



Annual Report 2023

Enabling skills development in the southern African citrus industry



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Chairperson's Report

Ladies and gentlemen,

It is my privilege to present the chairperson's report on the remarkable achievements and endeavours of the Citrus Growers' Association (CGA) and the Citrus Academy. The past year has been one of a kind with unique challenges, yet our industry has shown resilience, determination, and unwavering commitment.

The Citrus Academy is a non-profit company, established specifically to serve the transformation objective of the CGA. All Citrus Academy activities are aligned with four of the strategic objectives of the CGA. The primary objectives in question are driving industry transformation and assisting growers' long-term sustainability.

The world of citrus cultivation is not without its risks. We navigate unpredictable markets, both domestic and international, and it is knowledge that arms us against uncertainty. In this era of e-learning, where knowledge is imparted through digital means, the Citrus Academy has been at the forefront. We've tirelessly worked to expand our tailored e-learning programs, enabling growers to better manage risks through informed decision-making.

Throughout the year, the Citrus Academy has developed advanced modules for citrus production management, updated certification programs, and provided essential short courses via our e-learning platform. The challenges of the 2022 season have driven us to adapt.

"In this era of e-learning, where knowledge is imparted through digital means, the Citrus Academy has been at the forefront. We've tirelessly worked to expand our tailored e-learning programs, enabling growers to better manage risks through informed decision-making."

While face-to-face courses have seen a slow recovery, the e-learning platform remains a cornerstone, ensuring that knowledge continues to flow. The income generated from these courses has further fuelled our developmental projects, driving progress.

Our commitment extends to the future of our industry as well. The Citrus Academy Bursary Fund stands as a testament to our dedication to education and empowerment. We've allocated funds to support postgraduate and undergraduate students and black-owned citrus enterprises, fostering growth and self-sufficiency within our community.



Our "Pick me!" platform on the Citrus Academy website has connected job seekers with employers, bridging a gap that many graduates face.

Practical training, internships, and exposure opportunities have paved the way for students to blossom into industry-ready professionals. We've taken part in career fairs, creating awareness about agriculture and inspiring the next generation to join our ranks.

Our efforts have not gone unnoticed, as the Citrus Academy continues to be a source of vital resources and information for the industry. The Citrus Resource Warehouse stands as a beacon of knowledge for all involved.

As we reflect on the year gone by, we also look ahead with a keen eye to transformation and growth. Our commitment remains steadfast, our resolve unyielding. We extend our gratitude to the Citrus Industry Trust, AgriSETA, and the industry at large for their unwavering support.

As we stand now at the beginning of the 2023 export season, we are grateful for a positive forecast, in comparison to the turbulent circumstances of the 2022 season. This achievement of overcoming the challenges of 2022 was a testament to the collective efforts and dedication of all stakeholders in our industry. Let us extend our gratitude to each and every participant who played a role.

We also look forward to the first Woza! Citrus Academy roadshow which our general manager, Jacomien de Klerk, will embark on in 2023. She will meet human resource and training representatives and farmers, and inform them about how the services of the Citrus Academy can support them.

In closing, I commend the dedication and flexibility of the Citrus Academy team, whose tireless efforts have propelled us forward. Our journey continues, guided by the principles of adaptability, proactivity, and foresight. With an impressive retention rate of graduates and an ever-growing network of support, we stand on the cusp of a promising future for the citrus industry.

Thank you, and may our endeavours continue to bear fruit.

Dames en here,

Dit is my voorreg om die voorsittersverslag rakende die merkwaardige prestasies en aktiwiteite van die Sitrusprodusentevereniging (CGA) en die Sitrus Akademie voor te lê. Die afgelope jaar was eiesoortig met unieke uitdagings en steeds het ons bedryf veerkragtigheid, vasberadenheid en onwrikbare toewyding getoon.

Die Sitrus Akademie is gestig as 'n maatskappy sonder winsbejag om spesifiek die bedryfstransformasie doelwit van die CGA te dien. Al die Akademie se aktiwiteite is in lyn met vier van die strategiese doelwitte van die CGA. Die primêre doelwitte is om bedryfstransformasie te dryf en om produsente se langtermyn volhoubaarheid te ondersteun.

Die wêreld van sitrusproduksie is nie sonder risiko's nie. Ons navigeer onvoorspelbare markte, beide plaaslik en internasionaal en dit is kennis wat ons teen onsekerheid bewapen. In hierdie era van e-opleiding waarin kennis deur middel van digitale kanale oorgedra word, is die Sitrus Akademie aan die voorpunt. Ons het onvermoeid daaraan gewerk om ons pasgemaakte e-opleidingsprogramme uit te brei sodat produsente daartoe in staat gestel word om risiko beter te bestuur deur middel van ingeligte besluitneming.

Gedurende die verloop van die jaar, het die Sitrus Akademie gevorderde modules oor sitrusproduksiebestuur ontwikkel, sertifiseringsprogramme op datum gehou en noodsaaklike kortkursusse beskikbaar gemaak deur ons e-opleidingsplatform. Die uitdagings van die 2022-seisoen het ons genoodsaak om aan te pas. Terwyl klaskamer kursusse stadigaan herstel het, bly die e-opleidingsplatform die hoeksteen en verseker dat kennis aanhou vloei. Die inkomste wat vanuit hierdie kursusse gegenereer is, is belê in ontwikkelingsprojekte wat vooruitgang verder gedryf het.

Ons toewyding strek ook tot oor die toekoms van ons bedryf. Die Sitrus Akademie Beursfonds getuig van ons toewyding tot opleiding en bemagtiging. Ons het fondse beskikbaar gestel om nagraadse en voorgraadse studente, asook ondernemings onder swart eienaarskap te ondersteun om sodoende groei en outonomieit in ons gemeenskap bevorder.

Ons "Pick me!" platform op die Sitrus Akademie webwerf, het werksoekers en moontlike werkgewers bymekaargebring om 'n gaping wat baie gegradueerders teëkom, te oorbrug.

Praktiese opleiding, internskappe en blootstellingsgeleenthede het vir studente die weg gebaan om te ontwikkel tot professionele persone wat gereed is vir die bedryf. Ons het ook deelgeneem in loopbaanuitstallings waardeur bewustheid oor landbou geskep is en om die volgende generasie te inspireer om by ons geledere aan te sluit.

Ons pogings het nie ongemerk verbygegaan nie, aangesien die Sitrus Akademie steeds as 'n bron van belangrike hulpbronne en inligting vir die bedryf beskou word. Die Citrus Resource Warehouse staan as 'n baken van kennis vir alle belanghebbendes.

"Ons sien ook uit na die Woza! Citrus Academy inligtingstoer wat ons algemene bestuurder, Jacomien de Klerk, in 2023 sal onderneem. Sy sal deur die loop daarvan mannekragen opleidingspersoneel en boere ontmoet en inlig oor die wyse waarop die dienste van die Sitrus Akademie hulle kan ondersteun.."

Soos ons terugkyk na die afgelope jaar, hou ons ook met gretigheid ons oë op transformasie en groei. Ons is vasberade in ons toewyding en ons voornemens bly onwrikbaar. Ons betuig dan ook graag ons dankbaarheid aan die Sitrusbedryfstrust, die AgriSETA en die sitrusbedryf as 'n geheel vir hulle deurlopende ondersteuning.

Waar ons nou aan die begin van die 2023-uitvoerseisoen staan, is ons dankbaar vir die positiewe vooruitskattings in teenstelling met die onstuimige omstandighede van die 2022-seisoen. Dit was 'n prestasie om die uitdagings van 2022 te bowe te kom en dit getuig van die samewerking en toewyding van al die rolspelers in ons bedryf. Ons betuig ons dankbaarheid tot ieder en elke deelnemer wat 'n rol gespeel het.

Ons sien ook uit na die Woza! Citrus Academy inligtingstoer wat ons algemene bestuurder, Jacomien de Klerk, in 2023 sal onderneem. Sy sal deur die loop daarvan mannekrag- en opleidingspersoneel en boere ontmoet en inlig oor die wyse waarop die dienste van die Sitrus Akademie hulle kan ondersteun.

Ter afsluiting, gee ek graag erkenning aan die Sitrus Akademie span vir hul toewyding, aanpasbaarheid en onvermoeide arbeid wat ons vorentoe aandryf. Ons reis duur voort, gelei deur die beginsels van aanpasbaarheid, proaktiwiteit en vooruitsig. Deur middel van die indrukwekkende behoud van gegradueerdes en 'n steeds-groeiende ondersteuningsnetwerk, staan ons op die randjie van 'n belowende toekoms vir die sitrusbedryf.

Baie dankie en mag u toekomstige ondernemings aanhou om vrugte af te werp.

“A great deal of talent is lost to the world for want of a little courage.” – Sydney Smith

General Manager's Report

The past year has been a uniquely challenging and difficult one, with many terming it a “perfect storm”. The industry was tossed about in the wild waters of fickle markets, even more fickle foreign government agencies, a logistics chain with cracking links, pitiless profiteering, and belligerence in the Baltics. What was to be done in such times, except holding on to whatever was at hand and just keeping going?

Serving an industry going through such difficult times requires the courage to keep staring into the eye of the storm, the leadership to decide on the best and safest course, and the ability to change tack when needed. As an industry organisation, we strive to be a steadfast beacon to growers, always there to help and support them in whichever way we can.

The Citrus Academy is supported mainly by the Citrus Growers' Association, and it is the citrus growers of South Africa whom the Citrus Academy serves above all. The CGA mandates the Citrus Academy to focus primarily on two of its strategic objectives, namely driving industry transformation and supporting grower sustainability. In addition, the Citrus Academy also plays a role supporting research and development and in stakeholder engagement.

Enabling and driving transformation on an industry level is a mammoth task. It requires a multi-pronged approach and collaboration between industry bodies, government departments and agencies, educational institutions, communities in the production regions, upstream and downstream suppliers of goods and services, and enterprises in the industry.

I believe that, after twenty years of sweat and tears and not much progress on most fronts, we can agree that trying to measure industry transformation on a simple scale of ownership, whether that is of land, equity or procurement spend, is futile and does not provide a useful or true picture of the current state of affairs or a basis for predicting future trends. If ownership is not supported by the liberation of knowledge and information, by the development of the skills and understanding of those directly and indirectly involved in the enterprise, by the acceptance and trust of others in the industry and the wider supply chain, and by the availability of quality support services, ownership alone will not lead to sustainable transformation.

“The Citrus Academy welcomes input from all growers and continuously strives to improve its services and programmes. Many of the programmes and material that we have available at present were developed in response to demand that was identified in the industry.”

In addition to enterprise transformation, equitable access to growth opportunities is essential in bringing about industry transformation. Ensuring even-handed access to education, workplace learning, jobs, and career advancement is critical, as is tracking and addressing race, gender, and age remuneration gaps.



At the Citrus Academy, we address all of these critical aspects through various programmes and initiatives. The Citrus Academy Bursary Fund and its ancillary experiential learning programmes maintain a talent pipeline for young graduates to enter the industry. The ETBCG and Emergent Grower Skills Development programmes aim to develop the skills and knowledge of the owners and employees of black-owned enterprises, and of the communities around citrus-growing regions. Through making learning material, e-learning programmes, short courses, audiovisual media, and best practice handbooks freely available, we aim to ensure equitable access to knowledge and information, an effort further supported through the Citrus Resource Warehouse. Through the Ready-Steady-Work programme we aim to assist work-seekers to be prepared for the workplace and to grow throughout their careers.

Supporting grower sustainability might seem to be a more straightforward prospect, but during difficult times, when the sustainability of many enterprises in the industry is under threat, we carry this responsibility with great care. We aim to remain responsive to grower needs, and to do whatever we can to ensure that they have the human capital to carry them through rough waters. All the Citrus Academy learning programmes, media, and materials are geared towards supporting growers and enabling them to build a strong workforce.

The revived Citrus Secondary programme deserves to be highlighted in this regard. The programme was first launched more than ten years ago but was not sustainable at the time. It has now been re-launched as an e-learning programme, ready to be piloted in 2023 and rolled out countrywide in 2024. The potential of this programme to create a skills pool in production regions, improve the employability of school-leavers, and support rural development, should not be underestimated.

The Citrus Academy welcomes input from all growers and continuously strives to improve its services and programmes. Many of the programmes and material that we have available at present were developed in response to demand that was identified in the industry.

The financial position of the Citrus Academy remained steady during the year under review, with a surplus of R52 325 for the year, compared to a surplus of R14 748 in the 2022 financial year. The staff complement of the Citrus Academy remained steady at ten employees.

I would like to thank the board of the Citrus Academy for their wise leadership and foresight during a trying year, the management and board of the CGA for their unwavering support, and the staff of the Citrus Academy for their dedication and willingness to always go above and beyond.

Algemene Bestuurdersverslag

Die afgelope jaar was besonder uitdagend en moeilik, met baie wat dit beskou as 'n "perfekte storm". Die bedryf was rondgeslinger in die wilde waters van wispelturige markte, selfs meer wispelturige oorsese regeringsagentskappe, 'n logistieke ketting met krake in die skakels, woekerwinsbejag, en veglustigheid in Oos-Europa. Wat kon 'n mens doen, behalwe om vas te hou aan wat ook al handig was en maar net aan te gaan.

Om 'n bedryf deur sulke uitdagende tye te dien, verg die waagmoed om direk in die oog van die storm te kyk, die leierskap om te besluit op die gepaste en veiligste roete om te volg en die vermoë om taktiek soos nodig te wysig. As 'n bedryfsorganisasie streef ons daarna om 'n standvastige baken vir die produsente te wees wat altyd gereed staan om hul op enige moontlike wyse te help en te ondersteun.

Die Sitrus Akademie word hoofsaaklik deur die Sitrusprodusentevereniging (CGA) ondersteun en die Sitrus Akademie dien bowenal die sitrus produsente van Suid-Afrika. Die CGA het die Sitrus Akademie die mandaat opgelê om primêr te fokus op twee van hul strategiese doelwitte, naamlik om bedryfstransformasie aan te dryf en om die langtermyn volhoubaarheid van die produsente te ondersteun. In samehang daarmee, speel die Sitrus Akademie ook 'n rol in die ondersteuning van navorsing en ontwikkeling, asook rolspeler betrokkenheid.

Dit is 'n enorme taak om transformasie op 'n bedryfsvlak moontlik te maak en aan te dryf. Dit vereis 'n veelvoudige benadering en samewerking tussen bedryfsliggame, regeringsdepartemente en -agentskappe, opvoedkundige instansies, die gemeenskappe in die produksiegebiede, stroom-op en stroom-af verskaffers van goedere en dienste, en al die ondernemings in die bedryf.

Ek glo dat ons na twintig jaar van bloedsweet, trane en minimale vooruitgang op meeste van die gebiede kan saamstem dat om te probeer om bedryfstransformasie te meet op 'n eenvoudige skaal van eienaarskap van grond, aandeelhouing of besteding aan verkryging, is nutteloos en voorsien ons nie van 'n volledige prentjie van die huidige stand van sake of 'n basis om toekomstige neigings te voorspel nie. Indien eienaarskap nie ondersteun word deur die beskikbaarstelling van kennis en inligting, die ontwikkeling van die vaardighede en begrip van diegene wat direk of indirek by die onderneming betrokke is, die aanvaarding van en vertroue in en van ander in die bedryf en die wyer voorsieningsketting, en die beskikbaarheid van kwaliteit ondersteuningsdienste nie, sal eienaarskap alleenlik nie lei tot volhoubare transformasie nie.

Tesame met ondernemingstransformasie, is gelyke toegang tot groeigeleenthede noodsaaklik om bedryfstransformasie teweeg te bring. Die versekering van gelyke toegang tot opvoeding, werksplek opleiding, werksgeleenthede en beroepsvordering is van kritiese belang en daarmee saam ook die naspeur en aanspreek van die vergoedingsgapings ten opsigte van bevolkingsgroep, geslag en ouderdom.

By die Sitrus Akademie, spreek ons al hierdie kritiese aspekte deur verskeie programme en inisiatiewe aan. Die Sitrus Akademie se Beursfonds en die bykomende ondervindingsleerprogramme, onderhou 'n talent pyplyn waardeur jong gegradueerdes die bedryf kan betree. Die ETBCG en die Emergent Grower Skills Development programme beoog om die vaardighede en kennis van eienaars en werknemers van swartbemagtingingsondernemings, asook van die gemeenskappe in sitrusproduksiegebiede, te ontwikkel. Deur die gratis beskikbaarstelling van leermateriaal, e-leerprogramme, kort kursusse, audiovisuele materiaal en beste praktykshandboeke, bereik ons ons doel om gelyke toegang tot kennis en inligting te verseker – 'n onderneming wat deur die Citrus Resource Warehouse

ondersteun word. Ons poog om werksoekers deur middel van ons "Ready-Steady-Work" program voor te berei vir die werksplek en om hul in staat te stel om deurlopend in hul loopbane te groei.

"Dit is 'n enorme taak om transformasie op 'n bedryfsvlak moontlik te maak en aan te dryf. Dit vereis 'n veelvoudige benadering en samewerking tussen bedryfsliggame, regeringsdepartemente en -agentskappe, opvoedkundige instansies, die gemeenskappe in die produksiegebiede, stroom-op en stroom-af verskaffers van goedere en dienste, en al die ondernemings in die bedryf."

Dit mag dalk voorkom asof die ondersteuning van produsente se volhoubaarheid 'n meer haalbare taak is, maar in moeilike tye wanneer die volhoubaarheid van baie ondernemings binne die bedryf bedreig word, dra ons die verantwoordelikheid met groot sorgsaamheid. Ons doel is om op produsente se behoeftes te reageer en om wat ook al ons kan te doen, ten einde te verseker dat hul die menslike kapitaal het om hul deur die uitdagende tye te dra. Al die Sitrus Akademie se programme, media en materiaal is daarop gemik om produsente te ondersteun en hulle in staat te stel om 'n sterk werksmag te bou.

Die herlewing van die Sitrus Sekondêre program verdien om in hierdie verband uitgelig te word. Die program was aanvanklik meer as tien jaar gelede van stapel gestuur, maar dit was op daardie stadium nie volhoubaar nie. Die program is nou weer bekendgestel as 'n e-leerprogram wat gereed is om in 2023 geloods te word en teen 2024 regoor die land beskikbaar te wees. Hierdie program se potensiaal om 'n vaardigheidspoel in produksieareas te skep, die indiensneembaarheid van skoolverlaters te verbeter en landelike ontwikkeling te ondersteun, moet nie onderskat word nie.

Die Sitrus Akademie verwelkom die insette van alle produsente en streef onophoudelik daarna om hul dienste en programme te verbeter. Vele van die programme en materiaal wat ons tans beskikbaar het, is juis ontwikkel in reaksie tot 'n behoefte wat in die bedryf geïdentifiseer is.

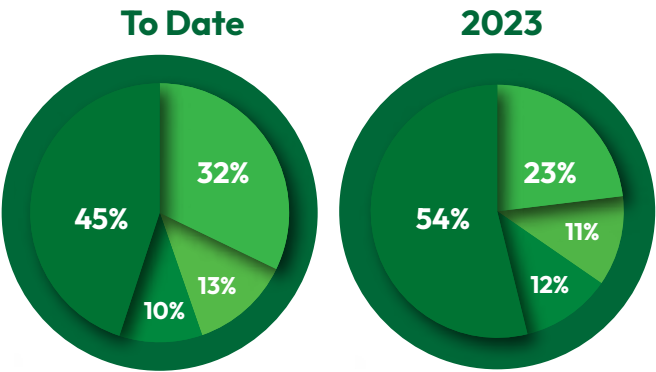
Die Sitrus Akademie se finansiële posisie het gedurende die jaar onder oorsig bestendig gebly met 'n surplus van R52 325 vir die jaar, in vergelyking met 'n surplus van R14 748 vir die 2022 finansiële jaar. Die aantal personeellede by die Sitrus Akademie het ook op tien werknemers onveranderd gebly.

Ek wil graag my dank betuig aan die raad van die Sitrus Akademie vir hul wyse leierskap en vooruitsig tydens 'n baie uitdagende jaar, die bestuur en die raad van die CGA vir hul onwrikbare steun, asook aan al die personeel van die Sitrus Akademie vir hul toewyding en bereidwilligheid om altyd alle verwagtinge te oortref.

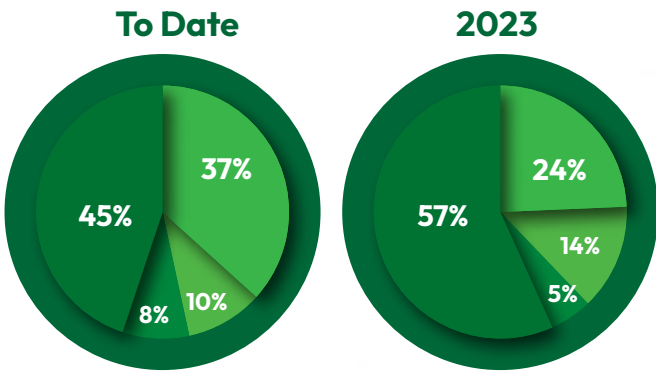
Since 2006, 3450 participants have taken part in Citrus Academy programmes, including bursaries; internships; vacation work; industry exposure; short courses; e-learning; emergent grower training and Packalymics.

Beneficiary Demographics

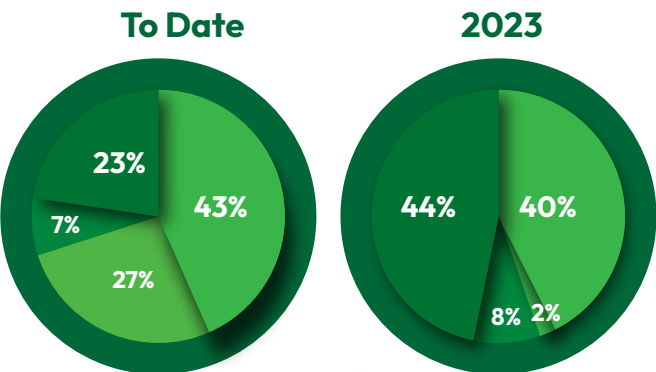
Bursary Allocations



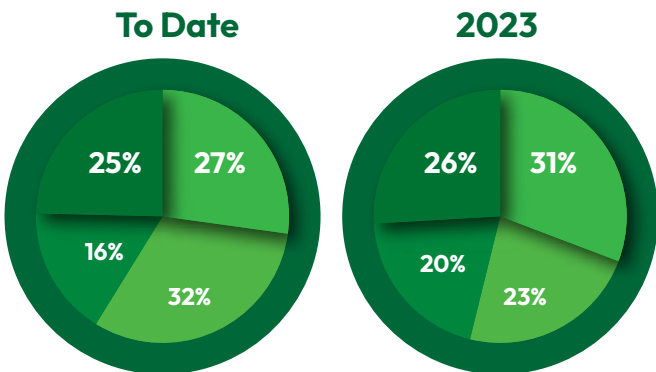
Experiential Learning



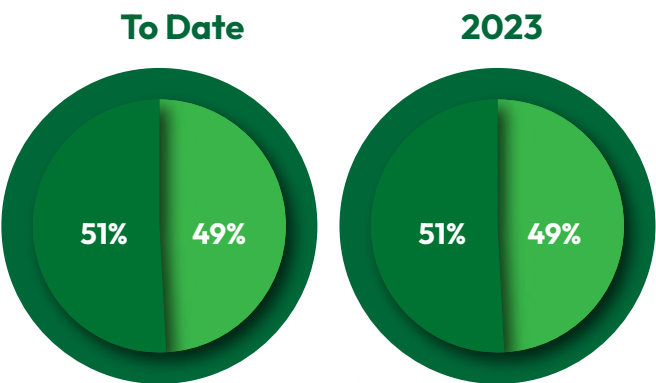
Short Courses



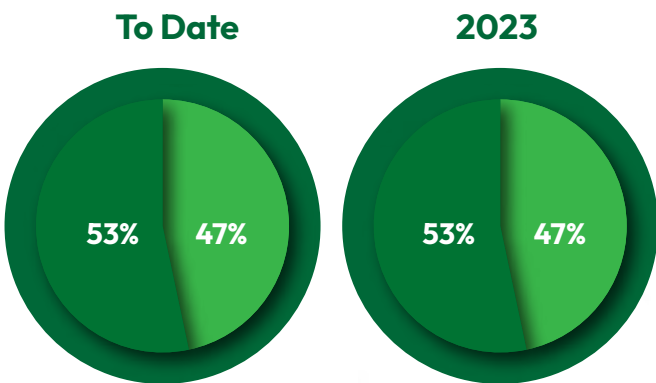
E-Learning



Emergent Grower Training

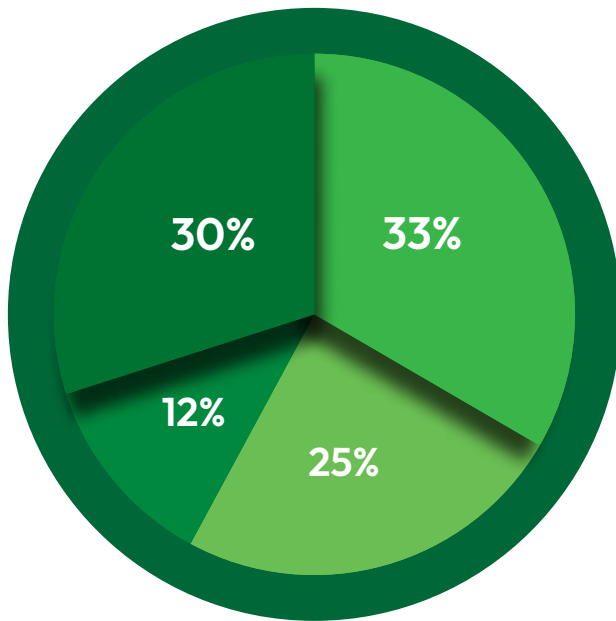


Packalympics

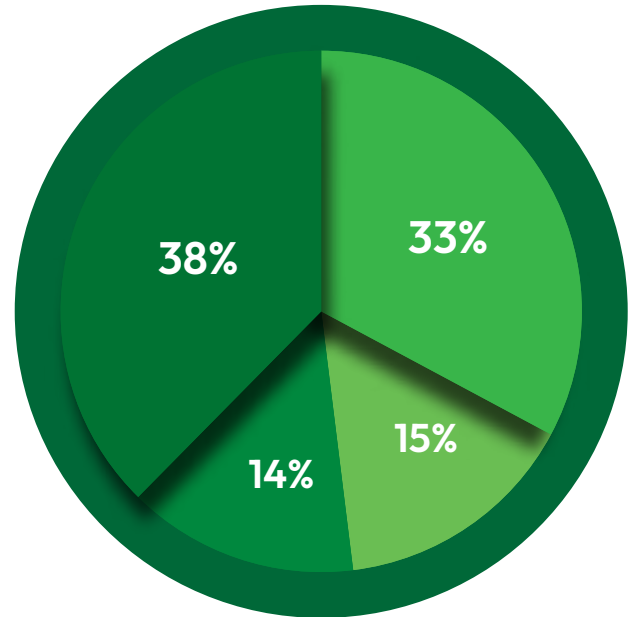


Total Participants

To Date

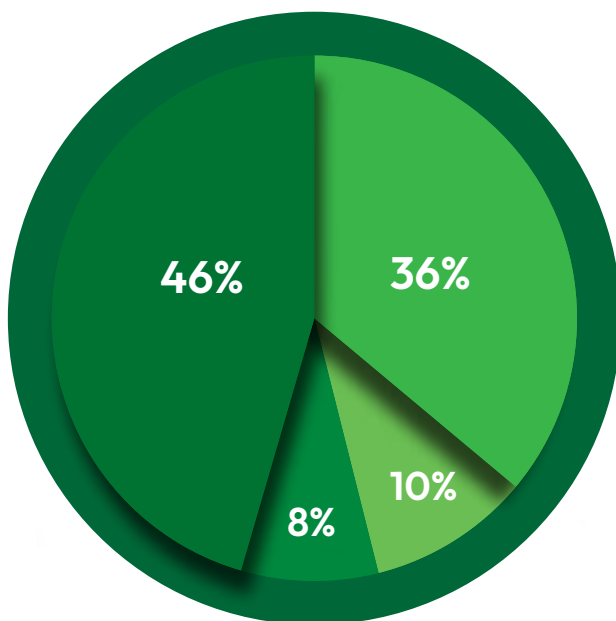


2023

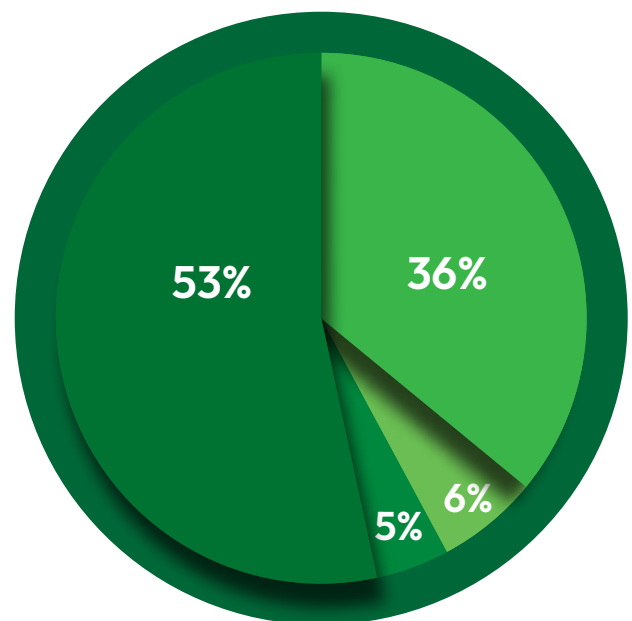


Total Beneficiaries

To Date



2023



The Citrus Academy was established by the Citrus Growers' Association and is mandated by the CGA to pursue its strategic objectives.

Strategic Objectives Alignment

The Citrus Academy is maintained by the CGA from its transformation budget, making driving industry transformation (SO 8) its priority objective. The second major objective for the Citrus Academy is supporting grower long term sustainability (SO 7) through enabling the development of a skills pool for the industry.

The Citrus Academy furthermore contributes to two minor objectives. Research and development (SO 3) is supported mainly through making bursaries available to students engaged in research and assisting with technology transfer, while the Citrus Academy engages with government and other stakeholders (SO 6) on matters related to skills development and education.

CGA Strategic Objectives

1. Administer, fund and resource the CGA Group
2. Gain, retain and optimise market access
3. **Fund, control and implement research and development**
4. Develop industry intelligence
5. Provide product and quality assurance
6. **Engage with government and other stakeholders**
7. **Assist growers long term sustainability**
8. **Drive industry transformation**
9. Facilitate efficient logistics

Activities / Strategic Objectives	Industry Transformation (8)	Sustainability (7)	Research Support (3)	Stakeholder Engagement (6)
Industry representation				Engaging SETAs, QCTO, DALLRD, SA and foreign government and NGOs
Information platforms				HR representatives, learning providers, Pick me!, learner database
Bursary administration	BEEBS bursaries, AgriBEE employment equity,	New skills, talent pipeline, scarce and critical skills	Postgraduate bursaries (CRI projects)	Engaging academic institutions
Work integrated learning and industry exposure	Employment equity, AgriBEE	New skills, talent pipeline, scarce and critical skills	Research technician internships	
Career fairs and industry promotion	Attracting PDI talent, employment equity	Attracting new skills	Attracting students	Engaging academic institutions
Job placements (Pick me!)	Employment equity, AgriBEE	New skills, scarce and critical skills		
ETBCG programme	Community development, BEE enterprise development	Rural development, regional skills pool, job creation		Engaging SETA, job creation agencies, NGOs
Emergent grower development	BEE enterprise development			
Skills Development Facilitator services	Skills planning, talent development, succession planning	Talent development, scarce and critical skills		
Packalympics	Community development, employment equity	Improved skills, community development		
Short courses	BEE enterprises sponsorship, employment equity	New and improved skills		
E-learning programmes	Equitable access to information, BEE enterprises sponsorship, employment equity	New and improved skills		
Citrus Secondary programme	Employment equity, rural development	New and improved skills, regional skills pool, rural development		
Ready-Steady-Work programme	Employment equity, AgriBEE	New skills, scarce and critical skills		
Learning material development	Equitable access to information, extension support	New and improved skills, training delivery		
Occupational qualification development		Ongoing workplace skills development, New and improved skills, training delivery		Collaboration through Fruit SA
Continuous Improvement	Management support tools to BEE enterprises, extension support	New and improved skills, management practices	Extension support	
Audio-visual development	Equitable access to information, extension support	New and improved skills, training delivery	Extension support	
Citrus Resource Warehouse	Equitable access to information	Access to information	Extension support	

The purpose of the Citrus Academy is to enable and facilitate skills development and human capital development in the citrus industry of southern Africa. The members of the company are deemed to be the current directors of the Citrus Growers' Association of Southern Africa.

Corporate Governance

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

The Citrus Academy is governed by a board of directors with seven seats.

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, is invited to attend board meetings as an observer.

Citrus Academy Board Representation

- Four board members are nominated by the CGA board
- One board member is nominated by a donor, which at present is the Citrus Industry Trust
- One board member represents service 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 2023

A service provider representative was appointed during the year under review. The following persons served on the board of directors in this period:

Representation	Name	Date of Appointment
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
Service providers	Johann Engelbrecht	2023/03/29
Additional seat	Vacant	

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

Date	Meeting	Members Apologies
2022/10/11	Board Meeting	Bennet Malungane
2023/03/29	Board Meeting	Bennet Malungane

Management and Financial Governance

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, and the financial manager of the CGA acts as the company secretary. 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. Virtual attendance of the annual general meeting is enabled.

Financial Office Bearers and Service Providers

The fifteenth annual general meeting of the Citrus Academy was held at Hilton Garden Inn, Umhlanga Arch, Umhlanga Ridge on Tuesday, the 30th of August 2022.

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

Personnel Employed on 31st March 2023

Position	Name	Date of Appointment
General manager	Jacomien de Klerk	2005/01/01
Bursary Fund manager	Candice Burgin	2010/04/01
Data manager	Angela Phillips	2011/02/01
Projects manager	Sive Silo	2015/06/01
Programme manager	Desiree Schonken	2015/06/01
Office administrator	Bets de Flamingh	2017/03/01
Assistant project coordinator	Nonhle Mbhele	2018/10/15
Skills development facilitator	Sam Louw	2020/09/01
Skills development administrator	Londiwe Ngcobo	2010/01/01
Accountant	Keshena Maharaj	2020/10/01



The Citrus Academy also represents the citrus industry and in some cases the fruit industry on various bodies and at various events dealing with matters related to skills development and implementation in agriculture. The Citrus Academy, in particular, takes an interest in policy framework and strategy development, in order to ensure that the objectives and interests of the citrus industry, and in particular transformation in the citrus industry, is served.

Stakeholder Engagement

Industry Representation

During the year under review, the Citrus Academy represented the industry in the following capacities:

Body	Representative	Designation	Date of Appointment
AgriSETA, Horticulture Sub-Sector Committee	Jacomien de Klerk	Committee member	2015/01/01
Fort Cox Agriculture and Forestry Training Institute, Crop Production and Agribusiness Academic Advisory Board	Jacomien de Klerk	Board member	2019/04/10
Fruit SA, Occupational Qualifications Committee	Jacomien de Klerk	Chairperson	2020/09/17
University of Mpumalanga, Faculty of Agriculture and Natural Sciences, Programme Advisory Board	Jacomien de Klerk	Board member	2021/09/21

Information Platforms

In order to inform, engage and communicate effectively with stakeholders in the citrus industry, the Citrus Academy maintains the following platforms:

HR Database	A database of human resource representatives working at enterprises in the citrus industry. The database is used to communicate the latest news about the services of the Citrus Academy and developments on the skills development landscape.
Learning Provider Database	Learning providers who are active in citrus-growing regions can register on the Citrus Academy learning provider database, where anyone in the industry who needs training services can find a provider that will fulfil their needs. Providers can indicate their accreditation status, the regions in which they are active, the languages in which they are able to facilitate training, the programmes which they offer, and references of people that used their services in the past.
Learner Database	The details of all learners that have completed programmes through the Citrus Academy is captured on the Citrus Academy learner database. The database can be accessed on the Citrus Academy website.
Pick me!	See page 21 of this report.



Bets



Nonhle



Sam



Londiwe



Keshena

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

Citrus Academy Bursary Fund

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 the student and the 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.



Of the twenty-five students that completed at the end of 2022, seven were employed in the citrus industry, two were employed in agriculture, five students were completing their final projects and will be available for employment soon, three went on to study further, and thirteen were seeking employment.

Income and Expenditure

Item	2022 Financial Year	2023 Financial Year
Income		
Bursary Fund income – Citrus Industry Trust	350 000	350 000
Bursary Fund income – AgriSETA	750 994	1 072 900
Bursary Fund income – CGA	397 500	198 750
Bursary Fund income – Industry	1 076 400	931 400
Expenditure		
Bursary Fund payments	(2 572 333)	(2 474 451)
Student emergency support	(14 500)	
Net surplus / (shortfall)	(11 939)	78 599



The top academic performer for the 2022 academic year was Tumelo Ramapela who received an 81% average in her final year BSc Agricultural Economics and Agribusiness Management.

2022/2023 Report

- In the 2022 academic year, sixty-two bursaries were awarded to students studying at twenty-one institutions across South Africa.
- Twenty-three students received bursaries for the first time in 2022.
- Seventeen bursaries were awarded in the BEEBS category, with nine awarded to students still at school, four to diploma students, two to students pursuing B-degrees and two to students completing postgraduate qualifications.
- Twenty-five students left the bursary fund at the end of 2022.
- Of the twenty-five students, twelve completed postgraduate qualifications, nine completed undergraduate qualifications, one completed matric and three went on to further studies with alternate funding.
- Of the twenty-five students that completed at the end of 2022, seven were employed in the citrus industry, two were employed in agriculture, five students were completing their final projects and will be available for employment soon, three went on to study further, and thirteen were seeking employment.
- In the 2023 academic year, fifty-one bursaries have been awarded to students studying at twenty-one institutions across South Africa.
- Fifteen students received bursaries for the first time.
- Thirteen bursaries were awarded to students in the BEEBS category.
- Seven BEEBS bursaries were awarded to students still at school, five to students completing undergraduate qualifications, and one to a student studying towards a postgraduate qualification.



A group of past Bursary Fund graduates at the 2022 Citrus Research Symposium.

A small part of the 32% currently employed in the citrus industry.

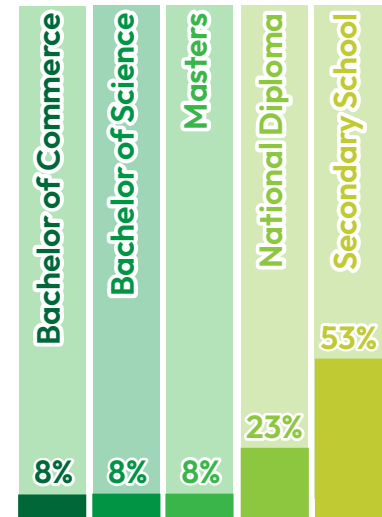
BEEBS (BEE Bursary Support)



100% South African

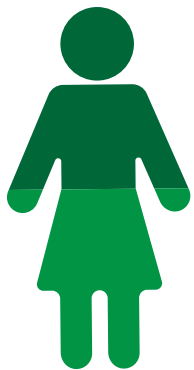


71%
Female



Qualifications

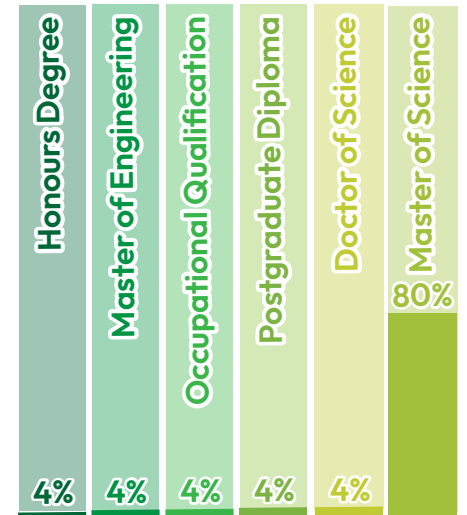
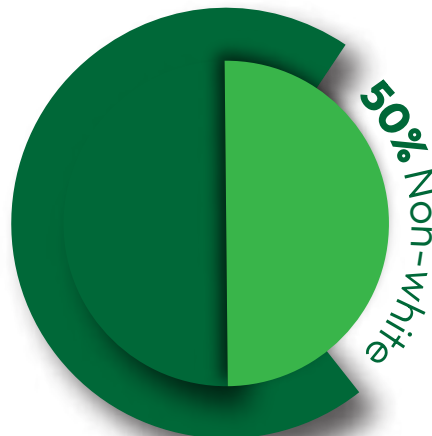
Undergraduates



96% South African



50%
Female



Qualifications

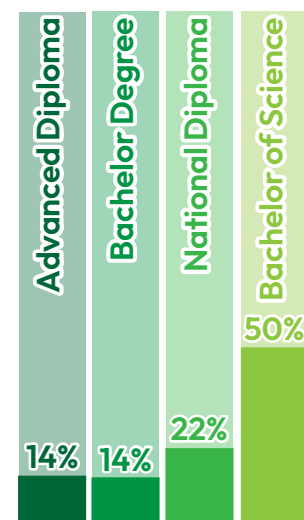
Postgraduates



100% South African



86%
Female



Qualifications

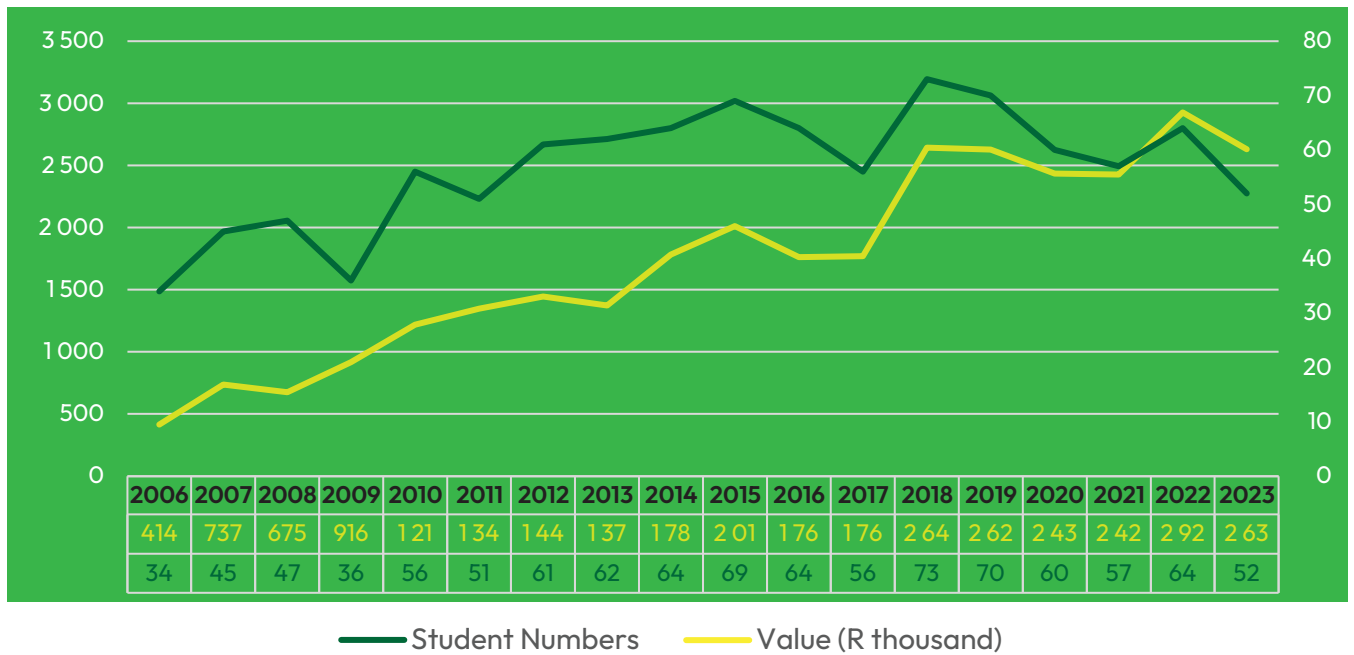
Citrus Academy Bursary Fund

18
years

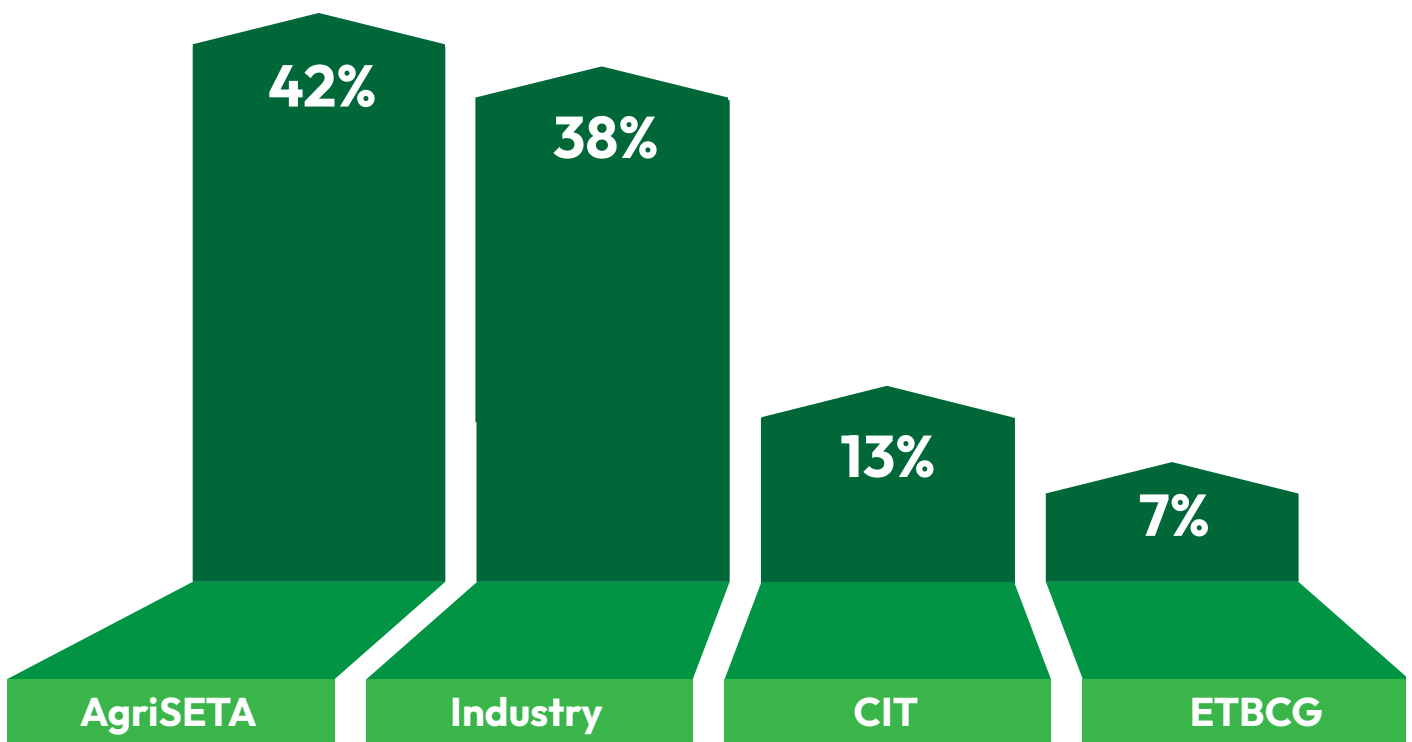
1021
bursaries

377
recipients

31 million
invested



2023 Funding Sources



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

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

Work Integrated Learning

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.



2022/2023 Report

- There were six vacation work placements and one graduate placement during the year under review.
- The graduate completed twelve months in this placement.
- There were no internships in the year under review.
- Although it remains of cardinal importance to us to create opportunities for work integrated learning for Bursary Fund students, there is currently a shortage of funding for these programmes.
- Efforts to secure more funding continues.

Income and Expenditure

Item	2022 Financial Year	2023 Financial Year
Income		
Internship funding – AgriSETA	162 975	
Graduate placement funding – AgriSETA	47 700	47 700
Expenditure		
Internship payments	(158 306)	
Graduate placement payments	(47 700)	(47 700)
Vacation work payments		(21 400)
Net surplus / (shortfall)	4 669	(21 400)

Work Integrated Learning Placements 2022

Company	Location	Students
Graduate Placement		
Citrus Research International	Nelspruit	Phumeza Sitole
Vacation Work		
ANB Packhouse		Helen Bloem
Citrus Research International	Nelspruit	Rebotile Ledwaba; Heaven-Leigh Ndlazi; Zekhethelo Nkabinde; Ntokozo Tshabalala
Louis Dreyfus Company	Johannesburg	Tumelo Ramapela



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

Industry Exposure Programme

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.



2022/2023 Report

- Five students attended the International Fresh Produce Association (IFPA) conference in Cape Town.
- Seven students attended the Citrus Research Symposium.
- Five students attended the CRI IPM Workshops.
- One student attended the CRI Postharvest Workshop.
- Nine students attended the CGA Citrus Summit.
- Sponsorships were received for students to attend the CGA Citrus Summit.



Income and Expenditure		
Item	2022 Financial Year	2023 Financial Year
Income		
Sponsorships		110 000
Expenditure		
Marketing material		(27 160)
Participant travel	(6 114)	(40 556)
Participant accommodation		(38 604)
Registration fees	(6 039)	(60 204)
Staff travel		(8 434)
Staff accommodation		(11 769)
Staff registrations		(5 043)
Net surplus / (shortfall)	(12 153)	(81 770)



Industry Exposure Events

Event	Students
IFPA Conference, August 2022, Cape Town	Yolanda Dyonase; Siyolise Nohamba; Kristen Katoo; Moipone Phokane; Yonela Mgdle
Citrus Research Symposium, August 2022, Drakensberg	Khalipha Dambuza; Kurhula Lumphondo; Sbonisipho Manqele; Pieter Botha; Stuart Bulterman; Imaan Parker; Stefni van der Walt; Jacques van Zyl
CRI Integrated Pest Management Workshops, September 2022, Nelspruit, Jeffreys Bay, Paarl	Gaylen Carelse; Khalipha Dambuza; Kurhula Lumphondo; Sbonisipho Manqele; Nkululeko Dlamini
CRI Postharvest Workshop, February 2023, Paarl	Pieter Botha
CGA Citrus Summit, March 2023, Gqeberha	Anton Broeksma; Asavela Mteto; Moipone Phokane; Tumelo Ramapela; Sifiso Ndlangalavu; Sigcine Manyonta; Sindhile Shivambu; Zimasile Ntseke; Luvo Mfumbesi

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

Objectives

Industry Transformation
Sustainability
Research Support
Stakeholder Engagement

Career and Industry Awareness

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 need to be challenged.
- The Citrus Academy has been participating in career awareness events since 2011.
- This has been mostly in the form of career fairs at various tertiary institutions.
- The Citrus Academy also makes use of these events to promote the Bursary Fund and its programmes.
- Within its limited capacity, the Citrus Academy makes itself available to participate in career days at high schools on request.
- The Citrus Academy furthermore publishes information on available bursaries in relevant publications and on websites.

Career Awareness Events

Event	Venue	Date	Organisers
SRVM Career Exhibition	Kirkwood High School	22/04/12	Sundays River Valley Municipality
AgriCareer Connect	Online	22/08/17	Agrijob
AgriSETA Career Fair	Fort Cox Agricultural College	23/03/09	AgriSETA

2022/2023 Report

- Citrus Academy took part in four career fairs during the year under review.
- The Sundays River Valley Municipality Career Fair, which was hosted by Kirkwood High School.
- The AgriCAREERConnect Convention is an online career event, where a short video is used to showcase the industry, after which questions from students were answered in break away sessions.
- Six universities took part in the AgriCAREERConnect Convention 2022.
- 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 one AgriSETA career summit in the Eastern Cape.

Income and Expenditure

Item	2022 Financial Year	2023 Financial Year
Expenditure		
Marketing material	3 920	9 529
Exhibitor fees	22 000	19 500
Staff travel	21 847	9 151
Staff accommodation	5 285	5 623
Total expenditure	53 053	43 803



Objectives

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

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.

Pick me!

2022/2023 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 seventy-five candidates seeking permanent employment and seventy candidates seeking internship positions.



Background

- In 2016, Citrus Academy identified a need for an online information-sharing platform that would allow job seekers and companies recruiting 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 identified as such and thereby promoted.
- 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.



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

ETBCG Programme Skills Development

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.

2022/2023 Report

- During the reporting period two Citrus Business Management (NVC NQF4) and three Plant Production NQF2 learnerships were started.
- Three Packhouse Worker Induction skills programmes were held.
- Our training providers have increased; Scientific Roots (Pty) Ltd is now joined by the National Training Institute (NTI).
- NTI are better placed to serve our training needs in predominantly Afrikaans speaking citrus-growing regions.
- Our targeted learning sites were therefore expanded to Citrusdal and Boland in the Western Cape.
- Training took place in Sundays River Valley, Nkweleni, Kopman village (Rustenburg), Marble Hall, and Thohoyandou.
- Through the programme, bursaries were awarded to 20 undergraduates for the 2021 and 2022 academic years, administered through the Citrus Academy Bursary Fund.
- The final five bursaries were awarded for the 2023 academic year.
- Learners that successfully completed learnerships and skills programmes were issued with certificates according to AgriSETA criteria.

Income and Expenditure

Item	2022 Financial Year	2023 Financial Year
Expenditure		
Material and programme development	16 000	5 700
Material translation		70 000
Learner support		155 221
Staff travel	52 783	42 520
Staff accommodation	17 377	19 669
Courier costs	2 713	1 393
Total expenditure	88 873	294 503



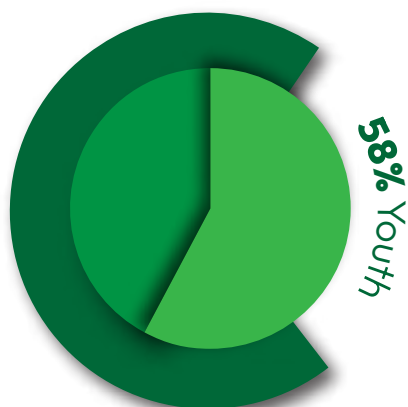
Programmes

Programme Title	Qual / US ID	Qualification / Unit Standard 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	US116115, US116122, US116083, US116113, US116126	Define and understand production systems and production management; Control inputs and stock in agribusiness; Illustrate and understand the basic layout of financial statements; Explain principles of human resources management and practices in agriculture; Apply marketing principles in agriculture	2	10
Farm Worker Induction	US116113, US116079, US116128, US116111	Explain principles of human resources management and practices in agriculture; Monitor the establishment of a crop; Apply plant manipulation methods; Harvest agricultural crops: Procedures	2	14
Packhouse Worker Induction	US116113, US115177, US115193, US115178	Explain principles of human resources management and practices in agriculture; Pre-sort fruit; Grade fruit; Pack fruit	2	15

Learnerships



Skills Programmes



The purpose of providing skills development services to emergent growers is to assist them with skills needs assessment and skills planning, and to then deliver training interventions to fulfil their skills needs.

Objectives

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

Emergent Grower Skills Development

Background

- Since the inception of the ETBCG programme (*see report on previous page*) and the Citrus Academy's role in the implementation of the skills development part of the programme, it has become clear that there are skills needs among emergent growers that are not being met.
- It appeared that these skills needs are on various levels, from worker training in basic production practices, to business and production management skills for production managers and enterprise owners.
- It also appeared that there is a need to assist emergent growers with skills needs assessments and skills planning.
- The Citrus Academy employs two qualified Skills Development Facilitators who assist growers with these services.
- Every effort is made to meet the skills needs of growers that have been identified.
- We depend on sponsorship funding for addressing these skills needs.



2022/2023 Report

- The Citrus Growers Development Chamber made available a sponsorship for emerging grower training.
- Owners and employees of emergent grower enterprises were sponsored to attend short courses in the year under review.
- Enterprises were assisted in Limpopo, North-West, and Mpumalanga provinces.
- In future, a wider range of training interventions will be offered to emergent grower enterprises.

Income and Expenditure

Item	2023 Financial Year
Income	
Sponsorship funding	389 620
Expenditure	
Citrus Production Short Course	(248 820)
Citrus Export Supply Chain Management Short Course	(96 250)
Citrus Packing Short Course	(34 650)
Citrus Economics Short Course	(9 900)
Net surplus / (shortfall)	0



Enterprise Name	Region	Course	Participants
Healthy Life for Achievers	Senwes	Citrus Production	6
Enriched Agriculture Enterprise	Senwes	Citrus Production	1
Gaman 67	Senwes	Citrus Production	2
Kemo Citrus Farming	Senwes	Citrus Production	1
Elandsdraal Projects	Senwes	Citrus Production	3
Bathako Temo Services	Senwes	Citrus Production	6
Zoutpansdrift	Senwes	Citrus Production	2
Agro Pro Primary Cooperation	Senwes	Citrus Production	1
A&J Mathabe Cooperation	Senwes	Citrus Production	1
Sanford Farm	Nelspruit	Citrus Production	4
Neos Farming	Nelspruit	Citrus Production	2
Vutsela Iglobhu Investments	Nelspruit	Citrus Production	1
Kemo Citrus Farming	Senwes	Citrus Export	1
Elandsdraal Projects	Senwes	Citrus Export	3
Healthy Life for Achievers	Senwes	Citrus Export	4
Maako Cooperative	Senwes	Citrus Export	1
Gaman 67	Senwes	Citrus Export	3
Bathako Temo Services	Senwes	Citrus Export	6
Somaela Projects	Senwes	Citrus Export	2
Manini Holdings	Letsitele	Citrus Packing	2
Masungi Family Trust	Letsitele	Citrus Packing	1
Mabunda Citrus	Letsitele	Citrus Packing	2
Mariveni Farm t/a Lizilor (Pty) Ltd	Letsitele	Citrus Packing	2
Neos Farming	Nelspruit	Citrus Economics	2
Total			59



The purpose of the Packalymphics competition is to acknowledge and showcase the essential skills of citrus packhouse workers.

Objectives

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

Packalymphics

Background

- Packhouse workers possess incredible skill and talent, and the Citrus Academy identified a need to showcase these skills.
- Structured like the Olympics, Packalymphics is a packing competition wherein packhouse workers are celebrated and their essential contribution to the industry is highlighted.
- One of the principles of Packalymphics is to involve as many workers as possible and to acknowledge their role within the citrus value chain.
- While there are both individual and team events, each pack house participates as a team, to foster teamwork, which is the basis for a successful packhouse.
- Judges measure speed, accuracy, safety procedures and spatial awareness.
- Winners for each event receive medals and vouchers for placing 1st, 2nd and 3rd place.





2022/2023 Report

- One competition was held in the year under review, which was held at Roslé Packhouse in Groblersdal.
- Two packhouses participated in the competition, being De Wagendrift Boerdery and Roslé Packhouse.
- The six events in the competition were sorting, packing, quality control, palletising, forklift driving, and fruit tasting and identification.
- The competition was well-received, with participants indicating their eagerness to participate again in the future.
- The two competing teams enjoyed the comradeship of competing and encouraged each other with song and cheers, while skills were also exchanged between the teams.
- Gold, silver and bronze medals were awarded to the top 3 winners of each event, along with grocery store vouchers.
- For many participants, the fruit tasting and identification event was the highlight of the competition and was thoroughly enjoyed by all.



Income and Expenditure

Item	2023 Financial Year
Expenditure	
Marketing material	27 908
Prizes	15 166
Adjudication costs	8 531
Event costs	3 636
Staff travel	38 856
Staff accommodation	8 568
Total expenditure	102 665



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

Objectives
Industry Transformation
Sustainability
Research Support
Stakeholder Engagement

Learning Programme Development

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, identifying the target groups, content, and implementation strategy for the programme.
- A learning methodology is also designed to meet the needs of the main target groups.
- Possible learning methodologies include e-learning, short courses, skills programmes and long-term (learnership) programmes.
- Programme material typically includes all required content 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 developed 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 was implemented as a learnership programme in Fort Beaufort and Letsitele.
- The Citrus Secondary programme was launched but challenges with the practical implementation of the programme were experienced.
- In 2021 it was decided to transfer the Citrus Secondary programme to the e-learning programme to address these challenges.
- 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.*
- Programmes were also developed for the Economic Transformation of Black Citrus Growers programme – *please see the ETBCG report.*

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- The development of the Citrus Secondary programme was concluded, and the programme was transferred to the e-learning platform.
- The Ready-Steady-Work programme was developed on the e-learning platform.
- Two more short courses were developed – Citrus Packhouse Quality Control and Citrus Economics.
- The Citrus Production short course was translated into Afrikaans.
- A chapter on packhouse maintenance was added to the Citrus Packhouse short course.
- The material for the Farm Worker Induction, Packhouse Worker Induction, and Citrus Business Administration skills programmes, used in the ETBCG programme, was translated to Afrikaans.

Income and Expenditure

Item	2022 Financial Year	2023 Financial Year
Income		
Short courses	817 084	534 577
E-learning programmes	432 050	113 144
Expenditure		
Short courses	(882 311)	(1 064 576)
E-learning programmes	(131 220)	(988 422)
ETBCG programmes	(88 873)	(294 503)
Other learning programmes	(16 000)	
Net surplus / (shortfall)	130 730	(1 699 780)

Institutional Orientation	Programme Alignment: US13936 – Outline the legal environment of a select industry (NQF3) Learning Methodology: Learning material Programme Content: 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
Citrus Nursery Workers	Programme Alignment: None Learning Methodology: Learning material Programme Content: Introduction to Propagation; Rootstock Propagation; Budding; Introduction to Nursery Practices; Plant Nutrition; Plant Protection; Irrigation and Water Quality
Citrus Business Management	Programme Alignment: Q66249 – New venture Creation (NQF4) Learning Methodology: Learnership, e-learning Programme Content: Learner Induction and Orientation; Think Like an Entrepreneur; Plan Your Business: Financial Aspects; Launch and Grow Your Business; Manage Your Business: The Basics; Manage Your Business: Finance for Agri-business Managers; Manage Your Business: Human Resources; Manage Your Business: Sales and Marketing; Improve Your Business Performance; Present Your Competence
Citrus Secondary	Programme Alignment: Q48975 – National Certificate in Plant Production (NQF2) core and elective unit standards Learning Methodology: E-learning Programme Content: Induction; Citrus Production; Enterprise Planning; Citrus Marketing; Food Safety; Harvesting; Plant Structures and Functions; Plant Manipulation; Soil Fertility and Plant Nutrition; Repairs and Maintenance; Irrigation; Water Quality; Citrus Propagation; Integrated Pest Management; Disease and Weed Management; Applying Plant Protection Products; Handling Plant Protection Products; Crop Establishment; Sustainable Farming; Animal Production; Production Management; Human Resource Management; Financial Management; Agri- and Eco Tourism
Ready-Steady-Work	Programme Alignment: None Learning Methodology: E-learning Programme Content: Ready: Introduction to the R-S-W Programme for the Recruit; The Citrus Industry; Finding the Right Job; You and the Workplace; Rights and Obligations; Work and Life Steady: Introduction to the R-S-W Programme for the employer; Employee Onboarding and Mentoring; The Boss Factor – Being a Great Boss; Great Teams; Being Culturally Smart Work: Introduction to the Work Section of the R-S-W Programme; Getting Started; Planning your Probationary Period; Your First Performance Review; Your First Payslip; Settling In; Teamwork; Technical Knowledge and Competency Review; Second Formal Review; Independent Project; Managing the Project; Concluding the Project; Final Review and Concluding the Probationary Period
Citrus Production short course	Programme Alignment: None Learning Methodology: Short course; e-learning Programme Content: 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
Citrus Business Administration short course	Programme Alignment: US116083, US116113, US116115, US116122, US116126 Learning Methodology: Skills programme; e-learning Programme Content: Introduction to the Citrus Industry; Production System Management; Control Inputs and Stocks; Human Resources Management; Basic Financial Management; Marketing
Citrus Packing short course	Programme Alignment: None Learning Methodology: Short course; e-learning Programme Content: The South African Citrus Industry; Citrus Types and Cultivars; Citrus Value Chain; Export Market Specifications; Packhouse Overview; Packhouse Infrastructure and Planning; Packhouse Sanitation; Receiving and Initial Processes; Fruit Treatments; Sorting and Grading; Packing Practices; Quality Management; Logistics
Citrus Export Supply Chain short course	Programme Alignment: None Learning Methodology: Short course; e-learning Programme Content: The South African Citrus Industry; Citrus Types and Cultivars; Citrus Production and Flow; Special Citrus Export Markets; Supply Chain Operational Overview; Phytosanitary Regulations; Government Agencies; Export Documentation Trail
Citrus Packhouse Quality Control short course	Programme Alignment: None Learning Methodology: Short course; e-learning Programme Content: The South African Citrus Industry; Citrus Types and Cultivars; Citrus Value Chain; Export Market Specifications; Packhouse Overview; Food Safety; Packhouse Sanitation; Packhouse Accreditation Schemes; Fruit Intake Assessments; Quality Supervision; The PPECB
Citrus Economics short course	Programme Alignment: None Learning Methodology: Short course; e-learning Programme Content: Citrus Production Economics; The South African Citrus Industry; The Citrus Fruit; Value Chain and Supply Chain; Production Costs; Packing; Logistics; Income; Profitability per Citrus Type; Data Capturing, Analysis and Extrapolation
Monitoring and Inspection for Phytosanitary Markets: Citrus	Programme Alignment: None Learning Methodology: E-learning programme Programme Content: Introduction; Biology and Life Cycle; Monitoring, Inspection and Grading; Orchard Monitoring; Packhouse Delivery Inspections; Packhouse Online Grading and Sorting
Citrus Farm Worker Induction programme	Programme Alignment: US116113, US116079, US116128, US116111 Learning Methodology: Skills programme Programme Content: Introduction to citrus, workplace induction, citrus planting, citrus pruning, citrus picking
Citrus Packhouse Worker Induction programme	Programme Alignment: US116113, US115177, US115193, US115178 Learning Methodology: Skills programme Programme Content: Introduction to citrus, workplace induction, pre-sorting and grading, packing

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

Citrus Short Courses

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.



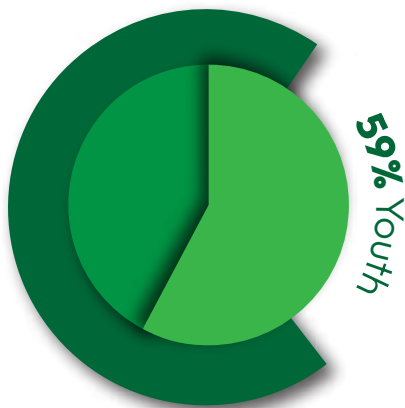
Income and Expenditure		
Item	2022 Financial Year	2023 Financial Year
Income		
Resource packs sales	28 063	18 938
Course fees	633 500	126 020
Sponsorship	155 521	389 620
Expenditure		
Development	(186 809)	(324 400)
Translation		(112 800)
Learning material printing	(91 257)	(64 206)
Resource pack costs	(86 543)	(150 860)
Participant travel	(6 849)	
Participant accommodation	(35 334)	(5 700)
Facilitation	(229 721)	(189 537)
Facilitator travel costs	(60 811)	(71 929)
Facilitator accommodation	(43 661)	(24 835)
Conferencing	(101 261)	(75 748)
Staff travel	(23 195)	(31 172)
Staff accommodation	(13 585)	(10 876)
Courier costs	(3 286)	(2 514)
Net surplus / (shortfall)	(65 227)	(529 999)



2022/2023 Report

- Eight short courses took place during the period under review.
- Two new courses were introduced: Citrus Packhouse Quality Control and Citrus Economics.
- The Citrus Economics short course provides learners with a better understanding of the economics behind citrus production and packing.
- The Citrus Packhouse Quality Control short course provides learners with insight into various aspects of the packhouse quality control processes.

Short Courses 2022/2023



Citrus Academy Short Courses

Short Course Title	Presenter	Duration	Start Date	Courses to Date
Citrus Production	Clive Pountney	2 days classroom, 1 day orchard visit	2018/10/24	31
Citrus Business Administration	Scientific Roots	4 days classroom	2019/03/26	12
Citrus Export Supply Chain	Andrew Connell	2 days classroom, 1 day harbour visit	2019/10/09	11
Citrus Packing	Mooipraatjies	2 days classroom, 1 day packhouse visit	2020/02/19	6
Citrus Packhouse Quality Control	Mooipraatjies	2 days classroom	2023/02/09	1
Citrus Economics	Louis von Broembsen	2 days classroom	2023/01/26	1

Short course	Total Learners	BEE Citrus Growers	Other Citrus Grower	Citrus Packhouses	CGA Group Companies	Exporters	Unemployed
Citrus Production	40	30	9	0	0	0	1
Citrus Export Supply Chain	25	19	6	0	0	0	0
Citrus Packing	10	7	3	0	0	0	0
Citrus Economics	6	2	1	0	3	0	0
Citrus Packhouse Quality Control	13	0	5	6	1	1	0
Total	94	58	24	6	4	1	1

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

E-Learning Programmes

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 was 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.
- Many 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.



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- The Ready-Steady-Work programme and three modules of the Citrus Production Master Class programme were added during the period under review.
- Development started on the Citrus Secondary programme, with the aim of completing the development towards the middle of 2023.
- The overall learner completion rate for e-learning programmes and competence assessments to date remains steady at 77%.
- 260 new e-learning registrations were received during the year under review.
- This is substantially less than the 405 learners who registered for courses during the 2021/2022 period when Covid-19 restrictions were still in force.
- A total of 247 certificates were issued compared to 304 in the previous financial year.

Income and Expenditure

Item	2022 Financial Year	2023 Financial Year
Income		
Resource packs sales	200	600
E-learning fees	181 850	112 544
Development funding	250 000	
Expenditure		
E-learning development	(107 100)	(858 331)
Content conversion		(63 800)
Programme approval	(7 495)	
Facilitation		(38 000)
Facilitator travel		(18 234)
Facilitator accommodation		(4 940)
Staff travel		(1 916)
Staff accommodation		(800)
Courier costs	(125)	
Net surplus / (shortfall)	317 330	(872 878)

Enrolment and Certification

E-learning Programme	Programme Start Date	Total Enrolments	2022/23 Enrolments	Total Certificates	2022/23 Certificates
Citrus Production	2019/04/15	84	31	58	26
Monitoring and Inspection for Phytosanitary Markets	2020/02/02	870	100	757	106
Citrus Business Administration	2020/03/23	18	3	13	5
Citrus Industry Technical Induction	2020/06/30	27	7	21	1
Covid-19 Compliance Officer Training	2020/08/21	207	0	189	0
Citrus Export Supply Chain	2020/12/15	8	2	4	1
Citrus Packing	2021/02/08	8	5	8	5
Monitoring and Inspection for Phytosanitary Markets - Recertification	2022/02/04	153	73	126	79
Monitoring and Inspection for Phytosanitary Markets - Stone Fruit	2022/02/09	4	3	1	0
Competence Assessment Only					
Citrus Export Supply Chain Short Course	2019/04/15	61	11	21	8
Citrus Packing Short Course	2019/10/09	1	0	0	0
Citrus Production Short Course	2022/02/15	247	25	110	16
Total		1,688	260	1,308	247

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.
Citrus Production Master Classes	The Citrus Academy production learning material was updated to reflect the latest technological developments and other innovations in the citrus industry. It covers the following modules: Production Unit Development, Production Systems, Plant Structures and Functions, Plant Nutrition and Soil Management, Harvesting, Water Quality, Irrigation System Installation, Irrigation Management, Plant Manipulation, Propagation and Nursery Management, Monitoring, Integrated Pest Management, Integrated Disease Management Plan, Food Safety and Quality Control, Integrated Weed Management, and Chemical Applications.
Ready-Steady-Work	This work-readiness programme consists of three components and is intended to be completed over a three-month period. The first component, Ready, provides practical work-readiness orientation for the job-entrant to maximise their chance of success in the new position. The second component, Steady, is a practical onboarding programme for employers and is aimed at the new employee's supervisor / mentor / leader. The final component, Work, consists of weekly modules covering the first three months of work.
Citrus Secondary programme	The secondary programme is aimed at providing an opportunity for school learners in citrus production regions to achieve an NQF2 plant production qualification while at school. It is facilitated over 2 years, preferably for grade 10 and 11 learners, as an extracurricular activity. It consists of 24 weekly modules spread over four terms, with modules timed to coincide with the citrus production cycle. The same 24 weekly modules are used for both years, with more advanced learning outcomes in year 2.

The purpose of Citrus Secondary programmes is to provide an opportunity for school learners to achieve a qualification in plant production by the time they finish school.

Objectives

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

Citrus Secondary Programme

Background

- The Citrus Secondary programme was originally conceptualised in 2011, when a principal of a high school in a citrus-growing region approached the Citrus Academy with the novel idea of teaching school learners about citrus production while still at school.
- The benefits of such a programme were clear – learners will be more employable when they leave school, it will create career opportunities for learners who may have struggled to access post-school education, and it will grow the skills pool for the local grower community.
- A programme framework was drawn up, aligned with the NQF2 plant production qualification.
- Programme material was developed, printed and made available to the school for the implementation of the programme.
- Difficulties were experienced with the practical implementation, mostly around making the material available in time and the practicality of assessments.
- Programme development also stalled, due to a lack of capacity at the Citrus Academy.
- In the following years, various attempts were made to reinstate the programme, with little success.
- One of the few positive outcomes of the Covid-19 pandemic was the adoption of online learning in schools, which created a new methodology for implementing this programme.
- The programme framework and implementation strategy were redrafted in 2021, and development was again initiated.
- The programme is hosted and managed through the Citrus Academy's e-learning platform, with the Academy also taking care of learner administration.
- The programme is facilitated over two years, and consists of 24 weekly modules per year, spread over the four school terms.
- Learners in grades 10 and 11 are targeted.
- The Citrus Academy makes the programme available for free to schools in citrus-growing regions.
- The school is expected to provide a classroom with computers or other devices, connectivity, a facilitator, an assessor, and transport for practical activities.



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- Development of the programme was concluded in the year under review, and transfer to the e-learning platform was started, with the aim to have the programme ready for implementation in 2023.
- Towards the end of 2022, three schools were identified to take part in a pilot project in 2023.
- A service provider was appointed to oversee the implementation of the programme.
- At the beginning of 2023, the programme was piloted at Nico Malan High School in Humansdorp (Patensie region), and Kirkwood High School and Moses Mabhida Senior Secondary School, both in the Sunday's River Valley.
- The countrywide rollout of the programme is planned for 2024.

Income and Expenditure

Item	2022 Financial Year	2023 Financial Year
Income		
Development funding	100 000	
Expenditure		
Content conversion and development		(535 500)
Facilitation		(38 000)
Facilitator travel		(18 234)
Facilitator accommodation		(4 940)
Staff travel		(1 916)
Staff accommodation		(800)
Net surplus / (shortfall)	100 000	(599 391)

Programme Implementation Framework

Term	Modules
Term 1	1. Induction; 2. Production overview; 3. Enterprise planning; 4. Marketing; 5. Food safety; 6. Harvesting
Term 2	1. Plant structures; 2. Plant manipulation; 3. Plant nutrition; 4. Repairs and maintenance; 5. Irrigation; 6. Water quality; 7. Propagation
Term 3	1. Pest management; 2. Diseases and weeds; 3. PPP applications; 4. PPP safe handling; 5. Crop establishment; 6. Sustainable farming; 7. Animal production
Term 4	1. Production management; 2. HR management; 3. Financial management; 4. Agri tourism

Objectives

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

The purpose of the Ready-Steady-Work programme is to provide an accessible work-readiness programme for new recruits entering the workplace for the first time.

Ready-Steady-Work Programme

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- A programme framework was developed for the Ready-Steady-Work e-learning programme.
- The programme consists of three parts, namely Ready, Steady and Work.
- The Ready component of the programme provides practical work-readiness orientation for the job-entrant to maximise their chance of finding a job and succeeding in their new position.
- The second component, Steady, is a practical onboarding programme for employers and is aimed at workplace coaches.
- The final component, Work, consists of weekly modules covering the first three months of work.
- The programme components are certified separately by the Citrus Academy.
- The programme was developed and transferred to the e-learning platform during the year under review.
- The programme is being promoted to Bursary Fund students nearing the end of their studies, work-seekers on the Pick me! platform, and through the Citrus Academy's social media platforms.

Background

- On first entering the workplace, many young people experience adjustment problems, mostly related to understanding what is expected of them and what they could fairly expect of their employer and managing the manner in which they function within a given workplace and team.
- Because of its involvement in bursary administration and experiential learning programmes, the Citrus Academy has always been aware of these adjustment problems and looked for ways to address them.
- In 2013 and 2014 two Ready-Steady-Work camps were held, to which Citrus Academy invited Bursary Fund beneficiaries who were about to enter the workplace.
- Forty-nine graduates attended the Ready-Steady-Work camps over the two years.
- Many graduates to this day consider this a highlight of their careers and credit this experience with an easier adjustment to the workplace and positive career progression.
- The Citrus Academy was unable to sustain the programme, however, due to a lack of funding.
- With the increased adoption and popularity of e-learning, another avenue for supporting work-seekers and new recruits opened up.

Income and Expenditure

Item	2023 Financial Year
Expenditure	
Programme development	59 550
Total costs	59 550

Programme Framework

Programme 1 - Ready
1 Introduction to Ready-Steady-Work; 2 The Citrus Industry; 3 Finding the Right Job; 4 You and the Workplace; 5 Rights and Obligations; 6 Work and Life
Programme 2 - Steady
1 Introduction to Ready-Steady-Work; 2 Employee Onboarding and Mentoring; 3 Being a Great Boss; 4 Being a Great Team; 5 Being Culturally Smart
Programme 3 - Work
1 Introduction and Induction; 2 Getting started; 3 Planning your probationary period; 4 Your first formal review; 5 Your first payslip; 6 Settling in; 7 Team Work; 8 Technical Knowledge and Competency Review; 9 Second Formal Review; 10 Independent Project; 12 Managing the Project; 13 Project Report; 14 Final Review



The purpose of learning material development is to make available quality, up-to-date learning resources aligned with registered qualifications and their components.

Objectives

Industry Transformation

Sustainability

Research Support

Stakeholder Engagement

Learning Material Development

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.
- Learning material for four more unit standards have been added since the initial development, bringing the number of unit standards for which material is available to fifty-eight.

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- Learning material development was expanded to cover more fields than only production.
- Development of material for the knowledge modules of the Orchard Foreman occupational qualification was concluded.
- The material was reviewed by a prominent learning provider, and amendments and adjustments will be done in 2023.
- The occupational qualification material should be ready for implementation in 2024.
- Development of material for the knowledge modules of the occupational qualification for entrepreneurial business management was initiated but halted when it emerged that the qualification had not yet been registered.
- The situation around occupational qualification development is constantly being monitored.

Income and Expenditure

Item	2022 Financial Year	2023 Financial Year
Income		
Development funding		500 000
Expenditure		
Material development		(507 000)
Material alignment		(92 822)
Material updating	(150 000)	
Net surplus / (shortfall)	(150 000)	(99 822)



Plant Production NQF Qualifications				
Skills area	Unit standards			
	NQF 2	NQF 3	NQF 4	NQF 5
Agrochemical Storage	116065			
Conservation	116121	116263	116303	116425
Crop Establishment	116079			
Crop Protection Application	116125			
Enterprise Selection, Planning and Establishment	116081 & 116127	116214 & 116274	116293 & 116309	116337 & 116324
Financial Management	116083			
Food Safety	116070	116271	116278	116419
Fruit Grading	115193			
Fruit Packing	115178			
Fruit Sorting	115177			
Harvesting	116111	116268	116297	116373
Human Resources	116113			
Industry Overview			116286	
Irrigation	116066	116266	116317	116414
Marketing	116126	116259	116684	10050
Pests, Diseases and Weeds	116124	116265	116301	116429
Plant Functions and Structures	116057			
Plant Manipulation	116128	116264	116305	116409
Plant Nutrition and Soil Management	116053	116267	116311	116371
Plant Propagation	116119	116220	116316	
Production Management	116115	116218	116288	116426
Repairs and Maintenance	116060			
Stock Control	116122			
Water Quality	116077	116212	116322	
Citrus Orchard Foreman Occupational Qualification (SAQA ID 110667)				
Module	Module ID	Level	Credits	
Plant Structures and Physiology	611202-001-00-KM-01	4	5	
Orchard Establishment	611202-001-00-KM-02	3	2	
Orchard Manipulation Processes	611202-001-00-KM-03	3	8	
Harvesting	611202-001-00-KM-04	3	4	
Basic Principles of Plant Nutrition	611202-001-00-KM-05	4	4	
Crop Protection	611202-001-00-KM-06	3	3	
Assets in Horticultural Production	611202-001-00-KM-07	3	2	
Farm Business Management and Farming Process Management	611202-001-00-KM-08	4	8	
Human Resource Management and Processes	611202-001-00-KM-09	4	8	
Overseeing Farming Resource Utilisation	611202-001-00-KM-10	4	8	

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

Continuous Improvement – Citrus Best Practice Handbooks

Background

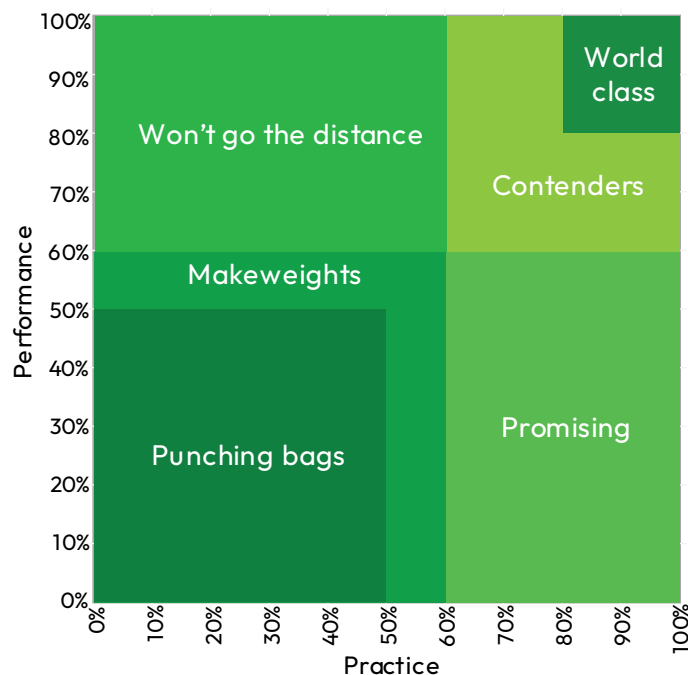
- In August 2019, the CRI made funding available through the Research for Citrus Exports (RCE-2) programme, part funded by the Department of Science and Innovation, for a study into the key differentiators that enable growers to meet export market requirements consistently and sustainably.
- The study 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.

2022/2023 Report

- The Citrus Packhouse Best Practice Handbook was developed.
- Leading experts in the citrus packhouse industry were consulted during and after the development of the handbook.
- The handbook consists of 15 workflows and 65 toolkits.
- All documentation was uploaded to the Citrus Resource Warehouse and made available to the public.
- References to the toolkits were added to current material, including the Packhouse Short Course material.

Income and Expenditure

Item	2022 Financial Year
Expenditure	
Packhouse Best Practice Handbook development	427 115
Facilitator travel	4 948
Staff travel	13 536
Staff accommodation	5 347
Total costs	450 945



Citrus Production Best Practice Handbook	Citrus Packhouse Best Practice Handbook
0 Introduction; 0.1 Introduction to the Citrus Production Best Practice Handbook; 0.2 The Principles of Continuous Improvement	0 Introduction
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	1 Strategy, Organisational Capacity, Measuring and Leading; 1.1 Setting Key Strategy Objectives; 1.2 Organisational Structure and Capability; 1.3 Measuring and Managing Performance (KPIs); 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	2 Demand and Supply; 2.1 Value Chain Alignment; 2.2 Demand Planning; 2.3 Marketing and Operations Planning; 2.4 Supply Planning
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	3 Operational Guidance and Execution; 3.1 Planning for Operational Success; 3.2 Staying on Course; 3.3 Visual Management; 3.4 Daily Performance Review; 3.5 Technical Meetings vs Standard Work; 3.6 Standard Work; 3.7 5S (Creating an Organised Work Environment); 3.8 Gemba Walks; 3.9 Shift Starters and Handover; 3.10 Shift Management
4 Picking; 4.1 Maturity Indexing; 4.2 Picking Best Practice; 4.3 Picking Supervision and Monitoring Picking Injuries	4 Packhouse Management; 4.1 Packhouse Planning, Layout and Process Flow; 4.2 Pack Planning; 4.3 Packhouse Sanitation; 4.4 Receiving; 4.5 Fruit Treatment; 4.6 Sorting and Grading; 4.7 Storage; 4.8 Packing Practices; 4.9 Systems Management; 4.10 Sustainability and Energy Use
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	5 Logistics; 5.1 Logistics Overview; 5.2 Inbound Logistics; 5.3 Warehouse and Stock Management; 5.4 Packed Pallet Management; 5.5 Managing Special Markets; 5.6 Outbound Logistics; 5.7 Cold Chain and Shipping at Required Temperatures
6 Health and Safety; 6.1 Embedding Safety Culture and Practice; 6.2 Safety Management	6 Product Quality; 6.1 Developing a Quality Vision and Culture; 6.2 Setting Standards and Planning for Quality; 6.3 Quality Assurance and Control; 6.4 Improving Quality and KPIs; 6.5 Change Control
7 Maintenance and Asset Care; 7.1 A Reliability Approach to Asset Care; 7.2 Critical Equipment	7 Health and Safety; 7.1 Embedding Safety Culture and Practice; 7.2 Safety Management
8 Procurement; 8.1 Procurement in General; 8.2 Assets and Total Cost of Ownership; 8.3 Procuring Services	8 Maintenance and Asset Care; 8.1 Maintenance KPIs; 8.2 Reliability Approach to Asset Care; 8.3 Critical Equipment
9 Administrative Excellence; 9.1 Administrative Excellence; 9.2 Audit and Certification Compliance Documentation	9 Improving the Asset; 9.1 Capital Projects Planning; 9.2 Capital Project Management; 9.3 Technology and Automation
10 Institutional Effectiveness; 10.1 Strategic Partnerships; 10.2 Community Property Association Management and Cooperatives	10 Procurement; 10.1 Procurement in General; 10.2 Assets and Total Cost of Ownership; 10.3 Procuring Services
11 Value Chain Alignment; 11.1 Value Chain Alignment	11 Administrative Excellence; 11.1 Administrative Excellence; 11.2 Audit and Certification Compliance
12 Problem Solving; 12.1 Abnormal Situation Management; 12.2 Structured Problem Solving	12 Problem Solving; 12.1 Managing Problem Situations; 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	13 Improvement Projects; 13.1 Understanding the Operational Process; 13.2 Identify Key Losses and Register Improvement Projects; 13.3 Managing Focused Improvement Projects
14.1 Skills Development Planning; 14.2 Managerial and Supervisory Training; 14.3 Technical, Employee and Team Training	14 Training; 14.1 Skills Development Planning; 14.2 Managerial and Supervisory Training; 14.3 Technical, Employee and Team Training
	15 Social Responsibility and Ethical Governance; 15.1 Social Responsibility and Ethical Governance

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

Audio-visual Learning Media

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.

2022/2023 Report

- No new audio-visual media was developed during the year.
- Planning around a series dealing with citrus irrigation continued, but development was suspended until funding becomes available.
- The learner guides for the Citrus Packhouses and Citrus Harvesting series were translated into Afrikaans.

Income and Expenditure

Item	2022 Financial Year	2023 Financial Year
Income		
USB sales		720
Expenditure		
Content development and scripting	(175 900)	(1 100)
Filming and production	(1 947 000)	
Learning material	(7 000)	(49 400)
Resource development	(8 550)	
USB replication costs	(22 500)	
Staff travel	(59 745)	(7 543)
Staff accommodation	(27 102)	(4 168)
Net surplus / (shortfall)	(2 247 798)	(61 492)



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 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 Coddling 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 pack-houses, extension officers	1.False Coddling 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 Coddling Moth
Citrus Harvesting	
Developed in 2012 Updated in 2021 Target groups are citrus growers, extension officers, training service providers	1: Picking Supervision; 2: Picking Practices; 3: Orchard Sanitation
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

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

Citrus Resource Warehouse

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.

2022/2023 Report

- The Citrus Resource Warehouse was maintained and expanded in the year under review.
- New articles, newsletters, reports and other relevant documents are continuously being added.
- Around 8,300 documents were available at the end of the year under review.
- At the end of the reporting period, two hundred and sixty-four membership applications had been approved.

Income and Expenditure

Item	2022 Financial Year	2023 Financial Year
Expenditure		
Website development	1 004	
Website maintenance	13 473	21 858
Content development	3 313	
Total expenditure	17 790	21 858

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 / Valskodlingmot 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

Category	Subcategories
Internal Citrus Industry Organisation Publications	CGA Group Annual Reports; CGA Roadshow and Citrus Summit Presentations; CRI Workshop Presentations; Other Industry Publications
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; HR Representative Newsletter; River Bioscience Bio-Blog; Other Industry Newsletters
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
Consumer Assurance	CGA/CRI Recommended Usage Restrictions (MRLs); Confronting Climate Change; Quality Standards; Papers and Policies; SIZA Updates and Reports
Market Access	CGA Citrus Marketing Forum (CMF); CGA Variety Focus Groups; CGA Russian Citrus Market
Economics	Miscellaneous Articles
Logistics	CGA Citrus Logistics Forum (CLF); CGA Citrus Logistics Reports; CGA Durban Port Friday Reports; CGA Durban Port Operational Updates; CGA Citrus Production and Export Volume Logistics Report
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 Learning Material Transcripts; Sitrus Akademie Oudiovisuele Leermateriaal Transkripsies
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
Citrus Packhouse Best Practice Handbook	Workflow 0 - Introduction; Workflow 1 - Strategy, Organisation Capacity, Measuring and Leading; Workflow 2 - Demand and Supply; Workflow 3 - Operational Guidance and Execution; Workflow 4 - Packhouse Management; Workflow 5 - Logistics; Workflow 6 - Product Quality; Workflow 7 - Health and Safety; Workflow 8 - Maintenance and Asset Care; Workflow 9 - Improving the Asset; Workflow 10 - Procurement; Workflow 11 - Administrative Excellence; Workflow 12 - Problem Solving; Workflow 13 - Improvement Projects; Workflow 14 - Training; Workflow 15 - Social Responsibility and Ethical Governance

Abridged Income Statement

	2022 Actual	2023 Budget	2023 Actual	2024 Budget
Revenue				
Services rendered	8,008,914	8,615,000	8,712,280	9,015,000
Operating income	4,034,703	5,957,300	3,859,191	4,209,500
Bursary funding received	2,574,894	2,976,400	2,553,050	2,580,000
Academic awards sponsorship		25		
Experiential learning funding	210,675	95,4	47,7	
Industry Exposure Programme sponsorship		225	110	
Special projects income				200
Short courses income	817,084	1,490,000	534,577	1,182,000
Programmes income	432,05	345,5	113,144	247,5
AV series income		500	720	
Learning media development income		300	500	
Other income	131,179	126	162,726	210
Cost recovery	114	126	162,726	210
Profit / (Loss) on Fixed Assets	17,179			
Operating expenses	(6,413,003)	(8,138,213)	(6,384,870)	(6,060,669)
Bursary funding paid out	2,572,333	3,311,975	2,474,451	2,602,575
Academic awards costs		25	7,499	12
Bursary Fund graduate monitoring costs				360
Experiential learning payments	220,506	178,28	69,1	34,9
Industry Exposure Programme costs	12,153	251,3	191,77	167,954
Career Fair costs	53,053	46	43,803	47,5
Citrus Resource Warehouse costs	17,791	472,5	472,803	36
Special projects costs	20,965	89,6	115,91	270,85
ETBCG programme costs	88,873	60	294,503	142
Learning programme costs	32,5	196	2,4	
Short courses costs	882,311	1,093,000	1,064,576	1,178,068
E-learning programmes costs	114,72	832,2	986,022	772
AV series costs	2,247,798	1,157,358	62,212	
Production Learning Material costs	150			
OQ Learning Media Development		425	599,822	436,822
Administration expenses	(5,747,045)	(6,438,329)	(6,297,002)	(7,268,865)
Accommodation, entertainment and travel costs	163,753	264	197,54	270
Accounting fees	39,2	46	54,83	58
Banking costs	16,805	24	22,294	27
Communication and computer expenses	299,495	366	343,083	372
Depreciation	73,91		73,744	
Donations	10,4		12,666	
Directors' meeting expenses	33,485	40	618	40
Insurance		3		3
Marketing expenses	59,733	82	86,558	97
Office expenses	446,599	498	484,494	518,4
Printing and stationery	30,425	33	17,62	30
Professional fees	43,414	136	71,896	48
Staff costs	4,529,827	4,942,729	4,931,659	5,801,865
Subscriptions and resources		3,6		3,6
Net profit / (loss)	14,748	121,758	52,325	104,967



Communication Channels



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



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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



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