



2020

Annual Report



citrus
academy



**Enabling skills development
in the citrus industry**



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Chairperson's Report



Phillip Dempsey

Creating an enabling environment for the skills development within the Southern African citrus industry is still the way the Citrus Academy addresses the radical changes in the working environment and the ever-changing climate that has placed huge emphasis on the need for finding a sustainable way forward.

These were the sentiments with which I started the chairperson's report in 2019 and it could not have been borne out more directly over the last few months. The unprecedented reality of a world-wide pandemic has to be one of the greatest examples of the ever-changing climate in which we operate.

"On the other hand, the reality of water scarcity in certain production areas has now become urgent, and raises concerns that the crop for the 2019 citrus season will be challenging to produce and harvest." These were words from the 2018 chairperson's report, and still today we have the same challenging scenario. Nothing has changed! It is just amazing how an industry like the citrus industry experiences all these challenges and more, but still stays afloat.

With all these challenges, the risks involved in producing and harvesting a crop will be great, as we deal with export and local markets that can be unpredictable and dynamic. Information is key in ensuring that growers are better equipped to manage risk and uncertainty. The Citrus Academy is part of meeting the need for more and better information, by way of the Citrus Resource Warehouse. Not only does the Resource Warehouse help with online information, but the Citrus Academy has also developed citrus short courses which assist employees with the production challenges they need to manage. The Citrus Academy with the current Covid-19 situation assists students and short-course attendees by presenting these courses via the internet, so information can always be available to students and an ongoing learning process can be developed.

Export citrus growers must remain aware of the ever-changing requirements of export markets, changes on the political and economic landscape, new challenges brought by climate change and the ongoing uncertainty around service delivery and infrastructure in our country. As an example of infrastructure challenges, Port Elizabeth harbour has addressed the challenges we experience in the 2019 season but productivity is being impacted by Covid-19 operating procedures, which in themselves create management challenges. Biosecurity is another reality we must take note of. The CRI has raised awareness around the challenges posed by biosecurity, and the importance of information transfer for the sustainability of the industry.

Growers have to constantly realign their production and business practices to meet these challenges. The Citrus Academy has the responsibility of ensuring that growers are able to do this by foreseeing and addressing human resource requirements and skills shortages, particularly in scarce and critical skills areas. During strategic planning undertaken by the Citrus Academy board, the need was identified to more closely align bursary allocations with job opportunities in the industry, such as packhouse managers and technical advisors.

Employment and practical training for students on farms or in agri-businesses is of the utmost importance for the Citrus Academy, which is why we have the "Pick me!" portal where commercial businesses can recruit students for work experiences or full-time.

To date, the Citrus Academy has allocated 863 bursaries at a total value of around R24 million, in the three categories of postgraduate support, undergraduate support and BEE bursary support. The Citrus Industry Trust and the AgriSETA remain the major sources of bursary funding. During the last few years, we have also seen a pleasing increase in the support we receive from companies within the industry. We appreciate their continued support.

Numbers, both in terms of bursaries awarded and funding, have stabilised over the last three years. While it is pleasing that the Citrus Academy has been able to maintain these levels in spite of difficult financial times which has made fundraising more challenging, it is also worrying that we have not been able to increase the number of students that we support, even though we have increased the range of qualifications that we provide bursaries for. There is a need to identify more funding sources.

Focus has shifted to more cost-effective delivery mechanisms, such as e-learning programmes, and joint ventures with other NGOs and with commercial farming operations, where we have to look at ensuring that the financial support structures that we put in place are able to deliver real benefits not only to the Academy and its constituency, but also to those who participate in and support them.

Programmes such as Pick me!, citrus short courses, e-learning programmes, audio-visual media development and the Citrus Resource Warehouse, demonstrate the involvement of the Citrus Academy in the industry, and the commitment we have and goals we set for ourselves. Improving the availability and accessibility of these programmes is vital for the Citrus Academy and the students out there. E-learning is the best way to transfer information to the students, and a big positive for the Citrus Academy is its existing involvement in e-learning, which enables us to transfer our short courses to e-learning. Well done to the Citrus Academy staff and management for anticipating the need within the industry for e-learning and transforming the courses for the convenience of students and the industry.

The most effective way for growers to ensure that they take full advantage of the value that the Citrus Academy creates, is to offer vacation work and internship placements for Citrus Academy Bursary Fund students and to employ Bursary Fund graduates, which allows them to score valuable B-BBEE points and at the same time address the urgent challenges of transformation and employment equity. It is just another way in which they can make their levy work for them.

The Citrus Academy board and management remain committed to staying a step ahead and foreseeing future needs in this changing business environment by introducing the e-learning method for our short courses as well. Being proactive and having foresight is the key to fulfilling our objectives of improving management skills, taking part in transformation, and empowering youngsters to be entrepreneurs and becoming the leaders of the future.

The Citrus Academy fulfils the resolution taken by the CGA more than a decade ago: "The citrus industry needs to invest in its future by putting a body in place dedicated to human capital development". The Citrus Academy looks forward to supporting and serving citrus growers in the years to come with the mandate that we have been entrusted with. The board and management of the Citrus Academy will continue to strive towards ensuring that everyone benefits from the activities of the Academy, but that the focus stays on ensuring real value for citrus growers.

Die daarstelling van 'n bemagtigende omgewing vir vaardigheidsontwikkeling in die suider-Afrikaanse sitrusbedryf is steeds die manier waarop die Sitrus Akademie radikale veranderinge in die werksomgewing, en veranderlike klimaatstoestande wat die klem op die behoefte vir volhoubare oplossings plaas, aanspreek.

Hierdie is die sentiment waarmee ek die voorsittersverslag in 2019 begin het, en dit kon nie meer duidelik gerealiseer het oor die laaste paar maande nie. Die ongekende realiteit van 'n wêreldwye pandemie moet een van die beste voorbeelde wees van die ewig-veranderlike klimaat waarin ons opereer.

“Aan die ander kant, die realiteit van waterskaarste in sekere produksiegebiede is nou dringend, en wek kommer dat dit 'n uitdaging gaan wees om die oes in die 2019 sitrus seisoen te produseer en te pluk.” Hierdie is woorde uit die 2018 voorsittersverslag, en ons het nog steeds vandag dieselfde uitdaging. Niks het verander nie! Dit is bloot ongelooflik dat 'n bedryf soos die sitrusbedryf al hierdie uitdaginge kan beleef en steeds aan die gang kan bly.

Met al hierdie uitdaginge is daar groot risiko betrokke by die produksie van 'n sitrusoes, terwyl ons werk met uitvoer en lokale markte wat onvoorspelbaar en dinamies kan wees. Inligting is die sleutel om te verseker dat produsente beter toegerus is om die risiko en onvoorspelbaarheid aan te spreek. Die Sitrus Akademie doen sy deel om meer en beter inligting beskikbaar te maak deur middel van die Citrus Resource Warehouse. Nie net help die Resource Warehouse met aanlyn inligting nie, maar die Sitrus Akademie het ook sitrus kortkursusse ontwikkel wat werknemers help om produksie uitdaginge aan te spreek. Die Sitrus Akademie in die huidige situasie met Covid-19 help studente en kortkursus bywoners deur die kursusse aanlyn aan te bied, sodat inligting beskikbaar kan bly en 'n voortgaande leerproses ontwikkel kan word.

Uitvoer produsente moet bewus bly van die veranderlike vereistes van uitvoermarkte, veranderinge op die politieke en ekonomiese front, nuwe uitdaginge rondom klimaatsverandering, en die voortdurende onsekerheid rondom dienslewering en infrastruktuur in ons land. As 'n voorbeeld van infrastruktuur uitdaginge, die Port Elizabeth hawe het die probleme aangespreek wat ons in die 2019 ondervind het, maar produktiwiteit word beïnvloed deur Covid-19 bedryfsprosedures wat insigself bestuursuitdaginge daarstel. Biosekuriteit is 'n nader realiteit waarvan ons kennis moet neem. Die CRI het bewustheid geskep rondom die uitdaginge wat gestel word deur biosekuriteit, en die belangrikheid van inligtingoordrag vir die volhoubaarheid van die sitrusbedryf.

Produsente moet deurentyd hulle produksie en besigheidspraktieke in lyn bring met hierdie uitdaginge. Die Sitrus Akademie het die verantwoordelikheid om te verseker dat produsente dit kan doen deur menslike hulpbronne vereistes te voorsien, veral in skaars en kritiese vaardigheidsareas. Tydens strategiese beplanning wat onderneem is deur die Sitrus Akademie raad, is die behoefte geïdentifiseer om beursallokasies in lyn te bring met werkseleenthede in die bedryf, soos pakhuisbestuurders en tegniese adviseurs.

Indiensneming en praktiese opleiding vir studente op plase en in agri-besighede is van uiterse belang vir die Sitrus Akademie. Dis hoekom ons die “Pick me!” portaal geskep het, waar kommersiële ondernemings studente kan werf vir werksondervinding of vir voltydse indiensneming.

Tot op datum het die Sitrus Akademie 863 beurse toegeken met 'n totale waarde van R24 miljoen, in die drie kategorieë van nagraadse ondersteuning, voorgraadse ondersteuning en

BEE beurse. Die Sitrus Bedryfstrust en die AgriSETA is steeds die grootste bronne van beursbefondsing. Gedurende die laaste paar jaar het ons 'n welkome toename in bydraes uit die bedryf gesien. Ons waardeer die voortdurende ondersteuning.

Die syfers, beide in terme van beurse wat toegeken is en befondsing, het gestabiliseer oor die afgelope drie jaar. Terwyl dit verblydend is dat die Akademie hierdie vlakke kon volhou ten spyte van moeilike finansiële toestande wat fondsinsameling meer uitdagend gemaak het, is dit ook kommerwekkend dat ons nie meer studente kon ondersteun nie, alhoewel ons die reeks kwalifikasies wat ons befonds verbreed het. Dit is nodig om meer befondingsbronne te identifiseer.

Fokus het verskuif na meer koste-effektiewe leweringsmeganismes, soos e-opleidingsprogramme, en gesamentlike ondernemings met ander NROs en met kommersiële boerdery ondernemings, waar ons moet verseker dat die finansiële ondersteuningstrukture wat ons daarstel werklike voordele inhou nie net vir die Akademie en sy aandeelhouers nie, maar ook vir die mense wat deelneem en die program ondersteun.

Programme soos Pick me!, sitrus kortkursusse, e-opleidingsprogramme, oudiovisuele media ontwikkeling en die Citrus Resource Warehouse, demonstreer die betrokkenheid en toewyding van die Sitrus Akademie, en die doelwitte wat ons vir onself gestel het. Om die beskikbaarheid en toegang tot hierdie programme te verbeter is van uiterse belang vir die Sitrus Akademie en ons studente. E-opleiding is die beste manier om inligting oor te dra na die studente, en dit is baie positief dat die Sitrus Akademie reeds betrokke is by e-opleiding, wat ons daartoe in staat stel om ons kortkursusse oor te dra na e-opleiding. Wel gedaan aan die Sitrus Akademie personeel en bestuur vir hulle versigtigheid om die behoefte in die bedryf te voorsien.

Die mees koste-effektiewe manier vir produsente om te verseker dat hulle ten volle voordeel trek uit die waarde wat die Sitrus Akademie skep, is om vakansiewerk en internskap plasinge te bied vir Sitrus Akademie beursstudente en om gekwalifiseerde Beursfondsstudente in diens te neem, wat hulle toelaat om waardevolle B-BBEE punte aan te teken en terselfdertyd die dringende kwessies van transformasie en indiensnemingsgelykheid aan te spreek. Dit is net nog 'n manier waarop hulle hulle heffing vir hulle kan laat werk.

Die Sitrus Akademie raad en bestuur bly toegewy daaraan om voor te bly in hierdie veranderlike besigheidsomgewing deur die toekomstige behoeftes van die bedryf vooruit te sien deur die e-opleiding metode vir ons kortkursusse ook toe te pas. Om proaktief te wees, is die sleutel om te verseker dat ons die doelwitte bereik om bestuursvaardighede te verbeter, by te dra tot transformasie, en jongmense te bemagtig om entrepreneurs te wees en die leiers van die toekoms te word.

Die Sitrus Akademie vervul die resolusie wat meer as 'n dekade gelede geneem is deur die CGA: “Die sitrusbedryf moet belê in sy toekoms deur 'n liggaam te skep wat toegewy is aan menslike hulpbron ontwikkeling”. Die Sitrus Akademie sien uit daarna om sitrusprodusente te ondersteun en te dien in die jare wat voorlê met die mandaat wat aan ons toevertrou is. Die raad en bestuur van die Sitrus Akademie sal voortdurend daarna streef om te verseker dat almal voordeel trek uit die aktiwiteite van die Akademie, maar dat die fokus bly daarop om werklike waarde vir die sitrusprodusente te verseker.

General Manager's Report



Jacomien de Klerk

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

In the past year, President Ramaphosa has made a point of highlighting agriculture as a sector that needs to drive both economic growth and job creation in South Africa. Together with this, government development plans and strategies are also identifying agriculture, and in particular primary production and product beneficiation, as a main driver for rural development and youth development, especially in rural areas.

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

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

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

The development of occupational qualifications presents another opportunity for the industry, as part of the wider fruit industry. It seems that the Quality Council for Trades and Occupations has at last settled on the principles and policies for the development of occupational qualifications, enabling the fruit industry to finally initiate the development of new qualifications for the industry. This places us in a position to

ensure that the qualification and learning curricula we have available for workplace training meets the very specific needs of the industry.

Another development on the fruit industry front presents yet another opportunity. Fruit SA has initiated a project to better coordinate human resource development efforts in the fruit industries, which presents us with an opportunity for greater cooperation and possible cost-savings. The other fruit industries are variously equipped to address the skills development needs of their growers, but every possibility of joint initiatives and resource-sharing will be explored. This initiative is also an opportunity for the fruit industries to present a more united front to government and the AgriSETA, giving greater weight to the voice of the citrus industry.

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

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

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

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

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

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

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

In die afgelope jaar het President Ramaphosa 'n punt gemaak daarvan op landbou uit te lig as 'n sektor wat beide ekonomiese ontwikkeling en werkskepping in Suid-Afrika moet dryf. Hiermee saam erken verskeie ontwikkelingsplanne en strategieë van die regering ook landbou, en veral primêre produksie en produk bevoordeling, as die grootste drywer vir landelike ontwikkeling en van jeugontwikkeling, veral in landelike streke.

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

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

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

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

Nog 'n ontwikkeling op die vrugte bedryf front bied 'n verdere geleentheid. Vrugte SA het 'n projek van stapel gestuur om menslike hulpbronontwikkeling beter te koördineer tussen

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

Die laaste groot geleentheid, wat ook gesien kan word as 'n uitdaging, is die snel toename in die gebruik van nuwe tegnologie in werkplekke in die sitrusbedryf. Soos tegnologieë meer volop en daarom meer bekostigbaar word, sal plase, kwekerie en pakhuse die nodigheid om nuwe tegnologie te implementeer al hoe meer onweerstandbaar vind. Nuwe tegnologieë sal krities wees vir verbeterde hulpbron-gebruik, verbeteringe in produktiwiteit, en kostebesparing. Om die gepaste nuwe tegnologie te kry is een ding, maar om die mense te kry met die nodige vaardighede en vermoëns om die beste gebruik te maak van die tegnologie, is 'n hele ander uitdaging.

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

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

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

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

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

Corporate Governance Report

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

Board of Directors

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

The twelfth annual general meeting of the Citrus Academy was held at Birchwood Hotel and OR Tambo Conference Centre on Thursday, the 12th of September 2019.

Board Representation

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

Board Meetings

Date	Meeting	Apologies
2019/09/25	Board Meeting	Marius Bester
2020/02/14	Strategic Planning Session	None
2020/03/23	Board Meeting (electronically)	Bennet Malungane, Alex Sithole

Board Members at 31st of March 2020

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

Representation	Name	Date of Appointment	Date of Resignation
CGA	Phillip Dempsey chairperson)	2012/11/20	
Donors (Citrus Industry Trust)	Alex Sithole (vice-chairperson)	2015/05/06	
CGA	Cornel van der Merwe	2015/03/12	
CGA	Marius Bester	2017/03/09	
CGA	Bennet Malungane	2018/03/22	
Service providers	Vacant		
Additional seat	Vacant		

Citrus Academy Representation

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

Financial Office Bearers and Service Providers

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. The financial manager of the CGA acts as the company secretary of the Citrus Academy.
- Annual financial statements are drafted and presented to the auditors during the annual audit. Audited financial statements are circulated to members before the annual general meeting.
- The annual general meeting is held less than six months after the end of the financial year at a venue accessible to as many members as possible, and at the same time as the annual general meeting of the Citrus Growers' Association.



Staff in Lockdown! (from top left)

Jacomien de Klerk General manager 2005/01/01 Jacomien is responsible for the overall management of the Citrus Academy.	Candice Burgin Bursary Fund manager 2010/04/01 Candice manages all aspects of the Bursary Fund, including applications, pay-outs, funding, and vocational learning programmes.	Angela Phillips Data manager 2011/02/01 Angela is responsible for social media, database and web development.
Nonhle Mbhele Project coordinator assistant 2018/10/15 Nonhle assists the Project coordinator with the output of the audio-visual series and various Citrus Academy projects.	Bets De Flamingh Office administrator 2017/03/01 Bets oversees the office administration for both the Citrus Growers' Association and the Citrus Academy.	Sive Silo Project coordinator 2015/06/01 Sive assists with the output of the audio-visual series and handles various Citrus Academy projects.
Londiwe Ngcobo Bursary Fund administrative assistant 2010/01/01 Londiwe assists the Bursary Fund manager with all administrative duties pertaining to the Bursary Fund.	Desiree Schonken Programme manager 2015/06/01 Desiree coordinates the development and implementation of all learning programmes and events, as well as being responsible for special projects.	

Bursary Fund Report

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

Objectives

Low skills levels
Employment equity
Scarce and critical skills
Industry transformation

“ I have recently been employed as an Entomologist and I am very happy to be fully focused on citrus production. I would not have had this great opportunity if it were not for the support and exposure that I have received from Citrus Academy.”

Background

- The Citrus Academy Bursary Fund was established in its current form at the beginning of 2006.
- Bursaries are awarded to students in citrus-related study fields, divided into three categories, being postgraduate studies, undergraduate studies and BEE bursary support.
- Students apply for bursaries through the Citrus Academy website.
- Applications are rated based on relevance of field of study, academic performance, academic institution, financial need, existing involvement in citrus industry, race, gender, and disability.
- Postgraduate applications are rated based on the relevance of the intended research to industry research needs.
- Selection procedures are structured to ensure fair distribution between citrus-producing regions, academic institutions, academic bands and fields of study, according to the needs in the industry.
- Bursaries are awarded per academic year.
- Bursaries can cover tuition, accommodation, research and other study costs.
- Bursaries are paid in two tranches, in March and September.
- Students are given opportunities to gain workplace experience and industry exposure during their studies.
- Students are required to work time back in the citrus industry on completion of their studies.
- Every student signs a Bursary Fund agreement, which sets out the obligations of the student and Academy.
- Failure to adhere to the Bursary Fund agreement may result in repayment of bursary money.
- Through the BEE bursary support (BEEBS) category, support is provided to students who are involved with black-owned citrus enterprises.
- It is aimed at building internal capacity of citrus enterprises that are BEE compliant.
- Candidates are selected by the enterprise owner or community.
- The Citrus Academy provides support for up to 50% of the learner's study costs.
- The BEE enterprise undertakes to provide the learner with opportunities to work on the farm during holidays, and employment after they complete their studies.
- BEE Bursary Support is provided for school and post-school education.



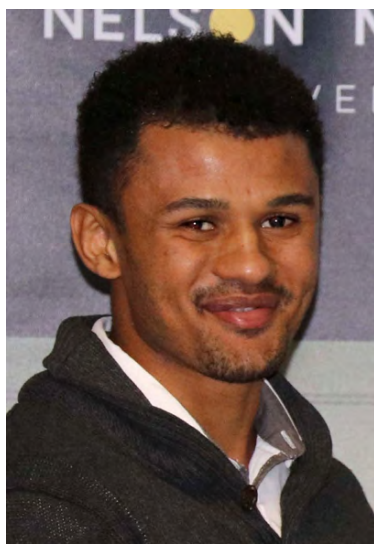
Top Academic Achievers 2019



Jannick Nieuwoudt

**BSc Soil Science and Horticulture
University of Stellenbosch**

80% Average



Zingisile Mbonda

**National Diploma: Agricultural
Management
Nelson Mandela University**

81% Average

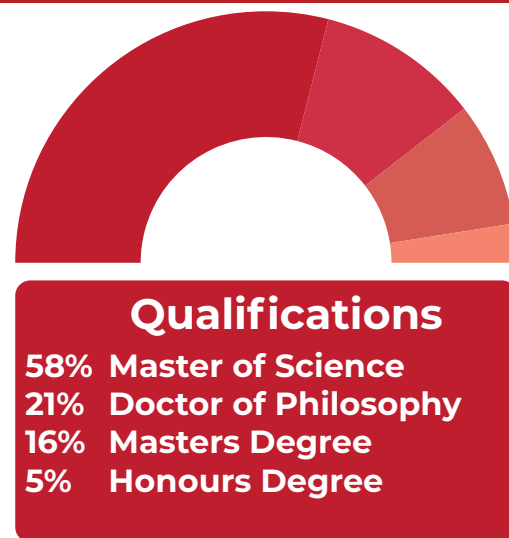
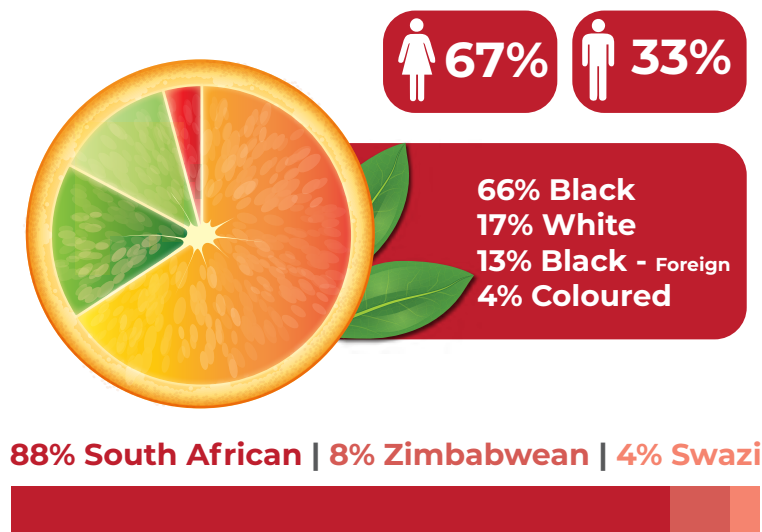
2019/2020 Report

- In the 2019 academic year, seventy bursaries were awarded to students studying at twenty-four institutions across South Africa.
- Twenty students joined the Bursary Fund for the first time in 2019.
- Twenty-six students left the bursary fund at the end of 2019.
- Of the twenty-six students, seven completed postgraduate qualifications, twelve completed undergraduate qualifications and seven went onto further studies with alternate funding.
- Twenty-one bursaries were awarded to students in the BEEBS category.
- Eighteen bursaries were awarded to students still at school, two to diploma students and one to a student completing a postgraduate qualification.
- Of the nineteen students that graduated at the end of 2019, five were employed in the citrus industry, six were employed in agriculture, six have plans to start studying again in 2020 and one is completing a government internship.
- In the 2020 academic year, sixty-seven bursaries have been awarded to students studying at twenty-six institutions across South Africa.
- Twenty students joined the bursary fund for the first time.
- Twenty-nine bursaries were awarded to students in the BEEBS category.
- Twenty-one BEEBS bursaries were awarded to students still at school, five were awarded to students completing undergraduate qualifications and one was awarded to a student completing a postgraduate qualification.

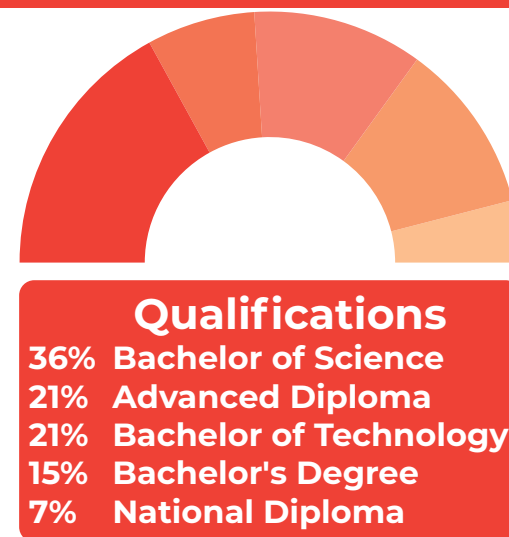
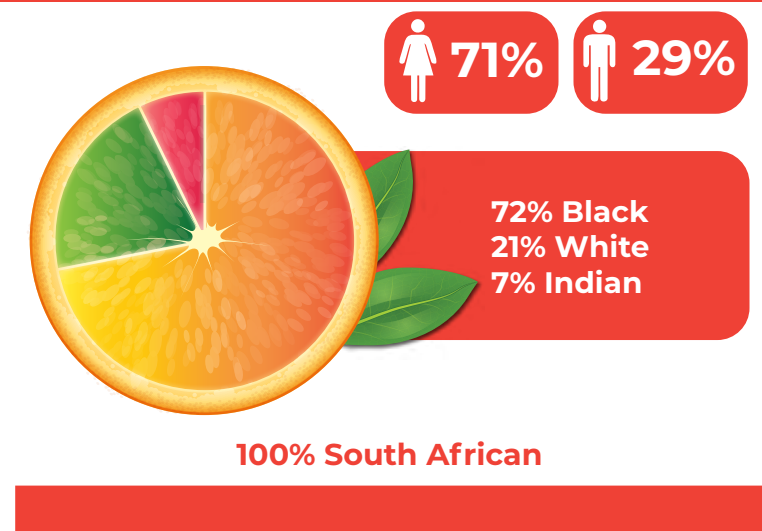
Income and Expenditure

Item	2019 Financial Year	2020 Financial Year
Income		
Bursary Fund income – Citrus Industry Trust	450 000	400 000
Bursary Fund income – AgriSETA	954 626	1 344 050
Bursary Fund income – Industry	790 800	1 116 033
Expenditure		
Bursary Fund payments	(2 445 409)	(2 456 517)
Net surplus / (shortfall)	(249 983)	403 566

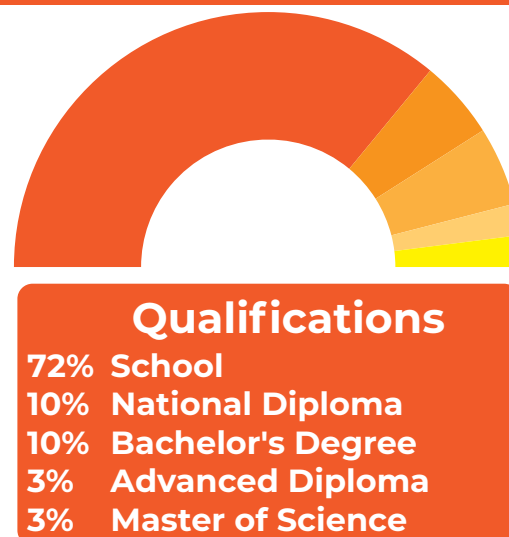
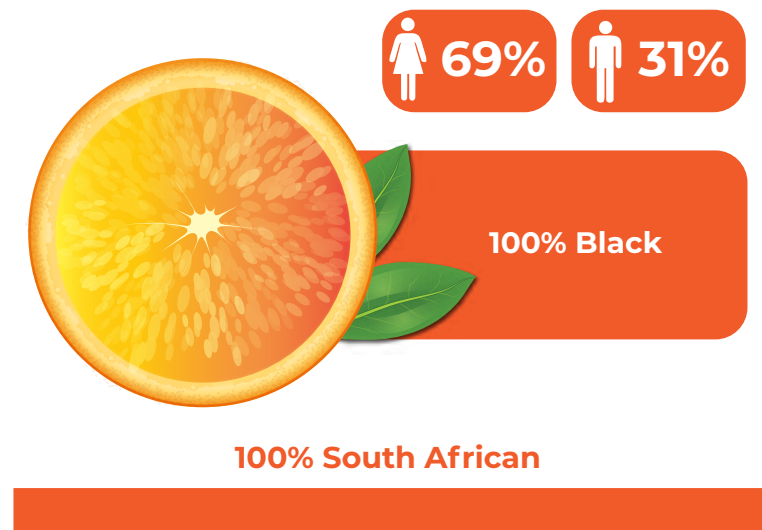
2020 Postgraduates



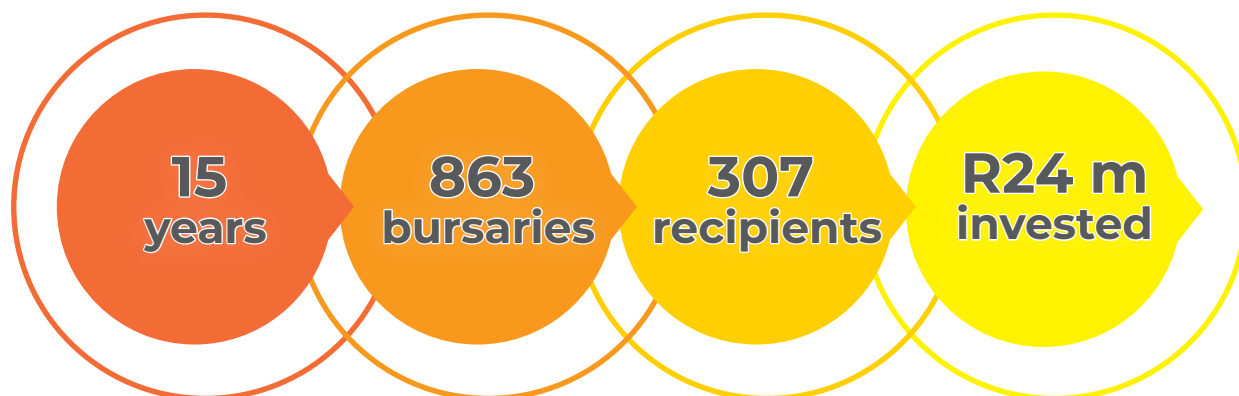
2020 Undergraduates



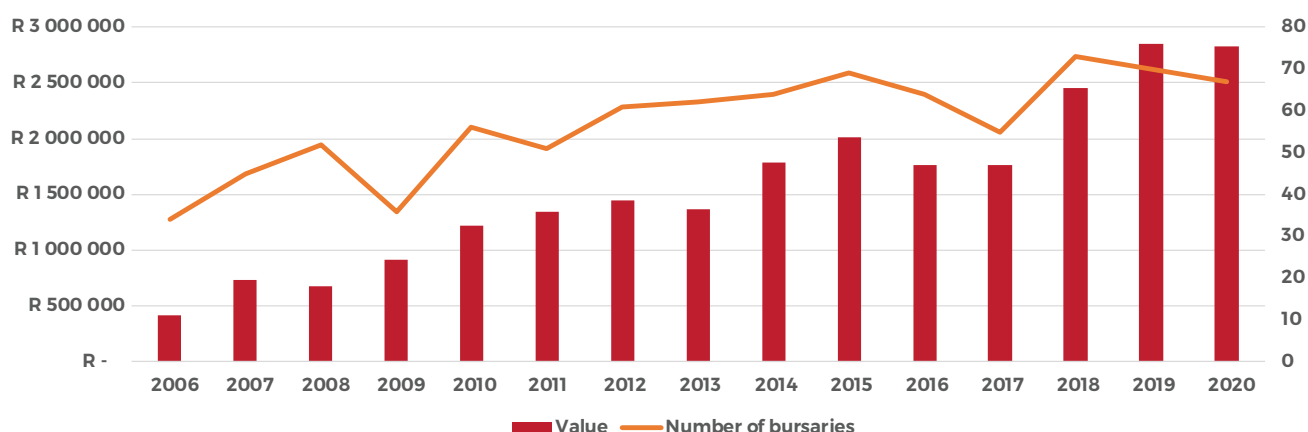
2020 BEEBS



Bursary Fund 2006-2020



Bursary Values



2020 Funding Sources



R1 344 050

AgriSETA

R1 116 033

Industry

R400 000

Citrus Industry Trust

Work Integrated Learning Programme

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

Objectives

**Low skills levels
Employment equity**

Industry Transformation

“

My internship was amazing, valuable, challenging and best opportunity that I could ever ask for.

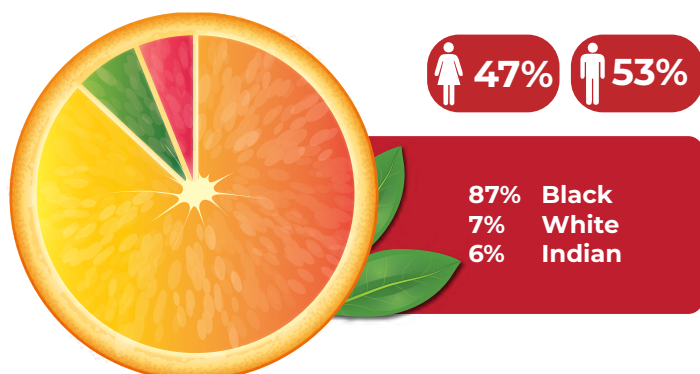
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Background

- Work integrated learning includes vacation work, internships and graduate placements.
- Vacation work aims to provide diploma and undergraduate students with opportunities to gain practical experience in citrus industry workplaces.
- All undergraduate and diploma Citrus Academy Bursary Fund students are obligated to do vacation work, usually during the June / July university holidays.
- The Citrus Academy finds placements for students at citrus enterprises related to their field of study, with the aim of providing them with practical experience to apply and augment learnt theory.
- Citrus Academy pay transport costs and, in some cases, accommodation, and provide students with a daily allowance, while employers provide work experience, local transport, and, if possible, accommodation.
- Internships aim to provide students studying towards diplomas with placements at citrus enterprises in order to complete the experiential learning requirement for their qualification.
- An internship can span six or twelve months, depending on the qualifications and the requirements of the academic institution.
- The Citrus Academy finds internships for students at companies in the citrus industry, and provides employers with an amount of funding per month per intern to subsidise salaries.
- Employers provide students with accommodation, transport and practical training to meet the requirements of the academic institution.
- Graduate placements aim to secure temporary placements at citrus enterprises for graduates, so that they can gain work experience and improve their employability.
- Graduates are placed with citrus enterprises, where they are given relevant practical experience and exposure to the industry.
- The Citrus Academy channels funding to the employer, who uses the funding to subsidise the graduate's monthly remuneration.
- After twelve months of experiential learning, companies have the option of employing the graduate.
- For the internship and graduate placement programmes, the Citrus Academy sources funding from the AgriSETA for South African students, while students from Zimbabwe and Swaziland are funded as part of their bursaries.
- Work integrated learning programmes are aimed mostly at Citrus Academy Bursary Fund students, but assistance is provided to outside candidates on request.
- These programmes present an opportunity for citrus businesses to engage in transformation by nurturing a qualified, competent emerging workforce, while scouting potential candidates for employment.



Workplace Integrated Learning Demographics



2019/2020 Report

- Ten students took part in the vacation work programme during the year under review.
- Five students took part in the internship programme during the year under review.
- All five students had to complete a six months' internship in order to obtain their qualification.
- One student worked at Citrus Research International.
- Four students worked at Mooinooi Farm in Elandsdraal.
- There were no graduate placements during the year under review.



Income and Expenditure

Item	2019 Financial Year	2020 Financial Year
Income		
Internship funding - AgriSETA	161 250	67 050
Graduate placement funding - AgriSETA	18 750	(22 500)
Expenditure		
Internships payments	(171 288)	(95 400)
Graduate placement payments		
Vacation work payments		
Travel	(4 399)	(18 355)
Accommodation	(6 450)	(30 276)
Daily allowances	(4 620)	(8 160)
Net surplus / (shortfall)	(6 757)	(107 641)

Workplace Integrated Learning Participants

Company	Location	Students
Vacation Work		
BBI Packhouse	Hoedspruit	Jara Kruger; Solly Tsotetsi
Citrus Research International	Nelspruit	Mahlatse Ngomane; Mzwandile Radebe; Pamela Mangena; Yanga Gagasi
Jamaka Organic Citrus Farm	Cederberg	Jannick Nieuwoudt
Durban University of Technology	Durban	Thariq Cassim
Auto-X	Port Elizabeth	Indiphile Siyangaphi
MFT Terminal	Durban	Robbin Siyabuna
Internships		
Citrus Research International	Nelspruit	Asavela Mteto
Mooinooi Farm	Elandsdraal	Botshelo Molamu; Paseka Dimo; Bakang Jamolo; Nyakallo Chabeli

Industry Exposure Programme

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

“ From first day to last, it was a great journey full of knowledge, fun and food. I got to talk with CEOs from big companies who are making a huge impact in the farming sector. Thanks for such an amazing opportunity! ”

Objectives

Low skills levels
Employment equity
Scarce and critical skills
Industry transformation

Background

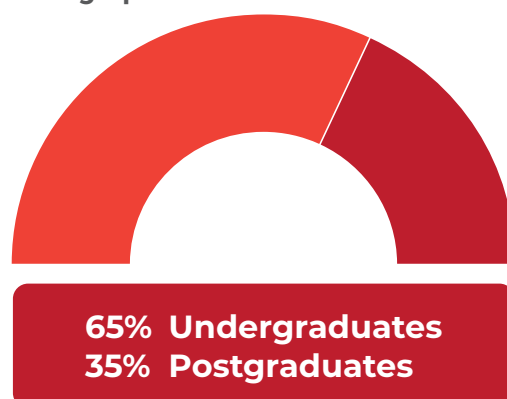
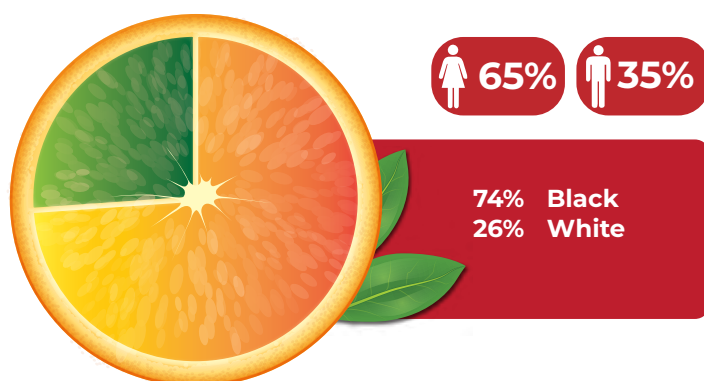
- The industry exposure programme was put in place in 2007.
- Students are given opportunities to attend local and overseas events relevant to their field of study.
- Students are able to engage with experts in their fields who are reporting on the latest developments.
- Students are able to improve their overall insight and understanding of the industry, the citrus trade chain and the sector.
- Students, especially postgraduate students, are able to better understand the context of their academic studies and research.
- Students are able to meet and network with industry role-players and leaders in their fields.
- The extent of the programme from year to year is dependent on sponsorships.



Events

Event	Students
PMA Fresh Connections 2019/07/30-31 Century City Conference Centre	Lungani Mvelase; Christi Kruger; Jara Kruger; Minah Molomo; Mzwandile Radebe; Nomalizo Ngomane; Nompumelelo Ngejane; Shilombe Mathonsi; Solly Tsotetsi; Yanga Gagasi; Elizabeth Van der Merwe; Neil Krogscheepers
CRI Pest and Disease Management Workshop 2019/09/10-11 Addo, Nelspruit	Shilombe Mathonsi; Mahlatse Ngomane; Yanga Gagasi; Zamazima Njili; Andisiwe Koba
PMA Career Pathways Programme 2019/10/15-19 Anaheim, California	Buhle Ngindi; Ingrid Vaughn; Zamangwani Sangweni; Chikomborero Chiobvu; Kanimamba Hlungwani; Taaibah Miller

Industry Exposure Programme Demographics





2019/2020 Report

- Fifteen students took part in two industry exposure events during the year under review.
- Ten students attended the PMA Fresh Connections Conference held in Cape Town in August 2019.
- Sponsorship from the PMA covered the costs of registrations and accommodation.
- Five students attended the CRI Pest and Disease Management workshops in Nelspruit and Addo.
- Students wore branded t-shirts, identifying the event and the sponsor.
- Students were chaperoned by Citrus Academy personnel and/or study supervisors.
- The Citrus Academy also provided funding for four students to attend the PMA Fresh Summit in Anaheim, USA.
- These students were chaperoned by faculty members of the University of Stellenbosch and the University of Pretoria.
- No disciplinary problems were experienced.
- Feedback from both students and industry was positive, with students having the opportunity to network with role-players.

Income and Expenditure

Item	2019 Financial Year	2020 Financial Year
Income		
AgriSETA	257 400	
Sponsorships	218 350	
Expenditure		
Marketing material	(15 172)	(7 370)
Participant travel	(120 761)	(29 360)
Participant accommodation	(51 947)	(4 002)
Registration fees	(74 519)	(50 000)
Staff travel	(7 499)	(2 881)
Staff accommodation	(17 499)	
Staff registrations	(9 739)	
Net surplus / (shortfall)	178 615	(93 614)

Career and Industry Awareness

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

Objectives

**Employment equity
Scarce and critical skills
Industry transformation**

“

The career fair was excellent from the set up to presentations, it was very informative and necessary.

”

Background

- The citrus industry constantly needs to attract talented people from outside the industry.
- Young people need to be informed about opportunities for fostering long-term careers in the industry and in the greater agricultural sector.
- The misconception that job opportunities in the sector are limited to working on farms or in packhouses needs to be addressed.
- The Citrus Academy has been participating in career awareness events since 2011.
- This has been mostly in the form of career fairs at various universities.
- The Citrus Academy also makes use of these events to promote the Bursary Fund and its programmes.
- Within its limited capacity, the Citrus Academy also participates in career days at high schools and other academic institutions on request.
- The Citrus Academy also publishes information on available bursaries in relevant publications and on websites.



2019/2020 Report

- Citrus Academy took part in five career fairs and one open day during the year under review.
- Citrus Academy staff and students were available during the day to answer questions pertaining to the Bursary Fund and the citrus industry.

Income and Expenditure

Item	2019 Financial Year	2020 Financial Year
Expenditure		
Marketing material	(16 465)	(30 516)
Equipment rental		(2 670)
Exhibitor fees	(4 000)	(19 000)
Fruit SA		
Staff travel	(14 634)	(19 032)
Staff accommodation	(1 769)	(4 828)
Courier costs	(634)	(3 128)
Total Expenditure	(37 503)	(79 173)

Events

Event	Venue	Date	Organiser
General Career Fair (Fruit South Africa)	UNISA – Pretoria Campus	2019/06/26-27	UNISA
Science Career Fair	UKZN Pietermaritzburg Campus	2019/07/31	College of Agriculture, Engineering and Science
Science Career Fair	UKZN Howard College Campus	2019/08/02	College of Agriculture, Engineering and Science
Hoedspruit Hub Open Day	Hoedspruit Hub	2019/08/24	Hoedspruit Hub
AgriCareer Connect	University of Pretoria – Future Africa	2019/09/05	Agrijob
AgriCareer Connect	University of Stellenbosch – STIAS	2019/10/03	Agrijob

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

Objectives

**Employment equity
Scarce and critical skills
Industry transformation**

“ I am amazed at how many agricultural graduates are out there looking for jobs, including BSc, Honours and Masters graduates. Also, so many Plant Production persons who may be suitable for production or technical internships or positions on our farms and in the packhouses.

”

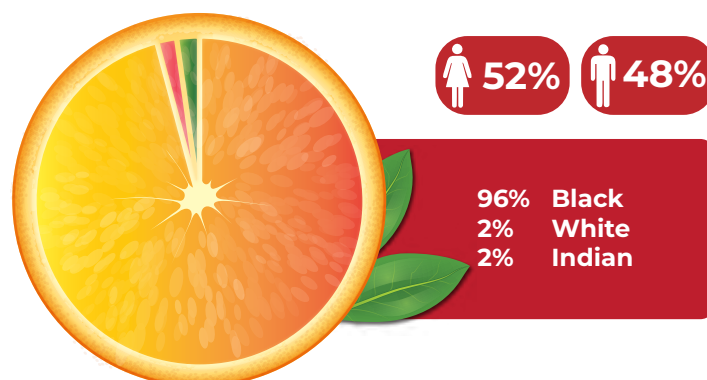
Background

- In 2016, Citrus Academy identified a need for an online information sharing platform that would allow job seekers and companies seeking employees to connect.
- The Pick me! page was created on the Citrus Academy website.
- Job seekers interested in making use of the platform email their CVs and relevant information to pickme@citrusacademy.org.za.
- Candidates with qualifications making them suitable for employment in the citrus industry are listed online.
- Candidates who are Citrus Academy Bursary Fund graduates are promoted by identifying them as such.
- Interested employers contact job seekers directly and continue with the recruitment process.
- New job seekers are continuously being added.
- The status of job seekers is verified regularly to ensure that CVs of candidates who have found employment do not remain on the platform.
- Information of new additions to the platform is distributed through the Citrus Academy social media channels, including Facebook, Twitter and Instagram.
- In addition, a bi-monthly newsletter is emailed to all CGA-affiliated citrus growers.

2019/2020 Report

- The Pick me! online platform was maintained and expanded in the year under review.
- Eighty-seven job seekers are currently listed on the Pick me! platform, of which seven are Citrus Academy Bursary Fund students.
- Candidates for internships were added to the platform, identified as such.
- There are currently four internship candidates listed on the platform.

Pick me! Post Demographics



Learning Programmes

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

Objectives

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

“

I liked the content and the course. It was simple, to the point and easy to understand and to implement in the workplace. Well done!

”

Background

- The Citrus Academy develops learning programmes on request to meet specific learning needs.
- The cost of programme development is generally carried by the Academy, while outside funding or course fees funds programme implementation.
- When a request is received, the viability of programme development is assessed.
- The assessment is based on the strategic importance of the learning programme, its applicability to the wider industry, and the benefit to citrus growers on the whole.
- If it is found that the request has merit, a programme framework is drawn up, indicating the content and implementation strategy for the programme.
- A learning methodology is also designed to meet the needs of the main target groups.
- Learning methodologies include e-learning, short courses, skills programmes and long term (learnership) programmes.
- In most cases, programme content is developed using Citrus Academy learning material as a basis, although new material may also be developed or sourced.
- Programme material includes all required learning and assessment tools.
- Wherever possible, programmes are unit standard aligned and adapted for outcomes-based education.
- Two programmes were developed to be presented as skills programmes, with the learning material being made available for download.
- Two programmes were developed for learnership implementation, and have since also been transferred to the e-learning platform.
- Since 2015, e-learning has gained prominence as a learning methodology and has been used for a number of programmes - please see separate report (page 26)
- In 2017, the first short course was launched - please see separate report. (page 22)



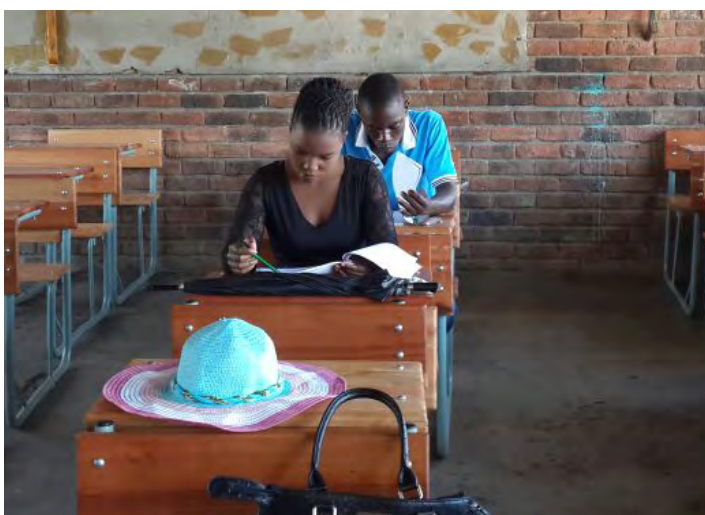


2019/2020 Report

- Two additional short courses were developed in the year under review - please see separate report. (Page 22)
- The e-learning platform was used for new programmes and for assessment of other programmes - please see separate report. (Page 26)
- The Citrus Business Management and Citrus Secondary programmes remains available for classroom implementation, and is being transferred to the e-learning platform.

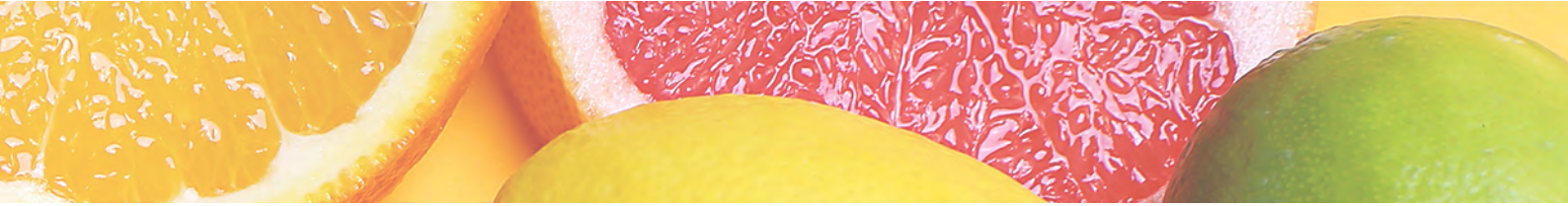
Income and Expenditure

Item	2019 Financial Year	2020 Financial Year
Income		
Citrus Business Management programme		
Citrus Secondary programme	50 000	
Short Courses	1 450 550	1 634 694
E-learning Programmes		110 000
Expenditure		
Citrus Business Management programme	(15 167)	(37 125)
Citrus Secondary programme	(117 725)	(69 448)
Short Courses	(958 700)	(1 622 340)
E-learning Programmes	(85 300)	(7 000)
Net surplus / (shortfall)	323 658	8 780



Available Learning Programmes

Programme Title	Programme Content	Learning Methodology	Programme Alignment
Institutional Orientation	The Business Environment in South Africa; The South African Citrus Industry; The South African Citrus Grower; Agricultural Business Entities; Legislation and Statutory Requirements; Human Capital in an Agribusiness	Learning material, skills programme	US13936 - Outline the Legal Environment of a Selected Industry (NQF3)
Citrus Nursery Workers	Introduction to Propagation; Rootstock Propagation; Budding; Introduction to Nursery Practices; Plant Nutrition; Plant Protection; Irrigation and Water Quality	Learning material, skills programme	None
Citrus Business Management	Learner Induction and Orientation; Think Like an Entrepreneur; Plan Your Business: Financial Aspects; Launch and Grow Your Business; Manage Your Business: The Basics; Manage Your Business: Finance for Agribusiness Managers; Manage Your Business: Human Resources; Manage Your Business: Sales and Marketing; Improve Your Business Performance; Present Your Competence	Learnership, e-learning	Q66249 - New Venture Creation (NQF4)
Citrus Secondary	Induction; Citrus Production Overview; Enterprise Planning; Marketing; Agri- and Ecotourism; Food Safety; Harvesting; Plant Structures and Functions; Plant Manipulation; Soil Fertility and Plant Nutrition; Repairs and Maintenance; Irrigation; Water Quality; Pest Management; Disease and Weed Management; Applying Plant Protection Products; Handling Plant Protection Products; Citrus Propagation; Crop Establishment; Production Management; Human Resource Management; Financial Management; Sustainable Farming	Learnership, e-learning	Q48975 - National Certificate Plant Production (NQF2) core and elective unit standards
Citrus Production short course	Introduction to Citrus Production; The South African Citrus Industry; Citrus Distribution and Production; Citrus Value Chain; Citrus Phenology; Citrus Varieties and Cultivars; Citrus Rootstocks; Propagation of Citrus Trees; Land Preparation and Planting; Irrigation; Citrus Plant Nutrition; Citrus Pruning; Citrus Pest Monitoring (Scouting); Major Citrus Pests; Minor Citrus Pests; Citrus Diseases; Weed Control; Orchard Sanitation; Citrus Harvesting; Citrus Post Harvest Processes	Short course with e-learning competence assessment	None



Programme Title	Programme Content	Learning Methodology	Programme Alignment
Citrus Business Administration short course	Introduction to the Citrus Industry; Production System Management; Control Inputs and Stocks; Human Resources Management; Basic Financial Management; Marketing	Short course with e-learning competence assessment	"US116083 - Illustrate and understand the basic layout of financial statements (NQF2) US116113 - Explain principles of human resources management and practices in agriculture (NQF2) US116115 - Define and understand production systems and production management (NQF2) US116122 - Control inputs and stock in agribusiness (NQF2) US116126 - Apply marketing principles in agriculture (NQF2)"
Citrus Packing short course	The South African Citrus Industry; Citrus Types and Cultivars; Citrus Value Chain; Market Specifications; Packhouse Overview; Packhouse Sanitation; Receiving; Initial Processes; Pre-packing Processes; Packing; Inspections; Logistics	Short course with e-learning competence assessment	None
Citrus Export Supply Chain short course	The South African Citrus Industry; Citrus Types and Cultivars; The Citrus Cold Chain; Citrus Production and Flow; Supply Chain Operational Overview; Phytosanitary Regulations; Export Documentation Trail; Special Citrus Export Markets; Government Agencies	Short course with e-learning competence assessment	None
Monitoring and Inspection for Phytosanitary Markets	Introduction; Biology and Life Cycle; Monitoring, Inspection and Grading; Orchard Monitoring; Packhouse Delivery Inspections; Packhouse Online Grading and Sorting	E-learning programme	None



Citrus Short Courses

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

“

I recommend this course especially for newcomers and extension personnel to empower them when assisting farmers.

”

Objectives

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

Background

- In 2017 the Citrus Academy responded to a need identified in the citrus industry for a high-level programme covering the essential aspects of citrus production, presented as a workshop.
- The learning programme development process was followed to create the Citrus Production short course.
- The target group was identified as anybody who needed to develop a better understanding of the citrus production system.
- Course material was developed, covering all aspects of citrus production, from the history of the industry to postharvest processes.
- A resource pack was put together, consisting of the Production Guidelines for Export Citrus, the Identification Manual for Citrus Pests and Their Natural Enemies, a full set of Citrus Academy DVDs, information pamphlets, and a scouting magnifying glass.
- The learning programme was implemented in the form of a three-day workshop in citrus-growing regions, facilitated by a highly-qualified individual with extensive experience in citrus production and technical consultation.
- In 2018, the Citrus Business Administration short course was added, aimed at entry-level workers who required more insight in financial and business administration.
- The CGA Grower Development Company secured funding from the Mintirho Foundation, part of Coca-Cola Bottling SA, to implement the programme amongst new emergent growers.
- The short course was subsequently rolled out further.
- In 2019 the Citrus Packing and the Citrus Export Supply Chain short courses were added.
- The same learning programme development process was followed for all the short courses.



Citrus Short Courses

Short Course Title	Presenter	Duration	Commencement Date	Courses Presented to Date
Citrus Production	Clive Pountney	2 days classroom, 1 day site visit (orchard)	2018/10/24	20
Citrus Business Administration	Scientific Roets	4 days classroom	2019/03/26	12
Citrus Export Supply Chain	Andrew Connell	2 days classroom, 1 day site visit (harbour)	2019/10/09	6
Citrus Packing	Mooipraatjies	2 days classroom, 1 day site visit (packhouse)	2020/02/19	2



2019/2020 Report

- Twelve Citrus Production, eleven Citrus Business Administration, six Citrus Export Supply Chain, and two Citrus Packing short courses were held during the year under review.
- The rest of the scheduled courses had to be postponed due to the COVID-19 pandemic.
- Courses were attended by learners directly involved in citrus production and packing, and also increasingly by learners from other parts of the supply chain.
- Funding was secured to sponsor emergent growers to attend the workshops at no cost to themselves.
- Feedback from the learners was very positive, with many of them indicating they would recommend others attend the course.
- The site visit remains the highlight of workshops, giving learners a practical context for what they learned in the classroom.

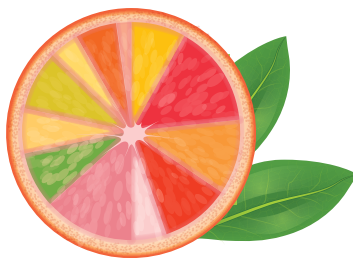
Income and Expenditure

Item	2019 Financial Year	2020 Financial Year
Income		
Resource packs sales	59 550	21 994
Course fees	1 056 000	1 365 200
Sponsorships	335 000	247 500
Expenditure		
Development	(86 250)	(85 032)
Learning material printing		(86 014)
Marketing material	(11 940)	(4 000)
Resource pack costs	(302 265)	(259 559)
Participant accommodation	(6 859)	(3 200)
Facilitation	(158 000)	(415 826)
Facilitator travel costs	(46 731)	(152 979)
Facilitator accommodation	(20 337)	(72 264)
Assessments	(31 135)	(128 100)
Venues	(88 774)	(221 151)
Meals	(92 801)	(64 269)
Field trips		(8 750)
Staff travel	(54 578)	(68 090)
Staff accommodation	(24 984)	(37 632)
Courier costs	(34 046)	(15 475)
Net surplus / (shortfall)	491 850	12 353



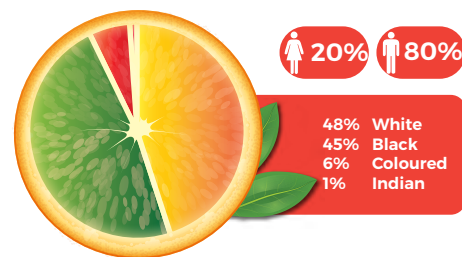
Citrus Production Short Course

Course Attendance



Dates	Location	Total Attendants
190304-06	Letaba Estates	17
190327-29	Letsitele	31
190410-12	Kakamas	23
190424-26	Grobblersdal	21
190527-28+31	Nelspruit	11
190529-31	Nelspruit	27
190703-05	Citrusdal	17
190730-31	Kempton Park	14
190806-07	Somerset West	18
200212-14	Stellenbosch	9
200226-28	Hoedspruit	13
200311-13	Sunday's River	4

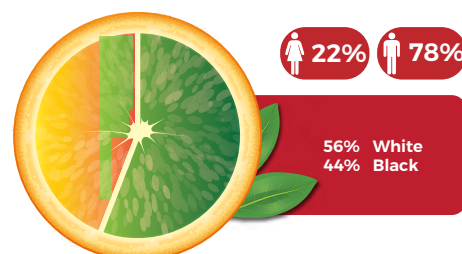
Course Demographics



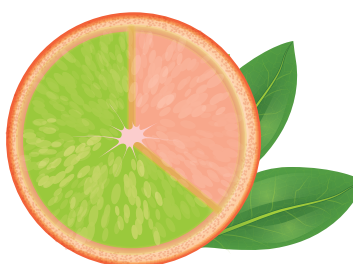
53% Youth

15 % Sponsored Placements

Offline Assessment Demographics

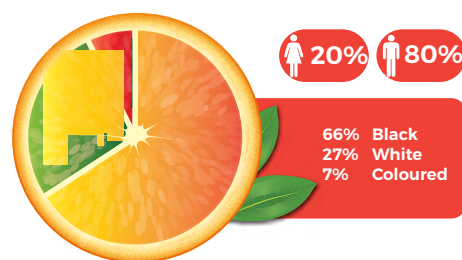


Course Attendance



Dates	Location	Total Attendants
200219-21	Fort Beaufort	9
200318-20	Sunday's River	6

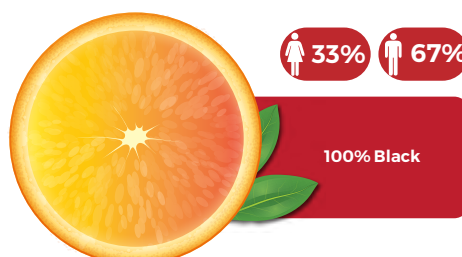
Course Demographics



44% Youth

44% Sponsored Placements

Offline Assessment Demographics



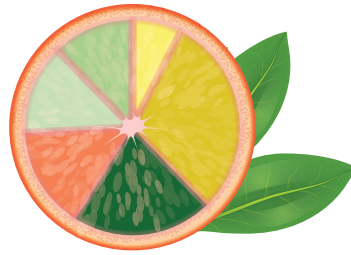
Citrus Packing Short Course





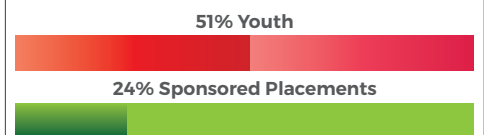
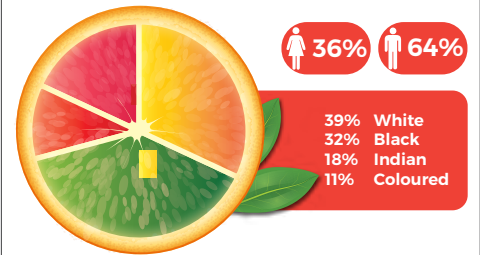
Citrus Export Supply Chain Short Course

Course Attendance

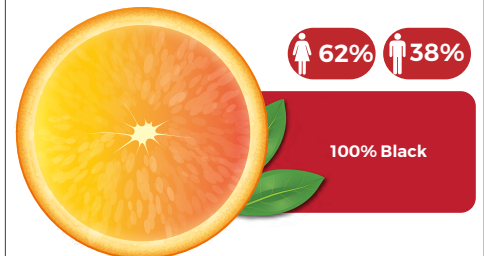


Dates	Location	Total Attendants
191009-11	Paarl	20
191106-08	Somerset West	14
200129-31	Addo	10
200220-21	Limpopo	9
200304-06	Durban	8
200311-12+13	Durban	8

Course Demographics

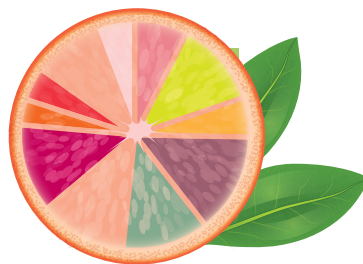


Offline Assessment Demographics



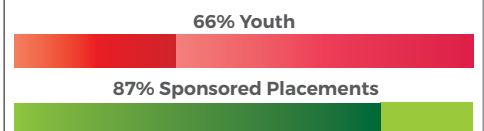
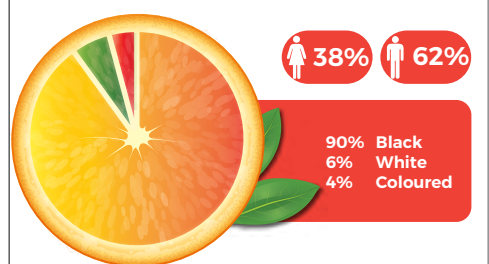
Citrus Business Administration Short Course

Course Attendance

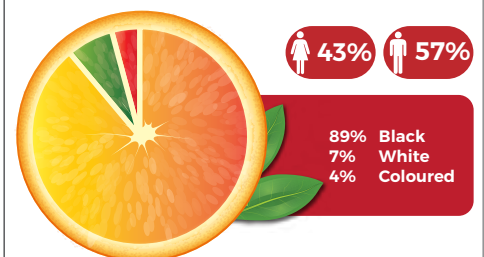


Dates	Location	Total Attendants
190402-05	Nelspruit	8
190414-17	Thoyandou	13
190414-17	Mokopane	6
190423-26	Makhado	15
190604-07	East London	13
190618-21	Sunday's River	13
190702-05	Pietermaritzburg	13
190813-16	Hoedspruit	4
190820 - 23	Letsitele	5
190916-18+20	Sunday's River	10
191112-15	Nelspruit	6

Course Demographics



Offline Assessment Demographics



e-Learning Programmes

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

Objectives

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

“

Thank you for your assistance and helpfulness. The website and assessments are well formulated and user friendly.

”

Background

- The agricultural sector presents by its very nature unique challenges in terms of skills development for people who live and work on farms.
- The remoteness of farming areas and the demands of citrus production are barriers that restrict access to conventional, “chalk-and-board” training delivery.
- With this in mind, and in line with international trends towards online education through the use of technology and a blended learning approach, the Citrus Academy embarked on e-learning development.
- Following thorough research, a suitable online learner management system was identified and user rights procured.
- The Canvas LMS provides a cloud-based, mobile, interactive digital teaching platform that is customisable and user-friendly.
- Citrus Academy staff were trained in the management of the system and the conversion of existing training material into e-learning programmes.
- The Citrus Academy online platform was launched in 2015.
- The Citrus Academy follows the learning programme development method set out before.
- Learners can use notebook computers or any other smart device able to connect to the internet.
- Participation in the online assessment process was initially slow but increased gradually as learners became more familiar with the system.
- Since 2019, the e-learning platform has been used to enable the online competency assessment of learners who attended short courses.
- In these cases, the e-learning platform also acts as an additional learning resource for learners.

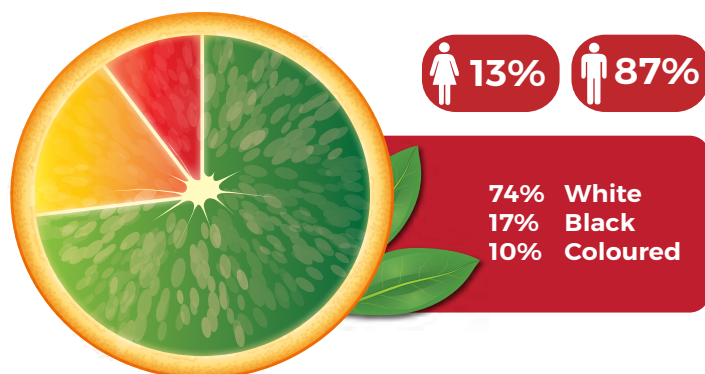


Quiz

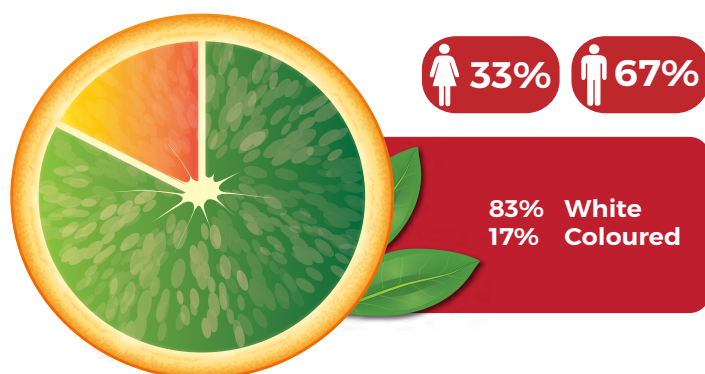
Checklist

Assignment

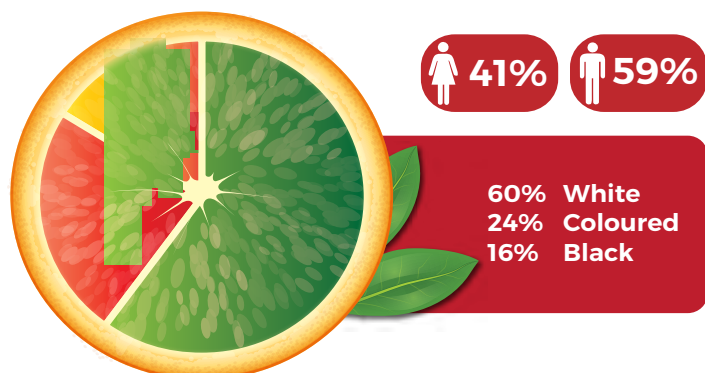
Citrus Production Short Course Online Competence Assessments



Citrus Export Supply Chain Short Course Online Competence Assessments



Monitoring and Inspection for Phytosanitary Markets Online Competence Assessments



2019/2020 Report

- During the period under review, online competency assessments were added for the Citrus Business Administration, Citrus Export Supply Chain, and Citrus Packing short courses.
- 35 learners successfully completed the competence assessments during this time.
- A certification programme accompanied by an audio-visual module for phytosanitary monitors and inspectors was developed in cooperation with CRI, and was made available on the e-learning platform in January 2020.
- By the end of the period under review, 154 learners had successfully completed the Monitoring and Inspection for Phytosanitary Markets (MIPM) assessment and were awarded their competence certificates.
- It is expected that more than 500 learners will eventually complete the MIPM online programme.
- Towards the end of the reporting period, and coinciding with the COVID-19 lockdown, there was a marked increase in enquiries regarding e-learning programmes.

Income and Expenditure

Item	2019 Financial Year	2020 Financial Year
Income		
Resource packs sales		400
E-learning fees		109 600
Expenditure		
Development consultation	(64 800)	(7 000)
Content conversion	(20 500)	
Net surplus / (shortfall)	(85 300)	103 000

Available Online Programmes

Programme Title	
 Course Info	Citrus Business Management
 Course Info	Citrus Secondary
 Course Info	Citrus Production short course
 Course Info	Citrus Business Administration short course
 Course Info	Citrus Packing short course
 Course Info	Citrus Export Supply Chain short course
 Course Info	Monitoring and Inspection for Phytosanitary Markets

To register for e-learning:

The programme fee for e-learning is R2 875 (incl. VAT).

For enquiries and registrations, please visit our website,
www.citrusacademy.org.za.

The fee for Phytosanitary Monitoring and Inspection Assessment for Certification is R345 (incl. VAT).

Please Note: Learners registering for the online assessment **MUST** have individual email addresses. More than one learner cannot be registered with the same email address.

Audio-Visual Learning Media

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

Objectives

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

“

Thanks for the informative video. I look forward to seeing more of them.

”

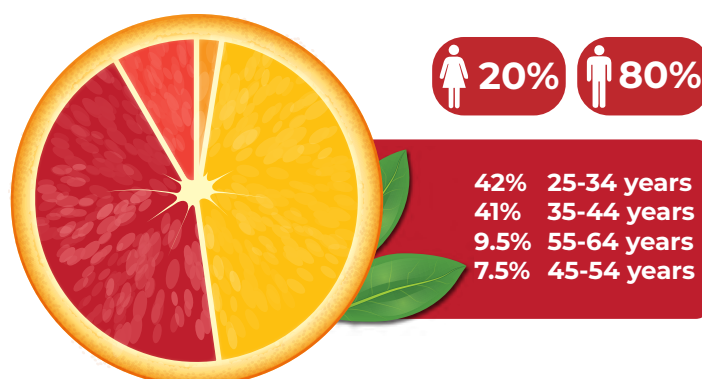
Background

- In 2008 the need was identified for developing learning tools to enable a wide range of groups to learn about the citrus cold chain.
- Audio-visual learning tools were considered to be the most efficient and effective means of transferring knowledge and skills.
- The development of the Citrus Postharvest Series was undertaken as a joint initiative between a number of industry role-players.
- A content framework was developed, aimed at workers at different levels.
- Learning modules were included for training seasonal and permanent workers, and are developed to be easily accessible and to allow for easy translation.
- Higher-level management modules were included, aimed at improving understanding and knowledge of packhouse management.
- Grant funding to subsidise the development cost was secured from various sponsors.
- The series was made available for sale to the industry in time for the 2010 citrus season.
- Based on experiences with the Citrus Postharvest Series, it was decided to develop audio-visual media dealing with other aspects of citrus production.
- Audio-visual media series are produced by the Citrus Academy, and distributed to employers in the industry, academic institutions, extension personnel, and service providers at no cost.
- Each audio-visual module is accompanied by a learner guide.
- Learning resources to accompany audio-visual media is also developed where appropriate.
- Audio-visual modules can be viewed on the Citrus Academy YouTube channel.
- Learner guides and resources are available for download from the Citrus Resource Warehouse.
- In 2011 the Integrated Pest Management for Citrus series was developed, funded by the AgriSETA.
- In 2012 the Citrus Harvesting series was developed, using modules that formed part of the Citrus Postharvest Series.
- In 2013 the Citrus Packing series was developed.
- In 2015 the Citrus Planting Management series was developed.
- In 2016 three new series were developed, dealing with citrus propagation, citrus pruning, and plant structures and functions.
- The Citrus Pruning series was sponsored by Felco.
- In 2018, a module on citrus propagation was added to the Citrus Propagation series.
- In 2019, the Safe Handling of Agrochemicals series was completed, sponsored by Villa.

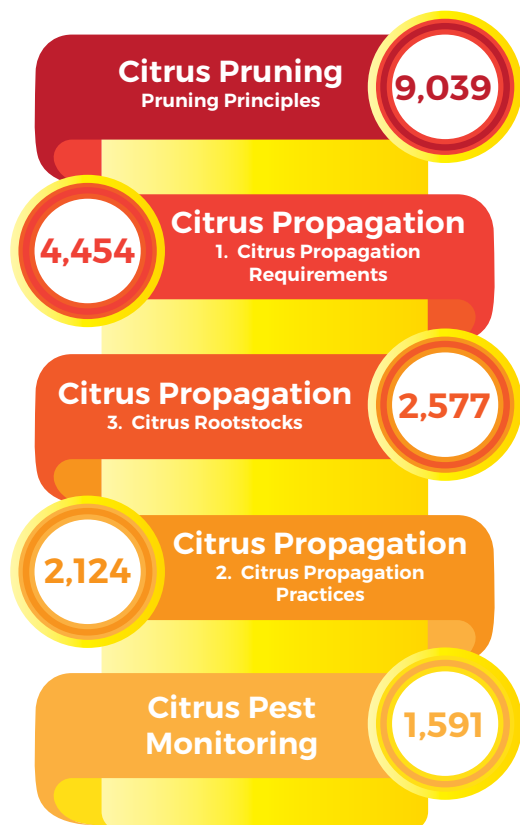


www.youtube.com/user/CitrusAcademy1

Online Viewing Demographics



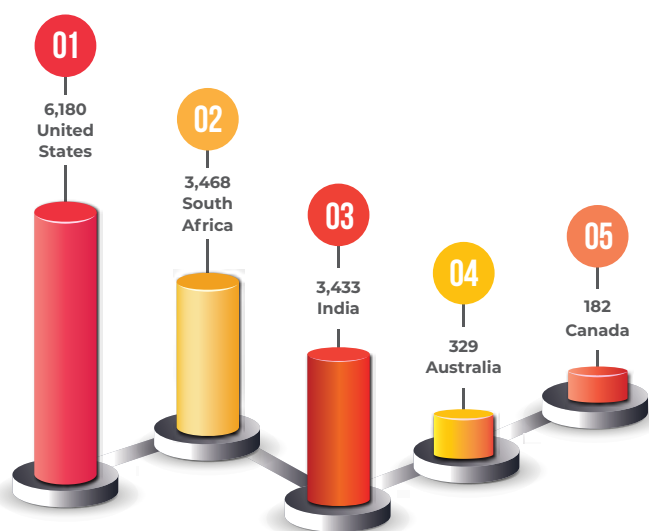
Top 5 Audio-visual Views



2019/2020 Report

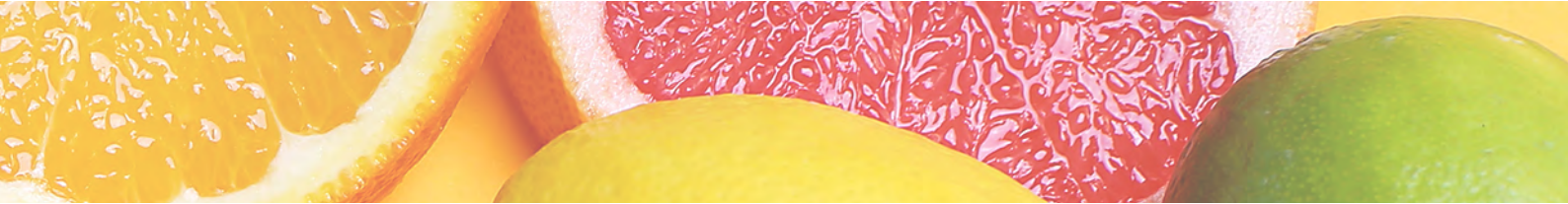
- An audio-visual module for Monitoring and Inspection for Phytosanitary Markets was developed during the year under review, in collaboration with Citrus Research International (CRI).
- The module covers the management protocols and systems essential for the monitoring and inspection for infestation of pest insects, that are of particular concern to sensitive export markets.
- All existing audio-visual modules were made available on the Citrus Resource Warehouse from where they can be downloaded at no cost for members only.
- DVD titles continued to be distributed to citrus nurseries, growers, packhouses, academic institutions, service providers and extension personnel.
- The most notable distribution avenue was through the Citrus Production short course, where learners received the DVDs as part of their resource pack.
- A project was undertaken to amalgamate all audio-visual modules and make them available on a single USB for ease of access and reference.
- Planning for the development of the Citrus Irrigation and Citrus Packhouse series were undertaken.

Top 5 Viewing Countries



Income and Expenditure

Item	2019 Financial Year	2020 Financial Year
Income		
AgriSETA	304 050	
Sponsorships	80 000	
Development fee		242 000
DVD Sales	1 050	1 230
Expenditure		
Content development	(13 500)	(5 755)
Filming and production	(376 140)	(256 800)
Scripting	(4 000)	
Learning material	(7 734)	(2 000)
Replication	(79 869)	(38 596)
Staff travel	(25 502)	(39 803)
Staff accommodation	(4 130)	(16 165)
Courier costs	(2 653)	
Net surplus / (shortfall)	(128 429)	(115 890)



Target Audience	Content Summary
Citrus Postharvest Series / Sitrus Na-Oes Reeks	
Citrus growers Citrus packhouses (sorters, graders, packers, palletisers, supervisors, line managers, packhouse managers) Logistics service providers Government officials Extension officers Training service providers	1: SA Citrus Industry; 2: Value Chain; 3: Citrus Varieties; 4: Citrus Markets; 5: Citrus Export Standards; 6: Yield and Fruit Size; 7: Packhouse Planning; 8: Rind Disorders; 9: Postharvest Diseases; 10: Orchard Sanitation; 11: Pre-Harvest Pest Control; 12: Maturity Indexing; 13: Picking Practices; 14: Picking Supervision; 15: Packhouse Process Flow; 16: Drenching; 17: Degreening; 18: Fruit Washing Systems; 19: Packhouse Sanitation; 20: Hot Water Fungicide Bath; 21: Titration; 22: Resistance Management; 23: Drying Tunnel; 24: Wax Application; 25: Sizing; 26: Sorting and Grading; 27: Packing Material and Specifications; 28: Packing Market Specifications; 29: Packing; 30: Palletisation; 31: High-cube vs. Standard; 32: Marking; 33: Inspections – PPECB; 34: Inspections – DAFF; 35: Export Shipping Overview; 36: Infrastructure Overview; 37: Road Transport Overview; 38: Truck Loading; 39: Rail Loading Break-Bulk; 40: Rail Loading Containers; 41: Pre-Cooling; 42: Cold Store Requirements; 43: Cold Store Handling; 44: Cold Store Mechanics; 45: Container Loading; 46: Vessel Loading; 47: Cold Chain Review; 48: Safety and Quality Management; 49: Commercial Accreditation Systems; 50: Traceability
Integrated Pest Management for Citrus	
Citrus growers (pest scouts, IPM managers) Extension officers Training service providers Citrus Harvesting / Sitrus Oeswerk Citrus growers (pickers, picking supervisors, production managers) Extension officers Training service providers	1: Introduction to IPM; 2: Citrus Pest Monitoring; 3: Pre-Harvest Blemish Analysis; 4: Interpreting Monitoring Results 1: Citrus Value Chain; 2: Orchard Sanitation; 3: Picking Practices; 4: Picking Supervision
Citrus Packing / Sitrus Verpakking	
Citrus packhouses (sorters, graders, packers, palletisers, supervisors, line managers, packhouse managers) Extension officers Training service providers	1: Citrus Value Chain; 2: Packhouse Process Flow; 3: Packhouse Sanitation; 4: Sorting and Grading; 5: Packing Methods; 6: Palletisation; 7: Truck Loading
Citrus Planting Management	
Citrus growers (workers and managers on farms) Extension officers Students	1: Introduction to Planting Management; 2: Citrus Types, Cultivars and Rootstocks; 3: Orchard Layout and Planning; 4: Orchard Establishment; 5: Orchard Recordkeeping
Citrus Pruning	
Citrus growers (pruners, production managers) Extension officers Training service providers	1: Pruning Principles; 2: Pruning Equipment; 3: Pruning Practices
Citrus Propagation	
Citrus nurseries (nursery workers, nursery managers) Citrus growers Extension officers Training service providers	1: Citrus Propagation Requirements; 2: Citrus Propagation Practices; 3: Citrus Rootstocks
Plant Structures and Functions	
Citrus nurseries Citrus growers Extension officers Training service providers Academic institutions	Plant structures and functions
Safe Handling of Agrochemicals	
Citrus nurseries Citrus growers Extension officers Training service providers Academic institutions	1. General Safety; 2. Agrochemical Storage; 3. Agrochemical Application Principles.
Monitoring and Inspection for Phytosanitary Markets	
Citrus packhouses (sorters, graders, packers, palletisers, supervisors, line managers, packhouse managers) Extension officers Training service providers Citrus nurseries Citrus growers Academic institutions	1. False Codling Moth and Fruit Fly

Production Learning Material

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

Objectives

Low skills levels
Employment equity

Industry transformation
Quality delivery

“

Well done on all the work the Citrus Academy has put in to the citrus industry - your material is fantastic and I often refer to your website for course content.

”

Background

- The development of production learning material was initiated in 2005.
- The aim was to develop unit standard aligned, crop-specific learning material for citrus production and packing.
- Fifty-nine core unit standards forming part of the Plant Production qualifications from NQF2 to NQF5 were initially identified.
- Learning material was developed for fifty-four of these unit standards.
- In 2016 learning material was added for human resource management and financial management unit standards.
- Subject-matter experts from within the citrus industry were contracted to write and review the learning material.
- The material is in line with the Citrus Production Guidelines published by Citrus Research International.
- Each set of learning material originally consisted of a learner guide, a facilitator guide and assessment guides for learners and assessors.
- The material is written in English and there are at present no plans to translate the body of material into any other languages.
- Learning material can be downloaded free of charge from the Citrus Resource Warehouse website.
- The production learning material forms the basis for most of the learning programmes and audio-visual material developed by the Citrus Academy.
- Other commodity organisations have been licensed to adapt the citrus learning material for their purposes.
- Learning material is revised regularly to keep it up to date with the latest developments on the skills delivery front.
- Monitoring of developments around occupational qualifications is ongoing, and the development of new or adaptation of existing learning material will be considered when new qualifications are registered.



Production Learning Material

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

2019/2020 Report

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

Income and Expenditure

Item	2019 Financial Year	2020 Financial Year
Expenditure		
Development		(145 400)
Updating	(10 000)	(9 200)
Net surplus / (shortfall)	(10 000)	(154 600)

Citrus Resource Warehouse

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

“ I just wanted to say THANK YOU for the effort you guys go through with the CRW website. Having discovered your website feels like having found a treasure chest! I still have to find my way in terms of a career, but I'll tell you this – having information easily accessible is a major plus for the company / industry providing it for everyone involved. ”

Objectives

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

Background

- In 2015 the need for an online, comprehensive information source was identified, mostly in terms of enabling e-learning.
- It was soon realised that such an information source would also be an invaluable resource for citrus growers and other industry stakeholders.
- The Citrus Growers' Association supported and sponsored the development of the Citrus Resource Warehouse.
- The gathering of documents started in 2015.
- Documents are either sourced from the public domain, or stored with the permission of the original source and copyright holder.
- Electronic documents are converted to searchable PDF format.
- Hardcopy documents are scanned and optical character recognition software is used to convert them to the required format.
- Documents are watermarked with the logo of the original source.
- Documents are stored online, where they can be browsed or searched using keywords.
- Some documents are stored in a secure members section, for which login details are required.
- The CRW website is curated and moderated by Citrus Academy.

2019/2020 Report

- The Citrus Resource Warehouse was maintained and expanded in the year under review.
- New articles, newsletters, reports and other relevant documents are continuously being added.
- Around 5,000 documents are currently stored in the Citrus Resource Warehouse.
- Citrus Academy audio-visual modules were uploaded to the CRW, from where they can be downloaded at no cost for members only.
- To support the industry through the COVID-19 pandemic, various documents relating to the pandemic, including regulations, guidelines, and other workplace resources were made available in the public area.
- Up to the end of the reporting period, two hundred and fifty membership applications have been approved.

Income and Expenditure

Item	2019 Financial Year	2020 Financial Year
Expenditure		
Development	(9 230)	(1 950)
Maintenance	(13 802)	(13 443)
Content	(4 565)	(975)
Net surplus / (shortfall)	(27 597)	(16 368)



www.crw.org.za

Document Categories and Content

Category	Sub-Categories
COVID-19	CGA – COVID-19 Memos; COVID-19 Workplace Resources
Internal Citrus Industry Organisation Publications	Annual Reports; CGA Roadshow and CGA Grower Summit Presentations; Other Publications
Newsletters	CGA – From the Desk of the CEO; CGA – Global Citrus Scan; CGA – Transformation Newsletter; CGA-GDC Newsletter; Fruit SA Newsletter; River Bioscience Bio-Blog; SIZA News; SRCC – Transformation Times
News Articles	SA Fruit Journal; Other Publications
Research Reports and Papers	CRI – Annual Research Priorities; CRI – Annual and Quarterly Reports; CRI – Citrus Research Symposium Presentations; CRI – CRI Segment; Miscellaneous Academic Reports and Papers; PhD Theses
Extension	CGA – Grower Advisory Notices; CRI – The Cutting Edge; CRI – Cultivars; CRI – Citrus Production Guidelines; CRI – Pest and Disease Identification; CRI – Maturity Graphs; CRI – Packing Material Specifications and Protocols; SA Fruit Journal – CRI Extension Briefs
Market Access	CGA – Citrus Marketing Forum; CGA – Variety Focus Groups; CGA – Russian Citrus Market
Consumer Assurance	Accreditation Documents; Quality Standards; CGA/CRI – Recommended Usage Restrictions (MRLs); SIZA – Updates and Reports; Climate Fruit and Wine
Logistics	CGA – Citrus Logistics Forum (CLF); CGA – Citrus Logistics Reports; CGA – Durban Port Friday Reports; CGA – Durban Port Operational Updates
Information	CGA – Citrus Spotlight; CGA – Dams and Reservoirs; CGA – Key Industry Statistics; CGA – Variety Updates; Grapefruit Taste Company Memos; SETA Documents
Transformation	AgriBEE
Learning Resources	Citrus Academy – Production Learning Material; Citrus Academy – Learning Programmes; Citrus Academy – AV Modules Transcripts
Government Publications	DAFF Notifications and Memos; Strategic Planning Documents; Legislation, Regulations and Policies

Audio-visual Modules Available for Download

Series Title	Modules
Monitoring and Inspection for Phytosanitary Markets / Monitoring en Inspeksie vir Fitosanitiere Markte	False Codling Moth (FCM) and Fruit Fly / Valskodlingmot en Vrugtevlieg
IPM for Citrus	Citrus Pest Monitoring, Interpreting Monitoring Results, Pre-harvest Blemish Analysis, Introduction to IPM
Citrus Harvesting	Citrus Value Chain, Orchard Sanitation, Picking Practices, Picking Supervision
Citrus Packing	Citrus Value Chain, Packhouse Process Flow, Packhouse Sanitation, Sorting and Grading, Packing, Palletisation, Truck Loading
Citrus Planting Management	Introduction to Planting Management, Citrus Types and Cultivars, Orchard Layout and Planning, Orchard Establishment, Orchard Recordkeeping
Citrus Pruning	Pruning Principles, Pruning Equipment, Pruning Practices
Citrus Plant Propagation	Citrus Propagation Requirements, Citrus Propagation Practices; Citrus Rootstocks
Citrus Plant Structures and Functions	Citrus Plant Structures and Functions
Safe Handling of Agrochemicals	General Safety, Agrochemical Storage, Agrochemical Application Principles

Abridged Income Statement

	2019 Actual	2020 Budget	2020 Actual	2021 Budget
Income				
Revenue				
Services rendered	4 026 600	4 705 000	4 446 176	5 104 960
Operating income	4 756 826	8 561 847	4 918 575	5 677 500
Bursary funding received	2 195 426	3 159 200	2 860 083	3 283 000
Academic awards sponsorship	20 000	25 000		25 000
Experiential learning funding	180 000	22 500	44 550	
Industry Exposure Programme income	475 750	100 000		
Study tours income			26 018	
Learning programme income	50 000	861 447		
Short course workshop income	1 450 550	4 163 500	1 634 694	1 035 000
E-learning programme income			110 000	884 500
Audio-visual module USB Sales				
Audio-visual programme income	385 100	230 200	243 230	450 000
Other income	101 144	109 500	100 352	106 000
Cost recovery - AgriSETA	5 144	13 500	4 352	4 000
Cost recovery - CGDC administration	96 000	96 000	96 000	102 000
Operating expenses	(4 710 022)	(8 246 347)	(5 105 657)	(5 470 600)
Bursary funding paid out	2 445 409	2 950 000	2 456 517	3 150 000
Academic awards costs	15 200	25 000	5 000	25 000
Experiential learning payments	186 757	69 300	152 191	20 000
Student Emergency Support			2 000	
Career Fair costs	37 503	72 000	79 173	24 000
Citrus Resource Warehouse costs	27 597	24 000	16 368	25 200
Industry Exposure Programme costs	297 135	134 100	93 614	
Study Tours costs			51 161	
Learning programme costs	132 892	961 447	106 573	
Short course workshop costs	958 700	3 083 500	1 622 340	858 300
E-learning programme costs	85 300	195 000	7 000	671 100
Audio-visual module USB replication costs			19 200	
Audio-visual programme costs	513 529	645 000	339 920	437 000
Production Learning Material costs	10 000	87 000	154 600	260 000
Administration expenses	(3 897 785)	(4 804 481)	(4 498 639)	(5 209 623)
Accommodation, entertainment and travel costs	316 367	312 000	405 678	105 250
Accounting fees	38 813	45 500	33 685	35 000
Bank charges	15 544	18 000	15 856	18 000
Communication and computer expenses	198 816	254 400	212 375	339 200
Depreciation	22 712		37 336	
Director expenses	30 535	40 000	30 726	45 000
Insurance	5 702	8 000		8 000
Marketing expenses	88 650	99 000	74 110	86 000
Office expenses	91 629	100 800	285 889	392 200
Printing and stationery	40 173	36 000	17 622	24 000
Professional fees	60 537	36 000	59 694	36 000
Staff costs	2 988 307	3 851 181	3 325 668	4 117 373
Subscriptions and resources		3 600		3 600
Net profit / (loss)	276 763	325 519	(139 193)	208 237

Get in touch! Stay in touch!



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



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



086-456-7808



General Manager: jacomien@citrusacademy.org.za
Bursary Fund and other queries: learnmore@citrusacademy.org.za
Pick me! queries: pickme@citrusacademy.org.za



At www.citrusacademy.org.za you can:

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

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

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

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



Social Media

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