



Affordable Reliable Justice

**COMMUNITY SCHEMES
OMBUD SERVICE
2020-2025 STRATEGIC PLAN
END TERM REPORT**

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1. List of Abbreviations/Acronyms

Abbreviations	Description
AFS	Annual Financial Statement
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
BBBEE	Broad-Based Black Economic Empowerment
CEI	Compliance, Enforcement and Investigation
CSOS	Community Schemes Ombud Service
DHS	Department of Human Settlements
DMV	Department of Military Veterans
EMA	Executive Managing Agent
FY	Financial Year
Ltd	Limited
MOUs	Memorandum of Understandings
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NAMA	National Association of Managing Agents
NDP	National Development Plan
No.	Number

Abbreviations	Description
PDA's	Priority Development Areas
PDIs	Previously Disadvantaged Individuals
PFMA	Public Finance Management Act
PPPFA	Preferential Procurement Policy Framework Act
PPRA	Property Practitioners Regulatory Authority
PSCC	Property Sector Charter Council
Pty	Proprietary
RFPs	Requests for Proposals
RFQs	Requests for Quotations
SCM	Supply Chain Management
SDGs	Sustainable Development Goals
SHRA	Social Housing Regulatory Authority
SHRC	Social Housing Regulatory Council
SP	Strategic Plan
STSM	Sectional Titles Schemes Management
UNISA	University of South Africa
V&V	Verification and Validation
YIPA	Youth In Property Association

2. Executive Authority Statement

The Community Schemes Ombud Service (CSOS) Act empowers the CSOS to help create and facilitate orderly and well-managed community schemes in South Africa. The CSOS Act was promulgated to amongst others, provide an affordable and effective dispute resolution mechanism within community schemes, render consumer education to stakeholders, take custody and control of schemes governance documentation, and ensure good governance of community schemes. The 2020-25 Strategic Planning period was an incredibly important five-years for the Entity to create increased visibility, and brand awareness of the Entity's mandate to empower stakeholders to know how the Entity can make a material difference in their lives and experiences in the community schemes landscape.

The initial few financial years of the 2020-25 Strategic Planning period saw the CSOS transition from the difficult path of establishing itself, to firming up established systems and processes whilst leveraging the collective strengths of the Department of Human Settlements, sister sector public entities, and the community schemes industry at large to effectively regulate the community schemes sector.

The implementation of the CSOS' mandate during the 2020-25 Strategic Planning period saw the protection of community schemes stakeholders' rights as well as the improved governance in community schemes which has led to advances in the harmonious living in these communities. Whilst it is encouraging to see the progress made in the implementation of the CSOS' mandate as a regulator, the Entity must finalise the registration of the complete universe of community schemes in the country; be more efficient in handling and resolving dispute cases; and improve its responsiveness to its stakeholders which it services. The Entity must continue to leverage on the good successes of CSOS' digitalisation efforts, through the CSOS Connect platform, to improve the overall customer experience and delivering the commitments in its Service Charter.

Initial steps have been taken in the 2020-25 Strategic Planning period to advance the transformation of the community schemes sector. The full potential of the community schemes sector must be unlocked towards contributing meaningfully to inclusive growth and job creation. The CSOS must continue to make it easier for previously disadvantaged individuals and businesses, which are capable of providing Executive Managing Agent (EMA) services but do not have the means to or the access to the market, to fully participate and grow.

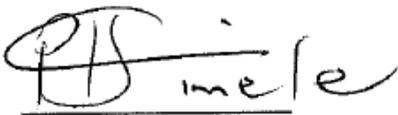
It is encouraging to note that the CSOS has created an enabling environment for the Executive Managing Agents (EMAs) who are Previously Disadvantaged Individuals (PDIs). This was done through the provision of training, incubation and appointment of PDI EMAs to real economic

opportunities in the governance and / or management of community schemes. By the end of the 2020-25 Strategic Planning period, the CSOS had appointed 132 EMAs to the panel, with 86 being female EMAs. The CSOS must continue to leverage its networks and the community schemes sector for new placements in community schemes.

The CSOS' overall performance against its planned 2020-25 Strategic Plan five-year targets shows that of the eight (8) five-year targets; five (5) five-year targets were not achieved and three (3) five-year targets were achieved by the end of the 2024/25 financial year. This results in an achievement of 38% of the planned five-year targets reflected in the 2020-25 Strategic Plan, as amended. This performance level indicates that much work is still left to be done to ensure the effective implementation of the CSOS' mandate.

In the 2025-30 Strategic Planning period, the Entity must give attention to capacitating itself and ensuring improved financial and risk management. Sound governance must also be prioritised for the Entity to reach the required audit outcomes and to position the Entity for service excellence.

I have complete confidence in the CSOS' executive management team and all the dedicated staff members at CSOS to execute its organisational strategy for the next strategic planning period effectively to address the performance challenges experienced during the previous term.



Thembi Simelane, MP

Minister of Human Settlements

Date: 31 July 2025

3. Accounting Officer/Accounting Authority Statement

On behalf of the CSOS, I hereby present the 2020-25 Strategic Plan End Term Report. This report provides Parliament, the Executive Authority, and all other stakeholders with an overview of the progress that the CSOS has made in the realisation of the CSOS' mandate through the achievements against the five-year targets for the related outcomes and outcome indicators over the 2020-25 Strategic Planning period.

The entire CSOS value chain and service delivery model is underpinned by the success of establishing and maintaining a complete database of community schemes in the country. The database is critical not only for the collection of levies but also for the provision of education and training, and assuring good governance of schemes. During the 2020-25 Strategic Planning period, 8 285 community schemes have been registered with the CSOS which resulted in the total universe of registered community schemes increasing by 32% from 25 800. In addition, during the period under review, data cleansing exercises were implemented and has resulted in a complete registered universe of 37 613 community schemes by 31 March 2025.

CSOS implemented a range of activities, such as publishing guidance and engaging with stakeholders to educate and enable schemes to comply with their obligations under the CSOS Act and STSM Act and associated legislation. These activities include, but are not limited to, the publishing of guides for schemes, establishment of social media groups, and in-person engagements with stakeholders. The Entity monitored and made more concerted effort in increasing the percentage number of compliant registered community schemes. 67% of registered community schemes, which were required to submit schemes governance documents and annual returns / annual financial statements within 30 days after registering, were deemed as compliant for the 2020-25 Strategic Planning period.

Section 59(a) of the CSOS Act provides that: "Every community scheme must, with effect from the commencement date of the Act, in each calendar year and at such time as may be prescribed, pay to the service a levy". CSOS levies are the major source of revenue for the CSOS, constituting the largest portion of the total revenue generated from non-exchange receivables. CSOS continued to reach out to some known managing agents to obtain lists of community schemes that they manage, and receive proof of payments and levy calculators. 80% of registered community schemes, that were not exempt from paying the CSOS levy, actually were deemed to be compliant in paying their CSOS levies.

A service provider was appointed to assist with the levy study to review the current levy model. The study recommended a flat levy rate. CSOS is currently in the process of reviewing the current levy model which has been presented to the DHS advisory committee for approval. The implementation

of the newly recommended flat levy rate will commence upon the approval of the amended CSOS Regulation.

CSOS is mandated in terms of section 2 of the Community Schemes Ombud Service Act, No. 09 of 2011, to deal with the functions and operations of CSOS, governance of schemes, and dispute resolution in community schemes. This has been carried out by resolving disputes amongst the parties by providing a dispute resolution service for community schemes in South Africa. The CSOS has implemented business processes and service standards to improve the turnaround time for the process of disputes. In addition, quality assurance for adjudication orders has been introduced to improve the quality of the orders and their enforcement. During the 2020-25 Strategic Planning period, a total number of 26 961 disputes were resolved against 32 981 disputes referred for resolution and that translated to 82% actual achievement.

CSOS implemented its annual Advocacy Plans in a bid to improve the visibility of its brand. As per section 4(2)(b) of the CSOS Act, it is the responsibility of the Entity to develop, identify and publicise education and information programmes for owners, occupiers, scheme executives, body corporates and other persons who have rights and obligations in community schemes. This does not only help to make the sector more inclusive, but it is important for the prevention of unnecessary disputes that arise as a result of misunderstandings and a lack of information. Additionally, the CSOS focuses on educating adjudicators, conciliators, and executive committees.

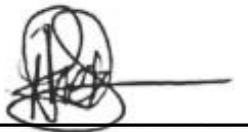
Through various initiatives, the CSOS aims to raise awareness of its services and promote registration among unregistered schemes. The inaugural CSOS Indaba was held in August 2023 in Gauteng, with the second CSOS Indaba being held in September 2024 in Limpopo. This proactive approach has fostered a culture of open communication and idea sharing, as evidenced by numerous public profile enhancements, including interviews and articles in both print and electronic media. In the 2020-25 Strategic Planning period, a stakeholder perception survey was conducted with a 62% rating being achieved.

CSOS has made considerable strides as an organisation to bring the vision of a digital self-service solution and platform for our stakeholders to reality. A digital platform, CSOS Connect, has been implemented allowing ease of engagement with the CSOS in a real-time connection experience. CSOS Connect enables users to register a scheme and upload documents on the CSOS Connect platform, make amendments to the scheme details, deactivate, link the scheme under a specific agency profile, and delink the scheme.

The CSOS placed strong emphasis on the transformation of the community schemes sector and empowering designated groups to participate in a meaningful way. A primary focus for the CSOS over the 2020-25 Strategic Planning period was to enable the opening up of the community schemes sector by ensuring that the population of managing agents is inclusive of Previously Disadvantaged Individuals (PDIs). The total number of PDI Executive Managing Agents (EMAs) appointed during the 2020-25 Strategic Planning period was 21 against 23 requests for EMA appointments.

In addition, the CSOS aimed to lead from the front as the regulator of the community schemes sector through its intent of increasing procurement from businesses owned by the designated groups. CSOS prioritised procurement expenditure on entities with a majority ownership by women, youth, persons with disabilities, and military veterans over the past medium-term period with performance information indicating that 67% of CSOS' cumulative procurement spend was allocated to businesses owned by designated groups.

On behalf of the CSOS, I would like to express our heartfelt appreciation to the Honourable Minister, Deputy Minister, the Department, and the dedicated staff of the CSOS for their unwavering support and commitment throughout the 2020-25 Strategic Planning period.



Ms. K. Phetla

Accounting Authority (Acting)

Date: 25 July 2025

PART A: OUR MANDATE

The Constitutional, Legislative and other Mandates section below is provided in alignment with the 2020-25 Strategic Plan, as amended.

1. Constitutional Mandate

The Constitution of the Republic of South Africa (1996), as the supreme law of the Republic of South Africa, along with the Bill of Rights, forms the legal foundation of a democratic South Africa, sets out the rights and duties of its citizens and defines the structure of government.

The Constitution applies to the CSOS with specific reference to the following sections:

- 1) Chapter 2: Bill of Rights: Human dignity, the achievement of equality, and the advancement of human rights and freedom.
- 2) Section 21: Freedom of movement and residence: “Every citizen has the right to enter, to remain in and to reside anywhere in the Republic”.
- 3) Section 24: Environment: “Everyone has the right to an environment that is not harmful to health or well-being”; “and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that prevent pollution and ecological degradation; promote conservation; and secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development”; and
- 4) Section 25: Property: The State must take reasonable legislative and other measures, within its available resources, to foster conditions that enable citizens to gain access to land on an equitable basis.

2. Legislative and Policy Mandates

A legislative framework, including the legislation set out below, which governs the work of the CSOS.

The CSOS derives its mandate from the Community Schemes Ombud Service Act, 2011 (No. 9 of 2011) – “CSOS Act”. The purpose of the CSOS Act is to provide for:

- a) the establishment of the CSOS.
- b) the functions, operations, and governance of the CSOS.
- c) a dispute resolution mechanism in community schemes.

The functions of the CSOS are provided in section 4 of the CSOS Act. Section 4 (1) provides that the CSOS must:

- a) Develop and provide a dispute resolution service in terms of the CSOS Act.
- b) Provide training for conciliators, adjudicators, and other employees of the CSOS.
- c) Regulate, monitor, and control the quality of schemes’ governance documentation.

d) Take custody of, preserve, and provide public access electronically or by other means to schemes' governance documentation.

Section 4 (2) provides that in performing its functions the CSOS:

- a) Must promote good governance of community schemes.
- b) Must provide education, information, documentation, and such services as may be required to raise awareness to owners, occupiers, executive committees, and other persons or entities who have rights and obligations in community schemes, as regards to those rights and obligations.
- c) Must monitor community schemes governance.
- d) May generally, deal with any such matters as may be necessary to give effect to the objectives of this Act.

The CSOS is listed as a Schedule 3A National Public Entity in terms of the Public Finance Management Act (Act No. 1 of 1999, as amended) (PFMA), accountable to the Minister of Human Settlements. As such, all prescripts and regulations arising from the PFMA are applicable to its governance and operations. Other legislative and policy mandates are summarised as follows:



Figure 1: Legislative and policy mandates.

3. Institutional Policies and Strategies Governing the Five-Year Planning Period

It is CSOS' strategic intent to meaningfully contribute to the achievement of the 2030 Human Settlements vision through the enhancement of vibrant community schemes as an alternative tenure option for most citizens in the country.

Although a sustainable social sector impacts many chapters of the National Development Plan (NDP), the CSOS' primary alignment to the NDP is through Chapter 8 – Transforming Human Settlement and the National Space Economy. The key alignment considerations of Chapter 8 of the NDP are as follows:

- 1) Respond systematically, to entrenched spatial patterns across all geographic scales that exacerbate social inequality and economic inefficiency;
- 2) In addressing these patterns, we must take account of the unique needs and potentials of different rural and urban areas in the context of emerging development corridors in the Southern African sub-region;
- 3) The State will review its housing policies to better realise constitutional housing rights, ensure that the delivery of housing is to be used to restructure towns and cities, and strengthen the livelihood prospects of households;
- 4) Active citizenship in the field of spatial development will be supported and incentivised through a range of interventions, including properly funded, citizen-led neighbourhood vision and planning processes, and the introduction of social compacts from neighbourhood to city level;
- 5) Planning in South Africa will be guided by a set of normative principles to create spaces that are liveable, equitable, sustainable, resilient, efficient, support economic opportunities and social cohesion; and
- 6) South Africa will develop a National Spatial Framework, and resolve the current deficiencies with the local system of integrated development planning, and progressively develop the governance and administrative capability to undertake planning at all scales.

The achievement of the NDP goals demands a cooperative relationship across national, provincial, and local governments, and social partners, including the private sector, labour, and civil society. The three (3) spheres of government need to work collaboratively to ensure alignment between their powers and functions, the planning processes, budget allocation processes, and coordinated implementation. Priorities must be clearly articulated in the short and medium-term plans across the spheres of government. The overriding principle is that the whole government should take collective ownership of the priorities and responsibility for achieving these within the contexts of their respective mandates.

In terms of the Revised 2019-24 Medium-Term Strategic Framework (MTSF), the CSOS takes its guidance from the National Department of Human Settlements in alignment with Priority 5: Spatial Integration, Human Settlements and Local Government. The shared impact is to achieve spatial transformation through improved integrated settlement development and linking job opportunities and housing opportunities.

At an institutional level, the CSOS contributed to the following Revised 2019-24 MTSF priorities:

- 1) Priority 1: Capable, Ethical and Developmental State is the bedrock of the CSOS operations as the organisation implements a range of governance improvement measures to progress towards the achievement of an unqualified audit outcome with no material findings.
- 2) Priority 2: Economic Transformation and Job Creation by driving transformation of the industry through the intent of increasing the focus on the targeted procurement from businesses owned by designated groups and through providing an enabling environment for the Executive Managing Agents (EMAs) from Previously Disadvantaged Individuals (PDIs).
- 3) Priority 5: Spatial Integration, Human Settlements and Local Government focusing on the desired outcome of Spatial Transformation and Justice through the implementation of housing and human settlements in Priority Development Areas (PDAs).
- 4) Priority 6: Social Cohesion and Safe Communities where CSOS will contribute towards social cohesion and safer communities through the regulation of the conduct of community schemes and the provision of timeous dispute resolution services to ensure good governance and harmonious living within these community schemes.

PART B: OUR STRATEGIC FOCUS

The strategic overview below is provided in alignment with the 2020-25 Strategic Plan, as amended.

1. Vision

A credible, world class ombud service for community schemes in South Africa.

2. Mission

To promote harmonious community schemes by providing regulation, education and accessible dispute resolution services to all relevant stakeholders.

3. Values

Accountability	The CSOS will apply innovative capabilities to improve its service delivery.
Excellence	The CSOS will provide excellent services to community schemes in a timely, cost-effective, and responsive manner.
Independence	The CSOS will act independently and objectively in the undertaking of its services.
Integrity	The CSOS will execute its functions in an honest, ethical, transparent, and reliable manner.
People-centred	The CSOS will focus on improving community schemes' self-reliance, social justice, and participatory decision-making.

Table 1: CSOS Values

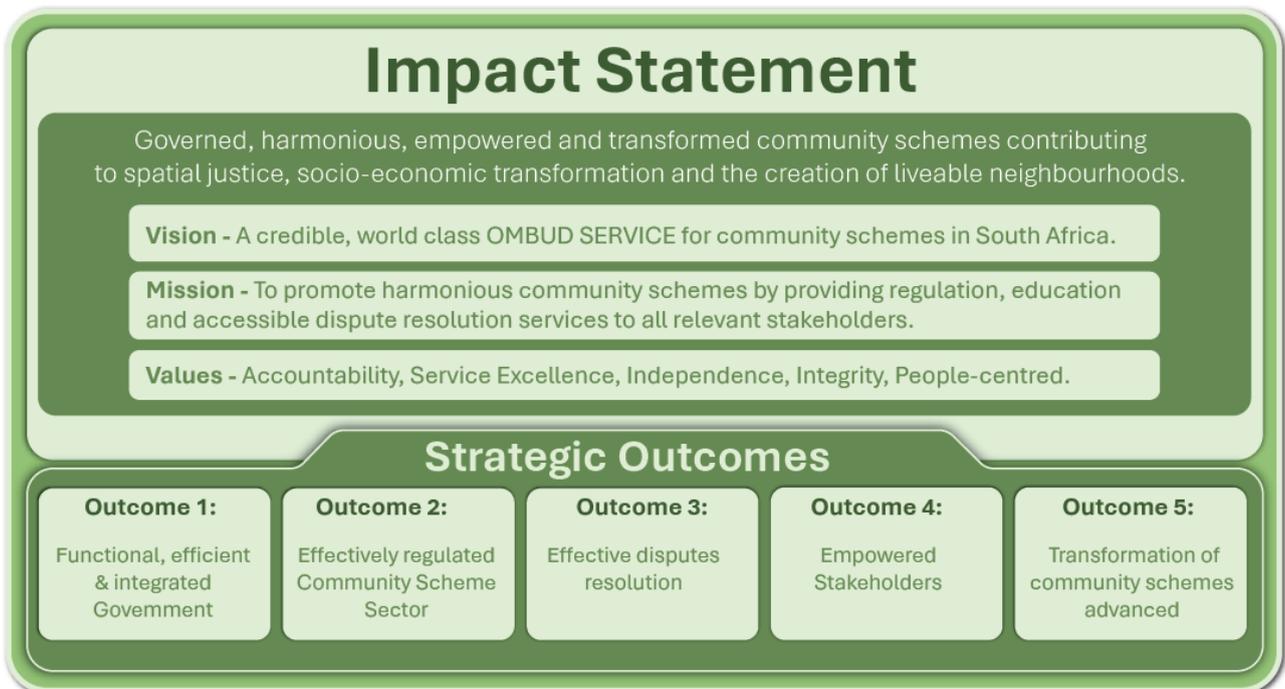


Figure 2: CSOS Strategy Overview

4. Organisational Structure

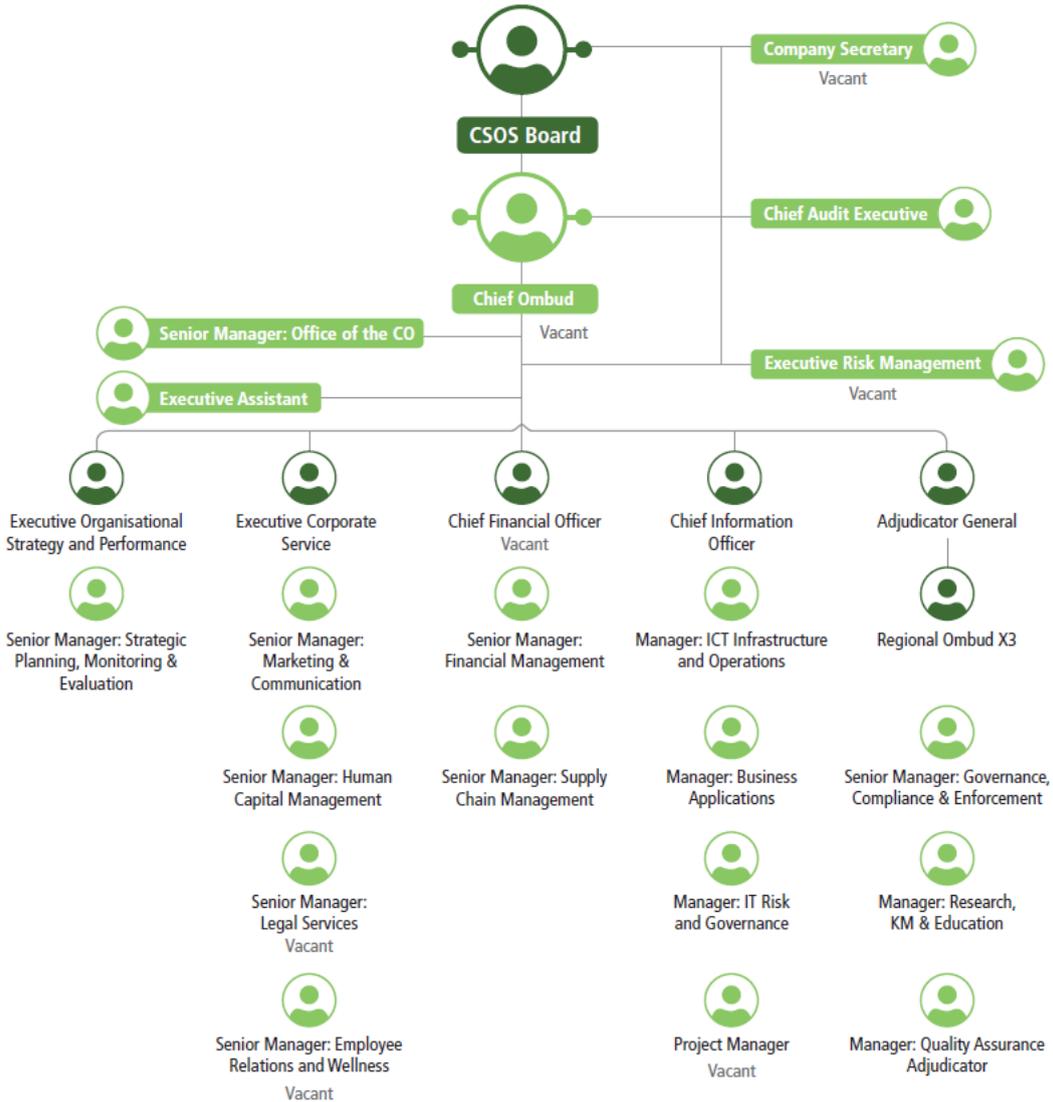


Figure 3: CSOS organogram

PART C: MEASURING OUR PERFORMANCE

1. Impact Statement

Impact Statement

Governed, harmonious, empowered and transformed community schemes contributing to spatial justice, socio-economic transformation, and the creation of liveable neighbourhoods.

The CSOS contributed towards its desired impact of “governed, harmonious, empowered and transformed community schemes contributing to spatial justice, socio-economic transformation and the creation of liveable neighbourhoods” through the implementation of its mandate over the 2020-25 Strategic Planning period by strengthening its service delivery model; refining its business processes; automating its service offering; and delivering against agreed service standards.

The CSOS delivered against the following outcomes in the 2020-25 Strategic Plan, as amended, through key initiatives that contributed towards the desired impact:

1.1 Functional, efficient, and integrated government

Focus was given to strengthening systems, processes and tools for governance; financial management; strategic planning, monitoring and evaluation; and risk management in the Entity. The financial stability of the Entity was also given priority, with the Entity being able to generate sufficient revenue to operate with the government grant being phased out during the 2020-25 Strategic Planning period.

In addition, an organisational design and development process was concluded in the period under review which was supported by a comprehensive culture transformation initiative. The digitalisation of internal systems and processes supported the strengthening of the Entity’s capacity to deliver on its mandate.

1.2 Effectively regulated community schemes sector

The focus on the implementation CSOS’ regulatory powers and functions was aimed at education and empowerment of community schemes’ stakeholder legal rights and obligations and, where required, enforcement of the CSOS’ legislative mandate to support community schemes to comply with their legal obligations.

The registration of community schemes was an apex priority for the Entity in the 2020-25 Strategic Planning period and was supported through initiatives such as stakeholder education and training;

the implementation of a comprehensive Advocacy Plan; and effective stakeholder engagement. A key enabler was the development and implementation of the CSOS Connect platform which utilised technology to automate the registration process and access to schemes governance documents by community schemes.

A Verification and Validation (V&V) project was implemented in two (2) phases to support community scheme registration and compliance with the provisions of the CSOS Act and other relevant legislative and policy prescripts. The Compliance, Enforcement and Investigation (CEI) function was established and strengthened in the period under review to support community schemes to comply through registering and submitting schemes' governance and financial management documents as required.

The CSOS Connect platform was further strengthened in the 2020-25 Strategic Planning period by automating the key schemes governance processes such as the quality assurance of schemes governance documents and the issuing of Section 10 certificates in terms of the STSM Act and section 4 of the CSOS Act.

Community schemes were also supported to comply with the payment of the CSOS levy, and the revenue management system was strengthened in the period under review to support improved compliance by community schemes whilst enabling financial sustainability of the Entity.

1.3 Effective disputes resolution

Residents of community schemes were empowered to settle disputes through the CSOS without resorting to expensive legal proceedings. This improved access to justice for those in community schemes who might not have otherwise been able to afford litigation. The service provided ensured comprehensive coverage of common disputes within community schemes by addressing a wide range of disputes, including those pertaining to financial management, governance, and complaints about upkeep and usage of property.

Over the 2020-25 Strategic Planning period, initiatives were implemented to improve the turnaround time of the processing of disputes through the dispute resolution value chain. In addition, the quality assurance of adjudication orders was introduced to provide guidance to the adjudicators on considerations that improved the quality of the adjudication orders to an exemplary status.

Digitisation of the dispute resolution process was prioritised through the inclusion of online mediation and adjudication methods as well as the implementation of the dispute resolution module on CSOS Connect to expedite case management, minimise case backlogs, and to offer more effective resolutions.

1.4 Empowered stakeholders

CSOS effectively engaged with key stakeholders, including residents, owners, scheme executives, and managing agents. Stakeholder engagements and advocacy were critical in raising awareness about CSOS services and ensuring compliance with its regulatory framework. CSOS engaged with a wide range of stakeholders which positioned it well to influence governance and compliance practices within community schemes and address disputes in a holistic manner. The CSOS conducted educational workshops, webinars, and training sessions for stakeholders, providing important information on compliance, governance, and how to resolve disputes through its services. It also provided training on the value and use of CSOS Connect.

During the 2020-25 Strategic Planning period, the CSOS hosted its first and second CSOS Indaba which brought together stakeholders, industry experts, and community representatives to discuss critical issues facing community schemes and explore innovative solutions to address these and other opportunities that are available in the sector to be capitalised on.

1.5 Transformation of community schemes advanced

The CSOS placed strong emphasis on the transformation of the community schemes sector and empowering designated groups to participate in a meaningful way. The monumental task of changing the complexion of the population of managing agents gained significant momentum and yielded positive results in the medium-term. CSOS contributed to transforming the community schemes sector by providing an enabling environment for the Executive Managing Agents (EMAs) from Previously Disadvantaged Individuals (PDIs). This was done through the provision of training and appointment of historically disadvantaged EMAs to real economic opportunities in the governance and/or management of schemes.

The introduction of the amended Preferential Procurement Regulations (2022 Regulations) under the Preferential Procurement Policy Framework Act, 2000 (PPPFA) led to the strengthening of the CSOS' procurement processes, which were geared towards lowering barriers to entry, making it easier for businesses owned by designated groups to start, grow, and compete through the CSOS' SCM processes on prequalification criteria that are more enabling for suppliers to participate.

2. Progress on the Achievement of Outcomes

The CSOS' overall performance against its planned 2020-25 Strategic Plan five-year targets shows that of the eight (8) five-year targets; five (5) five-year targets were not achieved and three (3) five-year targets were achieved by the end of the 2024/25 financial year. This results in an achievement of 38% of the planned five-year targets reflected in the 2020-25 Strategic Plan, as amended. Lessons learnt in the 2020-25 Strategic Planning period will inform interventions to be implementation in the 2025-30 Strategic Planning period to address areas of less than desired performance. These interventions are elaborated on in Section: 2.2.6 Challenges and corrective measures.

2.1. Table of Outcomes, Indicators and Targets

Outcome	Outcome Indicator	2019/20 Baseline	2024/25 Target	Actual achievement as at 31 March 2025	Reasons for deviation	Corrective action to be taken in the next planning cycle
Outcome 1: Functional, efficient, and integrated government	1.1. External audit outcome	Adverse audit opinion	Unqualified audit opinion	2024/25 FY: Qualified audit opinion Previous FYs - 2023/24 FY: Unqualified audit opinion 2022/23 FY: Unqualified audit opinion	2024/25 FY: Unallocated revenue and review of estimates.	An AGSA audit remedial action plan implemented to address all the audit findings.

Outcome	Outcome Indicator	2019/20 Baseline	2024/25 Target	Actual achievement as at 31 March 2025	Reasons for deviation	Corrective action to be taken in the next planning cycle
				2021/22 FY: Qualified audit opinion 2020/21 FY: Qualified audit opinion		
Outcome 2: Effectively regulated community scheme sector	2.1. Percentage increase in registered community schemes over the five-year period	25 800 registered community schemes	58% increase in registered community schemes over the five-year period	32% (8 285)	Fewer than expected community schemes submitted registration documents whilst other registrations were incomplete.	Implementation of the Verification and Validation (V&V): Phase 2 project to register the remaining unregistered community schemes across the country. Implementation of the Amended Practice Directive

Outcome	Outcome Indicator	2019/20 Baseline	2024/25 Target	Actual achievement as at 31 March 2025	Reasons for deviation	Corrective action to be taken in the next planning cycle
						for Registration of Community Schemes.
	2.2. Percentage of registered community schemes compliant	New	80%	67% (2 628/3 929) ¹	Non-submission of scheme governance documents and annual returns / AFS by community schemes as required.	Implementation of the Verification and Validation (V&V): Phase 2 project to support non-compliant schemes to submit schemes governance documents and annual returns/AFS as required. Compliance and Enforcement Investigators support community

¹ A system was established in the 2021/22 financial year to enable monitoring compliance of registered community schemes.

Outcome	Outcome Indicator	2019/20 Baseline	2024/25 Target	Actual achievement as at 31 March 2025	Reasons for deviation	Corrective action to be taken in the next planning cycle
						schemes to comply and issue non-compliance notices to community schemes that are not complying, where required.
	2.3. Percentage of registered schemes paying levies	New	75%	80% (20 073/24 960)	Engagements with managing agents and community schemes on the collection of levies. Compliance and Enforcement Investigators supported community schemes to comply and issued non-compliance notices	Target achieved

Outcome	Outcome Indicator	2019/20 Baseline	2024/25 Target	Actual achievement as at 31 March 2025	Reasons for deviation	Corrective action to be taken in the next planning cycle
					to community schemes that were not complying, where required.	
Outcome 3: Effective disputes resolution	3.1. Percentage of disputes resolved within 90 days	New	85%	82% (26 961/32 981)	Due to inadequate capacity to deal with high volumes of adjudications.	The appointment of a supplementary panel of Part-Time Adjudicators to deal with high volumes of adjudications. Implementation of the automated Alternate Dispute Resolution process.
Outcome 4: Empowered stakeholders	4.1. Stakeholder perception rating	New	55%	62%	Implementation of the CSOS Annual Advocacy Plans which has improved CSOS' brand	Target achieved

Outcome	Outcome Indicator	2019/20 Baseline	2024/25 Target	Actual achievement as at 31 March 2025	Reasons for deviation	Corrective action to be taken in the next planning cycle
					awareness and visibility. Improved service delivery against the service standards committed to through the CSOS Service Charter.	
Outcome 5: Transformation of community schemes advanced	5.1. Percentage of executive managing agents placed in community schemes that are from the previously disadvantaged groups	New	20%	91% (21/23)	Valid requests were processed and approved timeously.	Target achieved.
	5.2. Percentage of budget spent on designated groups.	New	70%	67% of CSOS' cumulative procurement spend was allocated to	High-value historical tenders awarded to non-designated groups	Benchmarking of Human Settlement's

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Outcome	Outcome Indicator	2019/20 Baseline	2024/25 Target	Actual achievement as at 31 March 2025	Reasons for deviation	Corrective action to be taken in the next planning cycle
				businesses owned by designated groups.	and insufficient positive responses from the Youth, Persons with Disabilities, and Military Veteran-owned companies for procurement.	Entities good practices. Implement supplier development initiatives. Additional call for supplier registration on the CSOS SCM Database.

2.2. Explanation of achieved performance over the five-year period

2.2.1 CSOS' outcomes' contribution to the achievement of its mandate

The increasing significance of well-governed, empowered, and inclusive community schemes is highlighted by factors such as urbanisation, income inequality, and changes in the makeup of households. In order to ensure that community schemes are administered transparently, that disputes are settled fairly, and that community needs; whether they be financial, cultural, or infrastructure-related, are successfully met; the implementation of the CSOS Act held significance and relevance in the 2020-25 Strategic Planning period.

The demand for formal housing, which is mostly met by community schemes, rises as a result of the urban inflow. The greater the growth in the establishment of community schemes as urbanisation increases in order to accommodate expanding populations, the greater the need for well-managed community schemes. This has increased the need for the effective regulation of community schemes in the country.

The affordability of housing in community schemes was directly impacted by economic pressures, especially in terms of the capacity to pay levies and maintain shared infrastructure. Financial hardships raised the possibility that levies in community schemes would not be paid, affecting the payment of CSOS levies over to the CSOS, which is a critical source of revenue used by the CSOS to execute the mandate of the Entity. When it comes to protecting financially hamstrung residents from unfair treatment while maintaining the financial viability of community schemes, the implementation of the CSOS Act played a critical role in mediating financial disputes.

Areas with a high concentration of community schemes necessitates strong governance frameworks. The implementation of the CSOS Act was essential to making sure that community schemes are properly governed and that conflicts are resolved, especially in crowded urban areas where governance can become more complicated. The presence of socio-economic diversity in community schemes, where residents may have varying cultural or economic backgrounds, posed governance challenges. In these situations, the implementation of the CSOS Act was crucial because it offered legal frameworks for resolving conflicts and ensured that all residents, regardless of background, had an equal voice in the administration of their community schemes.

2.2.2 CSOS' outcomes' contribution to the achievement of the 2019-24 Medium-Term Strategic Framework

The CSOS' five (5) outcomes and eight (8) outcome indicators and related five-year targets were directly aligned to the 2019-24 Medium-Term Strategic Framework (MTSF) commitments. The CSOS' outcomes contributed towards consumer protection programmes being implemented; the resolution of consumer disputes within 90 days; the increased exposure of stakeholders to educational programmes; as well as the establishment of a presence in the transactional support sites.

The table below provides a summary of the CSOS' achievements towards the realisation of its 2019-24 MTSF commitments:

MTSF Indicators	Outcome	2020-25 Outcome Indicators	SP	Five-Year Target (March 2025)	MTSF Achievements from 2019/20 to 2024/25
Consumer protection programmes implemented. <ul style="list-style-type: none"> Report on total number of community schemes registered and paying levies as per legislation. 	Outcome 2: Effectively regulated community scheme sector	Percentage increase of registered community schemes over the five-year period		58% (From 25 800 to 70 000)	38% (9 788) increase in community schemes registered.
		Percentage of registered schemes paying levies		75%	80% (20 073/24 960) (24 960 billable community schemes, and 20 073 billable community schemes are paying levies)
		Rand value of levies collected		R427 179 097	R1 438 762 332.93
Number of consumer disputes submitted and resolved within 90 days	Outcome 3: Effective disputes resolution	Percentage dispute resolution services provided within 90 days		85%	78% (29 841/38 521) of disputes were conciliated within 45 days and adjudicated within 90 days.
Number of people in the target market exposed to educational programmes on owning and renting a home. <ul style="list-style-type: none"> Implement a borrower, homeownership (Zenzeleni) help me buy and tenant 	Outcome 4: Empowered stakeholders	Stakeholder perception rating		55%	62% perception rating by stakeholders
				90 training and education sessions conducted for schemes executives and owners	431 training and education sessions were conducted for schemes executives and owners
				60 stakeholder information sessions conducted	177 stakeholder information sessions conducted

MTSF Indicators	Outcome	2020-25 Outcome Indicators	SP	Five-Year Target (March 2025)	MTSF Achievements from 2019/20 to 2024/25
education programme. • Transactional support programme implemented • CSOS to establish a presence in the transactional support site or centre				4 editions of Shared Living e-newsletters published annually	20 editions of Shared Living e-newsletters published annually (4)
				100% implementation of Advocacy Plan annually	100% implementation of the Advocacy Plan annually.
				6 new transactional sites will be established (Satellite Office)	3 Regional Offices and 7 Satellite Offices: Bloemfontein, Gqeberha, Polokwane, George, Ballito, Mbombela and Rustenburg

Table 2: Summary of Key Achievements for 2019-24 MTSF Commitments

2.2.3 CSOS' outcomes' contribution to priorities in relation to women, youth and persons with disabilities and job creation

The CSOS developed a concept note towards transformation of the community schemes sector in the 2020-25 Strategic Planning period which was approved by the Board and consulted nationally with the industry in view of strengthening the proposed transformation initiatives. The concept note outlined the following, among other things, problem statements and challenges that necessitates transformation as well as strategies to be implemented to address the same. Two (2) themes have been identified to facilitate the implementation of the Transformation Strategy initiatives, namely, a) Theme 1: Capacitation and access to funding and b) Theme 2: Market access and opportunities. The consultation process on the concept note gave rise to the Roundtable Sessions Report which was finalised and approved by the Board. In light of this process, the CSOS has since drafted the 5-year Transformation Strategy for implementation in the 2025-30 Strategic Planning period.

Similarly, the drafting of the community schemes scorecard was prioritised as one of the initiatives proposed in the draft Transformation Strategy. The Community Schemes BBBEE scorecard is a framework that outlines the criteria and guidelines for assessing the level of economic empowerment within schemes in South Africa. The scorecard will therefore measure the progress made in achieving transformation and empowerment objectives in respect of key elements such as ownership, management control, skills development, enterprise and supplier development, socioeconomic development, and employment equity. The draft community schemes scorecard, once approved by the Board and the Minister of Human Settlements, will be consulted with the industry for comments prior to gazetting and implementation in the 2025-30 Strategic Planning period.

The EMA development programme is one of the key projects to facilitate transformation in the property management sector by providing an opportunity for Previously Disadvantaged Individuals (PDIs) to enter the market. The EMA development programme has the potential to harness entrepreneurial skills and to level the ground for aspirant property practitioners. CSOS is committed to advancing the transformation of the property management sector, and through deliberate selection of suitable PDIs, CSOS is confident that the trajectory of successful property management by EMAs who are PDIs will increase.

CSOS is mandated to maintain a database of Executive Managing Agents (EMAs), and in 2021, the Panel of Executive Managing Agents was launched. By the end of the 2020-25 Strategic Planning period, the CSOS had appointed 132 EMAs appointed to the panel, with 86 being female EMAs.

Since the inception of the EMA programme 25 schemes have been allocated to EMAs. Allocation of schemes is based on the number of requests received from community schemes in terms of the Prescribed Management Rule 28(2). The CSOS is positive that through vigorous awareness and understanding of the role of EMAs, requests for the allocation of EMAs to schemes will increase. CSOS considers the EMA development programme to be one of the ways through which scheme compliance can be achieved. The direct relationship with CSOS provides direct access to managing agents, which allows close monitoring of the compliance of schemes managed by the EMAs.

CSOS provides support to EMAs through training and education sessions conducted throughout each financial year. These sessions address issues of scheme governance and administration. CSOS' continued commitment to advancing EMAs is in line with the government's vision to transform the sector and increase employment opportunities. The successful appointment of EMAs by CSOS is an indication of an increase of access into the market and increased economic participation by PDIs, this invariably leads to advancing the government's strategic intervention to diversify and transform the sector.

In addition, during the 2020-25 Strategic Planning period, priority was given to procurement from designated groups through increasing the focus on the targeted procurement from businesses owned by designated groups in adherence with the preferential procurement regulations in support of the 2019-24 MTSF targets. The CSOS prioritised improvements in the ease of doing business with the Entity through the supply chain management processes related to the prequalification criteria that made it more enabling for suppliers to participate. Furthermore, the CSOS implemented procurement processes towards establishing pre-approved panels of service providers consisting of entities owned by designated groups. In addition, the CSOS prioritised supplier development initiatives to support designated groups to develop complaint responses to RFQs and RFPs.

2.2.4 CSOS' outcomes' contribution towards the achievement of the impact statement

The CSOS executes its mandate and seeks to achieve its envisaged impact, in a complex environment, impacted by global, national, and provincial factors, which directly affect the pursuit of its desired impact and in delivering on its mandate. In the 2020-25 Strategic Planning period, the CSOS prioritised the implementation of remedial audit action plans to improve internal governance and control mechanisms. The implementation of remedial audit action plans enables the CSOS to progress year-on-year towards the achievement of a clean audit outcome.

CSOS is a regulator of all community schemes in South Africa. It is mandated by the CSOS Act to regulate the governance of community schemes and ensure that schemes are compliant. The CSOS contributed towards improved governance in community schemes through supporting the establishment of body corporates, validation of submitted governance documents, and billing of CSOS levies to ensure compliance with section 59 of the CSOS Act. The entire CSOS value chain and service delivery model is underpinned by the success of establishing and maintaining a complete database of community schemes in the country. The CSOS continued to prioritise the registration of schemes in the 2020-25 Strategic Planning period.

CSOS is mandated in terms of section 2 of the CSOS Act to deal with the functions and operations of CSOS, governance of schemes, and dispute resolution in community schemes. The CSOS Act empowers the organisation to help create and facilitate orderly and well-managed community schemes. This has been carried out by resolving disputes amongst the parties by providing a dispute resolution service for community schemes in South Africa. The CSOS has implemented business processes and service standards to improve the turnaround time for the process of disputes. In addition, quality assurance for adjudication orders aimed to improve the quality of the orders and their enforcement.

In terms of section 4(2)(b) of the CSOS Act, CSOS is mandated to provide education, information, documentation, and such services as may be required to raise awareness to owners, occupiers, executive committees and other person or entities who have rights and obligations in community schemes. Stakeholder engagement was coordinated through the implementation of the Advocacy Plan.

The CSOS placed a strong emphasis on the transformation of designation groups, particularly focusing on economic transformation of the designated groups. The specific interventions have been implemented, within the ambit of the CSOS mandate, which aims to broaden opportunity and employment for designated groups in the sector towards the imperative of fostering faster and

inclusive growth which is key to improving and sustaining higher living standards and successfully reducing the inequalities that still puncture our economy.

Transformation of the community schemes sector has been prioritised for the CSOS with the focus on driving the transformation of the industry through its intent of increasing the focus on the targeted procurement from businesses owned by designated groups and the development and placement of PDI EMAs in community schemes.

2.2.5 Progress made towards the achievement of the five-year targets for the outcome indicators

2.2.5.1 Unqualified audit opinion

The CSOS received a qualified audit outcome in the 2020/21 and 2021/22 financial years. In the 2022/23 and 2023/24 financial years, the Entity received an unqualified audit opinion with limited material findings and an unqualified audit opinion with findings respectively.

The CSOS received a qualified audit opinion from the AGSA in the 2024/25 financial year. The audit opinion was given due to unallocated revenue and review of estimates. An AGSA audit remedial action plan has been developed and implemented to address all the audit findings.

2.2.5.2 58% increase in registered community schemes over the five-year period

During the 2020-25 Strategic Planning period, 8 285 community schemes have been registered with the CSOS which resulted in the total universe of registered community schemes increasing by 32% from 25 800 as at the end of the 2024/25 financial year, which was 26% less than planned 58% for the period. In addition, during the period under review, data cleansing exercises were implemented and has resulted in a complete registered universe of 37 613 community schemes by 31 March 2025.

Fewer than expected community schemes submitted registration documents whilst other registrations were incomplete, which resulted in the lower number of scheme registration being completed. The CSOS embarked on the implementation of the Verification and Validation (V&V): Phase 2 project to register the remaining unregistered community schemes across the country during the 2025-30 Strategic Planning period.

The implementation of the Amended Practice Directive for Registration of Community Schemes came into effect in March 2024 with support provided to community schemes to ensure that required supporting documents are submitted within 30 days. This has made it easier for community schemes

to register with the CSOS and is supported by processes for supporting compliance of community schemes.

2.2.5.3 80% of registered community schemes compliant

During the 2021/22 financial year, a system was established to enable monitoring compliance of registered community schemes. The target for this indicator was introduced during the 2022/23 financial year to measure the number of registered community schemes that are complying to the CSOS Act during the 2020-25 Strategic Planning period, by submitting the required compliance documents for those community schemes that are legally required to.

67% of registered community schemes, which were required to submit schemes governance documents and annual returns / annual financial statements within 30 days after registering, were deemed as compliant.

The partial achievement of this target is attributed to the less than expected submission of scheme governance documents and annual returns / annual financial statements. The implementation of the Verification and Validation (V&V): Phase 2 project will continue into the 2025-30 Strategic Planning period to support non-compliant schemes to submit schemes governance documents and annual returns/AFS as required. In addition, Compliance and Enforcement Investigators (CEIs) will continue to support community schemes to comply and issue non-compliance notices to non-compliant community schemes, where required.

2.2.5.4 75% of registered schemes paying levies

There has been a steady increase in the number of registered schemes paying levies since the 2020/21 financial year. As at the end of the 2024/25 financial year, 80% of registered community schemes, that were not exempt from paying the CSOS levy, actually were deemed to be compliant in paying their CSOS levies. This translated into a 5% overachievement against the five-year target of 75%.

The CSOS prioritised engagements with community schemes and managing agents that had not sent scheme levy schedules, pertaining to the breakdown of payment from schemes and proof of payments, to lower the unallocated schemes and reduce the number of non-paying schemes. Whilst 80% of community schemes, that were required to pay the CSOS levies were deemed to be compliant, it should also be noted that the CSOS implemented a debt collection processes for the remaining non-compliant community schemes which is expected to yield results in the 2025-30 Strategic Planning period.

2.2.5.5 85% of disputes resolved within 90 days

During the 2020-25 Strategic Planning period, a total number of 26 961 disputes were resolved against 32 981 disputes referred for resolution and that translated to 82% actual achievement. It should be noted that the five-year target of 85% was partially achieved with 3% of disputes remaining unresolved.

The initial slow progress over the first three (3) financial years in the 2020-25 Strategic Planning period was attributed to the focus on the eradication of backlog, as well as the delays in processes caused by the reconciliation of dispute fees before processing disputes. The dispute fees were subsequently waived and the level of performance began to increase. The partial achievement of the target was mainly attributed to inadequate capacity within the CSOS to deal with high volumes of adjudications in the 2020-25 Strategic Planning period.

In order to resolve this challenge, the CSOS appointed 27 Part-Time Adjudicators to support the eradication of the backlog of disputes. To ensure that quality work is produced, CSOS appointed seasoned legal practitioners. In addition, to further the contribution to transformation initiatives and create opportunities for PDIs, CSOS appointed 15 female Part-Time Adjudicators. There has been a significant impact in dispute resolution since the appointment of the Part-Time Adjudicators. CSOS provides support and continuous development of the Part-Time Adjudicators through in house training and the adjudicators forum.

2.2.5.6 55% Stakeholder perception rating

During the period under review, a stakeholder perception survey was conducted with the results being reported as a 62% rating against the target of 55%. This translated into a 7% overachievement against the five-year target which could be attributed to improved service delivery against the service standards committed in the CSOS Service Charter, as well as the implementation of the CSOS' annual Advocacy Plans which has improved CSOS' brand awareness and visibility.

2.2.5.7 20% of Executive Managing Agents placed in community schemes that are from the previously disadvantaged groups

The total number of PDI EMAs appointed during the 2020-25 Strategic Planning period was 21 against 23 requests for EMA appointments. This translated to 91% achievement against the target of 20%, with an overachievement of 71%. The overachievement is attributed to schemes submitting valid requests which were processed and approved timeously.

2.2.5.8 70% of budget spent on designated groups.

During the 2020-25 Strategic Planning period, the Preferential Procurement Regulations (2022 Regulations) under the Preferential Procurement Policy Framework Act, 2000 (PPPFA) was introduced in 2022 as amended and that led to the strengthening of the CSOS' procurement processes, which were geared towards lowering barriers to entry, making it easier for businesses owned by designated groups to start, grow, and compete through the CSOS' SCM processes on prequalification criteria that are more enabling for suppliers to participate. The performance information over the past medium-term period indicates that 67% of CSOS' cumulative procurement spend was allocated to businesses owned by designated groups against a target of 70%.

2.2.6 Challenges and corrective measures

2.2.6.1 External audit outcome

The CSOS received a qualified audit opinion from the AGSA in the 2024/25 financial year. The audit opinion was given due to unallocated revenue and review of estimates.

Strategies for Addressing Underperformance:

- An AGSA audit remedial action plan was developed and implemented to address all the audit findings.

2.2.6.2 Percentage increase in registered community schemes over the five-year period

Community schemes not registering as anticipated due to the requirement for supporting documents to be submitted during registration until March 2024, whilst other registrations were incomplete. Furthermore, there is inadequate regulatory powers to enforce scheme registration. In addition, there were persistent CSOS Connect challenges after initial implementation that impeded the efficient processing of online schemes registrations.

Strategies for Addressing Underperformance:

- Review of the founding CSOS legislation.
- Implementation of the V&V: Phase 2 project.
- Implementation of the Amendment Practice Directive with support provided to schemes to ensure that required supporting documents are submitted within 30 days.
- Engagements with managing agents to provide lists of all community schemes managed under their portfolio.
- Coordinate registration awareness and follow through on responses.
- Non-compliance notices issued to non-registered community schemes.

2.2.6.3 Percentage of registered community schemes compliant

There was a lower than expected submission of scheme governance documents and annual returns / annual financial statements in the period under review.

Strategies for Addressing Underperformance:

- Implementation of the V&V: Phase 2 project.
- Coordinate registration awareness and follow through on responses.
- Non-compliance notices issued to non-registered community schemes.

2.2.6.4 Percentage of disputes resolved within 90 days

The percentage of disputes resolved within 90 days was not achieved due to inadequate capacity to deal with high volumes of adjudications.

Strategies for Addressing Underperformance:

- The appointment of additional Part-Time Adjudicators to the panel will improve the capacity of the adjudication function to respond to the high volumes of applications received.
- Implementation of the Alternate Disputes Resolution module on CSOS Connect to improve case management and access to relevant information by parties.

2.2.6.5 Percentage of budget spent on designated groups.

Requests for Quotations (RFQs) and Requests for Proposals (RFPs) were extended to a significant number of the businesses owned by designated groups and a lower percentage of positive responses were received from businesses owned by youth, persons with disability and military veterans.

Strategies for Addressing Underperformance:

- The supplier development programme will be implemented to empower service providers with the aim of increasing the positive responses for these designated groups as SCM continues to invite youth, persons with disabilities, and military veteran-owned companies to respond to RFQs and RFPs.
- SCM will engage with the DHS and public entities within the Human Settlements sector to learn lessons and implement good practices towards improvement in performance in this area of procurement.

2.2.7 Contribution of government and non-government partners to the achievement of the outcomes

Effective sector coordination is essential for CSOS to fulfil its mandate, which includes dispute resolution, education on good governance, and compliance monitoring for community schemes. Coordination with various stakeholders within the community schemes sector ensures streamlined operations, consistent governance practices, and the proper resolution of disputes.

Data management challenges with respect to community schemes across the country affects CSOS' ability to effectively coordinate and regulate the sector. Coordination within the community schemes sector is one of the key mechanisms towards improving data management so that shared outcomes are derived across the stakeholder landscape through the improved knowledge of the complete community scheme customer base. CSOS can improve coordination by forming stronger partnerships with national, provincial and local government institutions, civil society organisations, and private sector bodies involved in property management. These collaborations would enhance oversight, compliance enforcement, and the dissemination of best practices across community schemes.

The Board has established a strategic relationship with the Sectional Titles Schemes Management Advisory Council (STSM Advisory Council) to identify and discuss areas of mutual interest. The STSM Advisory Council is established in section 18 of the STSM Act, 2011, to make recommendations to the Minister of Human Settlements regarding any matter stipulated in section 19 of the STSM Act regarding where the Minister may make regulations.

The CSOS, has through separate Memorandum of Understandings (MOUs), agreed to collaborate with a number of public sector and private sector institutions including the Department of Military Veterans (DMV); Property Practitioners Regulatory Authority (PPRA); Social Housing Regulatory Authority (SHRA); Property Sector Charter Council (PSCC); National Association of Managing Agents (NAMA); Social Housing Regulatory Council (SHRC); Youth In Property Association (YIPA); University of South Africa (UNISA); MidCity Property Services (Pty)Ltd; Pretor Group; and Trafalgar Property Management. These efforts are aimed at implementing the transformation agenda and other areas of mutual interest, as may be necessary, to achieve the CSOS core business outcomes.

2.2.8 Contribution of various programme outputs to the achievement of the outcomes

The CSOS ensured that the outputs, output indicators and Medium-Term Expenditure Framework (MTEF) targets reflected in the five Annual Performance Plans, tabled during the 2020-25 Strategic Planning period, were aligned with the outcomes, outcome indicators and five-year targets that were reflected in the 2020-25 Strategic Plan, as amended.

The table below indicates the CSOS’ performance on the implementation of the achievement of Annual Performance Plan annual targets between the 2020/21 to 2024/25 financial years:

Financial Year	2020/21	2021/22	2022/23	2023/24	2024/25
% Achievement of Annual Performance Plan Annual Targets	82%	90%	71%	83%	86%

Table 3: Summary of % Achievement of Annual Performance Plan Annual Targets

The CSOS achieved more than 80% performance in the 2020/21, 2021/22, 2023/24 and 2024/25 financial years. It should be noted that these financial years’ performances exceeded the threshold set in the relevant Shareholder Compact Agreement which stipulates that good performance is categorised as achieving 80% and above of the Annual Performance Plan annual targets.

The good achievement of Annual Performance Plan annual targets in the 2020-25 Strategic Planning period contributed effectively to the progress made towards achieving the five-year targets for the outcome indicators reflected in the 2020-25 Strategic Plan, as amended.

2.2.9 Evaluations and research undertaken in relation to the outcomes

The V&V: Phase 1 and Phase 2 projects contain an important research element to ascertain an evidence-based universe of community schemes in South Africa. The intention is to not rely on estimates, but to conduct an in-depth study to inform future decisions about improvements to the CSOS’ founding legislation; approaches to support compliance; service delivery options; and the required capacity to deliver on the CSOS’ mandate.

The CSOS conducted a Stakeholder Perception study to assess the stakeholder perception rating as measured through the relevant outcome indicator. The primary aim of this survey was to assess the perception of key stakeholders within the community schemes sector with the CSOS’ service offerings to determine how effectively the CSOS is achieving its mandate. The study concluded that the CSOS was being perceived in a positive light. However, it provided substantive recommendations for the improvement of the CSOS’ effectiveness in implementing its mandate and contributing to the required developmental changes that are needed in the community schemes sector.

The CSOS also undertook an evaluation of the CSOS organisational culture during the 2020-25 Strategic Planning period. At CSOS, the journey towards cultural transformation was central to fostering a dynamic and engaging work environment that enhances employee satisfaction and drives exceptional customer experiences. The strategic emphasis on cultural transformation aimed to create

an inclusive and forward-thinking workplace where every employee feels valued and empowered. Through a series of targeted initiatives, CSOS sought to cultivate a culture that is innovative, collaborative, and aligned with the organisational strategy. This journey encompasses the implementation of progressive human capital policies, the development of a robust organisational culture, the promotion of healthy employee-employer relationships, and the creation of inspiring workspaces.

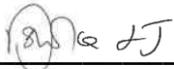
By prioritising this cultural transformation, CSOS ensured that the employees are motivated, engaged, and well-equipped to deliver outstanding service to its customers. This initiative was not merely about enhancing the work environment; it was about fostering a sense of purpose and belonging to drive excellence and sustainability in all that CSOS does and delivers.

In addition, during the 2020-25 Strategic Planning period, the CSOS adopted an Evaluation Plan to be implemented in the 2025-30 Strategic Planning period. The purpose of the 2025-30 Evaluation Plan is to provide details of evaluations to be undertaken over the five-year period linked to the 2025-30 Strategic Planning cycle. The Evaluation Plan is linked to the strategic planning, budgeting, implementation, monitoring and reporting processes of the Entity. The Evaluation Plan identifies, outlines, and prioritises evaluations, for which the results can be used to improve the effectiveness, efficiency, relevance, coherence and impact of the Entity's policies, programmes, projects and services.

3 Official Sign Off By the Executives

It is hereby certified that this 2020-25 Strategic Plan End Term Report:

- Was developed by the management of the Community Schemes Ombud Service under the guidance of the Department of Human Settlements.
- Considers all the relevant policies, legislation and other mandates for which Community Schemes Ombud Service is responsible.
- Accurately reflects performance information for the Impact and Outcomes that the Community Schemes Ombud Service contributed towards over the period 1 April 2020 to 31 March 2025.



Mr. L. Seshoka
Executive: Corporate Services

Date: 25 July 2025



Mr. R. Khamali
Chief Information Officer

Date: 25 July 2025



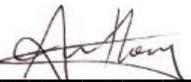
Mr. A. Masilo
Adjudicator-General (Acting)

Date: 25 July 2025



Mr. M. Nhlungwana
Chief Financial Officer (Acting)

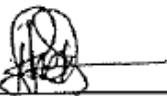
Date: 25 July 2025



Mr. C. Anthony
Executive: Organisational Strategy and Performance (Acting)

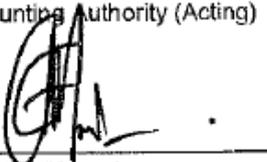
Date: 25 July 2025

APPROVED BY:



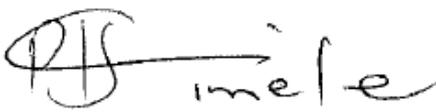
Ms. K. Phetta
Accounting Authority (Acting)

Date: 25 July 2025



Dr. Alec Moemi
Director-General: Department of Human Settlements

Date: 31/07/2025



Thembu Simelane, MP
Minister of Human Settlements

Date: 31/07/2025