



Annual Report 2026



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

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Please note that this report reviews the period from 1 April 2025 to 31 March 2026. Where the phrase “To date” is used, it means up to 31 March 2026.

Acronyms

BEEBS – Black Economic Empowerment Bursary Support
BOE – Black-Owned Enterprise
CGA – Citrus Growers' Association of Southern Africa
CGA-GDC – Citrus Growers' Association Grower Development Company
CGDC – Citrus Growers' Development Chamber
CIT – Citrus Industry Trust
CPD – Continuous Professional Development

CRI – Citrus Research International
CRW – Citrus Resource Warehouse
LMS – Learning Management System
OPPI – Operational Productivity and Performance Improvement
SAQA – South African Qualifications Authority
SDF – Skills Development Facilitator
SDP – Skills Development Provider
WOE – White-Owned Enterprise

Chairperson's Report

I present the Chairperson's Report for the 2025/26 financial year on behalf of the Citrus Academy Board of Directors. During the year under review, the Citrus Academy continued to strengthen its role as the human capital development arm of the Citrus Growers' Association. While remaining committed to our founding mandate of developing people for the citrus industry, we also embarked on an important new chapter by implementing the Citrus Industry Transformation Strategy and aligning all Academy activities with its objectives. This strategic alignment has positioned the Academy as one of the primary drivers of transformation, skills development and long-term sustainability within the citrus industry.

Strategic Alignment and Industry Transformation

Following the approval of the Citrus Industry Transformation Strategy by the CGA Board, the Citrus Academy developed and adopted its own Transformation Strategy, ensuring that every programme and initiative contributes directly to the industry's transformation priorities. Throughout the year, efforts were made to strengthen collaboration with other CGA group entities, creating greater alignment and maximising the impact of our collective work.

Transformation remains central to everything we do. Our programmes continue to reach those who need them most, with 98% of beneficiaries during the year being non-white and 40% female. These outcomes demonstrate the Academy's ongoing commitment to building an inclusive and representative citrus industry.

Supporting Growers Through Skills Development

The Academy continued expanding the range of services available to citrus enterprises, particularly black-owned enterprises. The Citrus HR Community continued to grow, providing an important platform for sharing information on skills development and employment equity. Academy staff also worked directly with growers through the CGA Grower Development Company study groups, providing practical support and guidance.

The year also saw important progress in preparing for a new approach to skills development planning, enabling the Academy to assist enterprises in aligning workforce development with production requirements. This initiative will become an increasingly valuable service as implementation expands in the coming years.

Building Capacity Across the Industry

Developing technical and management capability across the citrus value chain remains one of the Academy's highest priorities. The Citrus Extension Officer Continuous Professional Development Programme continued to strengthen extension services across South Africa, with 160 extension officers having participated. The establishment of the Citrus Extension Community further enhances collaboration and knowledge sharing amongst technical advisors serving our growers.

The Citrus SuperPower Programme also continued to gain momentum, successfully expanding into workplace implementation and contributing to the development of supervisors and future managers. At the same time, preparations commenced for operational and senior management development programmes that will further strengthen leadership

“With our Transformation Strategy firmly in place, we are well positioned to expand our impact, strengthen partnerships across the CGA Group, and continue developing the people who will shape the future of the citrus industry.”

capacity throughout the industry. Technical skills development likewise remained a cornerstone of the Academy's work, with hundreds of learners participating in specialised training programmes while making increasing use of our growing collection of digital learning resources, Best Practice Handbooks and online learning platforms.

Developing Future Talent

The long-term success of our industry depends on attracting, developing and retaining talented young people. Despite ongoing funding constraints affecting bursary numbers, the Citrus Academy Bursary Fund continues to serve as the primary vehicle for developing future industry professionals.

The Citrus Secondary Programme continues to inspire learners in citrus-producing regions, and we were particularly encouraged to celebrate the programme's first graduates during the year. Work integrated learning opportunities, industry exposure initiatives and the Pick me! employment platform continue to bridge the gap between education and meaningful employment, ensuring that talented graduates are well positioned to establish successful careers within the citrus industry.

Financial Sustainability and Governance

The Academy maintained sound financial governance throughout the year, concluding the financial year with a modest surplus of R2 694. Although lower than the previous year's surplus, this positive result reflects responsible financial management during a period of increasing cost pressures and continued investment in strategic programmes.

The Board continued to provide effective oversight and guidance through regular meetings, ensuring that the Academy remains well governed and strategically focused as it enters this new phase of implementing the Transformation Strategy.

Looking Ahead

The year under review marked the beginning of an exciting new era for the Citrus Academy. With our Transformation Strategy now firmly in place, we are well positioned to expand our impact, strengthen partnerships across the CGA Group, and continue developing the people who will shape the future of the citrus industry.

On behalf of the Board, I extend my sincere appreciation to our management team, staff, industry partners, funders, volunteers and every organisation that supports the work of the Citrus Academy. Your commitment and collaboration make our achievements possible.

Together, we will continue building a skilled, inclusive and sustainable citrus industry for generations to come.



General Manager's Report

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.

“Twenty years of growth have confirmed one thing: investing in people is investing in the long-term future of the citrus industry.”

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 over 400 students, through over 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 had 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 204 million cartons of citrus in 2025, and the Citrus Academy team has grown to thirteen 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.



CGA Transformation Strategy 2025-2028



The Citrus Growers' Association of Southern Africa (CGA), along with the CGA group of Companies, developed the CGA Transformation Strategy in 2025. It represents the key thinking about “why”, “what”, “who”, “when” and “how” the citrus industry approaches transformation in the current CGA levy cycle (2025 to 2028) and beyond. This is an overarching strategy to guide the transformation activities of CGA and the citrus industry at large. Each of the companies in the CGA Group will develop their own company-specific strategies linked to their core functions and focus areas, but aligned to this overarching strategy.



Vision

Successful transformation in the citrus industry involves providing and facilitating equal opportunities for achievement and advancement to all individuals, irrespective of race or gender. Central to this objective is the support and development of commercially profitable and sustainable BOEs, mostly consisting of black-owned and operated citrus farms. It means there is a roadmap showing the various paths black people have and can travel to become key contributors at multiple stages of the export citrus supply chain. There will be jobs created in citrus production regions.

A transformed citrus industry in South Africa will significantly improve the nation's socio-economic landscape. It will provide residents in rural areas, where economic opportunities are limited, with avenues to utilise their skills and to be justly compensated for their contributions. It means citrus industry people can shape their own future.

Core Principles of Industry Transformation

	Long-term change Build a foundation for enduring and lasting change.		Shared responsibility Every stakeholder has a role to play.
	Investing in people The trajectory of the industry depends on the people working within it.		Collaboration Collaborating with government and all partners is necessary
	Prioritise potential Focus limited resources where success is most likely.		Catalytic funding Use levy funds to leverage further development finance.
	Long-term value Prefer funding that unlocks sustained value, not short-term inputs.		Inclusivity and accountability Promote equality, collaboration and responsibility.

Target Groups

	Black-Owned Enterprises (BOEs) – enterprises involved in the propagation, production, and packing of citrus, with a percentage of ownership by historically underrepresented communities, including the owners and employees of the enterprises
	Enterprises (B) (WOEs) – enterprises involved in the propagation, production, and packing of citrus, without a percentage of ownership by historically underrepresented communities
	Value Chain Entities (VCEs) – enterprises in the citrus value chain outside of the two categories defined above
	Employees – all present and future employees at enterprises in the citrus value chain
	Leaders – all individuals who have been nominated by the citrus industry for, and appointed to, leadership positions in the citrus industry group structures and external entities, such as board members, council members, committee members, etc.
	Communities – communities in citrus-growing regions

Delivery Mechanisms



Provides strategic guidance for industry transformation, resources the entities in the group to implement transformation, and promotes transformation in the citrus value chain.



Supports community development in citrus-growing regions through local charitable and educational initiatives and institutions.



Offers a platform for representatives of BOEs to discuss and address common concerns and nominates Leaders to industry structures.



Provides support services to BOEs and monitors their progress.



Provides strategic guidance for industry transformation, resources the entities in the group to implement transformation, and promotes transformation in the citrus value chain.



Offers human resource development services to BOEs, supports BOEs and WOE in the citrus value chain to advance employment equity, attracts new Employees, and develops Leaders.



Ensures that quality products and services are delivered equally to all enterprises in the citrus industry, with a focus on the needs and priorities of BOEs, potentially in cooperation with CGA-GDC.



Ensures the equal delivery of quality cultivars and services to all enterprises in the citrus industry, with preferential access for BOEs.

CGA Transformation Strategy at a Glance

Our strategy focuses on enabling a thriving citrus industry through collaboration, capacity building and inclusive growth

 Key Activity	 Target Group	 Delivery Mechanism
Enterprise Engagement and Support		
Facilitating BOE engagement Maintaining a platform for discussing and addressing matters of common concern to BOEs.	BOEs	CGDC
Facilitating WOE engagement Enabling formal and informal engagement.	WOEs	CGDC, CGA
Individual development plans Developing and maintaining individual development plans for BOEs, incorporating and aligning all services delivered by various delivery mechanisms.	BOEs	CGA-GDC
Technical extension Technical advisory services in line with latest best practice recommendations.	BOEs	CGA-GDC, CRI, national and provincial DoAs
Direct production input funding / support Funding for production inputs	BOEs	CGA-GDC, CRI, RBX, CGACC, national and provincial DoAs
Enterprise Capacity and Compliance		
Monitoring and data tracking Recording and tracking key performance data and measurement of good operating practices	BOEs	CGA-GDC DoA extension officers
Access to finance instruments Assist with accessing finance from external sources. Look to leverage CGA Levy funds to attract additional funds for greater impact.	BOEs, WOE	CGA-GDC
Compliance programmes support Support BOEs to ensure that they have the necessary certifications to maximise returns by accessing the most lucrative markets.	BOEs	CGA-GDC, CA, CGA
Social facilitation Facilitation aimed at addressing difficulties with communal ownership in BOEs	BOEs	CGA-GDC
Building enterprise capacity Assisting enterprises with accessing skills development in order to build internal capacity	BOEs	CA
Skills and Leadership Development		
Industry exposure Enabling exposure to industry events, including conferences, symposia, workshops, etc. Create work exposure opportunities (internships)	BOEs, Employees, Leaders	CGA, CGDC, CGA-GDC, CA, CRI
Leadership development programmes Programmes aimed at developing leaders in the industry	Leaders	CA
Management development programmes Programmes aimed at developing management skills and practice	BOEs, Employees	CA
Technical skills development programmes Programmes aimed at developing technical skills and practice in production and packing	BOEs, Employees	CA
Talent and Community Development		
New talent attraction Attracting young people into the citrus industry	Employees	CA
New talent development Establishing and maintaining pipelines for talent into the citrus industry.	Employees	CA
Enabling industry absorption Maintaining and funding programmes that encourage and enhance the absorption of new employees at enterprises in the industry.	Employees	CA
Community development Developing communities in citrus-growing regions	Communities	Orange Heart, CGA-GDC, CA, CRI, RBX, CGACC

Citrus Academy Transformation Strategy



The Citrus Growers' Association of Southern Africa (CGA), along with the CGA group of Companies, developed the Citrus Industry Transformation Strategy, an overarching strategy to guide the transformation activities of CGA and the citrus industry at large. Each of the companies in the CGA Group are expected to develop their own strategies linked to their core functions and focus areas but aligned to this overarching strategy.



Vision for Transformation in Industry Human Resources

Successful transformation in the human resources of the citrus industry means providing and facilitating equal opportunities for achievement and advancement to all individuals, irrespective of race or gender.

Central to this objective is the support and development of commercially profitable and sustainable BOEs, mostly consisting of black-owned and operated citrus farms, by ensuring that the internal capacity of these enterprises enables profitable and sustainable operations. Of equal importance is enabling and supporting employment equity and socioeconomic development through building skills and enabling access to jobs.

Purpose of Transformation in Industry Human Resources

Industry transformation aims to establish an enabling environment and industry where all participants can succeed and contribute to the advancement of South Africa.

Scope of Transformation Strategy

This strategy applies to the Citrus Academy, guiding its operations and activities. The purpose of the strategy is to be enabling and not limiting.

Target Groups



Black-Owned Enterprises (BOEs) – enterprises involved in the propagation, production, and packing of citrus, with a percentage of ownership by historically underrepresented communities, including the owners and employees of the enterprises



Enterprises (B) (WOEs) – enterprises involved in the propagation, production, and packing of citrus, without a percentage of ownership by historically underrepresented communities



Value Chain Entities (VCEs) – enterprises in the citrus value chain outside of the two categories defined above



Employees – all present and future employees at enterprises in the citrus value chain



Leaders – all individuals who have been nominated by the citrus industry for, and appointed to, leadership positions in the citrus industry group structures and external entities, such as board members, council members, committee members, etc.



Communities – communities in citrus-growing regions

Delivery Partners



Provides strategic guidance for industry transformation, resources the entities in the group to implement transformation, and promotes transformation in the citrus value chain.



(CGA charitable initiative) – Supports community development in citrus-growing regions through local charitable and educational initiatives and institutions.



(CGA board committee) – Offers a platform for representatives of BOEs to discuss and address common concerns and nominates Leaders to industry structures.



Provides extension, technical and financial support services to BOEs and monitors their progress.



Provides technical content and expertise, extension support and workplace learning opportunities.



Provides technical content and expertise, extension support and workplace learning opportunities.



Provides technical content and expertise and extension support.

Citrus Academy Transformation Strategy at a Glance

Our strategy focuses on enabling a thriving citrus industry through collaboration, capacity building and inclusive growth

 Key Activity	 Target Group	 Academy Role	 Delivery Partners
Engagement and Planning			
1. BOE engagement Engaging BOEs through the CGDC and directly through other events.	BOEs	Support	CGDC, CGA-GDC
2. WOE engagement Engaging with WOEes to promote and enable sustainability and transformation.	WOEs	Support	CGA
3. Individual enterprise skills development plans Developing and monitoring the implementation of skills development plans for BOEs.	BOEs	Implement	
4. Direct skills development funding Funding for skills development programmes	BOEs	Implement	SDPs
Enterprise Capacity and Compliance			
5. Building enterprise capacity Assisting enterprises with accessing skills development to build internal capacity and become less dependent on outside support.	BOEs	Implement	CA
6. Compliance programmes support Enabling enterprises to meet the requirements of compliance programmes	BOEs	Implement	CGA, compliance programmes
7. Technical extension capacity Enabling technical advisory services in line with latest best practice recommendations.	BOEs	Implement	CGA-GDC, CRI, national and provincial DoAs
Skills and Leadership Development			
8. Industry exposure Enabling exposure to industry events, including conferences, symposia, workshops, etc. Create work exposure opportunities (internships)	BOEs, Employees, Leaders	Implement	CGA, CGDC, CGA-GDC, CRI
9. Leadership development programmes Programmes aimed at developing leaders in the industry	Leaders	Implement	CA
10. Management development programmes Programmes aimed at developing management skills and practice	BOEs, Employees	Implement	CA
11. Technical skills development programmes Programmes aimed at developing technical skills and practice in production and packing	BOEs, Employees	Implement	CA
Talent and Community Development			
12. New talent attraction Attracting young people into the citrus industry	Employees	Implement	CA
13. New talent development Establishing and maintaining pipelines for talent into the citrus industry.	Employees	Implement	CA
14. Enabling industry absorption Maintaining and funding programmes that encourage and enhance the absorption of new employees at enterprises in the industry.	Employees	Implement	CA
15. Community development Developing communities in citrus-growing regions.	Communities	Support	Orange Heart



It is acknowledged that there are many other entities outside the CGA Group of Companies that play important roles in furthering industry transformation. These include national and local government departments, the AgriSETA, academic institutions, etc. It is critical for the Citrus Academy to identify these external entities on an ongoing basis and to establish close cooperation with them.

Grower Engagement



Description

Engaging BOEs through the CGDC and directly through other events, with the purpose of informing growers and determining needs.
Engaging with WOE to promote and enable sustainability and transformation.



Target Groups

Black-owned enterprises,
white-owned enterprises



Citrus Academy Role

Support



Delivery Partner

CGDC, CGA-GDC, CGA

Activities

Black-owned enterprises

- Provide liaison officer for CGDC.
- Assist with arrangements for CGDC events.
- Attend grower events and meetings.
- Provide support to BOE HR staff.

White-owned enterprises

- Attend grower events and meetings. Support and advise WOE on implementing BEE and skills development initiatives.

Progress Measurement

- Sufficient support provided to CGDC
- Number of BOE grower meetings attended
- Number of HR staff from BOEs on HR Community
- Number of WOE grower meetings attended
- Number of HR staff from WOEs on HR Community

Implementation and Progress

- ✓ Sive Silo continued to act as the grower liaison and administrator for the Citrus Growers' Development Chamber.
- ✓ Sam Louw attended CGA-GDC Citrus Information Days around the country, while Londiwe Ngcobo attended study group meetings to inform BOEs about skills planning and funding support.
- ✓ The HR Community held two meetings during the year under review.
- ✓ The major engagement opportunity during the year under review was the CGDC Grower Indaba.
- ✓ Citrus Academy staff provided assistance with the arrangements for the Indaba.
- ✓ The Indaba was attended by representatives from most black-owned citrus enterprises, government departments and agencies, commercial companies, CGA group companies and other fruit industry organisations.
- ✓ During the Indaba, the Citrus Academy presented its plans for implementing the Citrus Industry Transformation Strategy.

8

Meetings attended

33

BOE HR Community members

220

HR Community members

Activities	Progress	
	Measurement	Impact
Provide liaison officer for CGDC.	In place	
Assist with arrangements for CGDC events.	In place	
Attend grower events and meetings.	Meetings attended	8
Provide support to BOE HR staff.	BOE HR Community members	33
Support and advise WOEs on implementing BEE and skills development initiatives.	HR Community members	220



Citrus Academy Staff and CGA-GDC staff at the Grower Indaba



Dr Mono Mashaba facilitated the Grower Indaba



Growers listening attentively to deliberations at the Grower Indaba



Dr Boitshoko Ntshabele, Khaya Katoo, Brian Katoo, Crewlyn Katoo and Phillip Dempsey at the Grower Indaba



Sam Louw and Limpopo BOE growers interacting, Ga-Rawesi September 2025

Skills Development Planning

	Description Developing and monitoring the implementation of skills development plans for BOEs.				
	Target Groups Black-owned enterprises, white-owned enterprises		Citrus Academy Role Implement		Delivery Partner CGDC, CGA-GDC, CGA

Activities

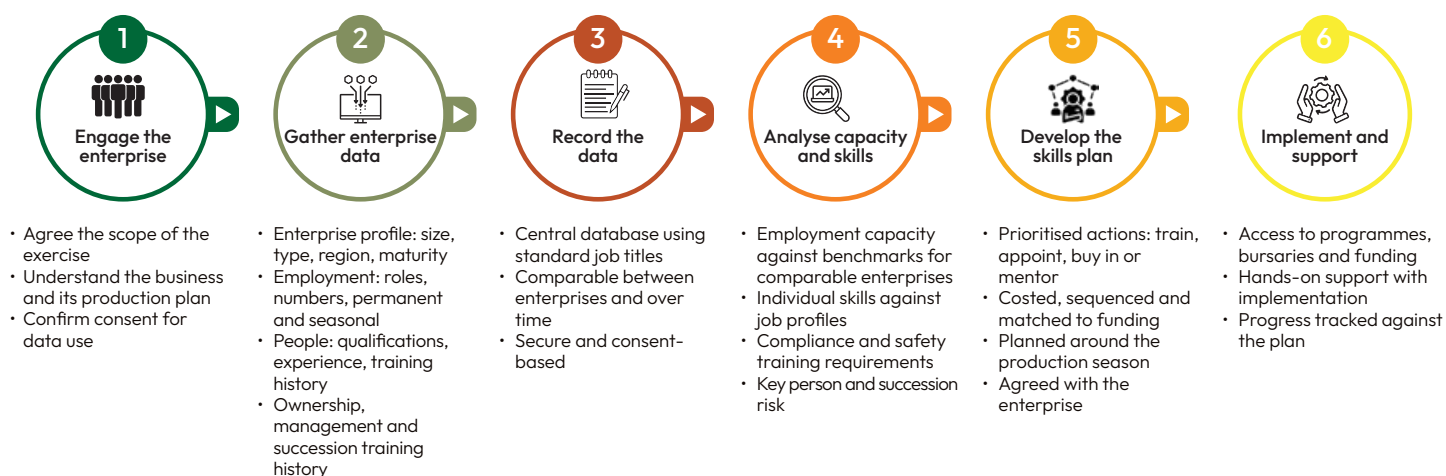
- Measure and monitor internal capacity of BOEs.
- Work with BOEs to develop and update skills development plans.
- Assist with succession planning.

Progress Measurement

- Number of skills development plans in place.
- Overall progress with implementation of skills development plans.

Implementation and Progress

- ✓ Planning for working with BOEs to create individual enterprise skills development plans was finalised during the year.
- ✓ Funding for skills development planning will become available in the new financial year.



Donavale Citrus Farm - QSP Scouting training



RND Citrus Farm - QSP Safe Handling of Agrochemicals

Skills Development Funding

	Description Funding for skills development programmes for owners and employees				
	Target Groups Black-owned enterprises		Citrus Academy Role Implement		Delivery Partner Skills development providers

Activities

- Provide Citrus Academy training programmes at no cost.
- Provide funds for training programmes.

Progress Measurement

- Number of programmes and learners funded

Implementation and Progress

- ✓ The Citrus Academy has been funding skills development for black-owned enterprises since 2015, mostly in the form of Citrus Academy programmes, such as short courses, and bursaries.
- ✓ In 2023, the Citrus Academy started paying for training programmes delivered by external SDPs, mostly focusing on compliance training.
- ✓ During the year under review, this support increased significantly, with 40% of the total training programmes funded to date occurring during this year.
- ✓ There was a greater focus on technical and compliance training programmes, to ensure that BOEs maintain critical certification for exporting their fruit.
- ✓ Training was requested by black-owned enterprises and approved for funding after a due diligence process to ensure that it was legitimate and related to their citrus production activities.
- ✓ Skills development providers were also verified and vetted before approval.

2025/26	To date:	2025/26	To date:
30	848	841	1224
Number of learners participating in free Citrus Academy programmes	Number of learners participating in free Citrus Academy programmes	Number of learners participating in programmes provided by other SDPs and funded by the Citrus Academy	Number of learners participating in programmes provided by other SDPs and funded by the Citrus Academy

Activities	Progress			
	Measurement		Impact	
			2025/26	To Date
Provide Citrus Academy training programmes at no cost.	Number of learners participating in free Citrus Academy programmes	Technical	23	699
		Business Admin	1	123
		Management	6	20
		Compliance	0	6
		Total	30	848
Provide funds for training programmes.	Number of learners participating in programmes provided by other SDPs and funded by the Citrus Academy	Technical	140	184
		Business Admin	0	8
		Management	52	52
		Compliance	649	980
		Total	841	1224

Building Enterprise Capacity



Description

Assisting enterprises with accessing skills development to build internal capacity and become less dependent on outside support.



Target Groups

Black-owned enterprises



Citrus Academy Role

Implement



Delivery Partner

Skills development providers

Activities

- Fund bursaries for owners and their family and workers.
- Assist with skills planning and implementation.

Progress Measurement

- Number of BEEBS (Black Economic Empowerment Bursary Support) bursaries
- Progress towards self-reliance

Implementation and Progress

- ✓ Building the internal capacity of black-owned enterprises is central to skills development planning and direct skills development funding.
- ✓ It requires, however, long-term investment as well, in the form of bursaries for enterprise owners, their families and employees.



Kuhle Nohamba of Konzi Citrus



Sigcine Manyonta of Oakdene Citrus

To date:

326

BEEBS bursaries to date

To date:

82

BEEBS beneficiaries to date

Activities	Progress		
	Measurement	Impact	
		2025/26	To Date
Fund bursaries for owners and their family and workers.	BEEBS bursaries	12	326
	BEEBS beneficiaries	12	82
Assist with skills planning and implementation.	See skills development planning activity		

Compliance Programme Support

	Description Enabling enterprises to meet the requirements of compliance programmes				
	Target Groups Black-owned enterprises		Citrus Academy Role Implement		Delivery Partner CGA, compliance programmes

Activities

- Make available information on changes in compliance requirements.
- Develop programmes and resources where applicable.
- Assist in meeting compliance requirements.

Progress Measurement

- Number of BOEs achieving export compliance
- Programmes and resources in place

Implementation and Progress

- ✓ The Citrus Academy monitors compliance requirements and identifies resources and programmes that can assist growers in achieving compliance.
- ✓ These programmes and resources are made available at no cost as far as possible.
- ✓ The Citrus Best Practice Handbooks have been developed for production and packhouses to enable the implementation of continuous improvement, a requirement for GLOBALG.A.P. certification.
- ✓ The Citrus Quick Skills Programmes have been developed as a quick and cost-effective way of implementing training for workers in skills such as picking, pruning, orchard sanitation, safe handling of agrochemicals, etc., which are commonly used as risk mitigation strategies for compliance programmes.
- ✓ Black-owned enterprises are assisted with making use of these programmes and resources.
- ✓ Other needs for achieving compliance are identified and addressed if they fall within the purview of the Academy.



Sigcine Manyonta of Oakdene Citrus

Activities	Progress
Make available information on changes in compliance requirements.	In place
Develop programmes and resources where applicable.	Programmes developed where needed
Assist in meeting compliance requirements.	To be measured and monitored in skills plans

Technical Extension Capacity



Description
Enabling technical advisory services in line with latest best practice recommendations



Target Groups
Black-owned enterprises



Citrus Academy Role
Implement



Delivery Partner
CGA-GDC, CRI, national and provincial DoAs

Activities

- Assist with developing skills and capacity of extension staff, to improve their level of service to BOEs.

Progress Measurement

- Number of extension workers enrolled in programmes
- Number of Citrus Extension Community members

Implementation and Progress

- ✓ In 2024, the Citrus Academy developed the Citrus Extension Officer CPD (Continuous Professional Development) initiative, aimed at strengthening the technical capacity and effectiveness of extension officers in the public and private sectors.
- ✓ The initiative involves three parts – a foundational learning programme on citrus production management, a library of continuous professional development programmes that are constantly updated and expanded, and the citrus extension community.
- ✓ The Citrus Extension Community was established in 2025 and held two virtual meetings during the year under review, during which extension officers were exposed to the importance of maintaining biosecurity and schooled in best production practices in response to flooding, amongst other important matters.
- ✓ The first cohort of programme participants progressed well in completing the foundational learning programme, with a number of them graduating during the year.



2025/26	To date:	To date:
123	160	164
Number of learners enrolled in programme	Number of learners enrolled in programme	Number of Extension Community members

Activities	Progress		
	Measurement	Impact	
		2025/26	To Date
Assist with developing skills and capacity of extension staff, to improve their level of service to BOEs.	Number of learners enrolled in programme	123	160
	Number of Extension Community members		164

Employers of Programme Participants

Employer	Participants To Date
Eastern Cape Department of Agriculture and Rural Development	110
KwaZulu-Natal Department of Agriculture and Rural Development	15
Limpopo Department of Agriculture and Rural Development	7
Mpumalanga Department of Agriculture and Rural Development	9
North West Department of Agriculture and Rural Development	5
Other	14
Total	160



Citrus Academy participating in GDC extension workshop at Mariveni, Letsitele



MC Pretorius discussing Citrus Academy programmes at CRI Postharvest technical workshops in 2025



Prof. Jacque vd Waals with Citrus Academy industry exposure students; CRI technical work July 2025

Industry Exposure

	Description Enabling exposure to industry events, including conferences, symposia, workshops, etc. Create work exposure opportunities (internships)		
	 Target Groups Black-owned enterprises, employees, leaders	 Citrus Academy Role Implement	 Delivery Partner CGA, CGDC, CGA-GDC, CRI

Activities

- Providing funding and support to attend industry events.
- Run programmes to promote internships.

Progress Measurement

- Number of programme participants

Implementation and Progress

- ✓ It is critical for students who want to work in the citrus industry to be exposed to the industry while they are still studying, providing context for their studies and practical experience.
- ✓ Graduates also often struggle to find work on completion of their studies, due to a lack of experience.
- ✓ We assist all members of the Citrus Student Community to attend industry events, such as symposia, conferences and workshops, and to find placements for vacation work, internships and graduate placements.
- ✓ During the year under review, there were no large industry events, such as the CRI Research Symposium and the CGA Citrus Summit, and those that benefited from the programme mostly attended technical workshops.
- ✓ Placements for two interns and one graduate were funded.
- ✓ The AgriSETA provided funding for the graduate placement.
- ✓ Two students completed vacation work during the mid-year university vacation.



Bursary Fund student, Tebogo Sethoga during vacation work at Citrus Research International

To date: 331 Number of people supported to attend industry events.	To date: 82 Internships	To date: 25 Graduate placements	To date: 181 Vacation work
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Postgrad students at the CRI workshops



Postgrad students Sibongiseni Silwana with research colleagues at the TUT Joint UNAM Conference in Namibia



Bursary Fund student, Tebogo Sethoga during vacation work at Citrus Research International



Bursary Fund student, Masungulo Ndlovu during vacation work at Bavaria Estates

Activities	Measurement		Impact	
			2025/26	To date
Providing funding and support to attend industry events.	Number of people supported to attend industry events.	IEP programme participants	9	331
Arrange internships, graduate placements, vacation work	Arrange internships, graduate placements, vacation work	Internships	2	82
		Graduate placements	1	25
		Vacation work	2	181

Leadership Development

	Description Programmes aimed at developing leaders in the industry			
	 Target Groups Leaders	 Citrus Academy Role Implement	 Delivery Partner Skills development providers	

Activities

- Identifying and implementing appropriate leadership programmes to enable Leaders to maximise the contribution they make in their positions.

Progress Measurement

- Programmes identified
- Number of programme participants

Implementation and Progress

- ✓ At the CGDC Grower Indaba in September 2025, new members were elected for the Citrus Grower Development Chamber.
- ✓ In October 2025, an induction meeting was held for the new CGDC members, covering the citrus industry structures and an introduction to leadership, with some discussion around the strategy.
- ✓ Further leadership development programmes are planned for 2026.



Members of the Citrus Growers' Development Chamber

Management Development



Description

Programmes aimed at developing management skills and practice



Target Groups

Black-owned enterprises, employees



Citrus Academy Role

Implement



Delivery Partner

Skills development providers

Activities

- Develop and implement programmes to improve management practices

Progress Measurement

- Programmes in place
- Number of programme participants

Implementation and Progress

- ✓ The Citrus Academy developed business management learning material, aligned with the legacy qualification for new venture creation, more than 10 years ago.
- ✓ The material was used to successfully facilitate learnerships, mostly aimed at beneficiaries of the ETBCG programme.
- ✓ The learning material was, however, found to be not tightly aligned with the industry need for developing senior business managers.
- ✓ Furthermore, no other suitable material or programmes were found for the development of supervisors and junior managers in the citrus industry.
- ✓ In 2024, the Citrus SuperPower programme was developed, focusing on supervisor training for citrus workplaces.
- ✓ The Citrus SuperPower programme is a train-the-trainer programme, through which certified master trainers facilitate workshops during which workplace facilitators are trained to implement the programme in workplaces.
- ✓ The year under review saw an increase in workplace implementation, with very positive feedback received from trainers and learners.
- ✓ During this year, the development of two further management development programmes was initiated.
- ✓ The Citrus Operational Excellence short course is aimed at sharpening the management skills of junior and middle managers in preparation for the citrus season and became available at the end of the year under review.
- ✓ The Operational Productivity and Performance Improvement (OPPI) programme is aimed at senior management development and will be piloted in the next financial year.
- ✓ The development of audiovisual media on management practices was also initiated during the year under review and will be concluded in the new financial year.

To date:

3

Programmes in place

2025/26

53

Programme participants

To date:

69

Programme participants

Activities	Measurement	Impact	
		2025/26	To date
Develop and implement programmes to improve management practices.	Programmes in place		3
	Number of programme participants	53	69

Management Development



Learners who attended OPPI, held in Letsitele

Available Management Programmes

	Technical	Compliance	Business Admin	Management Development
Business Managers		 Best Practice Handbooks		 Citrus OPPI Programme
Technical Managers				 Citrus Economics SC
Junior to Middle Managers				 Citrus SuperPower  Citrus Operational Excellence SC
Workers				

Best Practice Handbooks

Implementation and Progress

- ✓ Continuous improvement is a critical management practice, and is also required for certain compliance programmes, such as GLOBALG.A.P.
- ✓ To enable continuous improvement, best practice handbooks are required, setting the industry standards for all the practices employed in operations.
- ✓ The Citrus Academy developed best practice handbooks for citrus production and packhouse operations.
- ✓ Each handbook consists of workflows and toolkits, pertaining to each operational practice.
- ✓ The handbooks can be downloaded from the Citrus Resource Warehouse.

Theme / Workflow	Toolkits
1. Visioning, Planning, Measuring and Leading	1.1 Setting Key Strategic Objectives 1.2 Organisational Structure and Capability 1.3 Measuring and Managing Performance (KPIs) 1.4 Leader Standard Work 1.5 Leading Change and Improvement
2. Operational Guidance and Execution	2.1 Planning for Operational Success 2.2 Staying on Course (Operational Review) 2.3 Visual Management 2.4 Daily Performance Review 2.5 Standard Work 2.6 5S (Organisation Work Environment) 2.7 Gemba Walks
3. Production (Basic Farming Practices)	3.1 Land Preparation, Orchard Layout and Infrastructure 3.2 Cultivars and Rootstocks 3.3 Planting and Young Tree Care 3.4 Irrigation 3.5 Plant Nutrition 3.6 Crop Manipulation and Fruit Set Stages 3.7 Pest and Disease Control 3.8 Orchard Maintenance, Pruning and Sanitation 3.9 Environmental Management and Community Impact 3.10 Orchard Replacement Planning
4. Harvesting	4.1 Maturity Indexing 4.2 Picking Best Practice 4.3 Picking Supervision and Monitoring Picking Injuries on Fruit
5. Product Quality	5.1 Developing a Quality Vision and Culture 5.2 Setting Standards and Planning for Quality 5.3 Quality Assurance and Control 5.4 Improving Quality and KPIs 5.5 Change Control
6. Health and Safety	6.1 Embedding Safety Culture and Practice 6.2 Safety Management
7. Maintenance and Asset Care	7.1 A Reliability Approach to Asset Care 7.2 Critical Equipment
8. Procurement	8.1 Procurement in General 8.2 Assets and Total Cost of Ownership 8.3 Procuring Services
9. Administrative Excellence	9.1 Administrative Excellence 9.2 Audit and Certification Compliance Documentation
10. Institutional Effectiveness	10.1 Strategic Partnerships 10.2 Community Property Associations and Cooperatives
11. Value Chain Alignment	11.1 Value Chain Alignment
12. Problem Solving	12.1 Abnormal Situation Management 12.2 Structured Problem Solving
13. Improvement Projects	13.1 Understanding the Operational Process 13.2 Identifying Key Losses and Registering Improvement Projects 13.3 Managing Focused Improvement Projects
14. Skills Development	14.1 Skills Development Planning 14.2 Managerial and Supervisory Training 14.3 Technical, Employee and Team Training

Technical Skills



Description

Programmes aimed at developing technical skills and practice in production and packing



Target Groups

Black-owned enterprises, employees



Citrus Academy Role

Implement



Delivery Partner

Skills development providers

Activities

- Develop and implement programmes to improve technical practices

Progress Measurement

- Programmes in place
- Number of programme participants

Implementation and Progress

- ✓ Technical skills development programmes aim to improve the knowledge and skills of citrus propagation, production, and packing practices, as well as all other operations and practices involved in the citrus value chain, including business administration and exporting.
- ✓ Some of these programmes are also used for training required for compliance programmes.
- ✓ Technical skills programmes are developed to meet the needs of particular target groups, in terms of their level, length, content and delivery mechanism (face-to-face or online).
- ✓ Some of these programmes are aligned with curricula registered with SAQA, whether these be so-called legacy qualifications or new occupational qualifications and skills programmes.
- ✓ As far as it is possible, programmes are made available at no cost as a service to the industry, and where it is necessary to charge a fee, this is done purely on a cost-recovery basis.



Learners, facilitator and Citrus Academy team at the Citrus Production short course held in Citrusdal in October 2025



Learners, facilitator and Citrus Academy team at the Citrus Export Supply Chain Short Course held in Paarl in October 2025

To date:	2025/26	To date:
12	436	3 227
Programmes in place	Programme participants	Programme participants

Activities	Measurement	Impact	
		2025/26	To date
Develop and implement programmes to improve technical practices	Programmes in place		12
	Number of programme participants	436	3 227

Technical Learning Programmes

Available Management and Technical Programmes

	Technical	Compliance	Business Admin	Management Development
Business Managers				 Citrus OPPI Programme
		 Best Practice Handbooks		
Technical Managers	 Citrus Extension CPD  Citrus Master Class  Citrus Export Supply Chain SC	 Agricultural Remedies Supervision		 Citrus Economics SC
Junior to Middle Managers	 Citrus Packing SC  Citrus Packhouse Quality Control SC  Citrus Production SC  Citrus Nurseries SC			 Citrus SuperPower  Citrus Operational Excellence SC
Workers	 Citrus Production Practices  Quick Skills Programmes	 Quick Skills Programmes  MIPM for Citrus	 Citrus Business Administration	



Citrus Export Supply Chain Short Course held in Paarl in October 2025



MIPM Renton Didloft, Kougodam Invest CC

Technical Learning Resources

Implementation and Progress

- ✓ In addition to programmes, the Citrus Academy also develops learning resources to assist with the implementation of learning in workplaces.
- ✓ During the year under review, the development of learning material for the orchard foreman occupational qualification was concluded.
- ✓ A new approach to the development was followed, based on work scenarios, to which the curriculum is aligned.
- ✓ Learning material for the orchard and vineyard farm worker qualification was also developed, using the same approach.
- ✓ Over the years, video material on various production and packing practices has been developed.
- ✓ These videos are used in workplace learning and form the basis for Quick Skills Programmes.
- ✓ Learning resources are made available for free in the Citrus Resource Warehouse, with the video material also available on the Citrus Academy YouTube channel.

Available Management, Technical Programmes and Resources

	Technical	Compliance	Business Admin	Management Development
Business Managers				 Citrus OPPI Programme
Technical Managers	 Audiovisual Media  Citrus Extension CPD  Citrus Master Class  Citrus Export Supply Chain SC	 Best Practice Handbooks  Agricultural Remedies Supervision	 Citrus Orchard Foreman OQ L4	 Citrus Economics SC
Junior to Middle Managers	 Citrus Packing SC  Citrus Packhouse Quality Control SC  Citrus Production SC  Citrus Nurseries SC			 Citrus SuperPower  Citrus Operational Excellence SC
Workers	 Citrus Production Practices  Quick Skills Programmes  Citrus Farm Worker OSP L2	 Quick Skills Programmes  MIPM for Citrus	 Citrus Business Administration	

Citrus Resource Warehouse

Implementation and Progress

- ✓ The Citrus Resource Warehouse is a website that is curated and managed by the Citrus Academy.
- ✓ It is a repository of a wide variety of documents related to the citrus industry.
- ✓ Some documents are available only to CGA members, protected by a member login.
- ✓ The Best Practice Handbooks, learning material and video material that have been developed by the Citrus Academy are stored on the website.
- ✓ The CRW is constantly updated to ensure that the documents remain current.
- ✓ A weekly newsletter is sent out to all members, with details of new documents that have been uploaded.



Document Categories and Content

Category	Subcategories
Internal Citrus Industry Organisation Publications	CGA Group Annual Reports; CGA Roadshow and Citrus Summit Presentations; CRI Workshop Presentations; Other Industry Publications
Newsletters	CGA From the Desk of the CEO; CGA Citrus Summit Circulars; CGA Global Citrus Scan; CGA SHAFTE Graphs; CGA Transformation Newsletter; CGA-GDC Newsletter; HR Representative Newsletter; River Bioscience Bio-Blog; Other Industry Newsletters
News Articles	SA Fruit Journal; Other Publications
Research Reports and Papers	CRI Quarterly Reports; CRI Segment; Academic Reports and Papers; Other Reports and Papers
Extension	CGA Grower Advisory Notices; CRI Citrus Production Guidelines; CRI Colour Prints for Blemish and Appearance Standards; CRI Cultivars; CRI Cutting Edge; CRI Extension Briefs; CRI Maturity Graphs; CRI Packing Material Specifications and Protocols; CRI Pest and Disease Identification; CRI Postharvest Treatment Factsheets
Consumer Assurance	CGA/CRI Recommended Usage Restrictions (MRLs); Confronting Climate Change; Quality Standards; Papers and Policies; SIZA Updates and Reports
Market Access	CGA Citrus Marketing Forum (CMF); CGA Variety Focus Groups; CGA Russian Citrus Market
Economics	Miscellaneous Articles
Logistics	CGA Citrus Logistics Forum (CLF); CGA Citrus Logistics Reports; CGA Durban Port Friday Reports; CGA Durban Port Operational Updates; CGA Citrus Production and Export Volume Logistics Report
Information	CGA Citrus Spotlight; CGA Dams and Reservoirs; CGA Key Industry Statistics; CGA Variety Updates; Grapefruit Taste Company Memos; SETA Documents
Transformation	AgriBEE
Learning Resources	Citrus Academy Production Learning Material; Citrus Academy Learning Programmes; Citrus Academy AV Learning Material Transcripts; Sitrus Akademie Oudiovisuele Leermateriaal Transkripsies
Government Publications	DAFF Notifications and Memos; Strategic Planning Documents; Legislation, Regulations and Policies
Citrus Best Practice Handbooks	Workflows and toolkits

New Talent Attraction

	Description Attracting young people into the citrus industry				
	Target Groups Employees		Citrus Academy Role Implement		Delivery Partner Skills development providers

Activities

- Attending events to promote the citrus industry to young people and encourage them to enter the industry

Progress Measurement

- Number of career fairs attended

Implementation and Progress

- ✓ To meet the evolving and growing need for skills in the citrus industry, it is important to continually attract new talent to the industry, while also challenging misperceptions about career opportunities in the agricultural sector.
- ✓ To this end, the Citrus Academy participates in career awareness events.
- ✓ This has been mostly in the form of career fairs at various tertiary institutions.
- ✓ The Citrus Academy also makes use of these events to promote the Bursary Fund and its programmes.
- ✓ Within its limited capacity, the Citrus Academy makes itself available to participate in career days at high schools on request.
- ✓ The Citrus Student Community has members from a range of higher learning institutions around the country.
- ✓ Any person studying at a registered institution can join the student community.
- ✓ It offers benefits to its members which include free Citrus Academy online programmes, bursaries, industry exposure funding, and vacation work, internship and graduate placements.



Q&A session with panel representing various commodities and agribusinesses at AgriCareerConnect at the University of Pretoria August 2025



Sam Louw at Fort Cox College of Agriculture getting ready to engage with students; August 2025



Sam Louw informing University of Pretoria students about the Student Community platform at ACC@UP August 2025 and ACC@SU in July 2025

2025/26

5

Career fairs attended

To date:

2 975

Student Community members

Activities	Measurement	Impact
Attending events to promote the citrus industry to young people and encourage them to enter the industry	Number of career fairs attended	5
Building student community	Student community members	2 975

New Talent Development

	Description Establishing and maintaining pipelines for talent into the citrus industry.		
	Target Groups Employees	 Citrus Academy Role Implement	 Delivery Partner Skills development providers (universities, schools)

Activities

- Providing funding to students in studies related to the citrus industry
- Providing workplace learning opportunities to students
- Enabling young people in rural areas to get jobs at citrus enterprises

Progress Measurement

- Number of students on Bursary Fund
- Number of bursaries funded
- Number of enrolments in secondary school programme

Implementation and Progress

- ✓ Feeding the pipeline of talented people into the industry and developing the skills pool in citrus production regions requires special efforts to develop industry talent.
- ✓ The Citrus Secondary Programme is implemented at secondary schools in citrus production regions around the country.
- ✓ The programme was piloted in 2023, and the numbers of schools and learners on the programme have been increasing steadily since then.
- ✓ The programme provides school learners with the opportunity to develop skills and knowledge of citrus production practices by the time they leave school, improving their employability and addressing rural unemployment.
- ✓ It also gives learners a chance to assess career opportunities in the citrus industry at close quarters and to make informed decisions about their future learning and career path.
- ✓ The Citrus Academy Bursary Fund takes over at higher education level.
- ✓ The Bursary Fund has been in existence since 2006.
- ✓ It has become an important source of qualified new entrants into citrus industry workplaces, including farms, packhouses, nurseries, research institutions, consulting businesses, academia and government departments and agencies.
- ✓ Through the Bursary Fund, students at higher education institutions around the country are being supported towards achieving diploma, undergraduate and postgraduate qualifications.



Mia van der Merwe, from Kirkwood High School receives her certificate for completing the Citrus Secondary Programme



Lunghi Mashaba from Mahwahwa High receives his certificate as the first learner in the country to complete the Citrus Secondary Programme



Bursary Fund student, Luvu Mfumbesi, at work on a citrus farm in the Eastern Cape



Bursary Fund student, Jason Steynberg, conducting research for his MSc project



Bursary Fund student, Robyn Dzirba, conducting research for her MSc project



Bursary Fund student, Jason Steynberg, conducting research for his MSc project

To date: 406 Number of students funded	To date: 1 131 Number of bursaries funded	To date: 703 Number of enrolments in the secondary school programme
--	---	---

Activities	Measurement	Impact	
		2025/26	To date
Providing funding to students in studies related to the citrus industry	Number of students funded	39	406
	Number of bursaries funded	39	1 131
Enabling young people in rural areas to get jobs at citrus enterprises	Number of enrolments in the secondary school programme	70	703

Enabling Industry Absorption



Description

Maintaining and funding programmes that encourage and enhance the absorption of new employees at enterprises in the industry.



Target Groups

Employees



Citrus Academy Role

Implement



Delivery Partner

CGDC, CGA-GDC, CGA

Activities

- Funding workplace experience programmes
- Making available workplace orientation programmes

Progress Measurement

- Number of programme participants
- Number of programmes available

Implementation and Progress

- ✓ The Citrus Academy’s Pick me! platform allows work-seekers to upload their details, along with their CVs and other relevant information.
- ✓ Recruiters in the citrus industry use the platform to find viable candidates.
- ✓ The Pick me! platform is a free service and forms part of the Citrus Academy website.
- ✓ The Ready-Steady-Work programme is a free online programme designed to assist workers on entering the workplace for the first time.
- ✓ The first part of the programme, Ready, prepares the learner for the workplace and for the working life, the second part, Steady, introduces workplace coaches on best practice for inducting new workers into the workplace, and the last part, Work, has weekly sections covering the first three months of employment.



To date:	2025/26	To date:
1	75	136
Number of programmes available	Number of programme participants	Number of programme participants

Activities	Measurement	Impact	
		2025/26	To date
Making available workplace orientation programmes	Number of programmes available	1	
	Number of programme participants	75	136

Community Development



Description

Developing communities in citrus growing regions.



Target Groups

Communities



Citrus Academy Role

Support



Delivery Partner

Orange Heart

Activities

- Make capacity available to manage Orange Heart.

Progress Measurement

- Programmes funded and implemented through Orange Heart

Implementation and Progress

- ✓ Supporting community development in citrus-growing regions is critical to the success of the citrus industry.
- ✓ The Orange Heart initiative is mainly funded by the CGA from surplus funding from the CGA Citrus Summit.
- ✓ Through this initiative, support is provided to health, educational and youth development centres in citrus growing regions and in the communities surrounding the CGA's head office.
- ✓ The support takes the form of funding for equipment and infrastructure needed to support their activities.
- ✓ The Citrus Academy assists with the management of the Orange Heart initiative.



Colouring in Competition Handover to Morei Primary School by Sive Silo



Learners from AV Bukani Primary School receive soccer equipment

To date:

1

Number of staff made available

To date:

6

Orange Heart programmes funded

To date:

R845k

Orange Heart funding allocated

Activities	Measurement	Impact
Make capacity available to manage Orange Heart.	Number of staff made available	1
	Orange Heart programmes funded	6
	Orange Heart funding allocated	R845 000

Dashboard View

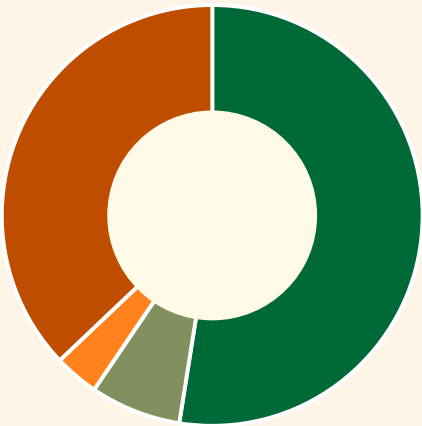
Year Under Review

2025/26 by programme

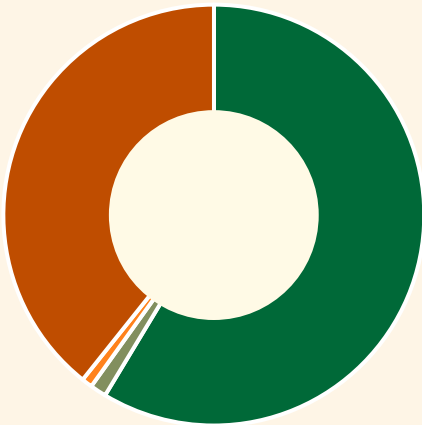
- BOE training
- Technical extension capacity
- Management development programmes
- Technical skills development programmes
- Industry exposure
- New talent development
- Enabling industry absorption



2025/26 participant demographics



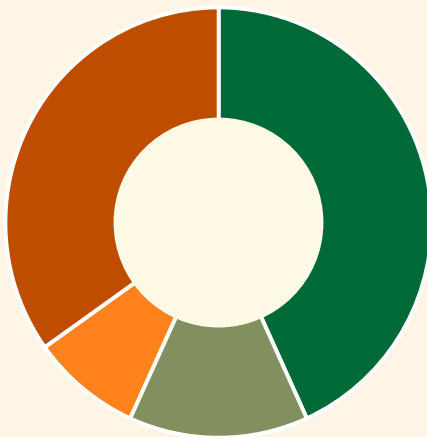
2025/26 beneficiary demographics



DEMOGRAPHIC KEY | BCIM WM BCIF WF

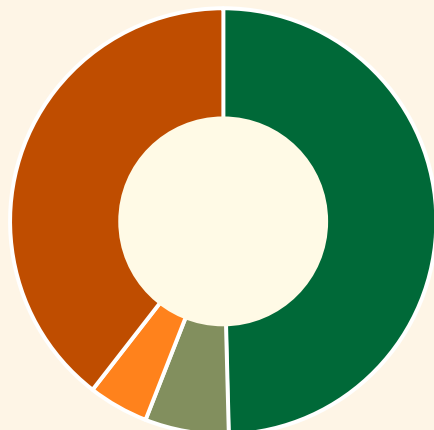
To date by programme

- BOE training
- Technical extension capacity
- Management development programmes
- Technical skills development programmes
- Industry exposure
- New talent development
- Enabling industry absorption



To date participant demographics

To date beneficiary demographics



BCIM - Black, Coloured, Indian Male
WM - White Male

BCIF - Black, Coloured, Indian Female
WF - White Female

Corporate Governance

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.

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.

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 2026

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	Vacant		
CGA	Bennet Malungane	2018/03/22	
CGA	Frikkie Olivier	2020/09/08	
Service providers	Johann Engelbrecht	2023/03/29	
Specialist seat	Vacant		

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

Date	Meeting	Member Apologies
2025/10/29	Board Meeting	Frikkie Olivier
2026/03/18	Board Meeting	Johann Engelbrecht

The eighteenth annual general meeting of the Citrus Academy was held via MS Teams on Tuesday, 26 August 2025.

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 ongoing projects. Additional funding is secured and appropriated for specific programmes and projects. All expenditure is approved by the general manager of the Citrus Academy.

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

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

Financial Office Bearers and Service Providers

Company Secretary	Robert Miller (CGA)
Auditors	PricewaterhouseCoopers – Pietermaritzburg
Bankers	Standard Bank of SA

Personnel Employed on 31 March 2026

Position	Name	Date of Appointment
General manager	Jacomien de Klerk	2005/01/01
Financial accountant	Keshena Maharaj	2020/10/01
Stakeholder engagement	Sam Louw	2020/09/01
Projects manager	Sive Silo	2015/06/01
Bursaries manager	Candice Burgin	2010/04/01
Skills development facilitator	Londiwe Ngcobo	2010/01/01
SDF assistant	Siya Zide	2025/05/01
LMS administrator	Nonhle Mbhele	2018/10/15
LMS admin assistant	Sphe Ngidi	2025/05/01
Data manager	Angela Phillips	2011/02/01
Programme developer	Desiree Schonken	2015/06/01
Material and programmes developer	Melanie Visser	2023/04/15
Office administrator	Bets de Flamingh	2017/03/01
Office intern	Vacant	

Citrus Academy Team



Jacomien de Klerk



Keshena Maharaj



Sam Louw



Sive Silo



Candice Burgin



Londiwe Ngcobo



Siya Zide



Nonhle Mbhele



Sphe Ngidi



Angela Phillips



Desiree Schonken



Melanie Visser



Bets de Flamingh

Abridged Income Statement

	2024/25 Actual	2025/26 Budget	2025/26 Actual
Services rendered - Citrus Growers' Association	10 000 000	10 500 000	10 500 000
Operating income	3 923 859	4 665 000	4 996 419
Bursary funding received	2 095 600	2 237 500	1 676 500
Workplace exposure income	330 000		
Special projects income	3 000		637 523
BOE skills development	628 364		1 281 620
Learning programme income	866 895	2 427 500	1 400 776
Other income	265 448	282 000	291 895
Operating expenses	-6 122 124	-6 212 105	-6 738 851
Bursary funding paid out	-1 990 410	-2 250 000	-1 909 847
Other Bursary Fund costs	-11 000		
Experiential learning payments	-451 799	-422 280	-85 470
Citrus Resource Warehouse costs	-39 126	-20 000	-23 197
Special projects costs	-3 587	-8 000	-648 866
BOE skills development	-728 302		-1 384 877
Stakeholder engagement costs	-343 656	-213 000	-215 640
Learning programme costs	-1 942 244	-2 638 825	-1 671 485
Learning media development	-612 000	-660 000	-799 470
Administration expenses	-8 040 294	-9 202 627	-9 052 157
Auditors remuneration	-46 600	-60 000	-49 400
Bank charges	-28 494	-33 000	-29 021
Company secretarial fees	-36 484	-20 000	-22 072
Computer expenses	-220 790	-279 300	-364 880
Consulting and legal fees	-59 250	-75 000	-36 211
Depreciation	-75 467		-98 976
Directors' expenses	-17 280	-23 000	-7 565
Donations	-15 455	-18 000	-14 504
Office expenses	-556 153	-628 800	-534 246
Marketing and website expenses	-164 362	-186 000	-124 421
Printing and stationery	-43 356	-42 000	-55 394
Staff costs	-6 421 724	-7 391 727	-7 447 391
Subscriptions and resources	-1 040	-3 600	
Telephone, courier and postage	-111 661	-136 200	-111 223
Travel, accommodation and entertainment	-242 179	-306 000	-156 852
Net surplus / (shortfall)	26 888	32 268	-2 694

Connect with Citrus Academy



citrus academy

Learn | Apply | Register

- 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

www.citrusacademy.org.za
learnmore@citrusacademy.org.za

 VISIT Unit 8, 22 on Main, Corner of Greenway Close and Old Main Road, Gillitts, KwaZulu-Natal, 3610	 CALL 031-765-3410/3512 Monday to Friday 8:30am - 4:30pm
 WHATSAPP +27 66-200-0476	 EMAIL learnmore@citrusacademy.org.za



citrus communities

Connect | Collaborate | Grow

- HR Community – HR and skills development updates
- Student Community – bursaries, industry exposure, learning programmes and resources
- Extension Community – production and packing updates, support and industry resources

www.citruscommunities.org.za
info@citruscommunities.org.za



CRW
Citrus Resource Warehouse

Search | Discover | Access

- 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)

www.crw.org.za
talk2us@crw.org.za



orange heart

Care | Support | Uplift

- Support education, well-being and opportunity in southern Africa's citrus-growing communities
- Donate surplus fruit to communities in need

www.orangeheart.co.za
hello@orangeheart.co.za

Follow and Connect

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**Citrus
Growers'
Association**
OF SOUTHERN AFRICA

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Telephone: 031-765-3410 / 3512

