



**citrus
academy**

**Annual Report
2018**

Enabling Skills
development
in the
southern African
citrus industry



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Chairperson's Report



After many years of being active in the citrus industry, I can still say "The citrus industry finds itself at present in an interesting situation". Radical changes in the working environment and the ever-changing climate has placed huge emphasis on finding the most sustainable way forward. New citrus plantings in areas that have until now not been significant citrus-growing regions are further contributing to creating a new landscape. On the other hand, the reality of water scarcity in certain production areas has now become urgent, and raises concerns that the crop for the 2019 citrus season will be challenging to produce and harvest.

With all these challenges, the risks involved in producing and harvesting a crop will be great, as we deal with export and local markets that can be unpredictable and dynamic. Past successes do not automatically guarantee a successful future when one is exposed to so many external factors. Information is key in ensuring that growers are better equipped to manage risk and uncertainty. The Citrus Academy are part of meeting the need for more and better information, by way of the Citrus Resource Warehouse.

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.

Over the last four years the Bursary Fund has plateaued, both in terms of student numbers and the amount allocated to bursaries. Within the current profile, this level is more or less in line with the apparent ability of the industry to absorb new graduates. However, underfunding of the Bursary Fund remains the biggest cause of this stagnation, and is currently preventing the Citrus Academy from extending the range of bursaries on offer. The Citrus Academy board do realise that we need to put more into planning and strategically aligning the Academy with NGOs and private investors to secure a more sustainable source for bursary funding. We are very thankful for our current funders, who not only support our vision, but also help to create a future for our most important assets – OUR STUDENTS.

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.

The Citrus Academy Bursary Fund remains the flagship programme of the Academy – thanks to the committed staff and management of the Academy. Bursary Fund allocations are separated into three categories, namely postgraduate, undergraduate, and BEE bursary support. The BEE bursary support category supports black-owned citrus enterprises to build their internal capacity and empower self-management.

The Citrus Academy support and involvement can be seen in the management and maintenance of the following programs:

Career Fairs – The Citrus Academy takes part in regular career fairs at various institutions around South Africa. The aim is to create awareness about the Bursary Fund and to encourage young learners to study agriculture. Current involvement can be seen at the PMA career fairs where the emphasis lies on understanding our local supermarkets operations and future retail.

Pick me! – The Citrus Academy has created a platform on its website for sharing information about job seekers and companies seeking employees. Candidates are listed as either Citrus Academy Bursary Fund graduates or job-seekers with citrus-related qualifications. CVs for job-seekers can also be downloaded from the platform.

Learning Programmes – In September 2017 the Citrus Academy concluded the Citrus Business Management programme that was held in Letsitele, Limpopo Province. Eighteen learners, sixteen of which were from emergent growers in the region, successfully completed the programme. E-learning development is continuing, with the Citrus Secondary programs and the Citrus Business Management being transferred to the platform.

Learning Media – In the year under review, the development of the three audio-visual series was completed. The series focused on Citrus Pruning, Citrus Propagation and Plant Structures and Functions. In 2018/2019, a module dealing with rootstocks will be added to the Citrus Propagation series, and a series on Safe Handling of Agrochemicals will be developed.

Citrus Resource Warehouse – A very exciting new concept from the Citrus Academy is the development and maintenance of an industry information-sharing platform, where documents can be found in searchable PDF format. Documents can be found dealing with all aspects of citrus production, including research reports, extension briefs, legislation and regulations, annual reports of CGA group companies, amongst many more.

Above points just give the industry a better idea of the involvement of the Citrus Academy in the industry, and the commitment we have and goals we set for ourselves. The board and management of the Citrus Academy will continue to strive towards ensuring that everyone 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 foreseeing future needs 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 fulfils 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". The Citrus Academy looks forward to supporting and serving citrus growers in the years to come with the mandate that we have been entrusted with.

Voorsittersverslag

Na baie jare in die sitrusbedryf kan ek nog steeds sê “Die sitrusbedryf bevind homself op die oomblik in ’n interessante posisie”. Radikale veranderinge in die werksomgewing en die veranderlike klimaat plaas groot klem daarop om die mees volhoubare pad vorentoe te vind. Nuwe sitrus aanplantings in streke wat tot nou toe nie beduidende sitrus produksie areas was nie dra verder by tot die ontwikkeling van ’n nuwe landskap. Aan die ander kant, die realiteit van waterskaarste in sekere produksie streke is nou dringend, wat bekommernis veroorsaak dat dit ’n uitdaging sal wees om die 2019 sitrus-oes te produseer en te pluk.

Met al hierdie uitdagings gaan die risiko rondom die produksie en bemarking van die oes groot wees, met uitvoer en lokale markte wat onvoorspelbaar en dinamies kan wees. Sukses in die verlede verseker nie outomaties toekomstige sukses wanneer mens blootgestel is aan so baie eksterne faktore nie. Inligting is die sleutel om te verseker dat produsente beter toegerus is om risiko en onsekerheid te bestuur. Die Sitrus Akademie doen hulle deel om te voldoen aan die behoefte vir meer en beter inligting, met behulp van die Citrus Resource Warehouse.

Uitvoersitrus produsente moet bewus bly van uitvoermarkvereistes wat gedurig verander, veranderinge in 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 hierdie uitdagings aan te spreek. Die Sitrus Akademie is verantwoordelik daarvoor om toe te sien dat produsente hiertoe in staat is, deur menslike hulpbronne vereistes vooruit te sien en aan te spreek, veral in skaars en kritiese vaardighede.

Oor die laaste vier jaar het die Beursfonds ’n plato bereik, beide in terme van studente getalle en die bedrag wat toegeken word vir beurse. Binne die huidige bedryf profiel is hierdie vlak min of meer in lyn met die klaarblyklike vermoë van die bedryf om geïnduseerde te absorbeer. Onderbefondsing van die Beursfonds bly egter die grootste oorsaak van hierdie stagnasie, en weerhou die Sitrus Akademie daarvan om die reeks van beskikbare beurse uit te brei. Die Sitrus Akademie raad besef dat daar meer werk gedoen moet word in terme van beplanning en om die Sitrus Akademie strategies te belyn met NROs en private beleggers om meer volhoubare bronne van beursbefondsing daar te stel. Ons is dankbaar vir ons huidige befonders wat nie net ons visie ondersteun nie, maar ook help om ’n toekoms te skep vir ons mees belangrike bates – ONS STUDENTE.

Fokus het verskuif na meer koste-effektiewe diensleweringsmeganismes, soos e-opleidingsprogramme, en na vennootskappe met ander NROs en met kommersiële boerderyondernemings, waar ons moet verseker dat die finansiële ondersteuningstelsels wat daargestel word ware voordele bring nie net vir die Akademie en belanghebbendes nie, maar ook vir dié wat daarin deelneem en dit ondersteun.

Die Sitrus Akademie Beursfonds is steeds die vlagskip program van die Akademie – ’n groot dankie aan die toegewyde personeel en bestuur van die Akademie. Beursfonds toekennings is verdeel in drie kategorieë, naamlik nagraadse, ondergraadse en BEE beurs ondersteuning. Die BEE beurs ondersteuning kategorie ondersteun sitrus ondernemings in swart besit om hulle interne kapasiteit te bou en self-bestuur te bemagtig.

Die Sitrus Akademie se ondersteuning en betrokkenheid kan gesien word in die bestuur en onderhoud van die volgende programme:

Loopbaanuitstallings – Die Sitrus Akademie neem gereeld deel in loopbaanuitstallings by verskeie instellings in Suid-Afrika. Die doel hiermee is om bewustheid te skep rondom die Beursfonds en om jong leerders aan te moedig om landbou te studeer. Huidige betrokkenheid kan gesien word by the PMA loopbaanuitstallings waar die klem val op plaaslike supermark bedrywighede en kleinhandel in die toekoms.

Pick Me! – Die Sitrus Akademie het ’n platform geskep op hulle webwerf om inligting te deel oor werksoekers en maatskappye

wat op soek is na werknemers. Kandidate word gelys óf as Sitrus Akademie Beursfonds geïnduseerde óf as werksoekers met sitrus kwalifikasies. CVs van werksoekers kan ook afgelaai word vanaf die platform.

Opleidingsprogramme – In September 2017 het die Sitrus Akademie die Sitrus Besigheidsbestuursprogram afgehandel wat in Letsitele, Limpopo provinsie aangebied is. Agtien leerders, waarvan sestig ontwikkelingsboere in die omgewing is, het die program suksesvol voltooi. E-opleidingsprogram ontwikkeling word voortgesit, met die Sitrus Sekondêre program en die Sitrus Besigheidsbestuursprogram wat oorgeplaas word na die platform.

Opleidingsmedia – Gedurende die jaar onder oorsig is die ontwikkeling van drie audiovisuele reekse afgehandel. Die reekse het gefokus op Sitrus Snoeiwerk, Sitrus Voortplanting en Plant Strukture en Funksies. In 2018/2019 sal ’n module oor sitrus onderstamme bygevoeg word tot the Sitrus Voortplanting reeks, en ’n reeks oor Veilige Hantering van Landbouchemikalieë sal ontwikkel word.

Citrus Resource Warehouse – ’n Baie opwindende nuwe konsep van die Akademie is die ontwikkeling en instandhouding van ’n platform waarop bedryfsinligting beskikbaar gestel word, waar dokumente gevind kan word in soekbare PDF-formaat. Dokumente is beskikbaar wat te doen het met alle aspekte van sitrusproduksie, insluitende navorsingsverslae, voorligtingsaanbevelings, wetgewing en regulasies, jaarverslae van die CGA-groep maatskappye en baie meer.

Bogenoemde inligting voorsien aan die bedryf ’n beter idee van die betrokkenheid van die Sitrus Akademie in die bedryf, en van ons toewyding en die doelwitte wat ons vir onself stel. Die raad en bestuur van die Sitrus Akademie sal aanhou streef daarna om te verseker dat almal voordeel trek uit die Beursfonds, maar dat die fokus bly daarop om werklike waarde vir produsente te verseker.

Die mees effektiewe manier vir produsente om te verseker dat hulle ten volle voordeel trek uit die waarde wat die Sitrus Akademie op hierdie manier skep, is deur vakansiewerk en internskap plasing vir Sitrus Akademie Beursfonds studente aan te bied, en deur Beursfonds geïnduseerde in diens te neem, wat hulle toelaat om waardevolle B-BBEE punte te verdien en terselfdertyd die dringende uitdagings van transformasie en indiensnemingsgelykheid aan te spreek. Dit is maar net nog ’n manier waarop hulle kan verseker dat hulle heffing vir hulle werk.

Die Sitrus Akademie raad en bestuur bly toegewy daaraan om een stappie vooruit te wees en om toekomstige behoeftes vooruit te sien in hierdie veranderlike besigheidsomgewing. Om proaktief en versierende te wees, is die sleutel tot die vervulling van ons doelstellings om besigheidsbestuursvaardighede te verbeter, om deel te neem in transformasie, en om jongmense te bemagtig om entrepreneurs en die leiers van die toekoms te wees.



General Manager's Report



**"But a man's reach should exceed his grasp.
Or what's a heaven for?"**

Robert Browning

The past year has been one of recovery and growth for the Citrus Academy. Not only did we take the hard lessons from the previous year to heart, but we did this so well that we were able to recover the financial losses that were accumulated at the end of the 2016/17 financial year, while at the same time extending our offerings and programme ranges.

This is in no small measure thanks to the increase in the service fee we receive from the Citrus Growers' Association. In the new levy cycle, statutory levy administrators are obligated to allocate 20% of levy income to advancing industry transformation. As a result, the CGA increased the fee paid to the Academy from R2.8 million in 2016/17 to R4 million in 2017/18. The increase allowed the Academy to increase its staff complement, with Bets de Flamingh being appointed in the permanent position of office administrator, and Sive Silo being promoted to project coordinator on her return from maternity leave in June 2017.

This has allowed us to conclude the development of three audio-visual series during this year, to undertake the development of a Citrus Short Course, and to undertake the translation of the Citrus Secondary programme into Afrikaans.

The increase in service fee income furthermore eased pressure on sponsorship and grant income, by allowing us to carry the costs of more ongoing programmes, such as the Industry Exposure programme, without it being dependent on sponsorships. This allows for forward planning in these programmes, and for consistent delivery to our constituents. We were furthermore able to subsidise the costs of other projects and programmes, which again allows for better forward planning and making longer term commitments. We are also now able to make available audio-visual learning media at no cost, and have been able to achieve a wide proliferation amongst growers, packhouses, academic institutions, and extension personnel.

Proposed changes to the SETA landscape bode both good and ill. The great positive change that we foresee is that the SETAs will, within the next two years, be established as permanent structures, as opposed to working under 5-year licences in line with the national skills planning cycle. Although there is still much

work to be done to ensure that the SETA administration is improved, their becoming permanent, statutory institutions means that they will be able to make longer term funding commitments. This will further assist the Academy with becoming sustainable and help us to ease out of the "funding rat race".

Developing a more sustainable funding model, in particular for the Bursary Fund, which remains our single biggest expense, is paramount to the long-term success of the Academy. The Academy management and directors are working on such a model as part of the strategic planning for the Academy, and it is hoped that within the next two years we will be able to make significant progress in this regard.

The rapid growth in the citrus industry at present, in terms of the extent of new plantings, the number of citrus growers and packhouses, and the volumes of export citrus, is placing more and more pressure on all the citrus commodity organisations to deliver at a higher rate. At the Citrus Academy we are seeing this in an increased demand for qualified workers in a wide range of positions, an increase in the demand for training services – especially in regions that were not significant citrus-production areas in the past – and an increase in the demand for our learning media, programmes and materials that enable workplace learning.

Even though there will always be uncertainty about the future, we cannot do otherwise but to ensure that we plan for and invest in meeting the future needs of an industry that will continue to prosper.

The past year has also seen a change in strategy in terms of the impact that we look to have on the ground. In the past the Academy was seen not to have the necessary capacity to make any real impact on the ground and was therefore limited to focus on projects with indirect impact but real benefit and strategic importance, such as learning material and programme development and the Bursary Fund. We have, however, now entered into more formalised working relationships with other institutions with greater capacity, which has allowed us to extend our reach, while not having to invest in extending our grasp. This is an exciting development which we are sure will be of great benefit to the industry in the foreseeable future.

Changing learning programme methodology by way of focussing on e-learning programme development has also been useful in increasing our reach. E-learning is becoming more and more accessible and prevalent, and is gaining ground in all industries and sectors, as connectivity improves and resources become more user-friendly. Within the next year, the Academy will bring on line two e-learning programmes.

In terms of the financial performance during the year under review: the Citrus Academy achieved a net surplus of R578 286, compared to a net loss of R518 663 in the 2016/17 financial year. Apart from the service fee income received from the CGA, the most significant income and expense items are related to Bursary Funding received and paid out.

At the end of such a year I am ever more thankful to the directors of the Citrus Academy for their guidance and assistance, and to the Citrus Growers' Association – in particular Justin Chadwick – for their support and friendship.

The staff of the Citrus Academy must – as ever – take credit for all of the great work that was done and that is reflected in this annual report.

Algemene Bestuurder Se Verslag

Die afgelope jaar was een van herstelling en groei vir die Sitrus Akademie. Ons het nie net die harde lesse van verlede jaar ter harte geneem nie, maar ons kon dit so goed doen dat ons daartoe in staat was om die finansiële verliese wat opgeloop het aan die einde van 2016/17 in te haal, en terselfdertyd die reeks dienste en programme wat ons bied te verbreed.

Dit is grootliks te danke aan die toename in die diensfooi wat ons ontvang van die Sitrus Producenten Vereniging. In die nuwe heffingsiklus word statutêre heffingsadministrateurs verplig om 20% van heffing inkomste aan te wend vir die bevordering van transformasie in die bedryf. As gevolg hiervan het die SPV die fooi wat betaal word aan die Akademie vermeerder van R2.8 miljoen in 2016/17 na R4 miljoen in 2017/18. Die toename het die Akademie daartoe in staat gestel om personeel te vermeerder, met Best de Flamingh wat permanent aangestel is in die posisie van kantoor administrateur en Sive Silo wat bevorder is na projek koördineerder na haar kraamverlof in Junie 2017.

Dit het ons toegelaat om die ontwikkeling van drie oudiovisuele reekse af te handel in die jaar, om die ontwikkeling van die Sitrus Kortkursus te onderneem, en om te begin met die vertaling van die Sitrus Sekondêre program na Afrikaans.

Die toename in die diensfooi het ook verder die druk op borgskappe en donasies verminder, deur ons toe te laat om kostes van deurlopende programme, soos die Bedryfsblootstellingsprogram, te dra sonder om afhanklik te wees van borgskappe. Dit maak dit moontlik om vooruitbeplanning te doen vir sulke programme, en om h reëlmatige diens te lewer. Ons was ook daartoe in staat om die kostes van ander projekte en programme te subsidieer, wat weereens toelaat vir beter vooruitbeplanning en langer termyn verbintenisse. Ons is ook nou daartoe in staat om oudiovisuele materiaal gratis beskikbaar te stel, wat beter verspreiding tot gevolg het, onder produsente, pakhuis, akademiese instellings en voorligtingspersoneel.

Voorgestelde veranderinge aan die SETA landskap belowe beide goed en sleg. Die groot positiewe verandering wat ons voorsien is dat die SETAs binne die volgende twee jaar daargestel sal word as permanente strukture, in teenstelling daarmee om onder 5-jaar lisensies te werk in lyn met die nasionale vaardigheidsbeplanning siklus. Alhoewel daar nog baie werk is wat gedoen moet word om SETA administrasie te verbeter, beteken die feit dat hulle permanente, statutêre organisasies sal word dat hulle langer termyn befondsing ooreenkomste sal kan aangaan. Dit sal verder bydra tot die Akademie se volhoubaarheid en ons help om uit te tree uit die "befondsing rot-resies".

Die ontwikkeling van h meer volhoubare befondsing model, veral as dit kom by die Beursfonds wat steeds ons grootste uitgawe is, is van kardinale belang vir die langtermyn sukses van die Akademie. Die bestuur en direkteure van die Akademie is besig om te werk aan so h model as deel van strategiese beplanning vir die Akademie en ons sal hopelik binne die volgende twee jaar aansienlike vooruitgang maak op hierdie front.

Die spoedige groei in die sitrusbedryf op die oomblik, in terme van die hoeveelheid nuwe aanplantings, die aantal sitrus produsente en pakhuis, en die volume van uitvoersitrus, plaas al hoe meer druk op al die sitrus kommoditeitsorganisasies om dienste te lewer teen h hoër koers. By die Sitrus Akademie sien ons dit in die toenemende aanvraag vir gekwalifiseerde werkers in h reeks poste, h toename in die aanvraag vir opleidingsdienste –

veral in gebiede waar daar nie vantevore beduidende sitrus produksie was nie – en in die toename in die aanvraag vir ons opleidingsmedia, programme en materiale wat werkplekopleiding moontlik maak.

Selfs as daar altyd onsekerheid is oor die toekoms, kan ons nie anders doen nie as om te verseker dat ons beplan daarvoor en belê daarin om te voldoen aan die toekomstige behoeftes van h welvarende bedryf.

Die afgelope jaar het ook h verandering gesien in die strategie in terme van die impak wat ons op die grond wil hê. In die verlede is dit veronderstel dat die Akademie nie die nodige kapasiteit het om h werklike impak op die grond te maak nie, en ons was dus beperk tot projekte met indirekte impak maar werklike voordele en strategiese belang, soos die opleidingsmateriaal en -program ontwikkeling en die Beursfonds. Ons het egter nou meer formele werksooreenkomste aangegaan met ander organisasies met meer kapasiteit, wat ons daartoe in staat gestel het om verder uit te reik, sonder dat ons moes belê daarin om verder by te kom. Dit is h opwindende ontwikkeling wat ons glo tot groot voordeel van die bedryf sal wees in die afsienbare toekoms.

Die verandering in opleidingsprogram metodologie in die fokus op e-opleidingsprogram ontwikkeling is ook bruikbaar om verder te reik. E-opleiding word al hoe meer toeganklik en algemeen en dit wen grond in alle bedrywe en sektore, namate konnektiwiteit verbeter en hulpbronne meer verbruikersvriendelik word. Binne die volgende jaar sal die Akademie twee e-opleidingsprogramme aan lyn bring.

In terme van die finansiële stand gedurende die jaar onder oorsig: die Sitrus Akademie het h netto surplus van R578 286 behaal, in vergelyking met h verlies van R518 663 in die 2016/17 finansiële aar. Behalwe vir die diensfooi wat ontvang is vanaf die SPV, het die mees beduidende inkomste en uitgawe items verband gehou met Beursfonds ontvangstes en uitbetalings.

Aan die einde van so h jaar is ek net meer dankbaar vir die hulp en leiding van die Sitrus Akademie raad, en vir die ondersteuning en vriendskap van die Sitrus Producenten Vereniging, veral in die persoon van Justin Chadwick.

Die personeel van die Sitrus Akademie moet – soos altyd – krediet neem vir die wonderlike werk wat gedoen is en wat uitgebeeld word in hierdie jaarverslag.



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.

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 annual general meeting of the Citrus Growers' Association.

Board Members at 31st of March 2018

There were no resignations or new appointments to the board of directors during the year under review. The following persons served on the board of directors during the year under review:

Representation	Name	Date of Appointment	Date of Resignation
CGA	Phillip Dempsey (chairperson)	2012/11/20	
Donors (Citrus Industry Trust)	Alex Sithole (vice-chairperson)	2015/05/06	
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		

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

Date	Meeting	Apologies
2017/09/05	Board Meeting	Andrew Muller
2018/03/23	Board Meeting	Cornél van der Merwe

The tenth annual general meeting of the Citrus Academy was held at The Birchwood Hotel & OR Tambo Conference Centre, Boksburg, Johannesburg on Wednesday, the 23rd of August 2017.

Financial Office Bearers and Service Providers

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

Meet the team!



Position	Name	Date of Appointment
General manager	Jacomien de Klerk	2005/01/01
Bursary Fund manager	Candice Burgin	2010/04/01
Bursary Fund administrator	Londiwe Ngcobo	2010/01/01
Data manager	Angela Phillips	2011/02/01
Project coordinator	Sive Silo	2015/06/01
Programme coordinator	Desiree Schonken	2015/06/01
Office administrator	Bets de Flamingh	2017/03/01

Citrus Academy Representation

Jacomien de Klerk was appointed in January 2018 as the overseas representative on the board of the Centre for Growing Talent, a charitable organisation established by the Produce Marketing Association in the United States. She attends three board meetings in the US every year, for which the costs are carried by the Centre for Growing Talent. Jacomien de Klerk also chairs the AgriSETA's sub-sector committee for Horticulture.

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.

Background

- The citrus industry is constantly in need of attracting talented people from outside the industry.
- Young people need to be informed about opportunities for fostering long-term careers in the industry and in the greater agricultural sector.
- The misconception that job opportunities in the sector are limited to working on farms or in packhouses needs to be addressed.
- 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 and other academic institutions on request.
- The Citrus Academy also publishes information on available bursaries in relevant publications and on websites.
- In 2015, the Citrus Academy combined forces with other fruit industry organisations and has since exhibited under the banner of Fruit SA at selected career fairs.



Objectives

- Low skills levels
- Employment equity
- Scarce and critical skills
- Industry transformation
- Quality delivery

2017/2018 Report

The Citrus Academy participated in two career fairs and one Research and Innovation Day in 2017.

Citrus Academy staff and Bursary Fund students participated in manning the stands and promoted the industry.



Income and Expenditure

Item	2017 Financial Year	2018 Financial Year
Direct Costs		
Marketing Material	13 875	7 766
Exhibitor Fees		17 500
Other Costs		
Staff Travel	2 997	12 953
Staff Accommodation	3 386	3 752
Total Expenditure	20 258	41 971



Career Awareness Events

Event	Venue	Date	Organisers
Agri-Food Career Fair	University of Pretoria	2017/05/02	PMA
Graduate and Career Expo	University of Mpumalanga	2017/08/17	University of Mpumalanga
2017 College of AES Postgraduate Research and Innovation Day	University of KwaZulu-Natal	2017/10/26	University of KwaZulu-Natal



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.

Background

- The Citrus Academy Bursary Fund was established in its current form at the beginning of 2006.
- Bursaries are awarded directly to students.
- Students in citrus-related study fields apply for bursaries through the Citrus Academy website.
- Applications are rated on relevance of field of study, scarcity and criticality, academic performance, academic institution, financial need, existing involvement in citrus industry, race, gender, and disability.
- Selection procedures are structured to ensure fair distribution between citrus-producing regions, academic institutions, academic bands and fields of study.
- Bursaries are awarded per academic year.
- Bursaries can cover tuition, accommodation, research and other study costs.
- Bursaries are paid in two tranches, in March and September
- Students are given opportunities to gain experience and exposure during their studies.
- Students are required to work time back in the citrus industry on completion of their studies.
- Every student signs a Bursary Fund agreement, which sets out the obligations of the student and Academy.
- Failure to adhere to the Bursary Fund agreement may result in repayment of bursary money.

In 2017 one Citrus Academy Bursary Fund student received recognition through AgriSETA Excellence Awards for his achievements. Warren Meyer was the runner-up in the category Best Performing Learner.

The top Citrus Academy Bursary Fund academic performer in 2018 was Johané Botes, who completed her Masters Cum Laude at the University of Stellenbosch. It is the first time in 18 years that a Masters student in the field of citrus research in the Horticultural Department of Stellenbosch achieved cum laude.



Objectives

Low skills levels
Employment equity
Scarce and critical skills
Industry transformation
Quality delivery

2017/2018 Report

In 2017, bursaries were awarded to fifty-five students studying at twenty-two academic institutions across South Africa.

Eighteen students graduated at the end of 2017, of which six achieved diploma qualifications, six completed B-degrees and six completed postgraduate qualifications.

Of the eighteen graduates, four continued their studies in 2018 towards further qualifications, seven were employed in the citrus industry, two found employment in the wider agricultural sector, and four were seeking job opportunities at the time of reporting.

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

Seventy-three bursaries have been awarded for the 2018 academic year, with twenty-five awarded to students joining the Bursary Fund for the first time.

This increase in the number of bursaries in 2018 is related to the growth in the citrus industry, and an increase in the demand for new talent.

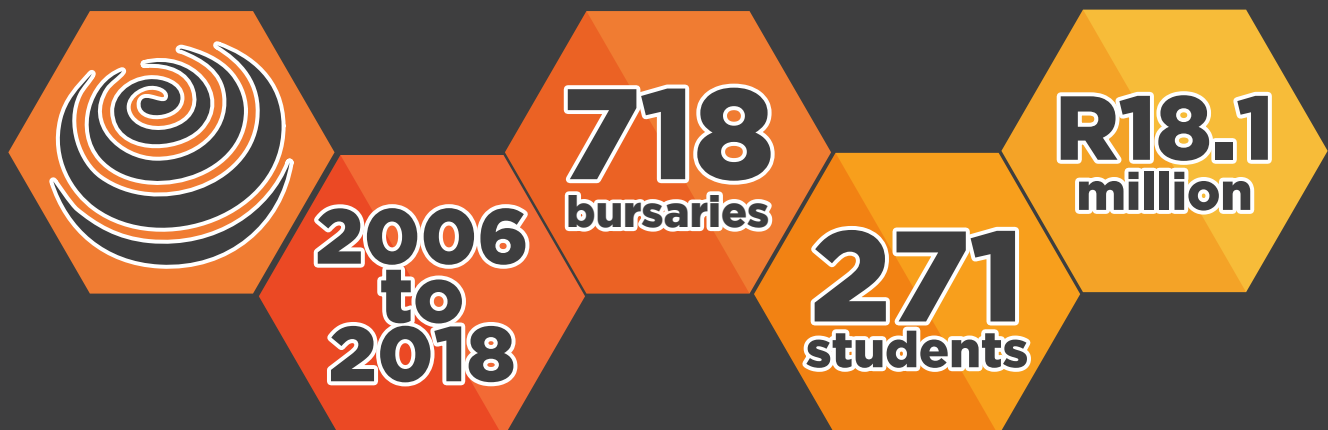
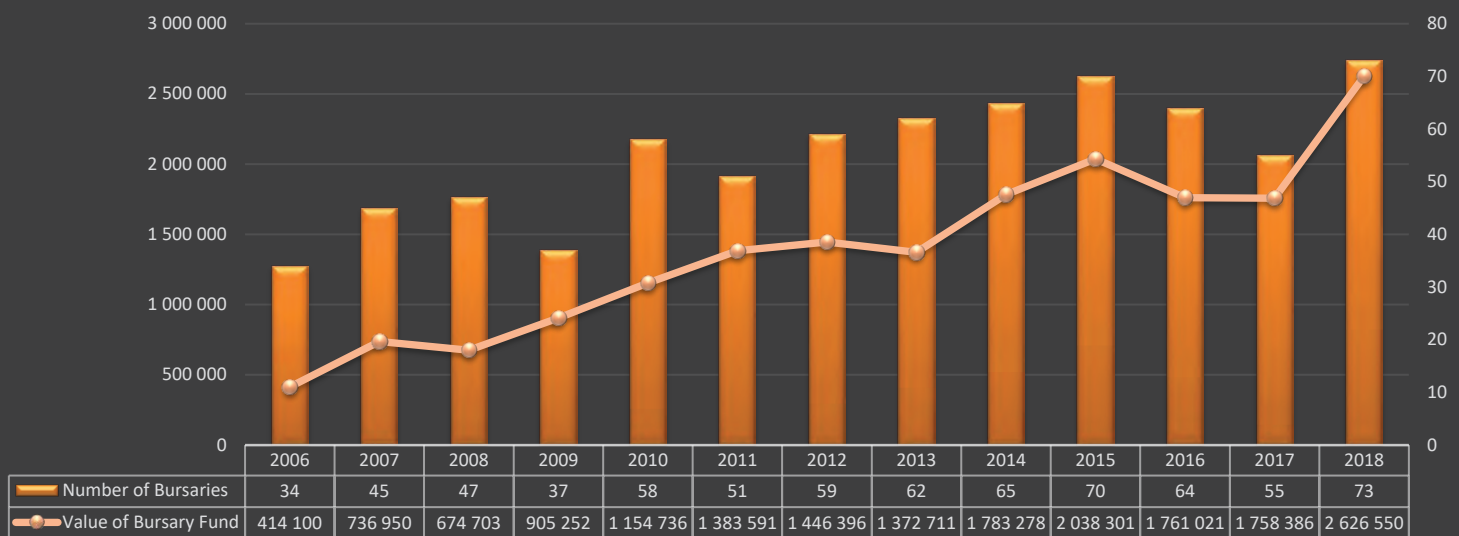
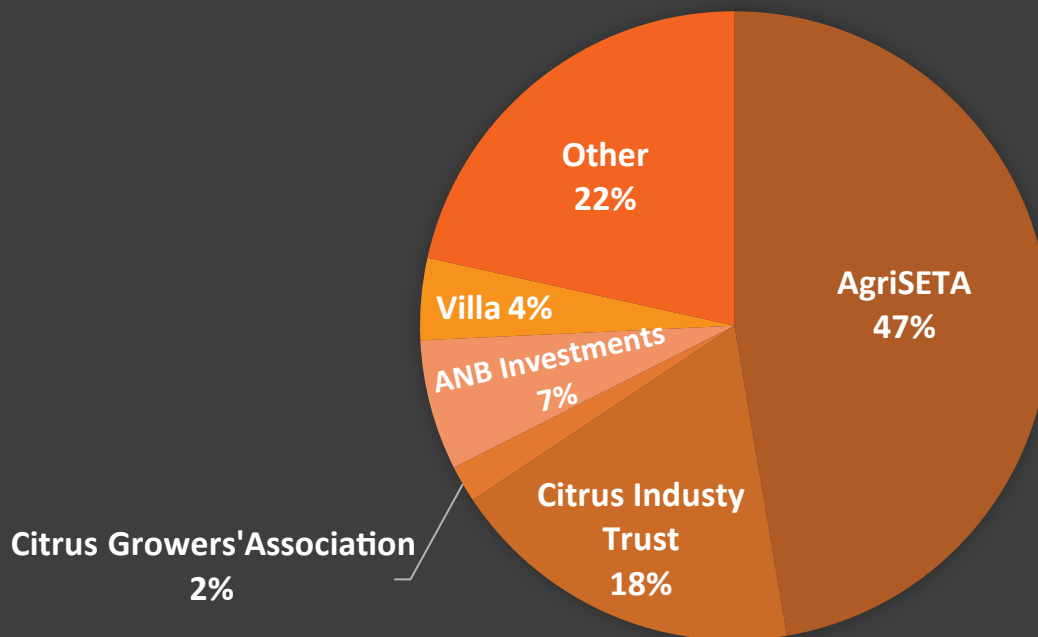
Two students who benefited from the Bursary Fund previously joined again to further their studies.

Income and Expenditure

Item	2017 Financial Year	2018 Financial Year
Bursary Fund Income – Citrus Industry Trust	280 700	530 700
Bursary Fund Income – AgriSETA	1 131 750	1 483 600
Bursary Fund Income – Other	134 773	228 000
Bursary Fund Payments	(1 456 219)	(2 282 947)
Net surplus / (shortfall)	91 004	(40 647)

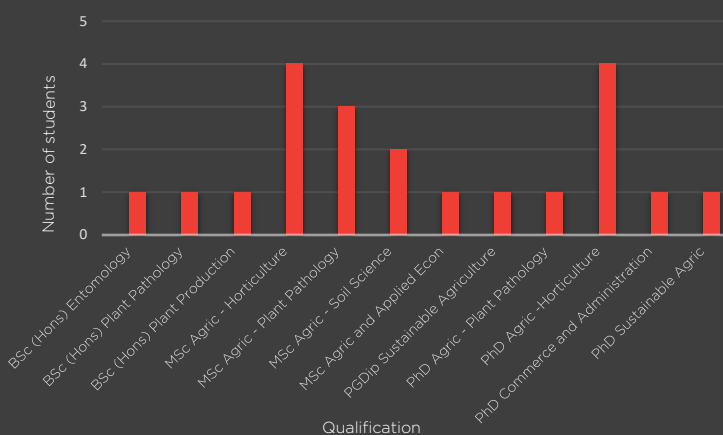
2018 Bursary Fund Allocations

2018 Bursary Funding

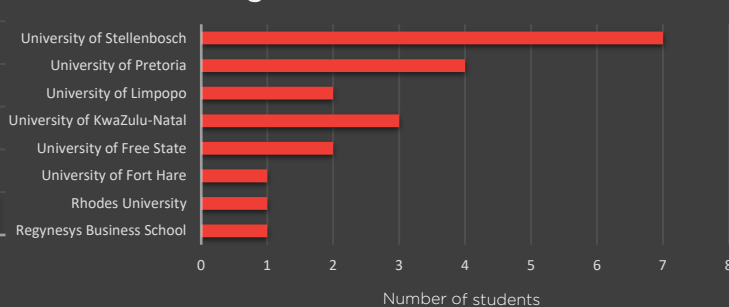


2018 Bursary Fund Statistics

Postgraduate Qualifications



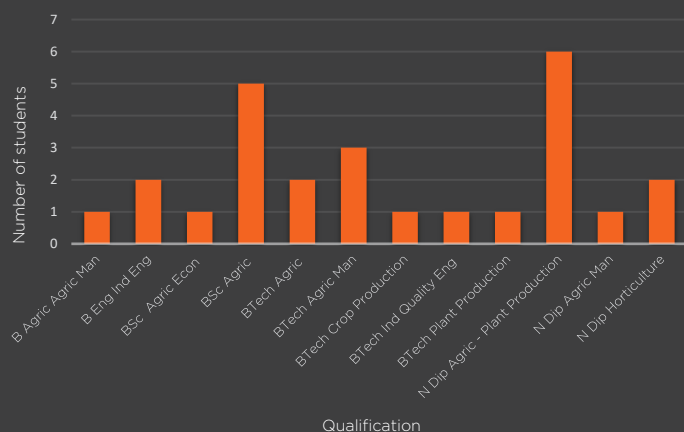
Postgraduate Institutions



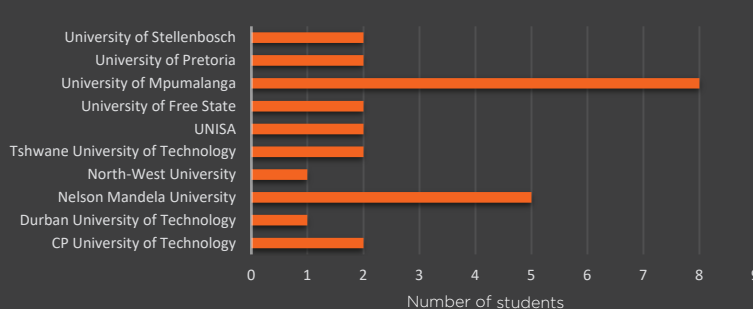
Demographics



Undergraduate Qualifications



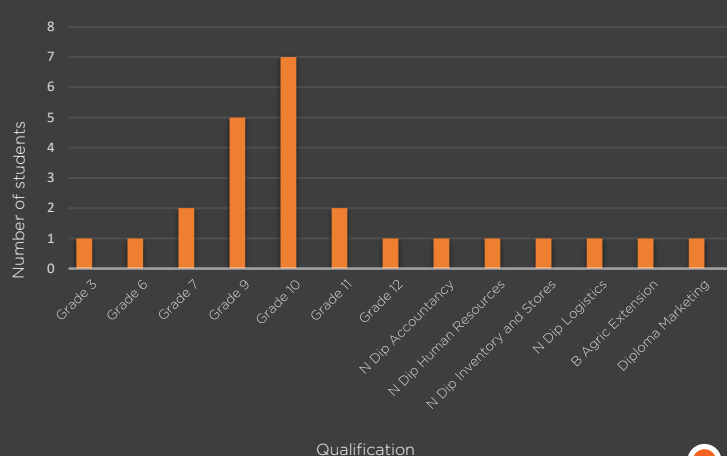
Undergraduate Institutions



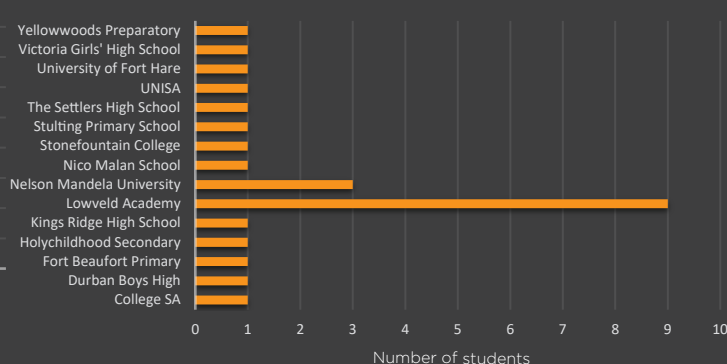
Demographics



BEEBS Qualifications



BEEBS Institutions



Demographics



BEEBS (Black Economic Empowerment Bursary Support)

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.

Income and Expenditure

Item	2017 Academic Year	2018 Academic Year
Bursary Fund Income - Citrus Industry Trust	389 800	347 050
Bursary Fund Income - AgriSETA	98 000	50 000
Bursary Fund Income - Other		116 000
Bursary Fund Payments - March		(256 525)
Bursary Fund Payments - September	(487 800)	(256 525)
Net surplus / (shortfall)	(0)	(0)

Objectives

Low skills levels

Employment equity

Scarce and critical skills

Industry transformation

Quality delivery

2017/2018 Report

In 2017 twenty-four students received support through BEE citrus enterprises, with the assistance of the Citrus Academy.

Nineteen bursaries were awarded to students still at school, four to diploma or certificate students, and one to a student involved in postgraduate studies.

One student found alternative funding.

For 2018, twenty-five bursaries have been awarded in the BEEBS category.

Eighteen bursaries were awarded to students at school and seven to students studying towards diploma or certificate qualifications.



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.

Background

- The holiday work programme was implemented in 2006 as part of the Citrus Academy Bursary Fund.
- Undergraduate and diploma Bursary Fund students are obligated to do vacation work.
- The Citrus Academy find placements for students at businesses related to their field of study.
- The aim is to provide students with practical experience to apply and augment learnt theory.
- It gives students opportunities to experience how citrus enterprises operate in practice.
- Citrus businesses are given the opportunity to engage in transformation by nurturing a qualified, competent emerging workforce.
- Potential employers also have the opportunity to scout candidates for employment.
- Citrus Academy pay transport costs and (in some cases) accommodation, and provide students with a daily allowance.
- Employers provide work experience, accommodation and local transport.
- Students are supervised and coached by mentors, such as technical, packhouse and production managers.



Objectives

Low skills levels

Employment equity

Scarce and critical skills

Industry transformation

Quality delivery

2017/2018 Report

Six students did vacation work during the mid-year break in 2017.

Students worked for two or three weeks in 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	2017 Financial Year	2018 Financial Year
Daily Allowances	5 220	4 250
Accommodation	9 100	7 668
Transport	4 400	12 137
Total Expenditure	18 720	24 055

Company	Location	Students
CRI	Mpumalanga	Tebogo Ndlovu; Muriel Rikhotso; Amanda Shongwe; Sinazo Nkomo
Mandaryn Boerdery	Eastern Cape	Warren Meyer
AgriMotion	Western Cape	Cornelis Broeksma

Internship Programme

The purpose of the internship programme is to provide Citrus Academy Bursary Fund diploma students with placements at citrus enterprises in order to complete their experiential learning requirement.

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.

Income and Expenditure

Item	2017 Financial Year	2018 Financial Year
Internship Funding – AgriSETA	48 750	255 000
Internship Allowances	(52 500)	(240 000)
Net surplus / (shortfall)	(3 750)	15 000

Objectives

- Low skills levels
- Employment equity
- Scarce and critical skills
- Industry transformation
- Quality delivery

2017/2018 Report

In 2017 six students undertook internships at six different enterprises.

Funding for the internships was provided by the AgriSETA.

These internships were for a period of twelve months, and were successfully completed in December 2017.

Four of the interns continued with their studies in 2018.

Two of the interns were employed full-time following their internship.

Five students started internships in 2018.



Enterprise	Location	Intern
2017		
CRI	Eastern Cape	Zamazima Njili
Karino	Mpumalanga	Sizwe Mashego
GFC	Limpopo	Nhlanhla Mbokane
Bosveld Citrus	Limpopo	Prudent Sekgobela
Indigo Fruit Farming	Limpopo	Sindhile Shivambu
Letaba Estates	Limpopo	Chummy Khoza
2018		
Bavaria Estates	Limpopo	Nontobeko Mndebele
Karino Farms	Mpumalanga	Marvelous Sikwili
GFC	Mpumalanga	Success Nyambi
Bavaria Estates	Limpopo	Nthulana Mudalo
Chennels Estates	KwaZulu-Natal	Thariq Cassim

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.

Background

- 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 from the Citrus Academy.
- Funding is channelled through the Citrus Academy to the employer who in turn pays it to the graduate as part of their monthly remuneration.
- On completion of twelve months experiential learning, companies have the option of employing the graduate.
- The programme is aimed mostly at Citrus Academy Bursary Fund students, but assistance of this nature is also provided to outside candidates on request.



Objectives

- Low skills levels
- Employment equity
- Scarce and critical skills
- Industry transformation
- Quality delivery

2017/2018 Report

Thembeke Meyiwa successfully completed the programme in June 2017 and was employed full time by Fruit SA, working out of the CGA's offices.

Three graduates began graduate placements in 2017.

All completed twelve-month contracts.

Funding for the graduate placements was provided by the AgriSETA.



Income and Expenditure

Item	2017 Financial Year	2018 Financial Year
Graduate Placement Funding – AgriSETA	153 750	142 500
Graduate Placement Allowances	(153 750)	(142 500)
Net surplus / (shortfall)	0	0

Enterprise	Location	Graduate
2017		
CRI	Mpumalanga	Rochelle Clase
CRI	Eastern Cape	Mpaballeng Sam
Rhodes	Eastern Cape	Mellissa Peyper

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.

Background

- The programme was put in place in 2007 to provide industry exposure for students.
- Students are given opportunities to attend local and overseas events relevant to their fields of study.
- Students are able to engage with 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, especially postgraduate students, are able to better understand the context of their academic studies and research.
- Students are able to meet and network with industry role-players and leaders in their fields.
- The extent of the programme from year to year is dependent on sponsorships.

Income and Expenditure

Item	2017 Financial Year	2018 Financial Year
Sponsorships	165 000	
Direct Costs		
Marketing and Resources	(9 933)	(5 900)
Participant Travel	(78 315)	(9 443)
Participant Accommodation	(61 690)	(8 943)
Registration Fees	(45 108)	(22 880)
Other Costs		
Staff Travel	(615)	(23 786)
Staff Accommodation	(6 490)	(31 146)
Net surplus / (shortfall)	(37 151)	(102 098)

Objectives

- Low skills levels
- Employment equity
- Scarce and critical skills
- Industry transformation
- Quality delivery

2017/2018 Report

In the period under review fifteen participants attended three events.

One student attended the ESSA and ZSSA Combined Congress in Pretoria, with the costs being carried by the Citrus Academy.

Twelve students attended the PMA Fresh Connections conference in Cape Town.

Sponsorship was received from the PMA, which directly carried the costs of registration fees, travel and accommodation.

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

Two students from Stellenbosch University were sponsored to attend the PMA Fresh Summit in the USA.

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.



Event	Students
ESSA and ZSSA Combined Congress 2017/07/03-07 Pretoria	Zamazima Njili
PMA Fresh Connections 2017/08/15-17 Cape Town	Chummy Khoza; Sphiwe Mashele; Warren Meyer; Zamazima Njili; Sinazo Nkomo; Amanda Shongwe; Mhlali Mgadle; Vuyolwethu Mpahla; Mpendulo Mzinyane; Siphw'okuhle Nohamba; Sigcine Manyonta; Thembeke Meyiwa
PMA Fresh Summit 2017/10/18-21 New Orleans, USA	Rimelda Matiwane; Cildie van der Walt

Learning Programmes

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.

Objectives

Low skills levels
Employment equity
Scarce and critical skills
Industry transformation
Quality delivery

2017/2018 Report

In January 2017, a second Citrus Business Management project was implemented in Letsitele in the Limpopo Province – please see page 21 for more detail.

The Citrus Secondary programme was transferred to e-learning and implemented at another high school at the beginning of 2017 – please see page 22 for more detail.

The development of the Citrus Short Course was initiated – please see page 23 for more detail.

Available Learning Programmes

- Institutional Orientation programme
- Citrus Nursery Workers programme
- Citrus Business Management programme
- Citrus Secondary programme
- Citrus Short Course



Citrus Secondary Programme

The purpose of the Citrus Secondary programme is to provide high school learners to learn about citrus production and improve their post-matric employability, while at the same time obtaining the NQF2 Plant Production qualification.

Background

- In 2014, the Citrus Academy was approached by industry role-players looking for a programme that could be implemented at secondary level, in schools located in citrus-growing regions.
- The aim of the initiative was to assist with youth development, while at the same time addressing the dual challenges of youth unemployment and skills shortages in rural areas.
- The programme framework was designed to enable implementation of the programme during school terms, evenly distributed throughout the year, but taking into account periods of high pressure, such as exam times.
- The programme was furthermore designed to be implemented as an extracurricular activity, outside of school hours.
- Each programme module is divided into three levels, and is covered in the same week of three consecutive years.
- It is recommended that learners are enrolled in the programme from grade 9 to grade 11.
- The programme content was developed by the Citrus Academy, based on their production learning material.
- The programme is aligned with the National Certificate in Plant Production NQF2 qualification.
- The Citrus Academy supply the schools with the learning material and resources and advises on implementation.
- The school is responsible for employing and identifying a suitable facilitator.
- The school is also responsible for identifying an accredited service provider in their area to undertake the assessment, moderation and administration of the programme, and carry these costs.

Objectives

Low skills levels
Employment equity
Scarce and critical skills
Industry transformation
Quality delivery

2017/2018 Report

Further work was done on designing programme modules for hard copy publication.

A decision was made to transfer the programme to the e-learning platform, and this work was started.

A request was received to translate the programme to Afrikaans, which will be budgeted for in the next financial year.

The programme was implemented at one more school at the beginning of 2017.

Programme Content

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.

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 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, and the programme was successfully completed in 2015.
- A decision was taken that, for the time being, the Citrus Academy will remain directly involved in any new implementation of the programme.

Objectives

Low skills levels
Employment equity
Scarce and critical skills
Industry transformation
Quality delivery

2017/2018 Report

The second learnership implementation of the Citrus Business Management programme took place from January to September 2017 at The Junction in Letsitele.

Eighteen learners successfully completed the programme.

On 27 September 2017 they presented their business plans to an audience of industry experts, to much acclaim.

Learners received certificates of completion from the General Manager of the Citrus Academy.

At the end of the year under review, external moderation by the ServicesSETA was still pending.

Income and Expenditure

Item	2017 Financial Year	2018 Financial Year
Learnership Funding - AgriSETA	163 440	417 680
Direct Paid	70 000	
Direct Costs		
Learning Material	(20 152)	(7 475)
Resources	(21 876)	(1 426)
Learner Stipends	(49 320)	(135 240)
Facilitation	(73 200)	(219 600)
Facilitator Accommodation	(33 772)	(89 798)
Facilitator Travel Cost	(21 992)	(44 406)
Moderation	(15 390)	(31 575)
Training Venue	(18 421)	(47 282)
Meals	(39 474)	(95 776)
Other Costs		
Staff Travel	(11 276)	(5 030)
Staff Accommodation	(4 054)	
Courier Costs	(3 473)	(4 482)
Promotional Material		(2 250)
Meeting Costs	(2 157)	
Net surplus / (shortfall)	(81 117)	(266 660)



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

Citrus Short Course

The purpose of the Citrus Short Course is to provide learners with opportunity to obtain a high-level understanding of all aspects of citrus production in a short period of time.

Background

- In 2017 the Citrus Academy responded to a need identified in the citrus industry for a high-level programme covering the essential aspects of citrus production.
- Villa Academy's citrus production course was identified as a basis for a Citrus Short Course.
- The course material was upgraded and extended by the Citrus Academy, who were given ownership of the copyright of the material.
- The course material covers all aspects of citrus production, from the history of the industry, through to postharvest processes.
- The Citrus Academy furthermore designed a resource pack to be given to all course attendants, consisting of Citrus Research International's Production Guidelines for Export Citrus, the Identification Manual for Citrus Pests and Their Natural Enemies, a full set of Citrus Academy DVDs, and a scouting magnifying glass.
- Based on their existing relationship with Villa Academy, it was agreed that Monash University will be responsible for the accreditation and implementation of the programme.
- The programme was designed to be implemented in the form of a three-day workshop, comprising two days of classroom learning and one day of a site visit at a nearby orchard.
- The workshops are to be facilitated by highly-qualified individuals with extensive experience in citrus production and technical consultation.
- The workshops will be held in citrus-growing regions.
- The course is aimed at candidates who have some knowledge of citrus production and are interested in upgrading to a higher level, and at those that have been involved in the production of other commodities and are interested in becoming involved in citrus production management.

Objectives

Low skills levels
Employment equity
Scarce and critical skills
Industry transformation
Quality delivery

2017/2018 Report

The existing course material from Villa Academy was acquired by the Citrus Academy.

The material was evaluated by industry experts and shortcomings were identified.

The material was updated and extended to address these shortcomings and bring the content in line with other programmes and material owned by the Citrus Academy.

Assessment activities were developed and added for each chapter.

The material was edited and evaluated by an educational expert, and his inputs were incorporated.

An audio-visual presentation was prepared to assist with the facilitation of the programme.

Resource packs were compiled.

The material and resources were prepared for a pilot programme held in May 2018.

It is envisioned that the programme will be implemented towards the end of 2018.

Programme development costs were deferred to the 2018/19 financial year.

Programme Content

Chapter 1: Introduction to Citrus Production
Chapter 2: The South African Citrus Industry
Chapter 3: Citrus Distribution and Production
Chapter 4: Citrus Value Chain
Chapter 5: Citrus Phenology
Chapter 6: Citrus Varieties and Cultivars
Chapter 7: Citrus Rootstocks
Chapter 8: Propagation of Citrus Trees
Chapter 9: Land Preparation and Planting
Chapter 10: Irrigation
Chapter 11: Citrus Plant Nutrition
Chapter 12: Citrus Pruning
Chapter 13: Citrus Pest Monitoring (Scouting)
Chapter 14: Major Citrus Pests
Chapter 15: Minor Citrus Pests
Chapter 16: Citrus Diseases
Chapter 17: Orchard Sanitation
Chapter 18: Citrus Harvesting
Chapter 19: Citrus Postharvest Processes



**MONASH
SOUTH AFRICA**



In collaboration with:



MONASH SOUTH AFRICA IN PARTNERSHIP WITH VILLA, YIELDING A BETTER TOMORROW

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e-Learning Development

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.
- The Citrus Academy online platform was launched in 2015.
- 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 framework, 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.

Objectives

Low skills levels
Employment equity
Scarce and critical skills
Industry transformation
Quality delivery

2017/2018 Report

Following the successful implementation of the Citrus Secondary e-learning programme, the Citrus Business Management programme was converted to the online platform during 2017.

This development was funded by the AgriSETA.

Initial testing produced good results and the programme will be rolled out towards the second half of 2018.

Clarification is still being awaited from AgriSETA in terms of assessment and moderation requirements for e-learning programmes.

A project was undertaken to evaluate the changes that will be needed to existing assessment policies in order to provide for e-learning implementation, for which funding was provided by the AgriSETA.

In 2018, the Afrikaans version of the Citrus Secondary programme will be transferred to e-learning, and the development of the Citrus Production Management programme will be initiated.



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.

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 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 produced by the Citrus Academy, and distributed to employers in the industry, academic institutions, extension personnel, and service providers at no cost.
- Each audio-visual module is accompanied by a learner guide.
- Learning resources to accompany audio-visual media is also developed where appropriate.
- Audio-visual modules can be viewed on the Citrus Academy YouTube channel.
- Learner guides and resources are available for download from the Citrus Resource Warehouse.
- In 2011 the Integrated Pest Management for Citrus series was developed, funded by the AgriSETA.
- In 2012 the Citrus Harvesting series was developed, using modules that formed part of the Citrus Postharvest Series.
- In 2013 the Citrus Packing series was developed.
- In 2015 the Citrus Planting Management series was developed.
- In 2016 the development of three new series was initiated, dealing with citrus propagation, citrus pruning, and plant structures and functions.

Objectives

Low skills levels

Employment equity

Scarce and critical skills

Industry transformation

Quality delivery

2017/2018 Report

During the year under review, development of the Citrus Propagation, Citrus Pruning and Plant Structures and Functions audio-visual series was concluded.

A sponsorship was secured from Villa for the Plant Structures and Functions series.

DVDs containing the series were distributed to citrus nurseries, growers and packhouses, and to academic institutions, service providers and extension personnel.

In January 2018 funding was procured from the AgriSETA for adding a module about Citrus Rootstocks to the Citrus Propagation series.

The development of a series on Safe Handling of Agrochemicals was initiated at the beginning of 2018.

Second editions of the series dealing with Citrus Harvesting, Integrated Pest Management, and Planting Management were published, with learner guides being updated.

Income and Expenditure

Item	2017 Financial Year	2018 Financial Year
Audio-visual Sales	2 400	
Funding - AgriSETA	500 000	50 000
Sponsorship	100 000	75 000
Direct Costs		
Development	(7 500)	
Filming	(13 571)	(1 250)
Scripting	(62 800)	
Production	(513 625)	(777)
Replication		(31 278)
Learning material		(22 000)
Distribution		(8 633)
Other Costs		
Staff Travel	(45 377)	
Staff Accommodation	(7 260)	
Courier costs		(727)
Net surplus / (shortfall)	(47 733)	60 335

Target Audience	Content Summary	Presenters and Collaborators
Citrus Postharvest Series / Sitrus Na-Oes Reeks		
Citrus growers 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 (pruners, production managers) Extension officers Training service providers	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 (nursery workers, nursery managers) Citrus growers Extension officers Training service providers	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	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.

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 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.

Objectives

Low skills levels

Employment equity

Scarce and critical skills

Industry transformation

Quality delivery

2017/2018 Report

No further development took place during the period under review.



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			

Technical Workshops

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

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.
- The programme is dependent on external funding.

Breakdown of the workshop attendance

Group	Total
Facilitators	8
Extension officers	83
Mentors	1
Management agents	3
Production personnel	15
Emergent growers	206
Total	316

Technical workshops held to date

- Production Management
- Plant Nutrition and Soil Management
- Water Quality and Irrigation
- Spring Pest Complex
- Finance for Non-Financial Managers in the Fruit Industry
- Citrus Safety
- Citrus Emergent Export Excellence programme

Objectives

Low skills levels

Employment equity

Scarce and critical skills

Industry transformation

Quality delivery

2017/2018 Report

No technical workshops were arranged in 2018.

The Citrus Academy continues to offer the opportunity to government departments and other parties.



Citrus Resource Warehouse

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.

Background

- 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 browsed or searched, using keywords.
- 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.

Objectives

Low skills levels
Employment equity
Scarce and critical skills
Industry transformation
Quality delivery

2017/2018 Report

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

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

Continuous efforts are made to keep Government Legislation, Regulations and Policies up to date.

Documents contained in the Citrus Resource Warehouse estimate to around 5,000 this year.



Income and Expenditure

Item	2017 Financial Year	2018 Financial Year
Development costs	9 100	
Maintenance	9 818	9 363
Content	4 680	1 540
Total expenditure	23 598	10 903



Citrus Resource Warehouse

www.citrusresourcewarehouse.org.za

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-GDC Newsletter; Fruit SA Newsletter; River Bioscience Bio-Blog; SIZA News; SRCC – Transformation Times
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 – Cultivars; CRI – Citrus Production Guidelines; CRI – Pest and Disease Identification; CRI – Maturity Graphs; CRI – Packing Material Specifications and Protocols; SA Fruit Journal – CRI Extension Briefs
Market Access	CGA – Citrus Marketing Forum; CGA – Variety Focus Groups; CGA – Russian Citrus Market
Consumer Assurance	Accreditation Documents; Quality Standards; 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 Friday Reports; CGA – Durban Port Operational Updates
Information	CGA – Citrus Spotlight; CGA – Dams and Reservoirs; CGA – Key Industry Statistics; CGA – Variety Updates; Grapefruit Taste Company Memos; SETA Documents
Transformation	AgriBEE
Learning Resources	Citrus Academy – Production Learning Material; Citrus Academy – Learning Programmes; Citrus Academy – AV Modules Transcripts
Government Publications	DAFF Notifications and Memos; Strategic Planning Documents; Legislation, Regulations and Policies



Pick me!

The purpose of the Pick me! online platform is to assist with recruitment in the citrus industry by sharing information of job seekers with companies seeking employees.

Background

- In 2016, Citrus Academy identified a need for an online information sharing platform that would allow job seekers and companies seeking employees to connect and exchange contact information with each other.
- The Pick me! page was created on the Citrus Academy website, and is now curated and moderated by the Citrus Academy.
- Job seekers interested in making use of the platform email their CVs and relevant information to pickme@citrusacademy.org.za.
- Candidates with qualifications making them suitable for employment in the citrus industry are listed online.
- Candidates who are Citrus Academy Bursary Fund graduates are promoted by indicating their status.
- CVs are downloaded directly from the website.
- Interested employers contact job seekers directly and continue the recruitment process.

Objectives

Low skills levels

Employment equity

Scarce and critical skills

Industry transformation

Quality delivery

2017/2018 Report

The Pick me! online platform was maintained and expanded in the year under review.

New job seekers are continuously being added.

The status of job seekers is verified regularly to ensure that CVs of candidates who have found employment do not remain on the platform.

Information of new additions to the platform is distributed through the Citrus Academy social media channels.

In addition, a bi-monthly newsletter is emailed to all CGA-affiliated citrus growers.

There are fifty-five prospective employees currently listed on the website.

Pick me!

www.citrusacademy.org.za



Name and Surname

Institution: University Name

Qualification: Degree Name

Year Achieved: 0000

Current Status: Employed / Unemployed

Position Wanted: Technical / Production

Area Preference: Province Name

Years' Experience: 00

[CV Download](#)

Name and Surname

Institution: University Name

Qualification: Degree Name

Year Achieved: 0000

Current Status: Employed / Unemployed

Position Wanted: Technical / Production

Area Preference: Province Name

Years' Experience: 00

[CV Download](#)



Abridged Income Statement

	2017 Actual	2018 Budget	2018 Actual	2019 Budget
Income				
Revenue				
Services rendered - Citrus Growers' Association	2 800 000	4 000 000	4 000 000	4 300 000
Operating income	2 829 163	4 744 726	3 353 930	7 080 627
Bursary funding received	1 547 223	2 914 500	2 242 300	3 689 000
Academic awards sponsorship	20 000	25 000		25 000
Experiential learning funding	202 500	506 250	397 500	428 100
10th Birthday Celebration Sponsorship	61 000			
Industry Exposure Programme sponsorship	165 000			257 400
AgriBEE workshops income		90 000		
Citrus Business Management funding	233 440	433 976	417 680	1 857 077
E-learning development funding		400 000	171 450	171 450
Citrus Secondary funding				50 000
Citrus Production Short Course income				210 000
Audiovisual production funding	600 000	375 000	125 000	392 600
Other income	210 498	75 000	80 375	104 500
Grant Funding - Citrus Growers' Association		75 000	40 000	
Sales learning media	2 400			
E-learning development costs	208 098		16 894	104 500
Profit / (Loss) on fixed assets			23 482	
Operating expenses	(3 406 851)	(5 314 755)	(3 593 480)	(7 670 831)
Bursary funding paid out	1 456 219	3 232 695	2 282 947	3 957 695
Academic awards costs	18 758	25 000		25 000
Experiential learning payments	206 250	506 250	382 500	428 100
Vacation work costs	18 720	22 080	24 056	55 200
Student Support #FeesMustFall	3 204			
10th Birthday Celebration costs	493 003			
Career Fair costs	20 258	64 000	41 971	57 500
Citrus Resource Warehouse costs	23 598	18 000	10 903	18 000
Industry Exposure Programme costs	202 151	70 350	102 098	378 800
AgriBEE workshops costs		90 000		
Other CBW costs				24 000
Citrus Business Management costs	314 556	719 380	684 340	1 760 786
E-learning development costs		265 000		110 000
Learning programme development costs		67 000		401 500
Audiovisual production costs	650 133	223 000	64 665	421 250
Production Learning Material costs		12 000		33 000
Administration expenses	(2 951 473)	(3 190 980)	(3 262 539)	(3 655 021)
Accommodation	13 646	24 000	32 373	36 000
Accounting fees	27 792	23 000	21 255	45 500
Bank charges	8 657	10 800	13 337	14 400
Cleaning and refreshments	59 401	48 000	63 909	66 000
Computer expenses	17 207	24 000	26 239	57 600
Consulting fees	45 700	12 000	7 868	12 000
Courier and postage	5 564	6 000	6 893	7 200
Depreciation	32 391		34 038	
Directors' fees		16 000		16 000
Directors' meeting expenses	2 660	30 000	51 950	40 000
Entertainment expenses	41 636	36 000	60 416	42 000
Fundraising costs			1 846	
Insurance		2 000	5 702	8 000
Legal fees		12 000	33 317	24 000
Losses due to theft	1 660			
Marketing expenses	89 102	79 000	49 150	66 000
Penalties and Interest	6 098			
Printing and stationery	22 533	24 000	26 429	30 000
Repairs and maintenance	1 826	3 600	3 869	4 800
Salaries	2 202 186	2 437 580	2 458 875	2 805 590
Software licences	54 033	68 400	56 685	65 400
Staff training	21 279	24 000	18 204	30 000
Subscriptions and resources		3 600		3 600
Telephone	109 723	102 000	90 275	97 200
Travel expenses	174 576	180 000	187 118	156 000
Unemployment insurance fund	10 184	12 000	11 354	12 731
Website costs	3 618	8 000	1 438	8 000
Workmen's compensation		5 000		7 000
Net profit / (loss)	(518 663)	313 991	578 286	159 275

Get in Touch, Stay in Touch

Physical Address:

Unit 8, 22 on Main, Corner of Greenway Close and Old Main Road,
Gillitts,
KwaZulu-Natal,
3610

Search for "Citrus Academy" on Google Maps

Telephone:

031-765-3410 / 3512 (Monday to Friday 8:30am-4:30pm)

Fax:

086-546-7808

Websites

- The Citrus Academy website provides information about the Citrus Academy and the Citrus Academy Bursary Fund. Bursary applications are done annually through the website. Learning Tools are introduced, which are all available, free of charge, from the Citrus Resource Warehouse, and the website is also host to the Pick me! online information sharing platform.

Online Bursary Applications:

1 June-30 September

Website address:

www.citrusacademy.org.za

Website and Bursary Fund queries:

learnmore@citrusacademy.org.za

Pick me! queries:

pickme@citrusacademy.org.za

- The Citrus Resource Warehouse is an online repository of a variety of documents pertaining to the Southern African citrus industry. Documents are continuously being added, and weekly updates are posted on our social media platforms. Documents are made available to the public, with specific information for members only access. Users requiring access to documents that are not available on the website, can email us. We will endeavour to find the information on the public domain and upload it to the CRW.

Website Address:

www.citrusresourcewarehouse.org.za / www.crw.org.za

Website & User Account Queries:

talk2us@crw.org.za

Social Media

- The Citrus Academy and Citrus Resource Warehouse Facebook pages are used to engage with our followers, by sharing our daily and weekly activities, student and industry success stories, as well as information of upcoming industry events. We use our social media platforms to notify interested students of our Bursary Fund, and for updates to our Pick me! platform and CRW website. Miscellaneous queries can be sent via these channels.

Web URL: <https://www.facebook.com/citrusacademy/> or search Citrus Academy

Web URL: <https://www.facebook.com/citrusresourcewarehouse/> or search Citrus Resource Warehouse

- The Citrus Academy and Citrus Resource Warehouse Twitter pages are used similarly to Facebook, where we engage with our followers by sharing daily and weekly activities, student and industry success stories, and event listings. We also notify our followers of any updates to our website platforms, for example, weekly updates on new additions to the CRW website.

Citrus Academy Twitter Handle:

@CitrusAcademy1

Citrus Resource Warehouse Twitter Handle:

@CitrusResources

- The Citrus Academy Instagram page is used to introduce our current and past Bursary Fund students, and share visual updates of all our activities.

Web URL: <https://www.instagram.com/citrusacademy/> or search Citrus Academy

- The Citrus Academy Google+ page can be found by searching for Citrus Academy. This platform is used mainly to share student and industry success stories.



Supported by:



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