

Annual Report
2015



**citrus
academy**

10 years of

Enabling skills development
in the southern African
citrus industry



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Chairperson's Report



The Citrus Academy was established in 2005, at first as a division of the Citrus Growers' Association and later as a separate non-profit company. This makes it 10 years since the Academy started enabling skills development in the Southern African citrus industry.

In those 10 years, the citrus industry has shown unprecedented growth. Citrus exports have increased from 1.2 million tonnes to 1.7 million tons, amounting to almost 116 million cartons in the 2014 season. The number of production units and packhouses also increased significantly, as has the number of permanent and seasonal workers employed in the industry.

There has also been changes on the production landscape, from changes in pest and disease threats and changes in market requirements, to new innovations in packing, packaging and logistics. Add to this external factors such as the downturn in the world economy, the energy crisis in South Africa, uncertainty around government policy on land restitution, and the instability of the Rand, and we can see that an industry that wants to remain competitive has to invest in getting the right people with the right skills.

The Citrus Growers' Association had the foresight to establish the Citrus Academy in 2005, with the express purpose of ensuring that the industry will have the people to address the challenges the future might bring, whether they are researchers, technical consultants, extension officers, growers, production and packhouse managers, economists, or engineers.

The Citrus Academy has identified five key objectives, around which strategies are put in place. These objectives are in line with the strategic objectives of the CGA, and ensures that the Academy remains geared to fulfil its main purpose.

Firstly, the Citrus Academy has the objective of addressing the skills shortage on farms, in packhouses and nurseries, and in other enterprises along the value chain that has an impact on the profitability and competitiveness of citrus growers. Every programme that the Academy has in place, from the Bursary Fund to learning material development, is to some extent addressing this objective.

In 2014 the board of the Citrus Academy identified the lack of skills at the PPECB and the national and provincial Departments of Agriculture as a particular challenge, and put a strategy in place to promote the employment of Bursary Fund graduates by these organisations. It is pleasing to see that the Academy has already been able to make inroads at the PPECB, with two recent graduates in permanent employment as inspectors, and two more taking part in their internship programme this year.

The Citrus Academy's second objective is to enable enterprises in the industry to effectively address employment equity. This is achieved most directly through the Citrus Academy Bursary Fund, which is itself in its tenth year in 2015. The Bursary Fund has over the years produced a great many excellent candidates, of which a large number are employed by citrus enterprises. Through making available learning media, the Academy also enable farmers to address their own internal skills development needs.

The third objective is that of scarce and critical skills. On an ever evolving landscape, a competitive industry needs to be dynamic in its thinking around what skills it will need into the future. The Academy is in the perfect position to identify future skills needs before they become scarce and critical, and to put measures in place, mostly through targeted bursary allocations, to address those needs.

In the fourth place is the objective closest to my heart – that of transformation, by which is meant black grower development. The CGA has been committed to effective transformation for a considerable number of years, and has put many initiatives in place to assist and promote grower development. One of the key initiatives was the establishment of the Citrus Growers Development Chamber in 2010. The Citrus Academy works closely with the CGDC to empower black citrus growers, as can be seen by the situational analysis that it conducted last year on behalf of the CGDC, the development of the Citrus Business Management programme which is aimed particularly at emergent growers, and the Citrus Emergent Export Excellence workshops that it arranged this year. Apart from this, there is the BEE Bursary Support section of the Bursary Fund, which focusses particularly on developing the internal capacity of emergent grower operations.

The citrus industry has made pleasing progress when it comes to industry transformation. Around 7 200 citrus-producing hectares are now in the ownership of BEE citrus enterprises, with about 10% of export cartons being produced by those enterprises. It is essential for the future of the industry to continue this trend, to continue the democratisation of land ownership and of the economic benefits in the industry.

The last objective of the Citrus Academy is to address the quality of the learning that is delivered by accredited service providers and academic institutions. This is achieved through developing learning material and programmes that are in line with industry production guidelines and making these available at no cost.

Although I was elected the chairperson of the Citrus Academy board only late in the period under review, it has been my privilege to serve on the board since 2012. In this time, I am pleased to say that tremendous progress was already made in the pursuit of the objectives of the Citrus Academy and the CGA. The CGA can be proud of what has been achieved by the Academy, and can be assured that the Academy will be there to help carry the citrus growers of southern Africa far into the future.



Voorsittersverslag

Die Sitrus Akademie is daargestel in 2005, aanvanklik as 'n afdeling van die Sitrusprodusentevereniging en later as 'n onafhanklike maatskappy-sonder-winsbejag. Dit beteken dat dit nou al 10 jaar lank is dat die Akademie vaardigheidsontwikkeling in die suider-Afrikaanse sitrusbedryf in staat stel.

In hierdie 10 jaar het die sitrusbedryf ongekende groei ondervind. Sitrus uitvoere het gegroei van 1.2 miljoen ton tot 1.7 miljoen ton, met amper 116 miljoen kartonne wat uitgevoer is in die 2014 seisoen. Die aantal produksie eenhede en pakhuisse het ook aansienlik toegeneem, en daarmee saam die aantal permanente en seisoenale werkers wat deur die bedryf in diens geneem word.

Daar was ook veranderinge op die produksielandskap oor hierdie tydperk, van veranderende plaag en siekte bedreigings en veranderinge in mark vereistes, tot nuwe ontwikkelinge in verpakking en logistiek. Sit daarby eksterne faktore soos die afswaai in die wêreldekonomie, die energiekrisis in Suid-Afrika, onsekerheid rondom die regering se beleid oor grondrestitusie, en die wankelrigheid van die Rand, en ons kan sien dat 'n bedryf wat mededingend wil bly moet belê daarin om die regte mense met die regte vaardighede en kundigheid in plek te hê.

Die Sitrusprodusentevereniging het die toekomsvisie gehad om die Sitrus Akademie daar te stel in 2005, met die uitdruklike doelwit om toe te sien dat die bedryf die mense sal hê om die uitdagings aan te spreek wat die toekoms mag bring, of dit nou is as navorsers, tegniese konsultante, voorligtingsbeamptes, produksie- of pakhuisbestuurders, ekonome, of ingenieurs.

Die Sitrus Akademie het vyf hoofdoelwitte waar rondom strategieë in plek gestel word. Hierdie doelwitte is in lyn met die strategiese doelwitte van die Sitrusprodusentevereniging, en verseker dat die Akademie daarop toegespits bly om sy doel te bereik.

Eerstens het die Sitrus Akademie dit as doelwit om vaardigheidstekorte aan te spreek op plase, in pakhuisse en kwekerie, en in ander ondernemings in die waardeketting wat 'n impak het op die volhoubaarheid en mededingendheid van sitrusprodusente. Elke program wat die Akademie in plek het, van die Beursfonds tot opleidingsmateriaal ontwikkeling, spreek tot 'n mate hierdie doelwit aan. In 2014 het die raad van die Sitrus Akademie die gebrek aan kundigheid by die PPECB en die nasionale en provinsiale Departemente van Landbou identifiseer as 'n spesifieke struikelblok, en het 'n strategiese besluit geneem om die indiensneming van Beursfonds studente deur hierdie instansies aan te moedig. Dit is bemoedigend om te sien dat daar alreeds goeie vordering gemaak is by die PPECB, waar twee onlangse gegradueerdes permanent in diens is as inspekteurs, en nog twee opgeneem is in hulle internskap program.

Die Sitrus Akademie seis tweede doelwit is om ondernemings in die bedryf daartoe in staat te stel om indiensnemingsgelykheid effektief aan te spreek. Hierdie doelwit word nagestreef meestal deur die Sitrus Akademie Beursfonds, wat self in 2015 in sy tiende jaar is. Die Beursfonds het oor die jare baie uitmuntende kandidate na vore gebring, van wie 'n groot aantal nou in die diens staan van ondernemings in die sitrusbedryf. Deur opleidingsnutsmiddels beskikbaar te stel, maak die Akademie dit ook moontlik vir produsente om self hulle interne vaardigheidsontwikkelingsbehoeftes aan te spreek.

Die derde doelwit is gespits op skaars en kritiese vaardighede. Op 'n landskap wat die heeltyd ontwikkel en verander, moet 'n mededingende bedryf dinamies wees in sy dinkwerk rondom die vaardighede wat nodig gaan wees in die toekoms.

Die Akademie is in die perfekte posisie om toekomstige vaardigheidsbehoeftes te identifiseer voor dit skaars of krities word, en om maatreëls daar te stel – meestal in die vorm van spesiale Beursfonds toekennings – om daardie behoeftes vroegtydig aan te spreek.

In die vierde plek is die doelwit wat myby baie na aan die hart lê – transformasie, waaronder ons bedoel die ontwikkeling van swart boere. Die Sitrusprodusentevereniging is nou al vir 'n aansienlike paar jaar toegewy aan effektiewe transformasie, en het al 'n aantal inisiatiewe in plek gesit om boere ontwikkeling te ondersteun en te bevorder. 'n Merkwaardige inisiatief in hierdie opsig was die daarstelling van die Sitrusprodusentewerkswinkelskamer in 2010.

Die Sitrus Akademie werk nou saam met die Ontwikkelingskamer om swart boere te bemagtig, soos gesien kan word uit die opname onder opkomende boere wat die Akademie verlede jaar onderneem het namens die Ontwikkelingskamer, die ontwikkeling van die Sitrusbesigheidsbestuursprogram wat geskoei is op die behoeftes van opkomende boere, en die Citrus Emergent Export Excellence werkswinkels wat hierdie jaar deur die Akademie gereël is. Behalwe hiervoor is daar ook die BEE Beursondersteuning afdeling van die Beursfonds wat daarop toegespits is om die interne kapasiteit van opkomende ondernemings uit te brei.

Die sitrusbedryf het tot dusver al bevredigende vordering gemaak te opsigte van transformasie. Omtrent 7 200 sitrus-produkerende hektaar is nou al in die besit van BEE ondernemings, met omtrent 10% van uitvoerkartonne wat deur hierdie ondernemings geproduseer word. Dit is van groot belang vir die toekoms van die bedryf om hierdie tendens voort te sit, om sodoende die demokratisering voort te sit van grond eienaarskap voort en ook van die ekonomiese voordele wat dit die bedryf bied te bevorder..

Die laaste doelwit van die Sitrus Akademie is om die gehalte te verbeter van opleiding wat aangebied word deur geakkrediteerde diensverskaffers en akademiese inrigtings. Dit word nagestreef deur die ontwikkeling van opleidingsmateriaal en programme wat in lyn is met produksie riglyne en beste praktyke, en deur dit vrylik beskikbaar te stel.

Al is ek verkies as die voorsitter van die Sitrus Akademie direkteursraad laat in die oorsigsperiode, is dit my voorreg om nou al vanaf 2012 te dien op die raad. Ek is bly om te rapporteer dat daar in hierdie tyd alreeds beduidende vordering gemaak is in die strewe na die doelwitte van die Sitrus Akademie en die Sitrusprodusentevereniging. Die Sitrusprodusentevereniging kan trots wees op wat alreeds bereik is deur die Akademie, en kan gerus wees in die wete dat die Sitrus Akademie daar sal wees om die sitrusprodusente van suider-Afrika ver die toekoms in te dra.



General Manager's Report



Strive not to be a success, but rather to be of value.
Albert Einstein

In January 2015 it was 10 years since the day I walked into Justin Chadwick's office to take up the position of managing the newly-formed Citrus Academy. At the time, nobody was sure exactly what to do or how to go about it, but the CGA board was clear on one thing – the citrus industry needed to invest in its future by putting in place a body dedicated to human capital development.

Under the guidance of the Citrus Growers' Association, plans, programmes and projects were put in place over the past 10 years, growing the impact of the Citrus Academy and the value that it adds to the citrus industry.

In 2006, the Citrus Academy Bursary Fund was established as an entity with policies, procedures and a plan. The Bursary Fund has come from awarding 34 bursaries in 2006, to awarding its 500th bursary to the 200th beneficiary in 2015, the year of its tenth anniversary. Almost R12 million has been invested through bursaries alone.

Various programmes have been added over the last ten years to support Bursary Fund students and provide further learning opportunities for them. From 2006 students have been doing vacation work on farms and in packhouses, in 2007 the first interns were placed on farms, and in 2008 we placed the first graduate for work experience. In these ten years, we have placed fifty-five interns and sixteen graduates, and arranged vacation work 138 times. Nine students also participated in the Agri-Industry Development Programme from 2008 to 2012.

As early as 2006 we were taking students with us to conferences and industry events to give them the opportunity to meet and learn from the best in their fields. This programme has just grown and grown, to where the Citrus Academy students are now an institution at such events. In 2014, one could hardly miss them dressed in their orange-sleeved T-shirts. In ten years, 186 such opportunities were given to students.

Our newest programme, Ready-Steady-Work, began in 2013 and has enabled graduates to settle into the workplace with much more ease. This programme was held again in 2014, and is set to become a permanent part of the Citrus Academy Bursary Fund offering.

Another event where Citrus Academy Bursary Fund students have become a permanent fixture, is the AgriSETA Excellence Awards. We enter students whose bursaries, internships or graduate placements were funded by the AgriSETA into this annual competition. After a round of interviews, in which a large portion of our entries take part, the winner and runner-up in each category are invited to the AgriSETA Excellence Awards dinner which is held in September. The Citrus Academy has been filling a table at these events since 2012, and 2014 was no different – two current and one former Citrus Academy Bursary Fund students walked away with honours.

Developing the programmes, material and media needed for developing the skills and knowledge of the people involved in the industry, is the other part of the Citrus Academy's work. In the past ten years, we have developed comprehensive learning material for citrus production management, and made it available to be downloaded at no cost from our website. We have developed learning programmes for nursery workers, emergent growers, school learners, and citrus business managers. Most of these programmes are also available from the Citrus Academy website, or can be obtained from the Academy, at no cost. In the year under review the Citrus Business Management programme was completed and piloted in the Kat River Valley. This programme will be rolled out further in 2015, and shows great promise in enabling especially emergent growers to better manage the business of their farms.

Audio-visual media development started in 2010, and has produced a number of series to date. The video clips are sent to citrus growers in DVD format, to be used in their packhouses and on their farms, and is also available on the Citrus Academy YouTube channel. Planning and production started in 2014 for a new series, which will be completed in 2015.

The Citrus Academy started arranging capacity building workshops in 2008, when it became clear that there were certain specialised learning needs that were not being addressed by learning providers. These days, technical workshops are arranged on request for government extension officers. In 2014, the need for excellence workshops aimed at emergent growers was identified, specifically workshops dealing with the intricacies of citrus exports. The Citrus Academy arranged a series of workshops, with the financial support of DAFF. We are hoping to extend this initiative, and hold more workshops on other subjects in future.

The financial position of the Citrus Academy has stabilised, and is satisfactory taking into account its non-profit status. During the year under review, the Academy incurred a net loss of R258 133, bringing its retained earnings to R40 828. The loss was due to receiving grant funding for the Industry Exposure Programme in the 2013/14 financial year, with the expenditure for the programme only falling into the 2014/15 year. The loan of R600 000 which was owed to the CGA at the date of reporting was repaid within three months after the end of the financial year.

It remains then for me to thank the hard-working and dedicated staff of the Citrus Academy for another year of excellence. The value that you personally add through your efforts to our industry and all its people is seen and appreciated. I look forward to taking on the future with you. I would also like to thank Justin Chadwick, Robert Miller, Liane Esch and the other staff of the CGA for their invaluable support and assistance. To the board of directors of the Citrus Academy, thank you for your steady guidance and advice. And to the sponsors and donors that make our work possible – specifically the Citrus Industry Trust, the AgriSETA, Indigo Farming, the IDC, DAFF – and the employers in the industry who welcome our students into their workplaces, you have the gratitude of us all.

In conclusion, after 10 years of going about our business, we must ask whether the Citrus Academy is a success story. I will leave this up to others to measure and to judge, and take it upon myself to assure you that the Academy will continue to strive to be of value.

Algemene Bestuurder se Verslag

In Januarie 2015 was dit 10 jaar vandat ek die eerste keer in Justin Chadwick se kantoor ingestap het, gereed om die bestuur van die nuutgevonde Sitrus Akademie aan te neem. Op daardie stadium was niemand seker presies wat ons te doen staan, of hoe om dit aan te vat nie. Die raad van die Sitrusprodusentevereniging het egter duidelikheid gehad oor een ding – dit was nodig vir die sitrusbedryf om te belê in die toekoms deur 'n liggaam daar te stel wat toegewy is aan menslike hulpbron ontwikkeling.

Onder leiding van die Sitrusprodusentevereniging is planne, programme en projekte aan die gang gesit oor die afgelope 10 jaar, waarmee saam die impak van die Sitrus Akademie en die waarde wat dit toevoeg gegroei het.

In 2006 is die Sitrus Akademie Beursfonds gestig as 'n entiteit met beleid, prosedures en planne. Die Beursfonds het 'n lang pad geloop, van waar ons 34 beurse toegeken het in 2006, tot waar ons die 500ste beurse toegeken het aan die 200ste student in 2015, in die 10de jaar van sy bestaan. Amper R12 miljoen is in hierdie tyd belê in die vorm van beurse.

Verskeie programme is oor die laaste tien jaar in plek gesit om Beursfondsstudente te ondersteun en om vir hulle geleenthede te bied om meer te leer. Vanaf 2006 doen studente al vakansiewerk op plase en in pakhuisse, in 2007 is die eerste interns geplaas, en in 2008 is die eerste gegradueerde geplaas vir werksondervinding. In die tien jaar het ons vyf-en-vyftig interns en sestien gegradueerde geplaas, en ons het 138 vakansiewerk gereël. Nege studente het ook die geleentheid gehad om deel te neem in die Agri-Industry Development Programme vanaf 2008 tot 2012.

Vanaf 2006 het ons reeds studente saamgevat na konferensies en bedryfsgeleenthede sodat hulle die geleentheid kon hê om te leer van die beste in hulle vakgebiede. Hierdie program het van daar af van krag tot krag gegaan, tot waar Sitrus Akademie studente vandag 'n instelling is by sulke geleenthede. In 2014 kon mens hulle skaars miskyk is hulle oranje-mou T-hemde. In die afgelope tien jaar, het ons reeds 186 sulke geleenthede gebied aan studente.

Ons nuutste program, Ready-Steady-Work, het begin in 2013 en het alreeds vrugte afgewerp – gegradueerde vind dit makliker om aan te pas in die werksplek. Hierdie program is weereens aangebied in 2014, en sal verseker 'n permanente deel word van wat die Sitrus Akademie Beursfonds bied.

Nog 'n geleentheid waar Sitrus Akademie Beursfonds studente al kenmerkend is, is die AgriSETA Excellence Awards. Ons skryf studente in vir die kompetisie wie se beurse, internskappe of werksondervinding plasing befonds is deur die AgriSETA. Na 'n rondte onderhoude – waaraan 'n aansienlik proporsie van ons inskrywings gewoonlik deelneem – word die wenner en naaswenner uitgenooi na die AgriSETA Excellence Awards dinee, wat gehou word in September. Die Sitrus Akademie maak nou al sedert 2012 'n tafel vol by hierdie spoggeleentheid, en 2014 was geen uitsondering – twee van ons huidige en een van ons vorige Sitrus Akademie Beursfonds studente het met die louere weggestap.

Die ontwikkeling van programme, opleidingsmateriaal en ander nutsmiddele wat nodig is om die vaardighede en kennis te ontwikkel van die mense in die bedryf, is die ander deel van die Sitrus Akademie se werk. In die afgelope tien jaar het ons omvattende opleidingsmateriaal ontwikkel vir sitrusproduksie, en dit beskikbaar gestel op ons webwerf vanwaar dit verniet afgelaai kan word. Ons het opleidingsprogramme ontwikkel vir kwekerie, ontwikkelingsboere, skoolleerders, en sitrus besigheidsbestuurders. Die meeste van hierdie programme is ook beskikbaar op die Sitrus Akademie webwerf, of vanaf die Akademie self, teen geen koste.

In die jaar onder oorsig is die Sitrus Besigheidsbestuursprogram geloods in die Katriviervallei. Hierdie program sal verder uitgerol word in 2015, en belooft om veral ontwikkelingsboere in staat te stel om die besigheid van hulle plase beter te bestuur.

Die ontwikkeling van oudiovisuele media het afgeskop in 2010, en het tot dusver 'n aantal reekse tot gevolg gehad. Die media word uitgestuur aan alle sitrusboere op DVD sodat hulle dit kan gebruik op plase en in pakhuisse vir opleiding, en is ook verder beskikbaar op die Sitrus Akademie se YouTube kanaal. Beplanning en produksie het aanvang geneem in 2014 vir 'n nuwe reeks, wat in 2015 afgehandel sal word.

Die Sitrus Akademie het in 2008 begin om kapasiteitsbouwerkswinkels te reël, toe dit duidelik geword het dat sekere spesialis vaardigheidbehoefes nie aangespreek word deur opleidingsverskaffers nie. Deesdae word tegniese werkswinkels op aanvraag gereël vir regeringsvoorligtingsbeamptes. In 2014 het die behoefte na vore gekom vir werkswinkels gemik op ontwikkelingsboere, spesifiek oor die fyner detail van sitrusuitvoere. Die Sitrus Akademie het 'n reeks werkswinkels gereël, met die finansiële ondersteuning van DAFF. Ons hoop om hierdie inisiatief verder uit te brei in die toekoms.

Die finansiële posisie van die Sitrus Akademie het gestabiliseer, en is bevredigend, in ag genome die Akademie se status as 'n onderneming sonder winsbejag. In die jaar onder oorsig is die bedryf Akademie teen 'n netto verlies van R258 133. Dit was meestal die gevolg van befondsing vir die Bedryfsblootstellingsprogram wat ontvang is in die 2013/14 finansiële jaar, maar eers spandeer is in die 2014/15 jaar. Die lening van R600 000 wat verskuldig was aan die SPV op die rapporteringsdatum is terugbetaal binne drie maande na die einde van die finansiële jaar.

Dan wil ek graag die hard-werkende, toegewyde personeel van die Sitrus Akademie bedank vir nog 'n jaar van uitmuntende werk. Die waarde wat julle elkeen persoonlik deur julle harde werk toevoeg tot ons bedryf en al sy mense word raakgesien en waardeer. Ek sien uit daarna om die toekoms saam met julle in te gaan. Dan wil ek ook graag vir Justin Chadwick, Robert Miller, Liane Esch, en al die ander personeel van die Sitrusprodusentevereniging bedank vir hulle waardevolle ondersteuning en hulp. Aan die raad van die Sitrus Akademie – baie dankie vir julle standvastige leiding en advies. En dan aan die borge en donateurs van die Akademie – veral die Citrus Industry Trust, die AgriSETA, Indigo Farming, die IDC en DAFF – en die werksgegewers in die bedryf wat so gewillig is om ons studente te verwelkom in hulle werkplekke, julle het waardering van ons almal.

Ter afsluiting, na 10 jaar moet ons sekerlik vra of die Sitrus Akademie beskou kan word as 'n suksesstorie. Ek sal daardie vraag oorlaat aan ander om te meet en te oordeel, en dit bloot op my neem om u te verseker dat die Akademie daarna sal streef om voortdurend van waarde te wees.



The Citrus Academy is a non-profit company, incorporated for a public benefit purpose, as required by Item 1(1) of Schedule 1 of the Companies Act. The purpose of the Citrus Academy is to enable and facilitate skills development and human 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 consisting of seven seats. The company secretary, Robert Miller, attends board meetings ex officio, while the Chief Executive Officer of the CGA, Justin Chadwick, and the chairperson of the CGA Audit Committee, Flip Smit, 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 largest donor, the Citrus Industry Trust
- One board member represents learning providers, and is appointed by the Citrus Academy board
- One board member is a specialist, and is appointed by the Citrus Academy board

Board Members at 31st of March 2015

Arend Venter, a trustee of the Citrus Industry Trust who served as their representative on the Citrus Academy board since 2011, resigned as a member of the board in August 2014 after leaving the CIT. A nomination for his replacement was still being awaited pending at the end of the year under review.

Shane Dellis, who served on the Citrus Academy board since 2009 and chaired the board since 2011, resigned at the beginning of 2015. Hannes Hobbs was elected as chairperson in his place at the March 2015 meeting.

Representation	Name	Date of Appointment	Date of Resignation
CGA	Shane Dellis (chairperson)	2009/04/01	2015/03/12
CGA	Hannes Hobbs (vice-chairperson, chairperson)	2012/11/19	
CGA	Graham Piner	2014/01/28	
CGA	Phillip Dempsey	2012/11/19	
CGA	Cornél van der Merwe	2015/03/12	
Donors (Citrus Industry Trust)	Arend Venter	2011/11/15	2014/08/21
Service providers	Joy van Biljon	2009/01/26	
Specialist seat	Vacant		

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

Date	Meeting	Apologies
2014/08/20	Board Meeting	Joy van Biljon
2015/03/26	Board Meeting	Cornél van der Merwe

The seventh annual general meeting of the Citrus Academy was held at Makaranga Garden Lodge, Kloof, Durban on Thursday, the 21st of August 2014.



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 report regularly to the board of directors on progress made with specific projects.

Funding received from the Citrus Growers' Association, as approved by the CGA board of directors, is used for overhead costs, 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.

Monthly management accounts are drawn up by the general manager of the Citrus Academy and circulated to the members of the board. The CGA provides financial administration services, and PriceWaterhouseCoopers serves as the company's auditors. The financial manager of the CGA acts as the company secretary of the Citrus Academy.

Annual financial statements are drafted and presented to the auditors during the annual audit. Audited financial statements 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.

Citrus Academy Representation

Jacomien de Klerk has served as a member of the governing board of the AgriSETA since May 2011. In the year under review she also served on the Grants and Quality Assurance committee, the Finance and Remuneration committee and the SSC Steering committee. Remuneration paid for her services to the AgriSETA is received by the Citrus Academy.

Financial Service Providers and Office Bearers

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

Londwe Ngcobo
administration clerk
appointed 2010/01/01

Sam Louw
programme coordinator
appointed 2010/07/19

Jacomien de Klerk
general manager
appointed 2005/01/01

Angela Phillips
office admin
personal assistant
appointed 2011/02/01

Candice Burgin
bursary fund administrator
appointed 2005/01/01



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, academic performance, academic institution, financial need, existing involvement in citrus industry, race, 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.

Bursaries are paid in two tranches, in March and September.

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, which sets out the obligations of the student and Academy.

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

Objectives

Low skills levels ✓
Employment Equity ✓
Scarce and Critical Skills ✓
Industry Transformation ✓
Quality Delivery ✓

2014/2015 Report

In 2014, bursaries were awarded to sixty-five students studying at twenty-two academic institutions across South Africa.

Two students did not successfully complete the year.

Thirty-five students graduated at the end of 2014, of which one completed secondary education, seven achieved diploma qualification, twenty completed B-degrees and seven completed postgraduate qualifications.

Of the thirty-five graduates, thirteen continued their studies in 2015 towards further qualifications, five were employed in the citrus industry, two found employment in the wider agricultural sector, five were employed by the government or governmental agencies, and six were seeking job opportunities at the time of reporting.

A further five students left the Bursary Fund at the end of 2014 and continued their studies with other sources of funding in 2015.

Eleven students achieved distinctions in their final examinations and five students achieved first class passes.

Seventy-two bursaries have been awarded for the 2015 academic year, thirty-nine of them to students joining the Bursary Fund for the first time.

One student who benefited from the Bursary Fund previously in or before 2013 joined again to further their studies.

In 2014 three current and previous Citrus Academy Bursary Fund students received recognition through AgriSETA Excellence Awards for their achievements:

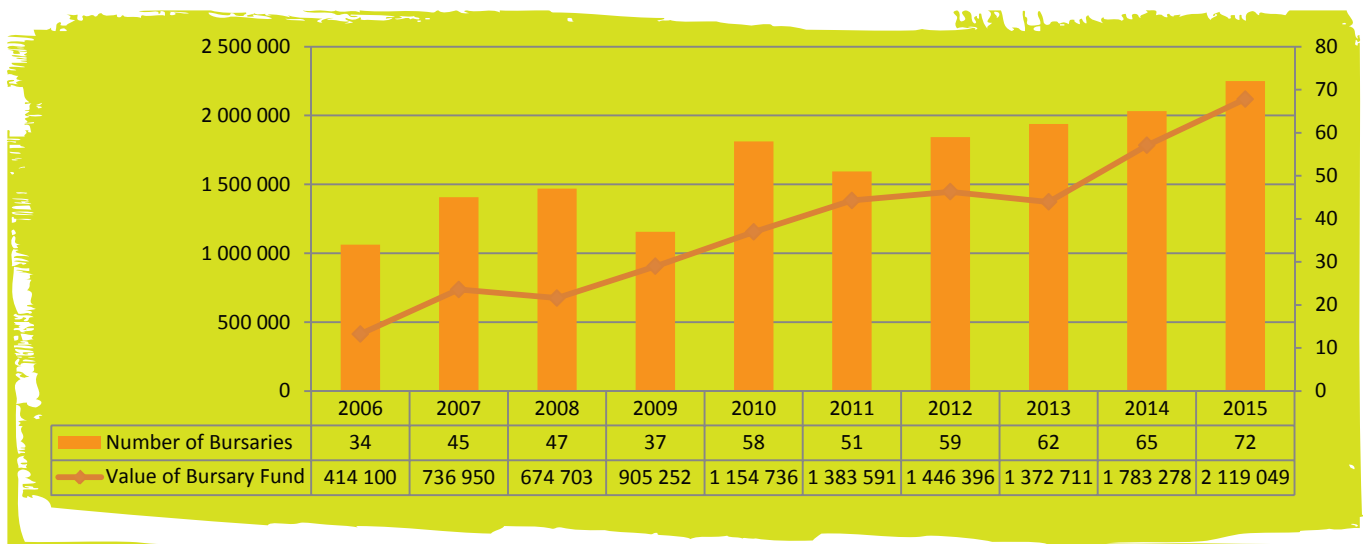
- Best Performance: Bursaries – Richman Mavimbela (Champagne Citrus, MBA, Henley Business School), who was the runner-up in 2013
- Best Performance: Graduate Place merits – Bahle Kweba (SRCC, N Dip Agric Man, NMMU)
- Runner-up, Best Performance: Learnership – William Ntimane (Bursary Fund student 2008-2010, now working at Richmond Estates in Hoedspruit)

Income and Expenditure		
Item	2015 ay	2014 ay
Bursary Fund income – CIT	838 149	1 026 278
Bursary Fund income – AgriSETA	555 500	647 000
Bursary Fund income – Other	725 400	110 000
Bursary Fund payments – March	(1 062 372)	(908 813)
Bursary Fund payments – Sept	(1 056 677)	(874 465)
Net surplus / (shortfall)	(0)	(0)

The top Citrus Academy Bursary Fund academic performers in 2014 were:

Justice Mahope
BTech Crop Production
average 82%

Johané Botes
BSc Agric
University of Stellenbosch
average 80%



2014 Academic Year

School education		Tertiary education			Total
		Diploma / certificate	Under-graduate	Postgraduate	
Student Numbers					
Institutions					
Academy of Business and Computer Studies		2			2
False Bay College		1			1
Fort Cox College of Agriculture		1			1
Henley Business School				1	1
Lovedale College		1			1
Lowveld College of Agriculture		7			7
NMMU			7		7
Rhodes University				4	4
Schools	5				5
TUT			4		4
UNISA			5		5
University of Fort Hare			3	2	5
University of Free State				1	1
University of KwaZulu-Natal			3		3
University of North West			1		1
University of Pretoria				6	6
University of Stellenbosch			4	5	9
Varsity College		1			1
Walter Sisulu University		1			1
Total	5	14	27	19	65
Demographic groups					
Black male	0	4	8	6	18
Black female	5	10	16	5	36
White male	0	0	2	3	5
White female	0	0	1	5	6
Total	5	14	27	19	65
Allocations					
Institutions					
Academy of Business and Computer Studies		14 101			14 101
False Bay College		8 245			8 245
Fort Cox College of Agriculture		10 495			10 495
Henley Business School				20 000	20 000
Lovedale College		8 250			8 250
Lowveld College of Agriculture		105 934			105 934
NMMU			196 250		196 250
Rhodes University				166 000	166 000
Schools	48 910				48 910
TUT			134 000		134 000
UNISA			28 784		28 784
University of Fort Hare			94 000	80 000	174 000
University of Free State				15 034	15 034
University of KwaZulu-Natal			104 250		104 250
University of North West			37 000		37 000
University of Pretoria				298 000	298 000
University of Stellenbosch			124 000	263 000	387 000
Varsity College		17 500			17 500
Walter Sisulu University		9 525			9 525
Total	48 910	174 050	718 284	842 034	1 783 278
Demographic groups					
Black male		38 241	190 040	196 034	424 315
Black female	48 910	135 809	434 244	263 000	881 963
White male			57 000	130 000	187 000
White female			37 000	253 000	290 000
Total	48 910	174 050	718 284	842 034	1 783 278

2015 Academic Year

	School education	Tertiary education			Total
		Diploma / certificate	Under-graduate	Postgraduate	
Student Numbers					
Institutions					
CPUT		1			1
CUT Free State		1			1
False Bay College		1			1
Lovedale College		2			2
Lowveld College of Agriculture		3			3
NMMU		3	2		5
Rhodes University				5	5
Schools	13				13
TUT		1	3	1	5
UNISA		2	8	1	11
University of Fort Hare			2	1	3
University of Free State				1	1
University of KwaZulu-Natal			2		2
University of Pretoria				3	3
University of Stellenbosch			5	9	14
University of Venda			1		1
Walter Sisulu University		1			1
Total	13	15	23	21	72
Demographic groups					
Black male	3	5	8	7	23
Black female	10	10	10	4	34
White male	0	0	4	4	8
White female	0	0	1	6	7
Total	13	15	23	21	72
Allocations					
Institutions					
CPUT		26 830			26 830
CUT Free State		26 417			26 417
False Bay College		8 245			8 245
Lovedale College		22 050			22 050
Lowveld College of Agriculture		8 913			8 913
NMMU		60 500	33 092		93 592
Rhodes University				295 000	295 000
Schools	154 143				154 143
TUT		33 400	83 625	58 000	175 025
UNISA		18 380	120 380	3 700	142 460
University of Fort Hare			37 000	50 000	87 000
University of Free State				60 000	60 000
University of KwaZulu-Natal			77 500		77 500
University of Pretoria				180 000	180 000
University of Stellenbosch			192 500	526 000	718 500
University of Venda			23 465		23 465
Walter Sisulu University		19 910			19 910
Total	154 143	224 645	567 562	1 172 700	2 119 049
Demographic groups					
Black male	59 000	59 855	115 997	357 700	592 552
Black female	95 143	164 790	259 065	230 000	748 997
White male			150 000	230 000	380 000
White female			42 500	355 000	397 500
Total	154 143	224 645	567 562	1 172 700	2 119 049

BEEBS (Black Economic Empowerment Bursary Support)

Background

From as early as 2007, bursaries were awarded to students who were involved with BEE citrus enterprises.

This was formalised in 2010 and the BEE Bursary Support category was established as a separate category of the Bursary Fund.

It is aimed at building internal capacity of citrus farming enterprises that are BEE compliant, and particularly black-owned citrus farming enterprises.

Bursary support is provided to BEE enterprises that wish to support a person 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 provides support to the enterprise for up to 50% of the learner's study costs.

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

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

The BEE enterprise undertakes to provide the learner with opportunities to work on the farm during holidays, and employment after they complete their studies.

Support is provided for school and post-school education.

Support is provided for any study field which might the benefit the enterprise.

Objectives

Low skills levels ✓
Employment Equity
Scarce and Critical Skills
Industry Transformation ✓
Quality Delivery

2014/2015 Report

In 2014 sixteen students received support through BEE citrus enterprises with the assistance of the Citrus Academy.

Five bursaries were awarded to students still at school, seven to diploma or certificate students, three to students involved in undergraduate studies, and one bursary to a student studying towards his MBA.

All students successfully completed the 2014 academic year.

For 2015, twenty-seven bursaries were awarded in the BEEBS category.

Thirteen bursaries were awarded to students at school, nine to students studying towards diploma or certificate qualifications, and five to students involved in undergraduate studies.

Income and Expenditure

Item	2015 ay	2014 ay
Bursary Fund income – Citrus Industry Trust	391 664	116 031
Bursary Fund income – AgriSETA	15 500	40 000
Bursary Fund payments – March	(193 057)	(94 753)
Bursary Fund payments – September	(214 107)	(61 279)
Net surplus / (shortfall)	(0)	(0)



Name	Citrus enterprise	Qualification	Institution
2014			
Sinazo Futuse	Jerusalem Farm	Grade 10	Gill College
Richman Mavimbela	Champagne Citrus	MBA	Henley Business School
Ntsika Metula	Topkat Farm	Grade 9	Winterberg Agricultural High School
Chwayita Mfecane	Zanentlutha Farming	Grade 12	Victoria Girls' High
Mihlali Mgdle	Ripplemead Citrus	Higher Cert: Business Principles and Practices	Varsity College
Somila Mgdle	Ripplemead Citrus	Grade 11	Kingsridge High School
Yonela Mgdle	Ripplemead Citrus	Grade 8	Kingsridge High School
Lwazi Mpukane	White's Citrus	N Dip Building	Walter Sisulu University
Aviwe Ndzoyi	Gatenya Farm	N Dip Human Resources Management	Academy of Business and Computer Studies
Siphiw'okuhle Nohamba	Konzi Farm	B Agric Econ	University of Fort Hare
Siyolise Nohamba	Konzi Farm	Primary Agriculture	Lovedale College
Lisakhanya Nyamezele	Siyamila	BCom Accounting	NMMU
Maggie Ratau	Roslé Boerdery	BTech Agric Man	UNISA
Olivia Selowe	Champagne Citrus	N Dip Agric	Lowveld College of Agriculture
Aphiwe Tyantsa	Gatenya Farm	Business Management	Academy of Business and Computer Studies
Siyabonga Velem	Topkat Farm	N Dip Financial Management	False Bay College
2015			
Yolanda Dyonase	Letas Farm	Grade 8	The Settlers High
Anda Futuse	Jerusalem Farm	Grade 6	Cradock Primary
Andiswa Futuse	Jerusalem Farm	Grade 6	Cradock Primary
Sinazo Futuse	Jerusalem Farm	Grade 10	Gill College
Shane Josephs	Hobbs and Waggenaar Family CPA	BSc Biochem	NMMU
Kristen Katoo	Entabeni Farm	Grade 6	Stulting Primary School
Pride Komane	Matuma/Blydevallei Citrus	Grade 7	Meridian Karino Independent School
Peaceful Mathebula	Matuma/Blydevallei Citrus	Grade 7	Meridian Karino Independent School
Siphosetu Mdudu	Letas Farm	Grade 8	Brakenfell High School
Ntsika Metula	Topkat Farm	Grade 9	Winterberg Agricultural High School
Mihlali Mgdle	Ripplemead Citrus	N Dip Business Management	NMMU
Somila Mgdle	Ripplemead Citrus	Grade 12	Kingsridge High School
Yonela Mgdle	Ripplemead Citrus	Grade 9	Kingsridge High School
Vuyolwethu Mpahla	Naudeshoek Farm	N Dip Logistics	NMMU
Evans Mpashi	Hagumbu Trading Enterprise Ltd	B Agric Horticulture	University of Venda
Lwazi Mpukane	White's Citrus	N Dip Building	Walter Sisulu University
Libhongo Mrubata	Gonzana Citrus	Grade 2	Kat River Montessori School
Aviwe Ndzoyi	Gatenya Farm	BTech Agric Man	TUT



Internship Programme

Background

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

The **internship** period can be six or twelve months, depending on the requirements of the academic institution.

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

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

The **progress** of interns is monitored during this time. The Citrus Academy provides employers with funding of R3,750 per month per intern to subsidise salaries.

Funding is sourced from the AgriSETA for South African students.

Students from Zimbabwe and Swaziland are funded as part of their bursaries.

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

Objectives

Low skills levels ✓
Employment Equity ✓
Scarce and Critical Skills ✓
Industry Transformation ✓
Quality Delivery

2014/2015 Report

In 2014 six students undertook internships at five citrus enterprises.

Five internships were for a period of 12 months, while the other was for 6 months.

Students completed their internships successfully in December 2014.

All six students continued their studies in 2015 toward BTech degrees.

Two students were employed permanently by the enterprise at which they did their internships.

Four students started their internships at the beginning of 2015, at three enterprises.

Income and Expenditure

Item	2015 fy	2014 fy
Internship funding – AgriSETA	198 750	189 750
Internship funding – other	33 750	36 000
Internship allowances	(225 000)	(223 000)
Net surplus / (shortfall)	7 500	2 750



Enterprise	Location	Intern
2014		
Letaba Estates	Tzaneen	Prudence Msibi
Croc Valley	Nelspruit	Theron Maphanga
Neos Estates	Malelane	Lucy Ngcane, Sithembile Ground
Champagne Citrus	Bushbuckridge	Olivia Selowe
Riverside Farms	Fort Beaufort	Kanyisa Ndyoki
2015		
Indigo Fruit Farming	Letsitele	Tengetile Mtethwa
Letaba Estates	Tzaneen	Constance Makhubela, Ruth Selaula
Agricultural Research Council	Addo	Sinazo Nkomo

Graduate Placement Programme

Background

Through the graduate placement programme, the Citrus Academy finds temporary employment for graduates who require work experience with the aim of making them more employable.

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

For South African citizens, the AgriSETA subsidises a monthly salary by providing funding of R3,750 per month per graduate for one year.

For graduates from Swaziland and Zimbabwe, funding is allocated as a bursary.

Funding is channelled through the Citrus Academy to the employer who in turn pays it to the graduate as part of their monthly 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 ✓
Industry Transformation ✓
Quality Delivery ✓

2014/2015 Report

In April 2014, Sonwabo Ncera took up a graduate placement opportunity at the Citrus Growers' Association.

He was given exposure to all the operations of the CGA, spending time with each of the division managers.

In 2014 and early 2015, Sonwabo was also given opportunities through the Industry Exposure programme to attend the London Produce Show, PMA Fresh Connections, Citrus Research Symposium, and the CGA Grower Summit where he made a presentation on the Citrus Academy Bursary Fund.

His work experience period came to an end on the 31st of March 2015, after which he started looking for job opportunities.

In January 2015, Lindokuhle Mamba started his work experience year at the CRI, where he forms part of the team in postharvest research under Dr. Arno Erasmus, himself a former Citrus Academy Bursary Fund beneficiary.

Income and Expenditure

Item	2015 fy
Graduate placement funding – AgriSETA	22 500
Graduate placement funding – CIT	11 250
Graduate placement allowances	(56 250)
Net surplus / (shortfall)	(22 500)



Enterprise	Location	Graduate	Period
Citrus Growers' Association	Durban	Sonwabo Ncera	April 2014-March 2015
Citrus Research International	Nelspruit	Lindokuhle Mamba	January-December 2015

Vacation Work Programme

Background

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

Undergraduate and diploma Bursary Fund students are obligated to do vacation work.

The Citrus Academy find placements for students at businesses related to their field of study.

The aim is to provide students with practical experience to apply and augment learnt theory.

It gives students opportunities to experience how citrus enterprises operate in practice.

Citrus businesses are given the opportunity to engage in transformation by nurturing a qualified, competent emerging workforce.

Potential employers also have the opportunity to scout candidates for employment.

Citrus Academy pay transport costs and (in some cases) accommodation, and provide students with 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.

Objectives

Low skills levels ✓
Employment Equity ✓
Scarce and Critical Skills ✓
Industry Transformation ✓
Quality Delivery

2014/2015 Report

Twelve students did vacation work during the mid-year break.

Students worked for two or three weeks during June and July.

Four citrus enterprises participated in the vacation work programme, including farms and research facilities.

In addition, three students were made available to assist the Department of Agriculture, Forestry and Fisheries Inspection Services in the Eastern Cape.

Income and Expenditure

Item	2015 fy	2014 fy
Daily allowances	10 600	8 465
Accommodation	26 875	3 600
Transport	5 057	7 145
Total expenditure	42 532	19 210



Company	Location	Students
Agricultural Research Council	Addo	Florence Kabanda, Yamkela Mboko
Citrus Research International	Nelspruit	Danisile Khoza, Priscilla Langa, Gugu Mokoena, Philani Nkwanyana, Ntombisizwe Mhlongo
DAFF-IS	Eastern Cape	Sive Mbangiswano, Phelokazi Gambula, Ncediswa Mbekela
Du Roi	Letsitele	Wandile Ngcamphalala
Sunday's River Citrus Company	Addo	Johane Botes

Career Awareness

Background

It is important to keep attracting the cream of the crop for the sake of the future of the citrus industry.

Young people need to be informed about opportunities for fostering long-term careers in the industry and the greater agricultural sector.

There also seems to be a general perception that job opportunities in the sector are limited to working on farms or in packhouses.

The Citrus Academy has been participating in career awareness events since 2011.

This has been mostly in the form of career fairs at various universities.

The Citrus Academy also makes use of these events to promote the Bursary Fund and its programmes.

Within its limits capacity, the Citrus Academy also participates in career days at high schools in citrus-growing regions on request.

In 2015, the Citrus Academy combined forces with other fruit industry organisations and exhibited under the banner of Fruit SA.

This Fruit SA initiative was implemented at the PMA Agri-Food Career Fair held at Stellenbosch University in March 2015.

Objectives

Low skills levels
Employment Equity ✓
Scarce and Critical Skills ✓
Industry Transformation ✓
Quality Delivery

2014/2015 Report

The Produce Marketing Association Foundation arranged three career fairs in 2014.

The PMA Agri-Food Career Fairs were held at universities in Gauteng, the Western Cape and KwaZulu-Natal.

The Citrus Academy exhibited at all three career fairs.

Citrus Academy staff and Bursary Fund students manned our stand and promoted the industry.

In addition to this, the citrus industry was asked by the University of KwaZulu-Natal to take part in their exhibition at the Royal Agricultural Fair.

Income and Expenditure

Item	2015 fy	2014 fy
Direct costs		
Marketing material	16 798	
Equipment rental		2 982
Exhibitor fees	15 300	17 000
Fruit SA	5 130	
Other costs		
Staff travel	11 145	
Staff accommodation	3 720	956
Courier costs	419	
Total expenditure	52 512	20 938



Event	Venue	Date	Organisers
PMA Agri-Food Career Fair	Stellenbosch University	2014/03/27	PMA Foundation
PMA Agri-Food Career Fair	Pretoria University	2014/05/23	PMA Foundation
Royal Agricultural Show	Royal Showgrounds, PMB	2014/05/24	UKZN
PMA Agri-Food Career Fair	University of KwaZulu-Natal	2014/08/14	PMA Foundation
PMA Agri-Food Career Fair	Stellenbosch University	2015/03/25	PMA Foundation

2015 Sponsors



Ready-Steady-Work

Objectives

Low skills levels ✓
Employment Equity ✓
Scarce and Critical Skills ✓
Industry Transformation ✓
Quality Delivery

Background

In 2011 and 2012 Citrus Academy Bursary Fund students participated in a research study on the integration of new entrants into the workplace.

It was found that, when first entering the workplace, young people experience various adjustment problems.

New recruits didn't have a clear understanding of what is expected of them and what they could fairly expect of their employer.

They also needed assistance with fitting into and functioning within a given workplace and team.

The Citrus Academy developed a programme to prepare Bursary Fund graduates for the workplace and address some of these challenges.

The programme comprises a five-day camp held once a year.

Current and past Bursary Fund students, who started working at the beginning of the year in question or start working at the beginning of the following year, are invited to attend the programme.

The focus during the camp is on coaching, team building and peer learning.

Classroom learning and physical activities are combined to develop the students' life skills, self-confidence and self-knowledge.

Support and monitoring for a period of six months is provided following the camp.

2014/2015 Report

The second Ready-Steady-Work camp was held in November 2014 at Seula Zimbili in Northern KwaZulu-Natal.

Twenty-four current and past Citrus Academy Bursary Fund students attended.

Eight students were either permanently employed or doing internships, while the remaining sixteen were in their final year of studies and were expected to start working in 2015.

The programme focussed on the questions "Who am I?", "What does the workplace look like?" and "How do I function in the workplace?".

Carien Taute, from Buzz Communications, facilitated the workshop, which received extremely positive responses from all who attended.

Students continued receiving coaching support from the facilitator for six months after the workshop.

Income and Expenditure

Item	2015 fy	2014 fy
Funding - IDC		150 000
Funding - ClemenGold	200 000	
Workshop Material	(5 279)	
Marketing Material	(16 206)	(14 168)
Resources	(3 588)	
Participant Travel	(45 827)	(50 331)
Participant Accommodation	(53 159)	(32 775)
Facilitation	(66 375)	(48 000)
Facilitator Travel	(8 843)	
Facilitator Accommodation	(1 303)	
Staff Travel	(4 456)	
Staff Accommodation	(434)	
Net surplus / (shortfall)	(5 470)	4 726



Student	Qualification and academic institution	Status
Nhlanhla Mathaba	PhD Horticulture – University of KwaZulu-Natal	Working at ARC
Xolani Siboza	PhD Horticulture – University of KwaZulu-Natal	Lecturer at UKZN
Sonwabo Ncera	BSc (Hons) Agric Econ – University of Fort Hare	CGA Intern
Bahle Kweba	BTech Agric Man – NMMU	Working at SRCC
Nolundi Fani	BSc Agric – University of Fort Hare	Full time student
Nqabakazi Gwebani	BSc Agric – University of Fort Hare	Full time student
Constance Makhubela	N Dip Agric – Lowveld College of Agriculture	Full time student
Lindokuhle Mamba	BSc Agric – North West University	Full time student
Theron Maphanga	N Dip Agric – Lowveld College of Agriculture	Full time student
Sive Mbangiswano	BTech Agric Man – NMMU	Full time student
Yamkela Mboko	BTech Agric Man – NMMU	Full time student
Prudence Msibi	N Dip Agric – Lowveld College of Agriculture	Full time student
Tengitile Mthethwa	N Dip Agric – Lowveld College of Agriculture	Full time student
Kanyisa Ndyoki	N Dip Agric – Fort Cox College of Agriculture	Intern
Wandile Ngcamphalala	BSc Plant Breeding – University of KwaZulu-Natal	Full time student
Lucy Ngcane	N Dip Agric – Lowveld College of Agriculture	Intern
Olivia Selowe	N Dip Agric – Lowveld College of Agriculture	Intern
Catherine Savage	MSc Plant Pathology – University of Stellenbosch	Full time student
Charmaine Christie	MSc Plant Pathology – University of Stellenbosch	Full time student
Phelokazi Gambula	BTech Agric Man – NMMU	Full time student
Ncediswa Mbekela	BTech Agric Man – NMMU	Full time student
Sithembile Ground	N Dip Agric – Lowveld College of Agriculture	Intern
Gugu Mokoena	BTech Agric Man – UNISA	Full time student
Zibuko Marali	BSc Agric – University of Fort Hare	Full time student



Industry Exposure Programme

Background

The programme was put in place in 2007 to provide more industry exposure for Bursary Fund students.

Students are given opportunities to attend local and overseas events related to their fields of study.

Students can meet and listen to experts in their fields, reporting on the latest developments.

Students are able to improve their overall insight and understanding of the industry, the citrus trade chain and the sector.

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

Students are able to meet and network with industry role-players and leaders in their fields.

This programme is dependent on sponsorships.

Objectives

Low skills levels ✓
Employment Equity ✓
Scarce and Critical Skills ✓
Industry Transformation ✓
Quality Delivery ✓

2014/2015 Report

The IDC again sponsored the programme, with the funding already received in March 2014.

In the period under review thirty-nine participants attended six different events.

In addition to Citrus Academy Bursary Fund students, three lecturers from Agric colleges were sponsored to attend the Citrus Research Symposium.

Sponsorship was also provided for two Stellenbosch University students to attend the PMA Fresh Summit which was held in Atlanta, Georgia.

Sponsorship covered registration fees, travel costs and accommodation.

Students wore branded t-shirts, identifying the programme and individual sponsors.

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.

Income and Expenditure

Item	2015 fy	2014 fy
2013 Sponsorship – IDC		150 000
2014 Sponsorship – IDC		200 000
Sponsorships – Other		14 250
Direct costs		
Marketing Material	(9 032)	(5 399)
Resources	(842)	(11 754)
Participant Travel	(118 871)	(59 238)
Participant Accommodation	(33 098)	(45 387)
Travel Documentation	(31 660)	
Registration Fees	(63 022)	(36 488)
Facilitation	(39 519)	
Facilitator Travel	(5 312)	
Facilitator Accommodation	(1 358)	
Facilitator Registration	(3 684)	
Other costs		
Staff Travel	(20 452)	
Staff Accommodation	(4 817)	
Staff Registrations	(9 754)	
Net surplus / (shortfall)	(341 421)	205 984



Event	Students
London Produce Show and Conference London, United Kingdom 4-6 June 2014	Sonwabo Ncera (BSc Agric Econ, UFH); Wandile Ngcamphalala (BSc Plant Breeding, UKZN); Yolanda Potelwa (MSc Agric Econ, UP); Asanda Mditshwa (PhD Hort, US); Catherine Savage (MSc Plant Path, US); Charmaine Christie (MSc Plant Path, US)
PMA Fresh Connections Conference Pretoria, South Africa 14-15 August 2014	Ncediswa Mbekela (BTech Agric Man, NMMU); Noma-Afrika Frans (BTech Agric Man, NMMU); Phelokazi Gambula (BTech Agric Man, NMMU); Sive Mbangiswano (BTech Agric Man, NMMU); Yamkela Mboko (BTech Agric Man, NMMU); Gugu Mokoena (BTech Agric Man, UNISA); Priscilla Langa (BTech Agric Man, UNISA); Sonwabo Ncera (BSc Agric Econ, UFH); Thembeke Meyiwa (BSc Agric Econ, UKZN); Yolanda Potelwa (MSc Agric Econ, UP); Diaan Oosthuizen (MSc Agric Econ, US)
Citrus Research Symposium Drakensberg, South Africa 17-20 August 2014	Lecturers: Headman Manyonta (Lecturer, Fort Cox College of Agric); Thembakazi Qampi (Lecturer, Fort Cox College of Agric); Selby Nyrenda (Lecturer, Lowveld College of Agric) Students: Claire Daniel (MSc Entom, Rhodes University); Mathew Goddard (MSc Entom, Rhodes University); Phumeza Sitole (PhD Microbiology, Rhodes University); Tamryn Marsberg (MSc Entom, Rhodes University); Florence Kabanda (BSc (Hons) Agric, UFH); Nolundi Fani (BSc Agric, UFH); Nqabakazi Gwebani (BSc Agric, UFH); Sonwabo Ncera (BSc Agric Econ, UFH); Zibuko Marali (BSc (Hons) Soil Science, UFH); Rodney Morifi (MSc Agric Man, UFS); Philani Nkwanyana (BSc Agric, UKZN); Wandile Ngcamphalala (BSc Plant Breeding, UKZN); Lindokuhle Mamba (BSc Agric, NWU); Lindsay Muchena (MSc Hort, UP); Mathew Banda (MSc Hort, UP); Mpaballeng Sam (MSc Hort, UP); Sibongiseni Mgozeli (MSc Soil Science, UP); Yolanda Potelwa (MSc Agric Econ, UP); Catherine Savage (MSc Plant Path, US); Charmaine Christie (MSc Plant Path, US); Diaan Oosthuizen (MSc Agric Econ, US); Edrich Burger (MSc Hort, US); Jeanine Joubert (MSc Hort, US)
CRI Spring Complex Workshop Jeffrey's Bay, South Africa 30 September-1 October 2014	Phelokazi Gambula (BTech Agric Man, NMMU); Mathew Goddard (MSc Entom, Rhodes University); Tamryn Marsberg (MSc Entom, Rhodes University); Ncediswa Mbekela (BTech Agric Man, NMMU); Sive Mbangiswano (BTech Agric Man, NMMU); Yamkela Mboko (BTech Agric Man, NMMU)
PMA Fresh Summit Atlanta, Georgia, United States 15-19 October 2014	Francois Aurret (BSc Agric Econ, US); Ivanhoe Daniëls (BSc Agric Econ, US)
CGA Grower Summit Phalaborwa, South Africa 11-12 March 2015	Diaan Oosthuizen (MSc Agric Econ, US); Yolanda Potelwa (MSc Agric Econ, UP); Warren Meyer (BSc Agric Econ, US); Siphiv'okuhle Nohamba (B Agric Econ, UFH)



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 develop participants' own understanding and their ability to transfer their knowledge and skills effectively.

Workshops are facilitated by subject-matter experts from the citrus industry and outcomes-based education facilitators.

The Citrus Academy develops the workshop programme, learning material and other resources.

The Citrus Academy also arranges for facilitators, in addition to making logistical arrangements, if required.

The Citrus Academy coordinates and oversees the implementation of the workshop.

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

Since 2009 workshops have been arranged only on request.

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.

Objectives

Low skills levels ✓
Employment Equity ✓
Scarce and Critical Skills ✓
Industry Transformation ✓
Quality Delivery ✓

2014/2015 Report

No technical workshops were arranged in 2014.

As part of the Industry Exposure programme, lecturers from agricultural colleges were invited to attend the Citrus Research Symposium, where facilitators assisted them in developing their understanding.

Income and Expenditure

Item	2014 fy
Workshop fees received	80 158
Subject-matter experts	(12 000)
Conference fees	(48 471)
Travelling and accommodation	(7 062)
Course material and resources	(9 590)
Net surplus / (shortfall)	3 035



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	Thohoyandou, 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
2013			
28-30/10/2013	Citrus Safety	Drs. Hennie le Roux and Arno Erasmus, Carol Harington	Tzaneen Country Lodge



Breakdown of Workshop Attendance

Group	Total	2008	2009	2011	2013
Facilitators	8	8			
Extension officers	83	6	27	32	18
Mentors	1	1			
Management agents	3	3			
Production personnel	15	15			
Emergent farmers	33	13		20	
Total	143	46	27	52	18



Citrus Emerging Export Excellence Programme

Background

In 2013 and early 2014 the Citrus Academy conducted a situational analysis of emergent growers on behalf of the Citrus Growers' Development Chamber.

One of the key findings was that emergent growers were encountering challenges with citrus exports.

The reasons for this are manifold, but it became clear that there is a need for a better understanding of the workings of fresh fruit exports, and to develop the ability of growers to control and manage their citrus exports and their relationships with service providers in the export trade chain.

The Citrus Academy was tasked by the CGDC with addressing this need.

After consultation with the executive committee of the CGDC and the Fresh Produce Exporters' Forum, a concept was developed for the Citrus Emerging Export Excellence programme (CEEPP).

Objectives

Low skills levels ✓
Employment Equity ✓
Scarce and Critical Skills ✓
Industry Transformation ✓
Quality Delivery ✓

Income and Expenditure

Item	2015 fy
CEEPP funding received	429 652
Direct costs	
Programme Development	(54 099)
Workshop Material	(12 773)
Resources	(63 496)
Equipment	(1 552)
Facilitation	(55 000)
Facilitator Travel	(40 637)
Facilitator Accommodation	(11 795)
Conferencing Cost	(61 330)
Other costs	
Staff Travel	(79 620)
Staff Accommodation	(22 721)
Courier Costs	(6 847)
Net surplus / (shortfall)	(19 782)



2014/2015 Report

The CEEPP was implemented at the beginning of 2015, with the support and financial assistance of the DAFF Directorate: Marketing and the CGA, and the support of FPEF.

The Citrus Academy was the implementing agent.

Louis von Broembsen was the contracted subject-matter expert and service provider.

The objectives of the workshops were to empower emergent citrus growers to:

- Understand the citrus export trade chain and the functioning of all the elements of the chain.
- Take control of their citrus exports by providing them with information about their rights and obligations as exporters.
- Make strategic decisions in terms of cultivar selection and agricultural production management in line with the citrus export trade chain and in order to best supply citrus export markets and satisfy market requirements.
- Find niche business opportunities in the citrus export chain and markets related to value add or new agro-processing products.
- Be able to make informed decisions on the establishment of an own emerging cooperative export company.

FPEF's Harvest to Home Advanced Citrus Manual was used as the main learning resource.

The programme was held over three days, and covered the SA citrus industry, the export value chain, the elements of the export cost chain, business models for citrus exports, and optimising citrus exports.

Eleven workshops were planned in Thohoyandou, Letsitele, Hoedspruit, Mokopane, Citrusdal, Kakamas, Nelspruit, Patensie, Fort Beaufort, Sunday's River Valley, and Pietermaritzburg.

By 31 March 2015, the first five workshops had taken place, with a total of 42 participants from 30 emergent grower enterprises.

The remaining workshops were scheduled for April, May and June 2015.



Workshop Programme

Session	Topic
Day 1	
1	Welcome and registration
2	Overview and objectives
3	Personal growth and goal setting
4	Current and future prospects of the SA citrus industry
5	Introduction to world markets and information sources
6	Market access and standards
7	Citrus export market information
8	Meeting market requirements
Day 2	
1	Citrus cost chain
2	Risks, threats and sustainability
3	Citrus export logistics
4	Individual challenges and needs
5	Relationship between growers and exporters
6	The marketing agreement
Day 3	
1	Business models of citrus exporters
2	Requirements for establishing a citrus export company
3-4	Optimising your citrus exports
5	Workshop close-out, feedback and improvement

Workshop Summary

No	Location	Dates	Farms	Participants	Citrus ha
1	Thohoyandou	2015/02/24-26	17	18	295ha
2	Letsitele	2015/03/03-05	2	5	397ha
3	Hoedspruit	2015/03/17-19	3	5	182ha
4	Mokopane	2015/03/24-26	6	11	758ha
5	Citrusdal	2015/03/31-04/02	2	3	96ha
6	Kakamas	2015/06/09-11	4	7	720ha
7	Nelspruit	2015/04/21-23	4	6	141ha
8	Patensie	2015/05/05-07	4	8	161ha
9	Fort Beaufort	2015/05/12-14	13	14	350ha
10	Sunday's River Valley	2015/05/19-21	13	20	993ha
11	Pietermaritzburg	2015/05/26-28	5	8	551ha
Total			73	105	4 644ha
Situational analysis statistics			118		7 211ha
Percentage reached			62%		64%



Background

The Citrus Academy develops learning programmes on request to meet specific learning needs.

The cost of programme development is generally carried by the Academy, while funding is sought for programme implementation.

When a request is received, the viability of programme development is assessed.

The assessment is based on the strategic importance of the learning programmes, its applicability to the wider industry, and the benefit to citrus growers on the whole.

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

A learning methodology is also designed to meet the needs of the main target groups.

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

Content is aligned as per the programme framework, taking into account the needs of the main target groups.

Programme material includes all required learning and assessment tools.

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

If it is deemed viable and provided that the Academy has the necessary resources and capacity, the programme is piloted before the development is complete.

In most cases, learning programmes are made available at no cost, either by way of download or hardcopy.

Programmes can then be implemented by employers or by accredited service providers.

Objectives

Low skills levels ✓
Employment Equity ✓
Scarce and Critical Skills ✓
Industry Transformation ✓
Quality Delivery ✓

2014/2015 Report

In the year under review the development of the Citrus Business Management programme was completed, and the programme was piloted in the Kat River Valley.

More detail on this programme can be found on the following pages.

The Citrus Secondary programme had its first six graduates from Madie Secondary School.

Even though these learners did not complete the entire programme, they were assessed against the modules they could complete and certificates to this effect were issued.

More learners were enrolled at Madie Secondary School in 2015.

The Citrus Academy supplied learning material and resources for the programme, while the school funded the facilitator and provided learning space.

Pending the availability of funding, the programme will be rolled out further.

Planning started for the development of the Citrus Production Management programme, which will be undertaken in 2015.

The Citrus Production Management programme is aimed at upper-management level, and will make use of a blended learning approach, incorporating e-learning.

Income and Expenditure

Item	2015 fy	2014 fy
Development funding – AgriSETA		200 000
Pilot programme funding – AgriSETA	446 642	
Business Management Programme	(588 351)	(170 000)
Secondary programme	(100 587)	(1 500)
Production Management programme	(675)	
Net surplus / (shortfall)	(242 971)	28 500



Institutional Orientation Programme

Format	Website download, available in English
Target Group	Emergent farmers, new land owners
Methodology	Classroom learning
Content Summary	➤ The Business Environment in South Africa ➤ The South African Citrus Industry ➤ The South African Citrus Grower ➤ Agricultural Business Entities ➤ Legislation and Statutory Requirements ➤ Human Capital in an Agribusiness

Citrus Nursery Workers Programme

Format	Hard and softcopy, made available to SACNA members, in English and Afrikaans
Target Group	Citrus nursery workers and lower management
Methodology	Workplace learning, also used as reference material
Content Summary	➤ 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 Secondary Programme

Format	Hardcopy
Target Group	Secondary school learners
Methodology	Classroom facilitation as extra-curricular activity
Content Summary	➤ 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 Plant Protection Products ➤ Module 17: Handling Plant Protection Products ➤ 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

Citrus Business Management Programme

Background

In 2013 the need for a comprehensive business and financial management learning programme aimed at emergent growers was identified by the Citrus Growers' Development Chamber.

The Citrus Academy was tasked with developing and implementing such a programme.

The NQF4 New Venture Creation which belongs to the Services SETA was identified as the most suitable.

Cognisance had to be taken of the fact that the target group was engaged in farming full time and had only limited time available for attending classroom training.

In addition, classroom training should preferably not take place during the citrus packing season.

The programme was designed to be implemented in two to three weeklong blocks, with breaks of one to two weeks in between every block.

The programme was furthermore designed to be implemented over a period of seven months, so that it could fit in between two seasons.

The programme was named the Citrus Business Management programme.

In 2013 and 2014, the programme framework was developed, programme material was sourced, and the programme content and implementation strategy was developed in 2013.

Adjustments were made to the programme framework, unit standard clustering and module structure of the programme during this time.

The Kat River Valley was identified as the most appropriate site for the implementation of a pilot programme in 2014.

Objectives

Low skills levels ✓
Employment Equity ✓
Scarce and Critical Skills ✓
Industry Transformation ✓
Quality Delivery ✓

2014/2015 Report

Learnership funding was secured from the AgriSETA for the implementation of the pilot programme.

The Mpofu Training Centre near Balfour was identified as a training facility.

The Eastern Cape Department of Rural Development and Agrarian Reform contributed to the success of the pilot programme by making available the use of the centre at no cost.

Scientific Roets was identified as a service provider to deliver the programme.

With the help of CRI extension staff, candidates were identified for the pilot programme.

The pilot programme started on the 15th of September 2014 and the last module will conclude after the end of the reporting period, on the 30th of April 2015.

Twelve learners are currently enrolled in the programme.

Minor adjustments were made to the programme strategy and material in the course of the pilot programme.

In 2015 the pilot will be concluded after which the programme will be finalised and packaged.

It will be made available to service providers for implementation in 2016.



Income and Expenditure

Item	2015 fy	2014 fy
Programme development funding – AgriSETA		200 000
Learnership funding – AgriSETA	446 642	
Direct costs		
Development	(88 825)	(170 000)
Learning Material	(33 945)	
Resources	(5 010)	
Learner Stipends	(105 900)	
Facilitation	(214 875)	
Facilitator Accommodation	(7 237)	
Moderation	(7 500)	
Meals	(66 530)	
Other costs		
Staff Travel	(54 541)	
Staff Accommodation	(3 167)	
Courier Costs	(821)	
Net surplus / (shortfall)	(141 709)	30 000



Programme Content

	Module	Classroom Weeks
1	Learner Induction and Orientation	1
2	Think Like an Entrepreneur	2
3	Plan Your Business: Financial Aspects	3
4	Launch and Grow Your Business	2
5	Manage Your Business: The Basics	2
6	Manage Your Business: Finance for Agri-business Managers	2
7	Manage Your Business: Human Resources	2
8	Manage Your Business: Sales and Marketing	2
9	Improve Your Business Performance	2
10	Present Your Competence	1



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 objectives of the project were to:

- Address low knowledge and skills levels in the packhouse environment and the cold chain.
- Allow access to this information for those that lack basic literacy skills.
- Support existing learning material on packhouse processes and the cold chain.
- Develop an understanding of the complete cold chain.
- Explain best practices for packhouses and materials specifications.

The development of the Citrus Postharvest Series was undertaken as a joint initiative between Media World, the CRI, 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 media dealing with other aspects of citrus production.

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

Each audio-visual module is accompanied by a learner guide, which is a transcript of the module with some additional reference material, definitions and information where appropriate.

Learning resources to accompany audio-visual media is also developed where appropriate.

In 2011 the Integrated Pest Management for Citrus series was developed, funded 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, of which citrus growers also received sponsored copies.

In February 2013, the Citrus Packing series was developed, and the CGA again sponsored copies for all citrus growers.

In 2014 all previously developed audio-visual material was uploaded to the Citrus Academy YouTube channel.

Furthermore, all learner guides and resources developed in the past were made available for download from the Citrus Academy website.

Available Dvds

Citrus Postharvest Series
Integrated Pest Management
Citrus Harvesting
Citrus Packing

2014/2015 Report

Planning was done for two audio-visual series.

Firstly, the Citrus Planting Management series is aimed at growers, extension officers, workers and managers on farms, and students.

It will cover citrus types and cultivars, orchard layout and planning, orchard establishment and the tree census.

The Citrus Industry Induction series is aimed at promoting South African citrus and the citrus industry, and informing extension officers, new entrants to the industry, students and those involved in adjacent industries about the workings of the industry.

It will include a promotional video about South African citrus, and modules on the various industry organisations, the citrus trade chain and citrus industry resources.

No funding for audio-visual media development could however be secured in the year under review, with AgriSETA funding being diverted to the Citrus Business Management programme pilot programme.

Using internal funding, some filming was done when opportunities presented themselves.

The development of the Citrus Planting Management series will be concluded in 2015, with the Citrus Industry Induction series being delayed until funding becomes available.

Income and Expenditure

Item	2015 fy	2014 fy
Sales – CPHS	2 400	3 200
Sales – IPM	500	
Sales –Harvesting	600	450
Sales –Packing	450	150
Direct costs		
Development	(11 714)	
Filming	(13 416)	
Scripting	(1 920)	
Other costs		
Staff Travel	(27 454)	
Staff Accommodation	(6 572)	
Net surplus / (shortfall)	(57 126)	3 800

Production Learning Material

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 free of charge from the Citrus Academy website.

Learner guides are also available in printed format.

The production learning material forms the basis for most of the learning programmes and audio-visual material developed by the Citrus Academy.

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

Learning material is revised regularly to keep it up to date with the latest developments on the skills delivery front.

Monitoring of developments around occupational qualifications is ongoing, and the development of new or adaptation of existing learning material will be considered when new qualifications are registered.

Objectives

Low skills levels ✓
Employment Equity ✓
Scarce and Critical Skills ✓
Industry Transformation ✓
Quality Delivery ✓

2014/2015 Report

Production learning material remains available for download from the Citrus Academy website.

Income and Expenditure

Item	2014 fy
Production learning material revision cost	57 000
Total cost	57 000



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	

Abridged Income Statement

	2014 Actual	2015 Budget	2015 Actual	2016 Budget
Income				
Revenue				
Services rendered - Citrus Growers' Association	2 300 000	2 300 000	2 300 000	2 500 000
Operating income				
Bursary funding received	1 619 167	1 936 387	1 819 363	1 937 750
Academic awards sponsorship	12 000	15 000		15 000
Experiential learning funding	225 750	311 250	266 250	225 000
Ready-Steady-Work sponsorship		130 000	200 000	250 000
Citrus Resource Warehouse sponsorship			200 000	
Industry Exposure Programme sponsorship	514 250	500 000		120 000
Workshop income	156 658	50 000	429 652	2 005 948
Learning programme funding	200 000	740 000	446 642	696 564
Audio-visual development funding		700 000		938 250
Project income	814 000	50 000		50 000
Sales learning media	3 800	24 000	3 950	24 000
Other income				
Cost recovery AgriSETA	145 547	150 000	168 870	125 000
Profit on sale of fixed assets	5 390		7 208	
	5 996 562	6 906 637	5 841 934	8 887 511
Operating expenses				
Bursary funding paid out	1 562 630	1 936 387	1 902 553	1 937 750
Academic awards costs	10 772	15 000	650	15 000
Experiential learning payments	223 000	311 250	281 250	225 000
Vacation work costs	19 210	54 165	42 532	30 000
Ready-Steady-Work costs	145 275	130 000	205 471	250 000
Career Fair costs	20 938		52 512	
Industry Exposure Programme costs	158 269	503 828	341 421	130 000
Workshop costs	379 878	50 000	409 871	1 582 500
Learning programme costs	171 500	826 000	689 614	877 914
Audio-visual development costs		755 162	63 839	848 675
CGDC Situational Analysis costs	670 130	50 000		50 000
Production Learning Material costs	57 000			
Overhead expenses				
Admin expenses	71 332	73 900	49 381	78 200
Consulting fees	10 052	12 000	950	14 400
Depreciation	18 527		16 203	
Fundraising costs			9 079	
Marketing costs	56 617	99 600	105 080	112 600
Office expenses	264 010	105 536	129 609	104 400
Staff costs	1 336 131	1 573 310	1 556 734	2 133 729
Travel and entertainment expenses	349 871	300 000	243 317	360 000
	5 525 143	6 796 138	6 100 067	8 750 168
	471 419	110 499	(258 133)	137 343





Happy

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symposium**

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#freshconnections SA

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**#londonproduce
show and conference**



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