



citrus academy

make your mark

**Annual Report
2017**

*Enabling skills development
in the southern African
citrus industry*



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Abridged Income Statement



The citrus industry finds itself at present in an interesting situation – its great success over the last few seasons has meant rapid expansion and growth, while at the same time in the current season the impact of the severe drought in many citrus-growing regions has resulted in a significant decrease in exports of in particular navel oranges. New plantings of citrus in areas that have until now not been significant citrus-growing regions are further contributing to creating a new landscape. On the other hand, uncertainty about the availability of water and infrastructure remains a concern in light of rapid expansion.

This once again reminds us that farming – and most of all farming for the export market – is unpredictable and dynamic and that past successes do not automatically mean a successful future when one is exposed to so many external factors. Industry service organisations such as the Citrus Academy must be equally flexible and adaptable while maintaining consistently high standards in meeting the five objectives it has been mandated with by the Citrus Growers' Association.

Export citrus growers must remain aware of the ever changing requirements of export markets, changes on the political and economic landscape, new challenges brought by climate change, and the ongoing uncertainty around service delivery and infrastructure in our country. They have to constantly realign their production and business practices to meet these challenges. The Citrus Academy has the responsibility of ensuring that growers are able to do this by foreseeing and addressing human resource requirements and skills shortages, particularly in scarce and critical skills areas.

In this constantly evolving working environment, finding a sustainable funding model for an organisation such as the Citrus Academy is becoming more and more challenging, as can be seen from the financial results for the past financial year. Whereas the demands on the Academy increase, funding for programmes such as the Citrus Academy Bursary Fund remains under severe pressure.

The board of directors participated in a strategic planning session earlier this year where we had to think out of the box, focusing on long term viability and sustainability. Focus has shifted to more cost-effective delivery mechanisms, such as e-learning programmes, and to joint ventures with other NGOs and with commercial farming operations, where we have to look at ensuring that the financial support structures that we put in place are able to deliver real benefits not only to the Academy and its constituency, but also to those who participate in and support them. There will furthermore in future be a greater focus on securing funding with a medium to long term commitment.

The Citrus Academy Bursary Fund remains the flagship programme of the Academy. Thanks to the commitment of the staff and management of the Academy, the Bursary Fund has maintained and even increased the support it has provided since 2006 in spite of increasing pressure on the availability of funding. From 2006 to 2017, 645 bursaries have been awarded to the value of R15.5 million, and more than 250 students have graduated in the process.

Bursary Fund graduates can now be found all over the citrus industry and in the wider agricultural sector. They are working on citrus farms, in packhouses, with exporters, with companies that supply goods and services to the industry, in academia, and in government departments and agencies. In the words of Citrus Academy Bursary Fund graduates: "The huge heart of what you are doing is unbelievable and please carry on to assisting young people like me." (Bahle Kweba); "If you really look into my career life you will see that it is owed to nobody else but the Citrus Academy. My story is evidence that for the industry to provide resources to empower keen young people within agriculture can be very successful." (Dr Nhlanhla Mathaba); "I hope that the Citrus Academy continues to help empower black females to go into agriculture." (Andisiwe Kholwane)

Citrus growers have empowered their own workers by sponsoring bursaries for them through the Citrus Academy Bursary Fund. The board and management of the Citrus Academy will continue to strive towards ensuring that everyone gets benefits from the Bursary Fund, but that the focus stays on ensuring real value for the growers.

The most effective way for growers to ensure that they take full advantage of the value that the Citrus Academy creates in this way, is to offer vacation work and internship placements for Citrus Academy Bursary Fund students and to employ Bursary Fund graduates, which allows them to score valuable B-BBEE points and at the same time address the urgent challenges of transformation and employment equity. It is just another way in which they can make their levy work for them.

The Citrus Academy board and management remain committed to staying a step ahead and looking around corners in this changing business environment. Being proactive and having foresight is the key to fulfilling our objectives of improving management skills, taking part in transformation and empowering youngsters to be entrepreneurs and becoming the leaders of the future.

The Citrus Academy brings to life the resolution taken by the CGA more than a decade ago: "The citrus industry needs to invest in its future by putting a body in place dedicated to human capital development".

voorsittersverslag

Die sitrusbedryf bevind homself op die oomblik in 'n interessante posisie – die reuse sukses van die laaste paar seisoene beteken dat die bedryf vinnig groei in terme van aanplantings, maar terselfdertyd het die droogte wat baie sitrus produksie streke raak tot gevolg dat daar hierdie seisoen 'n aansienlike afname is in uitvoer van veral navel lemoene. Nuwe aanplantings van sitrus in streke wat tot dusver nie juis gereken is as sitrus produksie areas nie dra verder by tot die nuwe landskap waarin ons werk. Aan die ander kant is die onsekerheid rondom die beskikbaarheid van water en infrastruktuur rede tot kommer in die lig van vinnige uitbreiding.

Dit herinner ons weereens daaraan dat boerdery – en veral boerdery vir die uitvoermark – onvoorspelbaar en dinamies is, en dat die suksesse van die verlede geen waarborg is vir die toekoms as mens blootgestel is aan soveel eksterne faktore nie. Bedryfsdiensorganisasies soos die Sitrus Akademie moet ewe buigbaar en aanpasbaar wees, terwyl hoë standaard konsekwent behou word in die nastreef van die vyf doelwitte wat deur die Sitrus Producentevereniging opgelê is.

Uitvoersitrusprodusente moet bewus bly van die veranderende vereistes van uitvoermarkte, veranderinge op die politiese en ekonomiese landskap, nuwe uitdagings wat teweeggebring word deur klimaatsverandering, en die voortdurende onsekerheid rondom dienslewering en infrastruktuur in ons land. Hulle moet voortdurend hulle produksie- en besigheidspraktieke aanpas om hier uitdagings aan te spreek. Die Sitrus Akademie is verantwoordelik daarvoor om te verseker dat produsente daartoe in staat is om dit te doen, deur menslikehulpbron behoeftes en vaardigheidstekorte vroegtydig aan te spreek, veral in die geval van skaars en kritiese vaardighede.

In hierdie evolusionêre werksomgewing word dit al hoe meer uitdagend om 'n werkende befondsing model te vind vir 'n organisasie soos die Sitrus Akademie, soos kan gesien word uit die resultate van die afgelope finansiële jaar. Terwyl die vereistes wat geplaas word op die Sitrus Akademie gedurig toeneem, is druk op befondsing van programme soos die Sitrus Akademie Beursfonds onder geweldige druk.

Die raad van direkteure het deelgeneem in 'n strategiese beplanningssessie vroeër hierdie jaar waar ons opnuut moes dink, en moes fokus op langtermyn lewensvatbaarheid en volhoubaarheid. Fokus is verskuif na koste-effektiewe leweringsmeganismes soos e-opleidingsprogramme, en na vennootskappe met ander NGOs en kommersiële boerdery ondernemings, waar ons moet toesien dat die finansiële ondersteuningstrukture wat ons in plek sit daartoe in staat is om ware voordele te bring nie net vir die Akademie en sy belanghebbendes nie, maar ook vir hulle wat deelneem en ondersteuning bied. Daar sal dan ook in die toekoms 'n groter fokus wees op medium- en langtermyn befondsing.

Die Sitrus Akademie Beursfonds bly steeds die vlagskip program van die Akademie. Te danke aan die toewyding van die personeel en bestuur van die Akademie, was die Beursfonds daartoe in staat om sy vlak van ondersteuning te behou en te vermeerder sedert 2006, ten spyte van die toenemende druk op die beskikbaarheid van fondse. Vanaf 2006 tot 2017, is daar 645 beurse toegeken tot 'n totale waarde van R15.5 miljoen, en meer as 250 studente het kwalifikasies verwerf in die proses.

Beursfonds gegradueerdes is nou te vinde regoor die sitrusbedryf en in die wyer landbousektor. Hulle werk op sitrusplase, in pakhuisse, vir uitvoerders, vir maatskappye wat goedere en dienste bied aan die bedryf, as akademici, en in regeringsdepartemente en agentskappe. In die woorde van 'n paar Sitrus Akademie Beursfonds gegradueerdes: “The huge heart of what you are doing is unbelievable and please carry on to assisting young people like me.” (Bahle Kweba); “If you really look into my career

life you will see that it is owed to nobody else but the Citrus Academy. My story is evidence that for the industry to provide resources to empower keen young people within agriculture can be very successful.” (Dr Nhlanhla Mathaba); “I hope that the Citrus Academy continues to help empower black females to go into agriculture.” (Andisiwe Kholwane)

Sitrusprodusente het ook hulle eie werkers bemagtig deur vir hulle beurse te borg deur die Sitrus Akademie Beursfonds. Die raad en bestuur van die Sitrus Akademie sal aanhou om daarna te streef om te verseker dat almal voordeel trek uit die Beursfonds, maar dat die fokus daarop bly om te verseker dat produsente veral die grootste voordeel trek.

Die mees effektiewe manier vir produsente om te verseker dat hulle volle voordeel trek uit die waarde wat die Sitrus Akademie skep op hierdie manier, is om vakansiewerk en internskap plasinge te bied aan Sitrus Akademie Beursfondsstudente en om Beursfonds gegradueerdes in diens te neem, wat hulle daartoe in staat stel om nie net waardevolle B-BBEE punte te wen nie, maar ook om die dringende vereistes rondom transformasie en indiensnemingsgelykheid aan te spreek. Dit is net nog 'n manier waarop hulle kan seker maak dat hulle heffing werk vir hulle.

Die Sitrus Akademie raad en bestuur sien dit as ons werk om 'n treetjie vooruit te bly en om in die toekoms in te kyk in hierdie veranderlike besigheidsomgewing. Versiendheid en om proaktief te wees, is die sleutel tot die vervulling van ons doelstellings om bestuursvaardighede te verbeter, om 'n rol te speel in transformasie en om jongmense te bemagtig om entrepreneurs en die leiers van die toekoms te wees.

Die Sitrus Akademie gee lewe aan die resolusie wat geneem is deur die CGA meer as 'n dekade gelede: “Die sitrusbedryf moet belê in sy toekoms deur 'n liggaam daar te stel wat toegewy is aan menslikehulpbron ontwikkeling.”



on course, and that the Academy is sustainable over the long term.



I never lose. Either I win or I learn.
Nelson Mandela

The great Madiba would have agreed that the past year was indeed a great learning opportunity for the Citrus Academy. It was maybe not the kind of learning opportunity that we would like to be best known for, but it was a valuable one none the less, and it has taught us some lessons that we have had to take to heart.

The first lesson that we learned was that while it is important to celebrate past successes, we must keep a steady eye on the future. In 2016 we had the 10th anniversary of the Citrus Academy Bursary Fund, and there was indeed much to celebrate. In those 10 years the Bursary Fund had grown into one of the largest of its kind in the sector, supporting more than 60 students every year at a range of academic institutions across the country. The tremendous investment that the industry has made in growing the talent that will secure its future had to be applauded, and the great work done by the Citrus Academy management and staff over the years deserved high praise. But we cannot rest on our laurels and allow these achievements to distract us from the work that still has to be done.

Which brings us to the second lesson that this past year has taught us: take nothing for granted. It may be so that the past is the best predictor of future success, but this can only be so if the achievements of the past have its basis in sound values, strategies and policies that are consistently applied and executed to a high standard. While the values of the Citrus Academy are deeply ingrained and irreproachable, strategies and policies must be overhauled from time to time to ensure that they remain relevant and cogent. The landscape in which we operate is dynamic and ever-changing. Not only is the citrus industry itself in a phase of rapid expansion which places ever increasing demands on human resources, but the skills development landscape remains uncertain due to the fact that a new National Skills Strategy has not been finalised. There is uncertainty about the future of the SETAs, about future funding structures, and about the impact of occupational qualifications. On top of this there seems to be ever more pressure on grant funding sources. All of this means that there is a great need for fresh thinking and strategizing to ensure that we keep

The third important lesson that we take from last year is that the proof is in the doing. Strategies, plans, policies, reputations, past successes, brand strength are all valuable and important and worth investing in, but if this does not translate into the right things happening on the ground and improving the prospects, lives and business of the people in the citrus industry – and most importantly of citrus growers – then it is not adding real value and the disconnect between the best laid plans and the lack of impact has to be unpacked and interrogated. We measure in the end our success in achieving our objectives not by whether we had the plans and strategies in place, but by whether we made a real difference and whether the industry is better off for the difference that we made. Measured by this yardstick, even the past year, which was financially challenging, must still be viewed as a success – a year in which we continued to make a difference.

The last lesson that we will take from this stormy year is probably the most important one, the bottom line: make it sustainable. The Citrus Academy is mandated by the Citrus Growers' Association to facilitate and enable human resource development in the citrus industry, and receives in return a service fee from the CGA that is paid from the levy it receives from export citrus growers. The service fee covers the overhead costs of the Academy, together with the running costs of a few small, ongoing programmes. Funding for other programmes and projects – including bursaries, work experience programmes, learning resource development, and learning programme implementation – is sought on a year-to-year basis in the form of grants, sponsorships and donor funding. This however places continuous pressure on the Academy and creates uncertainty around programmes. We have been able to create and implement programmes that add real value and that has become important to many employers in the industry, but we cannot guarantee that these programmes can continue from year to year because of uncertainty around funding. How do we, then, make it sustainable? The directors and management of the Citrus Academy put their heads together at the beginning of 2017 to do essential strategic planning and to find ways to alleviate this pressure. It is a lesson that we have already taken to heart, and we are certain to see the positive effects of the new thinking that emanated from this session.

In terms of the year under review: the Citrus Academy suffered a loss of R518,663 during this financial year, compared to a loss of R57,631 in the 2015/16 financial year. This has brought the accumulated losses of the Academy to a total of R535,465. Measures have been put in place to recover a substantial portion of the accumulated loss in the 2017/18 financial year and the intent is to ensure that the losses are recovered in full by the end of the 2018/19 financial year.

We are as always grateful to all the donors and sponsors that support the Citrus Academy. Without your ongoing and generous support none of the work we do would be possible. Most of all, we have to thank the CGA from the bottom of our hearts, not only for their valuable financial support, but also for the advice, wisdom and assistance that we know we can count on. Thank you to the directors of the Citrus Academy for bringing us safely through a difficult year and for keeping the faith.

The yeoman work is done by the staff of the Citrus Academy, where it really matters. Thank you, Candice, Desiree, Angela, Sive, Londiwe, Bets, Siphwe, for the care and love that you bring to your task every day. You make the real magic happen.

algemene bestuurder se verslag

Die grote Madiba sou saamgestem het dat die afgelope jaar by die Sitrus Akademie inderdaad 'n geleentheid was om groot lesse te leer. Dit was miskien nie die soort van opleidingsgeleentheid waarvoor ons graag bekend sou wou wees nie, maar dit was nie te min 'n waardevolle een, en dit het ons lesse geleer wat ons ter harte moet neem.

Die eerste les wat ons geleer het, was dat terwyl dit belangrik is om die suksesse van die verlede te vier, moet ons die oog vas hou op die toekoms. In 2016 was dit die 10de verjaarsdag van die Sitrus Akademie Beursfonds en daar was sowaar baie om te vier. In daardie 10 jaar het die Beursfonds gegroei tot een van die grootste van sy soort in die landbousektor, tot waar ons 60 studente elke jaar ondersteun by verskeie akademiese instellings reg oor die land. Die geweldige belegging wat die bedryf gemaak het in die talent wat die toekoms sal verseker moes toegejuig word, en die goeie werk wat oor die jare gedoen is deur die Sitrus Akademie se bestuur en personeel het erkenning verdien. Maar ons kan nie op ons louere rus en toelaat dat hierdie prestasies ons aflei van die werk wat nog gedoen moet word nie.

Dit bring ons by die tweede les wat hierdie afgelope jaar ons geleer het: moet niks as vanselfsprekend aanvaar nie. Dit mag wel wees dat die verlede die beste voorspeller is van sukses in die toekoms, maar dit is net so as die prestasies van die verlede baseer is op grondige waardes, strategie en beleid wat konsekwent toegepas en uitgevoer word op 'n hoë standaard. Terwyl die waardes van die Akademie diep ingewortel en onberispelik is, moet strategie en beleid tog maar van tyd tot tyd onder die loep geneem word om seker te maak dat dit relevant en oortuigend is. Die landskap waarbinne ons werk is dinamies en veranderlik. Nie net is die sitrusbedryf insigself in 'n groeifase wat toenemende vereistes stel aan menslike hulpbronne nie, maar daar is onsekerheid op die vaardigheid-ontwikkeling landskap, te wyte aan die feit dat die nuwe Nasionale Vaardigheidsontwikkelingstrategie nog nie gefinaliseer is nie. Daar is onsekerheid rondom die toekoms van die SETAs, rondom toekomstige befondsing strukture en rondom die impak van bedryfswalifikasies. Boonop is daar al hoe meer druk op ander befondingsbronne. Dit alles beteken dat daar 'n groot nood is vir vars dinkwerk en strategie om te verseker dat ons op die regte pad is, en dat die Sitrus Akademie volhoubaar is oor die langtermyn.

Die derde belangrike les wat ons wegneem van die laaste jaar is dat die waarde is in die uitvoering. Strategieë, planne, beleid, reputasies, prestasies, 'n sterk handelsmerk is alles goed en wel en dis die moeite werd om daarin te belê, maar as dit nie daarop uitloop dat die regte dinge gebeur op die grond nie, dinge wat verbetering bring in die vooruitsigte, lewens en ondernemings van die mense in die sitrusbedryf – en veral vir sitrusprodusente – dan voeg dit nie werklik waarde toe nie, en die los konneksie tussen die beste planne en die gebrek aan impak moet ondersoek word. Ons meet na alles die mate waartoe ons ons doelstellings bereik het nie aan of ons die nodige planne en strategieë in plek het nie, maar aan of ons 'n verskil gemaak het op die grond en of die bedryf beter daaraan toe is te danke aan daardie verskil. Gemeet aan hierdie maatstaf, moet die afgelope jaar, wat finansiële veeleisend was, tog gesien word as 'n sukses – dit was 'n jaar waartydens ons steeds 'n verskil gemaak het.

Die laaste les wat ons sal saamneem uit hierdie stormagtige jaar is verseker die belangrikste een: maak dit volhoubaar. Die Sitrus Akademie het 'n mandaat vanaf die Sitrus Produsente Vereniging om menslike hulpbron ontwikkeling in die sitrusbedryf te fasiliteer. Hiervoor ontvang die Akademie 'n diensfooi wat die CGA betaal uit die heffing wat betaal word op uitvoersitrus. Die diensfooi dek die oorhoofse koste van die Akademie, tesame met die bedryfskoste van 'n paar lopende programme en projekte. Befondsing vir ander programme en projekte – waaronder

beurse, werksondervindingprogramme, opleidingshulpbron ontwikkeling en program implementasie – word gesoek jaar op jaar in die vorm van befondsing, donasies en borgskappe. Dit plaas egter deurlopende druk op die Akademie en skep onsekerheid rondom programme. Ons was daartoe in staat om programme te skep en te implementeer wat werklike waarde toevoeg en wat nou van belang is vir baie werkgewers in die bedryf, maar ons kan nie waarborg dat hierdie programme van jaar tot jaar kan voortgaan nie, as gevolg van onsekerheid rondom befondsing. Hoe dan gemaak om dit volhoubaar te kry? Die direkteure en bestuur van die Sitrus Akademie het koppe bymekaargesit aan die begin van 2017 om noodsaaklike strategiese beplanning te doen, en om maniere te vind om hierdie druk te verlig. Dit is 'n les wat ons alreeds ter harte geneem het, en ons sal verseker in die afsienbare toekoms die positiewe resultate sien van die nuwe dinkwerk wat voortgebring is uit hierdie sessie.

In terme van die jaar onder oorsig: die Sitrus Akademie het 'n verlies gemaak van R518,663 vir die finansiële jaar, in vergelyking met 'n verlies van R57,631 in die 2015/16 finansiële jaar. Dit bring die huidige opgelope verlies tot stand op 'n totaal van R535,465. Maatreëls is reeds in plek gesit om 'n aansienlike deel van die opgelope verlies te verhaal in die 2017/18 finansiële jaar, en om te verseker dat alle verliese verhaal sal wees teen die einde van die 2018/19 finansiële jaar.

Ons is soos altyd dankbaar vir al die skenkers en borge wat die Sitrus Akademie ondersteun. Sonder julle voortgaande en ruim ondersteuning sal niks van die werk wat ons doen moontlik wees nie. Meestal bedank ons graag die CGA hartlik, nie net vir hulle waardevolle finansiële ondersteuning nie, maar ook vir die advies, wysheid en hulp waarop ons altyd kan reken. Dankie ook aan die direkteure van die Sitrus Akademie, dat julle ons veilig deur 'n moeilike jaar gebring het en dat julle nooit moed verloor het nie.

Die harde werk word gedoen deur die personeel van die Sitrus Akademie, waar die dinge werklik gebeur. Dankie, Candice, Desiree, Angela, Sive, Londiwe, Bets, Siphwiwe, vir al die liefde en omgee wat julle bring na julle taak elke dag. Julle laat die regte wonderwerke gebeur.



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 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

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 Board Members at 31st of March 2017

Board Members at 31st of March 2017

During the year under review, Hannes Hobbs resigned as director of the Citrus Academy. Phillip Dempsey replaced him as chairperson. Samson Qomondi was nominated by the CGA, but he resigned later in the year, along with Tim Wafer. Andrew Muller and Marius Bester were nominated in March 2017 by the CGA board to replace them.

Representation	Name	Date of Appointment	Date of Resignation
CGA – Emergent grower representative	Hannes Hobbs (chairperson)	2012/11/20	2016/05/06
CGA	Phillip Dempsey chairperson)	2012/11/20	
Donors (Citrus Industry Trust)	Alex Sithole (vice-chairperson)	2015/05/06	
CGA	Tim Wafer	2015/04/01	2016/08/31
CGA – Emergent grower representative	Sam Qomondi	2016/08/31	2017/03/09
CGA	Cornel van der Merwe	2015/03/12	
CGA	Andrew Muller	2017/03/09	
CGA	Marius Bester	2017/03/09	
Service providers	Vacant		
Additional seat	Vacant		

Financial Service Providers and Office Bearers

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



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

Date	Meeting	Apologies
2016/08/30	Board Meeting	None
2017/04/19	Board Meeting	Cornél van der Merwe

The ninth annual general meeting of the Citrus Academy was held at The Intercontinental Hotel, OR Tambo Airport, Johannesburg on Thursday, the 31st of August 2016.

Citrus Academy Representation

Jacomien de Klerk has served as a member of the governing board of the AgriSETA since May 2011, until January 2017 when she was replaced by Agri SA, who originally nominated her to the board. During her last year she served on the Executive Committee, the Grants and Quality Assurance committee, the Finance and Remuneration committee and the SSC Steering committee for Horticulture. Remuneration paid for her services to the AgriSETA is received by the Citrus Academy.



bursary fund report

The purpose of the Citrus Academy Bursary Fund is to give opportunities for young people to obtain the necessary knowledge, skills and exposure to allow them to enter the citrus industry and craft long and fruitful careers.

- » 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

Background



2016/2017 Report

In 2016, bursaries were awarded to sixty-four students studying at twenty-two academic institutions across South Africa

One student did not complete the year

One student passed away

Twenty-two students graduated at the end of 2016, of which two achieved diploma qualifications, eight completed B-degrees and twelve completed postgraduate qualifications

Of the twenty-two graduates, four continued their studies in 2017 towards further qualifications, four were employed in the citrus industry, three found employment in the wider agricultural sector, and ten were seeking job opportunities at the time of reporting

Eight students achieved distinctions in their final examinations and six students achieved first class passes

Fifty-six bursaries have been awarded for the 2017 academic year, with nine awarded to students joining the Bursary Fund for the first time

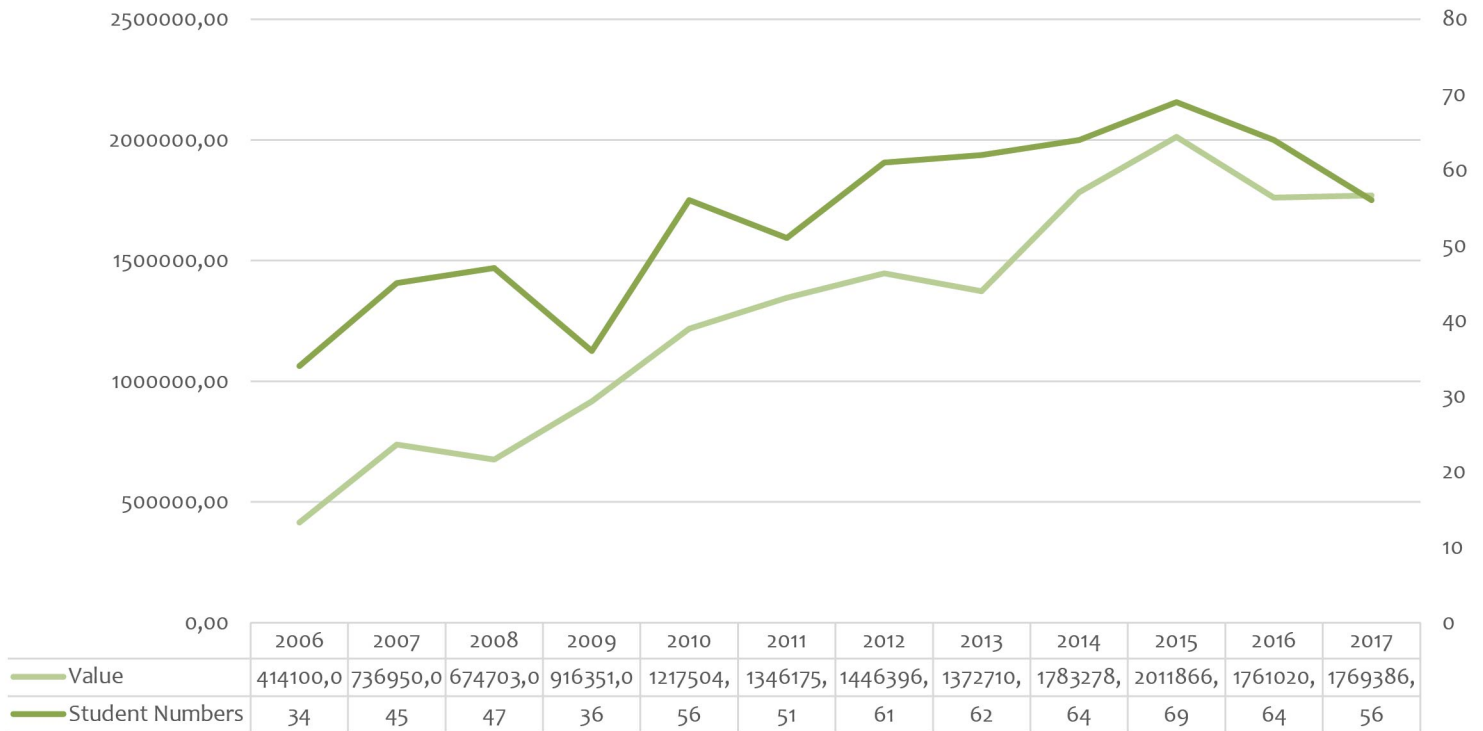
Three students who benefited from the Bursary Fund previously joined again to further their studies

Income and expenditure

Item	2016 fy	2017 fy
Bursary Fund Income – Citrus Industry Trust	1 050 000	280 700
Bursary Fund Income – AgriSETA	735 000	1 131 750
Bursary Fund Income – Other	224 773	134 773
Bursary Fund Payments – March	(992 959)	(797 016)
Bursary Fund Payments – September	(854 356)	(659 203)
Net surplus / (shortfall)	162 458	91 004



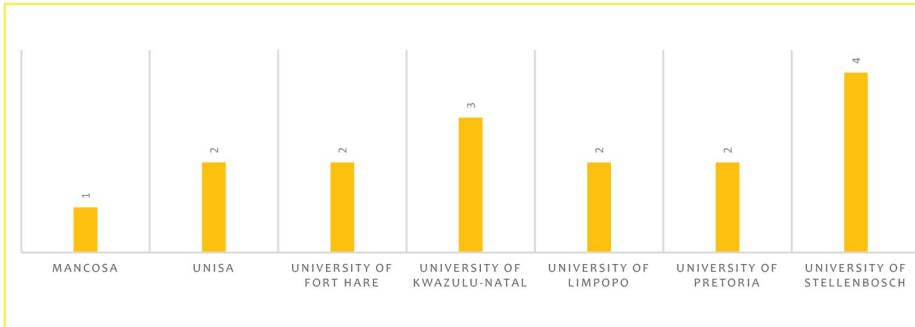
Bursary Allocations



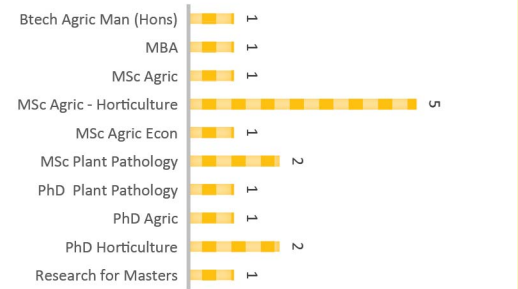
2017 bursary fund statistics

Postgraduates

Institutions



Qualifications

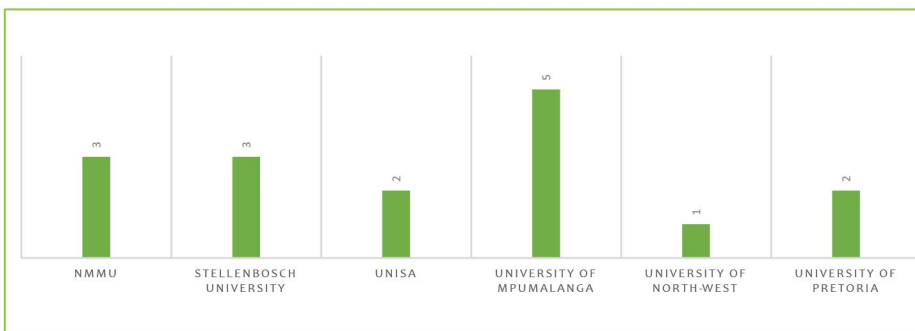


Demographics

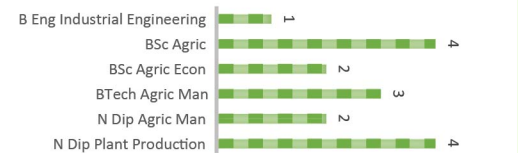


Undergraduates

Institutions



Qualifications

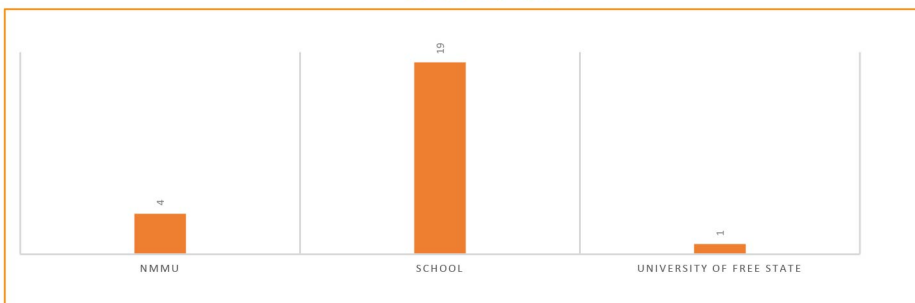


Demographics

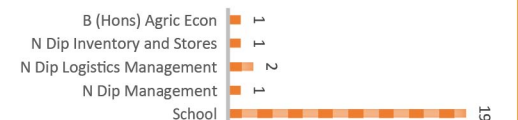


BEEBS

Institutions

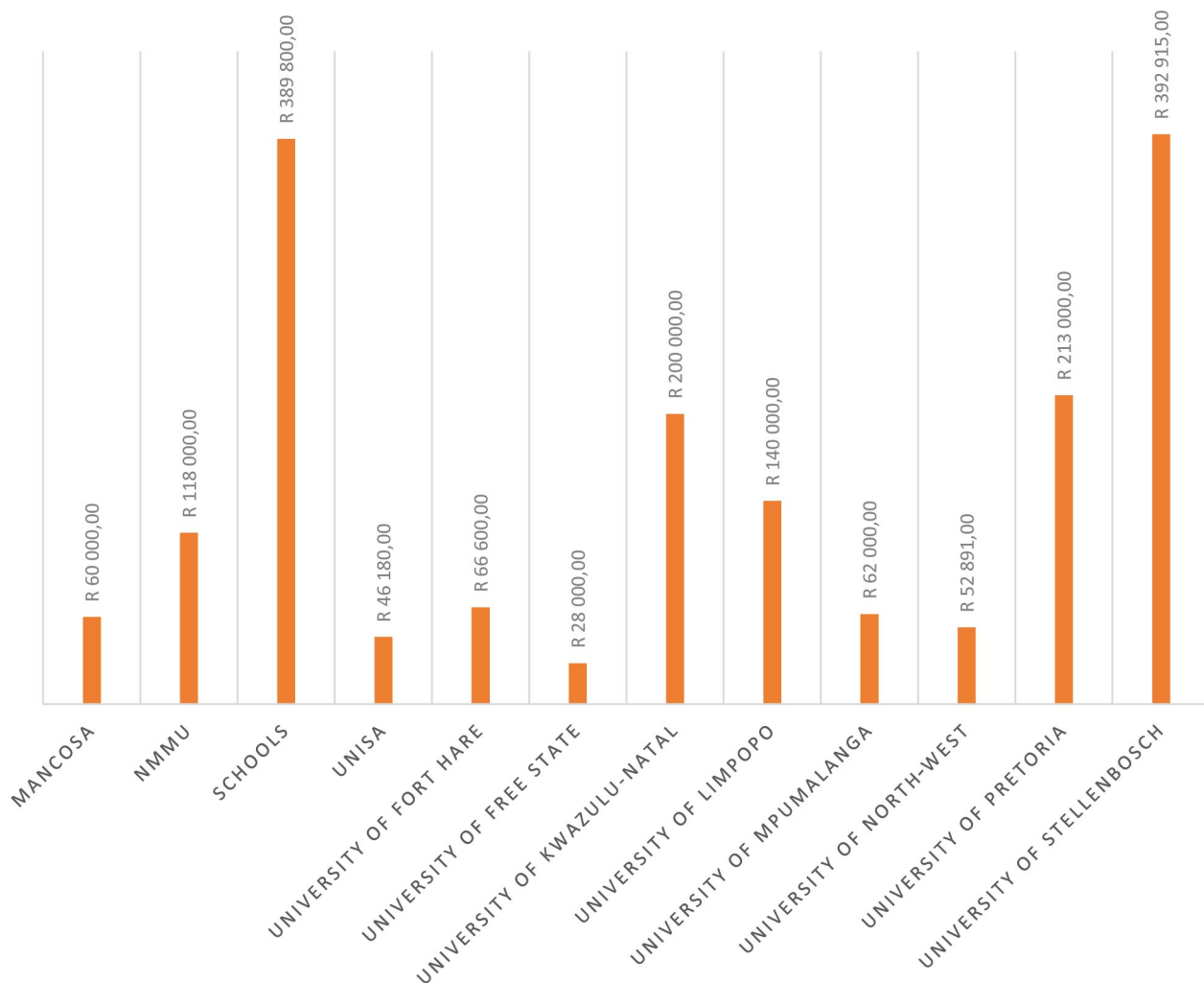


Qualifications



Demographics





Student Nationalities



Academic Achievements

In 2016 one previous Citrus Academy Bursary Fund student received recognition through AgriSETA Excellence Awards for his achievements:

- **Continued Excellence: Asanda Mditshwa, PhD Horticulture University of KwaZulu-Natal**

The top Citrus Academy Bursary Fund academic performers in 2016 were:

- **Warren Meyer, BSc Agric Economics and Analysis University of Stellenbosch, average 80%**
- **Lindokuhle Mamba, BSc (Hons) Plant Pathology University of Stellenbosch, average 80%**



The purpose of the BEE Bursary Support category of the Citrus Academy Bursary Fund is to assist black-owned citrus enterprises in developing their internal human resources.

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



2016/2017 Report

In 2016 twenty-two students received support through the BEE Bursary Support category

Sixteen bursaries were awarded to students still at school, three to diploma students, two to students involved in undergraduate studies, and one postgraduate student

One student did not successfully complete the year

For 2017, twenty-four bursaries have been awarded in the BEEBS category

Nineteen bursaries were awarded to students at school, four to students studying towards diploma qualifications, and one to a student involved in postgraduate studies



Income and expenditure

Item	2016 fy	2017 fy
Bursary Fund Income – Citrus Industry Trust	198 284	250 954
Bursary Fund Income – AgriSETA	7 750	0
Bursary Fund Income – Other	97 090	145 990
Bursary Fund Payments – March	(154 553)	(243 900)
Bursary Fund Payments – September	(148 571)	(153 044)
Net surplus / (shortfall)	(0)	(0)

BEEBS Students

2016 Academic Year

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 & Waggenaer Family CPA	BSc Biochem	NMMU
Bryan Katoo	Gamtoos Valley Farming	Grade 4	Stulting Primary School
Kristen Katoo	Gamtoos Valley Farming	Grade 7	Stulting Primary School
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	Grade 8	Meridian Karino
Siphosethu Mdudu	Letas Farm	Grade 10	Goodhope High School
Kgodisho Meshego	Matume	Grade 8	Meridian Karino
Mihlali Mgadle	Ripplemead Citrus	Diploma Inventory and Stores	NMMU
Somila Mgadle	Ripplemead Citrus	N Dip Management	NMMU
Yonela Mgadle	Ripplemead Citrus	Grade 10	Kingsridge High School
Siyolise Nohamba	Konzi Citrus Farm	N5	Lovedale College
Amila Nyamezele	Siyamila	Grade 5	Yellowwoods Preparatory
Karabo Thabane	Albert Queen Thabane	Grade 8	Meridian Karino

2017 Academic Year

Nkateko Chabalala	Matuma	Grade 9	Meridian Karino
Tercia Dikakoane	Matuma	Grade 8	Meridian Karino
Yolanda Dyonase	Leta's Farm	Grade 10	Ekuphumleni High School
Bryan Katoo	Gamtoos Valley Farming	Grade 5	Stulting Primary School
Kristen Katoo	Gamtoos Valley Farming	Grade 8	Nico Malan
Pride Komane	Matuma	Grade 10	Meridian Karino
Lihle Kopsane	Charlgrove	Grade 2	Fort Beaufort Primary
Phaniso Makhanya	Thulane Citrus	Grade 6	Holy Childhood Convent
Sonqoba Makhanya	Thulane Citrus	Grade 9	Durban High School
Sigcine Manyonta	Oakdene Citrus Estate	N Dip Logistics Management	NMMU
Siziphiwe Manyonta	Oakdene Citrus Estate	Grade 9	Victoria Girls' High School
Kgodisho Mashego	Matuma	Grade 9	Meridian Karino
Peaceful Mathebula	Blydevallei Citrus	Grade 9	Meridian Karino
Belinda Maunye	Matuma	Grade 10	Meridian Karino
Siphosethu Mdudu	Letas Farm	Grade 9	Stonefountain College
Mihlali Mgadle	Ripplemead Citrus	N Dip Inventory and Stores	NMMU
Somila Mgadle	Ripplemead Citrus	N Dip Management	NMMU
Yonela Mgadle	Ripplemead Citrus	Grade 11	Kings Ridge High School
Benji Moriri	Matuma	Grade 8	Meridian Karino
Vuyolwethu Mpahla	Naudeshoek Farm	N Dip Logistics	NMMU
Siphiw'okuhle Nohamba	Konzi Citrus Farm	B (Hons) Agric Econ	University of Free State
Amila Nyamezela	Siyamila	Grade 6	Yellowwoods Preparatory
Mitchell Sekome	Matuma	Grade 8	Meridian Karino
Karabo Thabane	Albert Thabane	Grade 9	Meridian Karino

internship programme

The purpose of the internship programme is to provide Citrus Academy Bursary Fund students who are studying towards diplomas with placements at citrus enterprises in order to complete the experiential learning requirement for their qualification.

- » 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

Background



2016/2017 Report

In 2016 Amanda Shongwe undertook an internship at Indigo Fruit Farming

Funding for the internship was arranged by the farm

The internship was for a period of twelve months, and was successfully completed in December 2016

She continued her studies in 2017 toward a BTech degree

Six students started internships in 2017



Income and expenditure

Item	2016 fy	2017 fy
Internship Funding – AgriSETA	180 000	48 750
Internship Allowances	(146 250)	(52 500)
Net surplus / (shortfall)	33 750	(3 750)

2016/2017 Interns

Enterprise	Location	Intern
2016		
Indigo Fruit Farming	Letsitele	Amanda Shongwe
2017		
Indigo Fruit Farming	Letsitele	Sindhile Shivambu
Letaba Estates	Tzaneen	Chummy Khoza
Citrus Research International	Port Elizabeth	Zamazima Njili
Riverside Farms	Malelane	Sizwe Mashego
Bosveld Citrus	Hoedspruit	Prudent Sekgobela
Golden Frontiers Citrus	Hectorspruit	Nhlanhla Mbokane

graduate placement programme

The purpose of the graduate placement programme is to secure temporary placements for Citrus Academy Bursary Fund graduates at citrus enterprises so that they can gain work experience and improve their employability.

- » 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

Background



2016/2017 Report

Portia Gasa completed the programme successfully in June 2016 and was offered a permanent position at the CGA

Thembeke Meyiwa took up a graduate placement at the CGA in July 2016

Four graduates began the programme in 2016

One graduate completed twelve months of the programme, while two others took part for ten months before pursuing other opportunities

Two graduates began the programme in January 2017



Income and expenditure

Item	2016 fy	2017 fy
Graduate Placement Funding – AgriSETA	67 500	153 750
Graduate Placement Funding – CIT		
Graduate Placement Allowances	(45 000)	(153 750)
Net surplus / (shortfall)	22 500	0

2016/2017 Graduate Placements

Enterprise	Location	Graduate	Period
2016			
Citrus Growers' Association	Durban	Portia Gasa	July 2015 to June 2016
Rhodes University	Port Elizabeth	Mathew Goddard	January to December 2016
River Bioscience	Port Elizabeth	Thuso Phiri	May 2016 to February 2017
QMS Laboratories	Addo	Kanyisa Ndyoki	August 2016 to March 2017
Citrus Growers' Association	Durban	Thembeke Meyiwa	July 2016 to June 2017
2017			
Citrus Research International	Nelspruit	Rochelle Clase	January 2017 to December 2017
Citrus Research International	Port Elizabeth	Mellissa Peyper	January 2017 to December 2017

vacation work programme

The purpose of the vacation work programme is to provide diploma and undergraduate students with opportunities to gain practical experience in citrus industry workplaces.

- » 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

Background



2016/2017 Report

Nine 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



Income and expenditure

Item	2016 fy	2017 fy
Daily Allowances	2 700	5 220
Accommodation	9 485	9 100
Transport	12 673	4 400
Total Expenditure	24 858	18 720

2016 Vacation work students

Company	Location	Students
Citrus Research International	Nelspruit, Mpumalanga	Chummy Khoza; Sandisiwe Ndlangisa; Nhlanhla Mbokane; Muriel Rikhotso; Prudent Sekgobela; Sindhile Shivambu
Mandaryn Boerdery	Hankey, Eastern Cape	Warren Meyer
Agrimotion	Somerset West, Western Cape	Cornelis Broeksma

career awareness

The purpose of the career awareness programme is to participate in career fairs and exhibitions in order to promote career opportunities in the citrus industry and the wider agricultural sector.

- » 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

Background



2016/2017 Report

The Citrus Academy participated in two career fairs in 2016, under the banner of Fruit SA

Citrus Academy staff and Bursary Fund students participated in manning the Fruit SA stand and promoted the industry

The Citrus Academy also had a separate exhibition at the Agri-Food Career Fair at the University of Pretoria, coinciding with the Bursary Fund's 10th anniversary celebration



Income and expenditure

Item	2016 fy	2017 fy
Direct Costs		
Marketing Material	7 664	13 875
Exhibitor Fees		
Fruit SA	5 467	
Other Costs		
Staff Travel	7 836	2 997
Staff Accommodation	775	3 386
Courier Costs	1 624	
Total Expenditure	23 366	20 258

Career Awareness Events

Event	Venue	Date	Organisers
PMA Agri-Food Career Fair	University of Pretoria	2016/05/19	PMA Foundation
Unisa Career Fair	UNISA Pretoria	2016/07/06	UNISA





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INYUVESI
YAKWAZULU-NA



Students
at the
place



industry exposure programme

The purpose of the industry exposure programme is to provide Citrus Academy Bursary Fund students with opportunities to gain exposure at conferences, symposia and other events related to their fields of study.

- » 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

Background



2016/2017 Report

In the period under review thirty-three participants attended four different events

Sponsorship was received from ClemenGold, Standard Bank, The Co Op, Villa, Sunkist, PPECB, River Bioscience/XSIT, Mpact, Capespan, JBT Technologies, Nelson Mandela Bay Municipality, SRCC, Seven Seas, and Sitrusrand Estate

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

Income and expenditure

Item	2016 fy	2017 fy
Sponsorships	56 000	165 000
Direct Costs		
Marketing and Resources	(11 650)	(9 933)
Participant Travel	(46 516)	(78 315)
Participant Accommodation	(5 184)	(61 690)
Registration Fees	(32 916)	(45 108)
Other Costs		
Staff Travel	(12 922)	(615)
Staff Accommodation	(1 737)	(6 490)
Net surplus / (shortfall)	(54 925)	(37 151)





Industry Exposure Events

Event	Students
PMA Fresh Connections Pretoria 17 to 18 August 2016	Chummy Khoza; Daniel Maki; Warren Meyer; Thembeke Meyiwa; Sandisiwe Ndlangisa; Zamazima Njili; Sinazo Nkomo; Siphokuhle Nohamba
Citrus Research Symposium Drakensberg 21 to 25 August 2016	Nompumelelo Baso; Johane Botes; Justice Mahope; Helen Marias; Rodney Morifi; Joyce Mothapo; Lindsay Muchena; Selby Nyrenda; Michael Prins; Muriel Rikhotso; Mpaballeng Sam; Adriaan Serfontein
International Conference of Entomology Orlando, Florida 25 to 30 September 2016	Sean Thackeray
CGA Citrus Summit Port Elizabeth 8 to 9 March 2017	Bahle Kweba; Hesti Le Roux; Mhlahli Mgadle; Somila Mgadle; Nomfundo Mphahla; Vuyolwethu Mphahla; Sonwabo Ncera; Zamazima Njili; Siphokuhle Nohamba; Siyolise Nohamba; Athandile Shoba; Jodie Vosloo



The purpose of technical workshops is to make available structured learning programmes, facilitated by industry experts to industry stakeholders, government departments and other agencies.

- » 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

Background



2016/2017 Report

No technical workshops were arranged in 2017

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	Tohoyandou, 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
2015			
February to May	Citrus Emergent Export Excellence programme	Louis von Broembsen	Tohoyandou, Letsitele, Hoedspruit, Mokopane, Citrusdal, Kakamas, Nelspruit, Patensie, Fort Beaufort, Sunday's River Valley, Pietermaritzburg

Breakdown of Workshop Attendance

Group	Total	2008	2009	2011	2013	2015
Facilitators	8	8				
Extension officers	83	6	27	32	18	
Mentors	1	1				
Management agents	3	3				
Production personnel	15	15				
Emergent farmers	206	13		20		173
Total	316	46	27	52	18	173



The purpose of learning programme development is to make available fit-for-purpose programmes to meet particular learning needs.

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



2016/2017 Report

In January 2017, a second Citrus Business Management project was implemented in Letsitele in the Limpopo Province, of which more detail can be found on pages 26 and 27

The Citrus Secondary e-learning programme was rolled at another high school at the beginning of 2017

A decision was taken to develop the Citrus Production Management and Citrus Production Practices programmes on an e-learning platform; please see pages 28 and 29 for more detail



Income and expenditure

Item	2016 fy	2017 fy
Business Management Programme Funding	78 451	233 440
Business Management Programme	(122 373)	(314 556)
Secondary programme	(99 937)	
Net surplus / (shortfall)	(143 859)	(81 116)

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

The purpose of the Citrus Business Management programme is to form part of the development programme for emergent citrus growers and junior members of management.

- » 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 week long 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
- » Adjustments were made to the programme framework, unit standard clustering and module structure during this time
- » The Kat River Valley was identified as the most appropriate site for the implementation of a pilot programme in 2014

Background



2016/2017 Report

During the year under review the Citrus Business Management programme was revised and updated in line with the outcomes from the pilot programme in the Kat River Valley

The programme content was sent for programme moderation in order to ensure that it meets the requirements for programme approval

In May 2016 an information session was held for emergent and commercial growers from the Letsitele area to create awareness about the Citrus Business Management programme and possibility that the programme may be implemented in the area

An invitation was issued for applications to participate in the programme

It was originally intended that the programme was going to start in September 2016, but due to a shortage of funding, it was postponed to 2017

The programme was implemented in January 2017 at The Junction in Letsitele

Seventeen learners involved with emergent citrus enterprises were enrolled in the programme

Learnership funding was secured from the AgriSETA for this purpose

Two learners from a local citrus estate were enrolled, sponsored by the employer

Scientific Roets, an experienced service provider who has programme approval for the New Venture Creation programme from the Services SETA, was contracted to facilitate the programme

Income and expenditure

Item	2016 fy	2017 fy
Learnership Funding – AgriSETA	78 451	163 440
Direct Paid		70 000
Direct Costs		
Development	(17 600)	
Learning Material	(435)	(20 152)
Resources		(21 876)
Learner Stipends	(19 000)	(49 320)
Facilitation	(71 625)	(73 200)
Facilitator Accommodation		(33 772)
Facilitator Travel Cost		(21 992)
Moderation		(15 390)
Training Venue		(18 421)
Meals		(39 474)
Other Costs		
Staff Travel	(10 339)	(11 276)
Staff Accommodation	(1 193)	(4 054)
Courier Costs	(343)	(3 473)
Promotional Material	(1 838)	
Meeting Costs		(2 157)
Net surplus / (shortfall)	(43 922)	(81 116)

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



The purpose of e-learning programme development is to make quality learning opportunities accessible to learners in remote rural areas.

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



2016/2017 Report

The conversion of the Citrus Secondary programme was completed

The programme was implemented at one more high school

Funding was sought for the development of e-learning programmes on Citrus Production Management, Citrus Production Practices and Citrus Business Management



Income and expenditure

Item	2016 fy	2017 fy
Development	18 840	
E-learning Development	76 253	
Learning Material		
Facilitator Travel		
Assessment		
Staff Travel	4 844	
Staff Accommodation		
Total Expenditure	99 937	0

E-Learning Programmes

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 Secondary Programme - General Information

Welcome to the course

The Citrus Secondary Programme was developed in response to a need for a course that would provide high school students with a broad overview of the citrus industry, and a foundation for further study in the field of citrus production.

The main aim of the programme is to address a challenge that many school leavers face, of having very few marketable skills to enable them to secure employment. At the same time, it presents an opportunity to provide young people in rural areas with the sort of skills and knowledge that citrus growers need.

On completion of the course learners will have achieved the core and required elective unit standards for the NQF Certificate in Plant Production qualification.

This course provides the General Information portion of the programme.

Course Description

Outcomes

Course Syllabus

Grading Policy

Copyright

Disclaimer

QUIZ: Citrus Production

QUIZ TOPIC

The following questions relate to the Citrus Production Module

Quiz rules:

- Answer all the questions
- Do not use external sources for information
- Do not submit this quiz unless requested to do so

Quiz Type: Graded Quiz

Points: 14

Assignment Group: Assignments

Shuffle Answers: No

Time Limit: No Time Limit

Multiple Attempts: No

View Responses: Always

Show Correct Answers: Immediately

One Question at a Time: No

ASSESSMENT: M1 Induction

Assessment Details

This is a multiple choice assessment. It is designed to assess your knowledge of the citrus industry. It is a compulsory assessment and you must pass it to proceed to the next module.

DOWNLOAD ASSESSMENT:

Download Assessment: M1- Induction.pdf

ASSESSMENT INSTRUCTIONS

Work on your own to complete this activity. Download the Assessment, complete and submit your answers.

Points: 10

Submitting: 1 file upload

Due: For: Available from: Until:

For: Forgive: Jan 1, 2024 at 17:00: -

Assessment

Citrus Production Introduction

Admin

Versioned 11/06/21 (Can't identify and recognise factors influencing agricultural enterprise selection)

Learning Objectives

- Identify citrus production regions
- Commercial citrus production
- The citrus production cycle
- The citrus value chain

Specific outcomes:

- Recognise and describe production cycles within selected enterprises
- Identify and recognise key production factors within selected enterprises
- Describe and recognise production factors within selected enterprises

Citrus growing regions of

audio-visual learning media

The purpose of audio-visual learning media development is to make available to growers, training service providers and academic institutions efficient and effective learning tools that are accessible to learners at all levels.

- » 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 were considered to be the most efficient and effective means of transferring knowledge and skills
- » The development of the Citrus Postharvest Series was undertaken as a joint initiative between a number of industry role-players
- » A content framework was developed, aimed at workers at different levels
- » Learning modules were included for training seasonal and permanent workers, and 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
- » 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
- » 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 2012 the Citrus Harvesting series was developed, using modules that formed part of the Citrus Postharvest Series, of which citrus growers also received sponsored copies
- » In 2013 the Citrus Packing series was developed, and the CGA again sponsored copies for all citrus growers
- » In 2015 the Citrus Planting Management series was developed, of which copies was made available to all members of the CGA at no cost
- » All audio-visual modules can be viewed on the Citrus Academy YouTube channel
- » All learner guides and resources are available for download from the Citrus Resource Warehouse

Background



2016/2017 Report

In 2016 three audio-visual series were under development, dealing with citrus pruning, citrus propagation, and plant structures and functions

The development was part-funded by the AgriSETA

The Citrus Propagation series consist of modules called Citrus Propagation Requirements and Citrus Propagation Practices

Footage for the series was filmed in Letsitele in May 2016

A further module will be added to the series in 2017, dealing with Citrus Rootstocks

The series was sponsored by Du Roi Nursery and Citrogold

The Citrus Pruning series consist of modules dealing with Pruning Principles, Pruning Equipment, and Pruning Practices

Footage for this series was filmed around the country from July to September 2016

The series was sponsored by Felco South Africa

The Plant Structures and Functions series consist of only one module, and is more academic in nature

The series is aimed at improving the understanding and developing the competence of learners who are studying towards plant production certificate qualifications

A series on Safe Handling of Chemicals is being planned for 2017 and will be developed if sponsorship can be secured

Income and expenditure

Item	2016 fy	2017 fy
Audio-visual Sales		2 400
Funding – AgriSETA	500 000	500 000
Sponsorship		100 000
Direct Costs		
Development	(388 647)	(521 125)
Filming	(10 404)	(13 571)
Scripting	(72 250)	(62 800)
Replication	(11 618)	
Distribution	(3 982)	
Other Costs		
Staff Travel	(19 193)	(45 377)
Staff Accommodation	(2 071)	(7 260)
Net surplus / (shortfall)	(8 165)	(47 733)



Available DVDs

	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	1: SA Citrus Industry; 2: Value Chain; 3: Citrus Varieties; 4: Citrus Markets; 5: Citrus Export Standards; 6: Yield and Fruit Size; 7: Packhouse Planning; 8: Rind Disorders; 9: Postharvest Diseases; 10: Orchard Sanitation; 11: Pre-Harvest Pest Control; 12: Maturity Indexing; 13: Picking Practices; 14: Picking Supervision; 15: Packhouse Process Flow; 16: Drenching; 17: Degreening; 18: Fruit Washing Systems; 19: Packhouse Sanitation; 20: Hot Water Fungicide Bath; 21: Titration; 22: Resistance Management; 23: Drying Tunnel; 24: Wax Application; 25: Sizing; 26: Sorting and Grading; 27: Packing Material and Specifications; 28: Packing Market Specifications; 29: Packing; 30: Palletisation; 31: High-cube vs. Standard; 32: Marking; 33: Inspections – PPECB; 34: Inspections – DAFF; 35: Export Shipping Overview; 36: Infrastructure Overview; 37: Road Transport Overview; 38: Truck Loading; 39: Rail Loading Break-Bulk; 40: Rail Loading Containers; 41: Pre-Cooling; 42: Cold Store Requirements; 43: Cold Store Handling; 44: Cold Store Mechanics; 45: Container Loading; 46: Vessel Loading; 47: Cold Chain Review; 48: Safety and Quality Management; 49: Commercial Accreditation Systems; 50: Traceability	Justin Chadwick (CGA), Malcolm Dodd (PHIP), Andy Lee (CRI), Paul Hardman (CGA), Stephan Verreynne (CRI), Gert Kotze (Cedarpac), 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	1: Introduction to IPM; 2: Citrus Pest Monitoring; 3: Pre-Harvest Blemish Analysis; 4: Interpreting Monitoring Results	Dr. Sean Moore
Citrus Harvesting / Sitrus Oeswerk		
Citrus growers (pickers, picking supervisors, production managers) Extension officers Training service providers	1: Citrus Value Chain; 2: Orchard Sanitation; 3: Picking Practices; 4: 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	1: Citrus Value Chain; 2: Packhouse Process Flow; 3: Packhouse Sanitation; 4: Sorting and Grading; 5: Packing Methods; 6: Palletisation; 7: 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	1: Introduction to Planting Management; 2: Citrus Types, Cultivars and Rootstocks; 3: Orchard Layout and Planning; 4: Orchard Establishment; 5: Orchard Recordkeeping	CGA Cultivar Company, Citrus Research International, Citrus Foundation Block
Citrus Pruning		
Citrus growers (workers and managers on farms) Extension officers Training service providers Students	1: Pruning Principles; 2: Pruning Equipment; 3: Pruning Practices	Citrus Research International, James Warrington, Rosle Boerdery, Larten Citrus, Joubert & Seuns, ALG Sitrus, Johan Roos, Noordgrens Landgoed, Indigo Farming, Mahela Boerdery, Groep 91, Letaba Estates, Dave Gerber, Piet van Coller, Jock Danckwerts, Isabel Sparks
Citrus Propagation		
Citrus nurseries (workers and managers) Citrus growers Extension officers Training service providers Students	1: Citrus Propagation Requirements; 2: Citrus Propagation Practices	Citrus Research International, Citrus Foundation Block, Du Roi Nursery, Ngwenya Nursery
Plant Structures and Functions		
Citrus nurseries Citrus growers Extension officers Training service providers Academic institutions Students	Plant structures and functions	Citrus Research International

production learning material

The purpose of production learning material development is to ensure that growers, extension officers, training service providers and academic institutions have at their disposal quality, up-to-date learning resources aligned with unit standards contained in plant production qualifications.

- » 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 Resource Warehouse
- » 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
- » Production learning material is available for download from the Citrus Resource Warehouse

Background



2016/2017 Report

No further development took place during the period under review.

Income and expenditure

Item	2016 fy
Production learning material development	8 000
Total Expenditure	8 000





Production Learning Material

Skills area	Unit standards			
	NQF 2	NQF 3	NQF 4	NQF 5
Enterprise Selection, Planning and Establishment	116081 & 116127	116214 & 116274	116293 & 116309	116337 & 116324
Plant Functions and Structures	116057			
Plant Nutrition and Soil Management	116053	116267	116311	116371
Harvesting	116111	116268	116297	116373
Water Quality	116077	116212	116322	
Plant Manipulation	116128	116264	116305	116409
Irrigation	116066	116266	116317	116414
Crop Establishment	116079			
Plant Propagation	116119	116220	116316	
Pests, Diseases and Weeds	116124	116265	116301	116429
Crop Protection Application	116125			
Food Safety	116070	116271	116278	116419
Conservation	116121	116263	116303	116425
Marketing	116126	116259	116684	10050
Production Management	116115	116218	116288	116426
Industry Overview			116286	
Financial Management	116083			
Human Resource Management	116113			

The purpose of the Citrus Resource Warehouse is to create, develop and maintain a central, current, searchable knowledge base where growers, learners, extension officers and other stakeholders can access a wide variety of resources related to citrus production.

- » In 2015 the need for an online, comprehensive information source was identified, mostly in terms of enabling e-learning
- » It was soon realised that such an information source would also be an invaluable resource for citrus growers and other industry stakeholders
- » The Citrus Growers' Association supported and sponsored the development of the Citrus Resource Warehouse
- » The gathering of documents started in 2015
- » Documents are either sourced from the public domain, or stored with the permission of the original source and copyright holder
- » Documents are converted to searchable PDF format
- » Hardcopy documents are scanned and optical character recognition software is used to convert them to the required format
- » Documents are watermarked with the logo of the original source
- » Documents are stored online, where they can be searched using key words or browsed
- » Some documents are stored in a secure members section, for which login details are required
- » The CRW website is curated and moderated by Citrus Academy

Background



2016/2017 Report

The Citrus Resource Warehouse was maintained and expanded in the year under review

News articles, newsletters, reports and other relevant documents are continuously being added

In addition, efforts are being made to collect documents from the past, in particular research reports

The number of documents contained in the Citrus Resource Warehouse was increased to around 5,000 during this year



www.citrusresourcewarehouse.org.za

Income and expenditure

Item	2016 fy	2017 fy
Development costs	58 476	9 100
Maintenance	1 391	9 818
Content		4 680
Total expenditure	59 867	23 598

Information Categories and Content

Category	Sub-Categories
Internal Citrus Industry Organisation Publications	Annual reports; CGA Roadshow and CGA Grower Summit presentations; other publications
Newsletters	CGA – From the Desk of the CEO; CGA – Global Citrus Scan; CGA – Transformation Newsletter; CGA – Cultivar Update; SIZA News
News Articles	SA Fruit Journal; Other publications
Research Reports and Papers	CRI – Annual Research Priorities; CRI – Annual and Quarterly Reports; CRI – Citrus Research Symposium Presentations; CRI – CRI Segment; Miscellaneous academic reports and papers; PhD theses
Extension	CGA – Grower Advisory Notices; CRI – The Cutting Edge; CRI – Citrus Production Guidelines; CRI – Pest and Disease Identification; CRI – Maturity Graphs; CRI – Packing Material Specifications and Protocols; SA Fruit Journal – CRI Extension Briefs
Cultivars	CGACC – Cultivar Fact Sheets
Market Access	CGA – Citrus Marketing Forum; CGA – Variety Focus Groups; CGA – Russian Citrus Market
Consumer Assurance	Accreditation documents; CGA/CRI – Recommended Usage Restrictions (MRLs); SIZA – Updates and Reports; Climate Fruit and Wine
Logistics	CGA – Citrus Logistics Forum (CLF); CGA – Citrus Logistics Reports; CGA – Durban Port Operational Updates
Information	CGA – Citrus Spotlight; CGA – Dams and Reservoirs; CGA – Key Industry Statistics; CGA – Variety Updates; SETA documents
Transformation	AgriBEE
Learning Resources	Citrus Academy – Production Learning Material; Citrus Academy – Learning Programmes; Citrus Academy – AV Modules Transcripts
Government Publications	DAFF Notifications and Memos; Strategic planning documents; Legislation, regulations and policies



abridged income statement

	2015/16	2016/17 Budget	2016/17	2017/18 Budget
Income				
Revenue				
Services rendered - Citrus Growers' Association	2 499 996	2 800 000	2 800 000	4 000 000
Operating income	3 451 071	5 420 254	2 829 163	4 819 726
Bursary funding received	2 013 173	2 098 750	1 547 223	2 914 500
Academic awards sponsorship		15 000	20 000	25 000
Experiential learning funding	247 500	225 000	202 500	506 250
10th Birthday Celebration sponsorship		300 000	61 000	
Industry Exposure Programme sponsorship	56 000	325 000	165 000	
Emerging Export Excellence funding	555 948			
Other CBW income		300 000		90 000
Citrus Business Management funding	78 451	1 096 504	233 440	433 976
E-Learning development funding		150 000		400 000
Citrus Secondary funding		150 000		
Audio-visual development funding	500 000	760 000	600 000	375 000
Other sponsorship income				75 000
Other income	210 403	216 000	210 498	
Sales learning media			2 400	
Cost recovery AgriSETA	210 403	216 000	208 098	
Operating expenses	(3 508 188)	(5 252 392)	(3 406 851)	(5 314 755)
Bursary funding paid out	1 850 715	2 098 750	1 456 219	3 232 695
Academic awards costs		15 000	18 758	25 000
Experiential learning costs	216 108	280 860	228 174	528 330
10th Birthday Celebration costs	5 449	263 400	493 003	
Ready-Steady-Work costs		53 000		
Career Fair costs	23 365	56 500	20 258	64 000
Citrus Resource Warehouse costs	59 867	12 000	23 598	18 000
Industry Exposure Programme costs	110 925	325 000	202 151	70 350
Emerging Export Excellence costs	458 054			
Other CWB costs		280 000		90 000
Citrus Business Management costs	122 373	993 195	314 556	719 380
Experiential learning costs	45 000	105 000		288 000
Citrus Secondary costs	99 937	44 000		20 000
Other learning programme development costs		12 000		24 000
Experiential learning costs	508 165	701 688	650 133	223 000
Business Plan Review costs				
Production Learning Material costs	8 000	12 000		12 000
Administration expenses	(2 710 913)	(3 108 680)	(2 951 473)	(3 190 980)
Accommodation	34 163	36 000	13 646	24 000
Accounting fees	15 700	23 000	27 792	23 000
Bank charges	8 039	10 800	8 657	10 800
Cleaning and refreshments	43 752	48 000	59 401	48 000
Computer expenses	48 581	24 000	17 207	24 000
Consulting fees	15 250	14 400	45 700	12 000
Courier and postage	4 847	6 000	5 564	6 000
Database development	6 750	24 000		
Depreciation	30 450		32 391	
Directors' fees		14 000		16 000
Directors' meeting expenses	14 615	20 000	2 660	30 000
Entertainment expenses	63 991	60 000	41 636	36 000
Insurance		2 000		2 000
Legal fees		12 000		12 000
Losses Due to Theft			1 660	
Marketing expenses	89 033	118 000	89 102	79 000
Penalties and Interest - SARS	3 039		6 098	
Printing and stationery	27 929	24 000	22 533	24 000
Rent paid				
Repairs and maintenance	1 214	3 600	1 826	3 600
Salaries	1 937 789	2 150 280	2 202 186	2 437 580
Software licences	21 452	68 400	54 033	68 400
Staff training	22 680	36 000	21 279	24 000
Subscriptions and resources	246	3 600		3 600
Telephone	82 384	135 600	109 723	102 000
Travel expenses	223 926	240 000	174 576	180 000
Unemployment insurance fund	9 700	18 000	10 184	12 000
Website costs	5 383	12 000	3 618	8 000
Workmen's compensation		5 000		5 000
Net profit / (loss)	(57 631)	75 182	(518 663)	313 991



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