



Annual Report
2014

Enabling skills development in
the southern African citrus
industry since 2005



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chairperson's report



The Citrus Academy over the last few months has seen a significant increase in the number of requests from industry, government departments and the Citrus Growers Development Chamber for learning media, programmes and events. We believe that this is, in addition to the current programmes under the Bursary Fund, an indication that the Citrus Academy is coming into its own, and is truly being seen and used as an industry resource.

During the year in review the board has held two meetings. The current board consists of six members, four of which are nominated by the CGA board of directors. During the year there were two resignations, Israel Nemaorani and Santa de Jager. Graham Piner re-joined the board during the year. The CEO of the CGA and a representative of the CGA Audit committee are invited to attend meetings as observers.

In terms of financial results, the Academy reported an R 471,419 surplus for the 2013/2014 financial year in comparison with a R53, 845 surplus for the previous financial year. Thank you to Jacomien and her team for their effort. A detailed 2013/2014 financial statement is attached as part of this report.

For the Citrus Academy Bursary Fund, in 2014 sixty-seven students from all demographic groups were awarded bursaries. Twenty-three students graduated at the end of 2013. Fourteen students continued their studies with further assistance from the Bursary Fund, six students entered full-time employment, and three were still seeking career opportunities at the time of reporting. Eight students continued their studies by other means.

The vital need of new and continuous scientific research and development within the citrus industry, and agriculture as a whole, cannot be over emphasised, for which high level skills and qualification is essential. The awarding of bursaries through the Bursary Fund will continue to target scarce and critical skills, including entomology, plant pathology, biotechnology and soil science.

Black Economic Empowerment Bursary Support (BEEBS) established in 2010, continues to provide direct support to emergent citrus farming enterprises. Sixteen selected candidates qualified for BEE Bursary Support in 2014.

Sincere thanks to the Citrus Industry Trust and the AgriSETA for their continued funding of the Bursary Fund.

With assistance from the Industry Exposure Programme, twenty Citrus Academy Bursary Fund students attended CRI workshops dealing with postharvest practices, production practices and pest complex management. Three students attended PMA Fresh Connections. Students also attended the IOCV Conference, the Netafim Citrus Seminar, the VI International Conference on Managing Quality in Cold Chains, and the 2013 American Phytopathological Society Conference. Two students attended the SAIGAS Global Gap training programme.

The Citrus Academy addressed the need for preparing graduates for the workplace in order to enable career development. The inaugural Ready-Steady-Work programme was held at Camp Discovery near Pretoria in September 2013, with twenty six students participating. The programme was a success and will continue in the future.

The citrus industry as a career option was promoted by Academy staff and Bursary fund students at the PMA Agri-Food Career Fair held in April 2013 at the University of Stellenbosch, at UKZN Agricultural Career Fair and the PMA Agri-Food Career Fair at Pretoria University in August 2013. The Citrus Academy's assistance with the review of the Career Awareness Strategy of the Department of Agriculture, Forestry and Fisheries had a positive impact on the promotion of agriculture as a career option on a wider front.

A Citrus Business Management programme, initiated by the Citrus Academy in 2013, will be piloted by a group of selected emergent growers in 2014. The need for business management skills was identified by the Citrus Grower Development Chamber, and reiterated by the results of the situational analysis conducted amongst emergent growers in 2013 and early 2014. The programme, implemented over seven months, constitutes a full learnership and covers entrepreneurial skills, business planning, financial and administrative management, human resource management, sales and marketing, and strategic management, with basic life and team management skills.

The Citrus Academy took the initiative to inform citrus growers about the requirements for BEE compliance and certification under the new published AgriBEE codes. Positive feedback was received from AgriBEE workshops held in October and November in Addo, Patensie, Citrusdal, Letsitele, Nelspruit and Nkweleni. Further workshops will be arranged on request as B-BBEE compliance becomes a more important requirement for participation in the economy.

The Citrus Academy, CRI and Rapid Skills Warehouse assisted the Limpopo Department of Agriculture develop extension officer's knowledge of citrus plant and fruit safety. Drs. Hennie le Roux and Arno Erasmus of the CRI presented the workshops and facilitated site visits.

Learning material remains available on the Citrus Academy website to be downloaded at no cost.

The reports included in this annual report provide for comprehensive analysis of the Academy's functions and direction, and the income statement shows a summary of the Academy's income and expenses.

The Citrus Academy is now functioning in a new and exciting work environment, after the recent completion of the CGA offices in Hillcrest.

On behalf of the board, our sincere gratitude to Jacomien and the Citrus Academy team for their continued commitment to meeting ever expanding industry requirements.

voorsittersverslag

Gedurende die afgelope paar maande het die Sitrus Akademie 'n merkbare toename gesien in versoeke vanuit die bedryf, vanaf die Sitrusprodusente Ontwikkelingskamer en vanaf regeringsdepartemente vir opleidingsmedia, programme en geleenthede. Ons glo dat dit, saam met die huidige programme wat deel vorm van die Beursfonds, 'n aanduiding is dat die Sitrus Akademie meer en meer gebruik word as 'n hulpbron vir die bedryf.

In die afgelope jaar het die direkteursraad twee vergaderinge gehou. Dit raad bestaan tans uit ses lede, waarvan vier genomineer is deur die direkteursraad van die Sitrusprodusentevereniging. Twee Sitrus Akademie raadslede het bedank gedurende die jaar, naamlik Israel Nemaorani en Santa de Jager, en Graham Piner het weer by die raad aangesluit. Die hoof uitvoerende beampte van die Sitrusprodusentevereniging en 'n verteenwoordiger van die Sitrusprodusentevereniging oudit komitee word genooi om Sitrus Akademie raadsvergaderinge by te woon as waarnemers.

Sover dit finansiële resultate aangaan, het die Akademie 'n oorskot van R471,419 behaal in die 2013/2014 finansiële jaar, in vergelyking met 'n oorskot van R53,845 in die vorige finansiële jaar. Ek bedank graag vir Jacomien de Klerk en haar span vir hulle harde werk in hierdie opsig. 'n Gedetailleerde finansiële verslag is aangeheg en vorm deel van hierdie verslag.

In 2014 het die Sitrus Akademie Beursfonds sewe-en-sestig beurse toegeken aan studente uit alle demografiese groepe. Drie-en-twintig studente het kwalifikasies behaal aan die einde van 2013. Veertien studente het hul studies voortgesit met verdere ondersteuning vanaf die Beursfonds, ses studente het voltydse werksgeleenthede opgeneem, en drie was steeds opsoek na werk ten tye van verslaggewing. Agt studente het hulle studies voortgesit met ondersteuning uit ander oorde.

Die noodsaaklikheid van nuwe en voortgaande wetenskaplike navorsing binne die sitrusbedryf, en binne landbou as 'n geheel, kan nie oorbeklemt word nie, waarvoor hoë vlak vaardighede en kwalifikasies 'n vereiste is. Die toekenning van beurse deur die Beursfonds sal steeds fokus op skaars en kritiese vaardighede, soos entomologie, plant patologie, biotegnologie en grondkunde.

Swart Ekonomiese Bemagtiging (SEB) Beurs Ondersteuning is daargestel in 2010 en bied steeds direkte ondersteuning aan ontwikkelende sitrusproduksie ondernemings. Sestien kandidate het in 2014 gekwalifiseer vir SEB Beurs Ondersteuning.

Ons opregte dank aan die Sitrusbedryftrust en die AgriSETA vir hulle voortgaande ondersteuning van die Beursfonds.

Met ondersteuning vanaf die Bedryfsblootstellingsprogram het twintig Sitrus Akademie Beursfonds studente CRI werkswinkels wat gehandel het oor na-oes praktyke, produksiepraktyke en die lente plaag kompleks, bygewoon, terwyl drie studente die geleentheid gebied is om PMA Fresh Connections by te woon. Studente het ook die IOCV konferensie, die Netafim sitrus seminaar, die VI International Conference on Managing Quality in Cold Chains, en die 2013 American Phytopathological Society konferensie bygewoon. 'n Verdere twee studente het ook aan die SAIGAS GlobalGap opleidingsprogram deelgeneem.

Die Sitrus Akademie het die behoefte om gegradueerdes voor te berei vir die werksplek aangespreek. Die aanvangs Ready-Steady-Work program is gehou by Camp Discovery naby Pretoria in September 2013, met ses-en-twintig studente wat deelgeneem het. Die program was 'n groot sukses en sal voortgaan in die toekoms.

Dit beeld van die sitrusbedryf as 'n loopbaankeuse is bevorder deur Akademie personeel en Beursfonds studente by die PMA Agri-Food Career Fair wat gehou is in April 2013 by die Universiteit van Stellenbosch, by die UKZN Landbou Loopbaanuitstalling en by die PMA Agri-Food Career Fair by Pretoria Universiteit in August 2013.

Die Sitrus Akademie se aandeel tot die hersiening van die Departement van Landbou, Bosbou en Visserie se Loopbaan Bewustheid Strategie was 'n positiewe bydrae tot die bevordering van landbou as 'n loopbaankeuse op 'n wyer front.

Die Sitrus Besigheidsbestuur program, wat van stapel gestuur is deur die Sitrus Akademie in 2013, sal geloods word met 'n groep ontwikkelingsboere in 2014. Die behoefte aan besigheidsbestuur vaardighede is uitgewys deur die Sitrusprodusente Ontwikkelingskamer, en bevestig deur die uitkomst van die opname wat gedoen is onder ontwikkelingsboere in 2013 en vroeg-2014. Die program, wat implementeer sal word oor sewe maande, behels 'n volle leerlingskap en dek entrepreneursvaardighede, besigheidsbeplanning, finansiële en administratiewe bestuur, menslike hulpbronne bestuur, bemaking, en strategiese bestuur, tesame met lewens- en spanbestuurvaardighede. Die Sitrus Akademie het onderneem om sitrusprodusente in kennis te stel oor die vereistes vir SEB voldoening en sertifisering onder die nuwe AgriBEE kodes. Positiewe terugvoer is ontvang van die AgriBEE werkswinkels wat gehou is in Oktober en November in Addo, Patensie, Citrusdal, Letsitele, Marble Hall, Nelspruit en Nkwaleni. Verdere werkswinkels sal gehou word op versoek, siende dat SEB voldoening meer belangrik sal word as 'n vereiste vir deelname aan die ekonomie.

Die Sitrus Akademie, die CRI en Rapid Skills Warehouse het die Limpopo Departement van Landbou gehelp om die kennis van voorligtingspersoneel oor sitrusplant en -vrugte veiligheid te verbeter. Drs. Hennie le Roux en Arno Erasmus van die CRI het die werkswinkel aangebied en besoeke aan nabygeleë besighede gefasiliteer.

Opleidingsmateriaal is steeds beskikbaar op die Sitrus Akademie webwerf, vanwaar dit gratis afgelaai kan word.

Die verslae wat ingesluit is in hierdie jaarverslag verteenwoordig 'n omvattende uiteensetting van die Akademie se funksies en strategiese denkrigting, en die inkomstestaat gee 'n opsomming van die Akademie se inkomste en uitgawes.

Die Sitrus Akademie word nou bedryf uit 'n nuwe en opwindende werksomgewing, na die nuwe SPV kantoor in Hillcrest onlangs voltooi is.

Namens die direkteursraad spreek ek ons opregte dank uit teenoor Jacomien de Klerk en die Sitrus Akademie span vir hulle volgehoue toewyding daaraan om ewig-groeiende bedryfsbehoefes aan te spreek.



general manager's report



*Education is not the filling of a
pail, but the lighting of a fire.*
William Butler

Whilst compiling the annual report this year, I have constantly been reminded of how far we have come and how much is being done, and at the same time, of how far there is still to go and how much there is still to be done. Most of all though I am reminded of how lucky we are to be in the business of helping people, of creating opportunities for learning and understanding, and of promoting a great industry with brilliant prospects – in short, of playing our small part in lighting the fire and keeping it burning.

Over the past year the Academy has grown closer towards its ultimate goal of becoming a useful and meaningful resource to everyone involved in the citrus industry. Through pursuing our five stated objectives, and always keeping the end in mind while remembering why we started in the first place, we have again broken new ground and done pioneering work in the agricultural sector.

Building the skills levels of those employed on citrus farms and in packhouses remains a priority for the Citrus Academy, and is achieved firstly by making learning material and audio-visual learning media available, which is developed in line with good agricultural practices by subject-matter experts from the industry. Secondly, through the Citrus Academy Bursary Fund, opportunities are created to take advantage of the offerings of registered learning institutions, such as universities, further education and training colleges and agricultural colleges. Since its inception in 2006, the Bursary Fund has awarded 460 bursaries to almost 200 students. Through the experiential learning programmes under the Bursary Fund, the skills levels of students and graduates are further developed –twenty-six students stand to benefit from this programme in 2013 and 2014. Where it is found that formal courses are not available or accessible to address particular skills development needs, the Citrus Academy

is on hand to develop learning programmes and arrange technical workshops, as we did with the Citrus Business Management programme and the LDA Citrus Safety workshop.

Enabling and promoting equitable access to employment in the citrus industry is our second major objective. We pursue this objective in a number of effective ways, namely through employing a weighted scoring system when awarding bursaries, which, without excluding any group, enable us to still give preference to previously disadvantaged individuals and women; through enabling employment of interns and graduates by way of experiential learning programmes; through preparing young people about to embark on their careers for the demands of the workplace; through exposing young people to the industry while they are still studying; and through making available learning opportunities and learning tools to those who are already working and who wish to grow and develop within the workplace.

Ensuring the future prosperity and competitiveness of the South African citrus industry depends to a large extent on having the right people with the right skills in the right place at the right time. The Citrus Academy continues to keep its finger on the pulse of skills needs, identifying skills areas where there are shortages or where shortages may develop, and skills which are critical right now or may become critical in the foreseeable future. Through the Bursary Fund, learning programmes, technical workshops and learning media, these skills shortages can be addressed and even prevented from occurring.

We all carry the responsibility of enabling and promoting industry transformation and black economic empowerment, and it is central to all of our functions. In particular, the BEE Bursary Support section of the Bursary Fund aims to assist emergent citrus growers and land reform beneficiaries in developing the internal capacity of their enterprises by giving them access to education opportunities at formal learning institutions. Although this remains a strategy that aims to improve prospects in the medium to long term, we have already seen extremely positive and encouraging results from this initiative, such as the nomination of two BEEBS beneficiaries for AgriSETA Excellence Awards in 2013. The AgriBEE project, which saw seven regional AgriBEE Champions workshops being held towards the end of 2013, is another prime example of the manner in which the Academy promotes transformation on a wide front. In 2013, the Academy was also tasked with undertaking a survey of emergent citrus enterprises, which we regard as a project that may very well bring us to the tipping point in industry transformation. The last of our five objectives is to improve the quality of learning delivery by assisting accredited learning providers and educational institutions with ready-to-use, up-to-date, and accurate learning material, media and programmes. We have also in the past year started to look at creating opportunities for lecturers and facilitators to improve their citrus industry knowledge and skills.

All of this is made possible only through the efforts of the excellent staff of the Citrus Academy. That so much is achieved by so few, is testament to their commitment and enduring love for what we do. Sam, Candice, Angela and Londiwe: thank you for your fire – you make the world a little warmer and a little brighter every day.

Thank you to the directors of the Citrus Academy for your commitment and guidance, and to our extended family, Justin, Lukhanyo, Robert, Liane, Paul, John, Mitchell, Gloria, Andrew and Melton, for always being there for us and ready to help when we need you.

I trust that you will enjoy reading this annual report, in which you will find details of all the activities summarised above. It is a privilege and a pleasure to serve the citrus industry, and to be part of its bright future. We promise to keep at it, to stoke the fires and to shine the light of learning.

algemene bestuurder se verslag

Met die skrywe van die jaarverslag hierdie jaar het ek weereens besef hoever ons al gekom het en hoeveel daar gedoen word, en terselfdertyd hoe 'n lang pad nog voorlê en hoeveel ons nog te doen staan. Maar meestal besef ek weer hoe gelukkig ons is dat ons daaglikse taak is om mense te help, om geleenthede te skep om te leer en te begryp, en om 'n wonderlike bedryf met 'n blink toekoms te bevorder – kortliks, om ons klein tol te speel daarin om die vuur aan die brand te steek en hom te stook.

In die afgelope jaar het die Sitrus Akademie verder gegroei na die uiteindelijke doelstelling om 'n bruikbare en betekenisvolle hulpbron vir almal in die sitrusbedryf te wees. Deur ons vyf doelwitte na te streef, en deur altyd die eindpaal in gedagte te hou sonder om te vergeet waarom ons begin het in die eerste plek, het ons weereens nuwe grond gebreek en pionierswerk gedoen in die landbousektor.

Om die vaardigheidsvlakke te bou van werkers op plase en in pakhuisse bly die eerste hoofdoelwit vir die Sitrus Akademie. Ons streef dit na eerstens deur die vrystelling van opleidingsmateriaal en oudiovisuele opleidingsmedia wat ontwikkel is volgens goeie boerdery praktyke deur vakkundiges uit die sitrusbedryf. Tweedens, deur die Sitrus Akademie Beursfonds word geleenthede geskep om voordeel te trek uit die aanbiedinge van geregistreerde opleidingsinstansies, soos universiteite, verdere opleidingskolleges, en landboukolleges. Sedert sy daarstelling in 2006 het die Beursfonds al 460 beurse toegeken aan amper 200 studente. Deur die ondervindingsleerprogramme onder die Beursfonds word die vaardighede van studente verder ontwikkel – ses-en-twintig studente het die geleentheid om voordeel te trek uit hierdie programme in 2013 en 2014. Waar ons vind dat formele kursusse nie beskikbaar of toeganklik is om 'n bepaalde vaardigheidsontwikkelingsbehoefte aan te spreek nie, is die Sitrus Akademie byderhand om opleidingsprogramme te ontwikkel of om tegniese werksinkels te reël, soos in die geval van die Sitrus Besigheidsbestuursprogram en die Sitrus Veiligheid werksinkel.

Die bevordering van gelyke toegang tot werksgeleenthede in die sitrusbedryf is ons tweede hoofdoelwit. Ons streef hierdie doelwit na op 'n aantal maniere, naamlik deur 'n telkaart stelsel te gebruik vir die toekenning van beurse wat, sonder om enige groep uit te sluit, voordeel gee aan vooraf benadeelde individue en aan vroue; deur die indiensneming van interns en gegradueerdes moontlik te maak deur ondervindingsleerprogramme; deur jongmense wat op die punt staan om hulle loopbane te loods voor te berei vir die eise van die werkplek; deur jongmense bloot te stel aan die bedryf terwyl hulle nog studeer; en deur opleidingsgeleenthede en middele beskikbaar te stel aan hulle wat alreeds werksaam is en graag wil groei en ontwikkel in die werkplek.

Om die toekomstige welvarendheid en mededingendheid van die Suid-Afrikaanse sitrusbedryf te verseker hand tot 'n groot mate daarvan af om die regte mense met die regte vaardighede op die regte plek te hê op die regte tyd. Die Sitrus Akademie hou voortdurend die vinger op die pols van vaardigheidsbehoefte, om te kyk na vaardigheidsareas waar daar tekorte is of waar tekorte moontlik kan ontwikkel, en om te let na vaardighede wat krities is of wat krities mag word in die afsienbare toekoms. Deur die Beursfonds, opleidingsprogramme, tegniese werksinkels en opleidingsmedia, kan vaardigheidstekorte aangespreek en selfs voorkom word.

Ons dra almal die verantwoordelikheid om transformasie en swart ekonomiese bemagtiging in die sitrusbedryf te bevorder, en dit bly sentraal tot al ons funksies. In besonder is die BEE Bursary Support afdeling van die Beursfonds daarop gemik om ontwikkelingsboere en grondhervormingsbevoordeeldes te help om die interne kapasiteit van hulle ondernemings te bou deur hulle toegang te bied tot formele opleidingsinstansies. Alhoewel hierdie strategie steeds daarop mik om vooruitsigte oor die medium en langtermyn te verbeter, is daar alreeds uiterse positiewe en bemoedigende resultate uit hierdie inisiatief, soos die nominasie van twee BEEBS studente vir AgriSETA Excellence Awards in 2013. Die AgriBEE projek, waardeur sewe plaaslike AgriBEE Champions werksinkels aangebied is aan die einde van 2013, is 'n ander uitstaande voorbeeld van die manier waarop die Akademie transformasie voorstaan en bevorder op 'n wye front. In 2013 is die Akademie ook die taak opgelê om 'n opname onder ontwikkelende sitrusondernemings te onderneem, wat ons beskou as 'n projek wat die draaipunt in bedryfsttransformasie kan wees.

Die laaste van ons vyf doelwitte is om die gehalte te verbeter van opleidingslewering, deur geakkrediteerde opleidingsverskaffers en opleidingsinstansies te voorsien van gebruiksgereed, op-datum en akkurate opleidingsmateriaal, -media en -programme. Ons het ook die afgelope jaar begin kyk na geleenthede vir dosente en fasiliteerders om hulle kennis en vaardighede rondom die sitrusbedryf te verbeter.

Al hierdie werk is slegs moontlik met die hulp van die uitnemende personeel van die Sitrus Akademie. Dat soveel bereik word deur so min is getuigenis van hulle toegewydheid en blywende liefde vir die werk wat ons doen. Sam, Candice, Angela en Londiwe: dankie vir julle vuur – julle maak die wêreld elke dag 'n bietjie warmer en 'n bietjie meer helder.

Dankie aan die direkteure van die Sitrus Akademie vir julle toewyding en leierskap, en aan ons uitgebreide familie, Justin, Lukhanyo, Robert, Liane, Paul, John, Mitchell, Gloria, Andrew and Melton omdat julle altyd daar is vir ons en gereed is om te help as ons julle nodig het.

Ek vertrou dat u dit sal geniet om hierdie jaarverslag te lees, waarin u meer detail sal vind oor al die aktiwiteite wat ek na verwys het. Dit is 'n voorreg en 'n plesier om die sitrusbedryf te dien en om deel te wees van sy blink toekoms. Ons belowe om aan te hou en voort te bou, om die vure te stook en om die lig van kennis te laat skyn.



corporate governance

The Citrus Academy is a non-profit company, incorporated for a public benefit purpose, as required by Item 1(1) of Schedule 1 of the Companies Act. The purpose of the Citrus Academy is to enable and facilitate skills development and human capacity building in the citrus industry of Southern Africa. The members of the company are deemed to be the current directors of the Citrus Growers' Association of Southern Africa.

Citrus Academy board of directors

The Citrus Academy is governed by a board of seven directors. The company secretary, Robert Miller, attends board meetings ex officio, while the Chief Executive Officer of the CGA, Justin Chadwick, and the chairperson of the CGA Audit Committee, Flip Smit, are invited to attend board meetings as observers.

Groups and organisations represented on Citrus Academy board

Group	Number of representatives	Details
Citrus Growers' Association	4	Nominated by CGA board
Donors	1	Nominated by largest donor
Service Providers	1	Nominated and approved by Citrus Academy board
Skills Development Specialist	1	Nominated and approved by Citrus Academy board

Israel Nemaorani, who was a director of the Citrus Academy since its establishment in 2005, resigned in January 2014. We are truly thankful to Israel for his long service and his valuable contribution to the growth and development of the Academy in those first critical years. Graham Piner, who before served as a director of the Academy from 2009 to 2012, agreed to again take up a position on the board as a CGA representative. In May 2013 after four years of service, Santa de Jager vacated her seat as skills development specialist on the board, for which we would like to express our appreciation. The board has to date not felt it necessary to fill this vacancy.

Board members and representation at 31/03/2014

Representation	Name	Date of appointment	Date of resignation
CGA	Shane Dellis (chairperson)	2009/04/01	
CGA - Emergent farmer representative	Hannes Hobbs (vice-chairperson)	2012/11/19	
CGA	Graham Piner	2014/01/28	
CGA	Phillip Dempsey	2012/11/19	
CGA - Emergent farmer representative	Israel Nemaorani	2007/04/01	2014/01/28
Donors (Citrus Industry Trust)	Arend Venter	2011/11/15	
Service providers	Joy van Biljon	2009/01/26	
Skills development specialist	Santa van Niekerk (de Jager)	2009/01/26	2013/05/28

Board meetings held during the year under review

Date	Meeting	Apologies
2013/09/09	Board Meeting	Arend Venter
2014/03/26	Board Meeting	

The sixth annual general meeting of the Citrus Academy was held at The Beach Hotel, Summerstrand, Port Elizabeth on Tuesday, the 10th of September 2013.

Citrus Academy representation

Jacomien de Klerk has served as a member of the governing board of the AgriSETA since May 2011. In 2013 she also served on the Education and Training Quality Assurance committee and the Skills Planning committee, and chaired the Primary Agriculture Subsector committee. After restructuring of the board committees concluded in February 2014, she was appointed to the new Finance and Remuneration committee and Grants and Quality Assurance committee. During the year under review, she also served on the SSC Steering committee. Remuneration paid for her services to the AgriSETA is received by the Citrus Academy.

Financial service providers and office bearers

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

Management and financial governance

The strategic objectives of the Citrus Academy are set by the board of directors, in line with the objectives of the CGA. Project plans for achieving these objectives are developed by the general manager and Citrus Academy staff. Citrus Academy staff report regularly to the board of directors on progress made with specific projects. Funding received from the Citrus Growers' Association, as approved by the CGA board of directors, is used for overhead costs, salaries, and funding of on-going projects.

Additional funding is secured and appropriated for specific programmes and projects. All expenditure is approved by the general manager of the Citrus Academy. Monthly management accounts are drawn up by the general manager of the Citrus Academy and circulated to the members of the board.

The CGA provides financial administration services, and PriceWaterhouseCoopers serves as the company's auditors.

Annual financial statements are drafted and presented to the auditors during the annual audit. Audited financial statements and the annual report 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.



bursary fund report

BACKGROUND

The Citrus Academy Bursary Fund was established in its current form at the beginning of 2006

Bursaries are awarded directly to students

Students in citrus-related study fields apply for bursaries through the Citrus Academy website

Applications are rated on relevance of field of study, scarcity and criticality, academic performance, academic institution, financial need, existing involvement in citrus industry, race, gender, and disability

Selection procedures are structured to ensure fair distribution between citrus-producing regions, academic institutions, academic bands and fields of study

Bursaries are awarded per academic year

Bursaries can cover tuition, accommodation, research and other study costs

Bursaries are paid in two tranches, in February and August

Students are given opportunities to gain experience and exposure during their studies

Students are required to work time back in the citrus industry on completion of their studies

Every student signs a Bursary Fund agreement, which sets out the obligations of the student and Academy

Failure to adhere to the Bursary Fund agreement may result in repayment of bursary money

Objectives

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

2013/2014 Report

In 2013, bursaries were awarded to sixty-two students studying at twenty-three academic institutions across South Africa

Three students did not successfully complete the year

Twenty-three students graduated at the end of 2013, of which two completed their secondary education, seven achieved diploma qualifications, ten completed B-degrees and four completed postgraduate qualifications

Of the twenty-three graduates, fourteen continued their studies in 2014 towards further qualifications, two were employed in the citrus industry, three found employment in the wider agricultural sector, one was employed by the government, and three are looking for work at the time of reporting

A further eight students left the Bursary Fund at the end of 2013 and continued their studies with other sources of funding in 2014

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

Sixty-seven bursaries have been awarded for the 2014 academic year, twenty of them to students joining the Bursary Fund for the first time

Five students who benefited from the Bursary Fund previously in or before 2012 joined again to further their studies

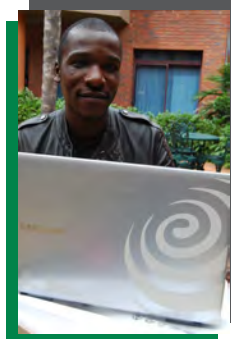
Income and Expenditure

Item	2013 fy	2014 fy
Bursary Fund income – CIT	881 151	1 113 447
Bursary Fund income – AgriSETA	431 560	662 775
Bursary Fund income – Other	60 000	110 000
Bursary Fund payments – February	(701 695)	(943 128)
Bursary Fund payments – August	(671 016)	(943 094)
Net (shortfall)	(0)	(0)

The top Citrus Academy Bursary Fund academic performers in 2013 were:

Diploma level: Justice Mahope, National Diploma in Plant Production, Lowveld College of Agriculture, average 83% (left)

Undergraduate level: Mathew Banda, BSc Agric, University of Fort Hare, average 83% (right)

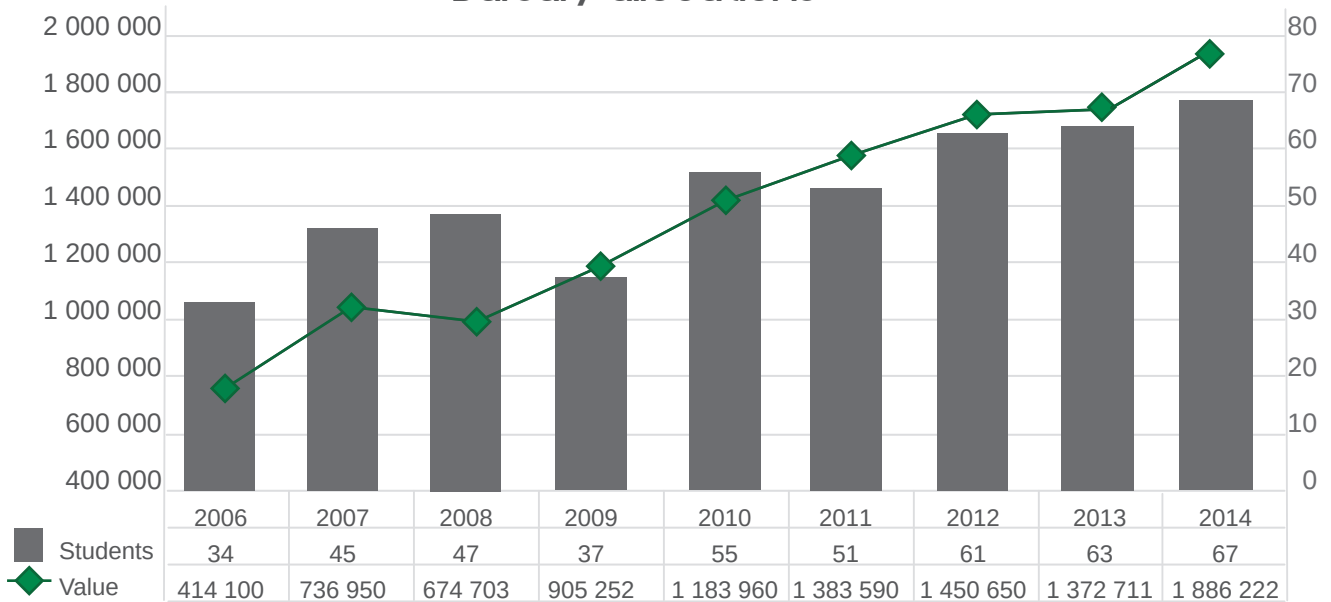


In 2013 four Citrus Academy Bursary Fund students received recognition through AgriSETA Excellence Awards for their achievements:

Best Student Bursaries: Winner – Xolani Siboza (PhD Horticulture, UKZN); runner-up – Richman Mavimbela (Champagne Citrus, MBA, Henley Business School)

Best Student Graduate Placements and Internships: Winner – Nomfundo Mpahla (Ripplemead Packhouse); Runner-up – Asanda Mditswa (Stellenbosch University)

Bursary allocations



	School education	Tertiary education		Total
		Diploma / certificate	Under- graduate	
Institutions				
Academy of Business and Computer Studies	1			1
Adelaide Gymnasium	1			1
Adelaide Primary	2			2
CPUT				1
DL Computer Training Centre	1			1
Get Ahead College	1			1
Get Ahead Project	2			2
Henley Business School				1
Kingsridge High School	2			2
Lovedale College				1
Lowveld College		1		6
NMMU		6	3	6
North-west University		3	1	1
Rhodes University				4
TUT			3	3
UNISA			6	7
University of Fort Hare			7	7
University of KwaZulu-Natal			1	2
University of Pretoria			1	3
University of Stellenbosch			3	2
Victoria Girls' High	1			1
Walter Sisulu University		1		1
Winterberg Agricultural High School	2			2
Total	13	11	25	62
Demographic groups				
Black male	4	3	9	21
Black female	9	8	11	31
White male			3	5
White female			2	3
Total	13	11	25	62

	School education	Tertiary education		Total	
	Diploma / certificate	Under- graduate	Postgraduate		
Institutions					
Academy of Business and Computer Studies	5 600				5 600
Adelaide Gymnasium	10 140				10 140
Adelaide Primary	20 400				20 400
CPUT				33 000	33 000
DL Computer Training Centre	4 200				4 200
Get Ahead College	12 650				12 650
Get Ahead Project	13 640				13 640
Henley Business School				30 376	30 376
Kingsridge High School	12 352				12 352
Lovedale College		15 206			15 206
Lowveld College		78 860			78 860
NMMU		39 000	52 700		91 700
North-west University			40 000		40 000
Rhodes University				150 000	150 000
TUT			94 000		94 000
UNISA			49 388	31 500	80 888
University of Fort Hare			179 100		179 100
University of KwaZulu-Natal			40 000	80 000	120 000
University of Pretoria			30 000	132 000	162 000
University of Stellenbosch			90 000	79 000	169 000
Victoria Girls' High	17 000				17 000
Walter Sisulu University		14 000			14 000
Winterberg	18 600				18 600
Total	114 582	147 066	575 188	535 875	1 372 711
Demographic groups					
Black male	33 000	62 971	208 738	220 875	525 584
Black female	81 582	84 095	223 950	133 000	522 627
White male			82 500	76 000	158 500
White female			60 000	106 000	166 000
Total	114 582	147 066	575 188	535 875	1 372 711

	School education	Tertiary education		Total	
		Diploma / certificate	Under- graduate		Postgraduate
Institutions					
Academy of Business and Computer Studies		2		2	
False Bay College		1		1	
Fort Cox College of Agriculture		1		1	
Gill College	1			1	
Henley Business School				1	
Kingsridge High School	2			2	
Lovedale College		2		2	
Lowveld College of Agriculture		7		7	
NMMU			7	7	
Rhodes University				4	4
TUT			4	1	5
UNISA			5		5
University of Fort Hare			3	2	5
University of KwaZulu-Natal			3		3
University of North West			1		1
University of Pretoria				6	6
University of Stellenbosch			4	5	9
University of the Free State				1	1
Varsity College		1			1
Victoria Girls' High	1				1
Walter Sisulu University		1			1
Winterberg Agricultural High School	1				1
Total	5	15	27	20	67

Demographic groups				
Black male		4	8	18
Black female	5	11	16	38
White male			2	5
White female			1	6
Total	5	15	27	67

	School education	Tertiary education		Total
		Diploma / certificate	Under- graduate	
Institutions				
Academy of Business and Computer Studies		17 250		17 250
False Bay College		8 245		8 245
Fort Cox College of Agriculture		18 520		18 520
Gill College	11 260			11 260
Henley Business School			20 000	20 000
Kingsridge High School	12 200			12 200
Lovedale College		32 275		32 275
Lowveld College of Agriculture		106 684		106 684
NMMU			205 000	205 000
Rhodes University			166 000	166 000
TUT			134 000	174 000
UNISA			44 170	44 170
University of Fort Hare			94 000	174 000
University of KwaZulu-Natal			104 500	104 500
University of North West			37 000	37 000
University of Pretoria			273 000	273 000
University of Stellenbosch			124 000	387 000
University of the Free State			30 068	30 068
Varsity College		17 500		17 500
Victoria Girls' High	23 000			23 000
Walter Sisulu University		19 050		19 050
Winterberg Agricultural High School	5 500			5 500
Total	51 960	219 524	742 670	1 886 222

Demographic groups				
Black male		47 766	192 960	446 794
Black female	51 960	171 758	455 710	962 428
White male			57 000	187 000
White female			37 000	290 000
Total	51 960	219 524	742 670	1 886 222

beebs (Black Economic Empowerment Bursary Support)

BACKGROUND

The BEE Bursary Support category was established in 2010 as a separate category of the Bursary Fund

It is aimed at building internal capacity of citrus farming enterprises that are BEE compliant, and particularly black-owned citrus farming enterprises

Bursary support is provided to BEE enterprises that wish to support a person related to the enterprise to study at an academic institution

The person must intend to return to the enterprise to work there after completing his or her studies

Candidates are selected by the owner or community, and submitted to the Citrus Academy for approval

The Citrus Academy provides support to the enterprise for up to 50% of the learner's study costs

The Citrus Academy enters into an agreement with the enterprise to provide financial support

In turn, the learner signs a contract with the enterprise

The BEE enterprise undertakes to provide the learner with opportunities to work on the farm during holidays, and with employment after they complete their studies

Support is provided for school and post-school education

Support is provided for any study field which might benefit the enterprise

Objectives

- Low skills levels ✖
- Employment Equity
- Scarce and Critical Skills
- Industry Transformation ✖
- Quality Delivery

2013/2014 Report

In 2013 twenty students received support through BEE citrus enterprises with the assistance of the Citrus Academy

Thirteen bursaries were awarded for students who are still at school, three for diplomas or certificates students, three for undergraduate studies, and one bursary was for a student who is studying towards his MBA

Two students did not successfully complete the 2013 academic year

Two students that received AgriSETA Excellence Awards in 2013, Nomfundo Mpahla and Richman Mavimbela, belonged to the BEEBS category

In 2014, sixteen bursaries were awarded in the BEEBS category

Seven bursaries were awarded to students who are at school, six students are studying towards a diploma or certificate, two to students involved in undergraduate studies, and one bursary was again awarded to the student studying towards his MBA

Income and Expenditure

Item	2013 fy	2014 fy
Bursary Fund income – CIT	131 729	149 505
Bursary Fund income – AgriSETA	110 060	55 775
Bursary Fund payments – February	(125 244)	(102 640)
Bursary Fund payments – August	(116 545)	(102 640)
Net (shortfall)	(0)	(0)



2013

Name	Citrus enterprise	Qualification	Institution
Hlumelo Doyi	Jerusalem Farm	Grade 10	Winterberg Agric High School
Andiswa Dyonase	Leta's Farm	Grade 12	Get Ahead College
Yolanda Dyonase	Leta's Farm	Grade 6	Get Ahead Project
Anda Futuse	Jerusalem Farm	Grade 5	Adelaide Primary
Andiswa Futuse	Jerusalem Farm	Grade 5	Adelaide Primary
Sinazo Futuse	Jerusalem Farm	Grade 9	Adelaide Gymnasium
Sigcine Manyonta	Oakdene Citrus Estate	Grade 8	Winterberg Agric High School
Richman Mavimbela	Champagne	MBA	Henley Business School
Siphosethu Mdudu	Leta's Farm	Grade 6	Get Ahead Project
Nontembeko Metula	Topkat Farm	BSc Agric	University of Fort Hare
Chwayita Mfecane	Zanentlutha Farming	Grade 10	Victoria Girls' High
Mihlali Mgadle	Ripplemead Citrus	Matric Improvement	DL Computer Training Centre
Somila Mgadle	Ripplemead Citrus	Grade 10	Kingsridge High School
Yonela Mgadle	Ripplemead Citrus	Grade 7	Kingsridge High School
Nomfundo Mphahla	Naudeshoek Farm	BTech Agric Man	NMMU
Lwazi Mpukane	White's Citrus	N Dip Building	Walter Sisulu University
Siphiw'okuhle Nohamba	Konzi Farm	B Agric Econ	University of Fort Hare
Siyolise Nohamba	Konzi Farm	Matric Improvement	Academy of Business and Computer Studies
Olivia Selowe	Champagne	N Dip Agric	Lowveld College of Agriculture
Unathi Yeko	Lover's Retreat	Primary Agriculture	Lovedale College

2014

Name	Citrus enterprise	Qualification	Institution
Sinazo Futuse	Jerusalem Farm	Grade 10	Gill College
Richman Mavimbela	Champagne	MBA	Henley Business School
Ntsika Metula	Topkat Farm	Grade 9	Winterberg Agric High School
Chwayita Mfecane	Zanentlutha Farming	Grade 12	Victoria Girls' High
Mihlali Mgadle	Ripplemead Citrus	Higher Cert: Business	Varsity College
Somila Mgadle	Ripplemead Citrus	Grade 11	Kingsridge High School
Yonela Mgadle	Ripplemead Citrus	Grade 8	Kingsridge High School
Lwazi Mpukane	White's Citrus	N Dip Building	Walter Sisulu University
Aviwe Ndzoyi	Gatenya Farm	N Dip Human Resources	Academy of Business and Computer Studies
Siphiw'okuhle Nohamba	Konzi Farm	B Agric Econ	University of Fort Hare
Siyolise Nohamba	Konzi Farm	Primary Agriculture	Lovedale College
Lisakhanya Nyamezele	Siyamila	B Com Accounting	NMMU
Olivia Selowe	Champagne	N Dip Agric	Lowveld College of Agriculture
Aphiwe Tyantsa	Gatenya Farm	Business Management	Academy of Business and Computer Studies
Siyabonga Velem	Gatenya Farm	N Dip Financial Management	False Bay College
Unathi Yeko	Lover's Retreat	Primary Agriculture	Lovedale College



career awareness

BACKGROUND

There is a great need for agriculture, and in particular the citrus industry, to be promoted amongst young people as a viable place to foster a long-term career

Furthermore, there is a need for creating awareness around available career options in the citrus industry, as the general perception is that job opportunities are limited to working on a farm or in a packhouse

The Citrus Academy has been participating in career awareness events since 2011, mostly in the form of career fairs at various universities around the country

During these events, the Academy is also given the opportunity to promote the Citrus Academy Bursary Fund and its programmes to the brightest and best candidates

On request, and within its limits capacity, the Citrus Academy also participates in career days at high schools in citrus-growing regions



Objectives

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

2013/2014 Report

The Citrus Academy exhibited at two career fairs arranged by the PMA, which were held at universities in Gauteng and the Western Cape

The Citrus Academy also participated in a career day arranged by the University of KwaZulu-Natal

Current Citrus Academy Bursary Fund students at these institutions lent valuable assistance in manning our stand and promoting the work that we do

A request was received from the Department of Agriculture, Forestry and Fisheries to participate in the review and validation of the DAFF Career Awareness Strategy, and Jacomien de Klerk was asked to represent the citrus industry

Income and Expenditure

Item	2013 fy	2014 fy
Exhibition Costs	14 400	17 000
Marketing Material	14 685	18 038
Total Expenditure	29 085	35 038



2013 Events

Event	Venue	Dates	Organisers
PMA Agri-Food Career Fair	Stellenbosch University	25/04/2013	Produce Marketers Association
UKZN Agri Career Fair	University of KwaZulu-Natal	12/05/2013	UKZN
PMA Agri-Food Career Fair	University of Pretoria	23/08/2013	Produce Marketers Association

vacation work programme

BACKGROUND

The holiday work programme was implemented in 2006 as part of Citrus Academy Bursary Fund

All undergraduate and diploma Bursary Fund students are obligated to do holiday work

Students are placed at businesses related to their field of study

The aim is to provide students with practical experience to apply and augment learnt theory

It also provides students with opportunities to see how citrus enterprises operate in reality

Citrus businesses are given the opportunity to engage in transformation by nurturing a qualified, competent merging workforce, while having the opportunity to scout candidates for employment

Citrus Academy pays transport costs, gives students a daily allowance and occasionally accommodation

Employers provide work experience, accommodation and local transport

Students are supervised and coached by mentors, such as technical, packhouse and production managers

Objectives

- Low skills levels ✖
- Employment Equity ✖
- Scarce and Critical Skills
- Industry Transformation ✖
- Quality Delivery

2013/2014 Report

In 2013, thirteen students took part in the holiday work programme

Students worked for approximately three weeks during the June / July holidays

Six companies participated in the holiday work programme

Participating businesses included farms, packhouses and research facilities

Production tasks students were exposed to included picking, packing, product handling and quality control

Other students gained experience in research practices.

Income and Expenditure

Item	2013 fy	2014 fy
Daily Allowances	11 450	8 465
Accommodation		3 600
Transport	7 560	7 145
Total Expenditure	19 010	19 210



2013 Vacation work placements

Company	Location	Students
Citrus Research International	Nelspruit	Lindokuhle Mamba, Brenda Ndhlovu, Wandile Ngcamphalala, Ayanda Ntuli, Catherine Savage, Mdumseni Sibandze
Indigo Packhouse	Letsitele	Scott McKenzie
Lab Work	Letsitele	Adriaan Serfontein
Neos Estates	Malelane	Sithembile Ground
Penhill Farm	Addo	Mathew Banda, Florence Kabanda, Lindsay Muchena
Sunday's River Citrus Company	Addo	Johane Botes

internship programme

BACKGROUND

An internship is a period of experiential learning that has to be completed in order to achieve a diploma qualification

The period of an internship can be six or twelve months, depending on the requirements of the qualification

Students perform practical tasks and complete written assignments during their internships

The Citrus Academy assists Bursary Fund students to find internship placements at companies within in the citrus industry

The progress of interns is monitored during this time

The Citrus Academy provides funding of R3,750 per month per intern to employers to subsidise interns' salary

Funding is sourced from the AgriSETA for South African students, while students from Zimbabwe and Swaziland are funded as part of their bursaries

Employers provide students with accommodation, transport and practical training in line with the requirements of the academic institution

After students complete their internships and receive their diplomas, they have the option of further study or permanent employment

The employer has the option of employing the intern once qualified

Objectives

- Low skills levels ❄
- Employment Equity ❄
- Scarce and Critical Skills
- Industry Transformation ❄
- Quality Delivery

2013/2014 Report

In 2013 seven students undertook internships at five citrus enterprises

The students completed their internships successfully in December 2013

All seven students continued their studies towards BTech degrees in 2014

One student was employed permanently by the enterprise at which they did their internship

Five students started their internships at the beginning of 2014, at four different enterprises

Income and Expenditure

Item	2013 fy	2014 fy
Internship funding - AgriSETA	184 250	189 750
Internship funding - other	57 750	36000
Internship allowances	(244 000)	(223 000)
Net (shortfall)	(2 000)	2 750



2013

Enterprise	Location	Intern	Period
Penhill Farm	Addo	Phelokazi Gambula, Ncediswa Mbekela	January - December 2013
Golden Frontiers Citrus	Komatipoort	Danisile Khoza	January - December 2013
	Hectorspruit	Gugu Mokoena	January - December 2013
Neos Estates	Malelane	Ntombisize Mhlongo	January - December 2013
Sundays River Citrus Company	Addo	Bahle Kweba	January - December 2013
Bavaria Estates	Hoedspruit	Justice Mahope	January - December 2013

2014

Enterprise	Location	Intern	Period
Letaba Estates	Tzaneen	Prudence Msibi	January - December 2014
Neos Estates	Malelane	Lucy Ngcane	January - December 2014
		Sithembile Ground	January - December 2014
Champagne Citrus	Bushbuckridge	Olivia Selowe	January - December 2014
Riverside Advisory Services	Fort Beaufort	Kanyisa Ndyoki	July - December 2014

graduate placement programme

BACKGROUND

Through the graduate placement programme, the Citrus Academy finds temporary employment for graduates who require work experience with the aim of making them more employable

Graduates are placed with citrus enterprises where they are given relevant practical experience and exposure to the industry

The AgriSETA provides funding of R3,750 per month per graduate for one year to subsidise a salary

Funding is channelled through the Citrus Academy to the employer who, in turn, pays it to the graduate as part of their remuneration

On completion of twelve months experiential learning, companies have the option of employing the graduate

The programme is aimed mostly at Citrus Academy Bursary Fund students, but assistance of this nature is also provided to outside candidates on request

Objectives

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

2013/2014 Report

No students requested placements in 2013

In April 2014, Sonwabo Ncera took up a graduate placement opportunity

Income and Expenditure

Item	2013 fy
Graduate Placement funding - AgriSETA	135 750
Graduate Placement Allowances	(107 250)
Net Surplus/Shortfall	28 500

*income and expenditure relates to placements in 2012



2014

Enterprise	Location	Graduate	Period
Citrus Growers' Association	Durban	Sonwabo Ncera	April 2014 - March 2015

ready-steady-work programme

BACKGROUND

In 2011 and 2012 Citrus Academy Bursary Fund students participated in a research study conducted by a Masters student at the University of Stellenbosch Business School

The study focussed on the adjustment and integration of young people to the workplace and how coaching can assist them in this process

The findings of the study bore out past experience - young people, when first entering the workplace, experience various adjustment problems, mostly related to understanding what is expected of them and what they could fairly expect of their employer and managing the manner in which they function within a given workplace and team

The Citrus Academy developed a programme to prepare Bursary Fund students for the workplace and address some of these challenges

The programme comprises a five-day camp held once a year

Current and past Bursary Fund students, who started working at the beginning of the year in question or start working at the beginning of the following year, are invited to attend the programme

The focus during the camp is on coaching, team building and peer learning, where combined classroom learning and physical activities aim to develop the students' life skills, self-confidence and self-knowledge

Support and monitoring for a period of six months is provided following the camp

Objectives

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

2013/2014 Report

The first Ready-Steady-Work camp was held in September 2013 at Camp Discovery close to Pretoria

Twenty-six current and past Citrus Academy Bursary Fund students attended

Thirteen students were either permanently employed or doing internships, while the remaining thirteen were in their final year of studies and were expected to start working in 2014

The programme focussed on the questions "Who am I?", "What does the workplace look like?" and "How do I function in the workplace?"

Carlen Taute, from Buzz Communications, facilitated the workshop, which received extremely positive responses from all those that attended

Students continued receiving coaching support from the facilitator for six months after the workshop

Income and Expenditure

Item	2014 fy
Funding - IDC	150 000
Facilitation	(48 000)
Workshop Material	(14 168)
Camp Expenses	(83 107)
Net (shortfall)	4 725



2013 Ready-Steady-Work participants

Student	Qualification and academic institution	Status
Mathew Banda	BSc Agric, UFH	Fulltime student
Edrich Burger	MSc Agric, UP	Fulltime student
Xolisa Faltein	BSc Agric Management, UFH	Fulltime student
Noma-Afrika Frans	BTech, NMMU	Working, part-time student
Phelokazi Gambula	N Dip Agric Management, NMMU	Intern
Sithembile Ground	N Dip Agric, Lowveld College	Intern
Florence Kabanda	BSc Agric, UFH	Fulltime student
Danisile Koza	N Dip Agric, Lowveld College	Intern
Bahle Kweba	N Dip Agric Management, NMMU	Intern
Mankukudu Langa	BTech Agric Management, UNISA	Fulltime student
Justice Mahope	N Dip Agric, Lowveld College	Intern
Zama Maqutu	BSc (Hons), UNISA	Working, part-time student
Kholofelo Manaswe	BTech Agric, TUT	Fulltime student
Nhlanhla Mathaba	PhD Horticulture, UKZN	Working
Ncediswa Mbekela	N Dip Agric Management, NMMU	Intern
Sibongiseni Mgozoli	MSc Agric, UP	Fulltime student
Ntombisizwe Mhlongo	N Dip Agric, Lowveld College	Intern
Gugu Mokoena	N Dip Agric, Lowveld College	Intern
Nomfundo Mpahla	BTech, NMMU	Working, part-time student
Lindsay Muchena	BSc Agric, UFH	Fulltime student
Sonwabo Ncera	BSc Agric Econ, UFH	Fulltime student
Brenda Ndhlovu	BTech Agric Management, UNISA	Fulltime student
Ayanda Ntuli	BTech Agric, TUT	Fulltime student
Athandile Shoba	BTech Agric, TUT	Working, part-time student
Mdumseni Sibandze	BTech Agric, TUT	Fulltime student
Xolani Siboza	PhD Horticulture, UKZN	Fulltime student



industry exposure programme

BACKGROUND

The programme was initiated in 2007 in response to identified lack of industry exposure for Bursary Fund students

The main aim is to provide students with opportunities to attend local and overseas events related to their fields of study, where they can be exposed to the citrus industry and the wider agricultural sector

Students are given opportunities to learn from lectures and presentations from experts in their fields

Students are able to improve their knowledge 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 studies and research

Students are able to network with industry role-players and leaders in their fields

The programme is dependent on sponsorships

2013/2014 Report

In the reporting period thirty-seven Citrus Academy Bursary Fund students attended nine different industry events

In 2013 the IDC renewed their programme sponsorship

In addition, two citrus enterprises also provided sponsorships for students

Sponsorship covered students' registration fees, travel and accommodation

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

Students were chaperoned by Citrus Academy personnel or study supervisors

No disciplinary or other problems were experienced

Feedback from students and industry stakeholders at the events was extremely positive

A subscription to the SA Fruit Journal for each Citrus Academy Bursary Fund student was funded through the programme

In March 2014, the IDC provided additional sponsorship for the programme for the 2014 financial year

Objectives

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

Income and Expenditure

Item	2013 fy	2014 fy
2013 Sponsorship - IDC		150 000
2014 Sponsorship - IDC		200 000
Sponsorships - Other	142 500	14 250
Academic Award Sponsorship		12 000
IOCV Conference	(159 499)	(12 211)
Netafim Citrus Seminar		(7 750)
VI International Conference on Managing Quality in Chains		(38 438)
2013 American Phytopathological Society		(38 523)
CRI Production Workshops		(4 284)
PMA Fresh Connections and Postharvest and Packaging Technology Workshop		(16 065)
CRI Spring Pest Workshops		(17 526)
CRI Packhouse Workshop		(3 318)
SAIGAS Global Gap Training		(3 000)
SA Fruit Journal	(11 053)	(11 754)
Academic Awards	(6 418)	(10 772)
Promotions	(11 084)	(5 400)
Net surplus/ (shortfall)	(45 554)	207 209

2013 Industry events

Event	Students
2013 International Organisation of Citrus Virologists (IOCV) Conference Skukuza, South Africa 28 July-2 August 2013	Zama Maqutu (BSc (Hons) Botany, UNISA)
Netafim Citrus Seminar Limpopo Province, South Africa 22-27 July 2013	Edrich Burger (MSc Agric, University of Pretoria)
VI International Conference on Managing Quality in Chains Cranfield, United Kingdom 2-5 September 2013	Xolani Siboza (PhD Horticulture, University of KwaZulu-Natal)
2013 American Phytopathological Society Austin, Texas, United States of America 10-14 August 2013	Mareli Kellerman (MSc Agric (Plant Pathology), University of Stellenbosch)
CRI Production Workshops Sunday's River and Nelspruit, South Africa May-June 2013	Phelokazi Gambula (N Dip Agric Man, NMMU); Danisile Koza (N Dip Agric, Lowveld College); Ncediswa Mbekela (N Dip Agric Man, NMMU); Ntombisizwe Mhlongo (N Dip Agric, Lowveld College); Gugu Mokoena (N Dip Agric, Lowveld College)
PMA Fresh Connections and Postharvest and Packaging Technology Workshop Pretoria, South Africa 15 August 2013	Noma-Afrika Frans (BTech, NMMU); Bahle Kweba (N Dip Agric Man, NMMU); Richman Mavimbela (MBA, Henley Business School)
CRI Spring Pest Complex Workshops Sunday's River, Letsitele and Nelspruit, South Africa September 2013	Mathew Banda (BSc Agric (Crops and Soil Science), University of Fort Hare); Claire Daniel (BSc (Hons) Entomology, Rhodes University); Phelokazi Gambula (N Dip Agric Man, NMMU); Mathew Goddard (BSc (Hons) Entomology, Rhodes University); Nqabakazi Gwebani (BSc Agric (Soil Science), University of Fort Hare); Florence Kabanda (BSc Agric (Crops and Horticulture), University of Fort Hare); Bahle Kweba (N Dip Agric Man, NMMU); Mankukudu Langa (BTech Agric Man, UNISA); Justice Mahope (N Dip Agric, Lowveld College); Tamryn Marsberg (BSc (Hons) Entomology, Rhodes University); Ncediswa Mbekela (N Dip Agric Man, NMMU); Nomfundo Mpahla (BTech Agric Man, NMMU); Lindsay Muchena (BSc Agric (Crops and Soil Science), University of Fort Hare); Ayanda Ntuli (BTech Agric (Crop Production), TUT); Athandile Shoba (BTech Agric, TUT); Mdumiseni Sibandze (BTech Agric (Crop Production), TUT)
CRI Packhouse Workshop Sunday's River, South Africa February 2014	Phelokazi Gambula (N Dip Agric Man, NMMU); Bahle Kweba (N Dip Agric Man, NMMU); Sive Mbangiswano (BTech Agric Man, NMMU); Ncediswa Mbekela (N Dip Agric Man, NMMU); Yamkela Mboko (BTech Agric Man, NMMU)
SAIGAS Global Gap Training Sunday's River, South Africa 16 September 2013	Phelokazi Gambula (N Dip Agric Man, NMMU); Ncediswa Mbekela (N Dip Agric Man, NMMU)



technical workshops

BACKGROUND

In 2008 the need was identified for improving the quality of skills delivery by capacitating those involved in skills transfer

Specific target groups were identified as accredited service providers, extension officers, mentors, lecturers, and production managers

The aim is to build the attendants own knowledge and skills, and to develop their ability to transfer the knowledge and skills they gain

Workshops are facilitated by subject-matter experts within the citrus industry, and, in most cases, an experienced outcomes-based education facilitator

The Citrus Academy develops a workshop programme, compiles learning material and other workshop resources, and arranges for facilitators, in addition to making logistical arrangements for a venue, accommodation, etc. if required

The Citrus Academy coordinates and oversees the implementation of the workshop

Three capacity building workshops were held in 2008, dealing with specific skills areas and using Citrus Academy production learning material

Since 2009 workshops have been arranged only on request

The original concept was extended to include arranging workshops for specific target groups, such as emergent growers

In 2011 capacity building workshops were arranged for emergent growers for the first time

Objectives

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

2013/2014 Report

In October 2013 the Citrus Academy arranged a workshop for the citrus specialist extension officers of the Limpopo Department of Agriculture

The workshop was held at Tzaneen Country Lodge in the Limpopo Province

The subject of the workshop was Citrus Safety

The workshop included information on safe plant material, the Citrus Improvement Scheme, pre- and postharvest citrus diseases, good cultural practices, the citrus value chain, the importance of orchard sanitation and good picking practices, and maintaining fruit safety and quality in the packhouse

The workshop included site visits to a nursery and a packhouse in the Letsitele area

The workshop was facilitated by Drs. Hennie le Roux and Arno Erasmus of the CRI, and outcomes-based education facilitation was handled by Carol Harington of Rapid Skills Warehouse

Income and Expenditure

Item	2014 fy
Workshop fees received	80 158
Subject-matter experts	(12 000)
Conference fees	(48 471)
Travelling and Accommodation	(7 062)
Course Material and Resources	(9 590)
Net Surplus/ (shortfall)	3 035

Technical workshops

Dates	Skills area	Presenter	Location
11-15/02/2008	Production Management	Louis von Broembsen	Stellenbosch
11-15/08/2008	Plant Nutrition and Soil Management	Hannes Coetzee	Pretoria
13-17/10/2008	Water Quality and Irrigation	Faan Kruger and Hannes Coetzee	Grobblersdal
31/08-04/09/2009	Plant Nutrition and Soil Management	Hannes Coetzee and Carol Harington	Thoyouandou, Venda
12/10/2011	Spring Pest Complex	Dr. Sean Moore	Zebediela Estate
08-09/11/2011	Finance for Non-Financial Managers in the Fruit Industry	Peter van Ryneveld (Johannesburg School of Finance)	Fort Beaufort
28-30/10/2013	Citrus Safetey	Drs. Hennie le Roux and Arno Erasmus, Carol Harington	Tzaneen Country Lodge

agriBEE workshops

BACKGROUND

After the publication of the AgriBEE Sector Codes in December 2012, the Citrus Academy identified the need for promoting B-BBEE implementation in the citrus industry and in the wider agricultural sector

During a CGA regional road show in February 2013, presentations were made to citrus growers regarding the principals of B-BBEE and the details of the AgriBEE Sector Codes

Subsequently a number of requests were received for putting in place a programme that will enable growers to drive their own AgriBEE implementation

A B-BBEE Champions Course presented by Transcend Corporate Advisors was identified as a suitable mechanism for this purpose

The Citrus Academy worked with Transcend Corporate Advisors to adapt their course material and learning programme for AgriBEE implementation

The programme is not specific to the citrus industry or to citrus enterprises – it is equally applicable to all organisations that earn most of their turnover from the agricultural sector

The intent is to make the programme available at no cost to other commodity organisations if they wish to roll it out to their members

As agricultural enterprises are by definition rural and it is costly and difficult to access courses held in main centres, a decision was taken to hold regional workshops

Objectives

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

2013/2014 Report

The AgriBEE Champions workshops were held in November 2013, in Addo, Patensie, Citrusdal, Groblersdal, Letsitele, Nelspruit and Nkweleni

The workshops were facilitated by Heather Prinsloo, an experienced facilitator from Transcend Corporate Advisors, and coordinated on the ground by Sam Louw of the Citrus Academy

Attendants paid a fee to attend the workshop, based on a cost recovery calculation

In addition, emergent growers and representatives from government and other industry organisations were invited to attend free of charge

Although workshop attendance was not as high as expected, the programme was hailed as a success and the objectives of the programme were achieved

Income and Expenditure

Item	2014 fy
Workshop fees received	76 500
Facilitation	(175 000)
Conference fees	(50 083)
Travelling and Accommodation	(42476)
Course Material and Resources	(35 196)
Net Surplus/ (shortfall)	(226 255)

AgriBEE workshops

Dates	Region	Attendance
21-22/10/2013	Addo	13
24-25/10/2013	Patensie	11
28-29/10/2013	Citrusdal	20
31/10-01/11/2013	Groblersdal	9
04-05/11/2013	Letsitele	12
07-08/11/2013	Nelspruit	4
11-12/11/2013	Nkweleni	3
Total Attendance		72



learning programmes

Learning programmes are developed to meet specific learning needs in terms of content or target group

The cost of programme development is generally carried by the Academy, while funding is sought for production of learning material and programme implementation, where necessary

Development of new programmes starts with identifying a demand amongst citrus industry role-players

The request is assessed using criteria such as applicability to the wider industry and benefit to citrus growers on the whole

If it is found that the request has merit, a programme framework and development plan is drawn up, indicating the content and implementation strategy for the programme

In most cases, the learning methodology is also designed to meet the needs of the target group

In most cases, programme content is developed using Citrus Academy learning material as a basis, although new material may also be developed or sourced if required

Content is adapted in line with programme framework, and taking into account the target group

Wherever possible, programmes are unit standard aligned and adapted for outcomes-based education

The programme material includes all required learning and assessment tools

In most cases, programme material can be downloaded from the website of the Academy at no cost

BACKGROUND



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Objectives

- Low skills levels ✱
- Employment Equity ✱
- Scarce and Critical Skills ✱
- Industry Transformation ✱
- Quality Delivery ✱

2013/2014 Report

By April 2013, in response to a request from the Citrus Growers' Development Chamber for the development of a comprehensive business and financial management learning programme aimed at emergent growers, the Citrus Academy had identified the appropriate qualification, developed a draft programme outline, and identified a possible source for programme material

In the year under review, development of the programme continued with the adaptation of the programme material

The programme framework was adjusted in terms of the clustering and alignment

The programme was named the Citrus Business Management programme

A decision was taken to pilot the programme in 2014 in the Kat River Valley, due to the high concentration of emergent citrus growers in that area

An application for funding for the pilot project, in the form of new venture creation learnership funding, was lodged with the AgriSETA in January 2014

It is expected that the pilot project will commence towards the end of 2014

Once the pilot project has been concluded, the programme will be made available for further implementation by accredited learning providers

Income and Expenditure

Item	2013 fy	2014 fy
Programme development funding - AgriSETA		200 00
Citrus Secondary programme development	(31 368)	(1 500)
Citrus Business Management programme development		(170 000)
Net Surplus/ (shortfall)	(31 368)	28 500

Available learning programmes

Format	Content summary	Target group	Implementation strategy
Institutional orientation programme			
Website download, available in English	- The Business Environment in South African - The South African Citrus Industry - The South African Citrus Grower - Agricultural Business Entities - Legislation and Statutory Requirements - Human Capital in an Agribusiness	Emergent farmers, new land owners	Classroom learning Used as basis for business management and new venture development programmes for new farmers and land owners
Citrus nursery workers programme			
Hard and softcopy, made available to SACNA members, in English and Afrikaans	- Introduction to Citrus Propagation - Rootstock Propagation - Budding - Introduction to Nursery Practices - Nursery Practices: Plant Nutrition - Nursery Practices: Pest and Disease Control - Nursery Practices: Weed Control - Nursery Practices: Irrigation and Water Quality	Citrus nursery workers and lower management	Workplace learning Implemented over a period of one year Reference material
Citrus secondary programme			
Hardcopy	- Module 1: Induction - Module 2: Citrus production overview - Module 3: Enterprise planning - Module 4: Marketing - Module 5: Agri- and ecotourism - Module 6: Food safety - Module 7: Harvesting - Module 8: Plant structures and functions - Module 9: Plant manipulation - Module 10: Soil fertility and plant nutrition - Module 11: Repairs and maintenance - Module 12: Irrigation - Module 13: Water quality - Module 14: Pest management - Module 15: Disease and weed management - Module 16: Applying PPPs - Module 17: Handling PPPs - Module 18: Citrus propagation - Module 19: Crop establishment - Module 20: Production management - Module 21: Human resource management - Module 22: Financial management - Module 23: Sustainable farming	Secondary school learners	Classroom facilitation as extra-curricular activity

Learning programmes under development

Citrus business management			
(Not yet determined)	- Module 1: Learner Induction and Orientation - Module 2: Think Like an Entrepreneur - Module 3: Plan Your Business - Financial Aspects - Module 4: Launch and Grow Your Business - Module 5: Manage Your Business - The Basics - Module 6: Manage Your Business - Finance for Agri-Business Managers - Module 7: Manage Your Business - Human Resources - Module 8: Manage Your Business - Sales and Marketing - Module 9: Improve your Business Performance - Module 10: Presentations	Emergent growers, citrus business managers	Learnership (7 months)

audio-visual learning media

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, in the form of DVDs, were considered to be the most efficient and effective means of transferring knowledge and skills

The objectives of the project were to:

- Address low knowledge and skills levels in the packhouse environment and the cold chain
- Allow access to this information for those that lack basic literacy skills
- Support existing learning material on packhouse processes and the cold chain
- Develop an understanding of the complete cold chain
- Explain best practices for packhouses and materials specifications

The development of the Citrus Postharvest Series was undertaken as a joint initiative between Media World, the CRI, the CGA and the Citrus Academy, as well as a number of other industry role-players

A content framework was developed by industry representatives and subject-matter experts, consisting of fifty modules, aimed at workers at different levels

Learning modules were included for training seasonal and permanent workers, and are developed to be easily accessible and to allow for easy translation

Higher level management modules were included aimed at improving understanding and knowledge of packhouse management

Every module is accompanied by a written learner guide, available in electronic format on a CD that is distributed with the DVDs

Grant funding to subsidise the development cost was secured from various sponsors

The series was made available for sale to the industry in time for the 2010 citrus season

Based on experiences with the Citrus Postharvest Series, it was decided to develop audio-visual media dealing with other aspects of citrus production

Audio-visual media series are made available for sale by the Citrus Academy

Each audio-visual module is accompanied by a learner guide, which is a transcript of the module with some additional reference material, definitions and information where appropriate

Learning resources to accompany audio-visual media is also developed where appropriate

In 2011 the Integrated Pest Management for Citrus series was developed, funded by the AgriSETA

The CGA sponsored a copy of the IPM series for each citrus grower in Southern Africa

In February 2012, a Citrus Harvesting series was developed, using modules that formed part of the Citrus Postharvest Series, of which citrus growers also received sponsored copies

In February 2013, the Citrus Packing series was developed, and the CGA again sponsored copies for all citrus growers



2013/2014 Report

A process was put in place to upload all previously developed audio-visual material to the Citrus Academy YouTube channel

In addition, all learner guides and resources developed in the past were made available for download from the Citrus Academy website

No funding for further audio-visual media development could be secured in the year under review

Income and Expenditure

Item	2014 fy	2014 fy
Sales - CPHS	4 800	3 200
Sales - IPM	7 155	
Sales - Harvesting	150	450
Sales - Citrus Packing	150	150
AV module costs	(12 825)	
Material development		
Repro, print & packaging	(17 140)	
Net Surplus/ (shortfall)	(17 710)	3 800

Audio-visual series

Target groups	Content summary	Presenters and collaborators
Citrus postharvest series		
Citrus growers - pickers, picking supervisors, production managers Citrus packhouses - sorters, graders, packers, palletisers, supervisors, line managers, packhouse managers Logistics service providers Government officials Extension officers Training service providers	- Module 1: SA Citrus Industry - Module 2: Value Chain - Module 3: Citrus Varieties - Module 4: Citrus Markets - Module 5: Citrus Export Standards - Module 6: Yield and Fruit Size - Module 7: Packhouse Planning - Module 8: Rind Disorders - Module 9: Postharvest Diseases - Module 10: Orchard Sanitation - Module 11: Pre-Harvest Pest Control - Module 12: Maturity Indexing - Module 13: Picking Practices - Module 14: Picking Supervision - Module 15: Packhouse Process Flow - Module 16: Drenching - Module 17: Degreening - Module 18: Fruit Washing Systems - Module 19: Packhouse Sanitation - Module 20: Hot Water Fungicide Bath - Module 21: Titration - Module 22: Resistance Management - Module 23: Drying Tunnel - Module 24: Wax Application - Module 25: Sizing - Module 26: Sorting and Grading - Module 27: Packing Material and Specifications - Module 28: Packing Market Specifications - Module 29: Packing - Module 30: Palletisation - Module 31: High-cube vs. Standard - Module 32: Marking - Module 33: Inspections – PPECB - Module 34: Inspections – DAFF - Module 35: Export Shipping Overview - Module 36: Infrastructure Overview - Module 37: Road Transport Overview - Module 38: Truck Loading - Module 39: Rail Loading Break-Bulk - Module 40: Rail Loading Containers - Module 41: Pre-Cooling - Module 42: Cold Store Requirements - Module 43: Cold Store Handling - Module 44: Cold Store Mechanics - Module 45: Container Loading - Module 46: Vessel Loading - Module 47: Cold Chain Review - Module 48: Safety and Quality Management - Module 49: Commercial Accreditation Systems - Module 50: Traceability	Justin Chadwick (CGA), Malcolm Dodd (PHIP), Andy Lee (CRI), Paul Hardman (CGA), Stephan Verreyne (CRI), Gert Kotze (Cedarpac), Paul Cronje (CRI), Keith Lesar (CRI), Sean Moore (CRI), Otto Frielingsdorf (Goedeheoop), Corrie Muller (Advantage Chemicals), Johann van der Vyver (ICA), Paul Fourie (CRI), John Perold (SRCC), Dawid Groenewald (CRI CCF), Neil Malan (PSB), Mitchell Brooke (CGA), Marius Scholtz (PPECB), Shubesco Heilbron (PPECB), Kuben Naidoo (DAFF), Lynette Grobler (LA Logistics), Alfred Monye (Transnet), Ample Grotius (Progressive Logistics), Boet Bester (PPECB), Peter Hoekstra (PPECB), Koos Bouwer, Chris Laing (PPECB), Bernard Henning (PPECB)
Integrated pest management for citrus		
Citrus growers – pest scouts IPM managers Extension officers Training service providers	- Introduction to IPM - Citrus Pest Monitoring - Pre-Harvest Blemish Analysis - Interpreting Monitoring Results	Dr. Sean Moore
Citrus harvesting		
Citrus growers – pickers, picking supervisors, production managers Extension officers Training service providers	- Citrus Value Chain - Orchard Sanitation - Picking Practices - Picking Supervision	Malcolm Dodd (PHIP), Keith Lesar(CRI), Otto Frielingsdorf (Goedeheoop)
Citrus packing / Sitrus verpakking		
Citrus packhouses – sorters, graders, packers, palletisers, supervisors, line managers, packhouse managers Extension officers Training service providers	- Citrus Value Chain - Packhouse Process Flow - Packhouse Sanitation - Sorting and Grading - Packing Methods - Palletisation - Truck Loading	Malcolm Dodd (PHIP), Keith Lesar(CRI), John Perold(SRCC), Dawid Groenewald(SAPPI), Lynette Grobler(LA Logistics)

learning material development

BACKGROUND

The development of production learning material was initiated in 2005

The aim of this initiative was to develop unit standard aligned, crop-specific learning material for citrus production and packing

Fifty-nine core unit standards forming part of the Plant Production qualifications from NQF2 to NQF5 were initially identified

Learning material was developed for fifty-four of these unit standards

Subject-matter experts from within the citrus industry were contracted to write and review the learning material

The material is in line with the Citrus Production Guidelines published by Citrus Research International

Each set of learning material originally consisted of a learner guide, a facilitator guide and assessment guides for learners and assessors

The material is written in English and there are at present no plans to translate the body of material into any other languages

Visual presentation tools are developed on request to enable facilitation in other languages

Learning material can be downloaded free of charge from the Citrus Academy website

Learner guides are also available in printed format

The production learning material forms the basis for most of the learning programmes and audio-visual material developed by the Citrus Academy

Other commodity organisations have been licensed to adapt the citrus learning material for their purposes



Objectives

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

2013/2014 Report

In January 2013 a project was initiated to review all production learning material

Assessment and facilitation documents for the learning material were also converted to the latest generally accepted formats

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

Income and Expenditure

Item	2014 fy
Production learning material revision	57 000
Net Surplus/ (shortfall)	57 000



Production learning material

Skills area	Unit standards			
	NQF 2	NQF 3	NQF4	NQF 5
Enterprise Selection, Planning and Establishment	116081 & 116127	116214 & 116274	116293 & 116309	116337 & 116324
Plant Functions and Structures	116057			
Plant Nutrition and Soil Management	116053	116267	116311	116371
Harvesting	116111	116268	116297	116373
Water Quality	116077	116212	116322	
Plant Manipulation	116128	116264	116305	116409
Irrigation	116066	116266	116317	116414
Crop Establishment	116079			
Plant Propagation	116119	116220	116316	
Pests, Diseases and Weeds	116124	116265	116301	116429
Crop Protection Application	116125			
Food Safety	116070	116271	116278	116419
Conservation	116121	116263	116303	116425
Marketing	116126	116259	116684	10050
Production Management	116115	116218	116288	116426
Industry Overview			116286	



project management: grower survey

BACKGROUND

In 2010 the CGA established the Citrus Growers' Development Chamber (CGDC) to focus on the development of emergent citrus growers, by coordinating support available to the growers and assisting in resolving the challenges being faced by them

In 2013 the CGDC identified the need for undertaking a situational survey of the estimated 130 emerging citrus growers in the country

The objective of the survey was to get a clear picture of the status of the farms and to identify issues faced by the farmers, with the purpose of enabling the CGDC to identify key areas of intervention

The Citrus Academy was tasked by the CGA with managing this project

The project involves a baseline survey to gather all relevant information, after which the information will be updated annually

In addition, new growers will be added to the database as they become operational

Data that is gathered has to be quantifiable and comparable, in order to enable the development of targeted interventions

Statistical data will be made available to governmental and other organisations only with the consent of the CGA and CGDC, but the details of individual growers will be kept confidential



Objectives

- Low skills levels
- Employment Equity
- Scarce and Critical Skills
- Industry Transformation ✨
- Quality Delivery

2013/2014 Report

The Citrus Academy planned the project with the help of the CGDC executive committee, CRI extension staff and CGA transformation staff

The project was funded by the AgriSETA, the Agri-business Development Agency in KwaZulu-Natal and the CGA

A questionnaire for the survey was developed, under the headings of landholding, land acquisition, citrus business, land utilisation, tree census, resource utilisation, equipment and machinery, infrastructure, market volumes, market comments, management profile, employment profile, support, business plans, compliance, and services

An electronic data gathering tool was developed with the help of Paul Hardman of the CGA

Lima Rural Development was contracted as a service provider to assist with the data gathering process

After verifying the list of emergent citrus enterprises, the number of farms to be surveyed was reduced to 118

The survey was undertaken between September 2013 and February 2014

Valuable assistance and support were received from the CRI extension staff and officials from provincial departments of agriculture

A workshop was held on the 20th of March 2014 to report back to the CGDC on the outcomes of the survey and to determine a way forward

Income and Expenditure

Item	2014 fy
Project funding - AgriSETA	300 000
Project funding - ADA (through CGA)	214 000
Project funding - CGA	300 000
Survey Expenses - KwaZulu-Natal	(114 818)
Survey Expenses - Eastern Cape	(125 410)
Survey Expenses - Limpopo Province	(277 172)
Survey Expenses - Mpumalanga	(56 609)
Survey Expenses - Gauteng/North-West	(21 564)
Survey Expenses - Western Cape	(43 002)
Survey Expenses - Northern Cape	(0)
Survey Expenses - Preparation and Equipment	(31 555)
Net surplus/ (shortfall)	143 870

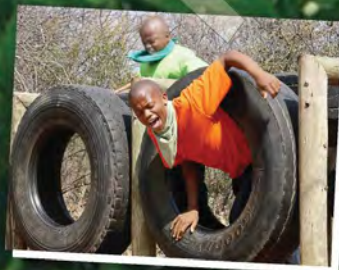
Grower survey key outcomes

Province	Survey month	Enterprises surveyed	Citrus plantings	Average size
KwaZulu-Natal	September 2013	17	1 337ha	79ha
Eastern Cape	September 2013	36	1 927ha	54ha
Limpopo Province	September 2013	42	2 339ha	56ha
Mpumalanga	February 2014	11	749ha	68ha
Gauteng/North-West	February 2014	2	66ha	33ha
Western Cape	February 2014	7	216ha	31ha
Northern Cape	February 2014	3	577ha	192ha
Total		118		7 211ha



abridged income statement

	Actual 2013 financial year	Budget 2014 financial year	Actual 2014 financial year	Budget 2015 financial year
Income				
Services rendered				
Citrus Growers' Association	1 908 000	2 100 000	2 300 000	2 300 000
Citrus Academy Bursary Fund				
Bursary funding	1 597 888	1 723 360	1 619 167	1 936 387
Experiential learning	520 250	462 000	740 000	941 250
Other sponsorships		10 000	12 000	15 000
Learning media				
Development funding	17 000	575 000	200 000	724 000
Implementation funding				740 000
Sales	12 255	18 750	3 800	
Capacity building workshops		248 750	156 658	50 000
Project funding			814 000	50 000
Other income				
Profit on disposal of fixed assets	2 105		5 390	
Cost recovery	133 671	132 000	145 547	150 000
	4 191 168	5 269 860	5 996 562	6 906 637
Expenditure				
General administration				
Depreciation	14 222		18 527	
Directors' meetings	6 045	20 000	9 197	20 000
Marketing	80 913	115 000	77 555	96 000
Office expenses (insurance, stationery, telephone)	88 913	97 200	101 618	100 500
Rent paid	161 907	132 300	181 016	30 536
Services (accounting, legal, consulting)	31 800	30 900	53 565	44 000
Sponsorships	689			
Staff costs	1 199 214	1 327 610	1 336 131	1 573 310
Travel and accommodation	260 033	264 000	349 870	300 000
Citrus Academy Bursary Fund				
Bursary funding paid out	1 673 939	1 723 360	1 562 630	1 936 387
Experiential learning	532 886	573 850	526 544	945 078
Other costs	25 428	48 400	29 982	69 165
Learning media				
Development costs	61 333	578 500	228 500	818 400
Implementation costs		60 000		760 000
Capacity building workshops		272 025	379 878	50 000
Project costs			670 130	50 000
	4 137 322	5 243 145	5 525 143	6 793 376





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