



2021

Annual Report

**Enabling skills
development in the
southern African
citrus industry**

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Chairperson's Report



Phillip Dempsey

“Although the season presented some challenges, we are optimistic about the rest of the season and thankful for the great harvest we are realising so far.” – Mahela Boerdery. Creating an enabling environment for skills development within the southern African citrus industry, is still the way the Citrus Academy addresses the radical changes and challenges mentioned by Mahela Farming above.

The risks involved in producing and harvesting a citrus crop are considerable, as we deal with export and local markets that can be unpredictable and dynamic. Information is key in ensuring that growers are better equipped to manage risk and uncertainty. E-learning has become the buzzword in tertiary education. The Citrus Academy short courses can all be completed through the Citrus Academy e-learning platform. Once the learner has worked their way through all of the modules and successfully completed all assessment activities, they are awarded a certificate of competence. The Citrus Academy with the current Covid situation assists students and short-course attendees, by presenting these courses via the internet so information can always be available to students and an ongoing learning process can be developed.

During a strategic planning session held by the Citrus Academy board, it was agreed that more emphasis should be placed on job opportunities within the industry when assessing applications for bursaries. “Pick me!”, available on the Citrus Academy website, is a portal through which commercial businesses can recruit qualified work-seekers. The new Citrus Academy website has improved the efficiency and accuracy of the Pick me! platform. Available candidates are able to register and upload their details directly to the website, and postings are kept on the platform for a limited period only, to ensure that candidates who are no longer available are removed from the platform. A bulletin with the details of available candidates by province is circulated to growers every second week.

“Graduates often find it difficult to enter the job market on completion of their studies if they do not already have some work experience. It’s the old can’t-get-a-job-without-experience-can’t-get-experience-without-a-job conundrum” – Candice Burgin, Citrus Academy Bursary Fund Manager. Practical training for students on farms or within agri-businesses is of utmost importance for the Citrus Academy. The Citrus Academy creates opportunities for Bursary Fund students to gain exposure and experience while they are studying, and after they have graduated. Vacation work is arranged for all B-degree and diploma students at workplaces where they can gain experience relevant to their field of study. The internship and graduate placement programmes assist Bursary Fund students to find placements at citrus enterprises where they can gain work experience. Through the industry exposure programme, current and former students are assisted to attend conferences, symposia and other events that are relevant to their field of study.

The Citrus Academy regularly takes part in career fairs at various institutions around South Africa. The aim is to

create awareness about the Bursary Fund and to encourage young learners to study agriculture. In 2020, there were no contact career fairs due to Covid-19 restrictions, but the Citrus Academy participated in the AgriCAREERConnect online career fairs for the University of Pretoria and the University of Stellenbosch in October.

The Citrus Academy has developed four short courses which are being presented on a regional basis in citrus-growing regions. The short courses deal with citrus production, citrus packing, the citrus export supply chain and citrus business administration.

The Citrus Academy develops audio-visual learning modules on various aspects of citrus production. All Citrus Academy audio-visual material is available on USB, and can also be found on the Citrus Academy YouTube channel. Audio-visual modules are also now available for download from the Citrus Resource Warehouse.

The Citrus Resource Warehouse is an industry information-sharing platform, moderated and maintained by the Citrus Academy, where documents can be found that deal with all aspects of citrus production, including research reports, extension briefs, legislation and regulations, annual reports of CGA group companies, amongst many more. All documents are in searchable PDF format, which means that a variety of sources linked to keywords can be searched easily.

In 2020, the Citrus Growers’ Association implemented the Economic Transformation of Black Citrus Growers programme, aimed at providing support for capital expansion to black citrus growers. The programme is being implemented from April 2020 to March 2023.

The overview above gives an indication of the services provided by the Citrus Academy to the industry, the goals we set for ourselves, and our commitment in pursuing them. The board and management of the Citrus Academy will continue to strive towards ensuring that everyone benefits from the activities of the Academy, but that the focus stays on ensuring real value for the growers. Changing the availability and the accessibility of programmes is vital. E-learning is the best way to transfer information and knowledge to learners under the current circumstances.

The Citrus Academy board and management remain committed to staying a step ahead and foreseeing future needs in this changing business environment by realigning and redirecting its activities. Being pro-active and having foresight is the key to fulfilling our objectives of improving management skills, taking part in transformation, and empowering youngsters to be entrepreneurs and becoming the leaders of the future.

We would like to take this opportunity to thank our key funders for their continued support, namely the Citrus Industry Trust, AgriSETA, ANB Investments, Villa Crop Science, and Zest Fruit. We are also always grateful to the CGA for their continued support and assistance.

I would also like to congratulate the twenty Bursary Fund students who graduated at the end of 2020 under very difficult circumstances. We wish them well as they progress into the working world of agriculture. Please assist them in experiencing agriculture at its best through work experience.

I would also like to congratulate the Citrus Academy team! They had to learn and adapt to an ever-changing environment during the past year. Luckily they were already busy with developing e-learning modules. With the vision they have, we, as an industry, can feel proud to have such an institution responsible for educating and mentoring our current commercial farmers and our new upcoming farmers! Well done, TEAM!

General Manager's Report



"It is not the strongest of the species that survives, not the most intelligent. It is the one that is the most adaptive to change."

– Charles Darwin

Jacomien de Klerk

Even though the words of Mr Darwin hold true now as much as ever, I would like to think that even he would have been stumped over the past year. The great advantage of studying adaptability as he did is, of course, that one has a great body of retrospective data, a great backwards view of the evolution of species and systems, where one can see and appreciate the role of adaptability as it played out in the great scheme of things. The challenges of being in the middle of great change, of unprecedented events such as a global pandemic, is that there is nowhere to stand to view the great scheme of things and eventual outcomes. One simply does not know to what one needs to adapt, what matters and what doesn't, which are the blips, and which are the trends.

In the past year the citrus industry saw great success. Many people called the 2020 citrus season a miracle, having far exceeded the expectations of even the most optimistic pundits. The Citrus Growers' Association and its subsidiary companies, that were established by the southern African citrus growers, likewise continued to excel at serving the citrus industry, and assisted in achieving these wonderful results. The Citrus Academy, for its part, was able to adapt its offerings and keep the channels of learning open, to find new ways of serving its beneficiaries, to add to its offerings to address new and urgent needs in the industry, and even to launch a massive new country-wide skills development project.

How was this possible and what have we learnt over the past year that enabled us to achieve these milestones?

Firstly – unfortunately, we are not alone. The first lesson of the Covid-19 pandemic was a hard one: the world is interconnected and events in a place as remote as a small province of China can send ripples around the globe that can turn our world upside down in a matter of months. We learned that we can no longer focus only on our own concerns. In order to anticipate and prepare for events that are likely to shape our world in the future, we need to be active and aware global citizens.

Secondly – luckily, we are not alone. Everyone in every country around the world felt the impact of the Covid-19 pandemic, some much worse than others. Identifying and developing the technology, such as medication and vaccines, to address this terrible scourge and to find a way forward to a world where we can once again live with relative freedom, was likewise a global effort. We learned that we don't have to find and craft our own solutions to all challenges, that we can ask for a little help from our friends.

Thirdly – thankfully, we have a strong foundation. For all that can be said about the current economic and political conditions in southern Africa, there is a lot to be said

for the resilience of the citrus industry. Earlier this year there was an article by Shingie Chisoro-Dube and Simon Roberts which referred to the importance of collaborative work. They concluded that "The success of the citrus industry rests on investment over time – in capabilities and coordination." Over the past 20 years, the CGA has with diligence and foresight built up the capabilities and resources of the citrus industry, creating a foundation for the industry to stand on. We learned that the foundation was strong enough for the industry to remain standing even in very challenging conditions.

Fourthly – happily, we can learn. When it became evident in March 2020 that the Covid-19 pandemic was not just a blip or a storm on the horizon that will pass us by, but indeed a life-changing event that could turn everything we thought we knew upside down, the citrus industry did neither back away nor run and hide. It reacted by learning all it could, by carefully considering alternative scenarios, and by creating systems and structures to put the industry in the best possible position to survive. We demonstrated that we could listen and learn.

Finally – fortunately, we can adapt. Knowing that we are not alone, that we have a strong foundation and that we have the internal capacity to listen and learn, we adapted well. Even though we were uncertain about what we needed to adapt to in the long run, and how we could adapt optimally, these characteristics gave us the confidence and strength to take a good look at what we had and what could be done, and at how we could best serve the industry, under current circumstances and into the future. We were able not only to maintain and safeguard what we had, but even to use this opportunity as a disruptor that could bring about innovation.

During the year under review, the Citrus Academy invested tremendous time and effort into moving many of its learning material and programmes, including the short courses, to our e-learning platform. Furthermore, we enabled and supported Citrus Academy Bursary Fund students to continue with their studies, and even gave them opportunities to attend virtual events related to their fields of study. We also enabled many work-seekers to connect with potential employers. We continued to participate in career fairs to promote the citrus industry. We invested in updating our learning material, and in developing new learning material for occupational qualifications. In addition, we developed a new programme specifically aimed at assisting the industry in dealing with Covid-19 in the workplace.

Our proudest achievement, however, must be the successful implementation of the skills development project related to the CGA's Economic Transformation of Black Citrus Growers programme. This project involves a number of learnerships and skills programmes, and aims to achieve more than 2,000 skills development interventions over its 3-year lifespan. That it was possible to make a project of this magnitude a reality on the ground, is final testament to our ability to make the best of what we have, to adapt to new conditions, and to serve the industry, no matter what.

Thank you to each member of the Citrus Academy team, who displayed admirable resolve, resilience and adaptability over the past year. #GoTeamCitrus!

Algemene Bestuurdersverslag

Alhoewel hierdie woorde van Mnr. Darwin nou so waar is soos ooit, vermoed ek tog dat selfs hy oor die afgelope jaar lamgelê sou wees. Die groot voordeel daarvan om aanpasbaarheid te bestudeer soos hy het, is natuurlik dat mens 'n groot versameling van retrospektiewe data het, 'n groot terugblik op die evolusie van spesies en stelsels, waar mens die rol van aanpasbaarheid kan sien en waardeer soos dit uitgespeel het in die groter prentjie. Die uitdaging daarvan om in die middel van groot verandering te wees, van ongekende gebeure soos 'n wêreldwye pandemie, is dat daar nêrens is om te staan van waar mens die groter prentjie kan sien nie. Mens weet eenvoudig nie waarby mens moet aanpas nie, wat saak maak en wat nie, wat is 'n blip en wat is 'n neiging.

In die afgelope jaar was die sitrusbedryf baie suksesvol. Baie mense het die 2020 sitrus seisoen bestempel as 'n wonderwerk, wat die verwagtinge van selfs die mees optimistiese kenners ver oortref het. Die Sitrusprodusentevereniging en sy filiale wat daargestel is deur die suider-Afrikaanse sitrusprodusente, het eweneens uitgeblink daarin om die sitrusbedryf te ondersteun, en het gehelp om hierdie uitstekende resultate te bereik. Die Sitrus Akademie, vir sy part, was daartoe in staat om sy aanbiedinge aan te pas en die opleidingskanale oop te hou, om nuwe maniere te kry om begunstigdes te ondersteun, om nuwe aanbiedinge by te voeg om dringende behoeftes van die bedryf aan te spreek, en selfs om 'n massiewe nuwe landswye vaardighedsontwikkeling projek van stapel te stuur.

Hoe was dit moontlik en wat het ons geleer deur die afgelope jaar wat ons daartoe in staat gestel het om hierdie mylpale te bereik?

Eerstens – ongelukkig is ons nie alleen nie. Die eerste les van die Covid-19 pandemie was 'n harde een: die wêreld is klein en dinge wat in plekke so verafgeleë soos 'n provinsie van Sjina gebeur kan rimpelings om die aardbol stuur wat ons wêreld op sy kop kan draai binne 'n maand of twee. Ons het geleer dat ons nie langer net op ons eie sake kan fokus nie. Om voor te berei vir gebeure wat ons wêreld kan vervorm in die toekoms moet ons aktiewe en bewuste globale burgers wees.

Tweedens – gelukkig is ons nie alleen nie. Elke mens in elke land rondom die wêreld het die impak van Covid-19 gevoel, party veel erger as ander. Die identifikasie en ontwikkeling van tegnologie, soos medikasie en inentings, om hierdie aaklige plaag aan te spreek en 'n pad vorentoe te vind na 'n wêreld waar ons weer kan saamleef in relatiewe vryheid, was eweneens 'n globale poging. Ons het geleer dat ons nie ons eie oplossings hoef te vind en te maak nie, maar dat ons kan vra vir 'n bietjie hulp vanaf ons vriende.

Derdens – dankie tog dat ons 'n stewige fondament het. Vir alles wat ons kan sê oor die huidige ekonomiese en politiese toestande in suidelike-Afrika, kan ons nog meer sê oor die veerkragtigheid van die sitrusbedryf. Vroeër hierdie jaar was daar 'n artikel deur Shingie Chisoro-Dube and Simon Roberts wat verwys het na die belangrikheid van samewerking. Hulle het tot die gevolgtrekking gekom dat “die sukses van die sitrusbedryf rus op belegging oor tyd – in vermoëns en koördinasie.” Oor die laaste 20 jaar het die SPV met ywer en versindheid die vermoëns en hulpbronne van die bedryf opgebou, en in die proses 'n fondament geskep vir die bedryf om op te staan. Ons het geleer dat hierdie fondament sterk genoeg is

vir die bedryf om te bly staan, selfs in baie uitdagende omstandighede.

Vierdens – gelukkig kan ons leer. Toe dit duidelik geword het in Maart 2020 dat die Covid-19 pandemie hier was om te bly en nie net 'n storm op die horison wat by ons sou verbygaan nie, maar inderdaad 'n lewens-ontwrigtende gebeurlikheid wat alles wat ons dink ons weet onderstebo kon draai, het die bedryf nie geskroom nie, nie teruggetree nie, en nie weggehardloop nie. Die bedryf het reageer deur soveel as moontlik te leer, deur versigtig alternatiewe scenario's te oorweeg, en deur stelsels en strukture te skep om die bedryf in die beste moontlike posisie te plaas om te oorleef. Ons het bewys dat ons kon luister en leer.

En, laastens – gelukkig kan ons aanpas. Wetende dat ons nie alleen is nie, dat ons 'n sterk fondament het, en dat ons die interne kapasiteit het om te luister en te leer, kon en het ons aangepas. Selfs al was ons onseker oor waarby ons moet aanpas in die langtermyn en hoe om ten beste optimaal aan te pas, het hierdie faktore vir ons die vertoue en krag gegee om mooi te kyk na wat ons het en wat ons kon doen, en na hoe ons ten beste die bedryf kon dien, onder die omstandighede en in die toekoms. Ons was daartoe in staat om nie net wat ons het te onderhou en te beskerm nie, maar ook om die geleentheid te gebruik as 'n stroombreker wat nuwe innovasie kon laat gebeur.

In die jaar onder oorsig, het die Sitrus Akademie geweldige tyd en moeite belê daarin om baie van ons opleidingsmateriaal en programme, insluitend die kortkursusse, te skuif na ons e-opleidingsplatform. Ons het verder ook Sitrus Akademie Beursfondsstudente gehelp en bygestaan om hulle studies voort te sit, en selfs vir hulle geleenthede gebied om virtuele gebeurtenisse by te woon wat verband hou met hulle studievelde. Ons het werksoekers daartoe in staat gestel om met potensiële werkgewers kontak te maak. Ons het aangehou om deel te neem aan loopbaanuitstallings om die sitrusbedryf te bevorder. Ons het belê daarin om ons opleidingsmateriaal op datum te bring, en in die ontwikkeling van materiaal vir bedryfswaardigheidsprogramme. Ons het selfs 'n nuwe program ontwikkel wat besonder daarop gemik was om die bedryf te help om Covid-19 aan te spreek in die werksplek.

Ons trotsste prestasie was egter die suksesvolle implementasie van die vaardighedsontwikkelingsprojek wat verband hou met die SPV se Ekonomiese Transformasie van Swart Produsente program. Hierdie projek behels 'n aantal leerlingskappe en vaardighedsprogramme, en is daarop gemik om meer as 2,000 vaardighedsontwikkeling geleenthede te skep oor sy 3-jaar leeftyd. Dat dit moontlik was om 'n projek van hierdie omvang 'n realiteit te maak op die grond is finale getuienis dat ons die beste kan maak van wat ons het, dat ons kan aanpas by nuwe omstandighede, en dat ons die bedryf sal dien, kom wat wil.

Ek bedank met graagte elke lid van die Sitrus Akademie span, wat bewonderingswaardige vasberadenheid, veerkragtigheid en aanpasbaarheid aan die dag gelê het. #GoTeamCitrus!

Corporate Governance Report

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.

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 Finance and Risk Review Committee, Rajen Govender, are invited to attend board meetings as observers.

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 2021

Two directors, one CGA nominee and the Citrus Industry Trust nominee, were replaced during the year under review.

The following persons served on the board of directors during the year:

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	2020/11/12
CGA	Cornél van der Merwe	2015/03/12	2020/09/08
CGA	Marius Bester	2017/03/09	
CGA	Bennet Malungane	2018/03/22	
CGA	Frikkie Olivier	2020/09/08	
Donors (Citrus Industry Trust)	Hlami Ngwenya	2020/11/12	
Service providers	Vacant		
Additional seat	Vacant		

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

Date	Meeting	Apologies
2020/06/05	Board Coordination Meeting – Covid-19 Planning	Cornél van der Merwe
2020/09/07	Board Meeting	None
2021/03/29	Board Meeting	None

The thirteenth annual general meeting of the Citrus Academy was held via Zoom on Tuesday, the 8th of September 2020.

Financial Office Bearers and Service Providers

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

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. She attended her last board meeting in January 2020.

In December 2019, Jacomien de Klerk was appointed to serve on the council of Fort Cox Agricultural and Forestry Training Institute. She served as a member of the council, a member of the executive committee, a member of the finance and risk committee, and the chairperson of the academic board. She resigned from the council in April 2021.

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. PriceWaterhouseCoopers serves as the company's auditors. The financial manager of the CGA acts as the company secretary of the Citrus Academy. Annual financial statements are drafted and presented to the auditors during the annual audit. Audited financial statements are circulated to members before the annual general meeting.

The annual general meeting is held less than six months after the end of the financial year at a venue accessible to as many members as possible, and at the same time as the annual general meeting of the Citrus Growers' Association.



Jacomien de Klerk
General manager
2005/01/01



Sive Silo
Project coordinator
2015/06/01



Londiwe Ngcobo
Bursary Fund administrator
2010/01/01

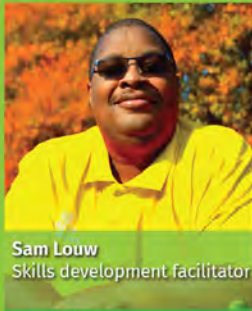


Desiree Schonken
Programme manager
2015/06/01



Candice Burgin
Bursary Fund manager
2010/04/01





Sam Louw
Skills development facilitator
2020/09/01



Nonhle Mbhele
Project coordinator assistant
2018/10/15



Bets De Flamingh
Office administrator
2017/03/01



Angela Phillips
Data manager
2011/02/01



Keshena Maharaj
Accountant
2020/10/01

Bursary Fund Report

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.

Objectives

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

Background

- The Citrus Academy Bursary Fund was established in its current form at the beginning of 2006.
 - Bursaries are awarded to students in citrus-related study fields, divided into three categories, being postgraduate studies, undergraduate studies and BEE bursary support.
 - Students apply for bursaries through the Citrus Academy website.
 - Applications are rated based on relevance of field of study, 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 workplace experience and industry 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.
 - Through the BEE bursary support (BEEBS) category, support is provided to students who are involved with black-owned citrus enterprises.
 - It is aimed at building internal capacity of citrus enterprises that are BEE compliant.
 - Candidates are selected by the enterprise owner or community.
- The Citrus Academy provides support for up to 50% of the learner's study costs.
 - The BEE enterprise undertakes to provide the learner with opportunities to work on the farm during holidays, and employment after they complete their studies.
 - BEE Bursary Support is provided for school and post-school education.



2020/2021 Report

- In the 2020 academic year, sixty bursaries were awarded to students studying at twenty-one institutions across South Africa.
- Seven students joined the Bursary Fund for the first time in 2020.
- Twenty-seven bursaries were awarded in the BEEBS category - twenty-one were awarded to students still at school, two to diploma students, three to students pursuing B degrees and one to a student completing a postgraduate qualification.
- Twenty-four students left the bursary fund at the end of 2020.
- Of the twenty-four students, five completed postgraduate qualifications, eight completed undergraduate qualifications, seven completed matric and four went onto further studies with alternate funding.
- Of the twenty students that graduated at the end of 2020, three were employed in the citrus industry, six were employed in agriculture, the seven students who completed matric are planning on studying further in 2022.
- In the 2021 academic year, fifty-nine bursaries have been awarded to students studying at fourteen institutions across South Africa.
- Seventeen students joined the bursary fund for the first time.
- Nineteen bursaries were awarded to students in the BEEBS category.
- Thirteen BEEBS bursaries were awarded to students still at school, five were awarded to students completing undergraduate qualifications and one was awarded to a student completing a postgraduate qualification.



2020 Top Academic Performers

Thariq Cassim
BTech in Horticulture

70% average

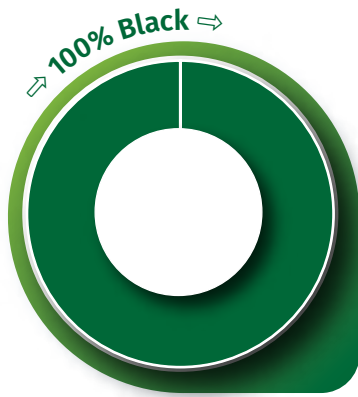
Jannick Nieuwoudt
BSc Plant and Soil Science

76% average

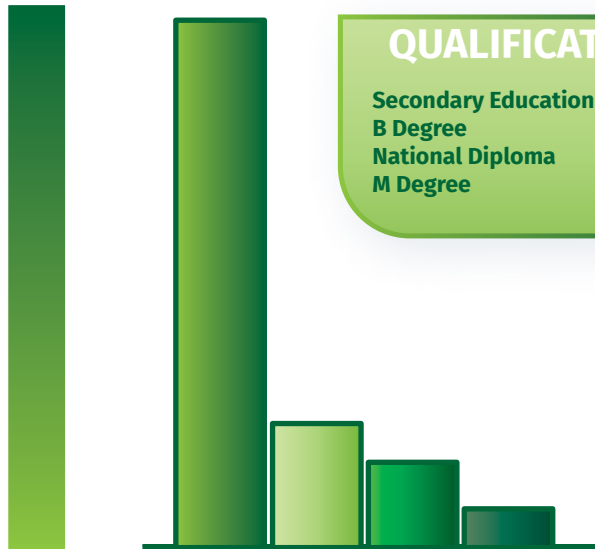
Income & Expenditure

Item	2020 FY	2021 FY
Income		
Bursary Fund income – Citrus Industry Trust	400 000	375 000
Bursary Fund income – AgriSETA	1 344 050	808 456
Bursary Fund income – Industry	1 116 033	1 275 500
Expenditure		
Bursary Fund payments	(2 456 517)	(2 238 513)
Student emergency support	(2 000)	(17 500)
Net surplus / (shortfall)	401 566	202 944

BEEBS



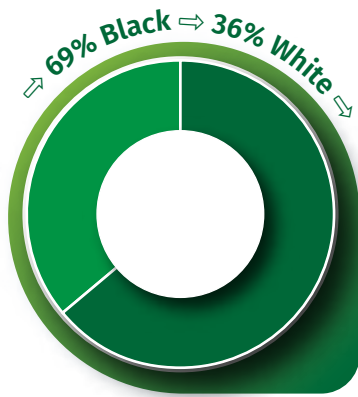
100% South African



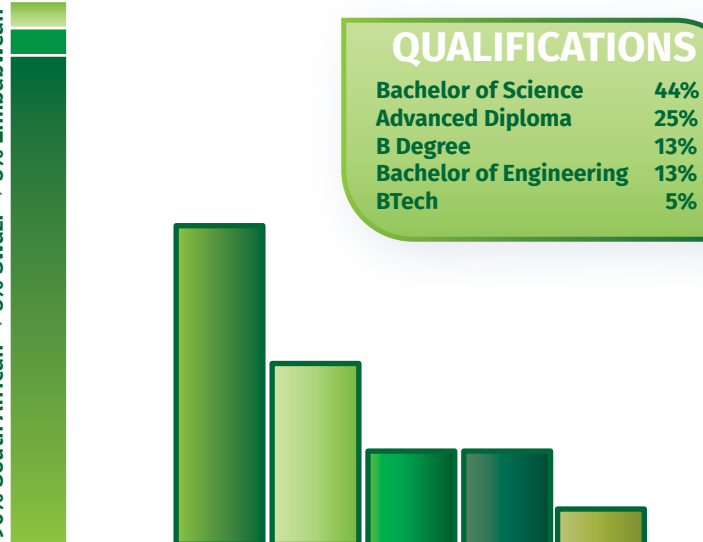
QUALIFICATIONS

Secondary Education	68%
B Degree	16%
National Diploma	11%
M Degree	5%

Undergraduates



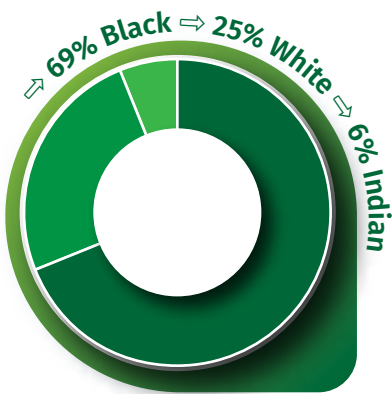
90% South African
5% Swazi
5% Zimbabwean



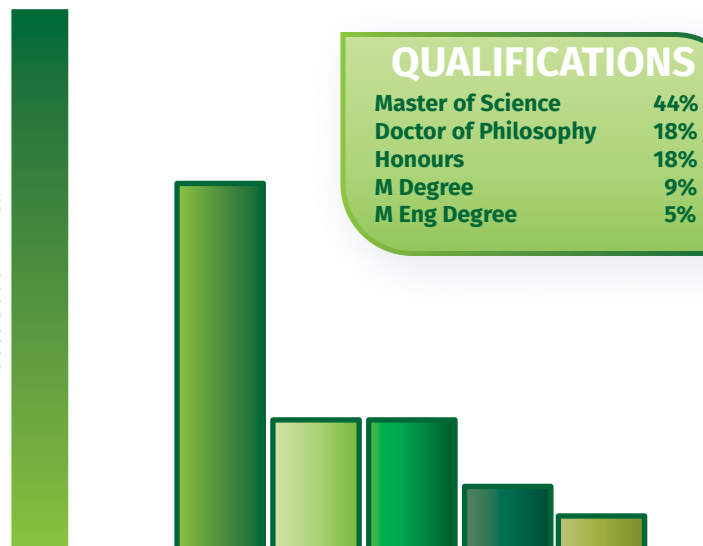
QUALIFICATIONS

Bachelor of Science	44%
Advanced Diploma	25%
B Degree	13%
Bachelor of Engineering	13%
BTech	5%

Postgraduates



100% South African



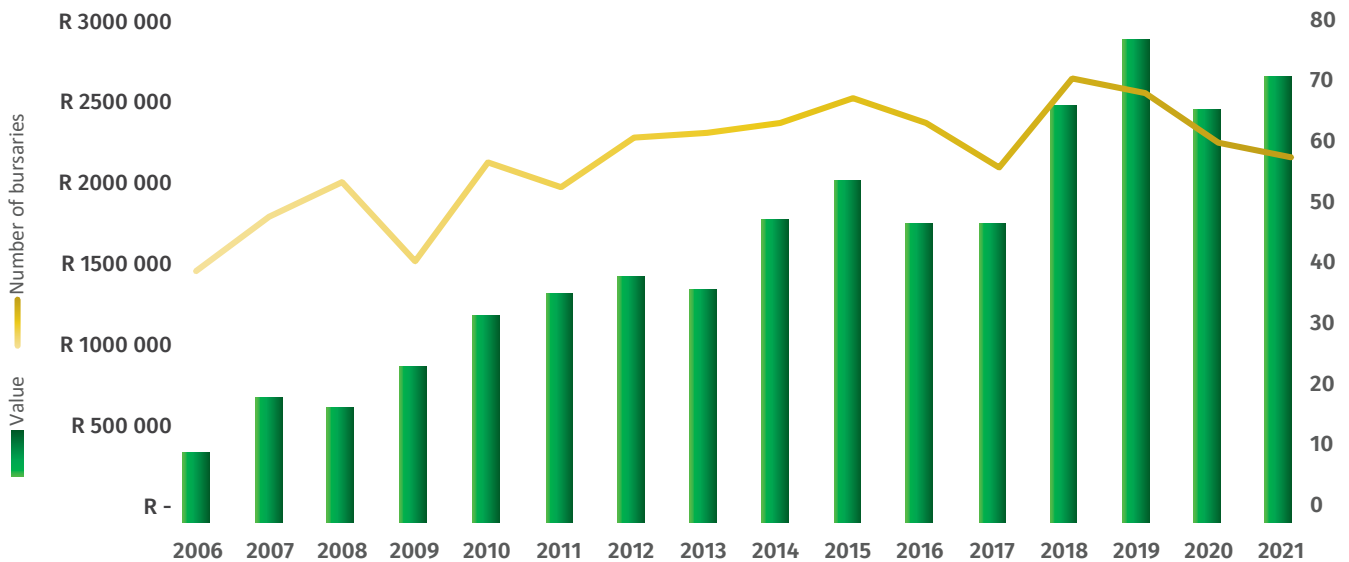
QUALIFICATIONS

Master of Science	44%
Doctor of Philosophy	18%
Honours	18%
M Degree	9%
M Eng Degree	5%

Bursary Fund 2006 - 2021



Bursary Values



2021 Funding Sources



Work Integrated Learning

Vacation work | Internships | Graduate placements

The purpose of the work integrated learning programme is to provide students with opportunities to gain experience and exposure within the citrus industry.

Objectives

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

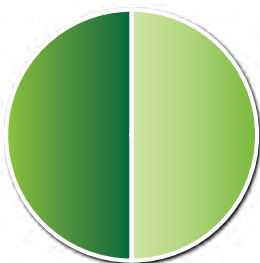
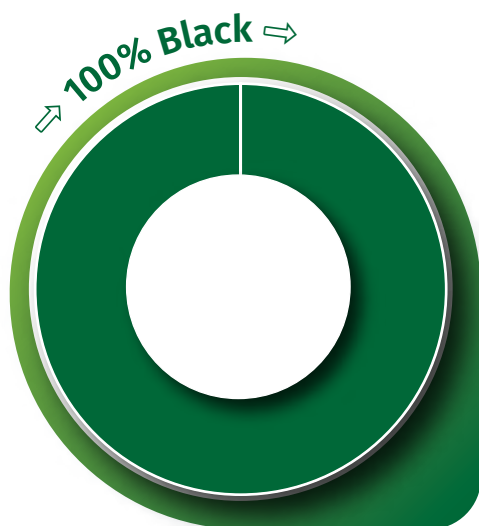
Background

- Work integrated learning includes vacation work, internships and graduate placements.
- Vacation work aims to provide diploma and undergraduate students with opportunities to gain practical experience in citrus industry workplaces.
- All undergraduate and diploma Citrus Academy Bursary Fund students are obligated to do vacation work, usually during the June / July university holidays.
- The Citrus Academy finds placements for students at citrus enterprises related to their field of study, with the aim of providing them with practical experience to apply and augment learnt theory.
- Citrus Academy pay transport costs and, in some cases, accommodation, and provide students with a daily allowance, while employers provide work experience, local transport, and, if possible, accommodation.
- Internships aim to provide students studying towards diplomas with placements at citrus enterprises in order to complete the experiential learning requirement for their qualification.
- An internship can span six or twelve months, depending on the qualifications and the requirements of the academic institution.
- The Citrus Academy finds internships for students at companies in the citrus industry, and provides employers with an amount of funding per month per intern to subsidise salaries.
- Employers provide students with accommodation, transport and practical training to meet the requirements of the academic institution.
- Graduate placements aim to secure temporary placements at citrus enterprises for graduates, so that they can gain work experience and improve their employability.
- Graduates are placed with citrus enterprises, where they are given relevant practical experience and exposure to the industry.
- The Citrus Academy channels funding to the

employer, who uses the funding to subsidise the graduate's monthly remuneration.

- After twelve months of experiential learning, companies have the option of employing the graduate.
- For the internship and graduate placement programmes, the Citrus Academy sources funding from the AgriSETA for South African students, while students from Zimbabwe and Swaziland are funded as part of their bursaries.
- Work integrated learning programmes are aimed mostly at Citrus Academy Bursary Fund students, but assistance is provided to outside candidates on request.
- These programmes present an opportunity for citrus businesses to engage in transformation by nurturing a qualified, competent emerging workforce, while scouting potential candidates for employment.





2020/2021 Report

- There were no vacation work placements during the year under review
- There were no graduate placements during the year under review
- Four students began internships in March 2021
- Each student will be expected to complete 10-12 months of experiential training



Income & Expenditure		
Item	2020 FY	2021 FY
Income		
Internship funding – AgriSETA	67 050	
Graduate placement funding – AgriSETA	(22 500)	
Expenditure		
Internship payments	(95 400)	(7 950)
Vacation work payments		
Daily allowances	(8 160)	
Accommodation	(30 276)	
Travel	(18 355)	
Net surplus / (shortfall)	(107 641)	(7 950)

Company	Location	Students
Internships		
Groep 91 Uitvoer	Letsitele	Thero Mashile
Golden Frontiers Citrus	Hectorspruit	Nkululeko Dlamini
Batlhako Temo Service	Brits	Phuti Maphuto
Riverside Farm	Malelane	Sibongakonke Makhantini

Industry Exposure

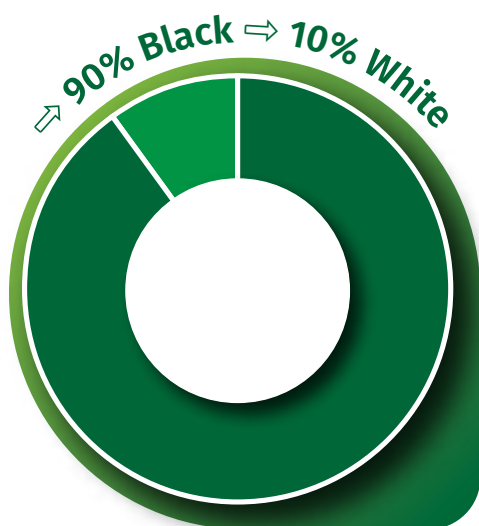
The purpose of the industry exposure programme is to provide Citrus Academy Bursary Fund students with opportunities to gain exposure at conferences, symposiums and other events related to their fields of study.

Objectives

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

Background

- The industry exposure programme was put in place in 2007.
- Students are given opportunities to attend local and overseas events relevant to their field of study.
- Students are able to engage with experts in their fields who are 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.



2020/2021 Report

- The Citrus Research Symposium, PMA Fresh Connections and the CGA Citrus Summit were postponed due to Covid.
- Ten students took part in the CRI Citrus Postharvest Online Workshop



Income & Expenditure		
Item	2020 FY	2021 FY
Expenditure		
Marketing material	7 370	
Participant travel	29 360	
Participant accommodation	4 002	
Registration fees	50 000	2 870
Staff travel	2 881	
Net surplus / (shortfall)	93 614	2 870

Event	Students
CRI Citrus Postharvest Workshop (online) 2021/01/26	Luvuyo Gcaza; Zibuko Marali; Shilombe Mathonsi; Mahlatse Ngomane; Tiphany Nkomo; Tania Pogue; Vanessa Botsime; Prudent Sekgobela; Ntokoza Tsabalala; Yolanda Dyonase

Objectives

Low skills levels

Employment Equity

Scarce & Critical Skills

Industry Transformation

Quality Delivery

Career Awareness

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

Background

- The citrus industry constantly needs to attract 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.

2020/2021 Report

- Citrus Academy took part in two virtual career fairs during the year under review.
- A fifteen-minute video presentation was created for the fairs and Zoom meetings were held with prospective students.



Income & Expenditure

Item	2020 FY	2021 FY
Expenditure		
Marketing material	30 516	
Equipment rental	2 670	
Exhibitor fees	19 000	12 000
Staff travel	19 032	
Staff accommodation	4 828	
Courier costs	3 128	
Total expenditure	79 173	12 000

Event	Venue	Date	Organisers
AgriCareer Connect Virtual – University of Pretoria	Online	2021/10/07	Agrijob
AgriCareer Connect Virtual – University of Stellenbosch	Online	2021/10/15	Agrijob

Pick me!

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

Objectives

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

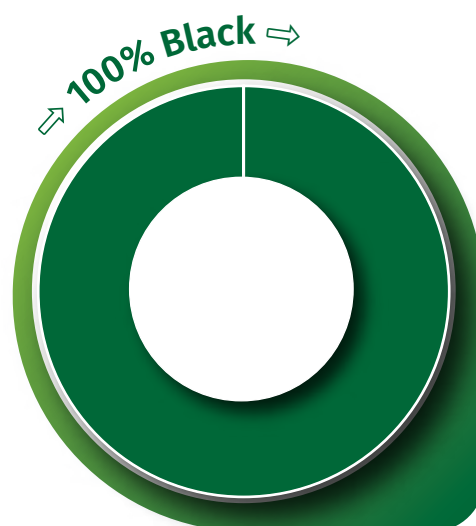
Background

- In 2016, Citrus Academy identified a need for an online information sharing platform that would allow job seekers and companies seeking employees to connect.
- The Pick me! page was created on the Citrus Academy website.
- Bursary Fund graduates and/or candidates with citrus-related qualifications can register as a job seeker by completing the Job Seeker registration form online.
- 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 identifying them as such.
- Interested employers contact job seekers directly and continue with the recruitment process.
- New job seekers are continuously being added.
- Listings appear in two categories, "Pick a Job Seeker" and "Pick an Intern".
- Listings are visible online for one month and candidates have the opportunity to re-register.
- 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.



2020/2021 Report

- The Pick me! online platform was upgraded with the new Citrus Academy website during the year under review.
- There are currently fifteen candidates seeking permanent employment.
- There are currently seventeen candidates seeking internship positions.



21%



79%

Objectives

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

Learning Programmes

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

Background

- The Citrus Academy develops learning programmes to meet specific learning needs.
- The cost of programme development is generally carried by the Academy, while outside funding and course fees fund programme implementation.
- When a need is identified, the viability of programme development is assessed.
- The assessment is based on the strategic importance of the learning programme, its applicability to the wider industry, and the benefit to citrus growers on the whole.
- If it is found that the request has merit, a programme framework is drawn up, indicating the content and implementation strategy for the programme.
- A learning methodology is also designed to meet the needs of the main target groups.
- Learning methodologies include e-learning, short courses, skills programmes and long term (learnership) programmes.
- Programme material includes all required learning and assessment tools.
- In most cases, programme content is developed using Citrus Academy learning material as a basis, although new material may also be developed or sourced.
- Wherever possible, programmes are unit standard aligned and adapted for outcomes-based education.
- Programme development started as far back as 2007 with the Institutional Orientation and Citrus Nursery Worker programmes, which were development and made available at no cost for external implementation.
- Two learnership programmes were developed subsequently, being the Citrus Secondary programme and the Citrus Business Management programme.
- The Citrus Business Management programme has been implemented as a learnership programme in Fort Beaufort and Letsitele.
- Since 2015, e-learning has gained prominence as a learning methodology and has been used for a number of programmes – please see the e-learning report.
- In 2017, the first Citrus Academy short course was launched – please see short courses report.

2020/2021 Report

- In 2020, the Covid-19 Compliance Officer course was launched and delivered through the Zoom platform – please see the Z-learning programmes report.
- Besides learners from the citrus industry, the Covid-19 Compliance Officer programme was attended by many people from other industries.
- Feedback from learners was very positive and this delivery method will be considered for future programmes.
- The programme was subsequently transferred to the e-learning platform, through which learners could certify as a Covid-19 Compliance Officer.
- The Economic Transformation of Black Citrus Growers programme was implemented by the Citrus Growers' Association in 2020 – please see the ETBCG programme report.
- ETBCG programme learning material was finalised during 2020 and used for implementation of contact short courses and learnerships.

Income & Expenditure		
Item	2020 FY	2021 FY
Income		
Short courses	1 610 694	237 930
E-learning programmes	110 000	307 828
Expenditure		
Citrus Business Management programme	(37 125)	
Citrus Secondary programme	(69 448)	
Short courses	(1 622 340)	(209 876)
E-learning programmes	(7 000)	(102 601)
Z-learning programmes		(28 250)
ETBCG programmes		(332 631)
Net surplus / (shortfall)	(15 220)	(127 600)

Available Learning Programmes

Programme Title	Programme Content	Learning Methodology	Programme Alignment
Institutional Orientation	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	Learning material, skills programme	US13936 – Outline the legal environment of a select industry (NQF3)
Citrus Nursery Workers	Introduction to Propagation; Rootstock Propagation; Budding; Introduction to Nursery Practices; Plant Nutrition; Plant Protection; Irrigation and Water Quality	Learning material, skills programme	None
Citrus Business Management	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	Learnership, e-learning	Q66249 – New venture Creation (NQF4)
Citrus Secondary	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	Learnership, e-learning	Q48975 – National Certificate in Plant Production (NQF2) core and elective unit standards
Production short course	Introduction to Citrus Production; The South African Citrus Industry; Citrus Distribution and Production; Citrus Value Chain; Citrus Phenology; Citrus Varieties and Cultivars; Citrus Rootstocks; Propagation of Citrus Trees; Land Preparation and Planting; Irrigation; Citrus Plant Nutrition; Citrus Pruning; Citrus Pest Monitoring (Scouting); Major Citrus Pests; Minor Citrus Pests; Citrus Diseases; Weed Control; Orchard Sanitation; Citrus Harvesting; Citrus Post Harvest Processes	Short course with e-learning competence assessment, e-learning	None
Citrus Packing short course	The South African Citrus Industry; Citrus Types and Cultivars; Citrus Value Chain; Market Specifications; Packhouse Overview; Packhouse Sanitation; Receiving; Initial Processes; Pre-packing Processes; Packing; Inspections; Logistics	Short course with e-learning competence assessment, e-learning	None
Citrus Export Supply Chain short course	The South African Citrus Industry; Citrus Types and Cultivars; The Citrus Cold Chain; Citrus Production and Flow; Supply Chain Operational Overview; Phytosanitary Regulations; Export Documentation Trail; Special Citrus Export Markets; Government Agencies	Short course with e-learning competence assessment, e-learning	None

Available Learning Programmes

Programme Title	Programme Content	Learning Methodology	Programme Alignment
Citrus Business Administration short course	Introduction to the Citrus Industry; Production System Management; Control Inputs and Stocks; Human Resources Management; Basic Financial Management; Marketing	E-learning	US116083 – Illustrate and understand the basic layout of financial statements (NQF2) US116113 – Explain principles of human resources management and practices in agriculture (NQF2) US116115 – Define and understand production systems and production management (NQF2) US116122 – Control inputs and stock in agribusiness (NQF2) US116126 – Apply marketing principles in agriculture (NQF2)
Monitoring and Inspection for Phytosanitary Markets	Introduction; Biology and Life Cycle; Monitoring, Inspection and Grading; Orchard Monitoring; Packhouse Delivery Inspections; Packhouse Online Grading and Sorting	E-learning programme	None
Covid-19 Compliance Officer	Facts about Covid-19 and Vaccination; Regulations and Guidelines; Workplace Risk Management; Critical Control Points and Action; Preparation and Setup; Transport and Access Control; Workspace Arrangements; Person Protection and Hygiene; Communication; At-Risk Persons; Positive Cases; Recordkeeping and Reporting; Non-Compliance	Z-learning programme, e-learning programme	None
Citrus Farm Worker Induction	Introduction to Citrus, Workplace Induction, Citrus Planting, Citrus Pruning, Citrus Picking	Short course	US116113 – Explain principles of human resources management and practices in agriculture (NQF2) US116079 – Monitor the establishment of a crop (NQF2) US116128 – Apply plant manipulation methods (NQF2) US116111 – Harvest agricultural crops: Procedures (NQF2)
Citrus Packhouse Worker Induction	Introduction to Citrus, Workplace Induction, Pre-Sorting and Grading, Packing	Short course	US116113 – Explain principles of human resources management and practices in agriculture (NQF2) US115177 – Pre-sort fruit (NQF2) US115193 – Grade fruit (NQF2) US115178 – Pack fruit (NQF2)

Citrus Short Courses

The purpose of short courses is to provide learners with a high-level understanding of specific aspects of the citrus production system.

Objectives

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

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, presented as a workshop.
- The learning programme development process was followed to create the Citrus Production short course.
- The target group was identified as anybody who needed to develop a better understanding of the citrus production system.
- Course material was developed, covering all aspects of citrus production, from the history of the industry to postharvest processes.
- A resource pack was put together, consisting of the 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 learning programme was implemented in the form of a three-day workshop in citrus-growing regions, presented by an experienced facilitator with extensive experience in citrus production and technical consultation.
- In 2018, the Citrus Business Administration short course was added, aimed at entry-level workers who required more insight in financial and business administration.
- In 2019 the Citrus Packing and the Citrus Export Supply Chain short courses were added.
- The same learning programme development process was followed for all the short courses.

2020/2021 Report

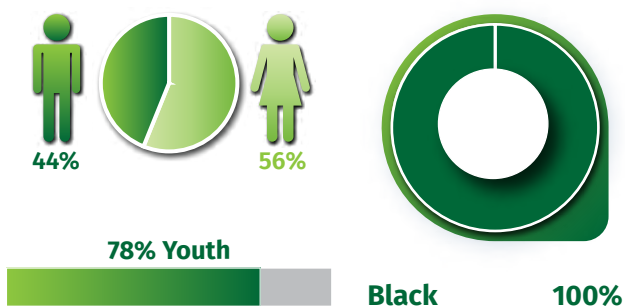
- The Covid-19 pandemic impacted on the number of contact short courses that could be held during the year under review.
- Only three Citrus Production contact short courses were held.
- Funding was secured to sponsor emergent growers to attend the workshops at no cost to themselves.
- Feedback from the learners was very positive, with many of them indicating they would recommend the course to others.
- The site visit remains the highlight of workshops, giving learners a practical context for what they learned in the classroom.
- All four short course programmes were transferred to the e-learning platform to ensure that programmes remain accessible and available to the industry – please see the e-learning programmes report.



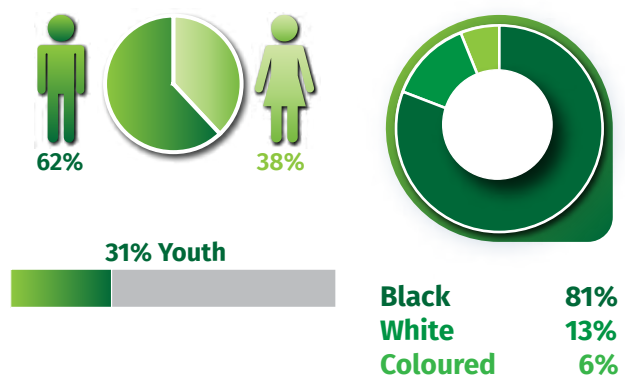
Short Course Title	Presenter	Duration	Commencement Date	Courses Presented to Date
Citrus Production	Clive Pountney	2 days classroom, 1 day site visit (orchard)	2018/10/24	23
Citrus Business Administration	Scientific Roets	4 days classroom	2019/03/26	12
Citrus Export Supply Chain	Andrew Connell	2 days classroom, 1 day site visit (harbour)	2019/10/09	6
Citrus Packing	Mooipraatjies	2 days classroom, 1 day site visit (packhouse)	2020/02/19	2



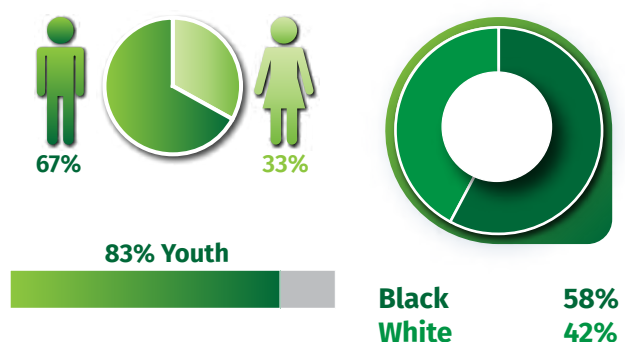
210127-29 Pietermaritzburg



210203-05 Sun Orange Farms



210303-05 Nelspruit



Income & Expenditure

Item	2020 FY	2021 FY
Income		
Resource packs sales	21 994	25 705
Course fees	1 365 200	144 250
Sponsorship	223 500	67 975
Expenditure		
Development	(85 032)	
Learning material printing	(86 014)	(13 293)
Marketing material	(4 000)	
Resource pack costs	(259 559)	(3 917)
Participant accommodation	(3 200)	(21 522)
Facilitation	(415 826)	(87 200)
Facilitator accommodation	(72 264)	(16 194)
Facilitator travel costs	(152 979)	(12 217)
Assessment	(128 100)	(19 570)
Conferencing	(285 420)	(23 026)
Field trips	(8 750)	
Staff travel	(68 090)	(12 440)
Staff accommodation	(37 632)	
Courier costs	(15 475)	(497)
Net surplus / (shortfall)	(11 647)	28 054

E-Learning Programmes

The purpose of e-learning programme development is to make quality learning opportunities accessible through our e-learning platform to learners everywhere

Objectives

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

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 contact 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.
- Most of the programmes that are on the e-learning platform were originally developed as learning programmes for contact delivery.
- Learners can use notebook computers or a smart device able to connect to the internet.
- Participation in the e-learning programmes was initially slow but increased gradually as learners became more familiar with the system.
- From 2019 the e-learning platform was used to enable the online competency assessment of learners who attended short courses.
- In these cases, the e-learning platform also acts as an additional learning resource for learners.

2020/2021 Report

- The Covid-19 pandemic placed even greater emphasis on the need for enabling learning through remote platforms.
- To enable accessibility to Citrus Academy short courses despite the unavailability of contact workshops due to the pandemic, all four short courses were converted to e-learning programmes.
- Learners now have the option to do whole short courses online, or to do only the competence assessment if they attended a contact short course.
- To keep up with trends in technology and training, the learner management system was migrated

to an upgraded, more user-friendly version of Canvas that also meets SETA requirements for online platforms.

- Awareness of the Academy's online value-offering was increased through sustained promotion, both in print and social media.
- There was a satisfying increase in e-learning enrolments, with even some enquiries from international learners.
- The Academy expanded its e-learning scope to the broader fruit industry by developing an online certification programme, supplementary to the audio-visual modules for Monitoring and Inspection for Phytosanitary Markets for the deciduous fruit industry.
- In terms of the development pipeline, a project was initiated to update and modularise the Citrus Business Management (CBM) Programme in order to comply with ServicesSETA regulations for e-learning certification.
- This will enable learners who successfully complete the CBM programme online, or participate in the CBM learnership in their workplaces, to achieve the New Venture Creation NQF4 qualification (US66249) on which the CBM programme is based.

Income & Expenditure		
Item	2020 FY	2021 FY
Income		
Resource packs sales	400	200
E-learning fees	109 600	302 484
Expenditure		
E-learning development	(7 000)	(44 206)
Content conversion		(36 600)
Assessment costs		(1 750)
Resources		(4 054)
Staff travel		(7 777)
Staff accommodation		(1 130)
Courier costs		(1 940)
Net surplus / (shortfall)	103 000	205 227

Citrus Business Administration Short Course



Citrus Industry Technical Induction Programme



Citrus Production Short Course



Covid-19 Compliance Officer Training



Monitoring and Inspection for Phytosanitary Markets – Citrus Certification



Available E-learning Programmes

Programme Title	Programme Description
Citrus Business Administration (EL-CBA)	Aimed at anyone involved in the citrus production system who is looking to improve their skills in financial accounting (including budgeting), stock management, human resource management, production management and marketing.
Citrus Export Supply Chain Short Course (EL-CESC)	Examines each aspect of this chain, the roles of the service providers (cold stores, fruit terminals, export agents, shipping agents, etc.) in the chain, the importance of meeting market requirements, the role of inspections, the requirements for special markets, the documentation involved in each step of the chain, and the best practices for ensuring that fruit arrives in the overseas markets in the best possible condition.
Citrus Industry Technical Induction (EL-CII)	Specifically for those who are new to the citrus industry, and whose responsibilities require for them to have a sound understanding of the technical aspects of the citrus value system, with particular focus on the production process.
Citrus Packing Short Course (EL-CPa)	Designed to provide learners with the opportunity to obtain a high-level understanding of all aspects of packhouse processes including how fruit is received, treated, sorted and packed, the importance of meeting market requirements, and the processes involved in maintaining traceability and food safety.
Citrus Production Short Course (EL-CPr)	The content covered in this programme includes all aspects of citrus production, including the history of the industry, the roles of industry organisations, citrus production practices, and the citrus export value chain and overview of the packing and export process.
Covid-19 Compliance Officer Training (EL-CCO)	The objective of this programme is to ensure that the Covid-19 compliance officers responsible for the implementation of and compliance with Covid-19 guidelines in the workplace are informed on procedure and practice.
Monitoring and Inspection for Phytosanitary Markets – Citrus (EL-MIPM)	Tests orchard monitors and packhouse inspectors on their knowledge and understanding of the systems and protocols the citrus industry has implemented for the monitoring and inspection for infestation of pest insects, in particular false codling moth (FCM) and fruit fly that are of particular concern to sensitive export markets.
Monitoring and Inspection for Phytosanitary Markets – Stone Fruit (EL-HORT)	Tests orchard monitors and packhouse inspectors on their knowledge and understanding of the systems and protocols the stonefruit industry has implemented for the monitoring and inspection for infestation of pest insects, in particular false codling moth (FCM) and fruit fly that are of particular concern to sensitive export markets.

Objectives

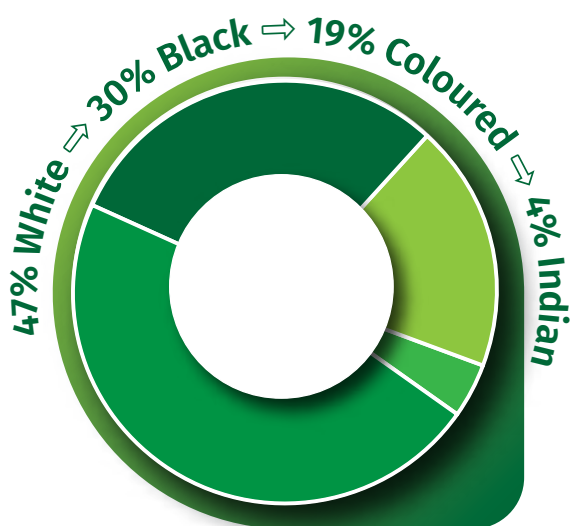
Low skills levels
Employment Equity
Scarce & Critical Skills
Industry Transformation
Quality Delivery

Z-Learning Programmes

The purpose of z-learning programme development is to make quality learning opportunities accessible to learners everywhere using Zoom.

Background

- The Covid-19 pandemic that started in January 2020 changed the way the world connected and worked together.
- One of the areas in which there were great advances was virtual meeting platforms.
- When it became necessary to implement programmes that are remotely accessible but still interactive, the Citrus Academy identified the Zoom Meetings platform as the most suitable for this purpose.
- The advantages of using Zoom as a learning delivery platform are that the programme can be attended from anywhere, the delivery costs are low, group size does not have to be limited, the programme can be adapted to each group of learners, a programme of reasonable size and complexity can be delivered in a relatively short period, and the delivery is still interactive even while it is remote.



2020/2021 Report

- Over the months of April and May 2020 the government released various regulations and guidelines for workplaces to assist with managing and mitigating the risk of Covid-19 transmission in the workplace.
- One of the regulatory requirements was that every workplace had to appoint a Covid-19 compliance officer, responsible for implementing workplace mitigation measures.
- The Citrus Academy assisted by developing workplace implementation guidelines and resources for workplaces in the citrus industry.
- In June 2020 the Citrus Academy developed a Covid-19 Compliance Officer training programme.
- The programme was aimed at providing assistance and guidance to those responsible for implementing Covid-19 workplace regulations.
- Please see the learning programme content table for details on the programme content.
- Twenty-eight workshops were held between June and August 2020, with 276 people attending.
- The Z-learning programme was made available at no cost.
- In August 2020, the last Z-learning programme was recorded, uploaded to YouTube, and an e-learning programme was developed based on the recording.

Income & Expenditure		
Item	2020 FY	2021 FY
Expenditure		
Z-learning development	2 250	(2 238 513)
Facilitation	26 000	(17 500)
Total expenditure	28 250	202 944

ETBCG Programme

The purpose of the skills development project related to the economic transformation of black citrus growers programme is to support beneficiaries and surrounding communities through capacity building to ensure that maximum benefit is derived from the financial support provided by the programme.

Objectives

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

Background

- The Citrus Growers' Association (CGA) initiated a programme to provide grant and loan funding to black-owned citrus enterprises.
- This will be used to fund the establishment of new orchards, the rehabilitation of existing orchards, infrastructure development (including building new and rehabilitating existing packhouses), equipment purchases, and production costs for new orchards.
- To this, skills development initiatives were added to ensure that new and existing employees of beneficiaries have the necessary skills and capacity.
- In 2019 an application was made to the AgriSETA for funding the skills development initiatives related to the programme.
- In October 2019 an agreement was signed between the CGA and the AgriSETA for funding amounting to R12 988 585, for learnerships, skills programmes and bursaries that will be implemented over the duration of the project, from April 2020 to March 2023.
- The CGA is responsible for the overall implementation, management and oversight of the project, and has engaged the Citrus Academy to be the implementation agent for the skills development initiatives.
- A service provider with the necessary capacity, expertise and accreditation was identified to implement the learnerships and skills programmes related to the project.
- The service provider, Scientific Roets (Pty) Ltd, is accredited through the ServicesSETA and the AgriSETA, and has programme approval for New Venture Creation NQF4.
- The Citrus Academy made available learning material and resources for the planned learnerships and skills programmes.

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- Learning material was developed for all learnerships and skills programmes, and branded for the ETBCG programme.
- Once applications for the programme opened, implementation sites for skills development initiatives were identified, as Fort Beaufort and Sundays River Valley in the Eastern Cape, Brits in the North-West province, Nkweleni in KwaZulu-Natal, and Thohoyandou in Limpopo.
- By October 2020 specific agreements were in place with the AgriSETA for five plant production learnerships, five Citrus Business Administration skills programmes and ten bursaries.
- Payment tranches are in accordance with the signed AgriSETA learnership and skills programme agreements.
- Recruitment and selection commenced in October 2020 for the plant production learnerships.
- A recruitment roadshow was held from the 9th to 19th November 2020 across all five training areas for the plant production learnerships and the Citrus Business Administration skills programme.
- All ten bursary recipients were identified through the Citrus Academy's Bursary Fund application process.
- Plant production NQF2 learnerships started in Fort Beaufort, Nkweleni and Brits in November, and in Thohoyandou and the Sundays River Valley in January 2021, with 25 learners in each programme.
- The second wave of Covid-19 infections and level 3 lockdown during December 2020 and January 2021 interrupted planned training for January 2021.
- Our training service provider, Scientific Roets, implemented a remote learning strategy from February to March 2021 for the learnerships.
- Learners were issued with learning material and were supported via telephone calls and WhatsApp groups.
- Planning was in place to implement Citrus Business Administration skills programmes at all five sites in the first quarter of 2021, but this was postponed to March 2021 in Brits, Hebron (Brits), Nkweleni and Sundays River Valley. The final skills programme in Thohoyandou was scheduled for April 2021.

Economic Transformation of Black Citrus Growers Programmes

Programme Title	Qual / US ID	Qual / US Title	NQF Level	Credits
Learnerships				
Citrus Business Management	Qual 66249	Further Education and Training Certificate: New Venture Creation	4	149
National Certificate: Plant Production	Qual 48975	National Certificate: Plant Production	2	120
Skills Programmes				
<i>Citrus Business Administration programme</i>				10
Production systems (CBA)	US 116115	Define and understand production systems and production management	2	2
Stock control (CBA)	US 116122	Control inputs and stock in agribusiness	2	2
Financial management (CBA)	US 116083	Illustrate and understand the basic layout of financial statements	2	2
Human resource management (CBA)	US 116113	Explain principles of human resources management and practices in agriculture	2	2
Marketing (CBA)	US 116126	Apply marketing principles in agriculture	2	2
<i>Farm worker programme</i>				14
Farm worker induction and orientation	US 116113	Explain principles of human resources management and practices in agriculture	2	2
Citrus planting	US 116079	Monitor the establishment of a crop	2	4
Citrus pruning	US 116128	Apply plant manipulation methods	2	4
Citrus picking	US 116111	Harvest agricultural crops: Procedures	2	4
<i>Packhouse worker programme</i>				15
Packhouse worker induction and orientation	US 116113	Explain principles of human resources management and practices in agriculture	2	2
Citrus sorting	US 115177	Pre-sort fruit	2	3
Citrus grading	US 115193	Grade fruit	2	5
Citrus packing	US 115178	Pack fruit	2	5



Citrus Growers' Economic Transformation Project

Income & Expenditure	
Item	2020 FY
Expenditure	
Material and programme development	298 000
Staff travel	22 706
Staff accommodation	9 875
Courier costs	2 050
Net surplus / (shortfall)	332 631

ETBCG Programme Details

Area	Start Date	Gender		Employment Status	Demographic	Total Learners
Fort Beaufort	02/11/2020	 56%	 44%	100% Unemployed	100% Black	25
Brits	02/11/2020	 60%	 40%	100% Unemployed	100% Black	25
Nkweleni	02/11/2020	 68%	 32%	100% Unemployed	100% Black	25
Thohoyandou	08/02/2021	 68%	 32%	100% Unemployed	100% Black	25
Sundays River Valley	08/02/2021	 68%	 32%	100% Unemployed	100% Black	22
Sub-Total						12
Brits (Hebron)	08/03/2021	 38%	 62%	100% Unemployed	100% Black	29
Brits	15/03/2021	 40%	 60%	100% Unemployed	100% Black	32
Nkweleni	22/03/2021	 42%	 58%	100% Unemployed	100% Black	14
Sundays River Valley	22/03/2021	 42%	 58%	100% Unemployed	100% Black	31
Sub-Total						106

Objectives

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

Audio-visual Media

The purpose of audio-visual learning media development is to make available efficient and effective learning tools that are accessible to learners at all levels.

Background

- In 2008 the need was identified for developing learning tools to enable a wide range of groups to learn about the citrus cold chain.
- Audio-visual learning tools were considered to be the most efficient and effective means of transferring knowledge and skills.
- The development of the Citrus Postharvest Series was undertaken as a joint initiative between a number of industry role-players.
- A content framework was developed, aimed at workers at different levels.
- Learning modules were included for training seasonal and permanent workers, and 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 are available on USB and can be viewed on the Citrus Academy YouTube channel.
- Learner guides and resources are available for download from the Citrus Resource Warehouse.

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- The Citrus Academy assisted the deciduous fruit industry and the pomegranate industry to develop audio-visual modules for Monitoring and Inspection for Phytosanitary Markets, in line with the module developed for citrus in 2019.
- Audio-visual modules were mostly accessed through the Citrus Academy YouTube channel and downloaded from the Citrus Resource Warehouse.
- Planning for the development of the Citrus Irrigation and Citrus Packhouse series were finalised.



Income & Expenditure		
Item	2020 FY	2021 FY
Income		
Development fee	242 000	631 300
Audio-visual sales	1 230	
Expenditure		
Content development	(5 755)	
Filming and production	(256 800)	(523 625)
Learning material	(2 000)	(15 920)
Replication	(38 596)	
Staff travel	(39 803)	(40 428)
Staff accommodation	(16 165)	(11 159)
Net surplus / (shortfall)	(115 890)	40 168

Audio-visual Series Details

Series Details	Content Summary
Citrus Postharvest Series / Sitrus Na-Oes Reeks Developed in 2010 Funded by Post-Harvest Innovation Fund, Engen and AgriSETA Target groups are citrus growers, citrus packhouses, 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
Integrated Pest Management for Citrus Developed in 2011 Funded by AgriSETA Target groups are citrus growers, extension officers, training service providers	1: Introduction to IPM; 2: Citrus Pest Monitoring; 3: Pre-Harvest Blemish Analysis; 4: Interpreting Monitoring Results
Citrus Harvesting / Sitrus Oeswerk Developed in 2012 Target groups are citrus growers, extension officers, training service providers	1: Citrus Value Chain; 2: Orchard Sanitation; 3: Picking Practices; 4: Picking Supervision
Citrus Packing / Sitrus Verpakking Developed in 2013 Target groups are citrus packhouses, 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
Citrus Planting Management Developed in 2015 Funded by AgriSETA Target groups are citrus growers, extension officers, training service providers, students	1: Introduction to Planting Management; 2: Citrus Types, Cultivars and Rootstocks; 3: Orchard Layout and Planning; 4: Orchard Establishment; 5: Orchard Recordkeeping

Audio-visual Series Details

Series Details	Content Summary
Citrus Pruning Developed in 2016 Funded by AgriSETA and Felco Target groups are citrus growers, extension officers, training service providers	1: Pruning Principles; 2: Pruning Equipment; 3: Pruning Practices
Citrus Propagation Developed in 2016 Funded by AgriSETA, Du Roi and Citrogold Target groups are citrus nurseries, citrus growers, extension officers, training service providers	1: Citrus Propagation Requirements; 2: Citrus Propagation Practices; 3: Citrus Rootstocks (2018)
Plant Structures and Functions Developed in 2016 Funded by AgriSETA and Villa Target groups are citrus nurseries, citrus growers, extension officers, training service providers, academic institutions	Plant structures and functions
Safe Handling of Agrochemicals Developed in 2019 Funded by Villa Target groups are citrus nurseries, citrus growers, extension officers, training service providers, academic institutions	1: General Safety; 2. Agrochemical Storage; 3. Agrochemical Application Principles
Monitoring and Inspection for Phytosanitary Markets – Citrus Developed in 2019 Funded by Post-Harvest Innovation Fund through Citrus Research International Target groups are citrus growers, citrus packhouses, extension officers	1.False Codling Moth and Fruit Fly
Monitoring and Inspection for Phytosanitary Markets – Stone Fruit Developed in 2020 Funded by Post-Harvest Innovation Fund through Hortgro	1.False Codling Moth and Fruit Fly
Monitoring and Inspection for Phytosanitary Markets – Pomegranates Developed in 2020 Funded by Post-Harvest Innovation Fund through Pomasa Target groups are pomegranate growers, pomegranate packhouses, extension officers	1.False Codling Moth

Production Learning Material

The purpose of production learning material development is to make available quality, up-to-date learning resources aligned with unit standards contained in plant production qualifications.

Objectives

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

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 Resource Warehouse website.
- 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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- The current production learning material was used in developing the production e-learning material, with amendments being made where necessary.
- A project was initiated to update the production learning material to bring it in line with the latest formats and approaches to assessment.
- The project will be concluded in the next financial year.
- Learning modules on the same subject at different NQF-levels were consolidated into single sets as the basis for e-learning production modules.
- The occupational qualification Horticultural Farm Foreman was registered in the year under review.
- A project for developing learning material for the knowledge modules of the qualification will be undertaken in the next financial year.



Income & Expenditure

Item	2020 FY	2021 FY
Expenditure		
Learning material development	145 400	121 500
Learning material development	9 200	241 000
Net surplus / (shortfall)	154 600	362 500

Production Learning Materials

Skills area	Unit standards			
	NQF 2	NQF 3	NQF 4	NQF 5
Agrochemical Storage	116065			
Conservation	116121	116263	116303	116425
Crop Establishment	116079			
Crop Protection Application	116125			
Enterprise Selection, Planning and Establishment	116081 & 116127	116214 & 116274	116293 & 116309	116337 & 116324
Financial Management	116083			
Food Safety	116070	116271	116278	116419
Fruit Grading	115193			
Fruit Packing	115178			
Fruit Sorting	115177			
Harvesting	116111	116268	116297	116373
Human Resources	116113			
Industry Overview			116286	
Irrigation	116066	116266	116317	116414
Marketing	116126	116259	116684	10050
Pests, Diseases and Weeds	116124	116265	116301	116429
Plant Functions and Structures	116057			
Plant Manipulation	116128	116264	116305	116409
Plant Nutrition and Soil Management	116053	116267	116311	116371
Plant Propagation	116119	116220	116316	
Production Management	116115	116218	116288	116426
Repairs and Maintenance	116060			
Stock Control	116122			
Water Quality	116077	116212	116322	



Citrus Resource Warehouse

The purpose of the Citrus Resource Warehouse is to create, develop and maintain a central, current, searchable knowledgebase where a wide variety of resources related to citrus production in Southern Africa can be accessed.

Objectives

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

Background

- In 2015 the need for an online, comprehensive information source was identified, mostly for the purpose 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.
- Electronic 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.
- Citrus Academy audio-visual modules can be downloaded at no cost from the members' section.
- The CRW website is curated and moderated by Citrus Academy.

Income & Expenditure		
Item	2020 FY	2021 FY
Expenditure		
Website development	1 950	
Website maintenance	13 443	14 158
Content development	975	
Net surplus / (shortfall)	16 368	14 158

2020/2021 Report

- The Citrus Resource Warehouse was maintained and expanded in the year under review.
- New articles, newsletters, reports and other relevant documents are continuously being added.
- Around 7,000 documents are currently stored in the Citrus Resource Warehouse.
- Various documents relating to the Covid-19 pandemic, including regulations, guidelines and workplace resources, were made available in the public section of the website.
- A decision was taken by the Board of Directors to limit membership access to citrus growers, packhouses and CGA group employees only.
- Up to the end of the reporting period, two hundred and seven membership applications have been approved.



AV Series Title
Monitoring and Inspection for Phytosanitary Markets / Monitering en Inspeksie vir Fitosanitiere Markte
IPM for Citrus
Citrus Harvesting
Citrus Packing
Citrus Planting Management
Citrus Pruning
Citrus Plant Propagation
Citrus Plant Structures and Functions
Safe Handling of Agrochemicals

Document Categories and Content

Category	Sub-Categories
Covid-19	CGA Covid-19 Memos; Covid-19 Workplace Resources
Internal Citrus Industry Organisation Publications	Annual Reports; CGA Roadshow and Citrus Summit Presentations; Other Publications; CRI Postharvest Workshop Presentations
Newsletters	CGA – From the Desk of the CEO; CGA – Citrus Summit Circulars; CGA – Global Citrus Scan; CGA – SHAFTE Graphs; 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
Citrus Production Best Practice Handbook	Workflow 0 – Introduction; Workflow 1 – Visioning, Planning, Measuring and Leading; Workflow 2 – Operational Guidance and Execution; Workflow 3 – Production – Basic Farming Practices; Workflow 4 – Picking; Workflow 5 – Product Quality; Workflow 6 – Health and Safety; Workflow 7 – Maintenance and Asset Care; Workflow 8 – Procurement; Workflow 9 – Administrative Excellence; Workflow 10 – Institutional Effectiveness; Workflow 11 – Value Chain Alignment; Workflow 12 – Problem Solving; Workflow 13 – Improvement Projects; Workflow 14 – Training



Abridged Income Statement

	2020 Actual	2021 Budget	2021 Actual	2022 Budget
Revenue				
Services rendered	4 446 176	5 104 960	5 118 960	8 030 000
Operating income	4 894 575	5 677 500	3 636 014	6 120 000
Bursary funding received	2 860 083	3 283 000	2 458 956	2 550 000
Academic awards sponsorship		25 000		25 000
Experiential learning funding	44 550			238 500
Industry Exposure Programme sponsorship				337 500
Study Tours income	26 018			
Short courses income	1 610 694	1 035 000	237 930	1 245 000
Programmes income	110 000	884 500	307 828	874 000
AV series income	243 230	450 000	631 300	600 000
Learning medial development income				250 000
Other income	100 352	106 000	227 010	180 000
Cost recovery	100 352	106 000	204 500	180 000
Profit / (Loss) on Fixed Assets			22 510	
Operating expenses	(5 105 656)	(5 470 600)	(3 943 057)	(8 079 750)
Bursary funding paid out	2 456 517	3 150 000	2 238 513	2 575 000
Academic awards costs	5 000	25 000		25 000
Experiential learning payments	154 191	20 000	25 450	402 640
Career Fair costs	79 173	24 000	12 000	58 000
Citrus Resource Warehouse costs	16 368	25 200	14 158	24 000
Orange Heart Fruit Drive costs			23 077	
Economic Transformation of Black Citrus Growers programme costs			332 631	239 000
Industry Exposure Programme costs	93 614		2 870	341 000
Study Tours costs	51 161			
Learning programme costs	106 573		28 250	24 000
Short courses costs	1 622 340	858 300	209 876	1 058 220
E-learning programmes costs	7 000	671 100	102 601	805 490
AV series costs	359 120	437 000	591 132	1 897 400
Production Learning Material costs	154 600	260 000	362 500	250 000
Occupational Qualifications Learning Media costs				380 000
Administration expenses	(4 498 640)	(5 209 623)	(4 913 214)	(5 931 386)
Accommodation, entertainment and travel costs	405 678	105 250	43 562	126 000
Accounting fees	33 685	35 000	35 700	40 000
Bank charges	15 856	18 000	13 688	18 000
Communication and computer expenses	212 375	339 200	332 674	330 800
Depreciation	37 336		51 278	
Donations			5 562	
Directors' meeting expenses	30 726	45 000	1 000	40 000
Insurance		8 000		8 000
Marketing expenses	74 110	86 000	25 727	92 000
Office expenses	285 889	392 200	441 641	431 400
Printing and stationery	17 622	24 000	39 997	30 000
Professional fees	59 694	36 000	15 170	52 000
Staff costs	3 325 668	4 117 373	3 907 217	4 759 586
Subscriptions and resources		3 600		3 600
Net profit / (loss)	(163 194)	208 237	125 713	318 864

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 documents for references to what interests you
- Download documents in searchable PDF format
- Download Citrus Academy audio-visual modules

User account and other queries: talk2us@crw.org.za

Get in Touch!

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

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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