



Annual Report 2019



Enabling skills development in the southern African citrus industry



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The Citrus Academy is tasked with addressing specific challenges faced by the industry, and it achieves this mission by creating and enabling an environment for skills development within the Southern African citrus industry. With radical changes affecting the working environment and the ever-changing climatic conditions placing emphasis on finding the most sustainable way forward, information is key in ensuring that growers are better equipped to manage risk and uncertainty. To facilitate the spread of vital information within the industry, the Citrus Academy has initiated the development of a number of learning programmes, in the form of short courses. The aim of these various short courses is to assist learners in their understanding of how essential components of the citrus production system fit into the wider system.



Chairperson's Report

Phillip Dempsey

Water scarcity in certain production areas is a reality, and one that demands our urgent attention if we are to continue maximising crop output in those areas. New citrus plantings in areas that have until now not been significant citrus-growing regions, are further contributing to creating a new landscape. Growers in 2019 are sitting with the same challenging scenarios that growers from previous years have had to confront, just in different areas in the South African industry, and things are slow to change!

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. 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. Examples of such unexpected challenges are how the Port Elizabeth harbours experienced sudden loading congestion this year, causing additional pressures on all facets of the citrus value chain, and how biosecurity – a term which has become the new buzzword – could have detrimental effects on our industry, requiring our understanding of the far-reaching repercussions.

The Citrus Academy plays a key role in meeting the need for more and better information, for example through the development and curation of the Citrus Resource Warehouse, an industry information-sharing online platform, as well as through the development of various short courses. These short courses aim to assist new and upcoming employees to gain additional insight into the challenges they may face and need to manage when employed within the industry. Growers 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.

Focus has also shifted to more cost-effective delivery mechanisms, such as e-learning programmes, and joint ventures with other NGOs and commercial farming operations, where we have to look at ensuring that the 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.

Statistics show that there is an increased interest in e-learning, in which the Citrus Academy is making a considerable investment. This also requires more and more electronic resources. In the year under review, a module dealing with rootstocks was added to the Citrus Propagation series, and a series on Safe Handling of Agrochemicals was developed. All this information is available on DVD and on the Citrus Academy's YouTube channel.

The Citrus Academy Bursary Fund remains the flagship programme of the Academy – thanks to its committed staff and management. Bursary Fund allocations are separated

into three categories, namely postgraduate, undergraduate, and BEE bursary support. The BEE bursary support category assists black-owned citrus enterprises in building their internal capacity and empowers self-management.

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 realises that more needs to be invested 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 asset – our students!

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, is to offer vacation work and internship placements for Citrus Academy Bursary Fund students and to employ Bursary Fund graduates. This in turn allows growers to score valuable B-BBEE points and at the same time address the urgent challenges of transformation and employment equity; it is another way in which they can make their levy work for them.

Providing a talent pool for the citrus industry, while creating job opportunities for young graduates, is the main purpose of the Bursary Fund. The "Pick me" initiative, which is accessed through the Citrus Academy website, is an online information-sharing platform where commercial businesses can get in contact with and recruit graduates for full-time and part-time employment.

The Citrus Academy is further involved in supporting events and programmes like the "Agri's Got Talent" singing competition and life skills initiative, which aims to recognise and support employees on the 'ground level' – agricultural workers on farms and in packhouses.

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, supporting transformation, and empowering youngsters to be entrepreneurs and become the leaders of the future.

The Citrus Academy certainly strives to fulfil the resolution taken by the CGA more than a decade ago, the resolution that the citrus industry needs to invest in its future by putting in place an organisation 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 has been entrusted to us.

Die Sitrus Akademie is die taak opgelê om spesifieke uitdagings in die sitrusbedryf aan te spreek, en hulle vervul hierdie missie deur h'n bemagtigende omgewing vir vaardigheidsontwikkeling te skep binne die suider-Afrikaanse sitrusbedryf. Met radikale veranderinge binne die werksomgewing en die ewig-veranderlike klimaatstoestand wat die klem plaas daarop om die mees volhoubare pad vorentoe te vind, speel toegang tot inligting h'n sleutelrol daarin om te verseker dat produsente beter toegerus is om risiko en onsekerheid te bestuur. Om die verspreiding van belangrike inligting moontlik te maak in die bedryf, het die Sitrus Akademie die ontwikkeling van opleidingsprogramme van stapel gestuur in die vorm van kortkursusse. Die doelwit van hierdie verskeie kortkursusse is om leerders te help om te verstaan hoe essensiële komponente

Akademie, danksy die toewyding van die personeel en bestuur. Beursfonds toekennings word onderskei in drie kategorieë, byname nagraadse, ondergraadse en BEE beurse. Die BEE beurse kategorie help sitrus ondernemings in swart besit om hulle interne kapasiteit te bou, en ondersteun sodoende self-bestuur. Oor die laaste paar jaar het die Beursfonds h'n plato bereik, beide in terme van die aantal studente en die bedrag wat toegeken word as beurse. Binne die huidige profiel is hierdie vlak min of meer in lyn met die klaarblyklike vermoë van die bedryf om gegradueerdes te absorbeer. Onderbefondsing van die Beursfonds bly egter die grootste oorsaak van hierdie stagnasie, en dit verhoed tans die Sitrus Akademie om die verskeidenheid van beurse wat

Voorsittersverslag

van die sitrusproduksiestelsel pas in die groter prentjie.

Water skaarste in sekere produksiestreke is h'n realiteit, en een wat dringend ons aandag verlang as ons produksie in hierdie streke gaan volhou. Nuwe sitrus aanplantings in streke wat tot nou toe nie beduidende sitrusproduksiestreke was nie, dra verder by tot die nuwe landskap. Produsente sit in 2019 met dieselfde uitdagings as waarmee produsente in die verlede gekonfronteer is, net in ander areas van die Suid-Afrikaanse bedryf, en dinge verander maar stadig!

Met al hierdie uitdagings en soos ons handel met uitvoer en lokale markte wat onvoorspelbaar en dinamies kan wees, word dit al hoe meer riskant om sitrus te produseer. Sukses in die verlede verseker nie noodwendig h'n suksesvolle toekoms nie, veral as mens blootgestel is aan soveel eksterne faktore. Uitvoersitrusprodusente moet bewus bly van die ewig-veranderende vereistes van uitvoermarkte, veranderinge op die politiese en ekonomiese landskap, die nuwe uitdagings wat klimaatverandering bring, en die voortdurende onsekerheid rondom diensverskaffing en infrastruktuur in ons land. Voorbeelde van sulke onvoorspelbare uitdagings is toe die hawe in Port Elizabeth ewe skielik h'opeenhoping ondervind het hierdie jaar, wat ekstra druk op al die fasette van die sitrus waardeketting geplaas het, en hoe biosekuriteit – h'n nuwe modewoord – katastrofiese implikasies vir ons bedryf kan hê, wat vereis dat ons die verreikende reperkussies moet verstaan.

Die Sitrus Akademie is h'n sleutelspeler om te voorsien in die behoefte vir meer en beter inligting, byvoorbeeld deur die ontwikkeling en kurasie van die Citrus Resource Warehouse, h'n aanlyn platform waar bedryfsinligting gedeel word, en deur die ontwikkeling van kortkursusse. Hierdie kortkursusse is daarop gemik om nuwe en opkomende werknemers te help om addisionele insig te verkry in die uitdagings wat hulle mag teëkom en sal moet bestuur as hulle werk in die bedryf. Produsente moet deurlopend hulle produksie en besigheidspraktieke aanpas om hierdie uitdagings aan te spreek. Die Sitrus Akademie is verantwoordelik daarvoor om seker te maak dat produsente dit kan doen, deur voorsiening te maak vir menslike hulpbron behoeftes en vaardigheidstekorte, veral in skaars en kritiese areas.

Die fokus het ook verskuif na meer koste-effektiewe leweringsmeganismes, soos e-opleidingsprogramme, en gesamentlike ondernemings met ander NROs en kommersiële organisasies, waar ons poog om te verseker dat die ondersteuningstrukture wat ons in plek stel werklike voordele bied, nie net vir die Akademie en ons lede nie, maar ook dié wat daarin deelneem en dit ondersteun.

Statistieke wys dat daar al hoe meer belangstelling is in e-opleiding, waarin die Sitrus Akademie aansienlik belê. Dit vereis ook meer en meer elektroniese hulpmiddels. In die jaar onder oorsig is h'n module oor sitrusonderstamme bygevoeg tot die Sitrusvoortplantingsreeks, en h'n reeks modules wat handel oor die veilige hantering van landbouchemikalieë is ontwikkel. Hierdie inligting is beskikbaar op DVD en op die Sitrus Akademie se YouTube kanaal. Die Sitrus Akademie Beursfonds bly die vlagskip program van die

aangebied word te verbreed. Die raad van die Sitrus Akademie besef dat meer belê moet word in beplanning en om die Akademie te belyn met ander NROs en private beleggers, om h'n meer volhoubare bron van beursbefondsing te verseker.

Ons is dankbaar vir ons huidige befonders, wat nie net ons visie ondersteun nie, maar wat ook help om h'n toekoms te skep vir ons belangrikste bate – ons studente!

Die raad en bestuur van die Sitrus Akademie sal aanhoudend daarna streef om te verseker dat almal voordeel trek uit die Beursfonds, maar dat die fokus bly daarop om werklike waarde te verseker vir produsente. Die mees effektiewe manier vir produsente om te verseker dat hulle volle voordeel trek uit die waarde wat die Sitrus Akademie skep, is deur vakansiewerk en internskap geleenthede te bied vir Beursfonds studente, en deur Beursfonds gegradueerdes in diens te neem. Op sy beurt laat dit produsente toe om waardevolle B-BBEE punte aan te teken, en terselfdertyd die dringende kwessies van transformasie en indiensnemingsgelykheid aan te spreek. Dit is nog h'n manier waarop produsente hulle heffing vir hulle kan laat werk.

Om die sitrusbedryf van h'n talentpoel te voorsien terwyl werksgeleenthede geskep word vir jong gegradueerdes, is die hoofdoel van die Beursfonds. Die "Pick me" inisiatief, waartoe toegang verkry word deur die Sitrus Akademie webwerf, is h'n aanlyn platform waar inligting gedeel word, en waardeur kommersiële ondernemings gegradueerdes kan kontak en werf vir voltydse en deeltydse werksgeleenthede.

Die Sitrus Akademie is verder betrokke daarby om ondersteuning te bied vir geleenthede en programme soos "Agri's Got Talent", h'n sangkompetisie en lewensvaardighede inisiatief wat daarop gemik is om erkenning te gee en ondersteuning te bied aan werknemers op grondvlak – landbouwerkers op plase en in pakhuis.

Die Sitrus Akademie raad en bestuur wy hulle toe daaraan om h'n treetjie voor te bly en toekomstige behoeftes in hierdie veranderlike besigheidsomgewing, vooruit te sien. Om proaktief te wees en vërsienend te wees speel h'n sleutelrol in die vervulling van ons doel om bestuursvaardighede te verbeter, transformasie te ondersteun, en jongmense te bemagtig om entrepreneurs te wees en die leiers van die toekoms te word.

Dit is seker dat die Sitrus Akademie daarna streef om gestalte te gee aan die resoluë wat die CGA meer as h'n dekade gelede geneem het, die resoluë dat dit nodig is vir die sitrusbedryf om te belê in sy toekoms deur h'n organisasie daar te stel wat toegewy is aan menslike hulpbronontwikkeling. Die Sitrus Akademie sien uit daarna om sitrusprodusente te ondersteun en te dien in die jare wat voorlê met die mandaat wat aan ons toevertrou is.

From the beginning, the Citrus Academy has had to find the balance between being reactive in response to the human resource development needs expressed by citrus growers, and being proactive in identifying the needs that new opportunities and challenges might bring. New challenges and opportunities are presented not only by the changing conditions under which citrus is produced in the southern Africa, but also come to us through changes on the skills development landscape.

In the past year, President Ramaphosa has made a point of highlighting agriculture as a sector that needs to drive both economic growth and job creation in South Africa.



General Manager's Report

Jacomien de Klerk

Together with this, government development plans and strategies are also identifying agriculture, and in particular primary production and product beneficiation, as a main driver for rural development and youth development, especially in rural areas.

In response, the Department of Agriculture, Forestry and Fisheries finalised their Agricultural Technical and Vocational Training (ATVET) strategy in 2018. This strategy presents opportunities to the citrus industry to design and implement skills development interventions that are responsive to their specific needs, and tailor-made to the circumstances in the industry.

Changes on the SETA landscape presents further opportunities to the citrus industry. In 2019 the Minister of Higher Education and Training established the SETAs as permanent institutions, after they were previously only established for periods of five years, in line with the Nationals Skills Development Strategies. The National Skills Development Plan was published at the same time. The fact that SETA are now permanent institutions present opportunities for the industry in terms of securing funding for longer terms projects, and concluding funding agreements with the SETA for periods longer than one year. The Citrus Academy will explore these possibilities, and determine how best it can serve the industry in this regard.

The third development on the agricultural training landscape is the finalisation of the move of the agricultural colleges to the joint management of the Department of Agriculture, Forestry and Fisheries and the Department of Higher Education and Training. The decision to transfer the ownership and management of the colleges from the provincial departments of agriculture was taken many, many years ago, and it has taken this long to negotiate the details of transfer. During this time many of the colleges were in limbo, leading to a sharp decline in the quality of the services they delivered and their student numbers. This, however, promises to be coming to an end, providing an opportunity for the citrus industry to play a central role in assisting colleges in citrus-growing regions to position themselves to support the industry by becoming centres of excellence for training in citrus production.

The development of occupational qualifications presents another opportunity for the industry, as part of the wider fruit industry. It seems that the Quality Council for Trades and Occupations has at last settled on the principles and policies for the development of occupational qualifications, enabling the fruit industry to finally initiate the development of new qualifications for the industry. This places us in a position to ensure that the qualification and learning curricula we have available for workplace training meets the very specific needs of the industry.

Another development on the fruit industry front presents yet another opportunity. Fruit SA has initiated a project to better coordinate human resource development efforts in the fruit industries, which presents us with an opportunity for greater cooperation and possible cost-savings. The other fruit industries are variously equipped to address the skills development needs of their growers, but every possibility of joint initiatives and resource-sharing

will be explored. This initiative is also an opportunity for the fruit industries to present a more united front to government and the AgriSETA, giving greater weight to the voice of the citrus industry.

The last great opportunity, which can also be regarded as a great challenge, is the rapid increase in the use of new technology in workplaces in the citrus industry. As technologies become more prolific and therefore more affordable, farms, nurseries and packhouses will find the imperative to implement new technology more and more irresistible. New technologies will become central to improving resource use, increasing productivity and saving costs. Finding the appropriate new technology is one thing, finding the people with the skills and ability to make best use of the new technology is quite another.

The Citrus Growers' Association established the Citrus Academy in 2005 to address human resource development in the citrus industry. Since then, we have been listening to growers and putting in place programmes, tools and resources to meet their development needs. An example of this is the Citrus Production Short course which was developed and rolled out during the year under review, in direct response to appeals from the industry for such a programme. The programme has been tremendously successful, and has put an important development tool in the hands of employers in the industry.

But the Citrus Academy also needs to be proactive, to identify and assess opportunities the industry can benefit from and challenges the industry will face, and to ensure that the industry is best placed to take advantage of the opportunities and address the challenges. In pursuit of this goal, the Citrus Academy looks to play a role in new government and sector initiatives, shaping the environment in which we will operate to maximise the benefits to the industry.

In the year under review, the Citrus Academy initiated the development and implementation of short courses, a project that will be expanded further in coming years. Building on these short courses, e-learning modules are being developed to present further development and learning opportunities to industry employees, through a mechanism that is accessible and usable to them. In addition to these new developments, the Academy maintained all of its current programmes, and further added to its range of learning tools, particularly in the form of further audio-visual modules.

In terms of the financial results of the company, the Citrus Academy further increased its reserves during the year under review, generating a surplus of R276 764, bringing the total retained earnings to R319 585. The staff contingent of the Academy was also increased during the year under review, creating additional capacity for the implementation of short courses.

The Citrus Academy owes its existence and continued success to the support of the Citrus Growers' Association, and therefore to the South African citrus growers. We will continue to serve and support the industry in return, by our best efforts.

Van die begin af moes die Sitrus Akademie die balans vind daartussen om reaktief te wees in reaksie tot die menslike hulpbronontwikkelings behoeftes van sitrusprodusente, en om proaktief te wees deur behoeftes te identifiseer wat tweegebring kan word deur nuwe geleenthede en uitdagings. Nuwe uitdagings en geleenthede word nie net meegebring deur die veranderlike toestande waarin sitrus produseer word in suider-Afrika nie, maar kom ook na ons kant toe deur veranderinge op die vaardigheidsontwikkelingslandskap.

In die afgelope jaar het President Ramaphosa 'n punt gemaak daarvan op landbou uit te lig as 'n sektor wat beide ekonomiese ontwikkeling en werkskepping in Suid-Afrika moet dryf.

van hulle produsente aan te spreek, maar elke moontlikheid vir gesamentlike inisiatiewe en hulpbron deling sal ondersoek word. Hierdie inisiatief is ook 'n geleentheid vir die vrugte bedrywe om 'n meer verenigde front te bied aan die regering en die AgriSETA, wat groter gewig sal gee aan die stem van die bedryf.

Die laaste groot geleentheid, wat ook gesien kan word as 'n uitdaging, is die snel toename in die gebruik van nuwe tegnologie in werkplekke in die sitrusbedryf. Soos tegnologieë meer volop en daarom meer bekostigbaar word, sal plase, kwekerye en pakhuse die nodigheid om nuwe tegnologie te implementeer al hoe meer onweersaanbaar vind. Nuwe tegnologieë sal krities wees vir verbeterde hulpbron-gebruik, verbeteringe in produktiwiteit, en kostebesparing.

Algemene Bestuurdersverslag

Hiermee saam erken verskeie ontwikkelingsplanne en strategieë van die regering ook landbou, en veral primêre produksie en produk bevoordeling, as die grootste drywer vir landelike ontwikkeling en van jeugontwikkeling, veral in landelike streke.

In reaksie het die Departement van Landbou, Bosbou en Visserie hulle Landbou Tegnieë en Vokasie Opleiding strategie gefinaliseer in 2018. Hierdie strategie bring geleenthede vir die sitrusbedryf om vaardigheidsontwikkelingsinisiatiewe te ontwerp en te implementeer wat reageer op hulle spesifieke behoeftes, en wat pasgemaak is vir die toestande in die bedryf.

Veranderinge op die SETA landskap bring verdere geleenthede vir die sitrusbedryf. In 2019 het die Minister van Hoër Onderwys en Opleiding die SETAs gevestig as permanente instellings, nadat hulle in die verlede slegs vir periodes van vyf jaar gevestig was, in lyn met die Nasionale Vaardigheidsontwikkelingsstrategie. Die Nasionale Vaardigheidsontwikkelingsplan is terselfdertyd bekendgestel. Die feit dat SETAs nou permanente instellings is bring geleenthede vir die bedryf in dat befondsing vasgemaak kan word vir langer termyn projekte, en befondsing ooreenkomste kan strek oor meer as net een jaar. Die Sitrus Akademie sal hierdie moontlikhede ondersoek, en vasstel hoe die bedryf ten beste in hierdie opsig bedien kan word.

Die derde ontwikkeling op die landbou opleiding landskap is die afhandeling van die oordraging van die landboukolleges na die gesamentlike bestuur van die Departement van Landbou, Bosbou en Visserie en die Departement van Hoër Onderwys en Opleiding. Die besluit om die eienaarskap en bestuur van die kolleges oor te dra vanaf die provinsiale departemente van landbou is baie jare gelede al geneem, maar dit het tot nou toe geneem om die detail van die oordraging onderhandel. In hierdie tyd was baie van die kolleges in 'n limbostaat, wat 'n skerp afname in die gehalte van hulle dienste en hulle studentegetalle tot gevolg gehad het. Dit kom nou egter tot einde, wat die geleentheid bied vir die sitrusbedryf om 'n sentrale rol te speel daarin om kolleges in sitrusproduksiestreke te help om hulleself te vestig as sentrums van uitnemendheid vir sitrusproduksie.

Die ontwikkeling van beroepskwalifikasies bied nog 'n geleentheid vir die bedryf, as deel van die wyer vrugte bedryf. Dit lyk asof die Kwaliteitsraad vir Ambagte en Beroepe uiteindelik besluti het oor die beginsels en beleid rondom die ontwikkeling van beroepskwalifikasies, wat die vrugte bedryf daartoe in staat stel om die ontwikkeling van nuwe kwalifikasies vir die bedryf van stapel te stuur. Dit plaas ons in 'n posisie om te verseker dat die kwalifikasies en kurrikulums wat ons beskikbaar het vir werkplekopleiding voldoen aan die behoeftes van die bedryf.

Nog 'n ontwikkeling op die vrugte bedryf front bied 'n verdere geleentheid. Vrugte SA het 'n projek van stapel gestuur om menslike hulpbronontwikkeling beter te koördineer tussen die vrugte bedrywe, wat die geleentheid bied vir meer samewerking en moontlike kostebesparings. Die ander vrugte bedrywe is oneweredig in staat om vaardigheidsontwikkeling behoeftes

Om die gepaste nuwe tegnologie te kry is een ding, maar om die mense te kry met die nodige vaardighede en vermoëns om die beste gebruik te maak van die tegnologie, is 'n hele ander uitdaging.

Die Sitrus Produsentevereniging het die Sitrus Akademie daargestel in 2005 om menslike hulpbronontwikkeling in die sitrusbedryf aan te spreek. Sedertdien luister ons na produsente en stel ons programme, hulpmiddels en hulpbronne in plek om hulle aan hulle behoeftes te voldoen. 'n Voorbeeld hiervan is die Sitrusproduksie Kortkursus wat ontwikkel en geïmplementeer is tydens die jaar onder oorsig, in reaksie om 'n versoek uit die bedryf vir so 'n program. Die program was baie suksesvol, en het 'n belangrike ontwikkelingshulpmiddel in die hande van die bedryf gesit.

Maar die Sitrus Akademie moet ook proaktief wees, deur geleenthede te identifiseer en te evalueer wat tot voordeel van die bedryf kan wees, deur uitdagings wat die bedryf mag teëkom vooruit te sien, en deur seker te maak dat die bedryf in die beste moontlike posisie is om voordeel te trek uit geleenthede en uitdagings aan te vat. In die najaging van hierdie doelwit, neem die Sitrus Akademie deel aan regerings- en sektor inisiatiewe, om die omgewing waarin ons opereer te vorm tot die bedryf se grootste voordeel.

In die jaar onder oorsig, het die Sitrus Akademie die ontwikkeling en implementering van kortkursusse van stapel gestuur, 'n projek wat verder uitgebrei sal word in die toekoms. Om te bou op hierdie kortkursusse word e-opleidingsmodules daargestel om verdere ontwikkelingsgeleenthede te skep vir werknemers in die bedryf, deur 'n meganisme wat toeganklik en bruikbaar is vir hulle. Daarbenewens het die Akademie hulle huidige programme onderhou en hulle reeks opleidingshulpmiddels uitgebrei, veral in die vorm van verdere oudiowisuele modules.

In terme van die finansiële resultate van die maatskappy, het die Sitrus Akademie sy reserwes verder aangevul in die jaar onder oorsig, met 'n surplus van R276 764, wat die totale reserwes bring na R319 585. Die personeel van die Akademie is ook aangevul gedurende die jaar onder oorsig om addisionele kapasiteit te skep vir die implementering van kortkursusse.

Die Sitrus Akademie is hulle bestaan en voortgaande sukses te danke aan die ondersteuning van die Sitrus Produsentevereniging, en daarom aan die Suid-Afrikaanse sitrusprodusente. Op ons beurt sal ons aanhou om ons bes te doen om die bedryf te dien en te ondersteun.



The Citrus Academy is a non-profit company with members, 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.

Corporate Governance Report

Citrus Academy Board of Directors

The Citrus Academy is governed by a board of directors with 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, Rajen Govender, are invited to attend board meetings as observers.

Citrus Academy Board Representation

- Four board members are nominated by the CGA board
- One board member is nominated by a donor, which at present is the Citrus Industry Trust
- One board member represents learning providers, appointed by the Citrus Academy board
- One board member is a specialist, appointed by the Citrus Academy board

Board Members at 31st of March 2019

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	2018/03/22
CGA	Marius Bester	2017/03/09	
CGA	Bennet Malungane	2018/03/22	
Service providers	Vacant		
Additional seat	Vacant		

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

Date	Meeting	Apologies
2018/09/25	Board Meeting	Bennet Malungane
2019/03/26	Board Meeting	Bennet Malungane

The eleventh annual general meeting of the Citrus Academy was held at Citrus Research International, 2 Baker Street, Nelspruit on Wednesday, the 26th of September 2018.

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.

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 CGA.



Personnel Employed on 31st March 2019

Position	Name	Date of Appointment
General manager	Jacmien 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 manager	Desiree Schonken	2015/06/01
Office administrator	Bets de Flamingh	2017/03/01
Assistant project coordinator	Nonhle Mbhele	2019/10/15

Financial Office Bearers and Service Providers

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

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.

Objectives
 Low Skills Levels
 Employment Equity
 Scarce and Critical Skills
 Industry Transformation
 Quality Delivery



Career Awareness

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.

2018/2019 Report

- Citrus Academy participated in six career fairs during the year under review.
- At five of the career fairs, Citrus Academy staff were present to man the stand and promote the citrus industry.
- A Citrus Academy student participated in the Limpopo Graduate Fair under the Fruit SA banner.

Income and Expenditure

Item	2018 Financial Year	2019 Financial Year
<i>Direct expenditure</i>		
Marketing material	7 766	16 465
Exhibitor fees	17 500	4 000
<i>Other expenditure</i>		
Staff travel	12 953	14 634
Staff accommodation	3 752	1 769
Courier costs		634
Total expenditure	41 971	37 503

Career Awareness Events

Event	Venue	Date	Organisers
Limpopo Graduate Fair	University of Limpopo	2018/04/19	University of Limpopo
Agri-Food and General Career Fair	University of Pretoria	2018/05/16	University of Pretoria
Graduate and Career Fair	University of Mpumalanga	2018/05/25	University of Mpumalanga
Icebolethu Career Fair	Durban Exhibition Centre	2018/07/31	Icebolethu Foundation
Grade 9 Career Expo	University of KwaZulu-Natal, Edgewood Campus	2018/08/13	University of KwaZulu-Natal
Career Fair	University of KwaZulu-Natal, Pmb Campus	2018/08/31	University of KwaZulu-Natal



Objectives

Low Skills Levels
Employment Equity
Scarce and Critical Skills
Industry Transformation
Quality Delivery

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

Bursary Fund Report

2018/2019 Report

- In 2018, bursaries were awarded to seventy-three students studying at twenty-seven institutions across South Africa.
- Twenty-eight students graduated at the end of 2018, eleven completed postgraduate qualifications, eight students completed B-degrees and nine completed diploma qualifications.
- Of the twenty-eight graduates, six continued their studies in 2019 towards further qualifications, four were employed in the citrus industry, two found employment in the greater agricultural industry, and the rest were seeking job opportunities at the time of reporting.
- In the 2019 academic year, seventy-one bursaries were awarded to students studying at twenty-six institutions across South Africa.
- Twenty students joined the Bursary Fund for the first time in 2019.

Income and Expenditure

Item	2018 Financial Year	2019 Financial Year
Bursary Fund income – Citrus Industry Trust	530 700	450 000
Bursary Fund income – AgriSETA	1 483 600	954 626
Bursary Fund income – Industry	228 000	790 800
Bursary Fund payments	(2 282 947)	(2 445 409)
<i>Net surplus / (shortfall)</i>	<i>(40 647)</i>	<i>(249 983)</i>

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 based on relevance of field of study, scarcity and criticality, academic performance, academic institution, financial need, existing involvement in citrus industry, race, gender, and disability.
- Postgraduate applications are rated based on the relevance of the intended research to industry research needs.
- Selection procedures are structured to ensure fair distribution between citrus-producing regions, academic institutions, academic bands and fields of study, according to the needs in the industry.
- 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.

2019 Academic Award Winners



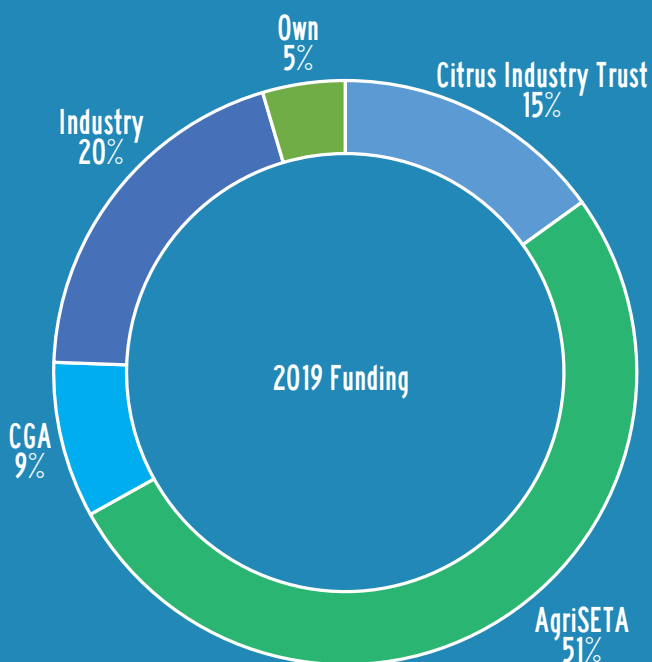
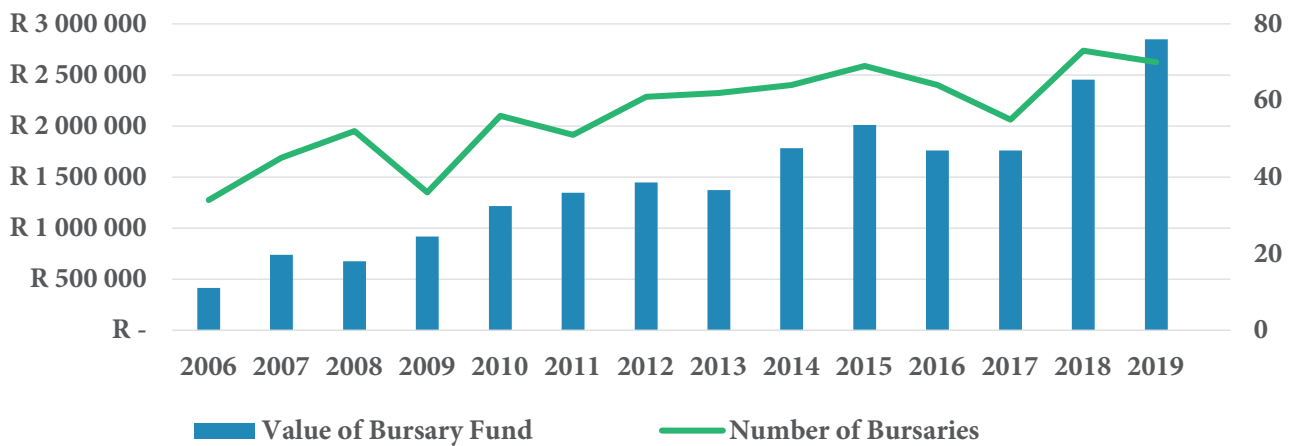
The two top achievers in 2018 were:

Jara Kruger
B Eng Industrial Engineering
University of Pretoria
Average 76,75%

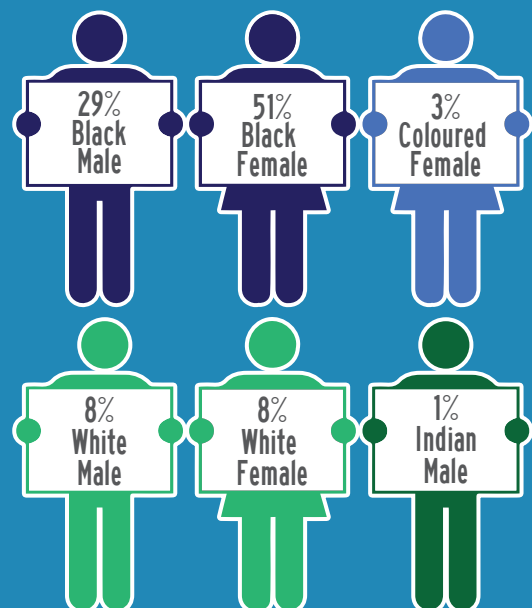
Zingisile Mabonda
N Dip Agric Man
Nelson Mandela University
Average 87,5%



Citrus Academy Bursary Fund Allocations 2006-2019



2019 Demographics

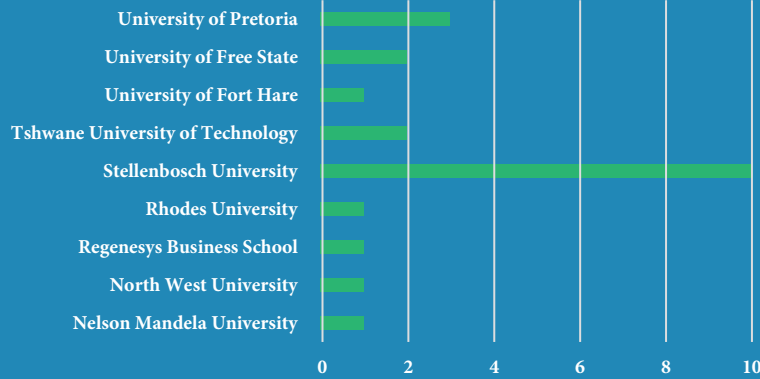


2019 Bursary Fund Allocations



Postgraduates

Institutions



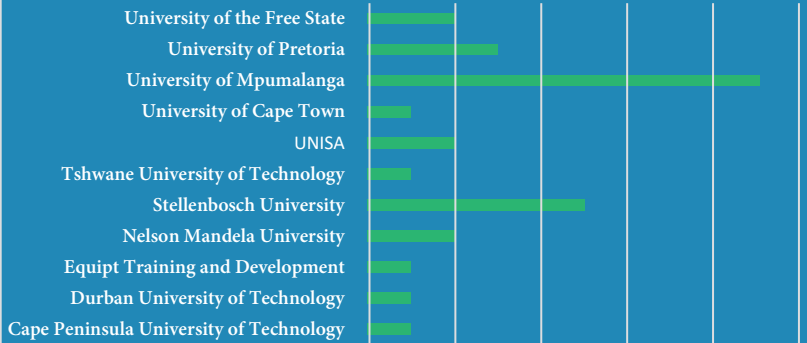
- 2 M Applied Sciences - Chemistry
- 1 M Sustainable Agriculture
- 2 MSc Agric Econ
- 1 MSc Agriculture
- 1 MSc Conservation Ecology
- 2 MSc Entomology
- 4 MSc Horticulture
- 3 MSc Plant Pathology
- 1 MSc Soil Science
- 1 PGD Sustainable Agriculture
- 1 PhD Bus Man
- 2 PhD Horticulture
- 1 PhD Logistics Management

Qualifications



Undergraduates

Institutions



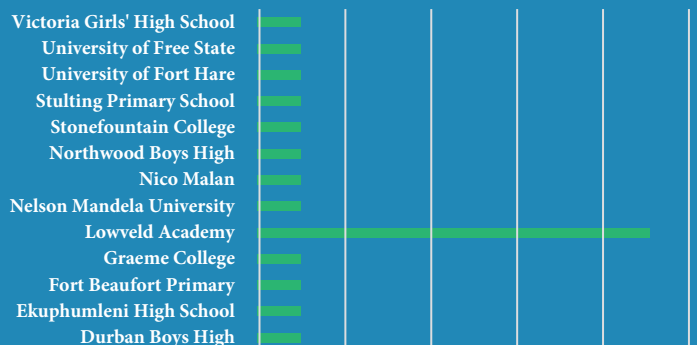
- 1 Assessor Training
- 1 B Bus Sc Actuarial Science
- 3 B Eng Ind Eng
- 2 BAgric
- 5 BSc Agric
- 1 BSc Plant Pathology
- 3 BSc Soil Science
- 1 BTech Agric Man
- 1 BTech Horticulture
- 2 BTech Ind Eng
- 1 BTech Plant Production
- 1 N Dip Agric Man
- 1 N Dip Horticulture
- 6 N Dip Plant Production

Qualifications



BEEBS

Institutions



- 1 B Agric Extension
- 1 Grade 12
- 4 Grade 10
- 8 Grade 11
- 1 Grade 4
- 1 Grade 7
- 2 Grade 8
- 1 Grade 12
- 1 M Agric Econ
- 1 N Dip Accountancy

Qualifications

The purpose of the BEEBS category of the Bursary Fund is to support black-owned citrus enterprises to develop their internal management capacity.

Objectives

Low Skills Levels
Employment Equity
Scarce and Critical Skills
Industry Transformation
Quality Delivery



Black Economic Empowerment Bursary Support (BEEBS)

Background

- From as early as 2007, bursaries were awarded to students who were involved with black-owned citrus enterprises.
- This was formalised in 2010 and the BEE Bursary Support 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 enterprises.
- Bursaries are awarded to BEE enterprises that wish to support a person related to the enterprise to obtain a qualification.
- The person must intend returning to work at the enterprise after completing the qualification.
- 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.

2018/2019 Report

- In 2018, twenty-five students received support through BEE citrus enterprises, with assistance from the Citrus Academy.
- Nineteen bursaries were awarded to students still at school, and six to students studying towards diploma or certificate qualifications.
- In 2019, twenty-one bursaries were awarded to students in the BEEBS category.
- Eighteen bursaries were awarded to students still at school, two to diploma students and one to a student completing a postgraduate qualification.



Income and Expenditure

Item	2018 Academic Year	2019 Academic year
Bursary Fund income – Citrus Industry Trust	431 050	338 050
Bursary Fund income – Agriseta	50 000	40 000
Bursary Fund income – other	18 520	205 450
Bursary Fund payments	(499 570)	(583 500)
Net surplus / (shortfall)	(0)	(0)



Objectives

Low Skills Levels
Employment Equity
Scarce and Critical Skills
Industry Transformation
Quality Delivery

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

Vacation Work Programme

2018/2019 Report

- Four students did vacation work during the mid-year break in 2018.
- Students worked for two or three weeks in June and July
- Four citrus enterprises participated in the programme.
- Students were exposed to picking, packing, quality control and research, and one student worked at an organic citrus farm.



Income and Expenditure

Item	2018 Financial Year	2019 Financial Year
Daily allowances	4 250	4 620
Accommodation	7 668	6 450
Transport	12 137	4 399
Total expenditure	24 055	15 469

Background

- The holiday work programme was implemented in 2006 as part of the Citrus Academy Bursary Fund.
- Undergraduate and diploma Bursary Fund students are required to do vacation work.
- The Citrus Academy finds placements for students at citrus enterprises related to their fields of study.
- The aim is to provide students with practical experience to apply and augment learnt theory.
- 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.

Vacation Work Placements

Company	Location	Students
Jamaka Organic Farm and Resort	Cederberg Mountains	Jannick Nieuwoudt
Riverside Citrus Farm	Fort Beaufort	Luvo Mfumbesi
Citrus Research International	Nelspruit	Prudent Sekgobela
SATI	Cape Town	Vuyolwethu Mpahla

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.

Objectives
 Low Skills Levels
 Employment Equity
 Scarce and Critical Skills
 Industry Transformation
 Quality Delivery



Internship Programme

Background

- An internship is a period of experiential learning that has to be completed in order to achieve a diploma qualification.
- The internship period can be six or twelve months, depending on the requirements of the academic institution.
- Students perform practical tasks and complete written assignments during their internships.
- The Citrus Academy assists Bursary Fund students to find internship placements at companies in the citrus industry.
- The progress of interns is monitored during this time.
- The Citrus Academy provides employers with an amount of funding 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.

2018/2019 Report

- In 2018, five students undertook internships at four citrus enterprises.
- Funding for the internships was provided by the AgriSETA.
- Four students completed twelve month internships in December 2018.
- One student completed a six-month internship in July 2018.
- One student continued his studies in 2019.
- In 2019, internships will only begin during the second half of the year.

Income and Expenditure

Item	2018 Financial Year	2019 Financial Year
Internship funding – AgriSETA	255 000	238 950
Internship allowances	(240 000)	(238 950)
<i>Net surplus / (shortfall)</i>	<i>15 000</i>	<i>0</i>

Internship Placements

Enterprise	Location	Intern
2018		
Bavaria Estates	Limpopo	Nontobeko Mdebele
Karino Farms	Mpumalanga	Marvelous Sikwili
GFC	Mpumalanga	Success Nyambi
Bavaria Estates	Limpopo	Nthulana Mudalo
Chennels Estates	KwaZulu-Natal	Thariq Cassim



Objectives

Low Skills Levels
Employment Equity
Scarce and Critical Skills
Industry Transformation
Quality Delivery

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.

Graduate Placement Programme

2018/2019 Report

- One student began a graduate placement in May 2018 with the Citrus Academy as an administrative intern.
- She was redeployed to the Citrus Growers' Association in January 2019.



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 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.

Income and Expenditure

Item	2018 Financial Year	2019 Financial Year
Graduate Placement funding – AgriSETA	142 500	18 750
Graduate Placement allowances	(142 500)	0
<i>Net surplus / (shortfall)</i>	0	18 750



Graduate Placements

Enterprise	Location	Graduate
2018		
Citrus Academy	Hillcrest, KwaZulu-Natal	Vuyokazi Mdladlamba

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

Objectives
 Low Skills Levels
 Employment Equity
 Scarce and Critical Skills
 Industry Transformation
 Quality Delivery



Industry Exposure Programme

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.

2018/2019 Report

- In the period under review, thirty-three participants attended five events.
- Ten students attended the PMA Fresh Connections conference which was held in Pretoria in August 2018.
- Sponsorship received from the PMA directly carried the costs of registrations and accommodation.
- Twelve students attended the Citrus Research Symposium which was held at Champagne Sports Resort in the Drakensberg in August 2018.
- Sponsorship received from ClemenGold covered travel, registration and accommodation costs.
- Four students attended the CRI Integrated Pest Management Workshops in September 2018.
- One student attended the Combined Congress in Bloemfontein in January 2019.
- Fifteen students attended the CGA Citrus Summit in March 2019.
- Sponsorships for the CGA Citrus Summit were received from the CGA, ClemenGold, SRCC and Capespan.
- The Citrus Academy also provide support for two students from the University of Stellenbosch and two students from the University of Pretoria to attend the PMA Fresh Summit in Orlando, USA.
- Students wore branded t-shirts, identifying the event and the sponsor.
- Students were chaperoned by Citrus Academy personnel or study supervisors.
- No disciplinary problems were experienced.
- As always, feedback from both students and industry was positive with students having the opportunity to network with role-players.

Income and Expenditure

Item	2018 Financial Year	2019 Financial Year
Income		
Sponsorships	40 000	475 750
Direct expenditure		
Marketing and resources	(5 900)	(15 172)
Participant travel	(9 443)	(120 761)
Participant accommodation	(8 943)	(51 947)
Registration fees	(22 880)	(74 519)
Other expenditure		
Staff travel	(23 786)	(7 499)
Staff accommodation	(31 146)	(17 499)
Staff registrations		(9 739)
Net surplus / (shortfall)	(62 098)	178 615

Industry Exposure Events

Event	Students
PMA Fresh Connections Pretoria 15-16 August 2018	Nomalunga Zwane; Sindhile Shivambu; Luvo Mfumbesi; Zibuko Marali; Ncediwe Pute; Vuyolwethu Mpahla; Sphiwe Mashele; Simangele Keetse; Elizabeth van der Merwe; Sharmaine Mohlala
Citrus Research Symposium Drakensberg 19-22 August 2018	Florence Kabanda; Nicola Kirsten; Rivalani Baloyi; Lindokuhle Mamba; Joyce Mathapo; Khaye Ncama; Neil Ndlovu; Zamazima Njili; Samantha Prinsloo; Tertia van Wyk; Arnold Scholtz
CRI Integrated Pest Management Workshop Nelspruit 4-5 September 2018 Addo 13-14 September 2018	Neil Ndlovu; Nomalunga Zwane; Florence Kabanda; Zamazima Njili
PMA Fresh Summit Orlando, USA 18-20 October 2019	Tharine du Toit; Zubayr Osman; Taaibah Miller; Mwaka Mukumbe
Combined Congress Bloemfontein 21-24 January 2019	Muriel Rikhotso
CRI Postharvest Workshop Jeffreys Bay 19-20 February 2019	Andisiwe Koba; Zamazima Njili
CGA Citrus Summit Port Elizabeth 12-14 March 2019	Yanga Gagasi; Chummy Khoza; Andisiwe Koba; Cornelius Krogscheepers; Daniel Maki; Daniel Maki; Pamela Mangena; Asavelo Mteto; Neil Ndlovu; Nomalizo Ngomane; Zamazima Njili; Siphokuhle Nohamba; Siyolise Nohamba; Louis Pasques; Ruth Selaula; Sindhile Shivambu







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

Objectives
 Low Skills Levels
 Employment Equity
 Scarce and Critical Skills
 Industry Transformation
 Quality Delivery



Pick me!

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.
- Interested employers contact job seekers directly and continue the recruitment process.
- 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, including Facebook, Twitter and Instagram.
- In addition, a bi-monthly newsletter is emailed to all CGA-affiliated citrus growers.

2018/2019 Report

- The Pick me! online platform was maintained and expanded in the year under review.
- There are seventy-six prospective employees currently listed on the website.



	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
	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



Objectives

Low Skills Levels
Employment Equity
Scarce and Critical Skills
Industry Transformation
Quality Delivery

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

Learning Programmes

Available learning programmes

Institutional Orientation programme

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

Introduction to Propagation; Rootstock Propagation; Budding; Introduction to Nursery Practices; Plant Nutrition; Plant Protection; Irrigation and Water Quality

Citrus Business Management programme

Learner Induction and Orientation; Think Like an Entrepreneur; Plan Your Business: Financial Aspects; Launch and Grow Your Business; Manage Your Business: The Basics; Manage Your Business: Finance for Agri-business Managers; Manage Your Business: Human Resources; Manage Your Business: Sales and Marketing; Improve Your Business Performance; Present Your Competence

Citrus Secondary programme

Induction; Citrus Production Overview; Enterprise Planning; Marketing; Agri- and Ecotourism; Food Safety; Harvesting; Plant Structures and Functions; Plant Manipulation; Soil Fertility and Plant Nutrition; Repairs and Maintenance; Irrigation; Water Quality; Pest Management; Disease and Weed Management; Applying Plant Protection Products; Handling Plant Protection Products; Citrus Propagation; Crop Establishment; Production Management; Human Resource Management; Financial Management; Sustainable Farming

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 outside funding is used 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.
- Learning methodology is 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 be implemented by employers or by accredited service providers.

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.

Objectives

- Low Skills Levels
- Employment Equity
- Scarce and Critical Skills
- Industry Transformation
- Quality Delivery



Citrus Business Management Programme

Background

- In 2013 the need for a comprehensive business and financial management learning programme aimed at emergent growers was identified by the Citrus Growers' Development Chamber.
- The Citrus Academy was tasked with developing and implementing such a programme.
- The NQF4 New Venture Creation which belongs to the Services SETA was identified as the most suitable.
- Cognisance had to be taken of the fact that the target group was engaged in farming full time and had only limited time available for attending classroom training.
- In addition, classroom training should preferably not take place during the citrus packing season.
- The programme was designed to be implemented in two to three 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.
- In 2017 a second learnership was implemented in Letsitele.

2018/2019 Report

- Learnership implementation of the Citrus Business Management programme did not take place during the year under review.
- The programme was transferred to the e-learning platform.
- A project was undertaken to revise the CBM learning material in line with innovations and developments in the citrus industry since 2013.
- The project is expected to be completed in the first half of the next financial year.

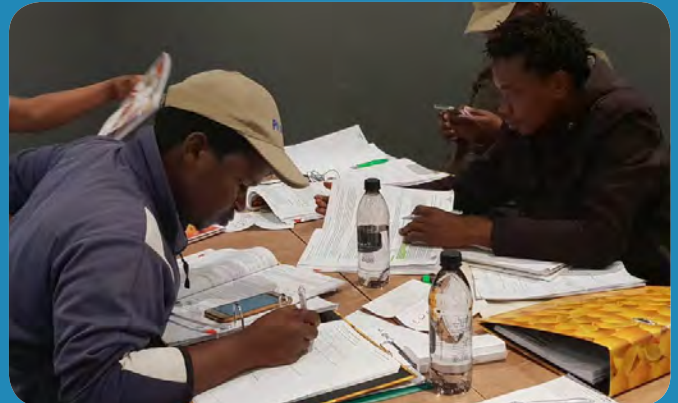


Programme Content

No	Module Title	Classroom Weeks
Module 1	Learner Induction and Orientation	1
Module 2	Think Like an Entrepreneur	2
Module 3	Plan Your Business: Financial Aspects	3
Module 4	Launch and Grow Your Business	2
Module 5	Manage Your Business: The Basics	2
Module 6	Manage Your Business: Finance for Agri-business Managers	2
Module 7	Manage Your Business: Human Resources	2
Module 8	Manage Your Business: Sales and Marketing	2
Module 9	Improve Your Business Performance	2
Module 10	Present Your Competence	1

Income and Expenditure

Item	2018 Financial Year	2019 Financial Year
<i>Income</i>		
Learnership funding – AgriSETA	417 680	
Development funding – AgriSETA	171 450	
<i>Direct expenditure</i>		
Programme development		(64 800)
E-learning content conversion		(20 500)
Learning material	(7 475)	
Resources	(1 426)	
Learner stipends	(135 240)	(6 240)
Facilitation	(219 600)	
Facilitator accommodation	(89 798)	(3 478)
Facilitator travel cost	(44 406)	(5 112)
Moderation	(31 575)	3 375
Training venue	(47 282)	(2 029)
Meals	(95 776)	
<i>Other expenditure</i>		
Staff travel	(5 030)	
Staff accommodation		
Courier costs	(4 482)	
Promotional material	(2 250)	(1 683)
Meeting costs		
<i>Net surplus / (shortfall)</i>	<i>(95 210)</i>	<i>(100 467)</i>



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.

Objectives
 Low Skills Levels
 Employment Equity
 Scarce and Critical Skills
 Industry Transformation
 Quality Delivery



Citrus Secondary Programme

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.
- In 2016 a decision was taken to transfer the programme to an e-learning platform.
- Modules of the e-learning version were piloted at two sites in 2017.
- In 2018, a project was undertaken to translate modules into Afrikaans.

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- Module 1 to 10 of the programme was transferred to the e-learning platform.
- Module 1 to 9 was translated into Afrikaans and will also be made available on the e-learning platform.
- There were no new enrolments during this financial year.
- A plan of action will be devised to roll the programme out to more schools.

Income and Expenditure

Item	2018 Financial Year	2019 Financial Year
Income		
Funding received	0	50 000
Direct expenditure		
E-learning development	0	(28 500)
Translation	0	(89 225)
Net surplus / (shortfall)	0	(67 725)

Programme Content

No	Module Title
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



Objectives

Low Skills Levels
Employment Equity
Scarce and Critical Skills
Industry Transformation
Quality Delivery

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

E-learning Development

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- In the year under review the content and assessment activities for the Citrus Academy short courses were added to the e-learning platform.
- Learners attending short courses have the option to complete the competency assessment, at an additional cost.
- The e-learning platform is used for this purpose, enabling learners to complete the assessment after they attend a short course.
- The Citrus Production short course was added to the platform for this purpose.
- The Citrus Business Administration short course is being added to the platform.
- Planning was done for citrus production management e-learning modules.
- In the year under review the Citrus Academy used to Citrus Business Management e-learning programme to research assessment methodologies for e-learning programmes.
- The research was funded by the AgriSETA, and resulted in a report that made recommendations on the amendments required to assessment policies to enable e-learning assessments.

Income and Expenditure

Item	2019 Financial Year
<i>Direct expenditure</i>	
Content development	64 800
Content conversion	20 500
<i>Total expenditure</i>	<i>85 300</i>

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 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 Citrus Academy develops the programme content and framework, and provides supplemental audio-visual material, access to the e-learning portal and user support.
- Learners use their own smart devices, while the workplace provides facilitation, assessment, learning space and internet connectivity.
- The Citrus Secondary programme was added to the e-learning platform in 2016.
- The Citrus Business Management programmes was added to the e-learning platform during 2017 and 2018.

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

Objectives
Low Skills Levels
Employment Equity
Scarce and Critical Skills
Industry Transformation
Quality Delivery



Citrus Production Short Courses

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, information pamphlets, and a scouting magnifying glass.
- 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.
- The programme are 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 facilitated by highly-qualified individuals with extensive experience in citrus production and technical consultation.
- The workshops are held in citrus-growing regions.

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- Eight Citrus Production Short Course workshops were held under the banner of the Citrus Academy in the year under review.
- The course was presented by Clive Pountney.
- Continuous improvements were made to the learner guide.
- Funding was secured to sponsor emergent growers to attend the short course.
- The Citrus Production Short Course was very well received in the Industry.
- Positive feedback about the course was received from learners at the end of each course.
- The site visit was one of the most popular aspects of the course, as it gives the learners an opportunity to see and apply what they had learnt over the two days in the classroom.



Income and Expenditure

Item	2019 Financial Year
<i>Income</i>	
Resource packs sales	59 550
Course fees	1 056 000
Sponsorship	335 000
<i>Direct expenditure</i>	
Development	(78 250)
Marketing material	(11 940)
Resource pack costs	(302 265)
Workshop resources	(6 859)
Participant accommodation	(158 000)
Facilitation	(46 731)
Facilitator accommodation	(31 135)
Facilitator travel costs	(20 337)
Assessment	(88 774)
Venues	(92 801)
Meals	(54 578)
<i>Other expenditure</i>	
Staff travel	(24 984)
Staff accommodation	(31 689)
<i>Net surplus / (shortfall)</i>	<i>502 207</i>

Programme Content

No	Chapter Name
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

Workshop Attendants

Workshop	Total Attendants	Sponsored	Youth	Female	Male	Black	White	Coloured	Indian	Other
2018/10/24-26 Fort Beaufort	27	18	13	3	24	22	5	0	0	0
2018/11/19-20 Sundays River Valley 1	26	6	9	11	15	6	15	5	1	0
18/11/21-23 Sundays River Valley 2	26	13	8	7	19	9	10	6	0	0
19/01/30-02/01 Stellenbosch	31	0	20	6	25	4	25	1	0	1
19/02/25-02/26 Hoedspruit	27	0	16	2	25	11	16	0	0	0
19/02/27-03/01 Letsitele 1	28	4	23	6	22	13	15	0	0	0
19/03/04-06 Letaba Estates	17	0	6	0	17	11	6	0	0	0
19/03/27-29 Letsitele 2	31	7	12	10	21	26	5	0	0	0
<i>Total</i>	<i>213</i>	<i>48</i>	<i>107</i>	<i>45</i>	<i>168</i>	<i>102</i>	<i>97</i>	<i>12</i>	<i>1</i>	<i>1</i>

The purpose of the Citrus Business Administration Short Course is to provide learners with opportunity to improve their skills in aspects of financial and business administration.

Objectives
 Low Skills Levels
 Employment Equity
 Scarce and Critical Skills
 Industry Transformation
 Quality Delivery



Citrus Business Administration Short Course

Background

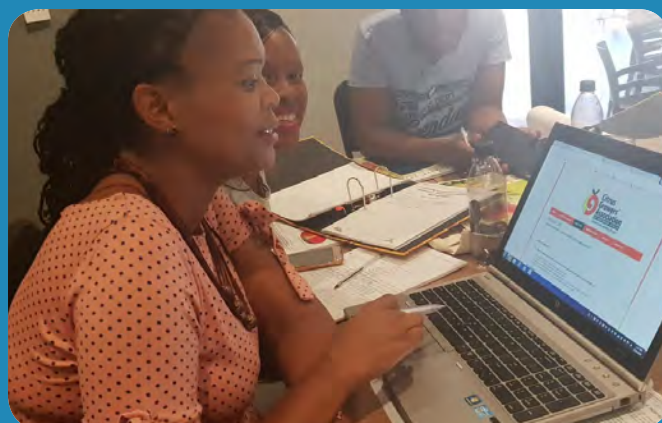
- In 2018, the CGA Grower Development Company approached the Citrus Academy with a request to assist with the development of a business administration course.
- The course was aimed at entry-level workers who required more insight in financial and business administration.
- The CGA Grower Development Company secured funding from the Mintirho Foundation, part of Coca-Cola Bottling SA, to implement the programme amongst new emergent growers.

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- Five NQF2 unit standards were identified as a basis for the programme.
- Content was developed using Citrus Academy production learning material as source material, with additional development for new unit standards.
- Programme content addressed financial accounting (including budgeting), stock management, human resource management, production management and marketing.
- The format of the production short course was applied.
- The short course was designed to be delivered as classroom learning over four days, including formative and summative assessment.
- Scientific Roets, an accredited service provider, was identified for the facilitation and assessment of the programme.
- A schedule was set for eight workshops from March to July 2019.
- One workshop took place in the year under review.
- Ten learners from five farms in the area attended the workshop.

Income and Expenditure

Item	2019 Financial Year
Direct expenditure	
Development	8 000
Other expenditure	
Courier costs	2 357
Total expenditure	10 357



Workshop Schedule

Region	Dates	Location
North-West	2019/03/26-29	Britz
Mpumalanga	2019/04/02-05	Nelspruit
Mopani, Limpopo	2019/05/07-10	Mokopane
Vembe	2019/05/14-17	Giyani
Vembe	2019/05/21-24	Louis Trichardt
Amathole, Eastern Cape	2019/06/04-07	Fort Beaufort
Sarah Baartman, Eastern Cape	2019/06/18-21	Sunday's River Valley
KwaZulu-Natal	2019/07/02-05	Pietermaritzburg

Unit Standards

Unit Standard Number	Unit Standard Title	Credits
116083	Illustrate and understand the basic layout of financial statements	2
116113	Explain principles of human resources management and practices in agriculture	2
116115	Define and understand production systems and production management	2
116122	Control inputs and stock in agribusiness	2
116126	Apply marketing principles in agriculture	2





Objectives

Low Skills Levels
Employment Equity
Scarce and Critical Skills
Industry Transformation
Quality Delivery

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 is accessible to learners at all levels.

Audio Visual Media Development

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 three new series were developed, dealing with citrus propagation, citrus pruning, and plant structures and functions.

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- Development of a module on Citrus Rootstocks was completed.
- This module was added to the Citrus Propagation series.
- The Safe Handling of Agrochemicals series was also developed, consisting of three modules dealing with general safety, agrochemical storage and agrochemical application.
- The content of the Safe Handling of Agrichemical series was aligned with GLOBALG.A.P. and SIZA.
- A sponsorship was secured from Villa for the Safe Handling of Agrochemicals series.
- DVDs containing the series were distributed to citrus nurseries, growers, packhouses, academic institutions, service providers and extension personnel through various means.
- New modules were uploaded to the Citrus Academy YouTube channel and to the Citrus Resource Warehouse.
- Replication and distribution of DVDs of existing series continued.
- Learners who registered for the Citrus Production short course received all seven audio-visual series as part of their resource packs.

Income and Expenditure

Item	2018 Financial Year	2019 Financial Year
Income		
Audio-visual sales		1 050
Funding – AgriSETA	50 000	304 050
Sponsorship	75 000	80 000
Direct expenditure		
Development	(777)	(15 000)
Filming	(1 250)	(374 640)
Scripting		(4 000)
Replication	(31 278)	(79 869)
Learning material	(22 000)	(7 734)
Distribution	(8 633)	(310)
Other expenditure		
Staff travel		(25 502)
Staff accommodation		(4 130)
Courier costs	(727)	(2 344)
Net surplus / (shortfall)	60 335	(128 429)

Citrus Academy DVDs

Target Audience	Content Summary	Presenters and Collaborators
<i>Citrus Postharvest Series / Sitrus Na-Oes Reeks</i>		
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 (Cedarpack), 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)
<i>Integrated Pest Management for Citrus</i>		
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
<i>Citrus Harvesting / Sitrus Oeswerk</i>		
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)
<i>Citrus Packing / Sitrus Verpakking</i>		
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)
<i>Citrus Planting Management</i>		
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
<i>Citrus Pruning</i>		
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 Collier, Jock Danckwerts, Isabel Sparks
<i>Citrus Propagation</i>		
Citrus nurseries (nursery workers, nursery managers) Citrus growers Extension officers Training service providers	1: Citrus Propagation Requirements; 2: Citrus Propagation Practices; 3: Citrus Rootstocks	Citrus Research International, Citrus Foundation Block, Du Roi Nursery, Ngwenya Nursery
<i>Plant Structures and Functions</i>		
Citrus nurseries Citrus growers Extension officers Training service providers Academic institutions	Plant structures and functions	Citrus Research International
<i>Safe Handling of Agrochemicals</i>		
Citrus nurseries Citrus growers Extension officers Training service providers Academic institutions	1.General Safety. 2. Agrochemical Storage. 3. Agrochemical Application Principles.	Citrus Research International

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 Southern Africa.

Objectives
 Low Skills Levels
 Employment Equity
 Scarce and Critical Skills
 Industry Transformation
 Quality Delivery



Citrus Resource Warehouse

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.

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- 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.
- Around 5,000 documents are being stored in the Citrus Resource Warehouse.
- Citrus Academy audio-visual modules were added in November 2018 and is available for download from the website.
- To date, two hundred membership application have been approved.

Income and Expenditure

Item	2018 Financial Year	2019 Financial Year
<i>Direct expenditure</i>		
Development costs		9 230
Maintenance	9 363	13 802
Content	1 540	4 565
Total expenditure	10 903	27 597

Document 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-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

Visual Modules Available for Download

Series Title	Modules
IPM for Citrus	Citrus Pest Monitoring, Interpreting Monitoring Results, Pre-harvest Blemish Analysis, Introduction to IPM
Citrus Harvesting	Citrus Value Chain, Orchard Sanitation, Picking Practices, Picking Supervision
Citrus Packing	Citrus Value Chain, Packhouse Process Flow, Packhouse Sanitation, Sorting and Grading, Packing, Palletisation, Truck Loading
Citrus Planting Management	Introduction to Planting Management, Citrus Types and Cultivars, Orchard Layout and Planning, Orchard Establishment, Orchard Recordkeeping
Citrus Pruning	Pruning Principles, Pruning Equipment, Pruning Practices
Citrus Plant Propagation	Citrus Propagation Requirements, Citrus Propagation Practices, Citrus Rootstocks
Citrus Plant Structures and Functions	Citrus Plant Structures and Functions
Safe Handling of Agrochemicals	General Safety, Agrochemical Storage, Agrochemical Application Principles

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.

Objectives
 Low Skills Levels
 Employment Equity
 Scarce and Critical Skills
 Industry Transformation
 Quality Delivery



Production Learning Material Development

Background

- The development of production learning material was initiated in 2005.
- The aim 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.
- In 2016 learning material was added for human resource management and financial management 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.
- Learning material can be downloaded free of charge from the Citrus Academy website and from the Citrus Resource Warehouse.
- 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.

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- Production learning material was reviewed and an assessment was done of whether additional development is warranted.
- No additional development is planned at present, except where additional source material may be required for short courses or other learning programmes.

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 Resources	116113			

Income and Expenditure

Item	2019 Financial Year
Direct expenditure	
Material review	10 000
Total expenditure	10 000

Abridged Income Statement

	2018 Actual	2019 Budget	2019 Actual	2020 Budget
Income				
Revenue				
Services rendered	4 000 000	4 300 000	4 026 600	4 705 000
Operating income	3 393 930	7 080 627	4 756 826	8 561 847
Bursary funding received	2 242 300	3 689 000	2 195 426	3 159 200
Academic awards sponsorship		25 000	20 000	25 000
Experiential learning funding	397 500	428 100	180 000	22 500
Industry Exposure Programme income	40 000	257 400	475 750	100 000
Learning programme income	589 130	2 078 527	50 000	861 447
Short course workshop income		210 000	1 450 550	4 163 500
Audio-visual programme income	125 000	392 600	385 100	230 200
Other income	40 375	104 500	101 144	109 500
Cost recovery	16 894	104 500	101 144	109 500
Profit / (loss) on fixed assets	23 482			
Expenditure				
Operating expenses	(3 593 480)	(7 670 831)	(4 710 022)	(8 246 347)
Bursary funding paid out	2 282 947	3 957 695	2 445 409	2 950 000
Academic awards costs		25 000	15 200	25 000
Experiential learning payments	406 556	483 300	186 757	69 300
Career fair costs	41 971	57 500	37 503	72 000
Citrus Resource Warehouse costs	10 903	18 000	27 597	24 000
Industry Exposure Programme costs	102 098	378 800	297 135	134 100
Learning programme costs	684 340	2 032 786	218 192	1 102 447
Short course workshop costs		263 500	958 700	3 137 500
Audio-visual programme costs	64 665	421 250	513 529	645 000
Production learning material costs		33 000	10 000	87 000
Administration expenses	(3 262 539)	(3 655 021)	(3 897 784)	(4 877 411)
Accommodation	32 373	36 000	51 575	54 000
Accounting fees	21 255	45 500	38 813	45 500
Bank charges	13 337	14 400	15 544	18 000
Cleaning and refreshments	63 909	66 000	89 425	96 000
Computer expenses	26 239	57 600	26 197	24 000
Consulting fees	7 868		53 094	
Depreciation	34 038		22 712	
Directors' costs	51 950	56 000	30 535	40 000
Entertainment expenses	60 416	42 000	68 817	72 000
Fundraising costs	1 846			
Insurance	5 702	8 000	5 702	8 000
Legal and consulting fees	33 317	36 000	7 443	36 000
Marketing expenses	49 150	66 000	88 650	99 000
Printing and stationery	26 429	30 000	40 173	36 000
Repairs and maintenance	3 869	4 800	2 203	4 800
Software licences and subscriptions	56 685	69 000	73 916	111 600
Staff costs	2 488 433	2 855 321	2 988 307	3 924 111
Telephone, courier and postage	97 167	104 400	92 228	113 400
Travel expenses	187 118	156 000	195 975	186 000
Website costs	1 438	8 000	6 476	9 000
Net profit / (loss)	578 286	159 275	276 764	252 589

Get in Touch, Stay in Touch



Unit 8, 22 on Main, Corner of Greenway Close and Old Main Road, Gillitts, KwaZulu-Natal, 3610
– search for “Citrus Academy” on Google Maps



031-765-3410 / 3512 (Monday to Friday 8:30am-4:30pm) Fax: 086-546-7808



Bursary Fund and other queries: learnmore@citrusacademy.org.za

Pick me! queries: pickme@citrusacademy.org.za

Citrus Resource Warehouse user account and other queries: talk2us@crw.org.za



Websites

At www.citrusacademy.org.za you can:

- Learn more about the purpose and activities of the Citrus Academy
- Apply for a bursary
- Register for short courses
- Pick a potential employee
- Find learning resources
- Find information about e-learning programmes
- Catch up on the latest news
- Get contact details of staff members
- Get in touch!

At www.citrusresourcewarehouse.org.za / www.crw.org.za you can:

- Find information relating to all aspect of the citrus industry
- Apply for membership to access the members' section
- Use keywords to search all document for references to what interest you
- Download documents in searchable PDF format
- Download Citrus Academy audio-visual modules



Social Media

- Learn about what we are up to
- Get inspired by success stories
- Find out when bursary applications open
- Know when new e-learning and short courses become available
- Get informed about upcoming industry events
- See who is new on Pick Me!
- Learn what is new in CRW
- Get to know our Bursary Fund students



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