



Annual Report
2009

Supported by:



CITRUS GROWERS ASSOCIATION
of SOUTHERN AFRICA




**Creating an enabling environment
for skills development in the
South African citrus industry**



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Chairperson's Report

The annual report before you covers activities of the Citrus Academy in its second "formal" year of operation as a Section 21 company, though initiatives related to the Citrus Academy have been on the go for over four years now. These initial years have to a large extent been taken up with setting a course and "putting meat on the bones". In this process, some paths have opened up naturally, while other directions have required a lot more analysis and dogged hard work, often with few obvious, tangible results to reciprocate effort.

A very positive development in the past year is the consolidation of links with associated groupings in other fruit and agricultural sectors in the country. Part of this has been the expansion of the board, to include role players in wider industry who have experience in education and training. The generous response of these people in joining the board and giving of their time and experience, will infuse the board with new perspectives and no doubt play a valuable role in guiding the Academy as it seeks to meet changing demands in our industry.

It is important to be reminded that the base funding for the activities of the Citrus Academy lie within the CGA, which in turn receives income through levies on export citrus fruit – funds effectively contributed by producers! Growers, therefore, need to not only hold the CGA and the Citrus Academy boards accountable for use of this funding, but to also ensure that funding is used effectively. They themselves are part of that effective implementation through how they and their staff identify and respond to initiatives driven by the Academy – apathy from the producer community will be a death knell for the Academy and contrastingly, a vibrant and interactive producer community will take the Academy to new and exciting heights.

Important support for student bursary funding continues to come from the Citrus Industry Trust (an educational trust fund established with Citrus Board funds at deregulation) and the number of students involved increased slightly in the past year. As students move into tertiary education, support from the Academy staff moves to a different level. Financial support is complemented by giving attention to individual student study and social requirements, particularly those from less advantaged backgrounds who are possibly the first generation of their family moving into tertiary education. Holiday work placements, exam results assessments and feedback, linking students into postgraduate support programmes and assistance with work placements after graduation are examples of the support given. The fact that of the 15 students that graduated in 2008 with some level of support from Citrus Academy funding, 10 have already been placed within the industry, is indicative of the kind of results that we can be proud of. Proud, not only because of the commitment of students to our industry and of the efforts of the Academy staff in linking students into the industry, but also of the producers who have taken seriously the call to develop capacity in our industry. While not all students necessarily came into the industry as we might define it, capacity is needed more widely in our society and hopefully each of these graduates represents an important foundation stone in both our industry and in the country.



Mark Fry

The Academy is tasked with addressing five major challenges in the industry and of these tasks, two, namely scarce and critical skills and employment equity, have received tangible inputs over the past few years. The more complex issues of contributing towards training and education in the land transition process, the generally low skills level on farms, and improving the quality of skills delivery, have not been sufficiently addressed.

As the work of the Academy evolves, it will need to reassess what its role is within this context: what goals are achievable and, based on this, where it should put to effective use its energy and resources.

One area of the Academy's work that is difficult to assess is the take up and use of the learning material that has been developed. This material has and is still being developed at significant cost and with generous support and hard work from individuals in the industry. Because material is freely available on the web to those involved in education and training, be it formally or informally, the Academy is aware of the number of times sites are being visited, but cannot determine with any accuracy how many visits result in downloads and more importantly, use of the material. Sales of hardcopies of learning material have not met expectation and, as this ties up considerable financial resources, it is an area that will need reassessment going forward.

Postharvest visual material development is something that has been tackled in the recent past. Involvement with the public broadcaster in not only screening material over television, but also developing training material through this process, is an attempt to get to and tackle, amongst other things, low skills and education levels on farms. Capacity building workshop involvement was scaled down in 2008, but will always remain a potential vehicle for interactive learning in the sector.

Then, as always, mention needs to be made of the people who make it happen – Jacomien de Klerk and her small team. They are away from home a lot, are often faced with paying the psychological "skoolgeld" of pioneering new directions and have ears ragged from listening to the lip service often paid to this important and integral part of our industry. Well done on another year of trailblazing!

Voorsittersverslag

Die jaarverslag voor u dek die aktiwiteite van die Sitrus Akademie in hulle tweede “formele” bedryfsjaar as ’n Seksie 21 maatskappy, alhoewel inisiatiewe onder die vaandel van die Akademie al aan die gang is vir meer as vier jaar. Die aanvanklike jare is tot ’n groot mate opgeneem deur rigting te vind en deur meer vleis aan die been te sit. In die proses het sekere paaie natuurlik oopgemaak, terwyl ander rigtings baie meer ontleding en harde werk vereis het, dikwels met min vanselfsprekende, vatbare resultate wat die werk weerspieël.

’n Baie positiewe ontwikkeling in die afgelope jaar is die konsolidasie van skakels met dergelike groepe in ander vrugte en landbou sektors in die land. ’n Deel hiervan was die uitbreiding van die raad van direkteure om rolspelers in die wyer industrie in te sluit wat ondervinding het in opleiding. Die groothartige reaksie van hierdie mense deur hulle by die raad aan te sluit en so vrygewig te wees met hulle tyd en kennis, sal die raad met nuwe perspektiewe besiel en sal sonder twyfel ’n waardevolle rol speel om die Akademie te lei om die veranderlike uitdagings in ons industrie aan te spreek.

Dit is belangrik om te onthou dat die grondliggende befondsing van die aktiwiteite van die Sitrus Akademie kom vanaf die CGA, wat op hulle beurt inkomste ontvang uit heffings op uitvoersitrus – fondse wat effektief bygedra word deur die produsent! Boere moet om hierdie rede nie net die CGA en Sitrus Akademie direkteure aanspreeklik hou vir die gebruik van die fondse nie, maar moet ook verseker dat fondse effektief gebruik word. Hulle is self deel van hierdie effektiewe implementasie deur hoe hulle en hulle personeel inisiatiewe wat deur die Akademie gedryf word, identifiseer en daarop reageer – apatie van die boeregemeenskap sal die doodskoot wees vir die Akademie. In teenstelling hiermee, sal dinamiese en interaktiewe produsente die Akademie neem na nuwe en opwindende hoogtes.

Belangrike ondersteuning vir die Beursfonds kom steeds vanaf die Sitrus Industrie Trust (’n opvoedingstrust wat tot stand gebring is met Sitrusraad fondse tydens deregulasie) en die aantal studente wat betrokke is het effens toegeneem in die afgelope jaar. Soos studente beweeg na tersiêre opleiding, verander die ondersteuning wat vereis word van die Sitrus Akademie personeel. Finansiële ondersteuning word gekomplimenteer deur aandag te skenk aan individuele studente se akademiese en sosiale behoeftes, veral dié wat afkomstig is uit agtergeblewe gemeenskappe en wat soms die eerste generasie van die familie wat tersiêre opleiding betree, verteenwoordig. Vakansiewerk plasings, ontleding van en terugvoer op eksamen resultate, skakeling van studente met nagraadse ondersteuningsprogramme, en hulp met werkplasings na die verwerwing van ’n kwalifikasie, is voorbeelde van die tipe ondersteuning wat gebied word. Die feit dat 10 van die 15 studente wat aan die einde van 2008 kwalifikasies verwerf het met ondersteuning vanaf die Akademie, alreeds opgeneem is in die industrie, is ’n resultaat waarop ons kan trots wees. Trots, nie net op die toewyding van die studente aan ons industrie en op die werk van die Sitrus Akademie personeel om die studente te vestig in die industrie nie, maar ook op die produsente wat die uitdaging om kapasiteit in die industrie te bou, ter harte geneem het.

Terwyl nie alle studente noodwendig die industrie, soos ons dit graag sien, betree het nie, word kapasiteit benodig in ons wyer gemeenskap en sal elkeen van hulle hopelik ’n belangrike hoeksteen vorm, beide in ons industrie en in die land.

Die Akademie is opdrag gegee om vyf groot uitdagings in die industrie aan te spreek, en van hierdie take het twee, naamlik skaars en kritiese vaardighede en indiensnemingsgelykheid, vatbare insette ontvang oor die afgelope jare. Die meer komplekse uitdagings om by te dra tot opleiding in die land oordrag proses, tot die verligting van lae vaardigheidsvlakke, en tot die verbetering van die kwaliteit van opleidingslewering, is nog nie voldoende aangespreek nie. Soos die werk van die Akademie ontluik, sal dit nodig wees om hulle rol binne hierdie kontekste te herwaardeer: watter doelwitte is bereikbaar en, waar energie en hulpbronne effektief aangewend kan word.

Een area van die Akademie se werk wat moeilik is om te meet is die opneem en gebruik van die opleidingsmateriaal wat ontwikkel is. Hierdie materiaal was en word nog steeds ontwikkel teen aansienlike koste en met goedgegunste ondersteuning en harde werk van individue in die industrie. Omdat die materiaal vrylik beskikbaar gestel word op die web aan hulle wat, formeel en informeel, betrokke is in onderwys en opleiding, is die Akademie bewus van die aantal werfbesoeke, maar kan ons nie akkuraat vasstel hoeveel besoeke lei tot die aflaai en, meer belangrik, die gebruik van opleidingsmateriaal nie. Verkope van die gedrukte leerdersgidse is ook nie na verwagting nie en, omdat dit aansienlike finansiële hulpbronne bind, sal dit in die toekoms weer geëvalueer moet word.

Na-oes visuele materiaal ontwikkeling is iets wat ook onlangs aangespreek is. Die betrokkenheid met die openbare uitsaaiersynde dat hulle nie net die materiaal beelddraai nie, maar ook in die ontwikkeling van opleidingsmateriaal deur die proses, is ’n poging om, onder andere, lae vaardigheidsvlakke op plase aan te spreek. Betrokkenheid by kapasiteitsbouwerkswinkels is afgeskaal in 2008, maar dit sal altyd ’n moontlikheid vir die lewering van interaktiewe opleiding in die sektor bly.

Dan moet ek, soos altyd, die mense noem wat dit alles laat gebeur – Jacomien de Klerk en haar spannetjie. Hulle is baie weg van die huis af, moet dikwels die sielkundige skoolgeld betaal om voor te loop nuwe rigtings in, en hulle ore word soms stukkend gepraat met die lippediens wat uitgedeel word aan hierdie belangrike en sentrale deel van ons industrie. Baie geluk met nog ’n jaar van baanbreker werk!

General Manager's Statement

Creating the means for change has been the focus of the Citrus Academy since its inception and during the past year we have made great strides in this quest. Continually we are learning not only how to go about making changes, but also, and perhaps more importantly, what exactly it is that needs changing.

The directors of the Citrus Academy play an important role in setting the objectives of the Academy by identifying the challenges that need to be addressed through our activities. These challenges, or areas where there is a need for change, are by now well-defined and are being addressed through a number of programmes.

The Citrus Academy receives fees for service rendered to the Citrus Growers' Association of Southern Africa (CGA). This forms part of the CGA's commitment to the transformation of the citrus industry in the region and creating an enabling environment for ownership transition is therefore the first and most important challenge that is put to the Academy. For this reason, all the activities of the Citrus Academy are aimed at promoting change in the land and production ownership demographics in the industry.

Secondly, general low skills levels in agriculture remains an area crying out for change. Since 2005, the Citrus Academy Bursary Fund has assisted numerous university and college students in developing their skills and knowledge by providing them with bursary funding and experiential learning opportunities. The Citrus Academy has also invested in the development of learning material and learning programmes that address aspects of citrus production, and that has become an invaluable resource for all citrus growers. Capacity building workshops further provided learning opportunities for those that felt the need of improving their skills and knowledge in specific areas.

Thirdly, the supply of scarce and critical skills to the citrus industry is an area that requires constant monitoring. In order to ensure the long-term viability and sustainability of the citrus industry, there needs to be a reliable source of individuals with very specific skills-sets, ranging from entomology and plant pathology to packline management and integrated pest management. The Citrus Academy consults with other industry organisations and growers to determine which skills-sets are scarce and critical. Through the activities of the Bursary Fund and the development of targeted learning programmes, the means for securing the source for such individuals are provided.

In the fourth place, the challenge of providing the means of changing the employment equity ratios in the citrus industry has been put to the Academy. This challenge is met by fostering an emerging workforce of talented, educated previously disadvantaged individuals, mainly through making available bursary funding to selected students and providing them with a variety of experiential learning opportunities while they are studying. Furthermore, learning programmes are developed to enable the development of employees at citrus enterprises that may lead to their promotion to management level.

Lastly, the Academy has been tasked with addressing the quality of learning delivery. Skills development is an investment in the human capital of any enterprise, and it does not come cheaply. To ensure maximum return on this investment, it is essential that service providers are given the means to deliver quality learning. The Citrus Academy learning material and programmes are made available to service providers to improve learning facilitation. Furthermore, capacity building workshops are arranged to create learning opportunities for those involved in skills transfer to improve their levels of knowledge and understanding.



Jacomien de Klerk

The financial results for the Academy for the past year are set out on the last page of the report, with a detailed analysis of income and expenditure attached to each specific project report. The Academy showed a net surplus of R59,229 for the year under review, compared to a net loss of R40,729 in the previous year. This brings the accumulated surplus of the Academy to date to R18,500.

The fee that is received from the Citrus Growers Association is

appropriated mainly for the overhead expenditure and salaries of the Academy, and for funding minor ongoing projects. Funds are secured from other sources for the other activities of the Academy. Grant income is in some cases budgeted based on proposals or applications submitted at the time, and that are sometimes not approved as such by donors. Where such income shortfalls occur, project expenditure is reduced accordingly.

My sincerest gratitude goes to all the incoming, outgoing and ongoing directors of the Citrus Academy for your wise council and guidance over the last year. Without you, the Academy would be a rudderless ship. To the project donors of the Academy, and especially to the Citrus Industry Trust and the AgriSETA, you are the wind in our sails. To Justin Chadwick and all the directors and staff of the Citrus Growers Association: we owe you the ship.

To the Citrus Academy crew, Desiree Schonken and Rochelle Adkins, thank you for your ceaseless, priceless efforts and for all the energy that you bring to your tasks every single day.

And last, but most importantly, thank you to every citrus grower in Southern Africa, and especially those that are always there to help us. You are the water under our bows.



Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek.

~Barack Obama



Om verandering moontlik te maak is nog altyd die fokus van die Akademie en gedurende die afgelope jaar is goeie vordering gemaak in hierdie streeke. Ons leer voortdurend nie net hoe om veranderinge te maak nie, maar ook, en miskien meer belangrik, wat presies dit is wat verander behoort te word.

Die direkteure van die Sitrus Akademie speel 'n baie belangrike rol in dat hulle die doelwitte van die Akademie stel deur die uitdaging te identifiseer wat aangepreek moet word deur ons aktiwiteite. Hierdie uitdagings, of te wel areas waar verandering nodig is, is teen hierdie tyd goed gedefinieer en word aangepreek deur 'n aantal programme.

Die Sitrus Akademie ontvang fooie vir dienste gelewer vanaf die Sitrus Produsente Vereniging van Suider-Afrika (CGA). Dit vorm deel van die CGA se toewyding aan transformasie in die sitrus industrie in die streek, en vir hierdie rede is die daarstelling van 'n gunstige omgewing vir die oordrag van eienaarskap die eerste en mees belangrike uitdaging wat gestel is vir die Akademie. Dit het gelei daartoe dat al die aktiwiteite van die Sitrus Akademie gemik is daarop om verandering in land en produksie eienaarskap te bevorder.

Tweedens bly die algemene lae vaardigheidsvlakke in landbou 'n area wat uitroep vir verandering. Sedert 2005, het die Sitrus Akademie Beursfonds vele universiteits- en kollegestudente ondersteun om hulle vaardighede en kennis te ontwikkel deur beursgelde en ondervindingsleer geleenthede aan hulle beskikbaar te maak. Die Sitrus Akademie het ook belê in die ontwikkeling van opleidingsmateriaal en -programme wat aspekte van sitrus produksie aanspreek, en wat nou 'n waardevolle hulpbron vir alle sitrus produsente is. Kapasiteitsbou werksinkels bied verdere geleenthede vir dié wat dit nodig gevind het om hulle vaardighede en kennis te verbeter in spesifieke areas.

Derdens is die voorsiening van skaars en kritiese vaardighede aan die sitrus industrie 'n area wat deurlopend gekontroleer moet word. Om die langtermyn lewensvatbaarheid en volhoubaarheid van die sitrus industrie te verseker, is 'n betroubare bron van individue met spesifieke vaardigheidstelle nodig, wat strek van entomologie en plantpatologie tot paklyn bestuur en geïntegreerde plaagbeheer. Die Sitrus Akademie konsulteer met ander industrie organisasies en produsente om vas te stel watter vaardigheidstelle skaars en krities is. Deur die aktiwiteite van die Beursfonds en die ontwikkeling van doelgerigte opleidingsprogramme word die middele voorsien om 'n bron van sulke individue te verseker.

In die vierde plek, is die uitdaging om die middele daar te stel om indiensnemingsgelykheid in die sitrus industrie te verbeter, voor die deur van die Akademie gelê. Hierdie uitdaging word aangespreek deur 'n ontluikende werksmag te ontwikkel van talentvolle, geleerde vooraf benadeelde individue, hoofsaaklik deur beurse beskikbaar te maak aan gekose studente en hulle dan te voorsien van 'n verskeidenheid ondervindingsleer geleenthede terwyl hulle studeer. Verder word opleidingsprogramme ontwikkel om die ontwikkeling van werknemers by sitrus ondernemings moontlik te maak, wat mag lei tot hulle bevordering tot bestuursvlak.

Laastens is die Akademie die taak opgelê om die kwaliteit van dienslewering aan te spreek. Vaardigheidsontwikkeling is 'n belegging in die menslike hulpbronne van enige onderneming, en dit is nie goedkoop nie. Om maksimum opbrengs op hierdie belegging te verseker, is dit belangrik dat die middele beskikbaar gestel word aan diensverskaffers om kwaliteit opleiding te lewer. Die Sitrus Akademie opleidingsmateriaal en -programme word beskikbaar gestel aan diensverskaffers om fasilitering te verbeter. Verder word kapasiteitsbou werksinkels gereël om leer geleenthede te skep vir dié wat betrokke is by vaardigheidsoordrag om hulle vlakke van kennis en begrip te verbeter.

Die finansiële resultate van die Akademie vir die afgelope jaar is uiteengesit op die laaste bladsy van hierdie verslag, met 'n gedetailleerde ontleding van die inkomste en uitgawes by elke projekverslag. Die Akademie het 'n netto surplus van R59,229 behaal in die jaar onder oorsig, vergeleke met 'n netto tekort van R40,729 in die vorige jaar. Dit bring die opgelope surplus van die Akademie tot op datum tot R18,500.

Die fooie wat ontvang word vanaf die Sitrus Produsente Vereniging word hoofsaaklik aangewend vir die oorhoofse uitgawes en salarisse van die Akademie, en vir 'n paar voortgaande projekte. Fondse word verkry vanaf ander bronne vir die ander aktiwiteite van die Akademie. Skenkings word in sekere gevalle begroot volgens voorleggings of aansoeke wat ingedien is, en wat soms nie so goedgekeur word deur die skenker nie. As sulke tekorte voorkom, word die projek uitgawes dienooreenkomstig gesny.

My diepste dank aan al die inkomende, uitgaande en voortgaande direkteure van die Sitrus Akademie vir julle wyse raad en leiding oor die laaste jaar. Sonder julle, sal die Akademie roerloos skip wees. Aan die befondsers van die Akademie, en veral die Sitrus Industrie Trust en die AgriSETA, julle is die wind in ons seile. Aan Justin Chadwick en al die direkteure en personeel van die Sitrus Produsente Vereniging: ons skuld julle die skip.

Aan die Sitrus Akademie bemanning, Desiree Schonken en Rochelle Adkins, dankie vir julle onophoudelike, onskatbare werk en vir die energie wat julle elke liewe dag na ons taak bring.

En laaste, maar nie die minste nie, baie dankie aan elke sitrus boer in Suidelike Afrika, en veral aan die wat altyd reg is om ons uit te help. Julle is die water onder ons kiel.



Citrus Academy Board of Directors

- The Citrus Academy is governed by a board of directors consisting of seven members
- The Chief Executive Officer of the CGA, Justin Chadwick, attends Citrus Academy board meetings as an observer
- A representative of the CGA Audit Committee is invited to attend board meetings as an observer

Groups and Organisations Represented on Citrus Academy Board

Group	Number of Representatives	Details
Citrus Growers' Association	4	CGA chairperson, two emergent farmer representatives, one additional nominee
Donors	1	Representative of largest donor (the Citrus Industry Trust), nominated by donor
Service Providers	1	Nominated and approved by Citrus Academy board
Skills Development Specialist	1	Nominated and approved by Citrus Academy board

Board Members and Their Representation at 31st of March 2009

Representation	Name	Date of Appointment	Date of Resignation
CGA	Hoppie Nel (Vice Chairperson)	2007/04/01	2009/03/31
CGA – Emergent Farmer Representative	Israel Nemaorani	2007/04/01	
CGA – Emergent Farmer Representative	Phindi Kema	2007/10/01	2008/08/31
CGA	Flip Smit	2008/03/18	2009/03/31
Donors (Citrus Industry Trust)	Mark Fry (Chairperson)	2007/04/01	
Service Providers	Joy van Biljon	2009/01/26	
Skills Development Specialist	Santa de Jager	2009/01/26	

Board Meetings Held during the Year under Review

Date	Meeting	Apologies
2008/10/27	Board Meeting (Telcon)	Israel Nemaorani, Justin Chadwick
2009/01/26	Board Meeting (Telcon)	Phindi Kema

Citrus Academy Representation

- The General Manager of the Citrus Academy represents the fruit sector on the AgriSETA Primary Sub-Sector Committee

Management and Staff

- The strategic objectives of the Citrus Academy are set by the board of directors
- Project plans are developed by management to achieve these objectives
- Regular progress reports are circulated to the members of the board to enable them to monitor progress

Personnel Employed on 31st March 2009

Name	Position	Date of Appointment
Jacomien de Klerk	General Manager	2005/01/01
Desiree Schonken	Bursary Fund Manager	2006/05/01
Rochelle Adkins	Office Assistant	2008/04/01

Financial Governance

- Funding received from the CGA, as approved by the CGA board of directors, is used for overheads, salaries, and funding of ongoing projects
- Additional funding is secured and appropriated for specific projects
- Financial administration services are provided by the CGA
- Expenditure is approved by the general manager of the Citrus Academy
- Monthly management accounts are produced and circulated to the members of the board
- Annual financial statements are drafted and presented to the auditors during the annual audit



Financial Service Providers and Office Bearers

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

Background

- Established in its current form at the beginning of 2006
- Provides bursaries to students in citrus-related study fields
- Applications are submitted through Citrus Academy website
- Applications are rated on relevance of field of study (scarcity and criticality), PDI status, academic performance, financial need, family links with citrus industry, gender, and disability
- Selection procedure is structured to ensure a fair distribution between citrus producing regions, academic institutions and courses of study
- Bursaries are awarded for an academic year
- A bursary can cover tuition, accommodation, research cost (postgraduate) and other study costs
- Funding is paid in two tranches, in February and August
- Students are provided with opportunities to gain experience and exposure during their studies
- Students are obligated to work time back in the citrus industry on completion of their studies
- Every student signs the Bursary Fund Agreement, which clarifies the obligations of the student
- Failure to adhere to the Bursary Fund Agreement may result in repayment of the bursary money

Objectives

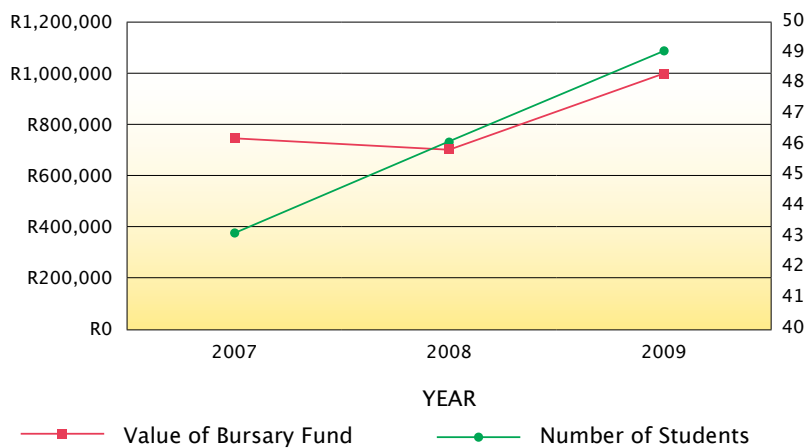
- ✓ Land transition
 - ✓ Low skills levels
 - ✓ Scarce and critical skills
 - ✓ Employment equity
- Quality delivery

Bursary Fund General

2008/2009 Report

- In 2008, forty-six students studying at twelve academic institutions were supported
- Fifteen students graduated at the end of 2008
- None of the students failed outright and only one student discontinued his studies of his own accord
- Fourteen students achieved distinctions in their final examinations and four students obtained first class passes
- The top academic performers in 2008 were:
 - » Certificate level: Takgoa Phalakatshela, Higher Certificate in Plant Production, Lowveld College of Agriculture
 - » Diploma level: Kate Hlongo, National Diploma in Plant Production, Lowveld College of Agriculture
 - » Undergraduate level: Sabelo Khumalo, BSc Agribusiness Management, University of Zululand
- Seven graduates were absorbed into the industry in permanent positions on completion of their studies
- In 2009, forty-nine students were awarded bursaries, studying at fourteen academic institutions
- Scarce and critical skills covered in the selection include entomology, plant pathology, biochemistry, hydro-science, soil science, agricultural management and plant production





2008/2009 Allocations

Description	2007	2008	2009
Value of Bursary Fund	R736,950	R699,438	R993,584
Number of Students	43	46	49

Reconciliation of Student Numbers

2008 Initial Intake	47
2008 Exits during Year	(1)
2008 Final Student Number	46
2008 Graduates	(15)
2008 Grade 12s	(3)
Students Transferred to 2008	28
2009 New Students	21
2009 Student Number	49

Placements

Graduate	Qualification	Company
Kate Hlongo	N Dip Plant Production	Du Roi Nursery, Letsitele
Lindo Mkhwanazi	B Sc Agriculture	Crookes Brothers Ltd, Nkwalini
Nozipho Mnisi	N Dip Plant Production	PPECB, Komatipoort
Tsakani Mogale	N Dip Plant Production	Croc Valley, Nelspruit
Maxwell Qomonde	N Dip Plant Production	Alicedale Farm, Tshipise
Johannes Vuma	N Dip Plant Production	Golden Frontiers Citrus, Malelane
Daniel Maki	B Agricultural Economics	Katco, Fort Beaufort

Income and Expenditure

Item	Amount
Bursary Fund Income – Citrus Industry Trust	751,842
Bursary Fund Income – AgriSETA	105,000
Bursary Fund Payments – August 2008	(324,980)
Bursary Fund Payments – February 2009	(531,862)
Net Income / (Expenditure)	0

Supported by:



2008 Student Numbers

Institutions	Secondary Education	Tertiary Education			Total
		Diploma / Certificate	Under-graduate	Post-graduate	
AgriLearn	1	3			4
Fort Cox College of Agriculture		1			1
Lowveld College of Agriculture		15			15
Nelson Mandela Metropolitan University		1			1
Rhodes University				2	2
UNISA			1		1
University of Cape Town				2	2
University of Fort Hare			4		4
University of KwaZulu-Natal			1	2	3
University of Stellenbosch				3	3
University of Zululand			4		4
Winterberg High School	6				6
Total	7	21	9	9	46

Demographic Groups

Black Male	5	12	8	3	28
Black Female		7	1	3	11
White Male	2	1		1	4
White Female		1		2	3
Total	7	21	9	9	46

Bursary Fund Statistics

2009 Student Numbers

Institutions	Secondary Education	Tertiary Education			Total
		Diploma / Certificate	Under-graduate	Post-graduate	
AgriLearn	2	7			9
Cape Peninsula University of Technology		1			1
Fort Cox College of Agriculture		1			1
Lowveld College of Agriculture		11			11
Nelson Mandela Metropolitan University		1	3		4
Rhodes University				2	2
UNISA		1			1
University of Fort Hare			5	1	6
University of KwaZulu-Natal				3	3
University of Pretoria			1		1
University of Stellenbosch			1	3	4
University of Zululand			2	1	3
Varsity College		1			1
Winterberg Agricultural High School	2				2
Total	4	23	12	10	49

Demographic Groups

Black Male	4	13	6	4	27
Black Female		9	3	2	14
White Male			2	2	4
White Female		1	1	2	4
Total	4	23	12	10	49

August 2008 Bursary Fund Payments

Institutions	Secondary Education	Tertiary Education			Total
		Diploma / Certificate	Under-graduate	Post-graduate	
AgriLearn	1,980	9,443			11,423
Fort Cox College of Agriculture		4,780			4,780
Lowveld College of Agriculture		60,327			60,327
Nelson Mandela Metropolitan University		3,558			3,558
Rhodes University				22,000	22,000
UNISA		2,662			2,662
University of Cape Town				22,000	22,000
University of Fort Hare			44,000		44,000
University of KwaZulu-Natal			20,000	31,500	51,500
University of Stellenbosch				38,500	38,500
University of Zululand			42,450		42,450
Winterberg High School	21,780				21,780
Total	23,760	80,770	106,450	114,000	324,980

Demographic Groups

Black Male	16,500	49,738	95,450	42,500	204,188
Black Female		27,100	11,000	38,500	76,600
White Male	7,260	1,270		11,000	19,530
White Female		2,662		22,000	24,662
Total	23,760	80,770	106,450	114,000	324,980

February 2009 Bursary Fund Payments

Institutions	Secondary Education	Tertiary Education			Total
		Diploma / Certificate	Under-graduate	Post-graduate	
AgriLearn	11,883	46,800			58,683
Cape Peninsula University of Technology		11,000			11,000
Fort Cox College of Agriculture		12,188			12,188
Lowveld College of Agriculture		68,495			68,495
Nelson Mandela Metropolitan University		11,000	33,000		44,000
Rhodes University				38,350	38,350
UNISA		4,088			4,088
University of Fort Hare			72,500	15,000	87,500
University of KwaZulu-Natal				60,000	60,000
University of Orange Free State			15,000		15,000
University of Stellenbosch			13,500	60,000	73,500
University of Zululand			24,803	15,269	40,072
Varsity College		11,000			11,000
Winterberg Agricultural High School	7,986				7,986
Total	19,869	164,571	158,803	188,619	531,862

Demographic Groups

Black Male	19,869	78,002	80,303	80,269	258,443
Black Female		82,481	38,500	35,000	155,981
White Male			28,500	35,000	63,500
White Female		4,088	11,500	38,350	53,938
Total	19,869	164,571	158,803	188,619	531,862

Background

- Initiated in 2007, in response to identified lack of industry experience amongst students
- Main aim is to provide Bursary Fund students with opportunities to attend events where they are exposed to the citrus industry and the wider agricultural sector
- Students are given opportunities to learn from expert presentations related to their field of study
- Students are able to improve their knowledge and understanding of the industry and sector
- Students, especially postgraduate students, are able to better understand the context of their studies and research
- Students are able to network with industry role players and others in their field

Objectives

- ✓ **Land transition**
Low skills levels
- ✓ **Scarce and critical skills**
- ✓ **Employment equity**
Quality delivery



Bursary Fund Industry Exposure Programme

2008/2009 Report

- Program was sponsored by Industrial Development Corporation
- Twenty-one students attended a variety of events, including two international conferences in the USA and China
- Sponsorship covered students' registration fees, travel and accommodation
- Students created awareness of the Academy and sponsors by wearing branded clothing
- Students were chaperoned and no disciplinary or other problems were experienced
- Feedback has been extremely positive, not only from students, but also from industry stakeholders at the events
- Sponsorship was also appropriated to award two 2009 academic achievement prizes

2008/2009 Events

Event	Attended By
International Congress of Entomology 6–12 July 2008 Durban, South Africa	Tarryn Goble, Lyndall Pereira da Conceicoa
5th CRI Citrus Research Symposium 3–6 August 2008 Drakensberg, South Africa	Gregory Maggs, Nhlanhla Mathaba, Sbongiseni Mazibuko, Asanda Mditshwa, Lindokuhle Mkhwanazi, Sinazo Mkupa, Giverson Mupambi, Chipo Mupure, Lyndall Pereira da Conceicoa, Zanele Phiri, Xolani Sibozza, Lunga Siletile, Eunice Zwane
allFresh! 2008 17–18 September 2008 Somerset West, South Africa	Hombisa Manakaza, Nhlanhla Mathaba, Lindo Mkhwanazi, Sabelo Khumalo, Sifiso Mthabela, Chipo Mupure, Eunice Zwane, Arno Erasmus
Irrigation and Water Quality Workshop 13–17 October 2008 Groblersdal, South Africa	Sbongiseni Mazibuko
International Citrus Congress 26–30 October 2008 Wuhan, China	Nhlanhla Mathaba
Produce Marketer's Association Fresh Summit 23–28 October 2008 Orlando, Florida, USA	Siphamandla Ndawonde, Nikiwe Shange
Stellenbosch University Combined Congress 19–22 January 2009 Stellenbosch, South Africa	Arno Erasmus, Nhlanhla Mathaba, Asanda Mditshwa, Sinazo Mkupa, Giverson Mupambi, Zanele Phiri, Xolani Sibozza, Lunga Siletile, Hildegard Witbooi

Income and Expenditure

Item	Amount
Industrial Development Corporation	175,000
International Congress of Entomology	(10,200)
5th CRI Citrus Research Symposium	(41,046)
allFresh! 2008	(21,764)
Irrigation and Water Quality Workshop	(8,056)
International Citrus Congress	(23,232)
Produce Marketer's Association Fresh Summit	(40,592)
Stellenbosch University Combined Congress	(13,143)
Other	(10,644)
Net Income / (Expenditure)	6,323

Supported by:



Background

- Implemented in 2006 as part of Citrus Academy Bursary Fund
- All undergraduate and diploma Bursary Fund students are obligated to do holiday work
- Aim is to provide students with opportunities to supplement and apply learnt theory
- Students are placed at businesses related to their field of study
- Provides students with opportunities to see how citrus enterprises operate in reality
- Citrus growers engage in transformation by nurturing a qualified, competent emerging workforce, while having the opportunity to scout candidates for employment
- The Citrus Academy pays transport costs and gives students a daily allowance
- Employers provide work experience, accommodation and local transport
- Students are supervised and coached by mentors such as technical, packhouse and production managers

2008/2009 Report

- In 2008, thirteen students took part in the holiday work program
- Students worked for four weeks during the June/July vacation
- Nine companies participated in the vacation work program
- Companies included farms, packhouses and laboratories
- Duties performed by the students ranged from planting, picking and packing to quality control and general maintenance
- Students gained experience in pest control and irrigation, and performed administrative tasks such as data collection, recordkeeping and wage calculations

Bursary Fund Holiday Work Programme

2008 Holiday Work Placements

Company	Student
Blyde Citrus, Hoedspruit	Takgoa Phalakatshela
CalSA, Somerset West	Lunga Siletile, Sbo Mazibuko
Chennels Estate, Eshowe	Sabelo Khumalo, Sifiso Mthabela
Du Roi Nursery, Letsitele	Asanda Mditshwa
Katco, Fort Beaufort	Daniel Maki, Sinazo Mkupa
Larten Lemons, Nelspruit	Moloko Semenya
Riverside Packhouse, Fort Beaufort	Gugu Jali
Schoeman Boerdery, Groblersdal	Jan Nkwashu
Woodburn Estate, Ixopo	Vusi Lubisi, William Ntimane

Objectives

- ✓ Land transition
- ✓ Low skills levels
Scarce and critical skills
- ✓ Employment equity
Quality delivery

Income and Expenditure

Item	Amount
Transport Costs	20,064
Daily Allowances	19,354
Total Expenditure	39,418

Background

- Internship programme run by the National Department of Agriculture (NDA): Directorate Education and Training
- Aim of the programme is to nurture young agricultural leaders and entrepreneurs and to assist them in gaining practical skills and business know-how
- Unemployed graduates complete a twelve month internship at selected agri-businesses
- The NDA pays the interns a monthly stipend
- Interns intermittently attend lectures on project management, financial management, human resource management and marketing at the University of Stellenbosch Business School
- Students submit assignments on the above topics, culminating in a comprehensive business plan at the end of the year
- The Citrus Academy assists with the placement of interns and arrangements during the year
- The progress of students is monitored and assistance is provided where required

Objectives

- ✓ **Land transition**
- ✓ **Low skills levels**
Scarce and critical skills
- ✓ **Employment equity**
Quality delivery

Agricultural Industry Development Programme (AIDP)

Citrus Academy AIDP Students

Company	Intern
2008	
Du Roi Nursery, Letsitele	Lavhengwa Nemoani
Sundays River Citrus Company, Addo	Malibongwe Mfaca
2009	
Croc Valley, Nelspruit	Tsakani Mogale
Du Roi Nursery, Letsitele	Kate Hlongo, Zanele Ngobeni
Crookes Brothers, Nkweleni	Lindo Mkhwanazi

2008/2009 Report

- In 2008, two recent Citrus Academy graduates were selected for AIDP internships
- Both students performed very well and completed the program
- One student was subsequently absorbed into the industry and is currently employed at Easy Farm in Venda
- The other student opted for postgraduate study and is currently at the University of Fort Hare
- In 2009, four students were submitted and approved
- All the students were placed at companies in the citrus industry

Supported by:



Background

- An internship is a requirement for all diploma courses
- Internships can last six or twelve months depending on the requirements of the academic institution
- During an internship students must perform practical tasks as well as submitting written assignments to the academic institution
- The Citrus Academy assists Bursary Fund students in finding placements at companies related to the citrus industry for their internships
- Progress and performance of interns are monitored during this time
- Funding in the amount of R2,500 per month per intern is provided by the AgriSETA and channelled through the employer to the intern as remuneration
- Employers provide the students with accommodation, transport and practical training in line with requirements of the academic institution
- When the student completes the internship and graduates, he/she has the option of further study or permanent employment
- The company providing practical training has the option of employing the intern once qualified

Objectives

- ✓ **Land transition**
- ✓ **Low skills levels**
Scarce and critical skills
- ✓ **Employment equity**
Quality delivery

Bursary Fund Internship Programme

2008/2009 Report

- Ten students did internships in 2008 at seven citrus enterprises
- Nine students completed their internships successfully and graduated in December 2008
- Three students were permanently employed by the companies where they did their internships
- The rest either opted for further study or finding employment at different companies in the industry
- In 2009, six students are doing internships at six citrus enterprises
- Of these companies, two have not participated in the internship program before

Citrus Academy Interns

Company	Intern
2008	
Alicedale Farm, Tshipise	Maxwell Qomonde
Du Roi Nursery, Letsitele	Kate Hlongo
Golden Frontiers Citrus, Malelane	Treasure Magopane, Tsakani Mogale, Mpendulo Mzinyane, Johannes Vuma
Larten Lemons, Nelspruit	Mandisa Shabangu
Neos Estate, Komatipoort	Nozipho Mnisi
Sundays River Citrus Company, Addo	Hombisa Manakaza
2009	
Bavaria Fruit Estate, Hoedspruit	Jan Nkwashu
Golden Frontiers Citrus, Malelane	William Ntimane
Larten Lemons, Nelspruit	Clement Mavele
Neos Estate, Komatipoort	Moloko Semenya
Soleil Citrus, Hoedspruit	Takgoa Phalakatshela
Sundays River Citrus Company, Addo	Gugu Jali



Income and Expenditure

Item	Amount
Internship Funding – AgriSETA	267,500
Internship Allowances	(264,020)
Net Income / (Expenditure)	3,480

Supported by:



Background

- Programme aimed at Bursary Fund graduates who require work experience to become more employable
- The AgriSETA provides funding of R2,500 per month per graduate for one year to subsidise a salary
- Graduates are placed with citrus enterprises where they are given relevant practical experience and exposure to the industry
- Funds are channelled through the Citrus Academy to the employer who, in turn, remunerates the student
- On completion of twelve months experiential learning, companies have the option to employ the graduate



Objectives

- ✓ Land transition
 - ✓ Low skills levels
 - ✓ Scarce and critical skills
 - ✓ Employment equity
- Quality delivery

Bursary Fund Workplace Experience Programme

2008/2009 Report

- Five workplace experience grants were awarded in 2008, of which three were deferred to 2009
- One workplace experience grant resulted in permanent employment
- In 2009, two workplace experience grants were awarded, but suitable workplaces are still being identified
- Of the three grants carried over from 2008, two have been allocated
- The companies that have participated in the workplace experience programme are Kat River Citrus Co-op, SAFE Packhouse, Rhodes University, and Sundays River Citrus Company

Income and Expenditure

Item	Amount
Workplace Experience Grant Funding – AgriSETA	57,500
Workplace Experience Allowances	(55,000)
Net Income / (Expenditure)	2,500



Background

- Project initiated in 2005
- Aim is to develop unit standard aligned, crop-specific learning material for citrus production and packing
- Fifty-nine core unit standards that form part of the Plant Production qualifications from NQF2 to NQF5 were identified
- Subject matter experts from within the citrus industry were contracted to write and review the learning material
- The material is benchmarked against the Citrus Production Guidelines published by Citrus Research International
- Each set of learning material consists of a learner guide, a facilitator guide and assessment guides for learners and assessors
- The material is written in English and there are at present no plans to translate the body of material into any other languages
- Visual presentation tools are developed to enable facilitation in other languages
- Learning material can be downloaded at no charge from the Citrus Academy website
- Learner guides for production unit standards are also available in high-quality printed format
- Other commodity organisations can be licensed to adapt citrus learning material for their purposes

Objectives

- ✓ **Land transition**
- ✓ **Low skills levels**
Scarce and critical skills
Employment equity
- ✓ **Quality delivery**

Learning Material Development

2008/2009 Report

- A further four sets of learning material was completed
- Funding was received from the AgriSETA to subsidise further development
- In August 2008, the South African Subtropical Growers' Association (SUBTROP) were licensed to adapt the Citrus Academy learning material for avocado, mango, litchi and macadamia production
- In March 2009, an agreement was signed with the South African Table Grape Industry (SATI) to adapt the learning material for table grape production
- A decision was taken that packing learning material will be developed as part of the development of the Citrus Postharvest Series

Learning Material Development Status

Skills Area	Unit Standards			
	NQF 2	NQF 3	NQF 4	NQF 5
Enterprise Selection, Planning and Establishment	116081 & 116127	116214 & 116274	116293 & 116309	116337 & 116324
Plant Functions and Structures	116057	116272	116295	116431
Plant Nutrition and Soil Management	116053	116267	116311	116371
Harvesting	116111	116268	116297	116373
Water Quality	116077	116212	116322	
Plant Manipulation	116128	116264	116305	116409
Irrigation	116066	116266	116317	116414
Crop Establishment	116079			
Plant Propagation	116119	116220	116316	116427
Pests, Diseases and Weeds	116124	116265	116301	116429
Crop Protection Application	116125			
Food Safety	116070	116271	116278	116419
Conservation	116121	116263	116303	116425
Marketing	116126	116259	116684	10050
Production Management	116115	116218	116288	116426
Industry Overview			116286	

Completed and available for download

In progress

Pending

Learner Guide

Production Management



NQF Level 2

Citrus Academy
Learning Material Development Project

Income and Expenditure

Item	Amount
Grant Income – AgriSETA	53,150
Sale of Production Learning Material	30,250
Learning Material Usage Rights	19,500
Learning Material Development	(92,567)
Visual Material Development	(5,789)
Net Income / (Expenditure)	4,544

Supported by:





Background

- Learning programmes are developed to meet specific learning needs
- Programmes are aimed at specific target groups
- In most cases, programmes are based on Citrus Academy learning material
- Programme development involves adding information and adapting the material for the specific purpose
- Programmes are unit standard aligned and adapted for outcomes based education
- Programmes includes all required learning and assessment tools
- Programme material can either be downloaded from the website or obtained in hardcopy from the Academy

Objectives

- ✓ Land transition
- ✓ Low skills levels
- ✓ Scarce and critical skills
- ✓ Employment equity
- ✓ Quality delivery

Learning Programme Development

2008/2009 Report

- Focus was on the completion of the Nursery Workers' Programme
- Funding received from SACNA was used for the development cost
- Citrus Academy production learning material was used as the main source
- Material was adapted with the help of Peter Kingston (SACNA) and Thys du Toit (CRI)
- The translation of the programme to Afrikaans was initiated
- In March 2009, the programme was piloted at the Citrus Foundation Block
- The programme will be rolled out to all citrus nurseries towards the end of 2009

Available Learning Programmes

Programme	Format	Content Summary	Target Group	Implementation Strategy
Institutional Orientation Programme	Website download	<ul style="list-style-type: none"> • The Business Environment in South African • The South African Citrus Industry • The South African Citrus Grower • Agricultural Business Entities • Legislation and Statutory Requirements • Human Capital in an Agribusiness 	Emergent farmers, new land owners	<p>Classroom learning</p> <p>Used in conjunction with business management and new venture development programmes for new farmers and land owners</p>
Citrus Nursery Workers Programme	Hard and softcopy, made available to SACNA members	<ul style="list-style-type: none"> • Introduction to Citrus Propagation • Rootstock Propagation • Budding • Introduction to Nursery Practices • Nursery Practices: Plant Nutrition • Nursery Practices: Pest and Disease Control • Nursery Practices: Weed Control • Nursery Practices: Irrigation and Water Quality 	Citrus nursery workers and lower management	<p>Workplace learning</p> <p>Implemented over a period of one year</p>

Income and Expenditure

Item	Amount
SACNA Grant Funding	30,000
Citrus Nursery Workers' Programme Development	(38,902)
Net Income / (Expenditure)	(8,902)

Supported by:





Background

- In 2008, the need was identified for improving the quality of skills delivery by capacitating those involved in skills transfer
- Specific target groups are accredited service providers, extension officers, mentors, lecturers, and production managers
- The aim is to build own knowledge and skills and develop the facilitation skills
- The concept is to arrange capacity building workshops facilitated by subject matter experts from the citrus industry
- Each workshop focuses on one skills area, and covers the Citrus Academy learning material for that skills area from NQF2 to NQF5
- The first capacity building workshop was held in February 2008 on Production Management in Stellenbosch and presented by Louis von Broembsen

Objectives

- ✓ **Land transition**
- ✓ **Low skills levels**
 - Scarce and critical skills
 - Employment equity
- ✓ **Quality delivery**

Capacity Building Workshops

2008/2009 Report

- In August 2008 a workshop on Plant Nutrition and Soil Management was held in Pretoria, presented by Dr. Hannes Coetzee
- In October 2008, Dr. Hannes Coetzee and Faan Kruger presented a workshop on Water Quality and Irrigation in Groblersdal
- Workshop attendance were satisfactory, but it was felt that the workshops did not reach the intended target groups
- This resulted in the project not achieving its primary objective of improving skills transfer and the quality of skills delivery
- A decision was taken that further workshops will be arranged only on request for specific target groups, such as extension officers

2008 Capacity Building Workshops

Dates	Skills Area	Presenter	Location
11–15/02/2008	Production Management	Louis von Broembsen	Stellenbosch
11–15/08/2008	Plant Nutrition and Soil Management	Hannes Coetzee	Pretoria
13–17/10/2008	Water Quality and Irrigation	Faan Kruger and Hannes Coetzee	Groblersdal

Breakdown of the Workshop Attendance

Attendees	Total	Dates		
		11–15/02/2008	11–15/08/2008	13–17/10/2008
Facilitators	8	5	2	1
Extension officers	6	4	2	
Mentors	1	1		
Management agents	3	3		
Lecturers	0			
Production personnel	15		10	5
Emergent farmers	13	4	4	5
Total	46	17	18	11

Income and Expenditure

Item	Amount
Workshop Fees Received	98,500
Subject Matter Experts	(30,000)
Conference Fees	(47,728)
Travelling and Accommodation	(6,629)
Course Material	(11,004)
Net Income / (Expenditure)	3,139

Supported by:



Background

- In 2008 the need was identified for developing learning tools that address the citrus cold chain
- Visual learning tools, in the form of DVDs, is seen as the most efficient means of transferring knowledge and skills
- The objectives of the postharvest visual material development project are to:
 - » Address low knowledge and skills levels in the packhouse environment and the cold chain
 - » Allow access to this information for those that lack basic literacy skills
 - » Support existing learning material on packhouse processes and the cold chain
 - » Develop an understanding of the complete cold chain
 - » Explain best practices for packhouses and materials specifications

Objectives

- ✓ Land transition
- ✓ Low skills levels
- ✓ Scarce and critical skills
 - Employment equity
- ✓ Quality delivery

Citrus Postharvest Series

2008/2009 Report

- In August 2008 the Postharvest Innovation Program approved funding for the development of visual material for the citrus cold chain
- The AgriSETA subsequently approved additional funding for the project
- A new approach to the project, made possible by bringing on board AgriTV, enabled the extension of the project to cover all citrus postharvest production and packing practices
- AgriTV approached the Citrus Academy in January 2009 with a proposal to produce a series of segments on citrus postharvest practices, to be broadcast on Agriculture Today
- Segments could then be converted into visual learning material and made available on DVD
- It was agreed that this project would be a joint initiative between AgriTV, the CRI and the Citrus Academy
- In February 2009 a workshop was held in Cape Town where the framework and content of the series were agreed upon by industry representatives and subject-matter experts
- Recordings for the series are to begin in April 2009, with the first broadcasts planned for May 2009
- It is expected that the series will be available on DVD at the end of 2009

Income and Expenditure

Item	Amount
Grant Income – PHI Program	75,000
Visual Material Development	(5,789)
Net Income / (Expenditure)	69,211

Planned Modules for Citrus Postharvest Series

Segment	Modules
Background	<ol style="list-style-type: none"> 1. Introduction to SA Citrus Industry 2. Value Chain 3. Citrus Varieties 4. Fruit Markets
Pre-season Planning	<ol style="list-style-type: none"> 1. Yield and Fruit Size Estimates 2. Packhouse Planning
Pre-Harvest Production Practices	<ol style="list-style-type: none"> 1. Orchard Sanitation 2. Pre-Harvest Pest Control 3. Rind Disorders
Harvesting	<ol style="list-style-type: none"> 1. Maturity Indexing 2. Picking Equipment 3. Picking 4. Transport Orchard to Packhouse
Introduction to Postharvest Practices	<ol style="list-style-type: none"> 1. Packhouse Process Overview
Pre-Packline Treatments	<ol style="list-style-type: none"> 1. Drenching 2. Degreening 3. Pre-Sorting
Packhouse Treatments	<ol style="list-style-type: none"> 1. Fruit Washing Systems 2. Hot Water Fungicide Bath 3. Titration 4. Drying Tunnel 5. Wax Application 6. Resistance Management
Packing	<ol style="list-style-type: none"> 1. Sizing 2. Grading 3. Packing Cartons 4. Packing Material 5. Packing Material Minimum Specifications 6. Packing Market Specifications 7. Packing Methods
Palletisation	<ol style="list-style-type: none"> 1. Palletisation Equipment and Material 2. High-cube vs Standard 3. Palletisation Methods 4. Marking
Inspection	<ol style="list-style-type: none"> 1. Inspections – PPECB
Cooling	<ol style="list-style-type: none"> 1. Cooling
Loading	<ol style="list-style-type: none"> 1. Container Loading 2. Truck Loading 3. Rail Loading
Packhouse to Ship	<ol style="list-style-type: none"> 1. Transport 2. Pre-Cooling 3. Shipping 4. Cold Chain Review
Packhouse Management	<ol style="list-style-type: none"> 1. Safety and Quality Management 2. Commercial Accreditation Systems 3. Traceability

Supported by:



Abridged Income Statement

	Actual 2007/08	Budget 2008/09	Actual 2008/09	Budget 2009/10
INCOME	1,909,860	3,609,917	2,850,954	4,226,210
Services Rendered – Citrus Growers’ Association	1,100,000	1,177,000	1,177,000	1,400,000
Grant Income – SACNA	30,000	30,000	30,000	30,000
Grant Income – AgriSETA		150,000	53,150	490,027
Grant Income – IDC		175,000	175,000	545,125
Grant Income – PHI Program			75,000	150,000
Sale of Production Learning Material		392,000	30,250	
Learning Material Usage Rights		40,500	19,500	60,000
Capacity Building Workshops	42,500	357,500	98,500	
Bursary Fund Income – Citrus Industry Trust	627,360	815,417	751,842	984,058
Bursary Fund Income – AgriSETA			105,000	297,000
Internship Funding – AgriSETA	100,000	277,500	267,500	210,000
Workplace Experience Grant Funding – AgriSETA	10,000	195,000	57,500	60,000
Profit on Disposal of Fixed Assets			10,713	
EXPENSES	1,950,589	3,489,695	2,791,725	4,164,172
Bursary Fund Holiday Work Expenditure	29,915	40,200	39,418	51,200
Bursary Fund Industry Exposure		175,000	168,677	545,125
Bursary Fund Internship Allowances	100,000	277,500	264,020	210,000
Bursary Fund Payments	627,360	815,417	856,843	1,281,058
Bursary Fund Workplace Experience Allowances	10,000	195,000	55,000	60,000
Capacity Building Workshops	61,279	328,625	95,361	196,500
Depreciation			7,661	
Directors’ Expenses	16,218	30,000	2,119	15,000
Learning Material Development	126,151	375,893	92,567	114,893
Learning Program Development	37,226	61,300	38,902	134,000
Marketing Costs	44,058	30,000	54,118	78,600
Office Expenses (Stationery, Cleaning, Telephone)	48,313	32,400	57,486	81,000
Office Rent	24,750	108,000	109,915	116,850
Services (Accounting, Legal and Consulting)	45,868	18,000	15,931	24,400
Skills Planning – Road Show		48,000		
Staff Costs	615,494	786,360	764,410	872,020
Travel and Accommodation	163,956	168,000	163,507	120,000
Visual Material Development			5,789	263,527
NET SURPLUS / (LOSS)	(40,729)	120,223	59,229	62,038



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