; Siginine Manyonta; Masungulo Ndlovu and Zingisa Jenkins

# 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 new talent to ensure its sustainability.
- Young people at schools and tertiary institutions need to be made aware about career opportunities in the industry.
- Misconceptions 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, mostly in the form of career fairs at various tertiary institutions.
- The Citrus Academy also make use of these events to promote the Bursary Fund and its programmes.
- Within its limited capacity, the Citrus Academy participates in career days at high schools on request, prioritising high schools in citrus growing regions.
- The Citrus Academy furthermore publishes information on available bursaries in relevant publications and on websites.

| Career Awareness Events |                                   |
|-------------------------|-----------------------------------|
| Event                   | Vaal-EmpowaYouth Week             |
| Venue                   | Sedibeng                          |
| Date                    | 2024/04/22                        |
| Host                    | EmpowaWorx                        |
|                         |                                   |
| Event                   | SRVM Career Exhibition            |
| Venue                   | Kirkwood High School              |
| Date                    | 2024/04/24                        |
| Host                    | Sundays River Valley Municipality |
|                         |                                   |
| Event                   | AgriCareerConnect                 |
| Venue                   | University of Pretoria Campus     |
| Date                    | 2024/09/12                        |
| Host                    | AGRIJOB / University of Pretoria  |
|                         |                                   |
| Event                   | AgriCareerConnect                 |
| Venue                   | Stellenbosch University           |
| Date                    | 2024/10/03                        |
| Host                    | AGRIJOB / Stellenbosch University |

## 2024/2025 Report

- Citrus Academy took part in four career awareness events during the year under review.
- Citrus Academy represented the citrus industry at the EmpowaYouth Summit.
- The Sundays River Valley Municipality Career Fair was hosted by Kirkwood High School, enabling engagement with secondary school learners.
- AgriCareerConnect events were held at the University of Pretoria and Stellenbosch University campuses, providing the Citrus Academy an opportunity to engage through a panel discussion and directly with learners.

| Income and Expenditure |                        |                        |
|------------------------|------------------------|------------------------|
| Item                   | 2024<br>Financial Year | 2025<br>Financial Year |
| Expenditure            |                        |                        |
| Marketing material     | 19 291                 | 14 400                 |
| Exhibitor fees         | 3 000                  | 14 000                 |
| Staff travel           | 21 248                 | 20 150                 |
| Staff accommodation    | 5 007                  | 4 691                  |
| Total expenditure      | 48 546                 | 53 241                 |



Sam Louw, Engagement Manager discussing career options at the SRVM Career Exhibition.



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.

## 2024/2025 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.



Bursary Fund graduates, (from left) Kurhula Lufhondo; Neil Ndlovu; Ruth Selaula

# ETBCG Programme

The purpose of the skills development implementation for the ETBCG 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

- In 2019, 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.
- Service providers with the necessary capacity, expertise and accreditation were identified to deliver the learnerships and skills programmes.
- The Citrus Academy made available learning material and resources for learnerships and skills programmes.
- The implementation period of the programme was extended by one year to March 2024, followed by one additional year for completing learnerships and wrapping up reporting, making the final end date 31 March 2025.



Farmworker Induction Skills Programme held in the Sundays River Valley

## 2024/2025 Report

- During the reporting period, three Plant Production NQF2 learnerships were completed.
- One Farmworker Induction skills programme was held.
- Training took place in Peddie in the Eastern Cape, Citrusdal / Boland in the Western Cape and Kokstad in KwaZulu-Natal.
- Learners that successfully completed learnerships and skills programmes were issued with certificates according to AgriSETA and Services SETA criteria.
- The ETBCG programme skills development implementation component was completed successfully.
- In November 2024, a programme close-out workshop was held in Pretoria, specifically for the skills development component of the programme.
- The purpose of the workshop was to bring together all the organisations that collaborated in the implementation of the skills development component of the programme, to review and evaluate the implementation process, and to learn lessons for future programmes.
- The workshop was attended by representatives from the programme administrators, other CGA group companies, skills development providers, programme beneficiaries, the Jobs Fund and the AgriSETA.

| Income and Expenditure |                     |                     |
|------------------------|---------------------|---------------------|
| Item                   | 2024 Financial Year | 2025 Financial Year |
| Expenditure            |                     |                     |
| Learner support        | 32 100              | -                   |
| Review workshop costs  | -                   | 79 143              |
| Staff travel           | 29 246              | 11 121              |
| Staff accommodation    | 5 343               | 7 517               |
| Courier costs          | -                   | 2 157               |
| Total expenditure      | 66 688              | 99 938              |

|                   | Area                                   | Start Date | Total Learners | Black      | Female     | Youth      | Unemployed |
|-------------------|----------------------------------------|------------|----------------|------------|------------|------------|------------|
| Learnerships      | <b>Plant Production NQF2</b>           |            |                |            |            |            |            |
|                   | Fort Beaufort                          | 2020/11/02 | 16             | 16         | 10         | 11         | 16         |
|                   | Brits                                  | 2020/11/02 | 18             | 18         | 9          | 16         | 18         |
|                   | Nkweleni                               | 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         |
|                   | <b>Subtotal</b>                        |            | <b>234</b>     | <b>234</b> | <b>132</b> | <b>157</b> | <b>160</b> |
|                   | <b>Citrus Business Management NQF4</b> |            |                |            |            |            |            |
|                   | Brits                                  | 2021/06/01 | 23             | 23         | 12         | 20         | 23         |
|                   | Sundays River Valley                   | 2021/06/01 | 24             | 24         | 16         | 20         | 24         |
|                   | Nkweleni                               | 2022/06/06 | 23             | 23         | 18         | 19         | 23         |
|                   | Sundays River Valley                   | 2022/11/22 | 25             | 25         | 19         | 21         | 25         |
|                   | <b>Subtotal</b>                        |            | <b>95</b>      | <b>95</b>  | <b>65</b>  | <b>80</b>  | <b>95</b>  |
|                   | <b>Total Learnerships</b>              |            | <b>329</b>     | <b>329</b> | <b>197</b> | <b>237</b> | <b>255</b> |
| Skills Programmes | <b>Citrus Business Administration</b>  |            |                |            |            |            |            |
|                   | Brits (Hebron)                         | 2021/03/08 | 29             | 29         | 18         | 6          | 29         |
|                   | Brits                                  | 2021/03/15 | 32             | 32         | 19         | 21         | 32         |
|                   | Nkweleni                               | 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         |
|                   | <b>Subtotal</b>                        |            | <b>150</b>     | <b>150</b> | <b>84</b>  | <b>92</b>  | <b>150</b> |
|                   | <b>Farm Worker Induction</b>           |            |                |            |            |            |            |
|                   | 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         |
|                   | Nkweleni                               | 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          |
|                   | Peddie                                 | 2024/06/01 | 21             | 21         | 11         | 14         | 0          |
|                   | <b>Subtotal</b>                        |            | <b>318</b>     | <b>316</b> | <b>167</b> | <b>183</b> | <b>239</b> |
|                   | <b>Packhouse Worker Induction</b>      |            |                |            |            |            |            |
|                   | Sundays River Valley                   | 2022/07/18 | 24             | 24         | 19         | 24         | 24         |
|                   | Sundays River Valley                   | 2022/10/10 | 25             | 24         | 22         | 14         | 0          |
|                   | Nkweleni                               | 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          |
|                   | <b>Subtotal</b>                        |            | <b>177</b>     | <b>175</b> | <b>111</b> | <b>101</b> | <b>71</b>  |
|                   | <b>Total Skills Programmes</b>         |            | <b>645</b>     | <b>641</b> | <b>362</b> | <b>376</b> | <b>460</b> |
|                   | <b>Total Learners</b>                  |            | <b>974</b>     | <b>970</b> | <b>559</b> | <b>613</b> | <b>715</b> |



# Black-Owned Enterprises Skills Development

The purpose of providing skills development funding and services to black-owned enterprises is to develop the internal capacity of these enterprises and ensure that they have access to quality skills development.

- ✓ Industry Transformation
- ✓ Sustainability
- ✗ Research Support
- ✓ Stakeholder Engagement

## Background

- The Citrus Academy’s primary objective is promoting industry transformation.
- Central to pursuing this objective is providing skills development support to black-owned enterprises.
- Since its establishment, the Citrus Academy has ringfenced bursary funding for black-owned enterprises to support internal capacity.
- The Citrus Academy has also identified many skills needs at enterprises over the years and put in place programmes to meet those needs, through workshops, short courses and e-learning programmes.
- Since 2022, when many growers were severely affected by the economic challenges faced by the industry, the Citrus Academy has been funding all the training required by black-owned enterprises, including compliance training, production training courses and management development.
- Growers request training from the Citrus Academy, based on an assessment of their skills needs.
- In collaboration with the grower, the Citrus Academy identifies and engages an appropriate skills development provider.
- Once the training programmes have been completed, the Citrus Academy pays the provider directly.
- Every effort is made to meet all the skills needs of black-owned enterprises.
- We depend on sponsorship funding for addressing these skills needs.
- Until 2023, the Citrus Grower Development Chamber made available sponsorship funding for this purpose.

## 2024/2025 Report

- Owners and employees of black-owned enterprises were sponsored to attend short courses and other training in the year under review.
- Enterprises in Limpopo, North-West, KwaZulu-Natal, Western and Eastern Cape provinces were assisted.

| Income and Expenditure       |                        |                        |
|------------------------------|------------------------|------------------------|
| Item                         | 2024<br>Financial Year | 2025<br>Financial Year |
| Income                       |                        |                        |
| Sponsorship funding          | 432 712                | 628 364                |
| Expenditure                  |                        |                        |
| Citrus e-learning programmes | -                      | (30 000)               |
| Citrus short courses         | (66 499)               | (153 907)              |
| Skills development providers | (191 108)              | (374 955)              |
| Material printing            | (15 320)               |                        |
| Resources                    | (30 210)               | (1 962)                |
| Facilitation                 |                        | (31 000)               |
| Facilitator travel           | (15 219)               | (18 102)               |
| Facilitator accommodation    | (10 178)               | (1 035)                |
| Assessment                   | (13 000)               | (2 250)                |
| Staff travel                 | (57 289)               | (13 502)               |
| Staff accommodation          | (33 888)               | (1 337)                |
| Courier costs                | -                      | (313)                  |
| Net surplus / (shortfall)    | 0                      | 0                      |



Quick Skills Programme: Pruning - Mooiwoo, North-West

| Black-Owned Enterprises Skills Development and Participants |                                                 |                       |                        |
|-------------------------------------------------------------|-------------------------------------------------|-----------------------|------------------------|
| Region                                                      | Course                                          | Number of Enterprises | Number of Participants |
| KZN                                                         | Inductor Training                               | 1                     | 5                      |
| KZN                                                         | Safety Representative                           | 1                     | 5                      |
| KZN                                                         | First Aid                                       | 2                     | 6                      |
| KZN                                                         | Fire Fighting                                   | 2                     | 6                      |
| KZN                                                         | Occupational Health and Safety                  | 2                     | 10                     |
| KZN                                                         | Electrical maintenance                          | 1                     | 3                      |
| KZN                                                         | Emergency Preparedness                          | 1                     | 1                      |
| KZN                                                         | QSP – Scouting                                  | 3                     | 28                     |
| KZN                                                         | QSP – Safe Handling of Agrochemicals            | 1                     | 11                     |
| EC Midlands                                                 | Forced labour workshop                          | 3                     | 4                      |
| EC Midlands                                                 | QSP – Safe Handling of Agrochemicals            | 18                    | 61                     |
| EC Midlands                                                 | QSP – Scouting                                  | 3                     | 9                      |
| EC Midlands                                                 | First Aid                                       | 13                    | 25                     |
| EC Midlands                                                 | Fire Fighting                                   | 1                     | 1                      |
| EC Midlands                                                 | Chainsaw operator                               | 1                     | 1                      |
| EC Midlands                                                 | Forklift driver training                        | 1                     | 1                      |
| EC Midlands                                                 | Tractor driver                                  | 1                     | 2                      |
| SRV                                                         | Food and Personal Hygiene                       | 5                     | 17                     |
| SRV                                                         | Safe Handling of Agrochemicals                  | 6                     | 53                     |
| SRV                                                         | Tractor Driver (Refresher)                      | 5                     | 26                     |
| SRV                                                         | Irrigation Maintenance                          | 5                     | 5                      |
| SRV                                                         | First Aid                                       | 2                     | 15                     |
| SRV                                                         | Basic Fire Fighting                             | 4                     | 13                     |
| SRV                                                         | Occupational Health and Safety                  | 6                     | 21                     |
| SRV                                                         | Forklift Training                               | 2                     | 9                      |
| Senwes                                                      | GlobalGAP                                       | 6                     | 9                      |
| Senwes                                                      | Occupational Health and Safety                  | 1                     | 10                     |
| Boland                                                      | First Aid level 1                               | 1                     | 3                      |
| Boland                                                      | Fire Fighting level 1                           | 1                     | 3                      |
| Boland                                                      | Forklift Truck                                  | 1                     | 3                      |
| Boland                                                      | Baseline Medical Test                           | 1                     | 1                      |
| Various                                                     | Citrus Production E-learning                    | 2                     | 2                      |
| Various                                                     | Citrus Packhouse E-learning                     | 2                     | 2                      |
| Various                                                     | Citrus Production Practise E-learning           | 1                     | 1                      |
| Various                                                     | Citrus Business Admin E-learning                | 3                     | 4                      |
| Various                                                     | Citrus Export Supply Chain E-learning           | 2                     | 3                      |
| Various                                                     | Citrus SuperPower Trainer Development programme | 14                    | 14                     |
| 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 with occasional assistance from outside sources, while outside funding, sponsorships and course fees funds programme implementation.
- When a learning need is identified, the viability of programme development is assessed, with the assessment 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.
- The implementation methodology is designed to meet the needs of the main target groups.
- Implementation methodologies include short courses, skills programmes and long-term programmes.
- Programmes can be implemented face-to-face, via e-learning or using a combination of the two, depending on the needs of the target audience.
- Some programmes are developed to be delivered by other skills development providers, but the Citrus Academy implements most of the skills programmes directly, either in the form of short courses or via our e-learning platform.
- Programme material typically includes all required content and assessment tools.
- In many cases, programme content is developed using Citrus Academy learning material as a basis, although new material may also be developed or sourced.
- Programme development started as far back as 2007 with the Institutional Orientation and Citrus Nursery Worker programmes.
- Since 2015, e-learning has gained prominence as a delivery mechanism and a number of programmes have been adapted for the Citrus Academy e-learning platform.
- E-learning has also enabled the implementation of some programmes, which would not have been possible otherwise, such as the Citrus Secondary and the Citrus Extension Officer CPD programmes.
- Programmes are continuously reviewed and updated with the latest industry information.

## 2024/2025 Report

- During the year under review, the Citrus Extension Officer CPD, Citrus Production Master Classes and the Citrus Production Practices programmes were completed and made available on the e-learning platform.
- The learning material for the citrus short courses were reviewed and updated.
- The development of the Citrus Nurseries short course commenced, with the programme planned for implementation via e-learning towards the end of 2025.
- Detailed reports on active programmes can be found on the pages that follow.

| Income and Expenditure                 |                        |                        |
|----------------------------------------|------------------------|------------------------|
| Item                                   | 2024<br>Financial Year | 2025<br>Financial Year |
| Income                                 |                        |                        |
| Citrus short courses                   | 192 615                | 121 510                |
| Citrus SuperPower programme            | 250 000                | 231 000                |
| Citrus Secondary programme             | -                      | 500 000                |
| Citrus Extension Officer CPD programme | 200 000                | 4 000                  |
| Other learning programmes              | 33 100                 | 44 800                 |
| Expenditure                            |                        |                        |
| Citrus short courses                   | (99 562)               | (22 373)               |
| Quick Skills programmes                | (191 000)              |                        |
| Citrus SuperPower programme            | (207 578)              | (676 261)              |
| Citrus Secondary programme             | (844 661)              | (729 092)              |
| Citrus Extension Officer CPD programme | -                      | (89 038)               |
| Other learning programmes              | (415 416)              | (371 000)              |
| <b>Net surplus / (shortfall)</b>       | <b>(1 082 502)</b>     | <b>(986 454)</b>       |



| E-Learning Implementation                                         |                      |                    |                      |                    |                      |
|-------------------------------------------------------------------|----------------------|--------------------|----------------------|--------------------|----------------------|
| Programme                                                         | Programme Start Date | Enrolments to Date | Certificates to Date | 2024/25 Enrolments | 2024/25 Certificates |
| Citrus Production SC                                              | 2019/04/15           | 131                | 80                   | 23                 | 10                   |
| Monitoring and Inspection for Phytosanitary Markets               | 2020/02/02           | 1 047              | 964                  | 99                 | 109                  |
| Citrus Business Administration SC                                 | 2020/03/23           | 47                 | 33                   | 8                  | 9                    |
| Citrus Industry Technical Induction                               | 2020/06/30           | 28                 | 21                   | 0                  | 0                    |
| Covid-19 Compliance Officer Training                              | 2020/08/21           | 207                | 189                  | 0                  | 0                    |
| Citrus Export Supply Chain SC                                     | 2020/12/15           | 21                 | 11                   | 8                  | 2                    |
| Citrus Packing SC                                                 | 2021/02/08           | 28                 | 17                   | 8                  | 7                    |
| MIPM – Recertification                                            | 2022/02/04           | 343                | 273                  | 106                | 91                   |
| Monitoring and Inspection for Phytosanitary Markets – Stone Fruit | 2022/02/09           | 7                  | 4                    | 2                  | 2                    |
| Citrus Secondary                                                  | 2023/04/17           | 268                | 2                    | 672                | 2                    |
| Ready-Steady-Work                                                 | 2023/06/12           | 59                 | 32                   | 35                 | 26                   |
| Citrus Production Master Class                                    | 2024/07/11           | 2                  | 0                    | 2                  | 0                    |
| Citrus Production Practices                                       | 2024/08/02           | 5                  | 0                    | 5                  | 0                    |
| Extension Officer CPD                                             | 2024/11/18           | 37                 | 0                    | 37                 | 0                    |
| Competence Assessment Only                                        |                      |                    |                      |                    |                      |
| Citrus Export Supply Chain SC                                     | 2019/04/15           | 0                  | 0                    | 61                 | 21                   |
| Citrus Packing SC                                                 | 2019/10/09           | 0                  | 0                    | 1                  | 0                    |
| Citrus Production SC                                              | 2022/02/15           | 0                  | 1                    | 247                | 111                  |
| Total                                                             |                      | 2 246              | 1 643                | 1322               | 406                  |

| Face-to-Face Implementation                     |                      |                    |                      |                    |                      |
|-------------------------------------------------|----------------------|--------------------|----------------------|--------------------|----------------------|
| Programme                                       | Programme Start Date | Enrolments to Date | Certificates to Date | 2024/25 Enrolments | 2024/25 Certificates |
| Competence Assessment Only                      |                      |                    |                      |                    |                      |
| Citrus Production SC                            | 2018/10/24           | 520                | 520                  | 0                  | 0                    |
| Citrus Business Administration SC               | 2019/03/26           | 116                | 116                  | 0                  | 0                    |
| Citrus Export Supply Chain SC                   | 2019/10/09           | 127                | 127                  | 0                  | 0                    |
| Citrus Packing SC                               | 2020/02/19           | 52                 | 52                   | 0                  | 0                    |
| Citrus Packhouse Quality Control SC             | 2023/02/09           | 20                 | 20                   | 0                  | 0                    |
| Citrus Economics SC                             | 2023/01/26           | 6                  | 6                    | 0                  | 0                    |
| Citrus SuperPower Trainer Development Programme | 2024/06/01           | 21                 | 8                    | 21                 | 8                    |
| Total                                           |                      | 862                | 849                  | 21                 | 8                    |



# Available Learning Programmes

| Implementation Method |                                  | Format     |                                   | Delivery Agent |                |
|-----------------------|----------------------------------|------------|-----------------------------------|----------------|----------------|
| <b>LM</b>             | Learning material (downloadable) | <b>SC</b>  | Short course                      | <b>CA</b>      | Citrus Academy |
| <b>F2F</b>            | Face to face                     | <b>CP</b>  | Component / certificate programme | <b>O</b>       | Others         |
| <b>EL</b>             | E-learning                       | <b>SP</b>  | Skills programme                  |                |                |
|                       |                                  | <b>LT</b>  | Long-term programme               |                |                |
|                       |                                  | <b>TtT</b> | Train-the-trainer                 |                |                |

| Programme Title                               | Programme Description                                                                                                                                                                                     | LM | F2F | EL | SC | CP | SP | LT | TtT | CA | O |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-----|----|----|----|----|----|-----|----|---|
| Basic Management Concepts                     | A self-assessment tool to develop general management skills, including problem solving, communication, coaching, and manufacturing methodologies.                                                         |    |     | X  |    | X  |    |    |     | X  |   |
| Citrus Business Administration short course   | Improves skills in financial, stock, human resources, production, and marketing management for those involved in the citrus industry.<br>Please see separate short courses report.                        |    |     | X  | X  |    |    |    |     | X  |   |
| Citrus Business Management                    | Management development programme based on level 4 legacy qualification for new venture creation – to be replaced with new management development programmes in 2026.                                      | X  | X   |    |    |    |    | X  |     |    | X |
| Citrus Economics short course                 | Explores economic aspects of citrus production, including value and supply chains, costs, logistics, profitability, and data analysis.<br>Please see separate short courses report.                       |    | X   |    | X  |    |    |    |     | X  |   |
| Citrus Export Supply Chain short course       | Covers the citrus export supply chain, including market requirements, regulatory compliance, documentation, and fruit quality management<br>Please see separate short courses report.                     |    | X   | X  | X  |    |    |    |     | X  |   |
| Citrus Extension Officer CPD                  | Provides extension officers with updated knowledge on citrus production, value chains, pests, diseases, propagation, nutrition, and irrigation, with CPD points.<br>Please see separate programme report. |    |     | X  |    |    |    | X  |     | X  |   |
| Citrus Farm Worker Induction                  | Prepares community members for production work, covering introduction to citrus, workplace induction, planting, pruning, and picking.                                                                     | X  |     |    |    |    | X  |    |     |    | X |
| Citrus Nursery Workers                        | Develops skills for nursery workers – to be replaced by the Citrus Nurseries short course.                                                                                                                | X  |     |    |    |    | X  |    |     |    | X |
| Citrus Packhouse Quality Control short course | Introduces quality management in packhouses, covering citrus types, export specifications, food safety, sanitation, accreditation, and fruit assessment.<br>Please see separate short courses report.     |    | X   |    | X  |    |    |    |     | X  |   |

| Programme Title                                              | Programme Description                                                                                                                                                                                       | LM | F2F | EL | SC | CP | SP | LT | TtT | CA | O |
|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-----|----|----|----|----|----|-----|----|---|
| Citrus Packhouse Worker Induction                            | Prepares community members for packhouse work, including citrus introduction, workplace induction, pre-sorting, grading, and packing                                                                        | X  |     |    |    |    | X  |    |     |    | X |
| Citrus Packing short course                                  | Provides an overview of packhouse operations, including receiving, treating, sorting, grading, packing, traceability, and food safety. Please see separate short courses report.                            |    | X   | X  | X  |    |    |    |     | X  |   |
| Citrus Production Master Classes                             | Develops advanced understanding of citrus production, including systems, plant structures, nutrition, harvesting, irrigation, pest and disease management, and food safety.                                 |    |     | X  |    |    |    |    |     | X  |   |
| Citrus Production Practices                                  | Covers technical aspects of citrus production, including plant manipulation, soil fertility, irrigation, pest and disease management, and sustainable farming practices.                                    |    |     | X  |    |    |    |    |     | X  | X |
| Citrus Production short course                               | Comprehensive programme on citrus production, including industry overview, plant structures, propagation, pest management, harvesting, and postharvest processes. Please see separate short courses report. |    | X   | X  | X  |    |    |    |     | X  |   |
| Citrus Secondary programme                                   | Provides school learners in citrus regions with foundational knowledge and skills in citrus production, enterprise planning, marketing, and sustainable farming. Please see separate programme report.      |    | X   | X  |    |    |    | X  |     | X  | X |
| Citrus SuperPower                                            | Train-the-trainer programme aimed at developing the skills of supervisors in citrus industry workplaces, through developing trainers stationed in production regions. Please see separate programme report. |    | X   | X  |    |    |    |    | X   | X  | X |
| Monitoring and Inspection for Phytosanitary Markets – Citrus | Tests knowledge of orchard monitors and packhouse inspectors on protocols for pest monitoring and inspection, focusing on FCM and fruit fly.                                                                |    |     | X  |    | X  |    |    |     | X  |   |
| Quick Skills                                                 | Short skills training for workplace-level competencies, including grading, harvesting, pruning, planting, agrochemical safety, scouting, and orchard sanitation. Please see separate programme report.      |    | X   |    |    | X  |    |    |     | X  | X |
| Ready-Steady-Work                                            | Three-part work-readiness programme for job entrants and supervisors, covering orientation, onboarding, probation management, performance review, and project management.                                   |    |     | X  |    | X  |    |    |     | X  |   |





# 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, providing learners with insight into various aspects of the packhouse quality control processes.

## 2024/2025 Report

- 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                             | 2024<br>Financial Year | 2025<br>Financial Year |
| <b>Income</b>                    |                        |                        |
| Resource packs sales             | 18 753                 | 9 510                  |
| Course fees                      | 33 000                 | (4 500)                |
| <b>Expenditure</b>               |                        |                        |
| Development                      | (52 500)               | -                      |
| Learning material printing       | (224)                  | -                      |
| Resource pack costs              | (3 042)                | (14 373)               |
| Facilitation                     | (12 500)               | -                      |
| Facilitator travel costs         | (6 169)                | -                      |
| Facilitator accommodation        | (1 960)                | -                      |
| Conferencing                     | (7 000)                | -                      |
| <b>Net surplus / (shortfall)</b> | <b>(31 643)</b>        | <b>(9 363)</b>         |



Past course attendees at the Citrus Production Short Course and the Citrus Export Supply Chain Short Course.

| Short Course                     | Programme Content                                                                                                                                                                                                                                                                                                                                                                                                           | Duration                   | Start Date | Courses to Date |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------|-----------------|
| Citrus Production                | 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 | 2d classroom, 1d orchard   | 2018/10/24 | 31              |
| Citrus Business Administration   | Introduction to the Citrus Industry; Production System Management; Control Inputs and Stocks; Human Resources Management; Basic Financial Management; Marketing                                                                                                                                                                                                                                                             | 4d classroom               | 2019/03/26 | 12              |
| Citrus Export Supply Chain       | 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                                                                                                                                                                                     | 2d classroom, 1d harbour   | 2019/10/09 | 11              |
| Citrus Packing                   | 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                                                                   | 2d classroom, 1d packhouse | 2020/02/19 | 6               |
| Citrus Packhouse Quality Control | 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                                                                                                                                                           | 2d classroom               | 2023/02/09 | 2               |
| Citrus Economics                 | 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                                                                                                                                                                                     | 2d classroom               | 2023/01/26 | 1               |



# Citrus Quick Skills Programmes

Short skills training for workplace-level competencies, including grading, harvesting, pruning, planting, agrochemical safety, scouting, and orchard sanitation.

- ✔ Industry Transformation
- ✔ Sustainability
- ✘ Research Support
- ✔ Stakeholder Engagement

## Background

- Developed as a set of eight short training courses to build practical workplace competencies for citrus workers.
- Designed for flexible delivery by any knowledgeable facilitator.
- Materials and resources available via the Citrus Academy website upon facilitator registration.
- Supports quick, workplace-based implementation and upskilling of workers at all levels of the industry.

## 2024/2025 Report

- All eight quick skills programmes were implemented in the period under review.
- Implementation took place across six citrus-growing regions, as well as Botswana and eSwatini.
- The majority of these quick skills programmes were initiated by the growers themselves and administratively supported by the Citrus Academy.

| Quick Skills Programme Implementation                      |                    |                      |                    |                      |
|------------------------------------------------------------|--------------------|----------------------|--------------------|----------------------|
| Learning Programme                                         | Enrolments to Date | Certificates to Date | 2024/25 Enrolments | 2024/25 Certificates |
| Citrus Grading                                             | 17                 | 17                   | 17                 | 17                   |
| Citrus Harvesting Practices and Supervision                | 10                 | 9                    | 10                 | 9                    |
| Citrus Monitoring and Inspection for Phytosanitary Markets | 39                 | 39                   | 39                 | 39                   |
| Citrus Orchard Sanitation                                  | 31                 | 31                   | 31                 | 31                   |
| Citrus Planting                                            | 0                  | 0                    | 0                  | 0                    |
| Citrus Pruning                                             | 78                 | 78                   | 0                  | 0                    |
| Citrus Safe Handling of Agrochemicals                      | 59                 | 55                   | 11                 | 7                    |
| Citrus Scouting                                            | 29                 | 26                   | 29                 | 26                   |
| Total                                                      | 263                | 255                  | 137                | 129                  |



Quick Skills Programme in Scouting held in Letsitele

| Income and Expenditure |                     |                     |
|------------------------|---------------------|---------------------|
| Item                   | 2024 Financial Year | 2025 Financial Year |
| Expenditure            |                     |                     |
| Development costs      | (191 000)           | -                   |
| Total expenditure      | (191 000)           | -                   |



# Citrus Extension Officer CPD Programme

Provides extension officers with updated knowledge on citrus production, value chains, pests, diseases, propagation, nutrition, and irrigation, with CPD points.

✓ Industry Transformation

✓ Sustainability

✓ Research Support

✓ Stakeholder Engagement

## Background

- Established to strengthen the technical capacity and effectiveness of citrus extension officers in government and private sectors.
- Provides updated knowledge on citrus production, value chains, pests, diseases, propagation, nutrition, and irrigation.
- Recognised by SACNASP for Continuous Professional Development (CPD) points.
- Structured around three components:
  - E-learning programmes
  - Ongoing skills development initiatives
  - Discussion forums
- Designed as a long-term programme, hosted and facilitated by the Citrus Academy on its e-learning platform.
- Launched in November 2024 to enhance extension services, farm-level productivity, and the professionalism of the citrus extension corps.

## 2024/2025 Report

- Programme officially launched in November 2024.
- One hundred and fifty-eight extension officers registered to date, drawn from Eastern Cape, Limpopo, Mpumalanga, KwaZulu-Natal, and North West Province.
- The Eastern Cape Department of Agriculture accounted for 112 registrations.
- Plans are underway to expand registration to all citrus-growing regions.

| Income and Expenditure  |                        |                        |
|-------------------------|------------------------|------------------------|
| Item                    | 2024<br>Financial Year | 2025<br>Financial Year |
| Income                  |                        |                        |
| Development funding     | 200 000                | -                      |
| Expenditure             |                        |                        |
| Development cost        | -                      | (80 215)               |
| Resources               | -                      | (8 000)                |
| Staff travel            | -                      | (823)                  |
| Net surplus / (deficit) | 200 000                | (89 038)               |

| Citrus Extension Officer CPD Demographics |               |           |            |           |
|-------------------------------------------|---------------|-----------|------------|-----------|
| Province                                  | Registrations | Female    | Non-White  | Youth     |
| Eastern Cape                              | 112           | 56        | 112        | 38        |
| KwaZulu-Natal                             | 16            | 9         | 16         | 5         |
| Mpumalanga                                | 8             | 6         | 8          | 2         |
| Limpopo                                   | 7             | 4         | 7          | 0         |
| North West                                | 5             | 3         | 5          | 3         |
| Private                                   | 10            | 6         | 1          | 2         |
| <b>Total</b>                              | <b>158</b>    | <b>84</b> | <b>149</b> | <b>50</b> |

# Citrus SuperPower Trainer Development Programme

Train-the-trainer programme aimed at developing the skills of supervisors in citrus industry workplaces, through developing trainers stationed in production regions.

✓ Industry Transformation

✓ Sustainability

□ Research Support

✓ Stakeholder Engagement

## Background

- A train-the-trainer initiative equipping trainers to deliver effective supervisor training in citrus workplaces, delivered by SuperPower master trainers.
- Focuses on developing supervisory, communication, and numeracy skills of supervisors through regional trainers.
- Consists of three components, being online preparation modules, a five-day face-to-face workshop, ongoing mentorship and workplace implementation.
- Certified trainers are required to implement workplace programmes soon after completion.
- Available on the Citrus Academy e-learning platform but also incorporates face-to-face facilitation by the Academy or other service providers.



Master Trainers Tias Taute and Karl-Heinz Weber at the first Train-the-Trainer Workshop held in Pretoria

## 2024/2025 Report

- Four trainer development programmes were implemented during the reporting period.
- Trainers received comprehensive resource packs, including games, stationery, learning materials, and icons.
- The programme was well received, reflecting industry demand for skilled and competent supervisors

| Income and Expenditure           |                        |                        |
|----------------------------------|------------------------|------------------------|
| Item                             | 2024<br>Financial Year | 2025<br>Financial Year |
| <b>Income</b>                    |                        |                        |
| Development funding              | 250 000                | -                      |
| Course fees                      | -                      | 231 000                |
| <b>Expenditure</b>               |                        |                        |
| Development costs                | (200 000)              | (147 300)              |
| Resources                        | -                      | (178 525)              |
| Facilitation                     | -                      | (135 000)              |
| Facilitator travel               | (7 352)                | (35 162)               |
| Facilitator accommodation        | -                      | (44 571)               |
| Conferencing                     | -                      | (87 100)               |
| Staff travel                     | -                      | (13 403)               |
| Staff accommodation              | -                      | (24 728)               |
| Courier costs                    | (226)                  | (10 471)               |
| <b>Net surplus / (shortfall)</b> | <b>42 422</b>          | <b>(445 261)</b>       |



Karl-Heinz Weber and workshop delegates during class



| Course Content                        |                                                                                                                                                                                                                                                                       |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Programme Title                       | Programme Content                                                                                                                                                                                                                                                     |
| 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. |
| Citrus SuperPower Workplace Programme | The Super Supervisor; Being a Supervisor; Talking about Business; Doing Business; Putting People First; and Being a Super Supervisor.                                                                                                                                 |

| Programme Implementation |                  |          |           |           |              |
|--------------------------|------------------|----------|-----------|-----------|--------------|
| Course                   | Total Registered | Youth    | Non-White | Female    | BOE Training |
| 240610-14 Pretoria       | 5                | 2        | 5         | 3         | 3            |
| 241104-08 Addo           | 6                | 1        | 5         | 3         | 6            |
| 250214-21 Letsitele      | 7                | 2        | 7         | 3         | 4            |
| 250303-07 Citrusdal      | 3                | 1        | 0         | 1         | 1            |
| <b>Total</b>             | <b>21</b>        | <b>6</b> | <b>17</b> | <b>10</b> | <b>14</b>    |



*The first group of Train the Trainer workshop delegates*



# 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

- Conceptualised in 2011 to provide school learners in citrus-growing regions with foundational knowledge of citrus production, enterprise planning, marketing, and sustainable farming.
- Targets Grade 10 and 11 learners; aligned to the NQF2 Plant Production qualification.
- The programme is facilitated over two years, and now consists of 23 weekly modules per year, spread over the four school terms.
- Delivered through a blended approach of e-learning, face-to-face facilitation, and practical farm-based activities.
- Redeveloped in 2021 and hosted on the Citrus Academy e-learning platform, improving accessibility and scalability.
- Equips learners with employable skills, opens career pathways, and strengthens the skills base in local citrus communities.
- Offered free of charge to schools, which provide classrooms, connectivity, facilitators, and practical learning support.



St Colmcille School during their Farm visit



Learners from Clydesdale stand with Sive Silo

## 2024/2025 Report

- All the schools continued to progress well with the programme, adding new Grade 10 learner cohorts onto the programme.
- Three new schools were onboarded in the 2025 academic year.
- Some schools continue to have challenges with consistent internet access and solutions are being investigated.
- Site visits, a key component of the programme, are conducted on nearby citrus farms and continue to be a highlight for learners.
- School visits have been well received by the school administration and allows for better oversight by the Citrus Academy.

| Income and Expenditure             |                        |                        |
|------------------------------------|------------------------|------------------------|
| Item                               | 2024<br>Financial Year | 2025<br>Financial Year |
| <b>Income</b>                      |                        |                        |
| AgriSETA Funding                   | -                      | 500 000                |
| <b>Expenditure</b>                 |                        |                        |
| Content conversion and development | (233 450)              | -                      |
| Marketing costs                    | (2 418)                | (1 250)                |
| Resources                          | (32 229)               | (92 109)               |
| Facilitation                       | (308 500)              | (480 000)              |
| Facilitator travel                 | (187 605)              | (48 397)               |
| Facilitator accommodation          | (36 450)               | (16 983)               |
| Assessments Costs                  | (11 600)               | (66 800)               |
| Staff travel                       | (23 801)               | (14 953)               |
| Staff accommodation                | (8 608)                | (86 304)               |
| Courier Costs                      | -                      | (2 296)                |
| <b>Net surplus / (shortfall)</b>   | <b>(844 661)</b>       | <b>(229 092)</b>       |

| Programme Implementation  |                                     |                |            |            |            |
|---------------------------|-------------------------------------|----------------|------------|------------|------------|
| Citrus Growing Region     | School Name                         | Total Learners | Non-White  | Female     | Youth      |
| 2024 Academic Year Intake |                                     |                |            |            |            |
| Sundays River             | Kirkwood High School                | 14             | 6          | 9          | 14         |
| Sundays River             | Moses Mabida Secondary School       | 28             | 26         | 17         | 28         |
| Letsitele                 | Ben Vorster High School             | 18             | 6          | 3          | 18         |
| Letsitele                 | Merensky Landbou Akademie           | 104            | 25         | 53         | 104        |
| Hoedspruit                | Hoedspruit High School              | 13             | 13         | 11         | 13         |
| Oranje Rivier             | Hoërskool Martin Oosthuizen         | 23             | 1          | 7          | 23         |
| Boland                    | Jakes Gerwel Tegniese Hoërskool     | 3              | 3          | 3          | 3          |
| Hoedspruit                | Lowveld Academy                     | 12             | 10         | 8          | 12         |
| Letsitele                 | Mahwahwa High School                | 52             | 52         | 22         | 52         |
| Sundays River             | St Colmcille Secondary              | 14             | 14         | 12         | 14         |
| EC Midlands               | Winterberg Agricultural High School | 33             | 28         | 11         | 33         |
| All                       | Home-based Learning                 | 3              | 0          | 1          | 3          |
| <b>Total</b>              |                                     | <b>317</b>     | <b>184</b> | <b>157</b> | <b>317</b> |
| 2025 Academic Year Intake |                                     |                |            |            |            |
| Sundays River             | Kirkwood High School                | 11             | 4          | 9          | 11         |
| Sundays River             | St Colmcille Secondary School       | 11             | 11         | 8          | 11         |
| Letsitele                 | Solomon Samson Nwamitwa Secondary   | 45             | 45         | 26         | 45         |
| Orange River              | Hoërskool Martin Oosthuizen         | 18             | 4          | 6          | 18         |
| Sundays River             | Moses Mabida High School            | 29             | 29         | 15         | 29         |
| Sundays River             | Samkelwe Secondary                  | 19             | 19         | 13         | 19         |
| Hoedspruit                | Hoedspruit High School              | 38             | 37         | 23         | 38         |
| Hoedspruit                | Lowveld Academy                     | 21             | 13         | 17         | 21         |
| Letsitele                 | Merensky Landbou Akademie           | 52             | 6          | 21         | 52         |
| Sundays River             | Sandisulwazi High School            | 24             | 24         | 13         | 24         |
| <b>Total</b>              |                                     | <b>268</b>     | <b>192</b> | <b>151</b> | <b>268</b> |





# 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 with the aim 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-eight unit standards in total.
- This production learning material can be downloaded free of charge from the Citrus Resource Warehouse website.
- It also forms the basis for most of the learning programmes developed by the Citrus Academy.
- In the 2010s the Department of Higher Education initiated the development of occupational qualifications.
- The aim is to replace all original qualifications – now referred to as legacy qualifications – with occupational qualifications.
- After June 2026, learning implementation based on legacy qualifications will no longer be possible.
- The original production learning material will however remain available for download.
- In 2016, the Orchard and Vineyard Foreman occupational qualification was developed.
- Learning material development for this qualification started in 2020.
- The first round of development used traditional methods of structuring the material, but this was found to be impractical for occupational learning.

## 2024/2025 Report

- A new approach to structuring occupational learning material was adopted in the year under review.
- Work scenarios, grouped into learning areas, were identified for the occupation and aligned with the curriculum of the occupational qualification.
- A learner and assessment guide for each work scenario is under development.
- The development will conclude in 2026, after which the learning material will be reviewed before being made available for the implementation of occupational learning.
- The development of an occupational skills programme for an orchard and vineyard assistant was initiated in 2024.
- Once the skills programme is registered, development of learning resources for this qualification will start.

| Income and Expenditure |                        |                        |
|------------------------|------------------------|------------------------|
| Item                   | 2025<br>Financial Year | 2024<br>Financial Year |
| Expenditure            |                        |                        |
| Material development   | 319 950                | 612 000                |





## Plant Production Material

Agrochemical Storage; Conservation; Crop Establishment; Crop Protection Application; Enterprise Selection, Planning and Establishment; Financial Management; Food Safety; Fruit Grading; Fruit Packing; Fruit Sorting; Harvesting; Human Resources; Industry Overview; Irrigation; Marketing; Pests, Diseases and Weeds; Plant Functions and Structures; Plant Manipulation; Plant Nutrition and Soil Management; Plant Propagation; Production Management; Repairs and Maintenance; Stock Control; Water Quality

### Citrus Orchard Forman Occupational Qualification (SAQA ID 110667)

| Learning Areas              | Work Scenarios                                                                                                                                                                                                                                                               |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Business Management         | A1 – New Enterprise Planning<br>A2 – Ongoing Planning<br>A3 – Data Gathering and Reporting<br>A4 – Performance Monitoring and Improvement<br>A5 – Fruit Quality Monitoring and Improvement<br>A6 – Accreditation and Export Requirements<br>A7 – Marketing<br>A8 – Logistics |
| Orchard Establishment       | B1 – New Orchard Establishment<br>B2 – Orchard Layout<br>B3 – Land Preparation<br>B4 – Irrigation Installation<br>B5 – Pre-Planting Tree Management<br>B6 – Planting<br>B7 – Young Tree Care                                                                                 |
| Plant Manipulation          | C1 – Plant Manipulation Planning<br>C2 – Plant Manipulation                                                                                                                                                                                                                  |
| Plant Monitoring            | D1 – Nutrition Monitoring<br>D2 – Plant Health Management<br>D3 – Ongoing Monitoring<br>D4 – Plant Health Recordkeeping                                                                                                                                                      |
| Plant Nutrition             | E1 – Irrigation Scheduling<br>E2 – Fertigation                                                                                                                                                                                                                               |
| Plant Protection            | F1 – IPM Planning<br>F2 – PPP Application                                                                                                                                                                                                                                    |
| Harvesting                  | G1 – Harvest Planning<br>G2 – Harvest Preparation<br>G3 – Harvest Management<br>G4 – Harvest Monitoring                                                                                                                                                                      |
| Orchard Maintenance         | H1 – Orchard Hygiene Management<br>H2 – Weed Control                                                                                                                                                                                                                         |
| Asset Management            | I1 – Asset Recordkeeping<br>I2 – Asset Monitoring<br>I3 – Maintenance Planning<br>I4 – Maintenance Scheduling<br>I5 – Emergency Repairs<br>I6 – Consumables and Spares<br>I7 – Asset Replacement<br>I8 – Asset Storage                                                       |
| Production Stock Management | J1 – Agrochemical Management<br>J2 – Production Stock Management                                                                                                                                                                                                             |
| People Management           | K1 – Occupational Health and Safety<br>K2 – Team Management<br>K3 – Complaints and Disciplinary Actions<br>K4 – Special Worker Requirements<br>K5 – Communication                                                                                                            |
| Environmental Management    | L1 – Sustainability and Environmental Management                                                                                                                                                                                                                             |

# 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 audio-visual media dealing with other aspects of citrus production.
- Audio-visual 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 audio-visual 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.

## 2024/2025 Report

- No new audiovisual media was developed during the year.

| Income and Expenditure            |                        |                        |
|-----------------------------------|------------------------|------------------------|
| Item                              | 2024<br>Financial Year | 2025<br>Financial Year |
| Income                            |                        |                        |
| USB sales                         | -                      | 300                    |
| Expenditure                       |                        |                        |
| Content development and scripting | -                      | (54 480)               |
| Net surplus / (shortfall)         | 0                      | (54 180)               |

| YouTube Channel Views                                                                                 |               |         |             |
|-------------------------------------------------------------------------------------------------------|---------------|---------|-------------|
| Series                                                                                                | Date Uploaded | Modules | Total Views |
| Safe Handling of Agrochemicals                                                                        | 2019/01       | 3       | 633         |
| Citrus Harvesting                                                                                     | 2021/12       | 3       | 958         |
| Citrus Planting Management                                                                            | 2015/10       | 5       | 6 897       |
| Citrus Packing / Sitrus Verpakking (replaced)                                                         | 2014/01       | 7       | 381         |
| Integrated Pest Management for Citrus                                                                 | 2014/01       | 4       | 1 384       |
| Citrus Harvesting / Sitrus Oeswerk (replaced)                                                         | 2014/01       | 3       | 2 115       |
| Citrus Pruning                                                                                        | 2017/07       | 3       | 14 744      |
| Citrus Propagation                                                                                    | 2017/07       | 3       | 12 678      |
| Citrus Postharvest / Sitrus Na-Oes (partially replaced)                                               | 2014/04       | 20      | 203         |
| Monitoring and Inspection for Phytosanitary Markets / Monitering en Inspeksie vir Fitosanitêre Markte | 2019/12       | 1       | 1 113       |
| Plant Structures and Functions                                                                        | 2017/11       | 1       | 633         |
| Citrus Packhouses                                                                                     | 2022/05       | 9       | 8 619       |
| Total Views for Review Period                                                                         |               |         | 50 358      |

| Series Details                                                                                                                                                                 | Content Summary                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Integrated Pest Management for Citrus</b>                                                                                                                                   |                                                                                                                                                                                                                             |
| Developed in 2011<br>Funded by AgriSETA<br>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                                                                                                          |
| <b>Citrus Packing / Sitrus Verpakking</b>                                                                                                                                      |                                                                                                                                                                                                                             |
| Developed in 2013<br>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                                                                          |
| <b>Citrus Planting Management</b>                                                                                                                                              |                                                                                                                                                                                                                             |
| Developed in 2015<br>Funded by AgriSETA<br>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                                                            |
| <b>Citrus Pruning</b>                                                                                                                                                          |                                                                                                                                                                                                                             |
| Developed in 2016<br>Funded by AgriSETA and Felco<br>Target groups are citrus growers, extension officers, training service providers                                          | 1 Pruning Principles; 2 Pruning Equipment; 3 Pruning Practices                                                                                                                                                              |
| <b>Citrus Propagation</b>                                                                                                                                                      |                                                                                                                                                                                                                             |
| Developed in 2016<br>Funded by AgriSETA, Du Roi and Citrogold<br>Target groups are citrus nurseries, citrus growers, extension officers, training service providers            | 1 Citrus Propagation Requirements; 2 Citrus Propagation Practices; 3 Citrus Rootstocks (2018)                                                                                                                               |
| <b>Plant Structures and Functions</b>                                                                                                                                          |                                                                                                                                                                                                                             |
| Developed in 2016<br>Funded by AgriSETA and Villa<br>Target groups are citrus nurseries, citrus growers, extension officers, training service providers, academic institutions | Plant structures and functions                                                                                                                                                                                              |
| <b>Safe Handling of Agrochemicals</b>                                                                                                                                          |                                                                                                                                                                                                                             |
| Developed in 2019<br>Funded by Villa<br>Target groups are citrus nurseries, citrus growers, extension officers, training service providers, academic institutions              | 1 General Safety; 2 Agrochemical Storage; 3 Agrochemical Application Principles                                                                                                                                             |
| <b>Monitoring and Inspection for Phytosanitary Markets – Citrus</b>                                                                                                            |                                                                                                                                                                                                                             |
| Developed in 2019<br>Funded by Post-Harvest Innovation Fund through Citrus Research International<br>Target groups are citrus growers, citrus packhouses, extension officers   | 1 False Coddling Moth and Fruit Fly                                                                                                                                                                                         |
| <b>Monitoring and Inspection for Phytosanitary Markets – Stone Fruit</b>                                                                                                       |                                                                                                                                                                                                                             |
| Developed in 2020<br>Funded by Post-Harvest Innovation Fund through Hortgro<br>Target groups are deciduous fruit growers, deciduous fruit packhouses, extension officers       | 1 False Coddling Moth and Fruit Fly                                                                                                                                                                                         |
| <b>Monitoring and Inspection for Phytosanitary Markets – Pomegranates</b>                                                                                                      |                                                                                                                                                                                                                             |
| Developed in 2020<br>Funded by Post-Harvest Innovation Fund through Pomasa<br>Target groups are pomegranate growers, pomegranate packhouses, extension officers                | 1 False Coddling Moth                                                                                                                                                                                                       |
| <b>Citrus Harvesting</b>                                                                                                                                                       |                                                                                                                                                                                                                             |
| Developed in 2012<br>Updated in 2021<br>Target groups are citrus growers, extension officers, training service providers                                                       | 1 Picking Supervision; 2 Picking Practices; 3 Orchard Sanitation                                                                                                                                                            |
| <b>Citrus Packhouses</b>                                                                                                                                                       |                                                                                                                                                                                                                             |
| Developed in 2021<br>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.

## 2024/2025 Report

- The Citrus Resource Warehouse was maintained and expanded in the period under review.
- New articles, newsletters, reports and other relevant documents are continuously being added.
- Around 9,544 documents were available at the end of the period under review.
- At the end of the reporting period, one hundred and fifty-five membership applications had been approved.

### Income and Expenditure

| Item                     | 2024<br>Financial Year | 2025<br>Financial Year |
|--------------------------|------------------------|------------------------|
| Expenditure              |                        |                        |
| Domain renewal           | 7 055                  | 6 849                  |
| Website maintenance      | 12 802                 | 32 277                 |
| <b>Total expenditure</b> | <b>19 856</b>          | <b>39 126</b>          |

### Audiovisual Modules Available for Download

| 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 /<br>Monitering en Inspeksie vir Fitosanitiêre 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                                                                            |

| 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 SHAFFE 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

|                                               | 2023/24 Actual     | 2024/25 Budget     | 2024/25 Actual     | 2025/26 Budget     |
|-----------------------------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Income</b>                                 |                    |                    |                    |                    |
| <b>Revenue</b>                                |                    |                    |                    |                    |
| Services rendered                             | 9 216 846          | 10 015 000         | 10 000 000         | 10 500 000         |
| <b>Operating income</b>                       | <b>3 179 249</b>   | <b>4 242 000</b>   | <b>3 958 574</b>   | <b>4 187 000</b>   |
| Bursary funding received                      | 1 968 006          | 2 487 500          | 2 095 600          | 2 237 500          |
| Experiential learning funding                 | 60 000             | 300 000            | 240 000            | -                  |
| Industry Exposure Programme sponsorship       | -                  | 100 000            | 90 000             | -                  |
| Special projects income                       | 42 817             | 160 000            | 3 000              | -                  |
| Black-owned enterprises skills development    | 432 712            | -                  | 628 364            | -                  |
| Learning programmes income                    | 623 963            | 682 500            | 896 300            | 910 000            |
| Short courses income                          | 51 753             | 12 000             | 5 010              | 1 039 500          |
| AV series income                              | -                  | -                  | 300                | -                  |
| Learning medial development income            | -                  | 500 000            | -                  | -                  |
| <b>Other income</b>                           | <b>251 587</b>     | <b>258 000</b>     | <b>265 448</b>     | <b>282 000</b>     |
| Cost recovery                                 | 204 000            | 222 000            | 216 000            | 234 000            |
| Profit / (loss) on fixed assets               | 16 560             | -                  | 391                | -                  |
| Interest received                             | 31 027             | 36 000             | 49 056             | 48 000             |
| <b>Operating expenses</b>                     | <b>(5 377 081)</b> | <b>(6 273 630)</b> | <b>(6 122 124)</b> | <b>(5 662 105)</b> |
| Bursary funding paid out                      | 2 307 076          | 2 500 000          | 1 990 410          | 2 250 000          |
| Bursary Fund graduate monitoring survey costs | 227 600            | 15 000             | 11 000             | -                  |
| Experiential learning payments                | 77 570             | 380 700            | 274 900            | 370 280            |
| Industry Exposure Programme costs             | 36 376             | 211 550            | 176 899            | 52 000             |
| Stakeholder engagement costs                  | 48 546             | 197 000            | 343 656            | 213 000            |
| Citrus Resource Warehouse costs               | 19 856             | 40 000             | 39 126             | 20 000             |
| Special projects costs                        | 82 489             | 179 900            | 3 587              | 8 000              |
| ETBCG programme costs                         | 66 688             | 54 000             | 99 938             | -                  |
| Black-owned enterprises skills development    | 432 712            | -                  | 628 364            | -                  |
| Learning programme costs                      | 1 674 822          | 1 968 000          | 1 873 390          | 1 103 000          |
| Short courses costs                           | 83 395             | 48 000             | 14 373             | 985 825            |
| AV series costs                               | -                  | 54 480             | 54 480             | -                  |
| OQ Learning Media Development                 | 319 950            | 625 000            | 612 000            | 660 000            |
| <b>Administration expenses</b>                | <b>(7 506 432)</b> | <b>(8 008 499)</b> | <b>(8 075 009)</b> | <b>(9 274 795)</b> |
| Accommodation, entertainment and travel costs | 307 123            | 306 000            | 242 179            | 306 000            |
| Auditors remuneration                         | 45 200             | 64 000             | 46 600             | 80 000             |
| Banking costs                                 | 23 312             | 30 000             | 28 494             | 33 000             |
| Communication and computer expenses           | 365 098            | 434 600            | 386 571            | 496 500            |
| Company secretarial fees                      | 17 015             | -                  | 36 484             | -                  |
| Depreciation                                  | 78 934             | -                  | 75 467             | -                  |
| Discount allowed                              | 57 710             | 48 000             | 34 715             | 72 000             |
| Donations                                     | -                  | 12 000             | 15 455             | 18 000             |
| Directors costs                               | 94 750             | 73 000             | 17 280             | 23 000             |
| Insurance                                     | -                  | 3 000              | -                  | 3 000              |
| Marketing expenses                            | 130 599            | 91 000             | 110 242            | 105 000            |
| Office expenses                               | 591 809            | 558 000            | 556 153            | 628 800            |
| Printing and stationery                       | 32 572             | 33 000             | 43 356             | 42 000             |
| Professional fees                             | 21 700             | 48 000             | 59 250             | 72 000             |
| Staff costs                                   | 5 740 612          | 6 304 299          | 6 421 724          | 7 391 895          |
| Subscriptions and resources                   |                    | 3 600              | 1 040              | 3 600              |
| <b>Net profit / (loss)</b>                    | <b>(235 830)</b>   | <b>232 871</b>     | <b>26 888</b>      | <b>32 100</b>      |



# 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)



086-456-7808



Visit [www.citrusacademy.org.za](http://www.citrusacademy.org.za) to:

- Learn about the Citrus Academy
- Apply for a bursary
- Find information about learning programmes
- Register for a learning programme
- Find learning resources
- Access the Pick me! platform
- Access the learner database
- Register and search for a service provider
- Get in touch using [learnmore@citrusacademy.org.za](mailto:learnmore@citrusacademy.org.za)

Visit [www.citrusresourcewarehouse.org.za](http://www.citrusresourcewarehouse.org.za) / [www.crw.org.za](http://www.crw.org.za) to:

- Find documents relating to all aspects of the citrus industry, using keywords to search all documents
- Apply for access to the members' section (limited citrus growers, packhouses and CGA group employees)
- Get in touch using [talk2us@crw.org.za](mailto:talk2us@crw.org.za)

Visit [www.citruscommunities.org.za](http://www.citruscommunities.org.za) and become part of one of our communities:

- Citrus HR Community for HR and training staff at enterprises in the citrus industry, to keep up to date with the latest developments on the human resources and skills development fronts
- Citrus Student Community for all full-time students who are interested in working in the citrus industry, to apply for bursaries, work integrated learning and industry exposure opportunities and gain access to citrus industry learning programmes and resources
- Citrus Extension Community for all those working in citrus extension, to stay informed about the latest developments in production and packing, share information and get assistance, and gain access to citrus industry resources



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