



COMMUNITY SCHEMES OMBUD SERVICE EDUCATION AND TRAINING STRATEGY

Revision history

This section records the change history of this document

Revision #	Date of Release	Author (s)	Summary of Changes
1.0		Ms Johlene Wasserman	EXCO submission: 12 July 2021

Approvals

The undersigned has approved the release of version 1 of the CSOS' Community Schemes Education and Training Strategy


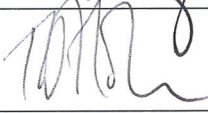
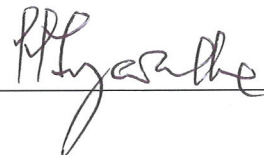
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1. BACKGROUND

The Community Schemes Ombud Service (“the CSOS”) is a Schedule 3A Public Entity established in terms of the Community Schemes Ombud Service Act No. 9 of 2011 (“the Act”). The Scheme reports to the Minister of Human Settlements, Government of South Africa.

The CSOS is the regulatory authority for all community schemes (“Schemes”) in South Africa. It came into operation on the 7th of October 2016 with a mandate informed by Section 4 of the Act, read together with Regulation 17, to regulate the conduct of parties in Schemes, to regulate, control and quality assure all scheme governance documentation, to provide a dispute resolution service and provide training, consumer education and awareness to all interested parties.


The CSOS training division is responsible for education and training to ensure that all parties understand their obligations and rights under the Act and the Sectional Title Schemes Management Act, No. 8 of 2011; Share Blocks Control Act No. 59 of 1980; Housing Development Schemes for Retired Persons Act No. 65 of 1988; South African Co-operatives Act No. 14 of 2005; Companies Act No. 71 of 2008 and The Constitution of the Republic of South Africa, Act No. 108 of 1996.

Training and education are extended to the following interested parties, but not limited to, conciliators, adjudicators, trustees, directors, property owners, occupiers, managing agents, and any other persons the CSOS deems necessary and as described as interested parties under paragraph 4 namely: “target audience”.

The CSOS will also ensure the training of previously disadvantaged individuals, to enable opportunities of being appointed by a managing agent or a residential estate or a panellist on the CSOS Panel of Executive Managing Agents. This initiative will also contribute to ensuring the transformation of the property sector.

In addition, the training division also attends to annual general meetings of Schemes, develop, and implement training material in line with the Act and all other legislation, as mentioned above.

The training division further ensures that information and education material is made available to all interested parties to ensure compliance with legislation.

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Based on COVID-19 learnings, a hybrid approach to education and training is being adopted, comprising a mix of physical and online (webinar, videos and virtual) meetings and sessions, including stakeholder engagements.

The provision of consumer education is a key priority area and a critical target in the CSOS Annual Performance Plan.

In contributing towards the CSOS desired impact of “governed, harmonious, empowered and transformed community schemes contributing to spatial justice, socio-economic transformation and the creation of liveable neighbourhoods”, the Education and Training Programme delivers against the Strategic Plan.

It is therefore the CSOS’s 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.

2. OBJECTIVE OF THE STRATEGY

The Objective of the Strategy is to provide a framework for training, education and awareness to all stakeholders, but not limited to property owners, occupiers, conciliators, adjudicators and all other identified individuals, about their rights and obligations in their respective Schemes and extended to interested parties and as described as interested parties under paragraph 4 namely: ‘target audience’.

The Strategy further seeks to implement and enforce its legislative mandate by providing a free and accessible training platform to stakeholders.

In achieving this aim, the CSOS will collaborate with various stakeholders, including but not limited, to industry bodies, state-owned entities, members of Schemes, financial institutions, and various other role players to ensure that members and interested parties in Schemes received the maximum exposure to training offered by the CSOS.



The CSOS further aims to engage the services of a service provider to provide a bulk email service to reach the maximum number of stakeholders and providing the necessary information about the CSOS, its mandate, training and education workshops and seminars.

Stakeholder engagement will be implemented as per the Stakeholder Engagement Strategy.

A key focus area is the implementation of the Marketing and Communications Plan, which is developed and budgeted for annually to give effect to the Board approved Marketing and Communications Strategy.

The key objectives of this plan are, inter alia to:

- a) To build on the successes of the stakeholder engagement programmes that take place at industry executive level and to revisit/reactivate regional stakeholder engagements.
- b) Fast-track the conclusion of strategic partnership MOUs and participate in industry-related annual events and conferences.
- c) To implement the approved 'go to market' education and awareness campaign that seeks to encourage community schemes to register and comply.
- d) To implement the comprehensive marketing campaign (Marketing and Communications Plan) that has been developed in support of the approved Marketing Strategy. This requires an extension of the partnership agreement that is in place with the Government Communication Information System (GCIS), and the appointment of a production agency for media content development.
- e) Review and coordinate the implementation of the CSOS Stakeholder Management Plan.

Strengthen the database of Executive Managing Agents (EMAs) from previously disadvantaged groups through:

- a) Improved marketing of the role of EMAs (to improve sector understanding);
- b) Providing a training pack for EMAs;
- c) Engagements with the EAAB for a list of PDI;
- d) The development of a code of conduct for EMAs; and
- e) Providing potential EMAs with a Service Level Agreement between EMAs and the Scheme;



3. LEGISLATIVE FRAMEWORK

The CSOS is primarily responsible for the administration of the Community Schemes Ombud Service Act and the Sectional Titles Schemes Management Act, however, the following pieces of legislation have a direct impact on the successful implementation of the Strategy:

- Public Finance Management Act, No. 1 of 1999;
- Sectional Titles Act, No. 95 of 1986;
- Share Blocks Control Act, No. 59 of 1980;
- Housing Development Schemes for Retired Persons Act, No. 65 of 1988
- South African Co-operatives Act, No. 14 of 2005;
- Companies Act, No. 71 of 2008;
- Constitution of the Republic of South Africa Act, No. 108 of 1996;

4. TARGET AUDIENCE

The Education and Training Strategy aims to reach:

- I. Property Owners;
- II. Managing Agents;
- III. Occupiers;
- IV. Developers;
- V. Trustees;
- VI. Directors;
- VII. Caretakers;
- VIII. Estate Managers and relevant Staff Members;
- IX. Service Providers;
- X. Executive Managing Agents;
- XI. Administrators;
- XII. Association for Retired Persons;
- XIII. Industry Bodies;
- XIV. Committee Members;
- XV. Interested parties;




- XVI. Financial Institutions; and
- XVII. CSOS Staff (inclusive but not limited to Adjudicators [both full and part time], Conciliators, Case Management Officers and Scheme Governance Documentation Officers).

The entire CSOS value chain and service delivery are underpinned by the success in creating a complete universe of Schemes. In order to deliver on the overall CSOS Strategic Plan, CSOS must prioritize the training and education of members and interested parties in Schemes.

Below are the current CSOS Strategic Objectives and the importance of completing the CSOS Scheme Universe.

Strategic Objective	Strategy Impact
To Regulate all Community Schemes within South Africa	CSOS must be aware of the stakeholders it intends to regulate.
To control and provide quality assurance of Community Schemes Governance Documentation	CSOS has a legislative obligation to have in its custody, all schemes governance documentation that is compliant. Further, at any given time, the CSOS must be able to provide access to the members of the public, copies of the schemes governance documentation. Registration process aid in collating all schemes governance documentation.
To provide a Dispute Resolution Service for Community Schemes	Schemes must be registered for the CSOS to provide dispute resolution service. This objective cannot be implemented as the registration database is incomplete and inaccurate. The database also assists in determining the dispute trends within schemes.
Provide stakeholder training, consumer education and awareness for property owners, occupiers and other stakeholders in Community Schemes	The database will allow the CSOS to focus education and training within the specific schemes on specific issues.

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To ensure that the CSOS is an effective and sustainable organisation

The payment of levies cannot be realized without the database of registered schemes. An annual return submitted by schemes provides the CSOS with intelligence on the level of compliance with proper payment of levies.

5. EDUCATION AND TRAINING FRAMEWORK

5.1 Training and education are critical for harmonious living within Schemes, as more and more people become aware of their rights and responsibilities. This will in turn result in more members becoming trustees within their respective Schemes, as currently, several sectional title Schemes appoint an Executive Managing Agent, as no one is interested in being a trustee. Once members are trained and equipped with the necessary knowledge, more stakeholders will become trustees and this naturally leads to compliance with the CSOS mandate, decrease the number of disputes and drive a revenue increase, ultimately ensuring financial sustainability of the CSOS.

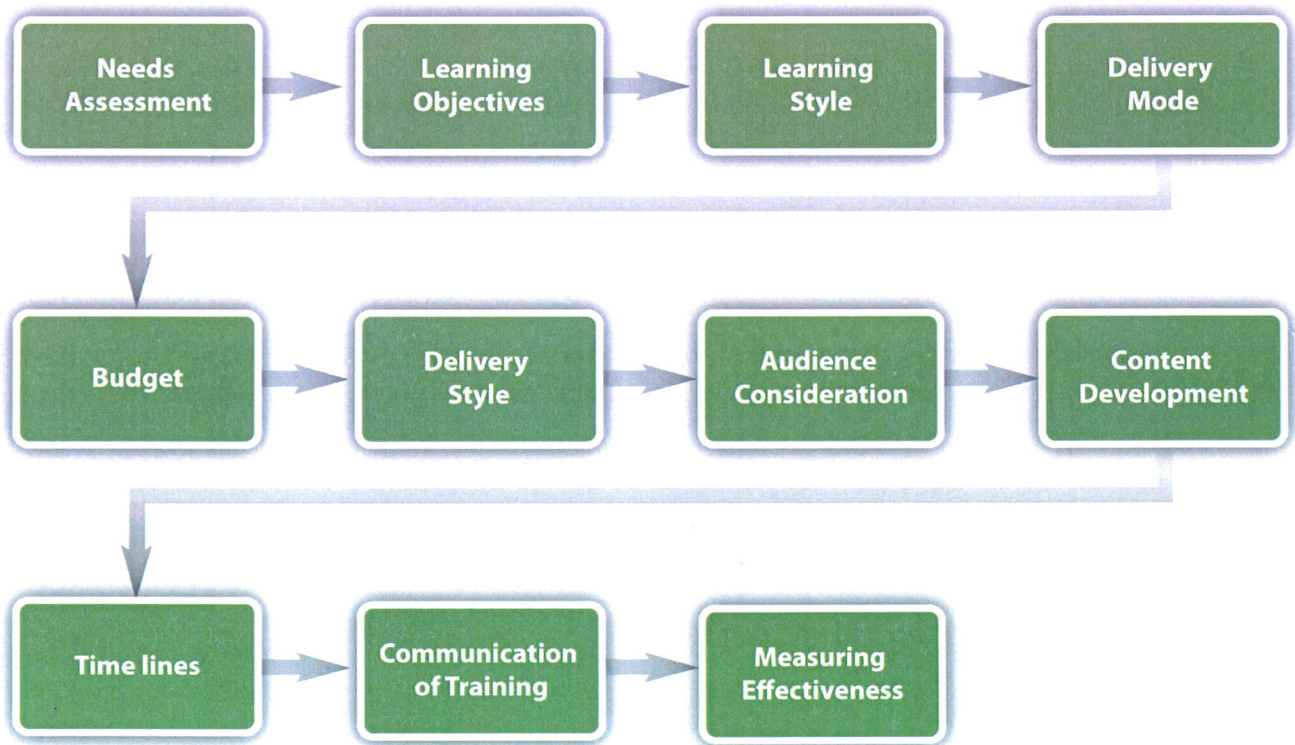
5.2 The CSOS must provide training, education and awareness to all stakeholders, but not limited to, property owners, occupiers, trustees, directors, developers, managing agents, estate managers and caretakers, as well as all other identified individuals, regarding their rights and obligations in their respective Schemes and as described as interested parties under paragraph 4 namely: "target audience".

5.3 The CSOS is also bound to train all core staff, including but not limited to case management officers, conciliators, adjudicators, scheme governance officers, as well as part-time adjudicators, to ensure compliance with the Act.

5.4 The CSOS training and education module expand across all 9 Provinces, and this will ensure a national footprint. Certain Provinces will have more education and training sessions than others, and this will largely depend on the need, together with the density of Schemes in the various areas.

5.5 The training will be held on suitable dates and times across all Provinces for all stakeholders and core staff. Training will be held either virtually or contact subject to the Covid-19 pandemic. If contact training is being held, a conference venue in the particular Province will be booked. The requirements for a conference venue would be to include, following Covid-19 protocols, Wi-Fi, Powerpoint, a microphone that can accommodate a maximum of delegates as per the current level of Covid-19.


5.6 The CSOS Education and Training Framework will be as follows:



5.7 The considerations for developing a training program for all stakeholders and core staff are as follows:

- 5.7.1 **Needs assessment and learning objectives.** This part of the framework development speaks about the need for training, once this has been established, the objectives to measure the training can be set.
- 5.7.2 **Consideration of learning styles.** The CSOS will ensure that there is a variety of learning styles available to stakeholders and core staff.



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5.7.3 **Delivery mode.** What is the best way for the CSOS to get the message across? Is contact training or virtual training more appropriate, or should the CSOS include articles, videos and brand awareness? This being said, the CSOS will use a variety of delivery methods.

5.7.4 **Budget.** The CSOS has a training and education budget, and all training is free of charge to the public.

5.7.5 **Delivery style.** Will the training be self-paced or instructor-led? What kinds of discussions and interactivity can be developed in conjunction with this training?

5.7.6 **Audience.** All stakeholders and core staff will part of the target audience as indicated above.

5.7.7 **Content.** The training content will include all the legislation and circulars as indicated above.

5.7.8 **Timelines.** Training is continuous, and each session will be determined by the need and the audience.

5.7.9 **Communication.** The CSOS will communicate all education and training on all available platforms, such as bulk emails, the CSOS website, social media, media alerts to industry bodies and sister entities.

5.8 The above is an indication of a broad framework that can be adapted to suit a specific stakeholder or core staff members requirements at any given time.

6. EDUCATION AND TRAINING CURRICULUM

The CSOS will develop and implement an innovative bespoke training curriculum to all stakeholders and core staff, including, but not limited to the following pieces of legislation and circulars and core business units:

6.1 Community Schemes Ombud Service Act and Regulations, No. 9 of 2011;

6.2 Sectional Title Schemes Management Act and Regulations No. 8 of 2011;

6.3 Sectional Titles Act, No. 95 of 1986;

6.4 Share Blocks Control Act, No. 59 of 1980;

6.5 Housing Development Schemes for Retired Persons Act, No. 65 of 1988

- 6.6 South African Co-operatives Act, No. 14 of 2005;
- 6.7 Companies Act, 2008 Act, No. 71 of 2008;
- 6.8 Constitution of the Republic of South Africa Act, No. 108 of 1996;
- 6.9 Circular on Dispute Resolution;
- 6.10 Circular for the Amendment of Rules;
- 6.11 Circular for Special and Unanimous resolutions in terms of Section 6(9) of the STSMA;
- 6.12 Circular on Waivers;
- 6.13 Circular for Registrations and Annual Returns of a Community Scheme;
- 6.14 Circular on the Opening of a Body Corporate Bank Account;
- 6.15 Circular on Payment of Levies and Fees; and
- 6.16 Core staff.

7. EDUCATION AND TRAINING ACCREDITATION

- 7.1 CSOS is in the process of developing and implementing a South African Training and Education Authority (SETA) accreditation process or an equivalent accreditation process, quality systems and standards, whereafter the CSOS will establish and manage a Services SETA Partnership Framework or similar.
- 7.2 The CSOS will design a system to monitor and evaluate the impact of public awareness aligned to the South African Education Qualification Authority (SAQA) framework and proactively introduce improvement opportunities in line with best practices to optimise organisational success.

7.3 The CSOS will further develop, implement and update the study material to ensure the relevance of the education and training to stakeholders.

7.4 The CSOS will also conduct a trend analysis of types of disputes lodged with the CSOS, as well as the governance challenges within Schemes, and in turn, develop and implement learning programmes to address the trends.

8. CORE ORGANISATIONAL COMPETENCIES

The Governance Division will be responsible for the implementation of the Education and Training Strategy.

8.1 **Regulatory** – Primarily responsible for the registration of schemes, quality assurance of schemes governance and monitoring of Governance in community schemes

8.2 **Compliance and Enforcement** - Primarily responsible for the law enforcement function of the CSOS in order to ensure community schemes comply with their Legislative Requirements. They will engage with community schemes to facilitate compliance with relevant legislation. The main objective will be to encourage voluntary compliance and take enforcement actions where schemes are in contravention of the legislation.

8.3 **Education and training**- Primary responsibility for the provision of education and training for schemes that are registered or schemes that are obliged to register, to ensure that they understand their obligations and rights under the CSOS Act and the STSMA. Furthermore, the division ensures that information and education material is made available to scheme members to assist them with compliance.

9. BUSINESS SUCCESS

9.1 The current perception is that the CSOS was established to create more of a tax burden on Schemes. The CSOS must be able to demonstrate the value that it is bringing to Schemes.

9.2 The CSOS must create awareness of the value of the CSOS and the role it plays within Schemes. The CSOS must not only be seen as a money-making institution. The services rendered by the CSOS must be highlighted, and the impact of the services rendered to the various Schemes.

10. ADVOCACY

10.1 In terms of section 4(2)(b) of the Act, the 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 persons or entities who have rights and obligations in community schemes.

10.2 The provision of consumer education is also a key priority area and a critical target in the CSOS Annual Performance Plan. The need for CSOS to be more visible and play a more active role in educating consumers and raising awareness about our existence has also been highlighted in several important forums such as the Parliamentary Portfolio Committee of Human Settlements, Select Committee on Social Services, meeting with the deputy minister and the CSOS Board.

10.3 CSOS currently has three regional and two satellite offices established in terms of section 2 of the Act. These offices are instrumental in facilitating accessibility to the dispute resolution and other key services provided by the CSOS to community schemes, consumers, and the public. The objective of the establishment of these offices is to expand the national footprint and reach the larger community schemes sector.

10.4 Whilst the CSOS has planned to appoint education officers in the future, the education function and role are currently played by the Governance, Compliance, Enforcement and Training Business Unit, the Adjudicator General and the Regional Ombuds. The education and awareness officers will, in the future, be based at regional offices and report to the Regional Ombuds.

10.5 The CSOS intends to forge and form a partnership through intergovernmental relations with strategic partners to leverage on their consumer education campaigns such as

Provincial Departments of Human Settlements, the Rental Housing Tribunal, and the Consumer Protection Forum.

10.6 There is a need for a vigorous internal marketing and communication strategy that will focus on ensuring that CSOS remains visible and relevant.

10.7 The main priority is to work with those people who are willing to comply with the CSOS Act and Regulations but currently do not have the information to guide them. This will be meant that the CSOS will have to provide information through training and education to the Schemes so that they can comply with the Act. Educational activities may include information on the CSOS website and the publication of the CSOS Act, Regulations and Circulars through different media channels and reputable industry sources of information.

10.8 Community Schemes that want to comply but need guidance and assistance will be engaged and provided with the direction required to return to compliance with the CSOS Act. This can be done through monitoring programs, roadshows, audits, and compliance campaigns.

11. RISKS

The following are high risks identified that might have an impact on the lack of training and educating interested parties and stakeholders within Schemes:

RISK	IMPACT
Lack of knowledge of roles and responsibilities	High
Lack of strong leverage on community for registration and payment	High
Lack of complying with the CSOS Act	High
Lack of transforming the property sector	High




12. PARTNERSHIPS

The CSOS is guided by the CSOS Act to educate and train all interested parties within a Scheme and this will be enhanced by establishing formal relationships with other stakeholders to broaden the awareness of such parties' rights to be trained by the CSOS.

The CSOS has identified the following partners:

WHO	HOW	DESIRED OUTCOME
NATIONAL ASSOCIATION OF MANAGING AGENTS (NAMA)	Partner and collaborate with NAMA to raise awareness of the CSOS and the importance of its mandate.	To reach the maximum number of affiliated managing agents.
THE ASSOCIATION OF RESIDENTIAL COMMUNITIES (ARC)	Collaborating to provide education, information and awareness to all homeowner's associations in South Africa.	To reach all affiliated homeowners associations, estate managers, individuals.
RESIDENTIAL COMMUNITIES' COUNCIL (RCC)	Collaborating to provide education, information and awareness to all homeowner's associations in South Africa.	To reach all affiliated homeowners associations, estate managers, individuals.
COMMUNITY ASSOCIATION INSTITUTE OF SOUTH AFRICA (CAISA)	Collaborating to provide education, information, and awareness to all homeowner's associations in South Africa.	To reach all affiliated homeowners associations, estate managers, individuals.
ASSOCIATION OF SENIOR COMMUNITIES (ASC)	Collaborating to provide education, information, and awareness to all retired persons in South Africa.	To reach all affiliated retired persons in South Africa.
MANAGING AGENTS	By providing managing agents with the latest communication	To ensure that the CSOS has a complete database of all

	and newsletters and circulars to be sent to their respective clients. Training of Community Schemes.	managing agents in South Africa.
EXECUTIVE MANAGING AGENTS (EMAs)	To provide the EMAs with the Code of Conduct and the training pack of their rights and responsibilities.	To ensure that EMAs knows their rights and obligations.
ADMINISTRATORS	To collaborate with Court-appointed administrators to ensure that CSOS receives quarterly reports.	To ensure that Schemes under Administration are provided with the quarterly reports and further for the CSOS to oversee the role of such reports.
ESTATE AGENTS AFFAIRS BOARD (EAAB)	By providing a list of Previously Disadvantaged Individuals to ensure the transformation of the property industry.	Ensuring that the property sector is transformed by employing more black managing agents.
PROPERTY SECTOR CHARTER COUNCIL	By collaborating and provide education and training and ensuring the transformation of the industry. Contributing to the development of the Transformation Charter.	Ensuring that CSOS complies with the requirements of the Property Charter to transform the property industry.
DEPARTMENT OF HUMAN SETTLEMENTS (DHS)	By supporting the DHS and provide education and training to all members within low costs Schemes in South Africa.	For maximum accessibility of all members in indigenous Schemes.
BANKING ASSOCIATION OF SOUTH AFRICA (BASA)	By collaborating and compiling a training pack for all potential buyers within Schemes, especially focussing on low-income individuals.	For maximum awareness of their rights and obligations when buying a unit within a Scheme.

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	CSOS Education & Training Strategy	

13. REVIEW AND CONTINUAL IMPROVEMENT

The Education and Training Strategy will be reviewed annually and updated, when required, or should legislation require the CSOS to do so.

14. EFFECTIVE DATE

This Education and Training Strategy will become effective on the date of approval by the Board.

- END -

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