



**ANNUAL
REPORT
2008**

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In 2005 the citrus industry took the initiative of establishing the Citrus Academy as a division of the Citrus Growers' Association of Southern Africa (CGA). By April 2007 this initiative had matured to the point that the Citrus Academy was established as a separate Section 21 company. It is my privilege to report on the activities of the Academy in its first year of existence as an independent entity.

The main purpose of the Academy remains to create and promote an enabling environment for skills development within the citrus industry. The primary source of funding for the activities of the Citrus Academy is the CGA, which in turn receives income from grower levies. The CGA, as represented by its board, therefore has a critically supportive role in the functioning of the Citrus Academy, ensuring that it proceeds in the best interest of the broader South African citrus industry. Important support has also come from the Citrus Industry Trust, which over the past number of years has provided most of the student bursary funding administered by the Academy.

The Academy was tasked with addressing four major challenges in the industry: the generally low skills level on farms, the scarce and critical skills situation, employment equity, and land transition.

The Department of Labour estimates that there is currently a shortage of 220,000 farm workers in the South African agricultural sector. Agriculture has traditionally employed a disproportionate number of unskilled and illiterate workers, which presents a very special challenge to the sector. Low skills levels in the citrus industry is being addressed by the Citrus Academy developing and making available, level-appropriate, commodity-specific learning material and learning programs. With this material as a base, the Citrus Academy is endeavouring to ensure that accredited service providers are able to implement effective learning.

In recent years, the number of students coming through the higher education system with science degrees has not been keeping up with demand. This has led to a shortage of qualified and skilled people in a number of fields that are crucial to the ongoing competitiveness of the South African citrus industry. The Citrus Academy is addressing this challenge through providing bursaries to students for both undergraduate and postgraduate studies, thereby attracting talent to the industry and hopefully ensuring an ongoing supply of young scientists.



Mark Fry

Scarce and critical skills on farms are being addressed through the Academy's representation on the Primary Sub-Sector Committee of the AgriSETA.

Employment equity is a legal imperative that many producers are facing. The Citrus Academy Bursary Fund is identifying promising students and working to equip them with the skills, knowledge and experience that will enable them to take up management positions on citrus farms earlier in their careers.

Finally, land transition has developed into probably the biggest change factor in South African agriculture. Land transition refers to both land restitution and black economic empowerment initiatives. The task of ensuring that production is

maintained when land is transferred is a multi-disciplinary one, requiring the cooperation of a wide range of institutions. The Citrus Academy, in many instances, plays its part by assisting old and new land owners with advice and skills planning and implementation, and by providing the learning tools necessary for effective skills transfer.

Five years ago these four challenges were identified by industry role-players as threats to the sustainability of the South African citrus industry. In the short space of three years, the Citrus Academy has tackled these threats head-on and is turning them into opportunities that should see the citrus industry much better placed to face the challenges brought about by the changing face of agriculture in South Africa. In fact, because of the initiatives of the Citrus Academy, amongst others, where skills development is concerned the citrus industry is presently being regarded as one of the more progressive and proactive industries in the sector.

As chairperson I would like to thank the small but very dedicated staff of the Citrus Academy and the people from within the industry who have volunteered their time on the board. Jacomien de Klerk specifically has been the driving force in getting the Citrus Academy on the road and the tangible skills development in the industry is a testament to her efforts. Now that a foundation has been laid, we look forward to further innovations from the Citrus Academy in the future.

In 2005 het die sitrus industrie die inisiatief geneem om die Sitrus Akademie in die lewe te roep as 'n afdeling van die Sitrus Produsente Vereniging van Suider-Afrika (CGA). Teen April 2007 het hierdie inisiatief volwassenheid bereik met die stigting van die Sitrus Akademie as 'n aparte Seksie 21 maatskappy. Dit is my voorreg om verslag te doen oor die aktiwiteite van die Akademie in hul eerste jaar van bestaan as 'n onafhanklike entiteit.

Die hoofdoelwit van die Akademie is steeds om 'n gunstige omgewing vir vaardigheidsontwikkeling te skep binne die sitrus industrie. Die primêre bron van befondsing van die aktiwiteite van die Sitrus Akademie is die CGA, wat op sy beurt inkomste ontvang in die vorm van produsente heffings. Vir hierdie rede speel die CGA, verteenwoordig deur die raad van direkteure, 'n krities belangrike ondersteunende rol in die werk van die Sitrus Akademie, en verseker dat dit voortgaan in die beste belang van die breër Suid-Afrikaanse sitrus industrie. Belangrike ondersteuning het ook gekom van die kant van die Sitrus Industrie Trust, wat oor die laaste paar jaar die grootste deel van die beurs befondsing wat deur die Akademie geadministreer word, verskaf het.

Die Akademie is die taak opgelê om vier groot uitdagings in die industrie aan te spreek: die algemene lae vaardigheidsvlakke op plase, die skaars en kritiese vaardigheid situasie, indiensnemingsgelykheid, en landbesit oordrag.

Die Departement van Arbeid reken dat daar huidige 'n tekort van 220,000 plaaswerkers is in die Suid-Afrikaanse landbousektor. Landbou neem tradisioneel 'n disproportionele aantal ongeskoolde en ongeletterde werkers in diens, wat 'n spesiale uitdaging vir die sektor bied. Lae vaardigheidsvlakke in die sitrus industrie word deur die Sitrus Akademie aangespreek deur die ontwikkeling en verspreiding van vlak-gesikte, kommoditeit-spesifieke opleidingsmateriaal en opleidingsprogramme. Met hierdie materiaal as 'n basis, werk die Akademie daaraan om seker te maak dat geakkrediteerde diensverskaffers daar toe in staat is om effektiewe opleiding te lewer.

In die laaste paar jaar hou die aantal studente wat deur die hoër opleidingstelsel kom met wetenskaplike kwalifikasies nie by met die aanvraag nie. Dit het gelei tot 'n tekort in gekwalifiseerde, bedrewe mense in 'n aantal velde wat krities is vir die voortgaande mededingendheid van die Suid-Afrikaanse sitrus industrie. Die Sitrus Akademie spreek hierdie uitdaging aan deur beurse beskikbaar te maak vir beide voorgraadse en nagraadse studies. Hierdeur word die beste talent

na die industrie aangetrek, wat hopelik 'n bestendige toevoer van jong wetenskaplikes sal verseker. Skaars en kritiese vaardighede op plase word aangespreek deur die Akademie se verteenwoordiging op die AgriSETA se Primêre Sub-Sektor Komitee.

Indiensnemingsgelykheid is 'n wetlike verpligting wat deur baie produsente in die gesig gestaar word. Die Sitrus Akademie Beursfonds oormerk belowende studente en werk daaraan om hulle toe te rus met die vaardighede, kennis en ondervinding wat hulle daartoe in staat sal stel om bestuursposisies vroeër in hulle loopbane op te neem.

Laastens, landbesit oordrag het ontwikkel tot miskien die grootste veranderingsfaktor in Suid-Afrikaanse landbou, of dit nou in die vorm van land restitusie of swart ekonomiese bemagtiging inisiatiewe is. Om te verseker dat produksie behou word as landbesit oorgedra word is 'n multidissiplinêre taak wat samewerking vereis van 'n wye reeks instellings. Die Sitrus Akademie, in baie gevalle, speel sy rol deur ou en nuwe boere te ondersteun met advies en vaardigheidsbeplanning en implementering, en deur hulle te voorsien van die toerusting wat nodig is vir effektiewe vaardigheidsoordrag.

Vyf jaar gelede is hierdie uitdagings geïdentifiseer deur industrie rolspelers as bedreigings vir die volhoubaarheid van die Suid-Afrikaanse sitrus industrie. In die kort tydjie van drie jaar het die Sitrus Akademie hierdie bedreigings die stryd aan gesê en is besig om dit om te sit in geleenthede wat die sitrus industrie in 'n baie beter posisie kan plaas vir die uitdagings wat te weeg gebring word deur die veranderlike stand van landbou in Suid-Afrika. Om die waarheid te sê, as gevolg van die inisiatiewe van onder andere die Sitrus Akademie, word die sitrus industrie huidige beskou as een van die mees progressiewe en proaktiewe industrieë in die sektor waar dit vaardigheidsontwikkeling aangaan.

As voorsitter wil ek graag my dank en waardering uitspreek teenoor die klein maar baie toegewyde personeel van die Sitrus Akademie, en teenoor die mense uit die industrie wat hulle tyd beskikbaar stel om te dien op die direksie. Jacomien de Klerk in die besonder was die dryfveer wat die Akademie van die grond af gekry het en die tasbare ontwikkeling in die industrie getuig van haar harde werk. Nou dat die fondasies gelê is sien ons uit na verdere innovasie vanaf die Sitrus Akademie in die toekoms.

The first year of the independent operation of the Citrus Academy was challenging, interesting, exhilarating, trying, and satisfying, all more or less at the same time and all more or less in equal measure.

The Citrus Academy is the link between commercial agriculture, and specifically of course the citrus industry, and the skills development sector, which includes the Sectoral Education and Training Authorities (SETAs), government and educational institutions. The challenge of aligning the objectives of both sectors, and of ensuring that the best interests of both sectors are served, is one that we are constantly aware of.

The agricultural environment in South Africa is in a state of flux. While the perception in the past has been that the citrus industry operates in a global environment of over-production, we are suddenly faced with a much-publicised worldwide food shortage. While unemployment is rife in South Africa, the Department of Labour estimates that there is a shortage of 220,000 farm workers. While there is a persistent view that there is a skills shortage in the agricultural sector, there are many qualified people that cannot find employment in the sector – not least some Citrus Academy Bursary Fund students.

Separating fact from fiction and reality from propaganda is a challenge that the Academy cannot address on its own. If we are not able to frankly identify and address the root causes of these problems, we are liable to be fighting figment fires, while the homestead burns to the ground behind our backs. In many cases these challenges can also not be addressed effectively in isolation – finding long-term solutions will require cooperation between commodity groups and between industries.

The skills development environment is also in a state of flux. In 2005, the Department of Labour introduced an Organising Framework for Occupations (OFO), a skills-based classification system that will eventually include all occupations in South Africa. In 2007 the AgriSETA set about developing competence profiles for occupations in agriculture, using the fruit sector as a starting point. The Citrus Academy participated in this initiative. Based on these competence profiles, occupational qualifications will be developed, which will be available in 2009 and which will in time replace plant production qualifications and unit standards, setting us the challenge of adapting our learning material and programs to better equip the citrus industry.



Jacomien de Klerk

2008 will see the establishment of the Quality Council for Trades and Occupations (QCTO) that is expected to be operational in 2009. Central to the functions of the QCTO will be the establishment and management of the Occupational Learning System, as described above, and the accreditation of service providers and quality assurance in all sectors. This task belonged to the SETAs in the past. Add to these changes the ongoing negotiations about the SETA structure. All of this has created considerable uncertainty on how to proceed and what to expect.

In terms of the financial position of the Citrus Academy: As can be seen from the Abridged Income Statement, an income of R1,867,360 was realised in the 2008

financial year, whilst expenditure reached R1,908,089, resulting in a shortfall of R40,729. The main sources of income were services rendered to the Citrus Growers' Association and bursary funding from the Citrus Industry Trust. The budgeted income from the AgriSETA grant funding and the sale of learning material sets were deferred to 2009. Learning Material Development expenditure was budgeted for the printing of learner guides, of which a major portion was also deferred to the 2009 financial year.

The budget for the 2009 financial year projects an income of R3,609,917, with the main sources of income still being services rendered and bursary funding. Projected expenditure is R3,489,695, leaving a projected surplus of R120,223. The increase in income is mainly due to the realisation of previously negotiated contract income and the addition of capacity building workshops. Most income items are directly linked to expenses, which accounts for the increase in expenditure.

The Citrus Academy is proud to represent and promote the interests of the citrus industry in the skills development fraternity. At the same time, we eagerly promote skills development and education as the way for citrus growers and workers to equip themselves for facing the challenges that the future will surely bring.

Thank you to the directors of the Citrus Academy for your wise council and for contributing your time and effort so generously. I would also like to thank the management, staff and directors of the Citrus Growers' Association for their ongoing support and assistance. To all the donors of the Academy, and especially to the Citrus Industry Trust, thank you for making our work possible. And lastly, the biggest thank you to Desiree for her tireless and selfless efforts over the past year. I look forward to walking this path with all of you into the future.

Die eerste onafhanklike jaar van die Sitrus Akademie was uitdagend, interessant, opwindend, uitputtend en bevredigend, alles min of meer terselfdertyd en alles min of meer in gelyke dele.

Die Sitrus Akademie is die skakel tussen kommersiële landbou, en natuurlik spesifiek die sitrus industrie, en die vaardigheidsontwikkelingssektor, wat die SETAs, regeringsinstansies en opvoedkundige instellings insluit. Ons bly voortdurend bewus van die uitdaging om die doelwitte van beide sektors te bely en om te verseker dat die belange van beide sektors gedien word.

Die landbou omgewing in Suid-Afrika is in 'n toestand van veranderlikheid. Terwyl die persepsie in die verlede was dat die sitrus industrie handel dryf in 'n globale omgewing van oorproduksie, word ons nou skielik gekonfronteer met die veelbesproke wêreldwye voedselskaarste. Terwyl werkloosheid Suid-Afrika teister, berig die Departement van Arbeid dat daar 'n tekort is van 220,000 plaaswerkers. Terwyl daar 'n hardnekkige opinie is dat daar 'n vaardigheidstekort is in die landbousektor, is daar vele gekwalifiseerde mense wat die werk kan kry in die sektor nie – minste van almal 'n paar van die Sitrus Akademie beursfonds studente.

Om feite van fiksie en realiteit van propaganda te onderskei is 'n uitdaging wat die Akademie nie alleen kan aanvat nie. As ons nie werk maak daarvan om ronduit die wortels van hierdie probleme te identifiseer en aan te spreek nie, loop ons die gevaar om hersenskim vure te beveg terwyl die plaashuis tot die grond afbrand agter ons rûe. Hierdie is ook in meeste gevalle nie uitdagings wat ons in isolasie effektief kan aanspreek nie – om langtermyn oplossings te vind vereis saamwerking tussen kommoditeitsgroepe en industrieë.

Die vaardigheidsontwikkeling omgewind is ook in 'n toestand van veranderlikheid. In 2005 het die Departement van Arbeid die Organiserende Raamwerk vir Okkupasies bekendgestel. Dit is 'n klassifikasiesistelsel wat op vaardighede baseer is, en sal uiteindelik alle okkupasies in Suid-Afrika insluit. In 2007 het die AgriSETA begin om bevoegdheidsprofile te ontwikkel vir okkupasies in die landbou, deur die vrugteindustrie te gebruik as 'n beginpunt. Die Sitrus Akademie het deelgeneem in hierdie inisiatief. Okkupasie kwalifikasies word nou ontwikkel, gegrond op die bevoegdheidsprofile. Dit sal in 2009 beskikbaar wees en sal in die toekoms die plant produksie kwalifikasies en eenheidstandaarde vervang. Dit skep vir ons die uitdaging om die Sitrus Akademie opleidingsmateriaal en -programme aan te pas om te verseker dat die sitrus industrie goed toegerus bly.

2008 sal die daarstelling sien van die Kwaliteitsraad vir Ambagte en Okkupasies (QCTO) wat teen 2009 operasioneel sal wees. Sentraal tot die funksies van die QCTO is die daarstelling en bestuur van die Okkupasie Opleidingsstelsel, soos hierbo beskryf, en die akkreditasie van diensverskaffers en kwaliteitsversekering in alle sektore. Hierdie taak het in die verlede voor die deur van die SETAs gelê. Voeg hierby die voortslepende onderhandelinge oor veranderinge in SETA struktuur. Dit alles skep aansienlike onsekerheid oor hoe om voort te gaan en wat om te verwag.

Sover dit die finansiële posisie van die Sitrus Akademie aangaan: Soos gesien kan word in die Opsommende Inkomstestaats, is inkomste van R1,867,360 gerealiseer in die 2008 finansiële jaar, terwyl uitgawes R1,908,089 beloop het, wat gelei het tot 'n tekort van R40,729. Die hoof bronne van inkomste was dienste gelewer aan die Sitruskwekersvereniging en beursfonds bydraes vanaf die Sitrus Industrie Trust. Die begrote inkomste van die AgriSETA toegif en die verkope van opleidingsmateriaal stelle is oorgedra na 2009. Die opleidingsmateriaal uitgawe begroting was bedoel vir die druk van leerdersgidse, en 'n groot deel van hierdie uitgawe is ook oorgedra na die 2009 finansiële jaar.

Die begroting vir die 2009 finansiële jaar voorsien 'n inkomste van R3,609,917, met die hoofbronne steeds dienste gelewer en beursfonds bydraes. Die uitgawes wat voorsien word is R3,489,695, wat 'n surplus van R120,223 beteken. Die toename in inkomste is hoofsaaklik die gevolg van die realiserings van inkomste uit ooreenkomste wat reeds onderhandel is, en die toevoeging van kapasiteitsbou werkwinkels. Die meerderheid inkomste items skakel direk aan uitgawe items, wat die toename in uitgawes teweegbring.

Dit is met trots dat die Sitrus Akademie die belange van die sitrus industrie verteenwoordig en bevorder in die vaardigheidsontwikkelingsstrukture. Terselfdertyd bevorder ons graag vaardigheidsontwikkeling en opleiding as die beste manier vir sitrus produsente en werkers om hulleself toe te rus om die uitdagings wat die toekoms verseker sal bring, met vertroue tegemoet te gaan.

Dankie aan die direkteure van die Sitrus Akademie vir julle wyse raad en leiding en vir die tyd en moeite wat julle vrywilliglik bydra. Ek wil ook graag die bestuur, personeel en direkteure van die Sitruskwekersvereniging bedank vir julle voortdurende hulp en ondersteuning. Aan al die skenkers van die Akademie, en veral aan die Sitrus Industrie Trust, baie dankie dat julle ons werk moontlik maak. En laastens, die grootste dankie aan Desiree vir jou eindelose en onselfsugtige geduld en harde werk. Ek sien uit daarna om die paadjie saam met julle almal te loop die toekoms in.

Board of Directors

The Citrus Academy is governed by a board of directors initially consisting of five members. In March 2008 the board of directors of the Citrus Growers' Association approved two additional seats on the Citrus Academy board of directors, bringing the total number of directors to seven. One of these seats was vacant on the 31st of March 2008.

The following groups and organisations are represented on the Citrus Academy board.

Group	Number of Representatives	Details
Citrus Growers' Association	4	CGA chairperson, two emergent farmer representatives, one additional nominee
Donors	1	Representative of largest donor (CIT), nominated by donor
Service Providers	1	Nominated by National Service Provider Forum, subject to approval of Citrus Academy board
Skills Development Specialist	1	Nominated and approved by Citrus Academy board

The members of the board and their representation on the 31st of March 2008 are as follows:

Group	Name	Date of Appointment	Date of Resignation
CGA – Chairperson	Hoppie Nel (Vice Chairperson)	2007/04/01	
CGA – Emergent Farmer Representative	Israel Nemaorani	2007/04/01	
CGA – Emergent Farmer Representative	Harry Gxotiwe	2007/04/01	2007/09/30
CGA – Emergent Farmer Representative	Phindi Kema	2007/10/01	
CGA	Flip Smit	2008/03/18	
Donors	Mark Fry (Chairperson)	2007/04/01	
Service Providers	Abraham van Rooyen	2007/04/01	2008/03/06
Skills Development Specialist	Vacant		

The Chief Executive Officer of the CGA, Justin Chadwick, attends Citrus Academy board meetings as an observer.

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

Date	Meeting	Apologies
2007/03/30	Inaugural Board Meeting	Harry Gxotiwe
2007/05/31	Strategic Planning Workshop	Mark Fry
2008/01/24	Board Meeting	Israel Nemaorani; Justin Chadwick
2008/03/14	Board Meeting (Telcon)	Phindi Kema; Justin Chadwick

Management and Staff

On the 31st of March 2008 the Citrus Academy employed the following personnel:

Name	Position	Date of Appointment
Jacomien de Klerk	General Manager	2005/01/01
Desiree Schonken	Bursary Fund Manager	2006/05/01

The employment contract of the staff members were transferred from the CGA on the 1st of April 2007.

The strategic objectives of the Citrus Academy are set by the board, and project plans are developed by management to achieve these objectives. Regular progress reports are circulated to the members of the board to enable them to monitor progress.

Financial Governance

The financial service providers and financial office bearers of the Citrus Academy are as follows:

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

Financial administration services are provided by the CGA. Expenditure is approved by the general manager of the Citrus Academy. From January 2008, monthly management accounts were compiled and circulated to the members of the board.

The annual financial statements are drafted and presented to the auditors during the annual audit.

Skills Planning

Skills planning is essential to effective skills development implementation. Skills planning is what prevents training for the sake of training, ensuring that skills development initiatives is focussed on outcomes and not inputs.

The Citrus Academy developed an implementation plan for skills planning and is able to assist emergent farmers with this process. A pilot project was undertaken in February 2008 to test the implementation plan, at Makonde Citrus Farmers Cooperative in Venda.

Skills planning involves the following steps:

- Identifying priority skills development needs
- Assessing the management structure of the farm
- Developing job descriptions for each identified positions
- Identifying the skills and learning required to perform identified tasks
- Identifying people to fill each position
- Assessing the current skills levels of personnel, using skills level assessments developed by the Citrus Academy
- Comparing current skills levels with the required skills levels
- Developing individual learning paths
- Consolidation individual learning requirements into a skills development plan for the farm

The job descriptions that are being developed are based on the competence profiles that have been developed for the occupations that were identified for the fruit industry as part of the AgriSETA project. These job descriptions and the concurrent skills profiles are standardised and can be used in any skills planning process.

Depending on the availability of funding, the service will be made available to all emergent farmers in 2008.

Capacity Building Workshops

In 2008, the Citrus Academy identified the need for improving the quality of skills delivery by capacitating those involved in skills transfer, specifically accredited service providers, extension officers, mentors, lecturers, and production managers. It was found that there was a need for both building own knowledge and skills, and for developing the skills to facilitate learning more effectively.

The concept was to arrange capacity building workshops that are facilitated by subject matter experts from the citrus industry, preferably the experts who wrote the relevant Citrus Academy learning material, and outcomes based education experts.

Each workshop focuses on one skills area, and covers the learning material for that skills area from NQF level 2 to 5. Workshops are held over five days, with four days spent on the subject matter and one day on developing facilitation and assessment skills.

The first capacity building workshop was held in February 2008 on Production Management in Stellenbosch. Louis von Broembsen facilitated the workshop, while Carol Harington from Cabeton Training and Development helped attendants to improve their facilitation skills. The workshop was well attended and the feedback was extremely positive.

Workshops are being planned for 2008 on Marketing and Industry Overview, Plant Nutrition and Soil Management, Irrigation and Water Quality, and Food Safety. The workshop schedule is available on the websites of the Citrus Academy.

Income and Expenditure

Item	Amount
Workshop Fees Received	(42,500)
Conferencing Fees	36,798
Facilitator Fees	20,976
Travelling and Accommodation	2,105
Course Material	1,400
Net Expenditure	18,779



The Citrus Academy Bursary Fund was established at the beginning of 2006, taking over the bursaries that were previously offered by the Citrus Industry Trust. The Bursary Fund aims to address both employment equity and scarce and critical skills by providing bursaries to students in citrus related fields of study. Students are obligated to work in the citrus industry on completion of their studies.

Bursary Fund Allocations

Bursaries are allocated for an academic year and funding is paid in two tranches in February and in August. This report therefore covers the second payment for the 2007 academic year and the first payment in the 2008 financial year.

Applications for bursaries are made through the websites of the Citrus Academy from June to September every year. Academic institutions with which the Academy has established close relationships over the last two years are contacted to ensure that students are aware of application deadlines.

Applications are rated with the help of an objective scoring system, based on the following categories:

- Course of study
- Academic performance
- Previously disadvantaged status
- Background in citrus production
- Disability
- Gender

Shortlists are submitted to the main donors, the Citrus Industry Trust (CIT), for their consideration. Additional funding is sought for applications that the CIT is not able to fund and that are deemed worthy.

The following allocations were made in the period under review:

Description	2007	2008
Value of Bursary Fund	R736,950	R699,438
Number of Students	43	47

The initial intake of 2007 was 45, but two students left the Bursary Fund during the year. The reconciliation of student numbers is as follows:

2007 Student Number	43
2007 Graduates	(14)
2007 Grade 12s	(2)
Students Transferred to 2008	27
2008 New Students	20
2008 Student Number	47

Student Support

In addition to financial aid, students are supported in a number of other ways. During biannual individual counselling sessions with learners a constructive relationship is built with every bursary recipient. The Academy acts as a source of information, encouragement and motivation for the students.

Students' academic progress is continually monitored and the Academy immediately intervenes where problems arise. Furthermore students are assisted in plotting career paths for themselves in the industry.

Experiential Learning

The Citrus Academy provides students with opportunities for vocational training to supplement their theoretical knowledge and better prepare them for absorption into the industry on completion of studies.

Depending on the specific needs and abilities of each individual learner, the following categories apply:

Category	Description	Total Students in 2007	Total Students in 2008
Vacation Work	Entry-level temporary jobs for undergraduates during University/ College vacations.	17	
Internships	Students complete a practical year as part of their course requirements with a company in the citrus industry.	8	10
Workplace Experience Grants	Graduates are paid a stipend and provided with opportunities to enter the workplace in a controlled and conducive manner and to improve their employability.	0	5
Industry Exposure Program	Students are given the opportunity to attend conferences, symposia, etc. related to their fields of study.	3	

The following companies participated in the experiential learning programme during the period under review:

- Alicedale Farm, Tshipise
- Chennels Estates, Nkwalini
- Citrus Research International, Nelspruit
- CSIR/University of KwaZulu-Natal, Pietermaritzburg
- Department of Agriculture
- Fresh Produce Terminals, Durban and Port Elizabeth
- Golden Frontiers Citrus, Hectorspruit
- Indigo Fruit Farming (Du Roi), Letsitele
- Kat River Citrus Coop, Fort Beaufort
- Larten Lemons Project, Nelspruit
- Maydon Wharf Fruit Terminal, Durban
- Neos Estate (Colors), Malelane
- Pedal Trading 320 (Pty) Ltd (SAFE), Addo
- Riverside Packhouse, Fort Beaufort
- Rhodes University, Grahamstown
- Schoeman Boerdery, Groblersdal
- Sundays River Citrus Company, Addo
- Woodburn Estate, Ixopo

Placements

Students are under obligation to work at companies related to the citrus industry for the number of years for which they received support from the Bursary Fund. The Citrus Academy assists in finding placements for graduates.

Fourteen bursary fund students graduated at the end of 2007 and were placed at the companies as shown in the table below. As can be seen, not all graduates were absorbed by the citrus industry. More assistance is required from growers and other enterprises within the industry to ensure that maximum value is derived from the investments made through the Bursary Fund.

Student	Qualification	Company
Jwatya, Nondumiso	B Agric Econ (Hons) , University of Fort Hare	Pedal Trading 230 (SAFE), Addo
Keeton, Kierryn	MSc Entomology, Rhodes University	Rhodes University Entomology Unit, Grahamstown
Keke, Vuyo	N Dip Agribusiness, Fort Cox College	SRCC Technical Division, Addo
Masina, Lindiwe	N Dip Plant Production, Lowveld College	Golden Frontiers Citrus, Hectorspruit
Mfaca, Malibongwe	B Agric Econ (Hons), University of Fort Hare	SRCC, Addo
Mhlongo, Nomthandazo	N Dip Plant Production, Lowveld College	Schoeman Boerdery, Groblersdal
Mkila, Ntombi	N Dip Plant Production, Lowveld College	Schoeman Boerdery, Groblersdal
Mngadi, Sandiso	N Dip Mechanical Engineering, Durban University of Technology	Maydon Wharf Fruit Terminal, Durban
Motsilili, Tsepo	N Dip Agriculture, Fort Cox College	Riverside, Fort Beaufort
Nemaroani, Lavhengwa	N Dip Plant Production, Lowveld College	Indigo Fruit Farming, Letsitele
Nkuna, Nhlanhla	N Dip Plant Production, Lowveld College	Golden Frontiers Citrus, Hectorspruit
Peter, Bathathu	B Com (Hons), University of Fort Hare	Department of Agriculture, Port Elizabeth
Peter, Luntu	BSc Agric Econ (Hons), University of Fort Hare	Department of Agriculture, Port Elizabeth
Spies, Johan	B Tech Agriculture (Plant Production), Cape Peninsula University of Technology	Porterville Prison (previous employer, part time student)

Income and Expenditure

Item	Amount
Bursary Fund Income - CIT	(627,360)
Bursary Fund Internship Funding	(100,000)
Bursary Fund Workplace Experience	(10,000)
Bursary Pay-outs	627,360
Internship Allowances	100,000
Workplace Experience Allowances	10,000
Holiday Work Expenditure	29,915
Total	29,915



2007 Student Numbers

	Secondary Education	Tertiary Education			Total
		Diploma / Certificate	Under-graduate	Post-graduate	
Institutions					
Cape Peninsula University of Technology			1		1
Durban University of Technology		1			1
Fort Cox College of Agriculture		2			2
Lowveld College of Agriculture		15			15
Nelson Mandela Metropolitan University		1			1
Rhodes University				1	1
Stellenbosch University				2	2
UNISA		1			1
University of Fort Hare			1	4	5
University of KwaZulu-Natal			1	1	2
University of Zululand			3	1	4
Winterberg Agricultural High School	8				8
Total	8	20	6	9	43
Demographic Groups					
Non-White Male	3	12	5	5	25
Non-White Female		7		2	9
White Male	5		1	1	7
White Female		1		1	2
Total	8	20	6	9	43

August 2007 Payments

2007 Total Bursary Funding: R736,950					
	Secondary Education	Tertiary Education			Total
		Diploma / Certificate	Under-graduate	Post-graduate	
Institutions					
Cape Peninsula University of Technology			7,500		7,500
Durban University of Technology			0		0
Fort Cox College of Agriculture		17,000			17,000
Lowveld College of Agriculture		74,398			74,398
Nelson Mandela Metropolitan University		20,000			20,000
Rhodes University				15,000	15,000
Stellenbosch University				34,500	34,500
UNISA				0	0
University of Fort Hare			15,000	50,000	65,000
University of KwaZulu-Natal			11,850	14,500	26,350
University of Zululand			30,000	12,500	42,500
Winterberg Agricultural High School	0				
Total	0	111,398	64,350	126,500	302,248
Demographic Groups					
Non-White Male	0	66,838	56,850	64,500	188,188
Non-White Female		44,560		27,000	71,560
White Male			7,500	20,000	27,500
White Female		0		15,000	15,000
Total	0	111,398	64,350	126,500	302,248



2008 Student Numbers

	Secondary Education	Tertiary Education			Total
		Diploma / Certificate	Under-graduate	Post-graduate	
Institutions					
AgriLearn	1	3			4
Fort Cox College of Agriculture		1			1
Lowveld College of Agriculture		15			15
Nelson Mandela Metropolitan University		1			1
Rhodes University				2	2
Stellenbosch University				4	4
UNISA			1		1
University of Cape Town				2	2
University of Fort Hare			3	1	4
University of KwaZulu-Natal				2	2
University of Zululand			3	1	4
Winterberg High School	6				6
Total	7	20	7	12	46
Demographic Groups					
Non-White Male	4	14	6	4	28
Non-White Female		5		4	9
White Male	3	1		2	6
White Female			1	2	3
Total	7	20	7	12	46

February 2008 Payments

2008 Bursary Fund: R699,438					
	Secondary Education	Tertiary Education			Total
		Diploma / Certificate	Under-graduate	Post-graduate	
Institutions					
AgriLearn	1,981	9,446			11,427
Fort Cox College of Agriculture		4,780			4,780
Lowveld College of Agriculture		65,063			65,063
Nelson Mandela Metropolitan University		3,559			3,559
Rhodes University				22,000	22,000
Stellenbosch University				58,500	58,500
UNISA			2,663		2,663
University of Cape Town				22,000	22,000
University of Fort Hare			33,000	11,000	44,000
University of KwaZulu-Natal				36,500	36,500
University of Zululand			31,450	11,000	42,450
Winterberg High School	21,780				21,780
Total	23,761	82,848	67,113	161,000	334,722
Demographic Groups					
Non-White Male	12,871	57,016	64,450	58,500	192,837
Non-White Female		24,562		49,500	74,062
White Male	10,890	1,270		31,000	43,160
White Female			2,663	22,000	24,663
Total	23,761	82,848	67,113	161,000	334,722



The Citrus Academy manages a project aimed at developing citrus-specific learning material that complies with the requirements of registered unit standards and qualifications. Material is developed for unit standards that form part of production and packing qualifications. The learning material is made available for free download from the websites of the Citrus Academy.

Subject matter experts are identified within the citrus industry to write and review the learning material. While most skills areas only require the services of one author and one proof-reader, the development of material for other skills areas such as Pest and Disease Management is by nature a collaborative effort between a number of subject matter experts. Material is also benchmarked against the Citrus Production Guidelines published by Citrus Research International.

Each set of learning material consists of all the guides and material that is required to facilitate and assess learning covered by the unit standard, being a learner guide, a facilitator guide and assessment guides for learners and assessors.

The material is written in English and there are currently no plans to translate the body of material into any other languages. To enable facilitation in other languages, visual presentation tools in the form of MS PowerPoint presentations are developed. The presentations are closely based on the learning material and contain all the key elements that are in the learner guides, with value adding graphics and photographs to illustrate concepts better. Presentations can be downloaded from the Citrus Academy websites in English and Afrikaans.

The learner guides for production unit standards are also produced in high-quality printed format. Learner guides will be sold in four box sets, one per NQF level. The sets will be available for sale in 2008.

The Citrus Academy started negotiations with the South African Subtropical Growers' Association and South African Table Grape Industry about making the Citrus Academy learning material available for adaptation to other commodities. It was agreed that commodity organisations will pay a licensing fee that will allow them to adapt the material for their own use. It is expected that this process will get underway in 2008.

The AgriSETA undertook a project to develop generic learning material that could be adapted for any commodity. Citrus Academy learning material was made available for this project during 2006 and 2007. In turn funding was received by the CGA in 2006 from the AgriSETA for learning material development. Additional funding was applied for in 2007/2008, but the application was postponed to the 2008/2009 financial year.

To date, more than R1.2 million has been spent on the development and production of learning material, with a further R375,000 budgeted for 2008/2009. To realise the value of this investment, it is essential that the learning material that is made available by the Academy should be used extensively by growers.

Please note that the NQF levels referred to in the table below can be described as follows:

NQF Level	Equivalent	Occupational Level
2	Grade 10	Farm Worker
3	Grade 11	Supervisor
4	Grade 12	Orchard / Division Manager
5	Diploma	General Manager

Expenditure	
Item	Amount
Authors and Proof-readers (CGA)	22,352
Print Layout and Preparation (CGA)	117,061
Authors and Proof-readers (Citrus Academy)	3,250
Learner Guide Printing	126,151
Total Expenditure	268,814

Learning Material Development Status

Skills Area	Unit Standards			
	NQF 2	NQF 3	NQF 4	NQF 5
Production				
Enterprise Selection, Planning and Establishment	116081 & 116127	116214 & 116274	116293 & 116309	116337 & 116324
Plant Functions and Structures	116057	116272	116295	116431
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	116427
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	
Packing				
Product Characteristics	115187			
Fruit Market Requirements	115190			
Fruit Receiving		115201		
Fruit Grading	115193			
Fruit Treatment		115195		
Fruit Packing	115178			
Palletisation	115179			
Cold Chain	115176			
Fruit Storage		115197		
Fruit Dispatch		115200		
Quality Testing		115191		
Hygiene Procedures	115181			
Safety and Health Procedures	115186			
Fruit Pre-Sorting	115177			

	Completed and available for download
	In progress
	Pending



The Citrus Academy develops learning programs in response to needs expressed by citrus growers or related enterprises. Learning programs are aimed at specific target groups or learning needs. Learning programs are in most cases based on the Citrus Academy learning material, but new material is developed when required. Program development also refers to the unit standard alignment and outcomes-based adaptation of existing programs.

For both the development of a new program and the alignment of an existing program, the first step is the development of a program framework. The program framework identifies the outcomes of the learning program, and aligns these with outcomes of registered unit standards.

The material is then either sourced from the body of Citrus Academy learning material, developed anew, or adapted in the case of existing programs.

In 2007/2008, the Citrus Academy worked on the following programs:

- Citrus short course
- Top of the Class program
- Recordkeeping program
- Institutional orientation program
- Nursery workers' program

The citrus short course is based on the short course that was presented in the past by Outspan and later by Citrus Research International. The aim of the project was to align the course with registered unit standards so that learners will be able to get a formal qualification when successful. The original course content was aligned with unit standards ranging from NQF level 2 to 5. Formal course material was compiled from existing learning material. The material covered ground that was not originally addressed by the citrus short course, and that was identified for self-study. The course material and implementation guide is available from the Citrus Academy in hardcopy.

The Citrus Academy assisted the Fresh Produce Exporters' Forum by investigating the possibility of aligning the Top of the Class program with registered unit standards. Although the program framework was developed and the unit standard alignment completed, FPEF chose not to take it further at this time, because their material is up for review.

A recordkeeping program was developed in response to an identified need in the industry. A unit standard outside the plant production qualifications were identified for this purpose. Learning material was compiled by combining sections on recordkeeping contained in Citrus Academy production learning material. The program will be available for download from the Citrus Academy websites towards the middle of 2008.

The institutional orientation program was developed to address the need of new entrants to the industry to gain an understanding of the manner in which the industry operates. The program covers general information about the agricultural sector in South Africa, the history and current status of the citrus industry, institutional models, the roles of directors, shareholders, trustees, etc., and the statutory duties of enterprises (income tax, VAT, UIF, workmen's compensation, etc.). The program material can be downloaded from the websites of the Citrus Academy.

The South African Nurserymen's Association approved funding of R30,000 per year for three years from 2007 to 2009. A decision was taken to use the funding to develop a nursery worker's program. The expected outcomes of the program is to ensure that nursery workers gain a sound understanding of all aspects of nursery operation, including plant propagation, plant physiology, plant nutrition, irrigation, pest, disease and weed control, and production management. In 2007 the program framework was developed and work started on the development of the course material. The program is being developed for workplace learning implementation. The program will be available from the Citrus Academy towards the end of 2008. Expenditure on the program has been deferred to 2008.

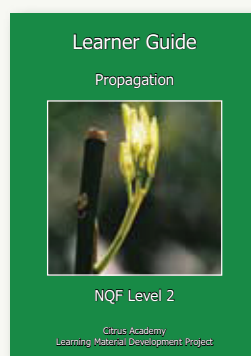
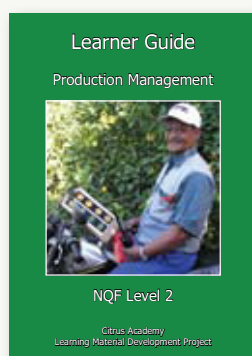
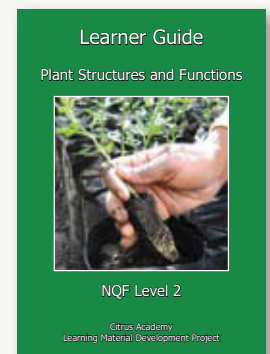
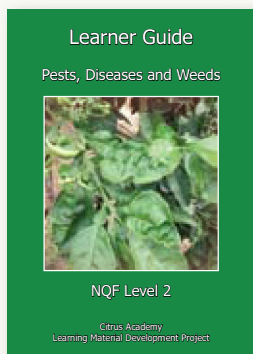
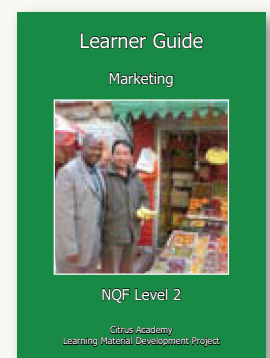
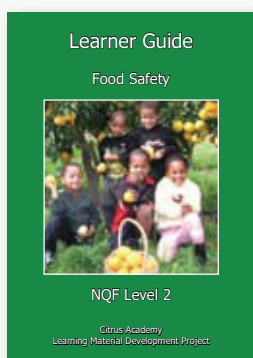
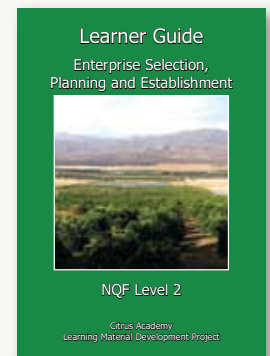
Income and Expenditure

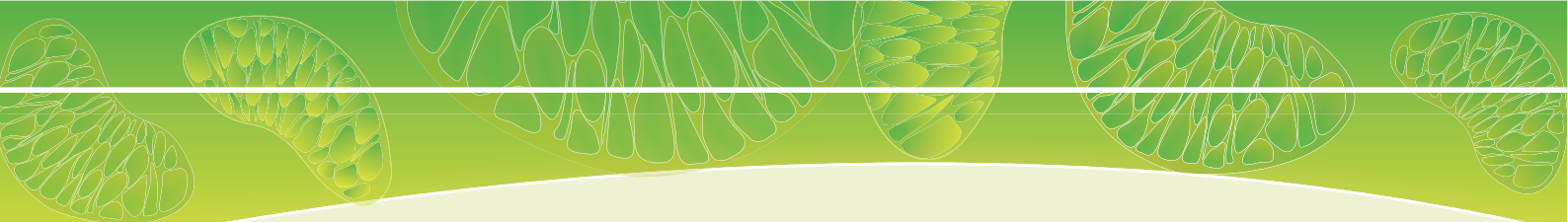
Item	Amount
Citrus Short Course	27,357
Top of the Class program	2,193
Recordkeeping program	4,342
Institutional orientation program	3,333
SACNA Grant Funding	(30,000)
Net Expenditure	7,225



Abridged Income Statement

	Budget 2007/8	Actual 2007/8	Budget 2008/9
INCOME	2,045,640	1,867,360	3,609,917
Services Rendered - CGA	1,100,000	1,100,000	1,177,000
Grant Income - SACNA		30,000	30,000
Grant Income - AgriSETA Learning Material	150,000		150,000
Production Learner Guide Sets	210,000		392,000
Sponsorship - Industry Exposure			175,000
Learning Material Usage Rights			40,500
Capacity Building Workshops			357,500
Bursary Fund Income - CIT	450,640	627,360	815,417
Bursary Fund Internship Funding	135,000	100,000	277,500
Bursary Fund Workplace Experience Grants		10,000	195,000
EXPENSES	2,258,994	1,908,089	3,489,695
Bursary Fund Holiday Work Expenditure	22,360	29,915	40,200
Bursary Fund Industry Exposure			175,000
Bursary Fund Internship Allowances	135,000	100,000	277,500
Bursary Fund Payments	450,640	627,360	815,417
Bursary Fund Workplace Experience Allowances		10,000	195,000
Capacity Building Workshops	140,000	18,779	328,625
Directors' Expenses		16,218	30,000
Learning Material Development	593,000	126,151	375,893
Learning Program Development	80,000	37,226	61,300
Marketing Costs	25,800	44,058	30,000
Office Expenses (Stationery, Cleaning, Telephone)	52,800	45,433	28,800
Office Rent	14,000	24,750	108,000
Services (Accounting, Legal and Consulting)		45,868	18,000
Skills Planning - Road Show			48,000
Staff Costs	649,394	618,374	789,960
Travel and Accommodation	96,000	163,956	168,000
NET SURPLUS / (LOSS)	(213,354)	(40,729)	120,223





Tel: (031) 313-3364 Fax: (031) 312-1326

P.O. Box 461, Hillcrest, 3650

KWAZULU-NATAL

www.citrusacademy.co.za

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