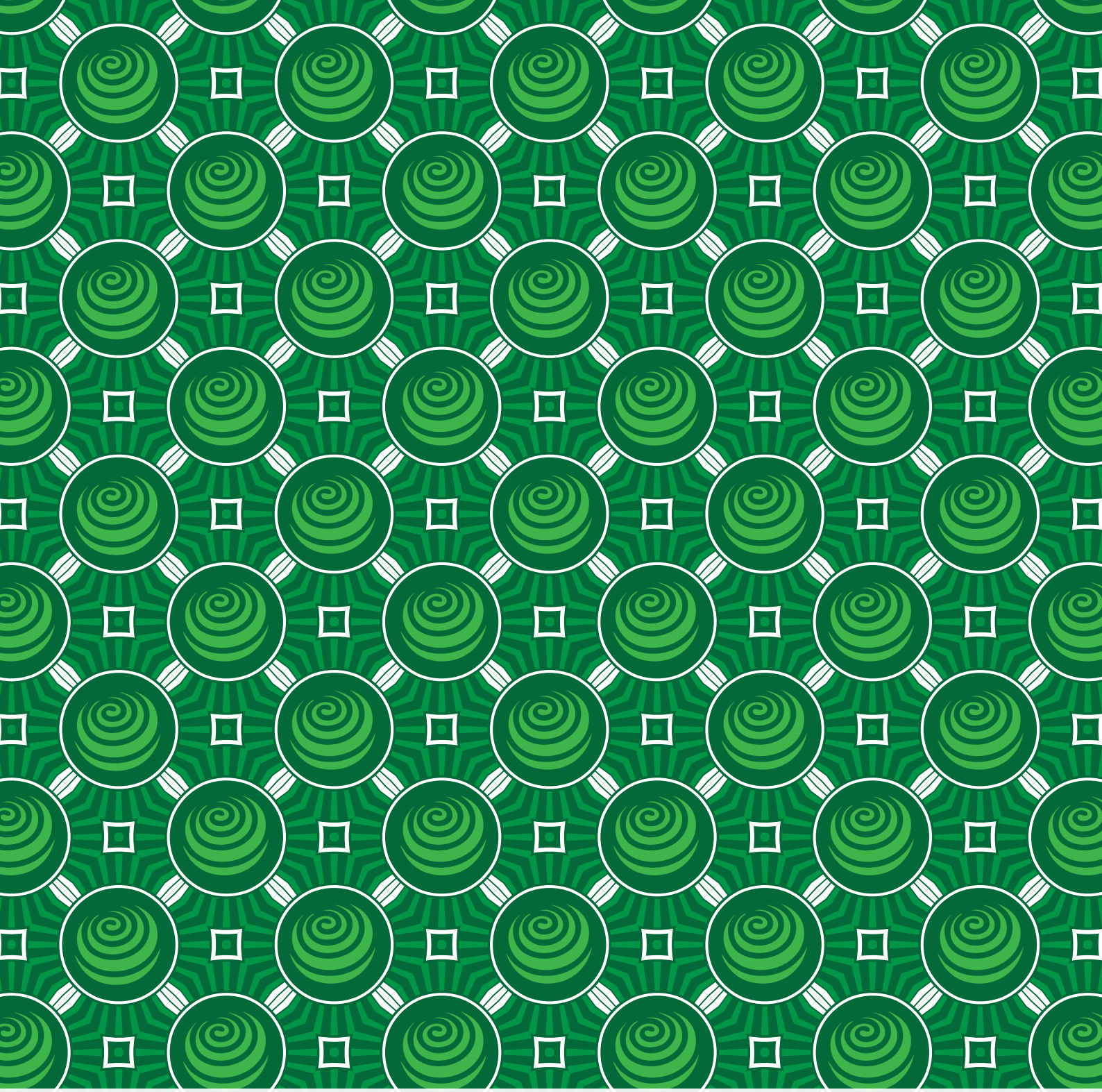




**citrus
academy**

Annual Report **2022**



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



2-3

Chairperson's Report
Voorsittersverslag

4-5

General Manager's Report
Algemene
Bestuurdersverslag

6-7

Corporate Governance Report

8-10

Citrus Academy Bursary Fund

11

Work Integrated Learning

12

Industry Exposure
Programme

13

Career and Industry
Awareness

14

Pick me!

14-17

Learning Programme
Development

18-19

Citrus Short Courses

20-21

E-Learning Programmes

22-23

ETBCG Skills Development

24-25

Audio-Visual Learning Media

26-27

Production Learning Material

28-29

Citrus Resource Warehouse

30-31

Continuous Improvement

32

Abridged Income Statement

33

Communication Channels

Chairperson's Report

In the 2021 citrus season, the CGA group companies and their staff members played an exceptional role in ensuring a successful citrus season resulting in an export volume of 150 million cartons, a record achieved under extremely difficult circumstances during a very volatile period. We need to thank all role players in our industry for this momentous effort.

The risks involved in producing and exporting a citrus crop are considerable, as we deal with export and local markets that can be unpredictable and dynamic. Information is key in ensuring that growers are better equipped to manage risk and uncertainty.

Improving the availability and accessibility of programmes is vital. E-learning plays a vital role in spreading information to all students eager to take part in learning. The Citrus Academy constantly works on expanding their offering of tailor-made programmes on e-learning. In this year, work on development of advanced modules on citrus production management continued, while the certification programme for monitoring and inspection for phytosanitary markets was updated in line with the changes in the FMS issued by the CRI. The Citrus Academy short courses can also all be completed through the Citrus Academy e-learning platform.

The Citrus Academy has developed four short courses which are presented in citrus-growing regions. The short courses deal with citrus production, citrus packing, the citrus export supply chain, and citrus business administration. The year under review saw a slow recovery in face-to-face short courses, after the Covid-19 pandemic saw more learners completing these programmes through e-learning. In total, ninety-five learners attended short courses during this year.

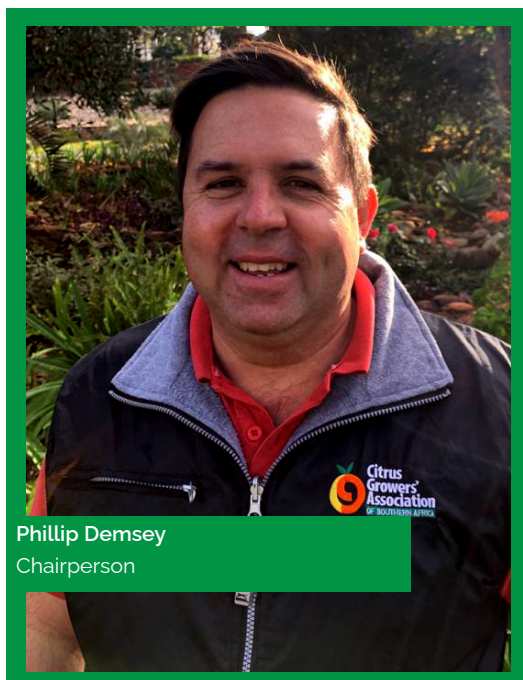
Earnings from short courses and e-learning programmes are an additional income source for funding development projects.

Citrus Academy Bursary Fund allocations are separated into three categories, namely Postgraduate Bursary Support, Undergraduate Bursary Support, and BEE Bursary Support. The BEE Bursary Support section of the Bursary Fund supports black-owned citrus enterprises to build their internal capacity and empower self-management.

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

The Citrus Academy takes part in regular career fairs at various institutions around South Africa. The aim is to create awareness about the citrus industry, and to encourage young learners to study agriculture. In the year under review, they participated in a number of virtual and in-person events.

"Pick me!" is a platform on the Citrus Academy website through which commercial businesses can recruit qualified work-seekers. This



platform has proven a powerful tool to put work-seekers in touch with potential employers. A bulletin with the details of available candidates by province is circulated to growers every second week.

The Citrus Academy moderates and maintains the Citrus Resource Warehouse, an industry information-sharing platform where documents can be found dealing with all aspects of citrus production, including research reports, extension briefs, legislation and regulations, annual reports of CGA group companies, and many more. In the year under review, the toolkits and resources for the Citrus Production Best Practice Handbook were made available through the CRW.

In 2020, the Citrus Growers' Association implemented the Economic Transformation of Black Citrus Growers Programme, aimed at providing support for enterprise development to black citrus growers. The programme is being implemented from April 2020 to March 2023. The Citrus Academy is responsible for the implementation of the skills development programme, funded by the AgriSETA. The Citrus Academy has successfully implemented skills programmes on citrus business administration, citrus production practices, and citrus packing, in addition to plant production and citrus business management learnerships at six implementation sites.

The overview above gives an indication of the services provided by the Citrus Academy to the industry, the goals we set for ourselves, and our commitment in pursuing them. The board and management of the Citrus Academy will continue to strive towards ensuring that everyone benefits from the activities of the Academy, but that the focus stays on ensuring real value for the growers.

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

Providing ongoing support and services in the changing environment we operate in is challenging on a day-to-day basis. As a board and industry, we can only thank the staff of the Citrus Academy for the support and commitment they show and the flexibility they have as a team to adapt to the ever-challenging requirements set by our industry. Well done, TEAM!

In die 2021 sitrus seisoen het die CGA groep maatskappye en hulle personeel 'n uitsonderlike rol gespeel om 'n suksesvolle seisoen te verseker. Dit het tot gevolg gehad dat 150 miljoen kartonne sitrus uitgevoer is, 'n rekord wat onder baie moeilike omstandighede gedurende 'n hoogs wisselvallige tydperk bereik is. Ons bedank graag al die rolspelers in ons bedryf vir hierdie geweldige poging.

Die risiko's verbonde aan die produksie en uitvoer van 'n sitrusoes is aansienlik, omdat ons handel met uitvoer en plaaslike markte wat onvoorspelbaar en dinamies kan wees. Inligting is die sleutel om te verseker dat produsente beter toegerus is om risiko en onsekerheid te bestuur.

Dit is baie belangrik om die beskikbaarheid en toeganklikheid van programme te verbeter. E-opleiding speel 'n betekenisvolle rol daarin om inligting te versprei na alle studente gretig om in opleiding deel te neem. Die Sitrus Akademie werk voortdurend daaraan om hulle pasgemaakte programme deur e-opleiding uit te brei. In hierdie jaar is die ontwikkelingswerk aan gevorderde programme oor sitrusproduksie voortgesit, terwyl die sertifiseringsprogram vir die monitering en inspeksies vir fitosanitêre markte aangepas is in lyn met die veranderinge aan die FMS, soos vrygestel deur die CRI. Die Sitrus Akademie kortkursusse kan ook nou almal voltooi word op die e-opleidingsplatform.

Die Sitrus Akademie het tot dusver vier kortkursusse ontwikkel wat aangebied word in sitrusproduksiestreke. Die kortkursusse handel oor sitrusproduksie, sitrusverpakking, die sitrus uitvoerketting, en sitrus besigheidsadministrasie. In die jaar onder oorsig was daar 'n stadige terugkeer na in-persoon kortkursusse nadat meer leerders die programme deur e-opleiding voltooi het gedurende die Covid-19 pandemie. 'n Totaal van 95 leerders het kortkursusse bygewoon in die jaar onder oorsig.

Verdienstes uit kortkursusse en e-opleidingsprogramme is 'n addisionele bron van inkomste vir die befondsing van ontwikkelingsprojekte.

Sitrus Akademie Beursfonds toekennings word verdeel in drie kategorieë, naamlik nagraadse ondersteuning, voorgraadse ondersteuning, en Swart Ekonomiese Bemagtiging (SEB) ondersteuning. Die SEB ondersteuning afdeling van die Beursfonds ondersteun ondernemings in swart besit om hulle interne kapasiteit te ontwikkel en self-bestuur aan te moedig.

"Gegradueerdes vind dit dikwels moeilik om die arbeidsmark te betree nadat hulle studies afgehandel is as hulle nie alreeds werkondervinding het nie. Dit is die ou kan-nie-werk-kry-sonder-ondervinding-en-kan-nie-ondervinding-opdoen-sonder-werk-nie vraagstuk." – Candice Burgin, Sitrus Akademie Beursfondsbestuurder. Praktiese opleiding vir studente op plase of in agri-ondernemings is van groot belang vir die Sitrus Akademie. Die Akademie skep geleenthede vir Beursfonds studente om ondervinding en blootstelling te kry terwyl hulle nog studeer, en nadat hulle gegradueer het. Vakansiewerk word gereël vir alle voorgraadse en diploma studente by werkplekke waar hulle relevante ondervinding kan opdoen. Deur die bedryfblootstellingsprogram word huidige en vorige Beursfonds studente die geleentheid gebied om konferensies, simposiums en ander gebeure wat verband hou met hulle studies, by te woon.

Die Sitrus Akademie neem gereeld deel aan loopbaanuitstallings by verskeie inrigtings rondom Suid-Afrika. Die doel daarmee is om bewustheid te skep oor die sitrusbedryf en om jongmense aan te moedig om landbou te studeer. In die jaar onder oorsig, het hulle deelgeneem aan 'n aantal virtuele en in-persoon uitstallings.

"Pick me!" is 'n platform op die Sitrus Akademie webwerf waardeur kommersiële ondernemings gekwalifiseerde werksoekers kan werf. Die platform is 'n kragtige instrument om werksoekers te verbind met moontlike werkgevers. 'n Nuusbrief met die details van beskikbare kandidate per provinsie word gesirkuleer onder sitrusondernemings elke tweede week.

Die Sitrus Akademie modereer en onderhou die Citrus Resource Warehouse, 'n platform waar bedryfsinligting gedeel word, en waar dokumente beskikbaar is wat handel oor alle aspekte van sitrusproduksie, insluitend navorsingsverslae, voorligtingskrywes, wetgewing en regulasies, jaarverslae van CGA groepmaatskappye, en vele ander. In die jaar onder oorsig is die werksdokumente en bronne vir die Sitrusproduksie Beste Praktjke Handboek beskikbaar gemaak op die CRW.

In 2020 het die CGA die Ekonomiese Transformasie van Swart Sitrusprodusente program van stapel gestuur, met die doel om ondersteuning vir ondernemingsontwikkeling te bied vir swart sitrusprodusente. Die program word geïmplementeer vanaf April 2020 tot Maart 2023. Die Sitrus Akademie is verantwoordelik vir die implementasie van die vaardigheidsontwikkelingsprogram, befonds deur die AgriSETA. Die Sitrus Akademie het tot dusver suksesvolle vaardigheidsprogramme geïmplementeer wat handel oor sitrus besigheidsadministrasie, sitrusproduksiepraktjke en sitrusverpakking, tesame met plantproduksie en sitrus besigheidsbestuur leerlingskappe, in ses produksiestreke.

Die oorsig hierbo gee 'n idee van die dienste wat gelewer word deur die Sitrus Akademie aan die sitrusbedryf, die doelwitte wat ons vir onself stel, en die toewyding waarmee ons hulle nastreef. 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 te verseker dat daar werklike waarde is vir produsente.

Die raad en bestuur van die Sitrus Akademie bly toegewy daaraan om een stappie voor te bly en om in die toekomstige behoeftes van die bedryf in hierdie veranderlike besigheidsomgewing te voorsien deur ons aktiwiteite aan te pas. Om proaktief te wees en versierende te wees is die sleutel om ons doelwitte te bereik om bestuursvaardighede te verbeter, by te dra tot transformasie, en jongmense te bemagtig om entrepreneurs en die leiers van die toekoms te wees.

Om ondersteuning en dienste vol te hou in die veranderlike omgewing waarin ons handel dryf is uitdagend op 'n daaglikse basis. As 'n raad en bedryf, kan ons net dankie sê aan die personeel van die Sitrus Akademie vir hulle ondersteuning en toewyding, en die vermoë wat hulle as 'n span het om aan te pas by die veranderlike vereistes van die bedryf. Goeie werk, SPAN!

General Manager's Report

"Every man takes the limits of his own field of vision as the limits of the world." – Arthur Schopenhauer

The Citrus Academy remains committed to serving the citrus industry in southern Africa and ensuring that the employers and enterprises in the industry are enabled and empowered to develop the skills and potential of their employees, in addition to attracting and cultivating new talent to serve the industry.

The Citrus Academy is funded through a service fee from the Citrus Growers' Association (CGA) as one of the CGA's transformation initiatives. The CGA mandates the Citrus Academy to enable and facilitate skills development in the citrus industry and gives direction to the activities of the Academy through its representation on the Citrus Academy board of directors.

In the year under review, we undertook an exercise to make certain that we serve the strategic objectives of the CGA, by firstly identifying the objectives that the Academy is intended to advance, and secondly by aligning each of our activities with these objectives.

The two strategic objectives of the CGA that the Citrus Academy makes a major contribution to are driving industry transformation (number 8) and assisting growers' long-term sustainability (number 7). The Academy makes minor contributions to implementing research and development (number 3) and engaging with government and other stakeholders (number 6).

How then do the activities of the Citrus Academy align with these strategic objectives?

Bursary administration and experiential learning programmes are geared towards addressing transformation, not only through providing direct support to emerging enterprises by creating learning opportunities for their staff and the family members of enterprise owners, but also through creating a pipeline for qualified previously disadvantaged individuals to enter and make careers in the industry. But the pipeline is also not exclusive and attracts a variety of talent, thereby also supporting and advancing grower sustainability. Research implementation is furthermore supported by providing bursaries to postgraduate students working with CRI researchers.

E-learning programmes, short courses and making available production learning material to the public, at no costs, ensures that information is accessible to a wide audience, over a vast geographic spread. High-quality information and learning are no longer exclusive, supporting industry transformation. Information and learning are also accessible to learners in rural areas who would like to improve their skills and knowledge, thereby supporting grower sustainability.

Audio-visual modules can be viewed by any person interested in learning more about citrus production practices. They are also used by growers and farm and packhouse managers as training resources for permanent and seasonal employees, and by extension officers in the course of their work. Developing audio-visual material is therefore aligned with supporting industry transformation, grower sustainability and research through assisting with technology transfer.

The Citrus Resource Warehouse makes information even more accessible. The CRW gives access to all growers, students, researchers, and the general public to information related to citrus production and research. It promotes industry transformation, grower sustainability and



Jacomien de Klerk
General Manager

technology transfer.

Industry promotion, mostly through attending career fairs and industry representation, are the main activities around stakeholder engagement. The Citrus Academy plays a critical role in ensuring that the interests of citrus enterprises are represented on the skills development landscape, and in promoting the industry on many fronts.

Community skills development initiatives started with the implementation of the CGA's Economic Transformation of Black Citrus Growers programme. It has proven effective in creating a more skilled recruitment pool in rural areas, while offering opportunities to people living in rural communities to increase their marketable skills. Provided that funding can be secured for this purpose, the programme will be extended and even expanded in coming years, supporting grower sustainability and industry transformation.

This alignment exercise offered an opportunity to verify that our current activities serve the industry, and to ensure that the manner in which the activities are conducted is in the best interests of our constituency. It furthermore offers a useful framework to assess future initiatives and activities.

The service fee received from the CGA increased significantly in the year under review, due to the increase in the statutory levy in the new levy cycle. This allowed the Academy to initiate more development projects and to become less dependent on external funding and sponsorships. It also allowed us to fully recover from the effects of the Covid-19 pandemic and reinitialise programmes and services.

For the year under review, the Academy had a surplus of R14,748, compared with a surplus of R125 713 in the previous financial year, with net project expenditure of R2,378,300, compared with R307,043 in the previous financial year. This indicates that an additional R2 million was spent on programmes and development in this financial year.

We owe a great deal to the direction, support and wise council we can always count on from the Citrus Academy board of directors and the Citrus Growers' Association's Justin Chadwick, Robert Miller and Rajen Govender. The Citrus Academy staff again brought the best of themselves and their best efforts every day, often under difficult circumstances. Thank you to all of you. #GoTeamCitrus

Algemene Bestuurdersverslag

Die Sitrus Akademie is steeds toegewy daaraan om die sitrusbedryf in suidelike Afrika te dien en om te verseker dat die werkgewers en ondernemings in die bedryf daartoe in staat is en bemagtig is om die vaardighede en potensiaal van hulle werknemers te ontwikkel, terwyl ons ook steeds nuwe talent kweek en aantrek om die bedryf te dien.

Die Sitrus Akademie word befonds deur 'n diensfooi vanaf die Sitrus Produsente Vereniging (CGA) as een van die CGA se transformasie inisiatiewe. Die CGA gee die Sitrus Akademie die mandaat om vaardigheidsontwikkeling in die sitrusbedryf te fasiliteer en moontlik te maak, en gee rigting aan die aktiwiteite van die Akademie deur hulle verteenwoordiging op die Sitrus Akademie direkteursraad.

In die jaar onder oorsig het ons 'n ontleding gedoen om te verseker dat ons die strategiese doelwitte van die CGA dien, deur eerstens die doelwitte te identifiseer wat die Akademie bedoel is om te bevorder, en tweedens ons aktiwiteite te belyn met daardie doelwitte.

Die twee strategiese doelwitte waar die Sitrus Akademie hoofsaaklik bydraes lewe is om bedryfstransformasie te dryf (nommer 8) en produsente se langtermyn volhoubaarheid te ondersteun (nommer 7). Die Akademie lewer verder ook bydraes tot die implementasie van navorsing en ontwikkeling (nommer 3) en die skakeling met die regering en ander belanghebbendes.

Hoe belyn die aktiwiteite van die Akademie dan met hierdie strategiese doelwitte?

Beursadministrasie en ondervindingsleerprogramme is gemik daarop om transformasie aan te spreek, nie net deur direkte ondersteuning te bied vir ontwikkelende ondernemings deur opleidingsgeleenthede te skep vir hulle werknemers en die gesinslede van eienaars nie, maar ook deur 'n pyplyn te skep vir gekwalifiseerde vooraf-benadeelde individue om die bedryf te betree en 'n loopbaan te vestig. Maar die pyplyn is nie eksklusief nie en trek 'n verskeidenheid talent aan, wat dan ook die volhoubaarheid van produsente ondersteun. Die implementasie van navorsing word verder ondersteun deur beurse beskikbaar te stel aan nagraadse studente wat werk saam met CRI navorsers.

E-opleidingsprogramme, kortkursusse en die gratis voorsiening van produksieopleidingsmateriaal aan die publiek, verseker dat inligting beskikbaar is vir 'n groot aantal mense, oor 'n wye geografiese area. Goeie gehalte opleiding en inligting is nie meer eksklusief nie, wat bedryfstransformasie ondersteun. Inligting en opleiding is nou ook toeganklik vir leerders in landelike streke wat graag hulle vaardighede en kennis wil verbeter, waardeur die volhoubaarheid van produsente verder ondersteun word.

Oudiovisuele modules is beskikbaar vir enige iemand wat belangstel om meer te leer oor sitrusproduksiepraktyke. Dit word ook gebruik deur plaas- en pakhuisbestuurders as opleidingshulpmiddels vir permanente en seisoenale werkers, en deur voorligtingsbeamptes in hulle werk. Die ontwikkeling van oudiovisuele materiaal is vir hierdie rede belyn met bedryfstransformasie, volhoubaarheid, en navorsing deur die ondersteuning van tegnologieoordrag.

Die Citrus Resource Warehouse maak inligting nog meer toeganklik.

Die CRW gee toegang aan alle produsente, studente, navorsers, en die publiek tot inligting wat verband hou met sitrusproduksie en navorsing. Dit bevorder bedryfstransformasie, volhoubaarheid, en tegnologieoordrag.

Die promosie van die bedryf, meestal deur die bywoning van loopbaanuitstallings en bedryfsverteenwoordiging, is hoofsaaklik die aktiwiteite rondom skakeling met belanghebbendes. Die Sitrus Akademie speel 'n kritiese rol daarin om te verseker dat die belange van sitrusondernemings verteenwoordig word op die vaardigheidsontwikkelingslandskap, en om die bedryf te bevorder op verkeie ander gebiede.

Gemeenskapsvaardigheidsontwikkeling inisiatiewe het begin met die implementasie van die CGA se Economic Transformation of Black Citrus Growers program. Ons vind dat dit 'n effektiewe manier is om 'n meer vaardige werwingspoel te skep in landelike gebiede, terwyl dit ook geleenthede bied vir mense wat in hierdie gemeenskappe bly om hulle bemerkbare vaardighede te ontwikkel. Gegewe dat befondsing vasgemaak kan word, sal die program voortgesit en selfs uitgebrei word in die toekoms, wat produsente se volhoubaarheid en bedryfstransformasie sal ondersteun.

Hierdie belyningsoefening het die geleentheid gebied om te verifieer dat ons huidige aktiwiteite in die bedryf se behoeftes voorsien, en om te verseker dat die manier waarop hierdie aktiwiteite onderneem word in die beste belang van die bedryf is. Dit bied verder ook 'n bruikbare raamwerk waarbinne ons toekomstige inisiatiewe en aktiwiteite kan beoordeel.

Die diensfooi wat ontvang word vanaf die CGA het aansienlik toegeneem in die jaar onder oorsig, as 'n gevolg van die toename in die statutêre heffing in die nuwe heffingsiklus. Dit het die Akademie toegelaat om nuwe ontwikkelingsprojekte van stapel te stuur, en om minder afhanklik te wees van borgskappe. Dit het ons ook toegelaat om ten volle te herstel van die impak wat die Covid-19 pandemie gehad het, en om programme en dienste weer aan die gang te kry.

In die jaar onder oorsig het die Sitrus Akademie 'n surplus behaal van R14,748, in vergelyking met 'n surplus van R125 713 in die vorige finansiële jaar, met netto projektkostes van R2,378,300, in vergelyking met R307,043 in die vorige jaar. Dit dui daarop dat 'n addisionele R2 miljoen spandeer is aan programme en ontwikkeling in hierdie finansiële jaar.

Ons is baie verskuldig aan die rigting, ondersteuning en wyse raad waarop ons altyd kan reken vanaf die Sitrus Akademie se direkteure en die CGA se Justin Chadwick, Robert Miller en Rajen Govender. Die Sitrus Akademie personeel het weereens die beste van hulleself en hulle beste werk gebring elke dag, dikwels onder moeilike omstandighede. Dankie aan julle almal. #GoTeamCitrus

Corporate Governance Report

The Citrus Academy is a non-profit company with members, incorporated for a public benefit purpose, as required by Item 1(1) of Schedule 1 of the Companies Act. The Academy is a public benefit organisation in accordance with Section 30 of the Income Tax Act and has Section 18A tax exemption.

Citrus Academy Board of Directors	Citrus Academy Board Representation
The Citrus Academy is governed by a board of directors with seven seats.	Four board members are nominated by the CGA board.
The company secretary, Robert Miller, and the chairperson of the CGA Finance and Risk Review Committee, Rajen Govender, attend board meetings ex officio, while the Chief Executive Officer of the CGA, Justin Chadwick, are invited to attend board meetings as observers.	One board member is nominated by a donor, which at present is the Citrus Industry Trust.
	One board member represents learning providers, appointed by the Citrus Academy board.
	One board member is a specialist, appointed by the Citrus Academy board.

Board Members at 31st of March 2022

The Citrus Industry Trust nominee was replaced during the year under review. The following persons served on the board of directors in this period:

Representation	Name	Date of Appointment	Date of Resignation
CGA	Phillip Dempsey (chairperson)	2012/11/20	
Donors (Citrus Industry Trust)	Dr. Hildah Lefophane (vice-chairperson)	2021/11/04	
CGA	Marius Bester	2017/03/09	
CGA	Bennet Malungane	2018/03/22	
CGA	Frikkie Olivier	2020/09/08	
Donors (Citrus Industry Trust)	Hlami Ngwenya	2020/11/12	2021/11/04
Service providers	Vacant		
Additional seat	Vacant		

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

Date	Meeting	Apologies
2021/11/30	Board Meeting	None
2022/03/10	Board Meeting	Frikkie Olivier

The fourteenth annual general meeting of the Citrus Academy was held at Beach Hotel, Summerstrand, Gqeberha (Port Elizabeth) on Monday, the 6th of September 2021.

Citrus Academy Representation

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

Financial Office Bearers and Service Providers

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

Management and Financial Governance

During the year under review the Citrus Academy aligned all its activities with the key strategies of the CGA. The key strategies that are addressed by the Citrus Academy are as follows, in order of significance:

1. Drive industry transformation
2. Assist growers long term sustainability
3. Fund, control and implement research and development
4. Engage with government and other stakeholders

All Citrus Academy activities are geared towards achieving these objectives, not only by their nature, but also in the manner in which they are implemented. Annual performance objectives for the Citrus Academy and individual staff members are formulated in line with these key strategies.

Funding received from the Citrus Growers' Association, as approved by the CGA board of directors, is used for overhead costs, salaries, and on-going projects. Additional funding is secured and appropriated for specific programmes and projects. All expenditure is approved by the general manager of the Citrus Academy.

Monthly management accounts are drawn up by the general manager of the Citrus Academy and circulated to the members of the board. PriceWaterhouseCoopers serves as the company's auditors. The financial manager of the CGA acts as the company secretary of the Citrus Academy. Annual financial statements are drafted and presented to the auditors during the annual audit, and audited financial statements are circulated to members before the annual general meeting along with the annual report.

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.

Meet the Team



Citrus Academy Bursary Fund

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

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

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 the first and second terms.
- Students are given opportunities to gain workplace experience and industry exposure during their studies – please see the report on Work Integrated Learning.
- 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 obligations of 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 these citrus enterprises.
- 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 with employment after they complete their studies.

2021/2022 Report

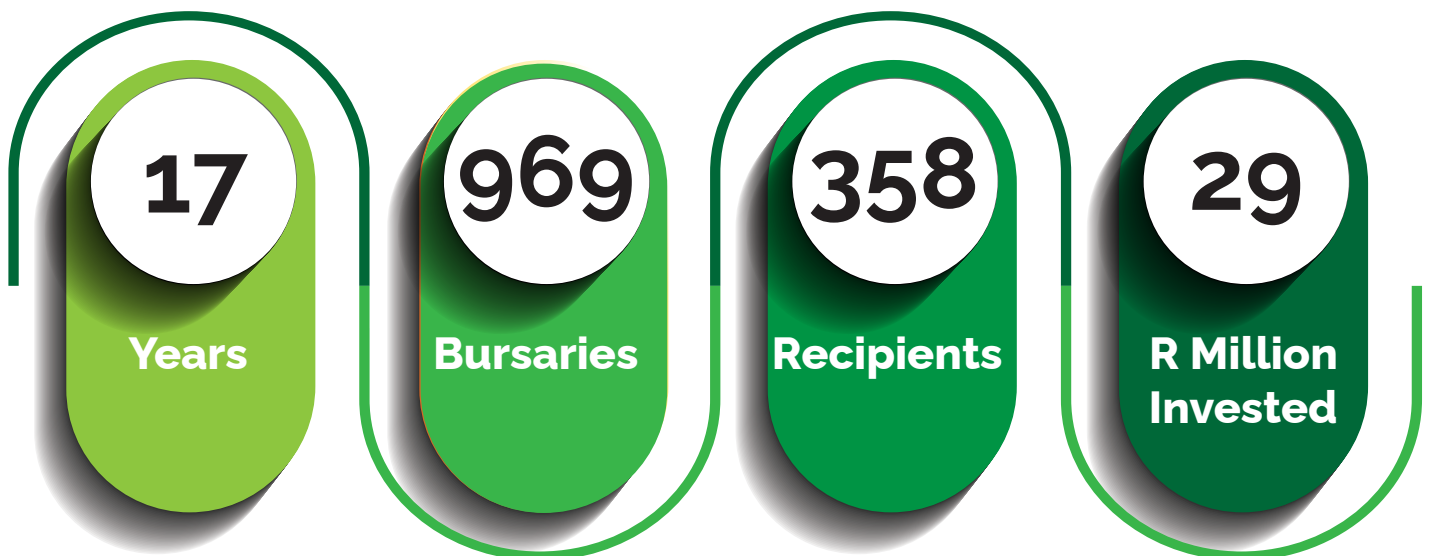
- In the 2021 academic year, fifty-seven bursaries were awarded to students studying at fourteen institutions across South Africa.
- Nineteen students joined the Bursary Fund for the first time in 2021.
- Nineteen bursaries were awarded in the BEEBS category, with thirteen awarded to students still at school, two to diploma students, three to students pursuing B-degrees and one to a student completing a postgraduate qualification.
- Twenty-nine students left the bursary fund at the end of 2021.
- Of the twenty-nine students, ten completed postgraduate qualifications, ten completed undergraduate qualifications, four completed matric and five went on to further studies with alternate funding.
- Of the twenty-nine students that completed at the end of 2021, seven were employed in the citrus industry, four were employed in agriculture, eight students were completing their final projects and will be available for employment soon, five went on to study further, and five were seeking employment.
- In the 2022 academic year, sixty-four bursaries have been awarded to students studying at twenty-one institutions across South Africa.
- Thirty-three students received bursaries for the first time.
- Sixteen bursaries were awarded to students in the BEEBS category.
- Nine BEEBS bursaries were awarded to students still at school, six to students completing undergraduate qualifications, and one to a student studying towards a postgraduate qualification.

INCOME AND EXPENDITURE		
Item	2021 Financial Year	2022 Financial Year
Income		
Bursary Fund income – Citrus Industry Trust	375 000	350 000
Bursary Fund income – AgriSETA	808 456	750 994
Bursary Fund income – Industry	1 275 500	1 473 900
Expenditure		
Bursary Fund payments	(2 238 513)	(2 572 333)
Student emergency support	(17 500)	(14 500)
Net surplus / (shortfall)	202 944	(11 939)

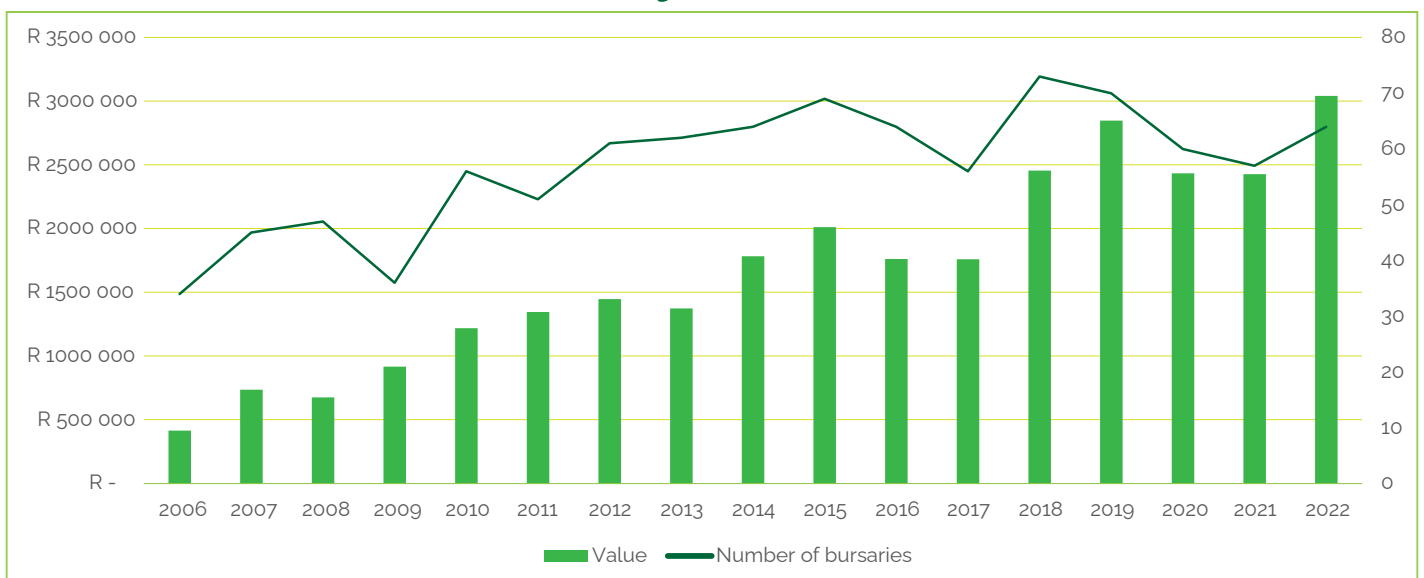


Jannick Nieuwoudt graduated Cum Laude at the end of 2021 with Honours in Plant and Soil Science with an average of 84% in his final exams. He was the Citrus Academy's top academic achiever for 2019, 2020 and 2021. He was rewarded with a brand new laptop for his excellent achievements.

Bursary Fund 2006 - 2022



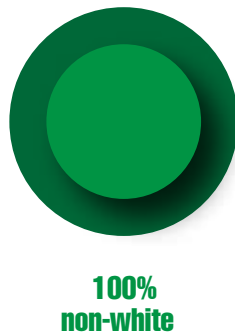
Bursary Fund Values



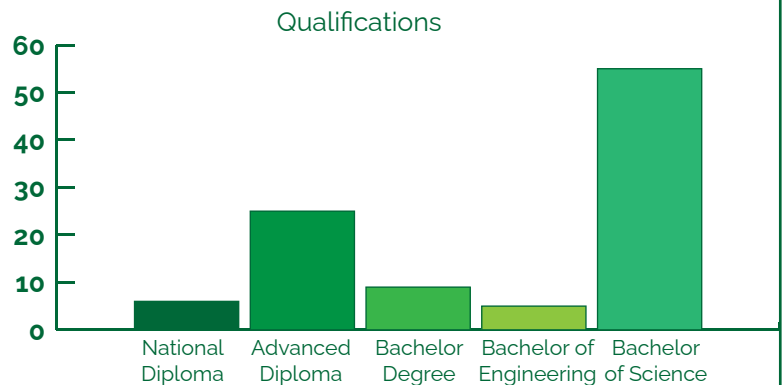
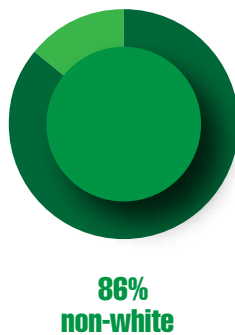
Bursary Funding Sources 2022



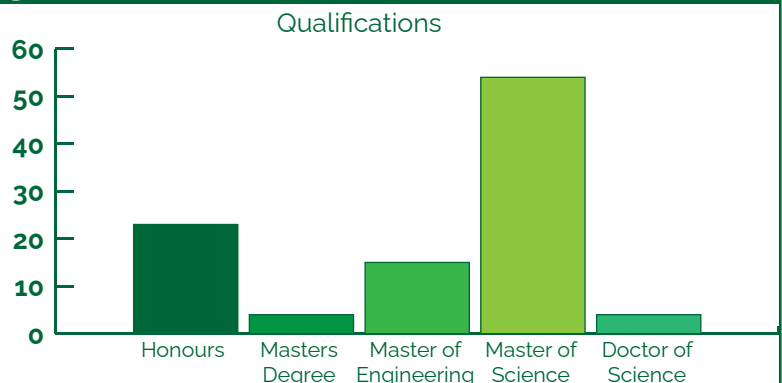
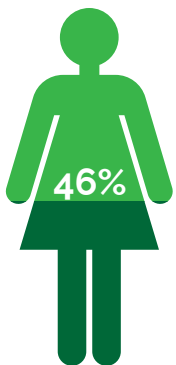
Black Economic Empowerment Bursary Support



Undergraduates



Postgraduates



Objectives

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

Work Integrated Learning

Vacation work | Internships | Graduate placements

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

BACKGROUND

- Work integrated learning programmes present an opportunity for citrus businesses to engage in transformation by nurturing a qualified, competent emerging workforce, while scouting potential candidates for employment.
- 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.
- Citrus Academy cover transport, in some cases accommodation, and provide students with a daily allowance, while employers provide work experience, 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 and depending on the availability of funding.

2021/2022 Report

- There were no vacation work placements during the year under review due to the continuing impact of the Covid-19 pandemic.
- There was one graduate placement during the year under review.
- Four students began internships in March 2021.
- Each student completed ten to twelve months of experiential learning.

INCOME AND EXPENDITURE		
Item	2021 Financial Year	2022 Financial Year
Income		
Internship funding – AgriSETA		162 975
Graduate placement funding – AgriSETA		47 700
Expenditure		
Internship payments	(7 950)	(158 306)
Graduate placement payments		(47 700)
Net surplus / (shortfall)	(7 950)	4 669

Work Integrated Learning Placements

Company	Location	Students
Internships		
Groep 91 Uitvoer	Letsitele	Thero Mashile
Golden Frontiers Citrus	Hectorspruit	Nkululeko Dlamini
Batlhako Temo Service	Brits	Phuti Maphuto
Riverside Farm	Malelane	Sibongakonke Makhantini
Graduate Placement		
Citrus Research International	Nelspruit	Muriel Rikhotso

Industry Exposure Programme

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

Objectives

Industry Transformation
Sustainability
Research Support
Stakeholder Engagement

BACKGROUND

- During industry exposure events, students are given opportunities to attend local and overseas events relevant to their field of study.
- They engage with experts in their fields who are reporting on latest developments, and they improve their overall insight and understanding of the industry, the citrus value chain and the sector.
- Particularly postgraduate students understand better 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 events and sponsorships.



2021/2022 Report

- During the year under review, no conferences and symposia were held, due to the Covid-19 pandemic.
- Five students attended the CRI Postharvest workshops.

INCOME AND EXPENDITURE

Item	2021 Financial Year	2022 Financial Year
Expenditure		
Marketing material		
Participant travel		6 114
Participant accommodation		
Registration fees	2 870	6 039
Staff travel		
Total expenditure	2 870	12 153



Industry Exposure Events

Event	Students
CRI Postharvest Workshops	Sinazo Nkomo; Karabo Dinkwanyane; Mahlatse Ngomane; Koketso Kgampe; Siphokazi Mgodlo

Objectives

Industry Transformation
Sustainability
Research Support
Stakeholder Engagement

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.

2021/2022 Report

- Citrus Academy took part in four career fairs during the year under review.
- The AgriCAREERConnect Convention is an online career event, where a 10-minute video was used to showcase the industry, after which questions from students were answered in breakaway sessions.
- Six universities took part in the AgriCAREERConnect Convention 2021.
- The AgriSETA arranged a series of career summits at various agricultural colleges around the country, focussing on grade 10 and 11 students.
- The Citrus Academy took part in three AgriSETA career summits close to citrus-growing regions.

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 must 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.

INCOME AND EXPENDITURE		
Item	2021 Financial Year	2022 Financial Year
Expenditure		
Marketing material		3 920
Exhibitor fees	12 000	22 000
Staff travel		21 847
Staff accommodation		5 285
Total expenditure	12 000	53 053



Career Awareness Events

Event	Venue	Date	Organisers
AgriCareer Connect	Online	2022/10/19	Agrijob
AgriSETA Career Summit	Cedara College of Agriculture	2022/02/11	AgriSETA
AgriSETA Career Summit	Mulenzhe Village	2022/02/24	AgriSETA
AgriSETA Career Summit	Taung Agricultural College	2022/03/09	AgriSETA

Pick me!

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

Objectives

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

BACKGROUND

- In 2016, Citrus Academy identified a need for an online information-sharing platform that would allow job seekers and companies seeking employees to connect.
- The Pick me! page was created on the Citrus Academy website.
- Bursary Fund graduates and candidates with citrus-related qualifications register by completing the Job Seeker registration form on the website.
- Candidates who are Citrus Academy Bursary Fund graduates are promoted by identifying them as such.
- Interested employers contact job seekers through the platform or by using the contact details they provide and continue with the recruitment process.
- Listings appear in two categories, "Pick a Job Seeker" and "Pick an Intern".
- Listings are visible online for one month and candidates have the opportunity to re-register.
- Information of new additions to the platform is distributed through the Citrus Academy social media channels, including Facebook, Twitter and Instagram.
- In addition, a bi-monthly newsletter is emailed to citrus growers.

2021/2022 Report

- The Pick me! online platform has seen an increase in job seeker listings during the year under review.
- At the end of the period under review there were twenty-two candidates seeking permanent employment and twenty-five candidates seeking internship positions.



Objectives

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

Learning Programme Development

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

BACKGROUND

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

2021/2022 Report

- No new programmes were developed during the year under review.
- The Citrus Packing short course was updated in line with the new citrus packhouse audio-visual modules.
- The Monitoring and Inspection for Phytosanitary Markets: Citrus was updated during the year in line with changes to the CRI's FMS.

INCOME AND EXPENDITURE

Item	2021 Financial Year	2022 Financial Year
Income		
Bursary Fund income – Citrus Industry Trust	375 000	350 000
Bursary Fund income – AgriSETA	808 456	750 994
Bursary Fund income – Industry	1 275 500	1 473 900
Expenditure		
Bursary Fund payments	(2 238 513)	(2 572 333)
Student emergency support	(17 500)	(14 500)
Net surplus / (shortfall)	202 944	(11 939)



Available Learning Programmes

Programme Title	Programme Content	Learning Methodology	Programme Alignment
Institutional Orientation	The Business Environment in South Africa; The South African Citrus Industry; The South African Citrus Grower; Agricultural Business Entities; Legislation and Statutory Requirements; Human Capital in an Agribusiness	Learning material, skills programme	US13936 – Outline the legal environment of a select industry (NQF3)
Citrus Nursery Workers	Introduction to Propagation; Rootstock Propagation; Budding; Introduction to Nursery Practices; Plant Nutrition; Plant Protection; Irrigation and Water Quality	Learning material, skills programme	None
Citrus Business Management	Learner Induction and Orientation; Think Like an Entrepreneur; Plan Your Business: Financial Aspects; Launch and Grow Your Business; Manage Your Business: The Basics; Manage Your Business: Finance for 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 in Plant Production (NQF2) core and elective unit standards
Production short course	Introduction to Citrus Production; The South African Citrus Industry; Citrus Distribution and Production; Citrus Value Chain; Citrus Phenology; Citrus Varieties and Cultivars; Citrus Rootstocks; Propagation of Citrus Trees; Land Preparation and Planting; Irrigation; Citrus Plant Nutrition; Citrus Pruning; Citrus Pest Monitoring (Scouting); Major Citrus Pests; Minor Citrus Pests; Citrus Diseases; Weed Control; Orchard Sanitation; Citrus Harvesting; Citrus Post Harvest Processes	Short course with e-learning competence assessment, e-learning	None
Citrus Packing short course	The South African Citrus Industry; Citrus Types and Cultivars; Citrus Value Chain; Market Specifications; Packhouse Overview; Packhouse Sanitation; Receiving; Initial Processes; Pre-packing Processes; Packing; Inspections; Logistics	Short course with e-learning competence assessment, e-learning	None

Available Learning Programmes

Programme Title	Programme Content	Learning Methodology	Programme Alignment
Citrus Export Supply Chain short course	The South African Citrus Industry; Citrus Types and Cultivars; The Citrus Cold Chain; Citrus Production and Flow; Supply Chain Operational Overview; Phytosanitary Regulations; Export Documentation Trail; Special Citrus Export Markets; Government Agencies	Short course with e-learning competence assessment, e-learning	None
Citrus Business Administration short course	Introduction to the Citrus Industry; Production System Management; Control Inputs and Stocks; Human Resources Management; Basic Financial Management; Marketing	E-learning	US116083 – Illustrate and understand the basic layout of financial statements (NQF2) US116113 – Explain principles of human resources management and practices in agriculture (NQF2) US116115 – Define and understand production systems and production management (NQF2) US116122 – Control inputs and stock in agribusiness (NQF2) US116126 – Apply marketing principles in agriculture (NQF2)
Monitoring and Inspection for Phytosanitary Markets	Introduction; Biology and Life Cycle; Monitoring, Inspection and Grading; Orchard Monitoring; Packhouse Delivery Inspections; Packhouse Online Grading and Sorting	E-learning programme	None
Citrus Farm Worker Induction	Introduction to Citrus, Workplace Induction, Citrus Planting, Citrus Pruning, Citrus Picking	Short course	US116113 – Explain principles of human resources management and practices in agriculture (NQF2) US116079 – Monitor the establishment of a crop (NQF2) US116128 – Apply plant manipulation methods (NQF2) US116111 – Harvest agricultural crops: Procedures (NQF2)
Citrus Packhouse Worker Induction	Introduction to Citrus, Workplace Induction, Pre-Sorting and Grading, Packing	Short course	US116113 – Explain principles of human resources management and practices in agriculture (NQF2) US115177 – Pre-sort fruit (NQF2) US115193 – Grade fruit (NQF2) US115178 – Pack fruit (NQF2)

Citrus Short Courses

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

Objectives

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

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 process.
- Course material was developed, covering all aspects of citrus production, from the history of the industry to postharvest processes, based on material previously owned by Villa Academy.
- A resource pack was put together, consisting of the Production Guidelines for Export Citrus, the Identification Manual for Citrus Pests and Their Natural Enemies, a full set of Citrus Academy DVDs, information pamphlets, and a scouting magnifying glass.
- The learning programme was implemented in the form of a three-day workshop in citrus-growing regions, presented by an experienced facilitator with extensive experience in citrus production and technical consultation.
- In 2018, the Citrus Business Administration short course was added, aimed at entry-level workers who required more insight in financial and business administration.
- In 2019 the Citrus Packing and the Citrus Export Supply Chain short courses were added.
- The same learning programme development process was followed for all short courses.



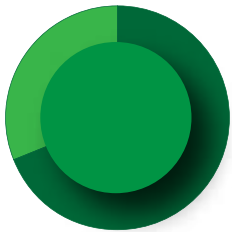
2021/2022 Report

- Short courses resumed after a hiatus due to Covid-19.
- Eleven short courses took place during the period under review.
- The Citrus Packing short course was updated in line with the updated audio-visual series.
- Funding was secured to sponsor owners and employers of black-owned citrus enterprises to attend short courses.
- For the first time, short courses were held in Zimbabwe, with two Citrus Production and one Citrus Packing short course held in February and March 2022.

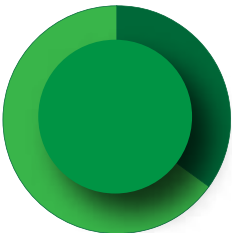
INCOME AND EXPENDITURE		
Item	2021 Financial Year	2022 Financial Year
Income		
Resource packs sales	25 705	28 063
Course fees	144 250	633 500
Sponsorship	67 975	155 521
Expenditure		
Development		(186 809)
Learning material printing	(13 293)	(91 257)
Resource pack costs	(3 917)	(86 543)
Participant travel		(6 849)
Participant accommodation	(21 522)	(35 334)
Facilitation	(87 200)	(229 721)
Facilitator accommodation	(16 194)	(60 811)
Facilitator travel costs	(12 217)	(43 661)
Assessment	(19 570)	
Conferencing	(23 026)	(101 261)
Staff travel	(12 440)	(23 195)
Staff accommodation		(13 585)
Courier costs	(497)	(3 286)
Net surplus / (shortfall)	28 054	(65 227)

Citrus Academy Short Courses

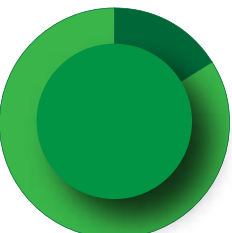
Short Course Title	Presenter	Duration	Commencement Date	Courses Presented to Date
Citrus Production	Clive Pountney	2 days classroom, 1 day site visit (orchard)	2018/10/24	23
Citrus Business Administration	Scientific Roets	4 days classroom	2019/03/26	12
Citrus Export Supply Chain	Andrew Connell	2 days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



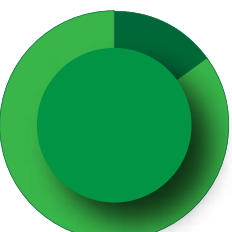
61% non white



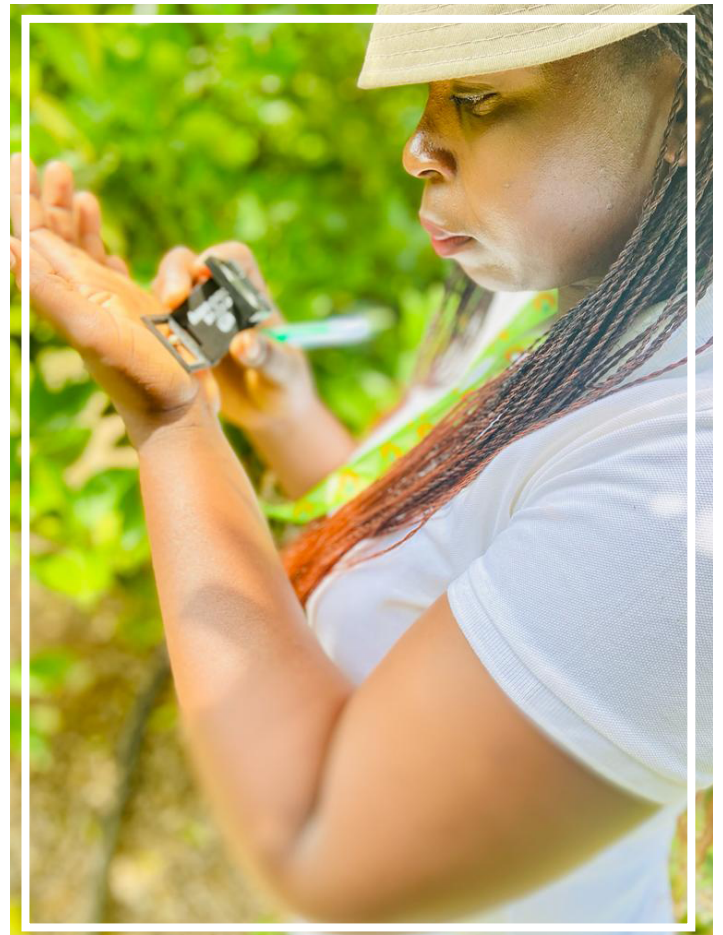
35% female



16% youth



15% sponsored



E-Learning Programmes

The purpose of e-learning programmes is to make quality learning opportunities accessible to learners everywhere through a dedicated platform.

Objectives

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

BACKGROUND

- The agricultural sector presents unique challenges in terms of skills development for people who live and work on farms.
- The remoteness of farming areas and the demands of citrus production are barriers that restrict access to conventional contact learning.
- 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 learning platform that is customisable and user-friendly.
- Citrus Academy staff were trained in the management of the system and the conversion of existing training material into e-learning programmes.
- The Citrus Academy online platform was launched in 2015.
- Most of the programmes that are on the e-learning platform were originally developed as learning programmes for contact delivery.
- Learners can use any device able to connect to the internet to access learning.
- Participation in the e-learning programmes was initially slow but increased gradually as learners became more familiar with the system.
- From 2019 the e-learning platform was used to enable the online competency assessment of learners who attended short courses, where it is also an additional resource for learners.
- As of 2020, entire short courses can also be completed online.

2021/2022 Report

- No new e-learning programme was added to the online platform during the year under review.
- The Citrus Packing short course online programme was reviewed and relaunched in line with the updated Citrus Packing short course and AV modules.
- The Monitoring and Inspection for Phytosanitary Markets certification programme was updated in line with the changes to CRI's FMS, and a recertification programme was made available at no cost to learners who previously completed the certification programme.
- The Citrus Academy obtained AgriSETA accreditation as an education and training provider for the National Certificate: Plant Production NQF level 2, 3 and 4.
- The NC: Plant Production NQF4 qualification will form the basis of the citrus production masterclass modules that will become available in 2022.
- Overall, the number of enrolments was on par with previous years, and 75% of learners who enrolled for online courses completed their courses successfully.
- This compares well with the international average for online higher education and further education, which is 70%.

INCOME AND EXPENDITURE

Item	2021 Financial Year	2022 Financial Year
Income		
Resource packs sales	200	200
E-learning fees	302 484	201 350
Development funding	5 144	250 000
Expenditure		
E-learning development	(44 206)	(142 100)
Content conversion	(36 600)	
Assessment costs	(1 750)	
Programme approval		(7 495)
Resources	(4 054)	
Staff travel	(7 777)	
Staff accommodation	(1 130)	
Courier costs	(1 940)	(125)
Net surplus / (shortfall)	210 731	301 830

43% non white

49% female

41% youth

Enrolment and Certification

E-learning Programme	Programme Start Date	Total Enrolments	2021/22 Enrolments	Total Certificates	2021/22 Certificates
Monitoring and Inspection for Phytosanitary Markets	2020/02/02	770	174	651	138
Citrus Business Administration	2020/02/23	15	9	8	3
Citrus Industry Technical Induction	2020/06/30	20	0	20	0
Citrus Production Short Course	2020/08/24	54	34	32	26
Covid-19 Compliance Officer Training	2020/08/21	207	73	189	78
Citrus Export Supply Chain Short Course	2020/12/15	6	0	3	3
Citrus Packing Short Course	2021/02/08	3	0	3	3
Monitoring and Inspection – Recertification	2022/02/04	80	80	47	47
Competence assessment only:					
Citrus Production Short Course	2019/04/15	238	24	94	5
Citrus Export Supply Chain Short Course	2019/10/09	50	9	13	0
Citrus Packing Short Course	2022/02/15	1	1	0	0
Total		1 445	405	1 061	304

Available E-learning Programmes

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

ETBCG Skills Development

The purpose of the skills development implementation for the Economic Transformation of Black Citrus Growers programme is to support beneficiaries and surrounding communities to ensure that maximum benefit is derived from the financial support provided by the programme.

Objectives

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

BACKGROUND

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

2021/2022 Report

- During the reporting period, five Plant Production NQF2 and two Citrus Business Management (NVC NQF4) learnerships were completed.
- One Citrus Business Administration, ten Farm Worker Induction and two Packhouse Worker Induction skills programmes were held.
- Training took place in Sundays River Valley, Patensie, Nkweleni, Weenen, Brits, Kopman village (Rustenburg) and Thohoyandou.
- Through the programme, bursaries were awarded to ten undergraduates for the 2021 academic year, administered through the Citrus Academy Bursary Fund.
- Another ten bursaries were funded in the 2022 academic year, two of them to students who also received bursaries through the programme in 2021.
- The easing of lockdown regulations made it possible for Scientific Roots to regularise contact training across learning sites.
- Learners that successfully completed learnerships and skills programmes were issued with certificates according to AgriSETA criteria.
- Learning sites will be expanded to the Western Cape and Mpumalanga provinces in the last year of the programme.

INCOME AND EXPENDITURE

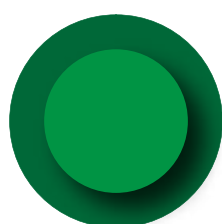
Item	2021 Financial Year	2022 Financial Year
Expenditure		
Material and programme development	298 000	16 000
Staff travel	22 706	52 783
Staff accommodation	9 875	17 377
Courier costs	2 050	2 713
Total expenditure	332 631	88 873



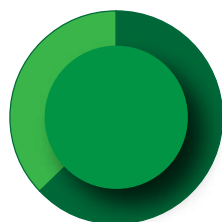
Economic Transformation of Black Citrus Growers Programmes

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

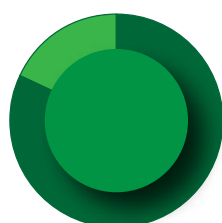
Learnerships



100% non white

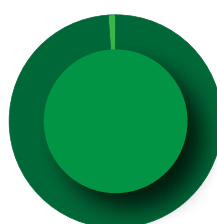


63% female

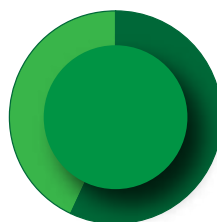


82% youth

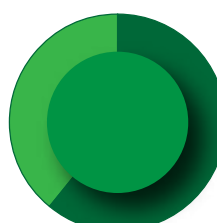
Skills Programmes



99% non white



57% female



61% youth

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

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

BACKGROUND

- In 2008 the need was identified for developing learning tools to enable a wide range of groups to learn about the citrus cold chain.
- Audio-visual learning tools were considered to be the most efficient and effective means of transferring knowledge and skills.
- The development of the Citrus Postharvest Series was undertaken as a joint initiative between a number of industry role-players.
- A content framework was developed, aimed at workers at different levels.
- Learning modules were included for training seasonal and permanent workers, and developed to be easily accessible and to allow for easy translation.
- Higher-level management modules were included, aimed at improving understanding and knowledge of packhouse management.
- Grant funding to subsidise the development cost was secured from various sponsors.
- The series was made available for sale to the industry in time for the 2010 citrus season.
- Based on experiences with the Citrus Postharvest Series, it was decided to develop audio-visual media dealing with other aspects of citrus production.
- Audio-visual media series are produced by the Citrus Academy, and distributed to employers in the industry, academic institutions, extension personnel, and service providers at no cost.
- Each audio-visual module is accompanied by a learner guide.
- Learning resources to accompany audio-visual media is also developed where appropriate.
- Audio-visual modules are available on USB and can be viewed on the Citrus Academy YouTube channel.
- Learner guides and resources are available for download from the Citrus Resource Warehouse.

2021/2022 Report

- The Citrus Packhouse series was developed.
- The series consists of nine modules, covering all aspects of the value chain from where fruit is received at the packhouse to when it is shipped, including planning and infrastructure requirements.
- Filming for the series was done in Groblersdal, Letsitele, Hoedspruit, Burgersfort, Nelspruit, and the Sunday's River Valley.
- The series replaced the outdated Citrus Postharvest and Citrus Packing series.
- At the same time, new footage was recorded for the Citrus Harvesting series and the series was updated and refreshed.

INCOME AND EXPENDITURE

Item	2021 Financial Year	2022 Financial Year
Income		
Development fee	631 300	
Expenditure		
Content development and scripting		(175 900)
Filming and production	(523 625)	(1 947 000)
Learning material	(15 920)	(7 000)
Resource development		(8 550)
USB replication costs		(22 500)
Staff travel	(40 428)	(59 745)
Staff accommodation	(11 159)	(27 102)
Net surplus / (shortfall)	40 168	(2 247 798)

Audio-Visual Series Details

Series Details	Content Summary
Integrated Pest Management for Citrus Developed in 2011 Funded by AgriSETA Target groups are citrus growers, extension officers, training service providers	1: Introduction to IPM; 2: Citrus Pest Monitoring; 3: Pre-Harvest Blemish Analysis; 4: Interpreting Monitoring Results
Citrus Harvesting / Sitrus Oeswerk Developed in 2012 Target groups are citrus growers, extension officers, training service providers	1: Citrus Value Chain; 2: Orchard Sanitation; 3: Picking Practices; 4: Picking Supervision
Citrus Packing / Sitrus Verpakking Developed in 2013 Target groups are citrus packhouses, extension officers, training service providers	1: Citrus Value Chain; 2: Packhouse Process Flow; 3: Packhouse Sanitation; 4: Sorting and Grading; 5: Packing Methods; 6: Palletisation; 7: Truck Loading
Citrus Planting Management Developed in 2015 Funded by AgriSETA Target groups are citrus growers, extension officers, training service providers, students	1: Introduction to Planting Management; 2: Citrus Types, Cultivars and Rootstocks; 3: Orchard Layout and Planning; 4: Orchard Establishment; 5: Orchard Recordkeeping
Citrus Pruning Developed in 2016 Funded by AgriSETA and Felco Target groups are citrus growers, extension officers, training service providers	1: Pruning Principles; 2: Pruning Equipment; 3: Pruning Practices
Citrus Propagation Developed in 2016 Funded by AgriSETA, Du Roi and Citrogold Target groups are citrus nurseries, citrus growers, extension officers, training service providers	1: Citrus Propagation Requirements; 2: Citrus Propagation Practices; 3: Citrus Rootstocks (2018)
Plant Structures and Functions Developed in 2016 Funded by AgriSETA and Villa Target groups are citrus nurseries, citrus growers, extension officers, training service providers, academic institutions	Plant Structures and Functions
Safe Handling of Agrochemicals Developed in 2019 Funded by Villa Target groups are citrus nurseries, citrus growers, extension officers, training service providers, academic institutions	1: General Safety; 2: Agrochemical Storage; 3: Agrochemical Application Principles
Monitoring and Inspection for Phytosanitary Markets – Citrus Developed in 2019 Funded by Post-Harvest Innovation Fund through Citrus Research International Target groups are citrus growers, citrus packhouses, extension officers	1: False Codling Moth and Fruit Fly
Monitoring and Inspection for Phytosanitary Markets – Stone Fruit Developed in 2020 Funded by Post-Harvest Innovation Fund through Hortgro Target groups are deciduous fruit growers, deciduous fruit packhouses, extension officers	1: False Codling Moth and Fruit Fly
Monitoring and Inspection for Phytosanitary Markets – Pomegranates Developed in 2020 Funded by Post-Harvest Innovation Fund through Pomasa Target groups are pomegranate growers, pomegranate packhouses, extension officers	1: False Codling Moth
Citrus Packhouses Developed in 2021 Target groups are citrus growers, citrus packhouses, logistics service providers, government officials, extension officers, training service providers	1: Packhouse Overview; 2: Packhouse Infrastructure and Planning; 3: Packhouse Sanitation; 4: Receiving and Initial Processes; 5: Fruit Treatments; 6: Sorting and Grading; 7: Packing Practices; 8: Quality Management; 9: Logistics

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

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

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.

2021/2022 Report

- The project to update the production learning material to bring it in line with the latest formats and assessment methodologies were completed.
- The production learning material learner guides were used for developing the production e-learning master class material, knowledge modules for the orchard foreman occupational qualification, and content for various other learning programmes.

INCOME AND EXPENDITURE

Item	2021 Financial Year	2022 Financial Year
Expenditure		
Learning material development	121 500	
Learning material updating	241 000	150 000
Total expenditure	362 500	150 000

Production Learning Materials

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



Citrus Resource Warehouse

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

Objectives

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

BACKGROUND

- In 2015 the need for an online, comprehensive information source was identified, mostly for the purpose of enabling e-learning.
- It was soon realised that such an information source would also be an invaluable resource for citrus growers and other industry stakeholders.
- The Citrus Growers' Association supported and sponsored the development of the Citrus Resource Warehouse.
- The CRW website is curated and moderated by Citrus Academy.
- 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 searchable PDF 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 secured in a secure members' section, for which login details are required.
- Citrus Academy audio-visual modules can be downloaded at no cost from the members' section.

2021/2022 Report

- The Citrus Resource Warehouse was maintained and expanded in the year under review.
- News articles, newsletters, reports and other relevant documents are continuously being added.
- Around 7,700 documents were available at the end of the year under review.
- AV Learning Material transcripts were made available in Afrikaans in the public section of the website.
- At the end of the reporting period, three hundred and five membership applications had been approved.

INCOME AND EXPENDITURE

Item	2021 Financial Year	2022 Financial Year
Expenditure		
Website development		1 004
Website maintenance	14 158	13 473
Content development		3 313
Total expenditure	14 158	17 791



Document Categories and Content

Category	Sub-Categories
Internal Citrus Industry Organisation Publications	Annual Reports; CGA Roadshow and Citrus Summit Presentations; Other Publications; CRI Postharvest Workshop Presentations
Newsletters	CGA – From the Desk of the CEO; CGA – Citrus Summit Circulars; CGA – Global Citrus Scan; CGA – SHAFTE Graphs; CGA – Transformation Newsletter; CGA-GDC Newsletter; Fruit SA Newsletter; River Bioscience Bio-Blog; SIZA News; SRCC – Transformation Times
News Articles	SA Fruit Journal; Other Publications
Research Reports and Papers	CRI Quarterly Reports; CRI Segment; Academic Reports and Papers; Other Reports and Papers
Extension	CGA Grower Advisory Notices; CRI Citrus Production Guidelines; CRI Colour Prints for Blemish and Appearance Standards; CRI Cultivars; CRI Cutting Edge; CRI Extension Briefs; CRI Maturity Graphs; CRI Packing Material Specifications and Protocols; CRI Pest and Disease Identification; CRI Postharvest Treatment Factsheets
Market Access	CGA – Citrus Marketing Forum; CGA – Variety Focus Groups; CGA – Russian Citrus Market
Consumer Assurance	Accreditation Documents; Quality Standards; CGA/CRI – Recommended Usage Restrictions (MRLs); SIZA – Updates and Reports; Climate Fruit and Wine
Logistics	CGA – Citrus Logistics Forum (CLF); CGA – Citrus Logistics Reports; CGA – Durban Port Friday Reports; CGA – Durban Port Operational Updates
Information	CGA – Citrus Spotlight; CGA – Dams and Reservoirs; CGA – Key Industry Statistics; CGA – Variety Updates; Grapefruit Taste Company Memos; SETA Documents
Transformation	AgriBEE
Learning Resources	Citrus Academy – Production Learning Material; Citrus Academy – Learning Programmes; Citrus Academy – AV Modules Transcripts
Government Publications	DAFF Notifications and Memos; Strategic Planning Documents; Legislation, Regulations and Policies
Citrus Production Best Practice Handbook	Workflow 0 - Introduction; Workflow 1 - Visioning, Planning, Measuring and Leading; Workflow 2 - Operational Guidance and Execution; Workflow 3 - Production - Basic Farming Practices; Workflow 4 - Picking; Workflow 5 - Product Quality; Workflow 6 - Health and Safety; Workflow 7 - Maintenance and Asset Care; Workflow 8 - Procurement; Workflow 9 - Administrative Excellence; Workflow 10 - Institutional Effectiveness; Workflow 11 - Value Chain Alignment; Workflow 12 - Problem Solving; Workflow 13 - Improvement Projects; Workflow 14 - Training

Audio-visual Modules Available for Download

AV Series Title	Modules
Citrus Packhouses (replaces Citrus Postharvest and Packing series)	Overview, Infrastructure and Planning, Packhouse Sanitation, Receiving and Initial Processes, Fruit Treatments, Sorting and Grading, Packing Practices, Quality Management, Logistics
Citrus Harvesting	Orchard Sanitation, Picking Practices, Picking Supervision
Monitoring and Inspection for Phytosanitary Markets / Monitoring en Inspeksie vir Fitosanitiere Markte	False Codling Moth (FCM) and Fruit Fly / Valskodingmot en Vrugtevlieg
Citrus Plant Propagation	Citrus Propagation Requirements, Citrus Propagation Practices; Citrus Rootstocks
Safe Handling of Agrochemicals	General Safety, Agrochemical Storage, Agrochemical Application Principles
Citrus Plant Structures and Functions	Citrus Plant Structures and Functions
Citrus Pruning	Pruning Principles, Pruning Equipment, Pruning Practices
Citrus Planting Management	Introduction to Planting Management, Citrus Types and Cultivars, Orchard Layout and Planning, Orchard Establishment, Orchard Recordkeeping
IPM for Citrus	Citrus Pest Monitoring, Interpreting Monitoring Results, Pre-harvest Blemish Analysis, Introduction to IPM

Continuous Improvement

The purpose of the citrus best practice handbooks is to enable continuous improvement on citrus farms and in citrus packhouses through the structured development of best practice.

Objectives

Industry Transformation

Sustainability

Research Support

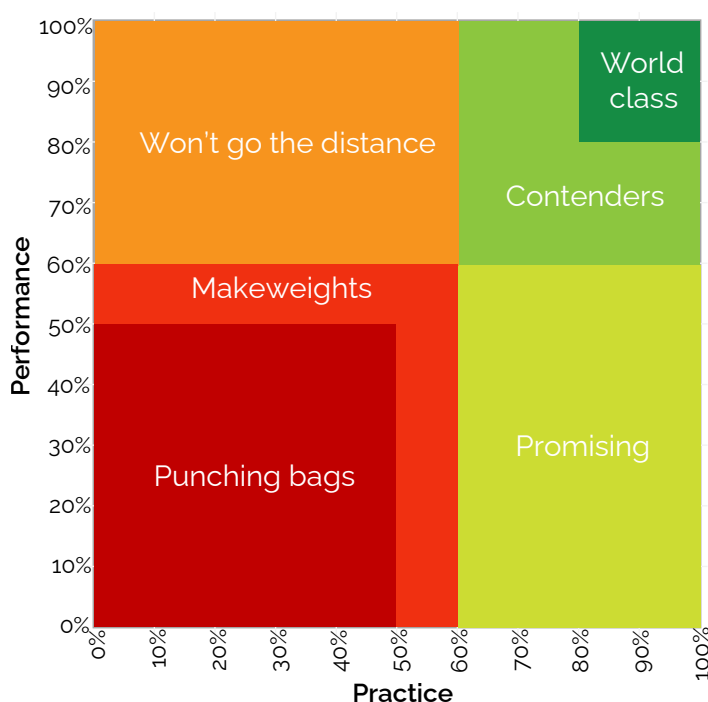
Stakeholder Engagement

BACKGROUND

- In August 2019, the CRI made funding available through the Research for Citrus Exports (RCE-2) programme, part funded by the Department of Science and Innovation, for a study into the key differentiators that enable growers to meet export market requirements consistently and sustainably.
- The study involved assessments of thirty-two black-owned citrus farms, correlating their performance through the measurement of key performance indicators, with the maturity of their production and management practices.
- This study clearly demonstrated the relationship between the practices employed on a farm and its commercial performance, not only in terms of volume production but also fruit quality and exportability.
- One of the recommendations of the research report was the development of a comprehensive best practice handbook that provides guidelines and resources (checklists, schedules, references, links, etc.) which, when followed, ensures that best practice is applied.
- In September 2020, the CRI approved funding for this further phase in the project, and by March 2021, the Citrus Production Best Practice Handbook was complete.
- The handbook was developed in consultation with leading experts in citrus production management.
- The Citrus Production Best Practice Handbook consists of sixty-seven toolkits, divided into fourteen workflows, covering both business management and production practices.
- Each toolkit contains a definition of the concept (what it is), a description of why it is important, the success factors for the practice, the steps in executing the practice, assessment questions to determine how well the practice is being executed, and resources to assist management in improving the practice.

2021/2022 Report

- The Citrus Production Best Practice Handbook was uploaded to the Citrus Resource Warehouse under the Continuous Improvement category, where it can be viewed and downloaded freely by the public.
- A video introducing the best practice handbook was uploaded to YouTube, which also provides pointers on how best to use the handbook.
- The toolkits can be downloaded as individual documents, and links to the resources referenced in the toolkits are also provided.
- Planning for the development of a Citrus Packhouse Best Practice Handbook was completed.



The maturity and consistency of your business and operational practices correlate with sustainable, competitive performance. And the aim of continuous improvement is ultimately commercial and operational performance.

Citrus Production Best Practice Handbook

Workflow		Toolkits
0.	Introduction	0.1. Introduction to the Citrus Production Best Practice Handbook 0.2. The Principles of Continuous Improvement
1.	Planning, Measuring and Leading	1.1. Setting Key Strategy Objectives 1.2. Organisational Structure and Capability 1.3. Measuring and Managing Performance 1.4. Leader Standard Work 1.5. Leading for Change and Improvement
2.	Operational Guidance and Execution	2.1. Planning for Operational Success 2.2. Staying on Course 2.3. Visual Management 2.4. Daily Performance Review 2.5. Standard Work 2.6. 5S (Creating an Organised Work Environment) 2.7. Gemba Walks
3.	Production (Basic Farming Practices)	3.1. Land Preparation, Orchard Layout and Infrastructure 3.2. Cultivars and Rootstocks 3.3. Planting and Young Tree Care 3.4. Irrigation 3.5. Plant Nutrition 3.6. Plant Manipulation and Fruit Set Stages 3.7. Crop and Plant Protection 3.8. Orchard Maintenance and Sanitation 3.9. Environmental Management and Community Impact 3.10. Orchard Replacement Planning
4.	Picking	4.1. Maturity Indexing 4.2. Picking Best Practice 4.3. Picking Supervision and Monitoring Picking Injuries
5.	Product Quality	5.1. Developing a Quality Vision and Culture 5.2. Setting Standards and Planning for Quality 5.3. Quality Assurance and Control 5.4. Improving Quality and KPIs 5.5. Change Control
6.	Health and Safety	6.1. Embedding Safety Culture and Practice 6.2. Safety Management
7.	Maintenance and Asset Care	0.1. Reliability Approach to Asset Care 0.2. Critical Equipment
8.	Procurement	8.1. Procurement in General 8.2. Assets and Total Cost of Ownership 8.3. Procuring Services
9.	Administrative Excellence	9.1. Administrative Excellence 9.2. Audit and Certification Compliance Documentation
10.	Institutional Effectiveness	10.1. Strategic Partnerships 10.2. Community Property Association Management and Cooperatives
11.	Value Chain Alignment	11.1. Value Chain Alignment
12.	Problem Solving	12.1. Abnormal Situation Management 12.2. Structured Problem Solving
13.	Improvement Projects	13.1. Understanding the Operational Process 13.2. Identify Key Losses and Register Improvement Projects 13.3. Managing Focused Improvement Projects
14.	Training	14.1. Skills Development Planning 14.2. Managerial and Supervisory Training 14.3. Technical Employee and Team Training

Abridged Income Statement

	2020 Actual	2021 Budget	2021 Actual	2022 Budget
Revenue				
Services rendered	5,118,960	8,030,000	8,008,914	8,615,000
Operating income	3,636,014	6,120,000	4,054,203	5,957,300
Bursary funding received	2,458,956	2,550,000	2,574,894	2,976,400
Academic awards sponsorship		25,000		25,000
Experiential learning funding		238,500	210,675	95,400
Industry Exposure Programme sponsorship		337,500		225,000
Short courses income	237,930	1,245,000	817,084	1,490,000
Programmes income	307,828	874,000	451,550	345,500
AV series income	631,300	600,000		500,000
Learning medial development income		250,000		300,000
Other income	227,010	180,000	131,179	126,000
Cost recovery	204,500	180,000	114,000	126,000
Profit / (Loss) on Fixed Assets	22,510		17,179	
Operating expenses	(3,943,057)	(8,079,750)	(6,432,503)	(8,138,213)
Bursary funding paid out	2,238,513	2,575,000	2,572,333	3,311,975
Academic awards costs		25,000		25,000
Experiential learning payments	25,450	402,640	220,506	178,280
Industry Exposure Programme costs	2,870	341,000	12,153	251,300
Career Fair costs	12,000	58,000	53,053	46,000
Citrus Resource Warehouse costs	14,158	24,000	17,791	22,500
CRW Packhouse Best Practice Handbook costs				450,000
Citrus Packalympics costs				74,000
Orange Heart Fruit Drive costs	23,077		20,965	15,600
ETBCG programme costs	332,631	239,000	88,873	60,000
Community Skills Development programme costs				136,000
Learning programme costs	28,250	48,000	17,000	60,000
Short courses costs	209,876	1,034,220	882,311	1,093,000
E-learning programmes costs	102,601	805,490	149,720	832,200
AV series costs	591,132	1,897,400	2,247,798	1,157,358
Production Learning Material costs	362,500	250,000	150,000	
Occupational Qualifications Learning Media costs		380,000		425,000
Administration expenses	(4,913,214)	(5,931,386)	(5,747,045)	(6,438,329)
Accommodation, entertainment and travel costs	43,562	126,000	163,753	264,000
Accounting fees	35,700	40,000	39,200	46,000
Banking costs	13,688	18,000	16,805	24,000
Communication and computer expenses	332,674	330,800	299,495	366,000
Depreciation	51,278		73,910	
Donations	5,562		10,400	
Directors' meeting expenses	1,000	40,000	33,485	40,000
Insurance		8,000		3,000
Marketing expenses	25,727	92,000	59,733	82,000
Office expenses	441,641	431,400	446,599	498,000
Printing and stationery	39,997	30,000	30,425	33,000
Professional fees	15,170	52,000	43,414	136,000
Staff costs	3,907,217	4,759,586	4,529,827	4,942,729
Subscriptions and resources		3,600		3,600
Net profit / (loss)	125,713	318,864	14,748	121,758

Communication Channels



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 enquiries:

General manager:

Pick me! queries:

CRW user account and other queries: talk2us@crw.org.za

learnmore@citrusacademy.org.za

jacomien@citrusacademy.org.za

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
- ▶ Register on our HR representatives database
- ▶ Register as a learning provider
- ▶ Find a learning provider
- ▶ Query our learner database
- ▶ Get contact details of staff members
- ▶ Get in touch!

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

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

Social Media

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



Citrus Academy
Citrus Resource Warehouse
Pick me!



CitrusAcademy1



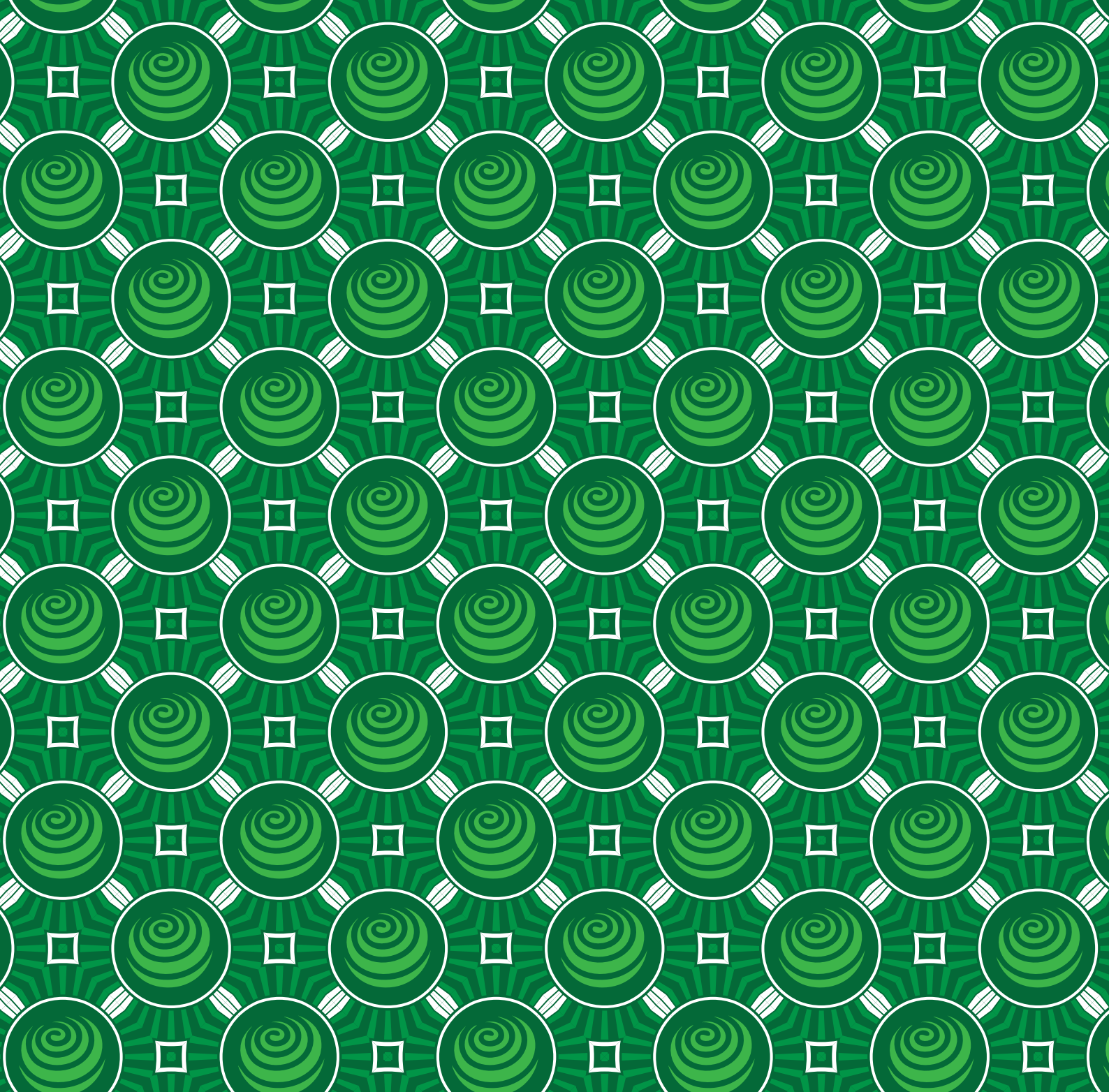
CitrusAcademy1
CitrusResources
pickmejobseeker



citrusacademy
pickme_jobseeker



+27 66 200 0476



Supported by:



Unit 8, 22 on Main,
Corner of Greenway Close and Old Main Road
Gillitts, KwaZulu-Natal, 3610

031-765-3410 / 3512

www.citrusacademy.org.za

