



Annual Report 2016

Enabling skills development in the citrus industry



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Chairperson's Report



In 2005 the Citrus Growers' Association of Southern Africa established the Citrus Academy with the purpose of addressing human resource needs within the citrus industry. The CGA pays a service fee to the Citrus Academy which covers the running costs of the company, while funding for bursaries and other projects is secured from other sources.

The original objectives of the Citrus Academy were to address the challenges of low skills levels on farms and in packhouses, scarce and critical skills, employment equity, the quality of learning delivery, and industry transformation. These objectives are still as valid and appropriate as at the start.

The citrus industry is currently in a strong growth phase, with significant new plantings in all citrus-growing regions. In the 2015 citrus season, a total of 118 million 15kg equivalent cartons were exported from southern Africa (South Africa, Zimbabwe and Swaziland). Although this is expected to decline by up to 10% in the 2016 season due to the country-wide drought, it is still forecast that production and exports of some citrus types will increase by up to 50% by the end of the decade.

At the same time, there is ever increasing pressure on growers and packhouses to produce and pack fruit of the quality that meets the standards and expectations of overseas markets. The well-publicised dispute around the export of fruit with citrus blackspot to the European Union is but one example of how market requirements are placing higher and higher expectations on growers and packhouses in terms of the practices they employ.

Apart from market requirements, there are concerns about biosecurity, where citrus production in southern African

must be secured against phytosanitary threats from outside the country. While every effort is being made to protect southern Africa against the spread of these pests and diseases, it is generally accepted that in a number of cases it is merely a matter of time. Research into control and management practices are already underway, and will become more and more critical as time passes.

Another worrying factor is the ability of government departments and agencies to provide the level of service required to enable successful citrus exports, especially taking into account the massive increase in volumes that are expected in some fruit types. Rather than leaving it up to the public sector to address these skills shortages when they occur, there is call for the industry to act proactively and to put in place measures and programmes to ensure that shortages never develop.

All of this amounts to one clear fact: the industry has to prepare itself today for a future in which there will be a much greater need for skilled and qualified people, to work in nurseries, on farms, in packhouses, for government departments and agencies, and to meet the critical and expanding research needs of the industry. Add to this the increasing pressure on transformation – not only on industry level, but also on individual enterprise level through B-BBEE certification requirements – and the need for human resource development can well be regarded as one of the critical success factors for the industry in the foreseeable future.

The Citrus Academy is tasked with taking on this challenge, and is in the ideal position to do so. The Citrus Academy Bursary Fund has now been in existence for ten years, and in that time it has gone from strength to strength. It is now a flagship of the industry, and is something that everyone involved in the citrus industry can be truly proud of. The support systems and programmes around the Bursary Fund is are well-established. The success rate of the Bursary Fund, where 94% of the courses and academic years for which the 525 bursaries were awarded from 2005 to 2016 was completed successfully, bears testimony to the effectiveness of these systems and programmes. Add to that a retention rate that is seeing 60% of Bursary Fund graduates still working within the citrus industry or for companies related to the industry, and the role that the Bursary Fund can play in meeting future human resource challenges becomes evident. Sixty-eight

bursaries have been awarded for the 2016 academic year, a number which can be increased within the current system, provided that more funding can be secured for bursaries.

Training in workplaces within the industry, including farms, nurseries and packhouses will play a more and more critical role in the ability of individual enterprises to remain efficient and competitive. The Citrus Academy enables quality workplace learning by making available audio-visual and written learning material, mostly at no cost. In the past year, the Citrus Academy funded the development of audio-visual material on citrus planting management, and in the coming year is planning to develop series dealing with citrus propagation, citrus pruning and plant structures and functions.

Agriculture by its very nature is a rural and far removed from centres where academic institutions or training centres can be found. The Citrus Academy has been working at finding creative solutions to this challenge of access, with the result that e-learning is currently being used for programme development. There are many advantages of e-learning programmes, not least that it is accessible to any number of learners, whether they are in groups or individuals.

The Citrus Academy looks forward to supporting and serving citrus growers in the years to come with the mandate that it has been entrusted with.

In 2005 het die Sitrusprodusentevereniging van Suidelike Afrika die Sitrus Akademie gevestig met die doel om die menslike hulpbron behoeftes van die sitrusbedryf aan te spreek. Die Sitrus Akademie ontvang 'n diensfooi vanaf die CGA, wat die operasionele kostes van die Akademie dek. Befondsing vir beurse en ander programme word verkry vanaf ander bronne.

Die oorspronklike doelwitte van die Sitrus Akademie was om lae vaardigheidsvlakke op plase en in pakhuisse, skaars en kritiese vaardighede, indiensnemingsgelykheid, die gehalte van opleiding, en transformasie binne die bedryf aan te spreek. Hierdie doelwitte is steeds net so geldig en van toepassing as aan die begin.

Die sitrusbedryf beleef tans 'n sterk groei fase, met aansienlike nuwe aanplantings in alle sitrus produksie areas. In die 2015 sitrus seisoen is 'n somtotaal van 118 miljoen 15kg ekwivalent kartonne uitgevoer vanuit suidelike Afrika (Suid-Afrika, Zimbabwe en Swaziland). Alhoewel uitvoere na verwagting sal afneem met bykans 10% in die 2016 seisoen as gevolg van die landswye droogte, word daar steeds voorspel dat die produksie en uitvoere van party sitrus tipes sal toeneem met tot 50% teen die einde van die dekade.

Terselfdertyd is daar steeds toeneemende druk op produsente en pakhuisse om vrugte te produseer en te pak van die gehalte wat voldoen aan die standaarde en verwagtinge van oorsese markte. Die berugte dispuut rondom die uitvoer van vrugte met sitrus swartvlek na die Europese Unie is maar een voorbeeld van hoe mark vereistes meer en meer vereistes stel aan produsente en pakhuisse in terme van die praktyke wat hulle in plek moet stel.

Behalwe vir mark vereistes is daar ook verder kommer rondom biosekuriteit, waar die Suid-Afrikaanse sitrusbedryf beveilig moet word teen fitosanitêre bedreigings van buite die land. Terwyl alles moontlik gedoen word om suidelike Afrika te beskerm teen die verspreiding van hierdie peste en siektes, word daar steeds veronderstel dat dit in sekere gevalle egter slegs 'n kwessie van tyd is. Navorsing oor beheer- en bestuurspraktyke word alreeds onderneem, en dit sal meer en meer krities word met die gang van tyd.

Nog 'n kommerwekkende faktor is die vermoë van regeringsdepartemente en

agentskappe om die nodige dienste te lewer om suksesvolle uitvoere moontlik te maak, veral in ag genome die aansienlike toename wat verwag word in die produksie volumes van sekere vrug tipes. Eerder as om dit oor te laat aan die openbare sektor om hierdie vaardigheidstekorte aan te spreek as hulle voorkom, sal dit beter wees vir die bedryf om proaktief op te tree deur programme daar te stel om te verseker dat tekorte nie ontwikkel nie.

Dit alles lei tot die gevolgtrekking dat die bedryf vandag moet voorberei vir 'n toekoms wanneer daar 'n veel groter behoefte gaan wees vir gekwalifiseerde, bekwame mense om te werk in kwekerie, op plase, in pakhuisse, vir regeringsdepartemente en agentskappe, en om die kritiese en toenemende navorsingsbehoefte van die bedryf aan te spreek. Daarmee saam is daar die toenemende druk van transformasie – nie net op bedryfsvlak nie, maar ook op individuele ondernemings deur die vereistes van swart ekonomiese bemagtiging – en die noodsaaklikheid vir menslike hulpbron ontwikkeling kan geag word as een van die kritiese sukses faktore vir die bedryf in die afsienlike toekoms.

Dit is vir die Sitrus Akademie om hierdie uitdaging aan te spreek, en die Akademie is in die ideale posisie om dit te doen. Die Sitrus Akademie Beursfonds bestaan nou reeds vir tien jaar, en het in daardie tyd van krag tot krag gegaan. Dit is teen hierdie tyd 'n vlagskip van die bedryf, en is iets waarop almal wat betrokke is in die bedryf met reg kan trots wees.

Die ondersteuningstelsels en programme rondom die Beursfonds is goed gevestig. Die suksessyfer van die Beursfonds, waar 94% van die kursusse en akademiese jare waarvoor die 525 beurse toegeken is tussen 2005 en 2016 suksesvol voltooi is, getuig van die effektiwiteit van die stelsels en programme. Reken daarmee saam die feit dat 60% van Beursfonds gegradueerdes steeds werk in die bedryf of verwante ondernemings, en die rol wat die Beursfonds kan speel daarin om die toekomstige menslike hulpbron behoeftes van die bedryf te ontmoet, word duidelik. Agt-en-sestig beurse is toegeken vir die 2016 akademiese jaar, maar hierdie aantal kan vermeerder binne die bestaande stelsel, gegewe dat meer befondsing vir beurse bekom kan word.

Opleiding binne werkplekke in die

bedryf, insluitend plase, kwekerie en pakhuisse, sal met tyd 'n meer kritiese rol speel in die vermoë van individuele ondernemings om doeltreffend en kompetend te bly. Die Sitrus Akademie maak gehalte werkplekopleiding moontlik deur oudiovisuele en geskrewe opleidingsmiddele beskikbaar te maak, meestal teen geen koste. In die afgelope jaar het die Sitrus Akademie die ontwikkeling befonds van oudiovisuele materiaal wat handel oor sitrus aanplantings, en in die komende jaar word daar beplan om reekse te ontwikkel wat handel oor sitrusvoortplanting, sitrus snoeiwerk, en plant strukture en funksies.

Landbou is uiteraard landelik en is verwyderd van sentrums waar akademiese instellings of opleidingsentrums voorkom. Die Sitrus Akademie werk alreeds daaraan om kreatiewe oplossings te kry vir die toegang kwessie, met die gevolg dat e-leer tans gebruik word vir opleidingsprogram ontwikkeling. Daar is vele voordele van e-leer programme, insluitend dat dit toeganklik is vir enige aantal leerders, as individue of in groepe.

Die Sitrus Akademie sien uit daarna om die sitrusbedryf te ondersteun en te dien in die toekoms met die mandaat wat toevertrou is aan ons.



General Manager's Report

The Citrus Academy continues to go from strength to strength, and 2016 was another successful year in which the Academy maintained its services to the industry, and expanded its offerings by way of programmes and learning material.

In the year under review, a total of close to R1,9 million was invested in students through the Citrus Academy Bursary Fund, with sixty-nine bursaries awarded in the 2015 academic year, and sixty-eight for 2016. Securing sufficient funding for bursaries was challenging this year, mainly due to a decrease in funding available from the Citrus Industry Trust. Uncertainty around the future of the SETA landscape and the AgriSETA remains a further concern, although funding for now seems to be reasonably secure. In future more efforts will be made to build partnerships with employers in the industry to secure more bursary funding.

Other Bursary Fund programmes continued to provide students with experience and context, ensuring that they are prepared for entering the industry on completion of their studies. Whereas the Industry Exposure programme and experiential learning programmes continued as in the past, a decision was taken however to move Ready-Steady-Work to an e-learning platform. We believe that we will be able to maintain the value of the programme, while making it more accessible to a greater number of students, and more cost-effective to implement.

The Citrus Academy supplies learning tools to the industry, learning providers and to academic institutions, with the particular purpose of ensuring that the correct information and industry best practices are taught during workplace and classroom learning activities. In the past year, the Citrus Planting series was added to the audio-visual material on offer, and the written learning material on human resource management and financial management was also developed. All these resources can be obtained from the Academy at no cost.

Learning programme development remains another main focus area. E-learning development, as an essential part of a blended learning delivery approach, is going full-steam ahead. We are planning to have four e-learning programmes online by the end of 2017, being the Citrus Secondary, Citrus Production Management, Citrus

Production Practices and Ready-Steady-Work programmes.

At the start of the period under review we concluded the Citrus Emergent Export Excellence workshops, which were aimed at enabling and supporting exports from emergent citrus growers. The programme was a great success, and added great value to growers around the country. During the same period, we successfully concluded the pilot project of the Citrus Business Management programme in the Kat River Valley. We are planning a further roll-out of this programme in the next financial year.

The Citrus Academy furthermore continues to play its part in advocacy for skills development in the citrus industry. I represent the fruit industry on the board of the AgriSETA, apart from which we also take an active part in the development of policies that may affect training and education in the sector. In late 2015, the New SETA Landscape Proposal was published by the Department of Higher Education and Training. The proposal was not well-received, and the Citrus Academy played an important role in rallying participation in the public comment phase.

This year is also one of celebration for the Citrus Academy Bursary Fund. The Bursary Fund was established in 2006, which made 2015 its tenth year of operation. There is much to be proud of in terms of what the Bursary Fund achieved during this time. In 2006, thirty-four bursaries were awarded, with a total value of R414,100. Ten years later, in 2015, we awarded sixty-nine bursaries, worth R2,011,866 in total. In these ten years in total, 525 bursaries were awarded to 211 students, with a total value of R12 million. Only twenty-six academic years or courses for which bursaries were allocated were not completed successfully, which equates to a 95% success rate over ten years.

In terms of experiential learning programmes, in ten years fifty-four students did internships, nine students benefited from graduate placements, and one hundred and thirty-six students took part in the vacation work programme. We created one hundred and eighty-five opportunities for students to attend industry events, such as symposiums, conferences, workshops, and study tours. Forty-nine students took part in our work-readiness programme. Eleven students were



"Yesterday I was clever, so I wanted to change the world. Today I am wise, so I am changing myself." - Rumi

recognised for exceptional achievement by receiving AgriSETA Excellence Awards.

In all, the Bursary Fund has succeeded in its purpose of being a conduit for talented, educated young people into the industry. More than two-thirds of Bursary Fund graduates have found a home in the citrus industry, at companies closely related to the industry, or at government departments and agencies that provide services to the industry. We are looking forward to continuing this good work into the future.

The good work being done by the Citrus Academy will not be possible without support. Firstly, and most importantly, we depend on the citrus growers of South Africa, and on the support they give us through the Citrus Growers' Association. Then we are always thankful for the funding support we receive from the Citrus Industry Trust, the AgriSETA, and our other sponsors. We also look to our sister companies within the CGA group – most notably Citrus Research International and the CGA Cultivar Company – to support us with advice and information. To all of you, a big thank you from all of us.

The relentless dedication and caring of the staff of the Citrus Academy is the heart of our company, and their work adds a little more meaning and value every day. Thank you, to all of you.

Algemene bestuurder se verslag

Die Sitrus Akademie gaan steeds van krag tot krag, en 2016 was nog 'n suksesvolle jaar waarin die Akademie hulle dienste aan die bedryf volgehou het, terwyl die programme en materiaal wat ons aan die bedryf beskikbaar maak ook verder uitgebrei is.

In die jaar onder oorsig, is 'n totaal van R1,9 miljoen belê in studente deur die Sitrus Akademie Beursfonds, waar nege-en-sestig beurse toegeken is in die 2015 akademiese jaar, en agt-en-sestig in 2016. Dit was 'n uitdaging hierdie jaar om voldoende fondse vir beurse te bekom, veral as gevolg van die feit dat die Sitrusbedryfstrust minder fondse beskikbaar kon maak. Onsekerheid rondom die toekomstige SETA landskap en die AgriSETA bly 'n verdere bron van kommer, alhoewel befondsing vir die oomblik redelik seker skyn te wees. In die toekoms sal ons daaraan werk om sterker vennootskappe met werkgewers in die bedryf te bou ten einde meer beursbefondsing te bekom.

Ander Beursfonds programme het voortgegaan om geleenthede vir ondervinding en konteks aan studente te bied, en om te verseker dat hulle gereed is om die bedryf te betree aan die einde van hulle studies. Waar die Bedryfsblootstellingsprogram en ondervindingsleer programme voortgegaan het soos in die verlede, het ons egter 'n besluit geneem om die werksgeredheidsprogram, Ready-Steady-Work, te skuif na 'n e-leer platform. Ons glo dat ons daarin sal slaag om die waarde van die program te behou, terwyl ons dit terselfdertyd meer koste-effektief en meer toeganklik kan maak vir 'n groter aantal studente.

Die Sitrus Akademie voorsien opleidingsmiddele aan die bedryf, opleidingsvoorsiensers en akademiese instellings, met die uitdruklike doel om te verseker dat akkurate inligting en die beste praktyke geleer word tydens werkplek en klaskamer opleidingsaktiwiteite. In die afgelope jaar is 'n reeks oor Sitrus Aanplanting bygevoeg tot die oudiovisuele materiaal wat beskikbaar is, en geskrewe opleidingsmateriaal is ontwikkel vir finansiële bestuur en menslike hulpbronnbestuur. Al hierdie opleidingsmiddele kan verkry word vanaf die Sitrus Akademie teen geen koste.

Opleidingsprogram ontwikkeling bly steeds 'n hoof fokusarea. E-leer ontwikkeling, as 'n belangrike deel van gemengde leer leweringsbenadering, gaan volstroom voort. Tans beplan ons om vier e-leer programme aanlyn te lê teen die einde van 2017, naamlik die Sitrus Sekondêre, Sitrus Produksiebestuur, Sitrus Produksiepraktyke, en Ready-Steady-Work programme.

Aan die begin van die tydperk onder oorsig is die Citrus Emergent Export

Excellence werkswinkels afgehandel, wat gemik was daarop om uitvoere van ontwikkelingsboere te bewerkstellig en te ondersteun. Die program was 'n sukses, en het waarde toegevoeg vir boere rondom die land. Gedurende dieselfde tydperk het ons die loodsprogram in die Katriviervallei suksesvol afgehandel. Ons beplan om die program verder uit te rol in die volgende finansiële jaar.

Verder doen die Sitrus Akademie steeds hulle deel as dit kom by voorspraak vir vaardigheidsontwikkeling in die sitrusbedryf. Ek verteenwoordig die vrugtebedryf op die raad van die AgriSETA, en behalwe hiervoor speel ons ook 'n aktiewe rol in die ontwikkeling van beleid wat opleiding binne die sektor mag affekteer. Laat in 2015 het die Departement van Hoër Onderwys die New SETA Landscape Proposal vrygestel. Die voorstel is nie goed ontvang nie, en die Sitrus Akademie het 'n groot rol gespeel om deelname in die openbare kommentaar fase te verseker.

Hierdie jaar is ook die tyd om fees te vier vir die Sitrus Akademie Beursfonds. Die Beursfonds is daargestel in 2006, wat beteken dat 2015 die tiende bestaansjaar was. Daar is baie wat die Beursfonds in hierdie tyd behaal het waarop ons met reg kan trots wees. In 2006 is vier-en-dertig beurse toegeken met 'n waarde van R414,100 in totaal. Tien jaar later, in 2015, het ons nege-en-sestig beurse ter waarde van R2,011,866 toegeken. In totaal in hierdie tien jaar is 525 beurse toegeken aan 211 studente, met totale waarde van R12 miljoen. Slegs ses-en-twintig van die kursusse of akademiese jare waarvoor beurse toegeken was, was nie suksesvol voltooi nie, wat vir ons 'n suksessyfer van 95% gee oor tien jaar.

In terme van die ondervindingsleerprogramme oor die tien jaar: vier-en-veertig studente het internskappe gedoen, nege studente het voordeel getrek uit werkplekplasings, en een-honderd-ses-en-dertig studente het deelgeneem aan die vakansiewerkprogram. Ons het een-honderd-veef-en-tag-tig geleenthede geskep vir studente om bedryfsgeleenthede by te woon, insluitend simposiums, konferensies, werkswinkels en studietoere. Nege-en-veertig studente het deelgeneem in die werkgeredheidsprogram. Elf studente het erkenning ontvang vir uitsonderlike prestasie deur die AgriSETA Excellence Awards.

Alles in ag genome, het die Beursfonds geslaag in sy doelwit om 'n leivoor te wees vir talentvolle, opgevoede jongmense tot die bedryf. Meer as twee derdes van oud Beursfondsstudente het 'n tuiste gevind in die sitrusbedryf, by maatskappye wat 'n nou verband het met die bedryf, of by regeringsdeparte-

ment of agentskappe wat dienste bied aan die bedryf. Ons sien uit daarna om hierdie goeie werk voort te sit.

Die goeie werk wat gedoen word deur die Sitrus Akademie sal nie moontlik wees sonder ondersteuning nie. Eerstens en van grootste belang, is ons afhanklik van die sitrusprodusente van Suid-Afrika en die ondersteuning wat ons van hulle ontvang deur die Sitrusprodusentevereniging. Dan is ons altyd dankbaar vir die befondsing ondersteuning wat ons ontvang van die Sitrusbedryfstrust, die AgriSETA en ons ander borge. Ons kyk dan ook na ons sustermaatskappye in die CGA groep – veral die CRI en die CGA Kultivar Maatskappye – om ons te ondersteun met inligting en goeie raad. Aan julle almal, 'n groot dankie van ons almal.

Die onophoudelike toewyding en omgee van die personeel van die Sitrus Akademie is die hart van ons maatskappye, en hulle werk voeg elke dag meer betekenis en waarde toe. Baie dankie aan almal van julle.

Corporate Governance

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.

The 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 CGA board
- One board member is nominated by largest donor, the Citrus Industry Trust
- One board member represents learning providers, and is appointed by Citrus Academy board
- One board member is a specialist, and is appointed by Citrus Academy board

Board Members at 31st of March 2016

During the year under review, Graham Piner resigned as CGA representative. The CGA nominated Cornél van der Merwe and Tim Wafer to replace Graham Piner and Shane Dellis, who resigned at the end of the previous reporting period. Joy van Biljon resigned as service provider representative, and the position remained vacant at the end of the year. The Citrus Industry Trust nominated Alex Sithole to replace Arend Venter as donor representative. Hannes Hobbs was elected as chairperson of the board to replace Shane Dellis.

Representation	Name	Date of Appointment	Date of Resignation
CGA – Emergent grower representative	Hannes Hobbs (chairperson)	2012/11/20	
CGA	Phillip Dempsey (vice-chairperson)	2012/11/20	
CGA	Shane Dellis	2009/04/01	2015/03/12
CGA	Graham Piner	2015/01/28	2015/04/01
CGA	Cornél van der Merwe	2015/03/12	
CGA	Tim Wafer	2015/04/01	
Donors (Citrus Industry Trust)	Arend Venter	2011/11/15	2014/08/21
Donors (Citrus Industry Trust)	Alex Sithole	2015/05/06	
Service providers	Joy van Biljon	2009/01/26	2015/11/30
Additional seat	Vacant		

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.

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

Date	Meeting	Apologies
2015/08/26	Board Meeting	Tim Wafer Joy van Biljon
2016/03/30	Board Meeting (Telecon)	

The eighth annual general meeting of the Citrus Academy was held at The Intercontinental Hotel, OR Tambo Airport, Johannesburg on Thursday, the 27th of August 2015.

Financial Service Providers and Office Bearers

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

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.



Meet the team!



Bursary Fund Report

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 back time 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.

Income and Expenditure

Item	2015 fy	2016 fy
Bursary Fund Income – Citrus Industry Trust	1 100 000	1 050 000
Bursary Fund Income – AgriSETA	604 363	735 000
Bursary Fund Income – Other	115 000	224 773
Bursary Fund Payments – March	(881 732)	(992 959)
Bursary Fund Payments – September	(937 631)	(1 020 214)
Net surplus / (shortfall)	0	(3 400)

Top Performing Bursary Fund Students 2015

Diploma level:
Tendani Mulaudzi
BTech Agric Management
UNISA
average 83%

Undergraduate level:
Warren Meyer
BSc Agric Economics
University of Stellenbosch
average 80%

Objectives

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

2015/2016 Report

- In 2015, bursaries were awarded to sixty-nine students studying at twenty-five academic institutions across South Africa.
- Thirty-one students graduated at the end of 2015, of which one completed secondary education, five achieved diploma qualification, thirteen completed B-degrees and twelve completed postgraduate qualifications.
- Of the thirty-one graduates, nine continued their studies in 2016 towards further qualifications, six were employed in the citrus industry, two found employment in the wider agricultural sector, one was employed by the government or governmental agencies, and thirteen were seeking job opportunities at the time of reporting.
- Ten students achieved distinctions in their final examinations and five students achieved first class passes.
- Sixty-eight bursaries have been awarded for the 2016 academic year, twenty-three of them to students joining the Bursary Fund for the first time.
- Two students who benefited from the Bursary Fund previously joined again to further their studies.
- In 2015 three current and previous Citrus Academy Bursary Fund students received recognition through AgriSETA Excellence Awards for their achievements:

Best Performance: Internship

Theron Maphanga

(Croc Valley Citrus, N Dip Plant Production, Lowveld College of Agriculture)

Runner-up, Best Performance: Internship

Olivia Selowe

(Champagne Citrus, N Dip Plant Production, Lowveld College of Agriculture)

Runner-up, Best Performance: Graduate Placement

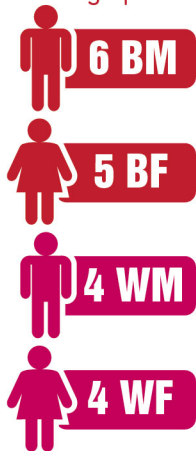
Sonwabo Ncera

(CGA, BSc Hons Agric Economics, University of Fort Hare)

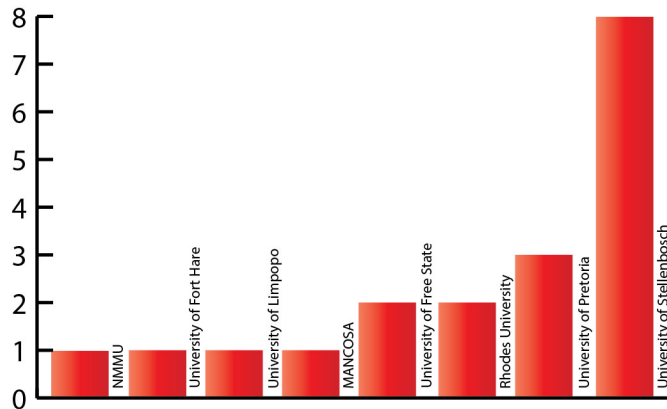
2016 Bursary Fund Statistics

Postgraduates

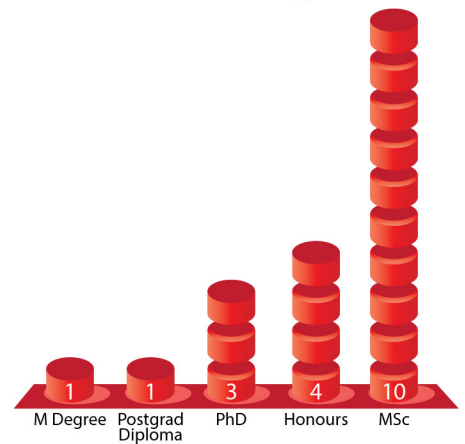
Demographics



Institutions

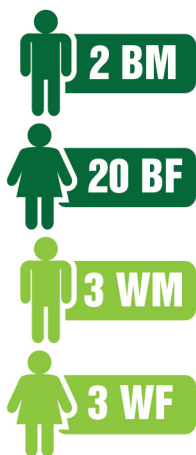


Qualification Types

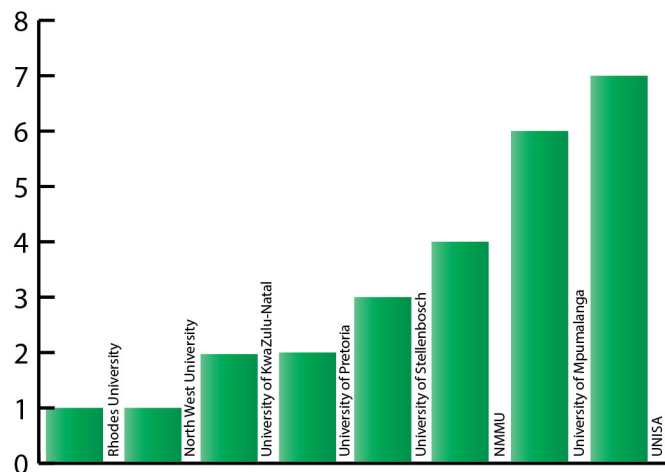


Undergraduates

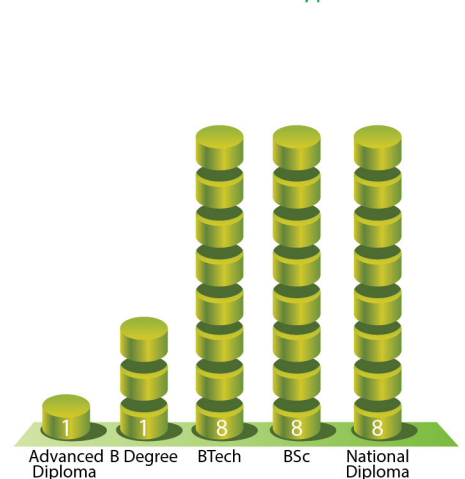
Demographics



Institutions

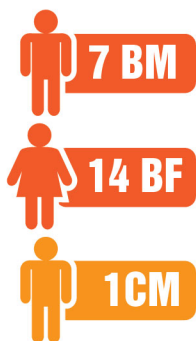


Qualification Types

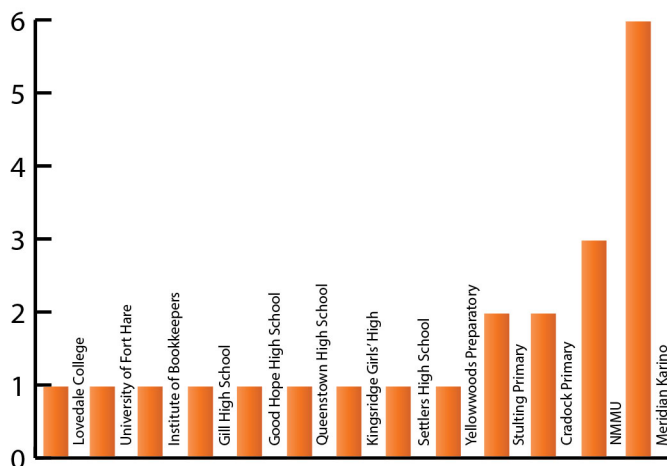


BEEBS

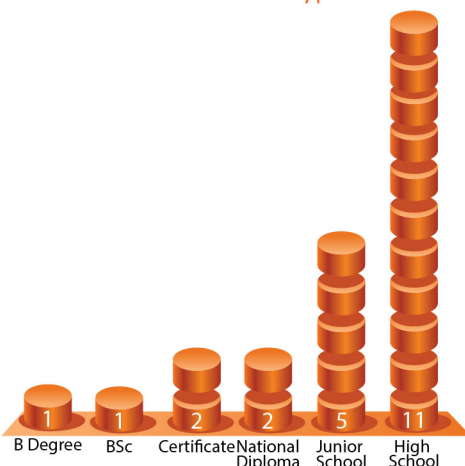
Demographics



Institutions



Qualification Types



2006 - 2015 Bursary Fund Statistics

Number of years

10

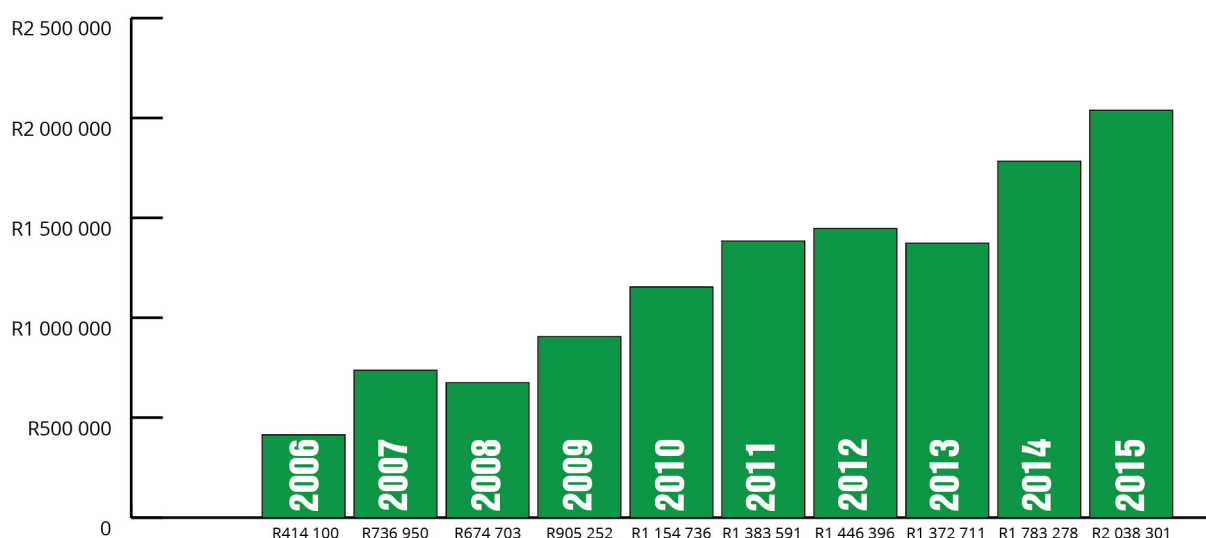
211 Bursaries recipients



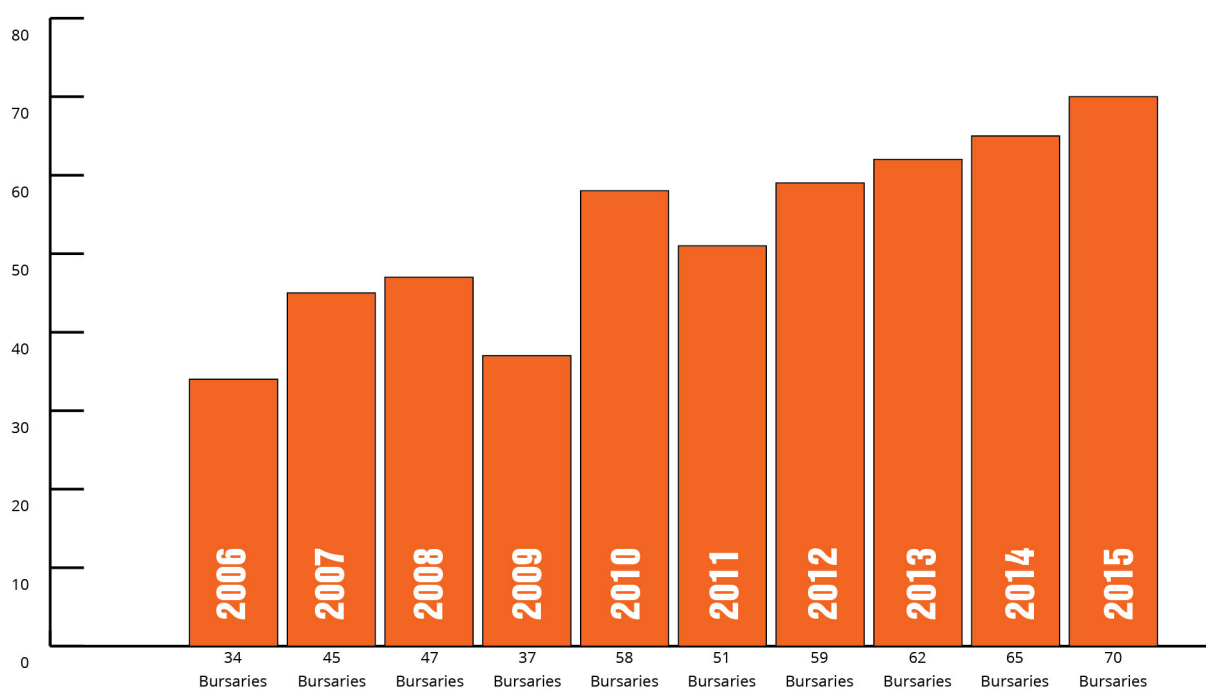
525 Bursaries

R11 957 451 invested in bursaries

Investment in Bursaries



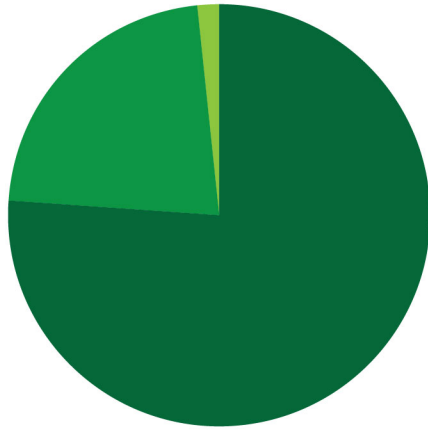
Number of Bursaries



Student Nationality



Demographics



Black - 161

White - 47

Coloured - 3

Gender

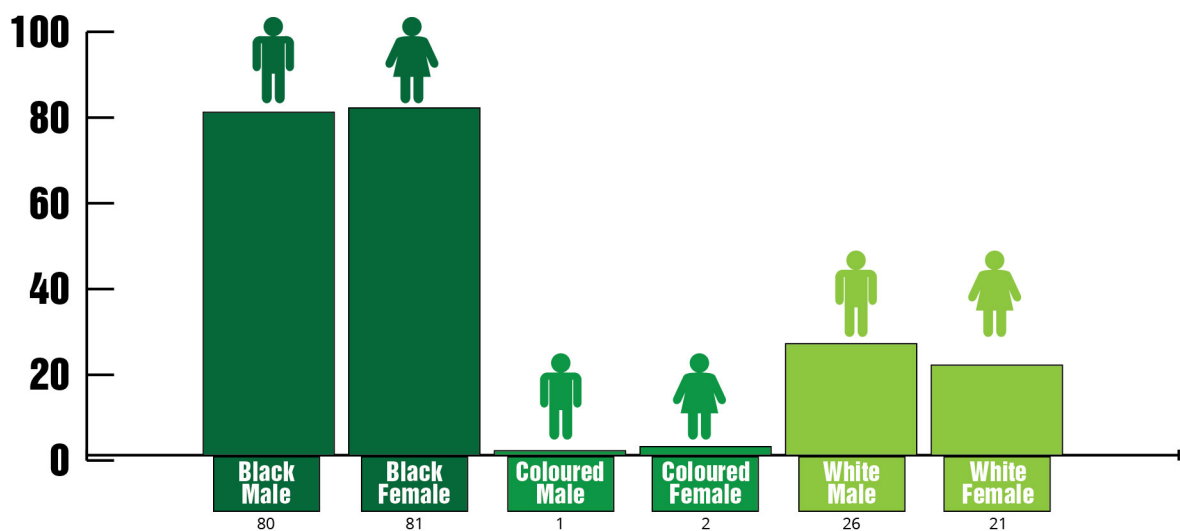


107



104

Race and Gender



BEEBS (Black Economic 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 benefit the enterprise.

Objectives

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

2015/2016 Report

- In 2015 twenty-five students received support through BEE citrus enterprises, with the assistance of the Citrus Academy.
- Thirteen bursaries were awarded to students still at school, eight to diploma or certificate students, two to BTech students, and two to students involved in undergraduate studies.
- Two students did not successfully complete the year.
- For 2016, twenty-four bursaries have been awarded in the BEEBS category.
- Sixteen bursaries were awarded to students at school, five to students studying towards diploma or certificate qualifications, one to a BTech student, and two to students involved in undergraduate studies.

Income and Expenditure

Item	2015 fy	2016 fy
Bursary Fund Income – Citrus Industry Trust	391 664	315 774
Bursary Fund Income – AgriSETA	15 500	7 750
Bursary Fund Payments – March	(193 057)	(148 571)
Bursary Fund Payments – September	(214 107)	(174 953)
Net surplus / (shortfall)	(0)	(0)



BEEBS Students

Name	Citrus enterprise	Qualification	Institution
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 Sitrus	Grade 7	Meridian Karino Independent School
Peaceful Mathebula	Matuma/Blydevallei Sitrus	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 Mgadle	Ripplemead Citrus	N Dip Business Management	NMMU
Somila Mgadle	Ripplemead Citrus	Grade 12	Kingsridge High School
Yonela Mgadle	Ripplemead Citrus	Grade 9	Kingsridge High School
Vuyolwethu Mpahla	Naudeshoek Farm	N Dip Logistics	NMMU
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
Siphiw'okuhle Nohamba	Konzi Farm	B Agric Econ	University of Fort Hare
Siyolise Nohamba	Konzi Farm	Higher Cert: Farming Management	Lovedale College
Mveli Nontshinga	Gonzana Citrus	Grade 3	Kat River Montessori School
Ntombise Sekoebetulana	Ripplemead Citrus	N Dip Agric Man	CUT Free State
Olivia Selowe	Champagne Citrus	BTech Agric Man	UNISA
Siyabonga Velem	Topkat Farm	N Dip Financial Management	False Bay College
2016			
Nkateko Chabalala	Blydevallei Citrus	Grade 8	Meridian Karino
Yolanda Dyonase	Letas Farm	Grade 10	Settlers High School
Anda Futuse	Jerusalem Farm	Grade 7	Cradock Primary
Andiswa Futuse	Jerusalem Farm	Grade 7	Cradock Primary
Sinazo Futuse	Jerusalem Farm	Grade 11	Gill High School
Shane Josephs	Hobbs and Waggenaar Family CPA	BSc Biochem	NMMU
Bryan Katoo	Gamtoosvalley Farming Trading	Grade 4	Stulting Primary School
Kristen Katoo	Gamtoosvalley Farming Trading	Grade 4	Stulting Primary School
Landelwa Katoo	Threepence Family Trust	Senior Bookkeeping	Institution of Certified Bookkeepers SA
Pride Komane	Blydevallei Citrus	Grade 9	Meridian Karino
Siziphiwe Manyonta	Oakdene Citrus Estate	Grade 9	Queenstown High School
Peaceful Mathebula	Blydevallei Citrus	Grade 8	Meridian Karino
Belinda Maunye	Matume Farm	Grade 8	Meridian Karino
Siphosethu Mdudu	Letas Farm	Grade 10	Goodhope High School
Kgodisho Meshego	Matume Farm	Grade 8	Meridian Karino
Mihlali Mgadle	Ripplemead Citrus	N Dip Inventory and Stores	NMMU
Somila Mgadle	Ripplemead Citrus	N Dip Management	NMMU
Yonela Mgadle	Ripplemead Citrus	Grade 10	Kingsridge High School
Siphi'okuhle Nohamba	Konzi Citrus Farm	B Agric Econ	University of Fort Hare
Siyolise Nohamba	Konzi Citrus Farm	N5 Farm Management	Lovedale College
Amila Nyamezele	Siyamila Farm	Grade 5	Yellowwoods Preparatory
Karabo Thabane	Albert Queen Thabane	Grade 8	Meridian Karino

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

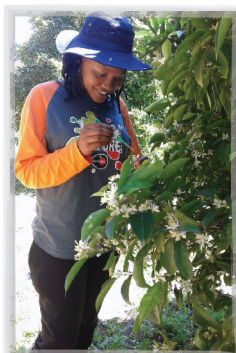
- ✓ Low skills levels
- ✓ Employment Equity
- ✓ Scarce and Critical Skills
- ✓ Industry Transformation
- ✓ Quality Delivery

2015/2016 Report

- In 2015 four students undertook internships at three citrus enterprises.
- The internships were for a period of twelve months.
- Students completed their internships successfully in December 2015.
- All four students continued their studies in 2016 toward BTech degrees or Advanced Diplomas.
- One student started an internship in 2016.

Income and Expenditure

Item	2015 fy	2016 fy
Internship Funding – AgriSETA	198 750	180 000
Internship Funding – other	33 750	
Internship Allowances	(225 000)	(146 250)
Net surplus / (shortfall)	7 500	33 750



Enterprise	Location	Intern
2015		
Indigo Fruit Farming	Letsitele	Tengetile Mtethwa
Letaba Estates	Tzaneen	Constance Makhubela, Ruth Selaula
Agricultural Research Council	Addo	Sinazo Nkomo
2016		
Indigo Fruit Farming	Letsitele	Amanda Shongwe

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.

Income and Expenditure

Item	2015 fy	2016 fy
Graduate Placement Funding – AgriSETA	22 500	67 500
Graduate Placement Funding – CIT	11 250	
Graduate Placement Allowances	(56 250)	(45 000)
Net surplus / (shortfall)	(22 500)	22 500



Objectives

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

2015/2016 Report

- In July 2015, Portia Gasa took up a graduate placement opportunity at the Citrus Growers' Association.
- She was given exposure to all the operations of the CGA, spending time with each of the division managers.
- In August 2015, Portia was also given the opportunity through the Industry Exposure Programme to attend PMA Fresh Connections in Cape Town.
- Her work experience period came to an end on the 30th of June 2016, after which she started a permanent position at the CGA.
- In January 2016, Mathew Goddard started his work experience year at Rhodes University, where he forms part of the team in Entomology research.



Enterprise	Location	Graduate	Period
Citrus Growers' Association	Durban	Portia Gasa	July 2015–June 2016
Rhodes University	Port Elizabeth	Mathew Goddard	January–December 2016

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 finds 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.

Income and Expenditure

Item	2015 fy	2016 fy
Daily Allowances	10 600	2 700
Accommodation	26 875	9 485
Transport	5 057	12 673
Total Expenditure	42 532	24 858

Objectives

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

2015/2016 Report

- Seven students did vacation work during the mid-year break.
- Students worked for two or three weeks during June and July.
- Three citrus enterprises participated in the vacation work programme, including farms and research facilities.
- Students were exposed to picking, packing, quality control and research.



Company	Location	Students
Citrus Research International	Nelspruit	Luyanda Khobone; Tendani Mulaudzi; Kanyisa Ndyoki; Prudence Msibi
Citrus Growers' Association	Hillcrest	Thembeka Meyiwa
Larten Lemons	Nelspruit	Zane Coles
Mandaryn Boerdery	Hankey, Eastern Cape	Warren Meyer

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 limited 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.

Income and Expenditure

Item	2015 fy	2016 fy
Direct Costs		
Marketing Material	16 798	7 664
Exhibitor Fees	15 300	
Fruit SA	5 130	5 467
Other Costs		
Staff Travel	11 145	7 836
Staff Accommodation	3 720	775
Courier Costs	419	1 624
Total Expenditure	52 512	23 366

Objectives

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

2015/2016 Report

- The Produce Marketing Association Foundation arranged three career fairs in 2015.
- The PMA Agri-Food Career Fairs were held at universities in Gauteng, the Western Cape and KwaZulu-Natal.
- Fruit SA exhibited at all three career fairs.
- The Citrus Academy cooperated with the other Fruit SA member organisations at these fairs.
- Citrus Academy staff and Bursary Fund students participated in manning the Fruit SA stand and promoted the industry.
- The Citrus Academy also participated on its own at the Nelspruit Edu-Career Fair.



Event	Venue	Date	Organisers
PMA Agri-Food Career Fair	Stellenbosch University	2015/03/25	PMA Foundation
PMA Agri-Food Career Fair	Pretoria University	2015/05/20	PMA Foundation
Nelspruit Edu-Career Fair	Mbombela Stadium	2015/06/24	Mpumalanga Provincial Government
PMA Agri-Food Career Fair	University of KwaZulu-Natal	2015/08/26	PMA Foundation





Ready-Steady-Work

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 of 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.

Income and Expenditure

Item	2015 fy
Funding – ClemenGold	200 000
Workshop Material	(5 279)
Marketing Material	(16 206)
Resources	(3 588)
Participant Travel	(45 827)
Participant Accommodation	(53 159)
Facilitation	(66 375)
Facilitator Travel	(8 843)
Facilitator Accommodation	(1 303)
Staff Travel	(4 456)
Staff Accommodation	(434)
Net surplus / (shortfall)	(5 470)

Objectives

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

2015/2016 Report

- Due to a lack of sponsorship, it was not possible to implement Ready-Steady-Work in 2015 as before.
- A decision was made to develop the programme on an e-learning platform, in order to make it more accessible and affordable.



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.

Income and Expenditure

Item	2015 fy	2016 fy
Sponsorships		56 000
Direct Costs		
Marketing Material	(9 032)	(600)
Resources	(842)	(11 050)
Participant Travel	(118 871)	(46 516)
Participant Accommodation	(33 098)	(5 184)
Travel Documentation	(31 660)	
Registration Fees	(63 022)	(32 916)
Facilitation	(39 519)	
Facilitator Travel	(5 312)	
Facilitator Accommodation	(1 358)	
Facilitator Registration	(3 684)	
Other Costs		
Staff Travel	(20 452)	(12 922)
Staff Accommodation	(4 817)	(1 737)
Staff Registrations	(9 754)	
Net surplus / (shortfall)	(341 421)	(54 925)

Objectives

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

2015/2016 Report

- In the period under review twelve participants attended three different events.
- Sponsorship covered registration fees, travel costs and accommodation.
- Students wore branded t-shirts, identifying the programme and 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.
- The Industry Exposure Programme was funded by sponsorships from a number of companies.



Event	Students
ESSA (Entomological Congress) 13–15 July 2015 Rhodes University	Claire Daniel (MSc Entomology; Rhodes University) Tamryn Marsberg (MSc Entomology; Rhodes University) Mathew Goddard (MSc Entomology; Rhodes University) Sean Thackeray (MSc Entomology; Rhodes University)
Fresh Connections 12–13 August 2015 Cape Town	Diaan Oosthuizen (MSc Agric Economics, University of Stellenbosch) Warren Meyer (BSc Agric Economics; University of Stellenbosch) Thembeke Meyiwa (BSc Agric Economics; University of KwaZulu-Natal) Sinazo Nkomo (N Dip Agric; NMMU) Vuyolwethu Mpahla (N Dip Logistics; NMMU) Siph'okuhle Nohamba (B Agric Econ; University of Fort Hare) Portia Gasa (CGA)
Innovations in Food Packaging, Shelf Life and Food Safety (Conference) 14–17 September 2015 Munich, Germany	Asanda Mditshwa (PhD Horticulture; University of Stellenbosch)

Technical Workshops

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

2015/2016 Report

- No technical workshops were arranged in 2015.



Technical 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	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 the 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 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).
- 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.

Objectives

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

2015/2016 Report

- By 31st March 2015, the first five workshops had taken place, with 42 participants from 30 emergent grower enterprises.
- During the year under review, the programme was concluded when the last six workshops took place from April to June 2015.
- In total 105 participants from 73 emergent grower enterprises attended the workshops.
- Workshops were well-attended, and those that attended represented a significant portion of the hectares under citrus.
- Most black-owned citrus enterprises that currently export citrus were represented at the workshops.
- All programme objectives were achieved.

Income and Expenditure

Item	2015 fy	2016 fy
CEEPP Funding Received	429 652	555 948
Direct Costs		
Programme Development	(54 099)	
Workshop Material	(12 773)	
Resources	(63 496)	(1 410)
Equipment	(1 552)	(263)
Facilitation	(55 000)	(253 700)
Facilitator Travel	(40 637)	(49 259)
Facilitator Accommodation	(11 795)	(21 465)
Conferencing Cost	(61 330)	(46 443)
Other Costs		
Staff Travel	(79 620)	(48 401)
Staff Accommodation	(22 721)	(34 602)
Courier Costs	(6 847)	(2 511)
Net surplus / (shortfall)	19 782	97 894



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	Nelspruit	2015/04/21-23	4	6	141ha
7	Patensie	2015/05/05-07	4	8	161ha
8	Fort Beaufort	2015/05/12-14	13	14	350ha
9	Sunday's River Valley	2015/05/19-21	13	20	993ha
10	Pietermaritzburg	2015/05/26-28	5	8	551ha
11	Kakamas	2015/06/09-11	4	7	720ha
Total			73	105	4 644ha
Situational analysis statistics			118		7 211ha
Percentage reached			62%		64%

Learning Programmes

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.

Income and Expenditure

Item	2015 fy	2016 fy
Development Funding – AgriSETA		
Pilot Programme Funding – AgriSETA	446 642	78 451
Business Management Programme	(588 351)	(122 373)
Secondary programme	(100 587)	(99 937)
Production Management Programme	(675)	(45 000)
Net surplus / (shortfall)	(242 971)	(188 859)



Objectives

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

2015/2016 Report

- In the year under review the Citrus Business Management pilot project in the Kat River Valley was completed successfully of which more detail can be found on pages 26 and 27.
- The Citrus Secondary e-learning programme was rolled out in 2016 at Meridian Karino High School in Mbombela, Mpumalanga.
- Twenty-seven learners enrolled in the first year.
- They will be assessed annually and will complete the programme over a three year period.
- At the end of the three years, learners will achieve the core and elective unit standards for the NQF2 Certificate in Plant Production qualification.
- Planning for the development of the Citrus Production Management and Citrus Production Practices programmes continued.
- The Citrus Production Management programme is aimed at upper-management level, and will make use of a blended learning approach, incorporating e-learning.



Available Learning Programmes

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

2015/2016 Report

- The Citrus Business Management pilot project in the Kat River Valley was concluded on schedule in April 2015.
- Twelve learners successfully completed the training programme and ultimately presented their final integrated summative assessment to a panel that included representatives from the Citrus Academy, Citrus Growers' Association, Department of Rural Development and Agrarian Reform, and Scientific Roets as assessors and facilitators of the programme.
- The learners were found competent and received certificates of completion from the Citrus Academy.
- Pending final verification of the portfolios of evidence by Services SETA, the learners will be awarded the qualification NQF 4 New Venture Creation.
- In 2016 revisions will be made to the programme strategy as needed, and learning material will be updated.
- The next Citrus Business Management course is scheduled to take place from January 2017 in the Limpopo Province.

Income and Expenditure

Item	2015 fy	2016 fy
Programme Development Funding – AgriSETA		
Learnership Funding – AgriSETA	446 642	78 451
Direct Costs		
Development	(88 825)	(17 600)
Learning Material	(33 945)	(435)
Resources	(5 010)	
Learner Stipends	(105 900)	(19 000)
Facilitation	(214 875)	(71 625)
Facilitator Accommodation	(7 237)	
Moderation	(7 500)	
Meals	(66 530)	
Other Costs		
Staff Travel	(54 541)	(10 339)
Staff Accommodation	(3 167)	(1 193)
Courier Costs	(821)	(343)
Promotional Material		(1 838)
Net surplus / (shortfall)	(141 709)	(43 922)



Citrus Business Management 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



Equity Profile of Citrus Business Management Programme Graduates

	African		Coloured		Ind./Asian		White		Total
	M	F	M	F	M	F	M	F	
Total	6	5	0	0	0	0	0	1	12

E-Learning Development

“ Background

- The agricultural sector presents by its very nature unique challenges in terms of skills development for people who live and work on farms.
- The remoteness of farming areas and the demands of citrus production, are barriers that restrict access to conventional, “bricks-and-mortar” training delivery.
- With this in mind, and in line with international trends towards online education through the use of technology and a blended learning approach, the Citrus Academy has embarked on e-learning development.
- Following thorough research, a suitable online learner management system was identified and user rights procured.
- The Canvas LMS provides a cloud-based, mobile, interactive digital teaching platform that is customisable and user-friendly.
- Citrus Academy staff were trained in the management of the system and the conversion of existing training material into e-learning programmes.

Income and Expenditure

Item	2016 fy	2015 fy
Development	32 922	18 840
E-learning Development		76 253
Learning Material	30 656	
Facilitator Travel	250	
Assessment	2 500	
Staff Travel	32 120	4 844
Staff Accommodation	2 139	
Total Expenditure	100 587	99 937

Objectives

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

2015/2016 Report

- During the period under review the Citrus Academy online platform was launched.
- The first e-learning programme that is being developed is the Citrus Secondary programme, which was implemented at the Meridian Karino High School in Mbombela, Mpumalanga in January 2016.
- Citrus Academy provided the programme content and frame work, supplemental audio-visual material, access to the e-learning portal and user support.
- Learners used their own smart devices, while the school provided facilitation, assessment, learning space and internet connectivity.
- Minor challenges encountered during the implementation phase served to refine the programme.
- More learning programmes have been earmarked for digital conversion in 2016 and 2017 with priority given to programmes that address significant needs in the citrus industry.

Citrus Secondary Programme

Target Group Content Summary

- Secondary school learners
- 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 Resource Warehouse

Background

- In response to a need for an online portal of information and documentation pertaining to the Southern African citrus industry, the Citrus Academy, with the backing of the CGA, initiated the collation of thousands of documents.
- Documents are stored in an online storage space, which can be searched using key words, or browsed.
- All documents are standardised to searchable pdf format.
- Documents are either sourced from the public domain, or stored with the permission of the original source and copyright holder.
- All documents are watermarked with the logo of the original source.
- Documents which are already in the public domain can be viewed and downloaded freely.
- Some documents are stored in a secure members section, for which log in details are required.
- The CRW website is curated and moderated by Citrus Academy.

Income and Expenditure

Item	2016 fy
Development Costs	58 476
Maintenance	1 391
Total Expenditure	59 867

Objectives

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

2015/2016 Report

- During the period under review, the CRW website was developed, and it was launched in March 2016.
- The CRW was populated with approximately 4,000 documents, which can be viewed or downloaded from the website in pdf format.
- More documents will continuously be added to the CRW.
- The development of the website was sponsored by the Citrus Growers' Association.



Audio-Visual Learning Media

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 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.

Objectives

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

2015/2016 Report

- In 2015 the development of the Citrus Planting Management series was concluded.
- The Citrus Planting Management series is aimed at growers, extension officers, workers and managers on farms, and students.
- The series includes modules on citrus types and cultivars, orchard layout and planning, and orchard establishment.
- The material was made available on DVD to growers, academic institutions, extension officers, learning providers and others.
- The modules were also uploaded to the Citrus Academy YouTube channel.



Income and Expenditure

Item	2015 fy	2016 fy
Audio-visual Sales	3 950	
Funding – AgriSETA		500 000
Direct Costs		
Development	(11 714)	(388 647)
Filming	(13 416)	(10 404)
Scripting	(1 920)	(72 250)
Replication		(11 618)
Distribution		(3 981)
Other Costs		
Staff Travel	(27 454)	(19 193)
Staff Accommodation	(6 572)	(2 071)
Net surplus / (shortfall)	(57 126)	(8 164)

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 (Goedeheop), 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 (Goedeheop)
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)
Citrus Planting Management		
Citrus growers (workers and managers on farms) Extension officers Students	➤ Introduction to Planting Management ➤ Citrus Types, Cultivars and Rootstocks ➤ Orchard Layout and Planning ➤ Orchard Establishment ➤ Orchard Recordkeeping	CGA Cultivar Company, Citrus Research International, Citrus Foundation Block,

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.

Objectives

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

2015/2016 Report

- During the period under review two modules were added to the production learning material.
- The modules are on human resource management and financial management.
- Production learning material is available for download from the Citrus Academy website.

Income and Expenditure

Item	2016 fy
Production Learning Material Development	8 000
Total Expenditure	8 000



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	
Financial Management	116083			
Human Resources	116113			



Abridged Income Statement

	2015 Actual	2016 Budget	2016 Actual	2017 Budget
Income				
Revenue				
Services Rendered - Citrus Growers' Association	2 300 000	2 500 000	2 499 996	2 800 000
Operating Income				
Bursary Funding Received	1 819 363	1 937 750	2 013 173	2 098 750
Academic Awards Sponsorship		15 000		15 000
Experiential Learning Funding	266 250	225 000	247 500	225 000
10th Birthday Celebration Sponsorship				300 000
Ready-Steady-Work Sponsorship	200 000	250 000		
Citrus Resource Warehouse Sponsorship	200 000			
Industry Exposure Programme Sponsorship		120 000	56 000	325 000
Emerging Export Excellence Funding	429 652	1 505 948	555 948	
Other CBW Income		500 000		300 000
Citrus Business Management Funding	446 643	416 564	78 451	1 096 504
Citrus Production Management Funding				150 000
Citrus Secondary Funding		280 000		150 000
AV Citrus Planting Funding		568 250	500 000	
AV Citrus Pruning Funding				355 000
AV Citrus Propagation Funding				95 000
AV Plant Structures & Functions Funding				160 000
AV Safe Handling of Chemicals Funding				150 000
Other AV Development Income		370 000		
CGDC Situational Analysis Funding		50 000		
Other Income				
Sales Learning Media	3 950	24 000		
Cost Recovery AgriSETA	168 870	125 000	210 403	216 000
Profit / (Loss) On Fixed Assets	7 208			
	5 841 935	8 887 511	6 161 471	8 436 254
Expenses				
Operating Expenses				
Bursary Funding Paid Out	1 902 553	1 937 750	1 850 715	2 098 750
Academic Awards Costs	650	15 000		15 000
Experiential Learning Payments	281 250	225 000	191 250	225 000
Vacation Work Costs	42 532	30 000	24 858	55 860
10th Birthday Celebration Costs				263 400
Ready-Steady-Work Costs	205 471	250 000		53 000
Career Fair Costs	52 512		23 366	56 500
Citrus Resource Warehouse Costs			59 867	12 000
Grower Website Costs			230	
Industry Exposure Programme Costs	341 421	130 000	110 925	325 000
Emerging Export Excellence Costs	409 871	1 150 000	458 054	
Other CWB Costs		432 500		280 000
Citrus Business Management Costs	588 352	436 564	122 373	993 195
Citrus Production Management Costs	675	50 000	45 000	80 000
Citrus Production Practices Costs				25 000
Citrus Secondary Costs	100 587	355 350	99 937	44 000
Other Learning Programme Development Costs		36 000		12 000
AV Industry Promotion Costs	31 435		147 463	
AV Citrus Planting Costs	29 641	531 075	360 701	
AV Citrus Pruning Costs				304 088
AV Citrus Propagation Costs				88 100
AV Plant Structures & Functions Costs				156 000
AV Safe Handling of Chemicals Costs				141 500
Other AV Development Costs	2 762	317 600		12 000
CGDC Situational Analysis Costs		50 000		
Production Learning Material Costs			8 000	12 000
Administration Expenses				
Accommodation	28 274	60 000	34 163	36 000
Accounting Fees	19 995	25 000	15 700	23 000
Bank Charges	8 559	10 800	8 039	10 800
Cleaning and Refreshments	31 677	24 000	43 752	48 000
Computer Expenses	15 772	14 400	48 581	24 000
Consulting Fees	950	14 400	15 250	14 400
Courier and Postage	5 648	8 400	4 847	6 000
Database Development			6 750	24 000
Depreciation	16 203		30 450	
Directors' Fees				14 000
Directors' Meeting Expenses	6 130	20 000	14 615	20 000
Entertainment Expenses	45 594	60 000	63 991	60 000
Fundraising Costs	9 079			
Insurance		2 000		2 000
Legal Fees	7 000	12 000		12 000
Marketing Expenses	67 763	91 000	94 481	118 000
Penalties and Interest - SARS	2 049		3 039	
Printing and Stationery	13 562	18 000	27 929	24 000
Rent Paid	30 727			
Repairs and Maintenance	468		1 214	3 600
Salaries	1 370 900	1 866 525	1 748 019	1 954 800
Salaries Bonuses	137 090	180 330	168 660	195 480
Salaries - Leave Pay	30 512		21 110	
Software Licences			21 452	68 400
Staff Training	10 250	61 406	22 680	36 000
Subscriptions and Resources	482	3 600	246	3 600
Telephone	37 404	48 000	82 384	135 600
Travel Expenses	169 450	240 000	223 925	240 000
Unemployment Insurance Fund	7 983	20 469	9 700	18 000
Website Costs	36 835	18 000	5 383	12 000
Workmen's Compensation		5 000		5 000
	6 100 067	8 750 168	6 219 099	8 361 072
Net profit / (loss)	(258 132)	137 343	(57 628)	75 182





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