



citrus academy

Annual Report
2013

Enabling growth through
learning in the Southern African
citrus industry



C o n t e n t





Shane Dellis

The Citrus Academy, formed in 2005, continues to serve the citrus industry's commitment to transformation, education, skills development, capacity building and employment equity.

During the year in review the board of directors held two meetings. The current board consists of seven members with two resignations, Graham Piner and Mike Woodburn, and two new members Phillip Dempsey and Hannes Hobbs joining the board during the year. The CEO of the CGA and the chairperson of the CGA Audit committee are invited to attend meetings as observers.

Financial results: The Academy reported an R53,845 surplus for the 2012/2013 financial year in comparison with a R300,587 surplus for the previous financial year. Thank you to Jacomien and her team for their effort. A detailed 2012/2013 financial statement is attached as part of this report.

The Citrus Academy Bursary Fund: The Bursary Fund in its current format would appear to have reached its optimum level in terms of student numbers and attached value.

In 2013 sixty-five students, of all demographic groups, were awarded bursaries. Twenty students graduated at the end of 2012, of which nine were employed in the citrus industry and three into the agricultural sector. Two graduates continued their studies in 2013 with alternative funding, and forty-one students carried forward to 2013 with twenty three students entering the fund at the start of 2013. Scarce and critical skills, including entomology, plant pathology, biotechnology and soil science, were addressed through the Bursary Fund.

Sincere thanks to the Citrus Industry Trust and the AgriSETA for their continued funding of the Bursary fund.

Black Economic Empowerment Bursary Support (BEEBS) was established in 2010, and is aimed at building the internal capacity of citrus farming enterprises that are BEE compliant. Twenty selected candidates qualified for BEE Bursary Support in 2013.

Five undergraduate and diploma students will be undertaking their internships at participating companies during 2013. Internships form part of the course requirements for all diploma qualifications. Twenty one students attended the Citrus Research Symposium in the Drakensberg in August 2012. Seven students attended allFresh! in October 2012, and one student joined the International Citrus Conference in Valencia, Spain In November 2012.

In 2012 the Citrus Academy participated in two PMA Career Fairs, held in August at the University of Pretoria and in April at the University of Stellenbosch. The purpose of these events was to expose undergraduates to career choices in agriculture, and particularly in the citrus industry. The Academy's stand was manned by Candice, Sam and current Bursary Fund students, and was considered a great success.

Learning programme development work continued on the Citrus Secondary programme during the year. The Citrus Secondary programme was piloted at three sites around the country with encouraging results, although certain challenges were experienced. These will be addressed in the coming year.

The Citrus Academy repackaged modules from the audio-visual Citrus Postharvest Series that deal particularly with citrus packing and distributed these DVD's to growers at no cost before the start of the 2013 packing season.

A planned review of learning material was initiated during 2013 to update material content and the reformatting of assessment documentation. Learning material remains available at the Citrus Academy to be downloaded at no cost.

The reports included in this annual report provide for comprehensive analysis of the Academy's functions and direction, and the income statement shows a summary of the Academy's income and expenses.

On behalf of the board, our sincere gratitude to Jacomien and the Citrus Academy team for their continued commitment to meeting industry requirements.

Die Sitrus Akademie, wat gevorm is in 2005, dien steeds die sitrusbedryf se verbintenis tot transformasie, opleiding en opvoeding, kapasiteitsbou en indiensnemingsgelykheid.

Die raad van direkteure het tweemaal vergader gedurende die jaar onder oorsig. Die raad bestaan tans uit sewe lede, met twee bedankings, van Graham Piner en Mike Woodburn, en twee nuwe aanstellings, naamlik Philip Dempsey en Hannes Hobbs, gedurende die jaar. Die hoofuitvoerendebeampste van die Sitrus Produsentevereniging en die voorsitter van die CGA se Ouditkomitee word uitgenooi om vergaderinge by te woon as waarnemers.

Finansiële resultate: Die Akademie het 'n surplus van R53,845 gerapporteer vir die 2012/2013 finansiële jaar, in vergelyking met 'n surplus van R300,587 vir die vorige finansiële jaar. Ons dank aan Jacomien en haar span vir hulle harde werk in hier opsig. Gedetailleerde 2012/2013 finansiële state vergesel hierdie jaarverslag.

Die Sitrus Akademie Beursfonds: Dit blyk dat die Beursfonds in sy huidige formaat die optimale vlakke beide in terme van studente getalle en waarde berei het.

In 2013 het vyf-en-sestig studente van alle demografiese groepe beurse ontvang. Twintig studente het graad gevang aan die einde van 2012, waarvan nege in diens geneem is in die sitrusbedryf, en 'n verdere drie in die groter landbousektor. Twee gegradueerdes het hulle studies voortgesit in 2013 met alternatiewe befondsing, en een-en-veertig studente is oorgedra na 2013. Drie-en-twintig nuwe studente het die Beursfonds betree aan die begin van 2013. Skaars en kritiese vaardighede, insluitende entomologie, plant patologie, biotegnologie en grondkunde, is aangespreek met behulp van die Beursfonds.

Hartlike dank aan die Citrus Industry Trust en die AgriSETA vir hulle volgehoue befondsing en ondersteuning.

Swart Ekonomiese Bemagtiging Beurse is daargestel in 2010 en is daarop gemik om die interne kapasiteit te bou van sitrusondernemings wat voldoen aan SEB vereistes. Twintig geselekteerde kandidate het gekwalifiseer vir SEB beurse in 2013.

Vyf ondergraadse en diploma studente sal hulle internskappe onderneem by deelnemende maatskappye in 2013. Internskappe vorm deel van die kursusvereistes vir alle diploma kwalifikasies. Een-en-twintig studente het die Sitrusnavorsingsimposium bygewoon in die Drakensberge in Augustus 2012. Sewe studente get allFresh! bygewoon in Oktober 2012, en een student het aangesluit by die Internasionale Sitrus Konferensie in Valencia, Spanje in November 2012.

In 2012 het die Sitrus Akademie deelgeneem in twee PMA Loopbaanuitstallings, wat gehou is in Augustus by die Universiteit van Pretoria en in April by die Universiteit van Stellenbosch. Die doelwit van hierdie geleentheid was om die ondergraadse studente bloot te stel aan loopbaankeuses in die landbou, en spesifiek in die sitrusbedryf. Die Akademie se stalletjie is beman deur Candice, Sam en Beursfonds studente, en was 'n groot sukses.

Opleidingsprogram ontwikkelingswerk is voortgesit aan die Sitrus Sekondêre program gedurende die jaar. Hierdie program is geloods by drie skole in die land met aanmoedigende resultate, maar daar was ook uitdagings met die implementering van die program wat in die komende jaar aangespreek sal word.

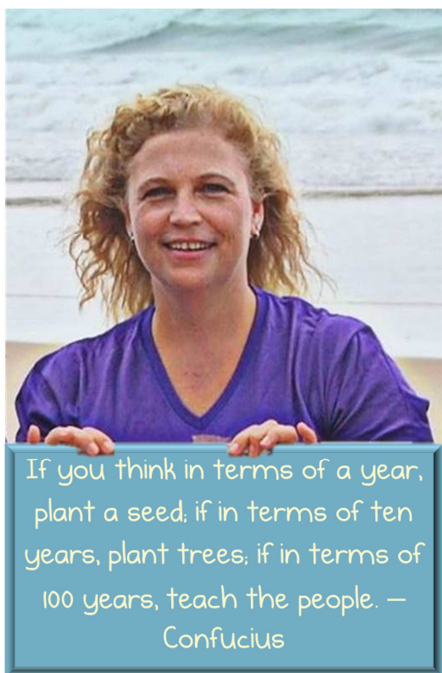
Die Sitrus Akademie het modules uit die oudiovisuele Sitrus Na-Oes reeks wat handel oor sitrus verpakking herverpak en die DVD is uitgestuur na produsente voor die begin van die 2013 verpakkingseisoen.

'n Beplande hersiening van die produksie opleidingsmateriaal word onderneem in 2013, met die doel om die inhoud te hersien en om assesseringsdokumentasie om te sit in die nuutste formate. Opleidingsmateriaal kan steeds gratis afgelaai word vanaf die Sitrus Akademie webwerf.

Die verslae wat in hierdie jaarverslag ingesluit is bied die geleentheid vir omvattende ontleding van die Akademie se funksies en rigting, en die inkomstestaat bied 'n opsomming van die Akademie se inkomste en uitgawes.

Namens die direkteursraad spreek ek graag ons dank uit teenoor Jacomien en die Sitrus Akademie span vir hulle voortgaande toewyding tot die bedryf se behoeftes.





Jacomien de Klerk

In years to come, 2012 will probably be remembered as one of the more interesting and challenging years in the history of the Citrus Academy. Having to bear down and make the best of difficulties is probably inevitable when doing pioneering work, as the Academy always has, and it bears testament to the vision and direction of the Academy that these challenges did not appear in our road sooner or more often.

One would like to believe that one of our saving graces is that the thinking behind the Citrus Academy has always been in terms of 100 years, and is all about teaching the people. What does it take, however, to enable the teaching and development of all the people belonging to an industry – the scientists and researchers, the emergent and commercial growers, the operational managers, the farm and packhouse workers and the extension officers, of the present and of the future?

The Citrus Academy employs two major strategies, namely making use of learning opportunities already in place and creating new learning opportunities.

The Citrus Academy Bursary Fund and its associated programmes are geared towards making use of existing learning opportunities, through providing bursaries to students enabling their participation in courses offered by a wide range of academic institutions, through sponsoring them to attend conferences and events where they are able to learn more about the latest development in their selected fields, and through arranging internships,

graduate placements and holiday work so that the workplace becomes a learning space.

From 2006 until 2013 a total of 394 bursaries were awarded to 172 learners through the Citrus Academy Bursary Fund, constituting a total investment of R8.2 million. By the end of 2012, 108 bursary holders completed at least one qualification, while 22 students did not complete their studies for various reasons, with only 13 not making the grade academically. This constitutes an 83% success rate, and a 90% 'academic' success rate. Thirty-seven of these graduates are employed in the citrus industry, while a further twenty-four are employed in the wider sector and at government departments.

In recognition of the standards we strive for, two Citrus Academy Bursary Fund students were nominated for the AgriSETA Excellence Awards in 2012 in the category 'Best Performing Learner: Bursary' for the 2011 academic year. While Nhlanhla Mathaba walked away with the spoils, Mareli Kellerman received a special recognition award for her excellent achievements.

We owe a debt of gratitude to the academic institutions and workplaces that provide quality learning experiences to our Bursary Fund students. We appreciate your contribution to the future of the citrus industry.

Receiving a Citrus Academy bursary is already recognised as a goal worth striving for, as evidenced by the abundance of the applications we receive every year for the few available bursaries. We also work hard to promote the Bursary Fund amongst the cream of the crop, through attending career fairs, speaking at career days, and through our network of academic personnel at universities and colleges. Although we have never and will never solicit students, we strongly believe that we must attract the brightest stars to the citrus industry. We are grateful to all our friends at academic institutions and at Citrus Research International for their invaluable assistance in this regard.

Great strides were taken in transformation and emergent grower development when we added the BEE Bursary Support category to the Bursary Fund. Through this category we are able to provide support to BEE enterprises to develop their internal capacity, so that they can in time become independent, successful citrus growers and so that they are able to do succession planning. To date seventy-seven BEE bursaries have been awarded to forty students, constituting a total investment of R1.1 million.

Creating more learning opportunities is the Citrus Academy's second major strategy, which is achieved mainly through the development of learning tools, including learning material, learning programmes and audio-visual learning aids.

Proliferation is the key factor for this strategy – the success of Citrus Academy learning tools can be measured only in terms of how many people have been taught through its use. The quality of the production learning material, the various learning programmes and the audio-visual material that we have developed over the years are indisputable, and we constantly encourage their use in the industry. We are further dependent on the feedback we receive from the industry in order to better plan future developments and implementation.

I would like to thank the staff of the CGA, and in particular Justin, Lukhanyo, Robert and Liane, for their support and encouragement, and for keeping us on the straight and narrow when needed. To our sister company, Citrus Research International, and in particular Vaughan, Hennie, Hannes, Andrew, Melton, Bella, Jean, Arno, Sean, Paul V and Paul C: thanks for your helping hands.

Thanks also to the Citrus Academy board of directors for your wise council and steady hand, pointing us in the right direction. To the Citrus Academy staff: the hearts and hands and minds you invest in our work are seen and valued every day.

In die toekoms sal 2012 sekerlik onthou was as een van die meer interessante en uitdagende jare in die geskiedenis van die Sitrus Akademie. Om vas te byt en die beste te maak van moeilike omstandighede is miskien onafwendbaar as mens pionierswerk doen, soos die Akademie nog altyd het. Dit getuig sekerlik ook die visie en rigtingvastheid van die Akademie dat hierdie uitdagings nie al vantevore en meer dikwels om ons pad gekom het nie.

Mens sou graag wou dink dat ons redding tot 'n mate was dat die dinkwerk agter die Akademie nog altyd in terme van 100 jaar was, en dat dit gaan daaroor om die mense te leer. Wat vereis dit egter om die opleiding en ontwikkeling moontlik te maak van al die mense van 'n bedryf – die wetenskaplikes en navorsers, die ontwikkelings- en kommersiële produsente, die operasionele bestuurders, die plaas en pakhuiswerkers en die voorligtingsbeamptes, van die hede en die toekoms?

Die Sitrus Akademie maak hoofsaaklik gebruik van twee strategieë, naamlik om gebruik te maak van bestaande opleidingsgeleenthede en om nuwe opleidingsgeleenthede te skep.

Die Sitrus Akademie Beursfonds en geassosieerde programme fokus daarop om gebruik te maak van bestaande opleidingsgeleenthede, deur beurse te voorsien aan studente sodat hulle in staat is om deel te neem aan kursusse wat aangebied word deur 'n verskeidenheid akademiese instellings, deur hulle deelname te befonds aan konferensies en ander byeenkomste waar hulle meer kan leer oor die nuutste verwikkelinge in hulle gekose velde, en deur te reël vir internskappe, werksondervindingplasinge en vakansiewerk sodat die werkplek gebruik kan word as 'n leerplek.

Sedert die Sitrus Akademie Beursfonds gestig is aan die begin van 2006 tot en met 2013 is 'n totaal van 394 beurse toegeken aan 172 studente, met 'n totale belegging van R8.2 miljoen. Teen die einde van 2012 het 108 beurshouers ten minste een kwalifikasie behaal, terwyl 22 studente nie hulle studies klaargemaak het nie vir verkeie rede, met slegs dertien wat onsuksesvol was omdat hulle akademies nie die paal gehaal het nie. Dit verteenwoordig 'n

83% algehele suksessyfer, en 'n 90% 'akademiese' suksessyfer. Sewe-entertig van hierdie gegradueerdes is steeds in diens binne die sitrusbedryf, met 'n verdere vier-en-twintig in diens in die wyer landbousektor en by regeringsdepartemente.

As erkenning van die standaard wat ons nastreef, is twee Sitrus Akademie Beursstudente genomineer vir AgriSETA Excellence Awards in 2012 in die kategorie 'Best Performing Learner: Bursary' vir die 2011 akademiese jaar. Nhlanhla Mathaba het uiteindelik die prys buitgemaak het, het Mareli Kellerman ook spesiale erkenning ontvang vir haar uitnemende prestasies.

Ons is dank verskuldig aan elke akademiese instelling en werkplek wat sulke goeie gehalte opleidingsgeleenthede bied aan Beursstudente. Ons waardeer julle bydra tot die toekoms van die sitrusbedryf.

Om 'n Sitrus Akademie beurshouer te wees word alreeds gesien as doelwit wat nagestreef moet word, soos ons kan sien uit die oorsvloed aansoeke wat ons elke jaar ontvang vir die paar beskikbare beurse. Ons werk egter steeds hard daaraan om die Beursfonds te bevorder onder die room van die oes, deur loopbaanuitstallings by te woon, 'n spreukbeurt te neem by loopbaan dae, en deur ons netwerk van akademiese personeel by universiteite en kolleges. Alhoewel ons nog nooit studente gewerf het vir die Beursfonds nie, en dit ook nooit sal doen nie, glo ons steeds dat ons moet werk maak daarvan om die helderste sterre aan te trek na die sitrusbedryf. Ons sê dankie aan al ons vriende by akademiese instellings en by Citrus Research International vir hulle onskatbare bydra in hierdie opsig.

Groot vordering is gemaak in terme van transformasie en die bevordering van ontwikkelingsboere toe ons die SEB Beurskategorie daargestel het. Op hierdie manier is ons daartoe in staat om ondersteuning te bied aan SEB ondernemings sodat hulle interne kapasiteit kan ontwikkel, en daardeur oor tyd onafhanklike, suksesvolle produsente kan wees, en sodat hulle verder ook opvolgingsbeplanning kan doen. Tot en met 2013 is sewe-en-sewentig SEB beurse toegeken aan veertig studente, wat 'n totale belegging van R1.1 miljoen verteenwoordig.

Die ander hoofstrategie van die Sitrus Akademie is om meer opleidingsgeleenthede te skep. Dit neem hoofsaaklik die vorm van die ontwikkeling van opleidingsmiddele, wat opleidingsmateriaal, opleidingsprogramme en oudiovisuele hulpmiddels insluit.

Wye verspreiding is die sleutelfaktor vir hierdie strategie – die sukses van die Sitrus Akademie opleidingsmiddele kan slegs gemeet word aan die aantal mense wat meer kon leer met behulp daarvan. Die gehalte van die produksie opleidingsmateriaal, die verskeie opleidingsprogramme en die oudiovisuele materiaal wat ons ontwikkel het oor die jare is onweerlegbaar, en ons bevorder steeds die gebruik daarvan in die bedryf. Ons is verder afhanklik van terugvoer uit die bedryf sodat ons beter kan beplan vir verdere ontwikkelings en implementasie in die toekoms.

Ek wil graag dank uitspreek teenoor die personeel van die CGA, en veral Justin, Lukhanyo, Robert en Liane, vir hulle ondersteuning en aanmoediging, en omdat hulle ons op die regte pad hou as dit nodig is. Aan ons sustersmaatskappy, Citrus Research International, en veral aan Vaughan, Hennie, Hannes, Andrew, Melton, Bella, Jean, Arno, Sean, Paul V en Paul C: baie dankie vir die helpende hande.

My dank aan die Sitrus Akademie raad van direkteure vir julle wyse raad en bestendige hand, wat ons op koers hou. Aan die personeel van die Sitrus Akademie: die harte en hande en verstand wat julle belê in ons werk word elke dag gesien en waardeer.

The Citrus Academy is registered under section 21 of the Companies Act and accordingly is an association formed for purposes other than gain. The purpose of the Citrus Academy is to enable and facilitate skills development and capacity building 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 consisting of seven members. The Chief Executive Officer of the CGA, Justin Chadwick, attends Citrus Academy board meetings as an observer. The chairperson of the CGA Audit Committee, Flip Smit, is invited to attend board meetings as an observer.

Groups and organisations represented on Citrus Academy board		
Group	Number of Representatives	Details
Citrus Growers' Association	4	Nominated by CGA board
Donors	1	Nominated by largest donor
Service providers	1	Nominated and approved by Citrus Academy board
Skills development specialist	1	Nominated and approved by Citrus Academy board

In November 2012 Mike Woodburn and Graham Dellis, two CGA representatives, resigned after each giving more than three years' valuable service on the Citrus Academy board of directors, during which time Mike Woodburn also served as vice-chairperson. We extend our thanks and appreciation to Mike and Graham for their valuable support and service. The Citrus Growers' Association nominated Phillip Dempsey and Hannes Hobbs as new Citrus Academy board members. We welcome them and look forward to a long and fruitful relationship.

Board members and their representation at 31 st of March 2013			
Representation	Name	Date of Appointment	Date of Resignation
Citrus Growers' Association	Shane Dellis (chairperson)	2009/04/01	
CGA	Shane Dellis (chairperson)	2009/04/01	
CGA	Mike Woodburn	2009/04/01	2012/11/19
CGA	Graham Piner	2009/04/01	2012/11/19
CGA	Phillip Dempsey	2012/11/19	
CGA – Emergent farmer representative	Israel Nemaorani	2007/04/01	
CGA – Emergent farmer representative	Hannes Hobbs	2012/11/19	
Donors (Citrus Industry Trust)	Arend Venter	2011/11/15	
Service providers	Joy van Biljon	2009/01/26	
Skills development specialist	Santa van Niekerk (de Jager)	2009/01/26	

Board meetings held during the year under review		
Date	Meeting	Apologies
2012/08/21	Board Meeting	Joy van Biljon, Santa van Niekerk
2013/03/12	Board Meeting	Israel Nemaorani, Santa van Niekerk

The fifth annual general meeting of the Citrus Academy was held at Champagne Sports Resort, Drakensberg on Monday, the 20th of August 2012.

The general manager of the Citrus Academy has served as a member of the governing board of the AgriSETA since May 2011. As a board member, she also serves on the Education and Training Quality Assurance committee and the Skills Planning committee, and chairs the Primary Agriculture Subsector committee. Remuneration paid for serving on the governing board of the AgriSETA is received by the Citrus Academy.

Management and financial governance

The strategic objectives of the Citrus Academy are set by the board of directors, in line with the objectives of the CGA. Project plans for achieving these objectives are developed by the general manager and Citrus Academy staff. Citrus Academy staff reports to the board of directors on a regular basis on progress made with specific projects.

Funding received from the Citrus Growers' Association, as approved by the Citrus Growers' Association board of directors, is used for overheads, salaries, and funding of 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. The CGA provides financial administration services, and PriceWaterhouseCoopers serves as the company's auditors. Monthly management accounts are drawn up by the general manager of the Citrus Academy and circulated to the members of the board. Annual financial statements are drafted and presented to the auditors during the annual audit, and audited financial statements and the annual report are circulated to members before the annual general meeting.

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.

Financial service providers and office bearers	
Company Secretary	Robert Miller (CGA)
Auditors	PriceWaterhouseCoopers – Pietermaritzburg
Bankers	Standard Bank of SA



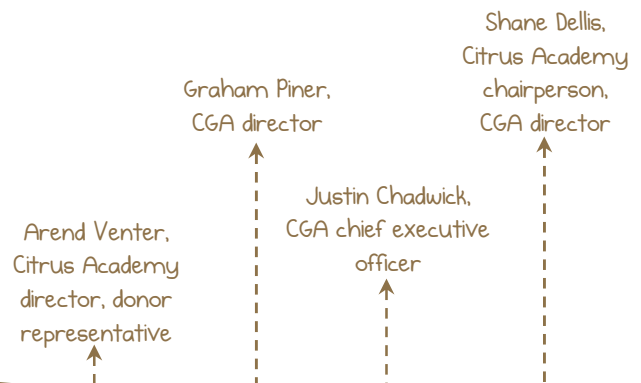
Candice Sydenham,
bursary fund
administrator,
appointed 2010/04/01

Angela Phillips, office
administrator and
personal assistant,
appointed 2011/02/01

Sam Louw,
programme
coordinator,
appointed 2010/07/19

Londiwe Ngcoba,
admin clerk,
appointed 2010/01/01

Jacomien de Klerk,
general manager,
appointed 2005/01/01



Arend Venter,
Citrus Academy
director, donor
representative

Graham Piner,
CGA director

Justin Chadwick,
CGA chief executive
officer

Shane Dellis,
Citrus Academy
chairperson,
CGA director

Background

The Citrus Academy Bursary Fund was established in its current form at the beginning of 2006.

Bursaries are awarded directly to students.

Students in citrus-related study fields apply for bursaries through the Citrus Academy website.

Applications are rated on relevance of field of study, scarcity and criticality, PDI status, academic performance, academic institution, financial need, family links with citrus industry, gender, and disability.

Selection procedures are structured to ensure fair distribution between citrus-producing regions, academic institutions, academic bands and fields of study.

Bursaries are awarded per academic year.

Bursaries can cover tuition, accommodation, research and other study costs.

Funding is paid in two tranches, in February and August.

Students are given opportunities to gain experience and exposure during their studies.

Students are required to work time back in the citrus industry on completion of their studies.

Every student signs a Bursary Fund agreement, stating the obligations of the student and Academy.

Failure to adhere to the Bursary Fund agreement may result in repayment of bursary money.

Item	2012	2013
Bursary Fund income – CIT	891 182	929 973
Bursary Fund income – AgriSETA	390 405	451 560
Bursary Fund income – Other	37 540	60 000
Bursary Fund payments – February	(742 883)	(724 157)
Bursary Fund payments – August	(703 514)	(717 376)
Net (shortfall)	(127 269)	0

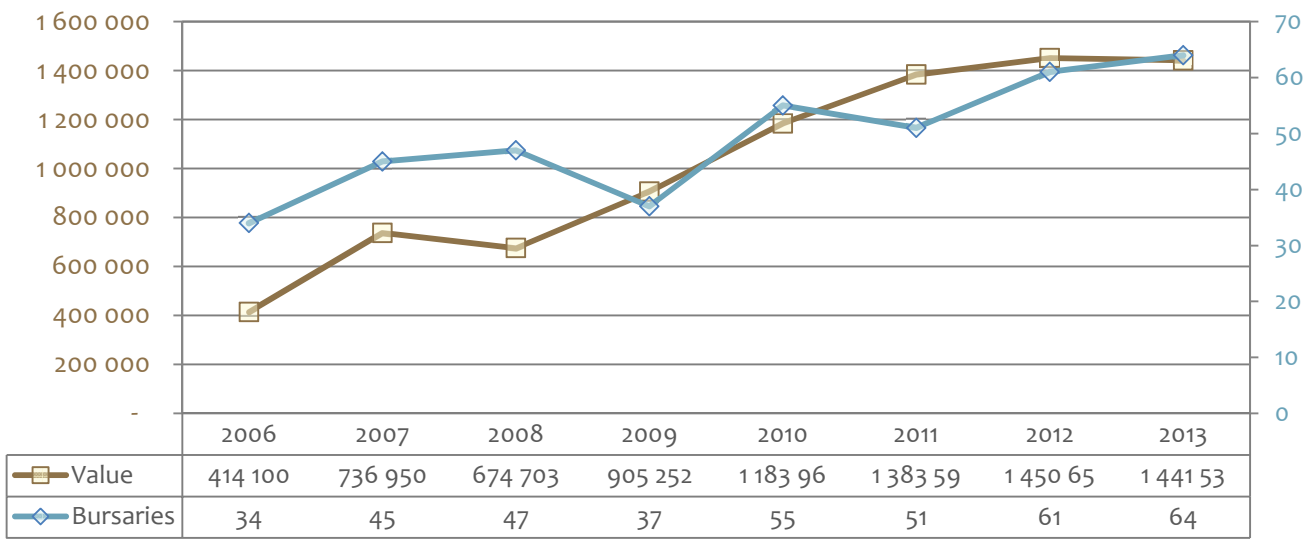
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objectives

- * Low skills levels
- * Employment equity
- * Scarce and critical skills
- * Land transition
- Quality delivery

2012/2013 report

- ✂ In 2012, sixty-one students studying at twenty-five academic institutions were supported.
- ✂ Twenty-two students graduated at the end of 2012, of which eight achieved diploma qualification, eight earned B-degrees, four completed masters degrees and two finished postgraduate diplomas.
- ✂ Of the twenty-two graduates, seven continued their studies in 2013 towards further qualifications.
- ✂ Four students did not complete the year, one because of misconduct, one because of personal reasons, and two because of academic failure.
- ✂ **Fourteen students achieved distinctions in their final examinations and six students achieved first class passes.**
- ✂ Sixty-four bursaries have been awarded for the 2013 academic year.
- ✂ Scarce and critical skills addressed through the Bursary Fund included postharvest pathology, biochemistry and soil science.
- ✂ In 2012 there was a shortfall in bursary funding, due to late approvals by the AgriSETA. Due to the need of covering this shortfall, other programmes had to be cut back.
- ✂ In 2012 two Bursary Fund students were shortlisted for AgriSETA Excellence Awards in the category Best Performing Learner: Bursary for 2011. Nhlanhla Mathaba (PhD Plant Pathology, UKZN) walked away with the spoils, but Mareli Kellerman (MSc Agric, University of Stellenbosch) received a special commendation.



	School education	Tertiary education			Total
		Diploma / certificate	Under- graduate	Postgraduate	
Institutions					
Adelaide Gymnasium	3				3
Cape Peninsula University of Technology				1	1
Dale College	1				1
Fort Cox College of Agriculture		1			1
Get Ahead Project	1				1
Henley School of Business Science				1	1
Kingsridge High School	2				2
Lovedale College		1			1
Lowveld College of Agriculture		9			9
Nelson Mandela Metropolitan University		4	1	1	6
Rhodes University				1	1
Tshwane University of Technology		1	1		2
UNISA		1	5	2	8
University of Cape Town				1	1
University of Fort Hare			5		5
University of KwaZulu-Natal			1	2	3
University of North-West			1		1
University of Pretoria			1	3	4
University of Stellenbosch			1	3	4
Victoria Girls High School	1				1
Walter Sisulu University		1			1
Westering High School	1				1
Wings Aviation Academy High School	1				1
Winterberg Agric High School	2				2
Total	12	18	16	15	61
Demographic groups					
Black male	5	4	10	5	24
Black female	7	12	5	3	27
White male		2	1	4	7
White female				3	3
Total	12	18	16	15	61

	School education	Tertiary education			Total
		Diploma / certificate	Under- graduate	Postgraduate	
		Institutions			
Adelaide Gymnasium	35 400				35 400
Cape Peninsula University of Technology				40 000	40 000
Dale College	8 500				8 500
Fort Cox College of Agriculture		12 290			12 290
Get Ahead Project	11 750				11 750
Henley School of Business Science				55 450	55 450
Kingsridge High School	11 600				11 600
Lovedale College		14 350			14 350
Lowveld College of Agriculture		137 500			137 500
Nelson Mandela Metropolitan University		86 050	25 000	50 000	161 050
Rhodes University				50 000	50 000
Tshwane University of Technology		38 000	30 000		68 000
UNISA		3 225	24 661	45 500	73 386
University of Cape Town				37 540	37 540
University of Fort Hare			125 560		125 560
University of KwaZulu-Natal			33 000	114 300	147 300
University of North-West			30 000		30 000
University of Pretoria			40 000	122 000	162 000
University of Stellenbosch			40 000	136 000	176 000
Victoria Girls High School	19 000				19 000
Walter Sisulu University		19 995			19 995
Westering High School	19 250				19 250
Wings Aviation Academy High School	8 000				8 000
Winterberg Agric High School	22 475				22 475
Total	135 975	311 410	348 221	650 790	1 446 396
Demographic groups					
Black male	50 775	75 285	159 421	221 250	506 731
Black female	85 200	203 900	148 800	124 000	561 900
White male		32 225	40 000	160 540	232 765
White female				145 000	145 000
Total	135 975	311 410	348 221	650 790	1 446 396



	School education	Tertiary education			Total
		Diploma / certificate	Under- graduate	Postgraduate	
Institutions					
Adelaide Gymnasium	3				3
Cape Peninsula University of Technology				1	1
Dale College	1				1
Get Ahead Project	3				3
Henley School of Business Science				1	1
Kingsridge High School	2				2
Lovedale College		1			1
Lowveld College of Agriculture		6			6
Matric Improvement	2				2
Nelson Mandela Metropolitan University		2	4		6
Rhodes University				4	4
Tshwane University of Technology			3		3
UNISA			7	1	8
University of Fort Hare			7		7
University of KwaZulu-Natal			1	1	2
University of North-West			1		1
University of Pretoria			1	3	4
University of Stellenbosch			3	2	5
Victoria Girls High School	1				1
Walter Sisulu University		1			1
Winterberg Agric High School	2				2
Total	14	10	27	13	64
Demographic groups					
Black male	4	3	9	5	21
Black female	10	7	13	3	33
White male			3	2	5
White female			2	3	5
Total	14	10	27	13	64

	School education	Tertiary education			Total
		Diploma / certificate	Under- graduate	Postgraduate	
Institutions					
Adelaide Gymnasium	30 540				30 540
Cape Peninsula University of Technology				33 000	33 000
Dale College	8 400				8 400
Get Ahead Project	26 290				26 290
Henley School of Business Science				30 375	30 375
Kingsridge High School	12 350				12 350
Lovedale College		15 260			15 260
Lowveld College of Agriculture		80 018			80 018
Matric Improvement	27 600				27 600
Nelson Mandela Metropolitan University		26 000	76 000		102 000
Rhodes University				150 000	150 000
Tshwane University of Technology			94 000		94 000
UNISA			60 500	31 500	92 000
University of Fort Hare			199 100		199 100
University of KwaZulu-Natal			40 000	80 000	120 000
University of North-West			40 000		40 000
University of Pretoria			30 000	132 000	162 000
University of Stellenbosch			90 000	79 000	169 000
Victoria Girls High School	17 000				17 000
Walter Sisulu University		14 000			14 000
Winterberg Agric High School	18 600				18 600
Total	140 780	135 278	629 600	535 875	1 441 533
Demographic groups					
Black male	37 200	62 971	213 250	220 875	534 296
Black female	103 580	72 307	266 350	133 000	575 237
White male			90 000	76 000	166 000
White female			60 000	106 000	166 000
Total	140 780	135 278	629 600	535 875	1 441 533

Background

The BEE Bursary Support category was established in 2010 as a separate category of the Bursary Fund.

It is aimed at building internal capacity of citrus farming enterprises that are BEE compliant.

Bursary support is provided to BEE enterprises who wish to support a person who related to the enterprise to study at an academic institution.

The person must intend to return to the enterprise to work there after completing his or her studies.

Candidates are selected by the owner or community, and submitted to the Citrus Academy for approval.

The Citrus Academy enters into an agreement with the enterprise to provide support to them.

In turn, the learner signs a contract with the enterprise.

The Citrus Academy provides support to the enterprise 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.

Support is provided for school and post-school education.

objectives

- * Low skills levels
- Employment equity
- Scarce and critical skills
- * Land transition
- Quality delivery

2012/2013 report

- ✧ In 2012 bursary support was given to enterprises for twenty-one learners.
- ✧ Twelve bursaries were for students who are still at school, five bursaries were for diplomas or certificates, three more for undergraduate studies, and one bursary was for a student who is studying towards his MBA.
- ✧ In 2013, twenty-two bursaries were again awarded in this category.
- ✧ In this year, fourteen bursaries are for students at school, three students are studying towards diplomas or certificates, three students are involved in undergraduate studies, while a bursary was again awarded for the students who are studying towards his MBA.
- ✧ The bulk of the shortfall in 2012 occurred in the BEEBS category.

Item	2012	2013
Bursary Fund income – CIT	32 950	160 780
Bursary Fund income – AgriSETA	132 405	110 060
Bursary Fund payments – February	(149 566)	(135 996)
Bursary Fund payments – August	(146 814)	(134 844)
Net (shortfall)	(131 025)	(0)

BEEBS student numbers are included in statistics on the previous pages.



BEEBS students

Name	Citrus enterprise	Qualification	Institution
2012			
Hlumelo Doyi	Jerusalem Farm	Grade 9	Winterberg Agric High School
Andiswa Dyonase	Leta's Farm	Grade 11	Get Ahead College
Anda Futuse	Jerusalem Farm	Grade 4	Adelaide Gymnasium
Andiswa Futuse	Jerusalem Farm	Grade 4	Adelaide Gymnasium
Sinazo Futuse	Jerusalem Farm	Grade 8	Adelaide Gymnasium
Sigcine Manyonta	Oakdene Citrus Estate	Grade 8	Winterberg Agric High School
Zibuko Marali	Whites Citrus	BSc Agric - Soil Science	University of Fort Hare
Richman Mavimbela	Champagne	MBA	Gordan Institute of Business Science
Nontembeko Metula	Topkat Farm	BSc Agric	University of Fort Hare
Chwayita Yose Mfecane	Zanentlutha Farming	Grade 10	Victoria Girls' High
Mihlali Mgadle	Ripplemead Citrus	Grade 12	Dale College
Somila Mgadle	Ripplemead Citrus	Grade 9	Kingsridge High School
Yonela Mgadle	Ripplemead Citrus	Grade 6	Kingsridge High School
Nomfundo Mpahla	Naudeshoek Farm	N Dip Agric Man	NMMU
Vuyolwethu Mpahla	Naudeshoek Farm	Grade 12	Victoria Girls' High
Lwazi Mpukane	White's Citrus	N Dip Building	Walter Sisulu University
Siphiw'okuhle Nohamba	Konzi Farm	B Agric Econ	University of Fort Hare
Maggie Ratau	Rosle Boerdery	N Dip Agric	Lowveld College of Agriculture
Olivia Selowe	Champagne	N Dip Agric	Lowveld College of Agriculture
Khanyisa Thisani Mfecane	Zanentlutha Farming	Grade 8	Wings Aviation Academy High School
Unathi Yeko	Lover's Retreat	N Cert Agric	Lovedale College
2013			
Hlumelo Doyi	Jerusalem Farm	Grade 10	Winterberg Agric High School
Andiswa Dyonase	Leta's Farm	Grade 12	Get Ahead College
Yolanda Dyonase	Leta's Farm	Grade 6	Get Ahead Project
Anda Futuse	Jerusalem Farm	Grade 5	Adelaide Primary
Andiswa Futuse	Jerusalem Farm	Grade 5	Adelaide Primary
Sinazo Futuse	Jerusalem Farm	Grade 9	Adelaide Gymnasium
Sigcine Manyonta	Oakdene Citrus Estate	Grade 8	Winterberg Agric High School
Richman Mavimbela	Champagne	MBA	Henley Business School
Siphosethu Mdudu	Leta's Farm	Grade 6	Get Ahead Project
Nontembeko Metula	Topkat Farm	BSc Agric	University of Fort Hare
Chwayita Mfecane	Zanentlutha Farming	Grade 10	Victoria Girls' High
Mihlali Mgadle	Ripplemead Citrus	Matric Improvement	DL Computer Training Centre
Somila Mgadle	Ripplemead Citrus	Grade 10	Kingsridge High School
Yonela Mgadle	Ripplemead Citrus	Grade 7	Kingsridge High School
Nomfundo Mpahla	Naudeshoek Farm	BTech Agric Man	NMMU
Vuyolwethu Mpahla	Naudeshoek Farm	Matric Improvement	
Lwazi Mpukane	White's Citrus	N Dip Building	Walter Sisulu University
Siphiw'okuhle Nohamba	Konzi Farm	B Agric Econ	University of Fort Hare
Siyolise Nohamba	Konzi Farm	Matric Improvement	Academy of Business and Computer Studies
Olivia Selowe	Champagne	N Dip Agric	Lowveld College of Agriculture
Unathi Yeko	Lover's Retreat	Primary Agriculture	Lovedale College

Background

An internship is a period of experiential learning that has to be completed in order to achieve a diploma qualification.

The period of an internship can be six or twelve months, depending on the requirements of the qualification.

Students perform practical tasks and complete written assignments during their internships.

The Citrus Academy assists Bursary Fund students to find internship placements at companies within in the citrus industry.

The progress of interns is monitored during this time.

Funding of R2,750 per month per intern is channelled through the employer to the intern as remuneration.

Funding is sourced from the AgriSETA for South African students, while students from Zimbabwe and Swaziland are funded as part of their bursaries.

Employers provide students with accommodation, transport and practical training in line with the requirements of the academic institution.

After students complete their internships and receive their diplomas, they have the option of further study or permanent employment.

The company providing practical training has the option of employing the intern once qualified.

objectives

- * Low skills levels
- * Employment equity
- Scarce and critical skills
- * Land transition
- Quality delivery

2012/2013 report

- ✂ In 2012, ten students were involved in internships, at eight citrus enterprises.
- ✂ Two students started their internships halfway through 2011, which they completed successfully in June 2012.
- ✂ One student undertook a six-month internship, from January to June 2012.
- ✂ The remaining seven students who started at the beginning of 2012 completed their internships successfully and graduated in December 2012.
- ✂ Six students continued their studies towards B Tech degrees.
- ✂ Two students were employed permanently by the enterprises at which they did their internships.
- ✂ Seven students started their internships at the beginning of 2013, at five different enterprises.
- ✂ In 2012 and 2013, three enterprises became involved in the internship programme for the first time.

Item	2012 fy	2013 fy
Internship funding – AgriSETA	67 500	184 250
Internship funding – other	39 000	57 750
Internship allowances	(188 750)	(244 000)
Net income / (expenditure)	(82 250)	(2 000)

Interns

Enterprise	Location	Intern	Period
2012			
Farmsecure (Theewaterskloof Boerdery)	Theewaterskloof	Noma-Afrika Frans	Until June 2012
DFR Engineering	Port Elizabeth	Gerhard Strydom	Until June 2012
Jericho Farm (Riverside Advisory Services)	Kat River	Vuyolwethu Ngxwashula	January-June 2012
Golden Frontiers Citrus	Komatipoort	Kholofelo Manaswe, Jabu Sithole	January-December 2012
Naudeshoek Farm (Riverside Advisory Services)	Kat River	Nomfundo Mpahla	January-December 2012
Neos Estates	Malelane	Ayanda Ntuli, Mdumseni Sibandze	January-December 2012
Rosle Boerdery	Groblerdsdal	Maggie Ratau	January-December 2012
Du Roi Nursery	Letsitele	Athandile Shoba	January-October 2012
2013			
Penhill Farm	Addo	Phelokazi Gambula, Ncediswa Mbekela	January-December 2013
Golden Frontiers Citrus	Komatipoort	Danisile Khoza	January-December 2013
	Hectorspruit	Gugu Mokoena	January-December 2013
Neos Estates	Malelane	Ntombisize Mhlongo	January-December 2013
Sundays River Citrus Company	Addo	Bahle Kweba	January-December 2013
Bavaria Estates	Hoedspruit	Justice Mahope	January-December 2013



Background

The graduate placement programme is aimed at placing graduates who require work experience to become more employable.

Graduates are placed with citrus enterprises where they are given relevant practical experience and exposure to the industry.

The AgriSETA provides funding of R2,750 per month per graduate for one year to subsidise a salary.

Funding is channelled through the Citrus Academy to the employer who, in turn, pays it to the graduate as part of their remuneration.

On completion of twelve months experiential learning, companies have the option of employing the graduate.

The programme is aimed mostly at Citrus Academy Bursary Fund students, but assistance of this nature is also provided to outside candidates on request.

objectives

- * Low skills levels
- * Employment equity
- * Scarce and critical skills
- * Land transition
- * Quality delivery

2012/2013 report

- ✂ In 2012 three Bursary Fund students and one external candidate took part in the graduate placement programme.
- ✂ Two students started in March 2012, completing their one-year contracts in February 2013.
- ✂ One student undertook a seven-month work experience placement, from May to November 2012.
- ✂ The four students were placed at three enterprises.
- ✂ On completion of the year, one student went on to further his studies at the University of Stellenbosch, two entered fulltime employment, and one entered the job market.
- ✂ No students requested placements in 2013.

Item	2012 fy	2013 fy
Graduate placement funding – AgriSETA	70 000	135 750
Graduate placement allowances	(56 000)	(107 250)
Net income / (expenditure)	14 000	28 500

Graduates

Enterprise	Location	Graduate	Period
2012			
Stellenbosch University	Stellenbosch	Asanda Mditshwa	March 2012-February 2013
Sundays River Citrus Company	Addo	Nelisa Apleni	May-November 2012
Citrus Research International	Nelspruit	Bongiwe Ncgobo	March 2012-February 2013
Citrus Research International	Stellenbosch	Ncumisa Njombolwana	January-December 2012



objectives

- * Low skills levels
- * Employment equity
- Scarce and critical skills
- * Land transition
- Quality delivery

2012/2013 report

- ✂ In 2012, nine students took part in the holiday work programme.
- ✂ Students worked for approximately three weeks during the June / July holidays.
- ✂ Four companies participated in the holiday work programme.
- ✂ Participating businesses included farms and packhouses.
- ✂ Production tasks students were exposed to included picking, packing, product handling and quality control.
- ✂ Students gained experience in production and packing practices, and administrative tasks.

Background

The holiday work programme was implemented in 2006 as part of Citrus Academy Bursary Fund.

All undergraduate and diploma Bursary Fund students are obligated to do holiday work.

Students are placed at businesses related to their field of study.

The aim is to provide students with opportunities to enhance and apply learnt theory.

It also provides students with opportunities to see how citrus enterprises operate in reality.

Citrus businesses are given the opportunity to engage in transformation by nurturing a qualified, competent emerging workforce, while having the opportunity to scout candidates for employment.

Citrus Academy pays transport costs and, in some cases, accommodation and gives students a daily allowance.

Employers provide work experience, accommodation and local transport.

Students are supervised and coached by mentors, such as technical, packhouse and production managers.

Item	2012 fy	2013 fy
Daily allowances	14 000	11 450
Accommodation	11 870	7 560
Transport	8 285	
Total expenditure	34 155	19 010

2012 holiday work placements

Company	Location	Student
Indigo Packhouse	Letsitele	Khomotso Moraba
Mouton Boerdery	Citrusdal	Johan Mouton
Neos Estates	Malelane	Danisile Khoza, Lindokuhle Mamba, Ntombisizwe Mhlongo, Gugu Mokoena
Penhill Farm	Addo	Nolundi Fani, Phelokazi Gambula, Ncediswa Mbekela

Background

The industry exposure programme was initiated in 2007, in response to identified lack of industry exposure for Bursary Fund students.

The main aim is to provide students with opportunities to attend local and overseas events related to their field of study, where they can be exposed to the citrus industry and the wider agricultural sector.

Students are given opportunities to learn from lectures presented by experts involved in their field of study.

Students are able to improve their knowledge and understanding of the industry, the value chain and the sector.

Students, especially postgraduate students, are able to better understand the context of their studies and research.

Students are able to network with industry role-players and others in their field.

Programme is dependent on sponsorships.

objectives

- Low skills levels
- * Employment equity
- * Scarce and critical skills
- * Land transition
- Quality delivery

2012/2013 report

- ✂ In 2012 thirty-one Citrus Academy Bursary Fund students attended three different industry events.
- ✂ IDC funding policies changed in 2012 with the result that they were unable to renew their sponsorship of the programme.
- ✂ A decision was taken to solicit sponsorships from organisations within the industry.
- ✂ Eleven organisations provided sponsorships for the programme.
- ✂ The programme costs were not entirely covered by sponsorships, and the Citrus Academy carried the remaining costs.
- ✂ Sponsorship covered students' registration fees, travel and accommodation.
- ✂ Students wore branded t-shirts, identifying their individual sponsor.
- ✂ Students were chaperoned by Citrus Academy personnel or study supervisors.
- ✂ No disciplinary or other problems were experienced.
- ✂ Feedback from students and industry stakeholders at the events was extremely positive.
- ✂ A subscription to the SA Fruit Journal for each Citrus Academy Bursary Fund student was funded through the programme.

Item	2012 fy	2013 fy
Grant – Industrial Development Corporation	80 000	142 500
Academic Award Sponsorship	10 000	
7th Citrus Research Symposium	(70 939)	(103 824)
allFresh!2012		(29 805)
International Citrus Congress		(25 870)
SA Fruit Journal	(8 772)	(11 053)
Academic Awards	(9 837)	(6 418)
Promotions	(3 000)	(11 084)
Net income / (expenditure)	(2 548)	(45 554)

2012 industry exposure events

Event	Students	Sponsors
7th Citrus Research Symposium 19-22 August 2012 Drakensberg, South Africa	Edrich Burger (MSc Agric, UP); Xolisa Faltein (BSc Agric Man, UFH); NolundiSheila Fani (BSc Agric Man, UFH); Jeanine Hordijk (MSc Horticulture, US); Mareli Kellerman (MSc Agric Plant Pathology, US); Lindokuhle Mamba (BSc Plant Science, NWU); Zama Maqutu (Environmental Management, UNISA); Zibuko Marali (BSc Agric – Soil Science, UFH); Nhlanhla Mathaba (PhD Agric – Horticultural Science, UKZN); Richman Mavimbela (MBA, Henley Business School); Nontembeko Metula (BSc Agric, UFH); Sibongiseni Mgozozeli (MSc Agriculture – Soil Science, UP); Rodney Morifi; Wandile Ngcamphalala (Agricultural Sciences, UKZN); Vuyolwethu Ngxwashula (N Dip Forestry, Fort Cox); Hestia Pienaar (MSc Agric Horticulture, UP); Ncediwe Pute (MSc Agric, UKZN); Vongani Rikhotso (Environmental Management, UNISA); Xolani Sibozza (PhD Agric - Horticultural Science, UKZN); Phumeza Sitole (MSc Agric, Rhodes); Jakkie Stander (MSc Agriculture – Horticulture, US); Schalk van der Merwe (MSc Agriculture – Horticulture, US); Rachel van der Walt (MSc Biochemistry, NMMU); Hildegard Witbooi (MTech Horticulture, CPUT)	Capespan, CGA, Clemengold, CRI, Du Roi, Engen, River Bioscience, Schoeman Boerdery, SRCC
allFresh!2012 1-2 October 2012 Pretoria, South Africa	Noma-Afrika Frans (N Dip Agric Man, NMMU George); Phelokazi Gambula (N Dip Agric Man, NMMU); Mosadiwa Magadani (BTech Crop Production, TUT); Richman Mavimbela (MBA, Henley Business School); Ncediswa Mbekela (N Dip Agric Man, NMMU); Khomotso Moraba (BSc Agric Econ, University of Pretoria); Siphiwokuhle Nohamba (B Agric Economics, University of Fort Hare)	CGA, Pick 'n Pay, Tesco
International Citrus Congress 18-23 November 2012 Valencia, Spain	Ncumisa Njombolwana	Citrus Growers' Association



Background

In 2008, the need was identified for improving the quality of skills delivery by capacitating those involved in skills transfer.

Specific target groups were identified as accredited service providers, extension officers, mentors, lecturers, and production managers.

The aim is to build the attendants own knowledge and skills, and to develop their facilitation skills.

Workshops are facilitated by subject matter experts from the citrus industry.

The original concept was extended to include arranging workshops for specific target groups, such as emergent growers.

In 2011 capacity building workshops were arranged for emergent growers for the first time.

Three capacity building workshops were held in 2008, dealing with specific skills areas and using Citrus Academy production learning material.

From 2009 workshops have been arranged only on request.

objectives

- * Low skills levels
- * Employment equity
- * Scarce and critical skills
- * Land transition
- * Quality delivery



2012/2013 report

✂ In the year under review no workshops were arranged.

Item	2012 fy
Workshop fees received	73 550
Subject-matter experts	(42 000)
Conference fees	(4 719)
Travelling and accommodation	(11 772)
Course material	(5 879)
Net income / (expenditure)	9 180

Capacity building workshops

Dates	Skills area	Presenter	Location
2008			
11-15/02/2008	Production Management	Louis von Broembsen	Stellenbosch
11-15/08/2008	Plant Nutrition and Soil Management	Hannes Coetzee	Pretoria
13-17/10/2008	Water Quality and Irrigation	Faan Kruger and Hannes Coetzee	Groblersdal
2009			
31/08-04/09/2009	Plant Nutrition and Soil Management	Hannes Coetzee and Carol Harington	Thoyouandou, Venda
2011			
12/10/2011	Spring Pest Complex	Dr. Sean Moore	Zebediela Estate
08-09/11/2011	Finance for Non-Financial Managers in the Fruit Industry	Peter van Ryneveld (Johannesburg School of Finance)	Fort Beaufort



Breakdown of the workshop attendance

Group	Total	2008	2009	2011
Facilitators	8	8		
Extension officers	33	6	27	32
Mentors	1	1		
Management agents	3	3		
Production personnel	15	15		
Emergent farmers	13	13		20
Total	73	46	27	52

Background

Learning programmes are developed to meet specific learning needs, in terms of content or target group.

The cost of programme development is generally carried by the Academy, while funding is sought for production of learning material and programme implementation, where necessary.

Development of new programmes starts with identifying a demand amongst citrus industry role players.

The request is assessed using criteria such as applicability to the wider industry and benefit to citrus growers on the whole.

If it is found that the request has merit, a programme framework and development plan is drawn up, indicating the content and implementation strategy for the programme.

In most cases, the learning methodology is also designed to meet the needs of the target group.

In most cases, programme content is developed using Citrus Academy learning material as a basis, although new material may also be developed or sourced if required.

Content is adapted in line with programme framework, and taking into account the target group.

Wherever possible, programmes are unit standard aligned and adapted for outcomes-based education.

The programme material includes all required learning and assessment tools.

In most cases, programme material can be downloaded from the website of the Academy at no cost.

objectives

- * Low skills levels
- * Employment equity
- * Scarce and critical skills
- * Land transition
- * Quality delivery

2012/2013 report

- ✂ In the year under review, the Citrus Secondary programme was piloted at three secondary schools around South Africa.
- ✂ It was found that the implementation of the programme present challenges in terms of finding the required time on a regular basis.
- ✂ A further challenge was the dependence of school staff to implement the programme.
- ✂ In 2013, the programme strategy will be reviewed and adapted if necessary.
- ✂ In January 2013, a request was received from the Citrus Growers' Development Chamber to develop a comprehensive business and financial management learning programme aimed at emergent growers.
- ✂ The new venture creation qualification, belonging to the Serves SETA, was identified as the most appropriate option.
- ✂ A programme framework was developed and aligned with all the unit standards contained in the qualification.
- ✂ A service provider with a proven and reputable existing new venture creation was identified.
- ✂ In the next year, the programme will be acquired from the service provider and the content will be adapted for citrus farming.

Item	2012 fy	2013 fy
Citrus Secondary programme development	8 100	31 368
Net income / (expenditure)	14 000	28 500

Available Learning Programmes

Format	Content Summary	Target Group	Implementation Strategy
Institutional Orientation Programme			
Website download, available in English	❖ The Business Environment in South African ❖ The South African Citrus Industry ❖ The South African Citrus Grower ❖ Agricultural Business Entities ❖ Legislation and Statutory Requirements ❖ Human Capital in an Agribusiness	Emergent farmers, new land owners	Classroom learning Used as basis for business management and new venture development programmes for new farmers and land owners
Citrus Nursery Workers Programme			
Hard and softcopy, made available to SACNA members, in English and Afrikaans	❖ Introduction to Citrus Propagation ❖ Rootstock Propagation ❖ Budding ❖ Introduction to Nursery Practices ❖ Nursery Practices: Plant Nutrition ❖ Nursery Practices: Pest and Disease Control ❖ Nursery Practices: Weed Control ❖ Nursery Practices: Irrigation and Water Quality	Citrus nursery workers and lower management	Workplace learning Implemented over a period of one year Reference material
Citrus Secondary Programme			
Hardcopy	❖ Module 1: Induction ❖ Module 2: Citrus production overview ❖ Module 3: Enterprise planning ❖ Module 4: Marketing ❖ Module 5: Agri- and ecotourism ❖ Module 6: Food safety ❖ Module 7: Harvesting ❖ Module 8: Plant structures and functions ❖ Module 9: Plant manipulation ❖ Module 10: Soil fertility and plant nutrition ❖ Module 11: Repairs and maintenance ❖ Module 12: Irrigation ❖ Module 13: Water quality ❖ Module 14: Pest management ❖ Module 15: Disease and weed management ❖ Module 16: Applying PPPs ❖ Module 17: Handling PPPs ❖ Module 18: Citrus propagation ❖ Module 19: Crop establishment ❖ Module 20: Production management ❖ Module 21: Human resource management ❖ Module 22: Financial management ❖ Module 23: Sustainable farming	Secondary school learners	Classroom facilitation as extra-curricular activity

Learning Programmes under Development

Format	Content Summary	Target Group	Implementation Strategy
Citrus Business Management			
(Not yet determined)	Programme Induction and Placement Theme 1: Think Like an Entrepreneur ❖ The entrepreneurial profile ❖ Innovation ❖ Business viability Theme 2: Plan Your Business ❖ Costing and pricing ❖ Business planning ❖ Financing ❖ Negotiations Theme 3: Manage Your Business ❖ Resource mobilisation ❖ Implementation of action planning ❖ Contract administration ❖ Financial management ❖ Administrative management ❖ Human resources and labour relations ❖ Motivation and leadership ❖ Market mechanisms Theme 4: Improve the Performance of Your Business ❖ Strategic planning ❖ Production and operational management Fundamental unit standards	Emergent growers, citrus business managers	Learnership (8 months)

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.

Audio-visual learning tools, in the form of DVDs, 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 Media World, the ORI, the CGA and the Citrus Academy, as well as a number of other industry role players.

A content framework was developed by industry representatives and subject-matter experts, consisting of fifty modules, aimed at workers at different levels.

Learning modules were included for training seasonal and permanent workers and are 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.

Every module is accompanied by a written learner guide, available in electronic format on a CD that is distributed with the DVDs.

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 dealing with other aspects of citrus production..

Audio-visual series are made available for sale by the Citrus Academy.

In 2011 the Integrated Pest Management for Citrus series was developed, sponsored by the AgriSETA.

The CGA sponsored a copy of the IPM series for each citrus grower in Southern Africa.

In February 2012, a Citrus Harvesting series was developed, using modules that formed part of the Citrus Postharvest Series.

Citrus growers also received a sponsored copy of the Citrus Harvesting series.

objectives

- * Low skills levels
- * Employment equity
- * Scarce and critical skills
- * Land transition
- * Quality delivery

2012/2013 report

- ✂ In February 2013, the Citrus Packing series was developed.
- ✂ The series consisted of seven modules taken from the Citrus Postharvest Series.
- ✂ The seven modules are related particularly to packing practices, and can be used for training workers in the packhouse.
- ✂ The modules were repackaged on a DVD, containing English and Afrikaans versions of the modules.
- ✂ The module on Packhouse Sanitation was translated to Afrikaans especially for this series.
- ✂ It was accompanied by a CD containing learner guides for all the modules.
- ✂ A free copy of the series was sent on request to citrus growers and packhouses in March 2013, sponsored by the CGA.

Item	2012 fy	2013 fy
Grant income – AgriSETA	210 000	
Sponsorship income – IPM for Citrus	125 000	
Sales – Citrus Postharvest Series	44 800	4 800
Sales – Integrated Pest Management for Citrus	55 391	7 155
Sales – Citrus Harvesting	56 172	150
Sales – Citrus Packing		150
Audio-visual module production costs	(300 621)	(12 825)
Learning material development	(9 360)	
Replication, printing and packaging	(81 025)	(17 140)
Net income / (expenditure)	100 357	(17 710)

Target Groups	Content Summary	Presenters and Collaborators
Citrus Postharvest Series / Sitrus Na-Oes Reeks		
Citrus growers (pickers, picking supervisors, production managers) Citrus packhouses (sorters, graders, packers, palletisers, supervisors, line managers, packhouse managers) Logistics service providers Government officials Extension officers Training service providers	❖ Module 1: SA Citrus Industry ❖ Module 2: Value Chain ❖ Module 3: Citrus Varieties ❖ Module 4: Citrus Markets ❖ Module 5: Citrus Export Standards ❖ Module 6: Yield and Fruit Size ❖ Module 7: Packhouse Planning ❖ Module 8: Rind Disorders ❖ Module 9: Postharvest Diseases ❖ Module 10: Orchard Sanitation ❖ Module 11: Pre-Harvest Pest Control ❖ Module 12: Maturity Indexing ❖ Module 13: Picking Practices ❖ Module 14: Picking Supervision ❖ Module 15: Packhouse Process Flow ❖ Module 16: Drenching ❖ Module 17: Degreening ❖ Module 18: Fruit Washing Systems ❖ Module 19: Packhouse Sanitation ❖ Module 20: Hot Water Fungicide Bath ❖ Module 21: Titration ❖ Module 22: Resistance Management ❖ Module 23: Drying Tunnel ❖ Module 24: Wax Application ❖ Module 25: Sizing ❖ Module 26: Sorting and Grading ❖ Module 27: Packing Material and Specifications ❖ Module 28: Packing Market Specifications ❖ Module 29: Packing ❖ Module 30: Palletisation ❖ Module 31: High-cube vs. Standard ❖ Module 32: Marking ❖ Module 33: Inspections – PPECB ❖ Module 34: Inspections – DAFF ❖ Module 35: Export Shipping Overview ❖ Module 36: Infrastructure Overview ❖ Module 37: Road Transport Overview ❖ Module 38: Truck Loading ❖ Module 39: Rail Loading Break-Bulk ❖ Module 40: Rail Loading Containers ❖ Module 41: Pre-Cooling ❖ Module 42: Cold Store Requirements ❖ Module 43: Cold Store Handling ❖ Module 44: Cold Store Mechanics ❖ Module 45: Container Loading ❖ Module 46: Vessel Loading ❖ Module 47: Cold Chain Review ❖ Module 48: Safety and Quality Management ❖ Module 49: Commercial Accreditation Systems ❖ Module 50: Traceability	Justin Chadwick (CGA), Malcolm Dodd (PHIP), Andy Lee (CRI), Paul Hardman (CGA), Stephan Verreyne (CRI), Gert Kotze (Cedarpark), Paul Cronje (CRI), Keith Lesar (CRI), Sean Moore (CRI), Otto Frielingsdorf (Goedehoop), Corrie Muller (Advantage Chemicals), Johann van der Vyver (ICA), Paul Fourie (CRI), John Perold (SRCC), Dawid Groenewald (CRI CCF), Neil Malan (PSB), Mitchell Brooke (CGA), Marius Scholtz (PPECB), Shubesco Heilbron (PPECB), Kuben Naidoo (DAFF), Lynette Grobler (LA Logistics), Alfred Monye (Transnet), Ampie Grotsius (Progressive Logistics), Boet Bester (PPECB), Peter Hoekstra (PPECB), Koos Bouwer, Chris Laing (PPECB), Bernard Henning (PPECB)
Integrated Pest Management for Citrus		
Citrus growers (pest scouts, IPM managers) Extension officers Training service providers	❖ Introduction to IPM ❖ Citrus Pest Monitoring ❖ Pre-Harvest Blemish Analysis ❖ Interpreting Monitoring Results	Dr. Sean Moore
Citrus Harvesting / Sitrus Oeswerk		
Citrus growers (pickers, picking supervisors, production managers) Extension officers Training service providers	❖ Citrus Value Chain ❖ Orchard Sanitation ❖ Picking Practices ❖ Picking Supervision	Malcolm Dodd (PHIP), Keith Lesar (CRI), Otto Frielingsdorf (Goedehoop)
Citrus Packing / Sitrus Verpakking		
Citrus packhouses (sorters, graders, packers, palletisers, supervisors, line managers, packhouse managers) Extension officers Training service providers	❖ Citrus Value Chain ❖ Packhouse Process Flow ❖ Packhouse Sanitation ❖ Sorting and Grading ❖ Packing Methods ❖ Palletisation ❖ Truck Loading	Malcolm Dodd (PHIP), Keith Lesar (CRI), John Perold (SRCC), Dawid Groenewald (Sappi), Lynette Grobler (LA Logistics)

Background

The development of production learning material was initiated in 2005.

The aim of this initiative was to develop unit standard aligned, crop-specific learning material for citrus production and packing.

Fifty-nine core unit standards forming part of the Plant Production qualifications from NQF2 to NQF5 were initially identified.

Learning material was developed for fifty-four of these unit standards.

Subject-matter experts from within the citrus industry were contracted to write and review the learning material.

The material is in line with the Citrus Production Guidelines published by Citrus Research International.

Each set of learning material originally consisted of a learner guide, a facilitator guide and assessment guides for learners and assessors.

The material is written in English and there are at present no plans to translate the body of material into any other languages.

Visual presentation tools are developed on request to enable facilitation in other languages.

Learning material can be downloaded at no charge from the Citrus Academy website.

Learner guides are also available in printed format.

Other commodity organisations have been licensed to adapt the citrus learning material for their purposes.

objectives

- * Low skills levels
- Employment equity
- Scarce and critical skills
- * Land transition
- * Quality delivery

2012/2013 report

- ✂ In January 2013 a project was initiated to review all production learning material, which will conclude later in the year.
- ✂ As part of this project, the assessment and facilitation documents for the learning material are also being converted to the latest generally accepted formats.
- ✂ The development of occupational qualifications is being monitored and the development of new or adaptation of existing learning material will be considered as soon as new qualifications are registered.

Item	2012 fy
Sales of production learning material	150 000
Net Income / (Expenditure)	150 000

Production learning material

Skills area	Unit standards			
	NQF 2	NQF 3	NQF 4	NQF 5
Enterprise Selection, Planning and Establishment	116081 & 116127	116214 & 116274	116293 & 116309	116337 & 116324
Plant Functions and Structures	116057			
Plant Nutrition and Soil Management	116053	116267	116311	116371
Harvesting	116111	116268	116297	116373
Water Quality	116077	116212	116322	
Plant Manipulation	116128	116264	116305	116409
Irrigation	116066	116266	116317	116414
Crop Establishment	116079			
Plant Propagation	116119	116220	116316	
Pests, Diseases and Weeds	116124	116265	116301	116429
Crop Protection Application	116125			
Food Safety	116070	116271	116278	116419
Conservation	116121	116263	116303	116425
Marketing	116126	116259	116684	10050
Production Management	116115	116218	116288	116426
Industry Overview			116286	



	Actual 2012 fy	Budget 2013 fy	Actual 2013 fy	Budget 2014 fy
Income				
Services rendered				
Citrus Growers' Association	1 782 000	1 908 000	1 908 000	2 100 000
Citrus Academy Bursary Fund				
Bursary funding	1 177 719	1 516 393	1 597 888	1 723 360
Experiential learning	176 500	431 250	377 750	305 250
Other sponsorships	90 000	150 000	142 500	166 750
Learning media				
Learning material	150 000			
Audio-visual learning tools	491 363	978 000	12 255	393 750
Learning programmes		100 000	17 000	200 000
Usage rights income				
Capacity building workshops	73 550	30 000		248 750
Mentorship funding	210 300			
Other income				
Profit on disposal of fixed assets	4 635		2 105	
Cost recovery	131 549	116 000	133 671	132 000
	4 287 616	5 229 643	4 191 169	5 269 860
Expenditure				
General administration				
Depreciation	13 938		14 222	
Directors' meetings	7 512	20 000	6 046	20 000
Marketing	99 497	84 000	80 913	115 000
Office expenses (insurance, stationery, telephone)	114 576	140 300	88 914	97 200
Rent paid	150 880	164 574	161 907	132 300
Services (accounting, legal, consulting)	27 930	26 000	31 800	30 900
Sponsorships			689	
Staff costs	1 102 139	1 197 160	1 199 214	1 327 610
Travel and accommodation	247 608	228 000	260 033	264 000
Citrus Academy Bursary Fund				
Bursary funding paid out	1 177 719	1 516 393	1 673 939	1 723 360
Experiential learning	371 453	639 850	558 314	622 250
Learning media				
Learning material				20 000
Audio-visual learning tools	391 007	781 760	29 965	382 500
Learning programmes				
Development costs	8 100	36 000	31 368	176 000
Implementation costs		100 000		60 000
Other services				
Capacity building workshops	64 370	30 000		272 025
Mentorship funding	210 300			
Moderation		12 000		
Skills development planning		12 000		
	3 987 029	4 988 037	4 137 324	5 243 145
	300 587	241 606	53 845	26 715



