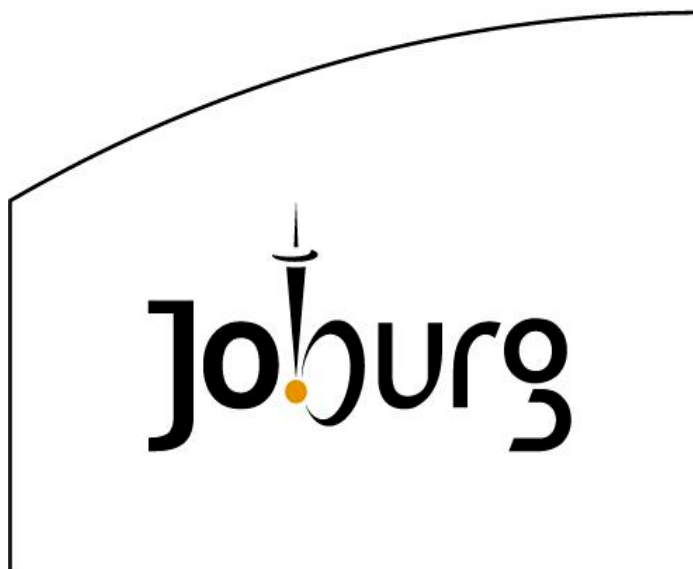


GROUP FORENSIC AND INVESTIGATION SERVICES
2026/27 BUSINESS PLAN



Version history:

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GLOSSARY OF TERMS

Abbreviation	Description
ACFE	Association of Certified Fraud Examiners
AFU	Asset Forfeiture Unit
BEC	Bid Evaluation Committees
BSC	Bid Specification Committee
Capex	Capital Expenditure
CIPC	Companies and Intellectual Property Commission
CoJ	City of Johannesburg
COGTA	Cooperative Governance and Traditional Affairs
CPA	Criminal Procedures Act
CPLS	Criminal Prosecution and Legal Services
CRUM	Citizen Relations and Urban Management
CRR	Capital Replacement Reserve
CSIR	Council for Scientific and Industrial Research
CW	Corruption Watch
C88	National Treasury Circular 88
DHA	Department of Home affairs
EEA	Employment Equity Act
EMS	Emergency Medical Services
EMT	Executive Management Team
FIC	Financial Intelligence Centre
FIMC	Forensic Information Management Centre
FMPCP	Financial Misconduct Procedures and Criminal Proceedings
GCSS	Group Corporate and Shared Services
GFIS	Group Forensic and Investigation Services
GRAS	Group Risk and Assurance Services
GILAA	General Intelligence Laws Amendment Act
GICT	Group Information Communication Technology
GLCS	Group Legal and Contract Service
GLU	Government of Local Unity
HSA	Hazardous Substance Act
HRC	Human Right Commission
IDP	Integrated Development Plan
JMPD	Johannesburg Metropolitan Police Department
KPA	Key performance Areas
LIS	Land Information System
MFMA	Municipal Finance Management Act
MIE	Managed Integrity Evaluation
MIMF	Municipal Integrity Management Framework
MISS	Minimum Information Security Standards
MPRA	Municipal Property Rates Act
MSA	Municipal Systems Act

Abbreviation	Description
MSA	Municipal Structures Act
MSR	Municipal Staff Regulations
MTC	Metro Trading Company
MTSF	Medium Term Strategic Framework
NACS	National Anti-Corruption Strategy
N/A	Not Applicable
NARSSA	National Archives and Records Service of South Africa Act
NBRBSA	National Building Regulations and Building Standards Act
NDP	National Development Plan
NPA	National Prosecuting Authority
NQF	National Qualifications Framework
NSIA	National Strategic Intelligence Act
OHS	Occupational Health and Safety
Opex	Operating expenditure
PAA	Public Audit Act
PAIA	Promotion of Access to Information Act
PAJA	Promotion of Administrative Justice Act
PAMA	Public Administration Management Act
PDA	Protected Disclosures Act
PESTEL	Political Economic Social Technology Legal and Environmental
PFA	Pension Funds Act
PFMA	Public Finance Management Act
POPIA	Protection of Personal Information Act
PHCI	Property Hijacking and Compliance Investigation
PIA	Protection of Information Act
PIE	Prevention of Illegal Eviction
POCA	Prevention of Organised Crime Act
PRECCA	Prevention and Combatting of Corrupt Activities Act
PSC	Personnel Suitability Check
SABRIC	South African Banking Risk Information Centre
SANDEF	South African National Defense Force
SAPS	South African Police Service
SAQA	South African Qualifications Authority
SARS	South African Revenue Services
SDBIP	Service Delivery and Implementation Plan
SLS	Service Level Standard
SPLUMA	Spatial Planning and Land Use Management Act
SSA	State Security Agency
SIU	Special Investigation Unit
SWOT	Strength Weaknesses Opportunities and Threats
TID	Technical Indicator Descriptions
TRA	Threat Risk Assessments
UIFW	Unauthorised, Irregular, Fruitless and Wasteful

Abbreviation	Description
VAT	Value Added Tax
WPA	Witness Protection Act

1. EXECUTIVE SUMMARY

The City of Johannesburg (City) leadership has adopted the zero-tolerance approach towards the reduction of crimes committed against the City relating fraud & corruption, theft of City assets, maladministration including historical Unauthorised Irregular Fruitless and Wasteful (UIFW), bad/problem¹ properties (City owned), breach of security and cyber-crime.

Group Forensic and Investigation Services (GFIS), in promoting good governance which encourages active citizenry, whistle blowing, ethical conduct, integrity, and transparency through anti-fraud and corruption awareness campaigns. Investigation of reported allegations of crime committed against City of Johannesburg (CoJ) is ongoing and measured within the stipulated timeframes.

Further, compliance with the Cabinet approved Minimum Information Security Standards (MISS) is implemented to ensure effective personnel security. Personnel security measures proactively assist the City in employing security competent personnel (employees) and potential service providers through the process of Personnel Suitability Checks (PSCs) and vetting (Z204).

GFIS will continue to engage with relevant role players (internal and external), to support the financial sustainability priority to reduce losses suffered by the City. This will include City owned bad/problem properties, revenue assurance (illicit) transactions detected from the CoJ SAP systems, theft of City's assets (incl. illegal connections to City's infrastructure/network). This intervention will improve recovery of revenue needed to improve service delivery.

Anti-fraud strategy will be a multi-stakeholder intervention, GFIS will therefore, continue to work closely with the following stakeholders amongst others:

- Integrity management – Group Governance.
- Fraud risks and Compliance with relevant laws and regulations – Group Risk and Assurance Services (GRAS).
- Ethical governance (accountability, transparency.) – Accounting Officer and Governance Oversight committees.
- Reduce lawlessness - Johannesburg Metropolitan Police Department (JMPD).
- Property By-law Enforcement – Development Planning.
- Criminal prosecution - South African Police Service (SAPS) and National Prosecuting Authority (NPA), and
- Consequence management – All Departments and Entities in collaboration with Group Corporate Shared Services (GCSS), Labour Relations (LR) and Group Legal and Contract Services (GLCSs) departments.

GFIS will continue to implement early detection measures to identify any potential corrupt practices to supplement reactive measures such revenue assurance transactions detected from the CoJ systems. The high-risk areas will be identified through data analytics and will be closely monitored where spot checks on transactions and processes will be conducted to ensure that non-procedural and corrupt activities are detected before the actual crime is committed.

¹ Bad/problem properties includes hijacked, illegally occupied and building that are not compliant with the City's bylaws.

GFIS will identify systemic issues to address weaknesses in the system which will lead to the improved operational environment and making it difficult for the criminals to infiltrate the systems. This would include making recommendations on development of relevant policies and processes that are geared towards supply chain management, recruitment, selection, and appointment including vetting and pre-employment screening, investigations, and disciplinary matters. Implementation of GFIS recommendations by Departments and Entities will assist to prevent re-occurrence of corrupt activities such as the abuse of the procurement system.

The above stated strategic objectives are further unpacked in the body of the Service Delivery and Budget Implementation Plan (SDBIP) and have been translated into measurable operational performance indicators and strategic projects aligned to the Government of Local Unity (GLU) priorities and Accounting Officer's plan of action for financial year 2026/27. GFIS aligns its work with the following strategic priorities to support zero tolerance approach to corruption:

- Priority 1: Good governance.
- Priority 2: Financial sustainability.
- Priority 8: Active and engaged citizenry.
- Priority 11: Smart City

The estimated operational budget for 2026/27 is **Rtbc** estimated for operating capital expenditure. The Department is required to secure and maintain adequate human resources capability including variety of specialist skills in forensic investigation environment ranging from certified fraud examiners, digital forensics, profiling, data analytics, information management, performance monitoring and evaluation as well as financial management).

This plan further outlines the department's vision and details GFIS's commitment to effectively and efficiently deliver on the mandate aligned with strategic priorities of the City to remain relevant to clients, function within the prescripts of forensic investigation industry standards, comply with the legislative and statutory requirements.

The business plan is divided into different sections in line with CoJ's Business Planning requirements and guidelines for 2025/26 as follows:

- Section 1: Executive Summary
- Section 2: provides an introduction which includes a description of GFIS vision, mission, values, core mandate, legislative and policy environment, strategic objectives - aligned to Integrated Development Plan (IDP), GLU priorities and City Managers Service Delivery Action Plan. This section provides context and alignment to the CoJ strategic plan.
- Section 3: describes the Departments environments analysis, Strength Weaknesses Opportunities and Threats (SWOT) and Political Economic Social Technology Legal and Environmental (PESTEL). It provides an overview of GFIS in general and the nature of the business environment within which it operates.

Further, it reviews the historical background of the GFIS, business challenges that the Department faced, and the risk management which includes the Risk Register developed in conjunction with various stakeholders and highlights the key challenges and potential risks that the organisation could have, control mechanisms and interventions to mitigate the possible events.

- Section 4: outlines the GFIS strategic response from the leadership to redirect and redefine the direction of the Department. It defines and outlines the strategic alignment to the IDP, SDBIP and Budget of CoJ. This section presents the Department scorecard for 2025/26 and the deployment of financial resources to achieve organisational goals, objectives, and programmes.
- Section 5: presents the Financial Impact which outlines the source of funding and budget allocations per type and line items/projects.
- Section 6: outlines the high-level Organisational Structure, management team and their function aligned with the strategic delivery imperatives of the Department.
- Section 7: presents the Communication and Stakeholder management with a detailed outline of GFIS stakeholders' matrix and the communication plan and
- Section 8: presents audit resolution for any outstanding and/or unresolved audit queries.

2. STRATEGIC OVERVIEW

GFIS has developed its own vision, mission, and values to ensure execution of the Department's mandate aligned with CoJ priorities as follows:

2.1 Core Mandate

To prevent, detect, investigate, and provide remedial actions on reported matters of fraud & corruption, theft of CoJ assets, maladministration, UIFW expenditure, bad/problem properties and cyber-crime.

2.2 Vision

A City free of fraud & corruption, theft of CoJ assets, maladministration, UIFW expenditure, bad/problem properties, and cyber-crime.

2.3 Mission

We strive towards prevention, detection, investigation to ensure there is remedial action on misconduct and maladministration committed against CoJ.

2.4 Values

GFIS is guided by the following values:



2.5 Legislation and policy environment

The legislation that is applicable and the policy environment within which GFIS operates is derived from the following:

2.5.1 Core Legislations, Regulations, Policies and Strategies

The key legislation used to prevent and combat corrupt activities within the City are as follows:

Table 1: Core legislative requirements

Legislation	Act
The Constitution of the Republic of South Africa, 1996	Act 108 of 1996
Prevention and Combating of Corrupt Activities Act (PRECCA), 2004	Act 12 of 2004
Promotion of Access to Information Act (PAIA), 2000	Act 2 of 2000
Promotion of Administrative Justice Act (PAJA), 2000	Act 3 of 2000
Protected Disclosures Act (PDA), 2004	Act 26 of 2004
Public Finance Management Act (PFMA), 1999	Act 1 of 1999
Municipal Finance Management Act (MFMA), 2003	Act 56 of 2003
Public Audit Act (PAA), 2004 Amended in 2018	Act 25 of 2004 amended 2018
Financial Intelligence Centre (FIC) Act, 2001	Act 38 of 2001
Prevention of Organised Crime Act (POCA), 1998	Act 121 of 1998
Protection of Personal Information Act (POPIA), 2013	Act 4 of 2013
Prevention of Illegal Eviction (PIE) and Unlawful Occupation of Lands Act, 1998 Amended bill (B6) 2023	No. 19 of 1998
Local Government: Municipal Structures Act (MSA), 1998	Act 117 of 1998
Local Government: Municipal Systems Act (MSA), 2000	Act 32 of 2000
Local Government: Municipal Systems Act: Local Government: Municipal Staff Regulations (MSR), 2021	N/A
National Archives and Records Service of South Africa Act (NARSSA)	Act 43 of 1996 as amended
National Development Plan (NDP) 2030	2013
Medium Term Strategic Framework (MTSF), 2019	2019-2024
Protection of Information Act (PIA), 1982 Bill published in Government Gazette No. 30885 of 18 March 2008	Act 84 of 1982

Legislation	Act
Public Administration Management Act (PAMA), 2004	Act 11 of 2014
Criminal Procedures Act (CPA), 1977	Act 51 of 1977
Pension Funds Act (PFA), 1956	Act 24 of 1956
National Strategic Intelligence Act (NSIA), 1994 as amended by the General Intelligence Laws Amendment Act (GILAA), 2013	Act 39 of 1994 Amended Act 11 of 2013
Minimum Information Security Standards (MISS), 1996	As approved by Cabinet on 4 December 1996
Municipal Regulation on Financial Misconduct Procedures and Criminal Proceedings (FMPCP), 2014	Regulation 3 (1)
White Paper on Local Government, 1998	N/A
Witness Protection Act (WPA), 1998	Act 112 of 1998
Municipal Integrity Management Framework (MIMF), 2016	N/A
Municipal Property Rates Act (MPRA), 2004	Act 6 of 2004
National Qualifications Framework (NQF), 2008	Act 67 of 2008
Value Added Tax (VAT) Act, 1991	Act 89 of 1991
Employment Equity Act (EEA), 1998 amended in 2013	Act 55 of 1998 amendment Act 47 of 2013
Hazardous Substance Act (HSA), 1973	Act 15 of 1973
Companies Act, 2008	Act 71 of 2008, amendment Act 03 of 2011,
National Building Regulations and Building Standards Act (NBRBSA), 1977	Act 103 of 1977
Control of Access to public premises and Vehicles Act, 1985 as amended	Act 53 of 1985, amendment Act 06 of 1999
Fire Brigade Services Act, 1987	Act 99 of 1987
Spatial Planning and Land Use Management Act (SPLUMA), 2013	Act 16 of 2013
National Key Points Act, 1980	Act 102 of 1980
Labour Relations Act, 1995	Act 66 of 1995
National Vetting Strategy, 2006	N/A
Protected Disclosure Act	Act 26 of 2000

2.5.3 Adherence to Policies and regulations

GFIS will adhere to all policies and regulations of the City.

2.5.4 Strategic objectives

The work of GFIS is informed by the following strategic objectives and activities to be conducted:

Pillars	Objectives
Prevention	To prevent all transgressions committed against the CoJ relating to fraud & corruption, theft of CoJ assets, maladministration, breach of security, cybercrime as well as illegally occupied buildings (hijacked/bad/problem properties).
Detection	To implement mechanisms to detect all crimes committed against the CoJ relating to fraud & corruption, theft of CoJ assets, maladministration, breach of security, cybercrime as well as illegally occupied buildings (hijacked/bad/problem properties).
Investigation	To investigate all reported and detected cases on related crimes of fraud & corruption, theft of CoJ assets, maladministration, breach of security, cybercrime as well as illegally occupied buildings (hijacked/bad/problem properties).
Resolution	To ensure that remedial actions are taken on those who have committed crimes against the CoJ. This is achieved through the use of a multi-disciplinary team, monitoring implementation of forensic outcomes, and providing post investigation support.

The work of GFIS is aligned to the mayoral priorities of the City as follows:

Table 2: Alignment to City's strategic priorities

GDS outcomes	GDS outputs	Mayoral priorities	Fraud Strategic pillars	Departmental deliverables	Strategics Objectives
A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region.	A responsive, accountable, efficient, and productive metropolitan government	Good governance	Prevention	Pre-employment screening and vetting	To improve MISS compliance
			Detection	- Whistle blowing 24/7 Anti-fraud corruption hotline - Notebook analysis - Investigation database - Audit reports - Management actions and controls	- To decrease organisational exposure to fraud - To deter wrongdoing and/or misconduct
			Investigation	- Fraud & corruption, - Theft of CoJ assets, - Maladministration	To promote a culture of good governance and accountability
				Historical UIFW	To improve financial management controls
				Illegally occupied and/or bad buildings	- To rejuvenate inner City - To promote compliance with the City by-laws
				Cyber-crime	To protect the confidentiality, integrity and availability of information and system
				Breach of security	To protect information assets (security)
			Resolution (Remedial action)	Disciplinary	To improve employee behaviour and performance (effective consequence management)
				Civil recovery	To regain financial losses and costs suffered by the City from the wrongdoer

GDS outcomes	GDS outputs	Mayoral priorities	Fraud Strategic pillars	Departmental deliverables	Strategics Objectives
				Criminal cases	To ensure effective prosecution
		Financial sustainability	Prevention	Compliance with City by-laws and relevant regulations.	To recover losses and improve revenue collection (financial asset tracking).
		Active and engaged citizenry	Prevention	Anti-fraud and corruption awareness outreach programmes	To promote a culture of ethics and integrity
		Smart City	All	24/7 Fraud Hotline (08000025878) - Whistle@joburg.org.za - Develop and implement a clear Cyber Security and Forensic workplace with the latest technology for real time monitoring, detection and responsiveness - integrated solution, and advanced data analytics on cyber breaches - Integrated Case Management System with other City and Municipality Owned Entities	To digitize forensic investigations.

2.5.5 Departmental Response to Customer Satisfaction and Quality of Life Survey's

2.5.5.1 IDP/CBP Community Issues

GFIS is not a service delivery unit but a management support function and according to the community needs, there is nothing for the Department. GFIS will continue to prevent, detect, investigate and report investigated matters.

2.5.5.2 Quality of Life Survey 7 (2023/24)

The overall 2023/24 Quality of Life (QoL) Index score declined by one point from of 62 (2020/21) to 61 with notable concerns on service delivery and infrastructure. CoJ is actively working towards successful responses aligned to the City's priorities: Financial Sustainability, Safer City, Energy Mix and Infrastructure Development.

There is no sector relating to GFIS as GFIS is a support function

Table 3: Response to Customer Satisfaction Survey

Sector: Governance			
Customer satisfaction score QoL baseline	Reasons for dissatisfaction	Response/Intervention	Priority regions
61	None for GFIS	Continued implementation of anti-corruption programmes (prevent, detect, investigate and resolve) alleged crimes committed against the City.	Citywide

2.5.5.3 Perceptions management

GFIS will continue to engage residents and stakeholders on the anti-corruption measures to improved perception management

Table 4: Response to perception management

Communicate the milestones/journey to achievements	Key actions	Anticipated number of proactive messages	KPI for quarterly monitoring
Anti-corruption awarenesses campaigns	Anti-corruption awarenesses to inform, educate and collaborate in combating fraud and corruption in the City: • How to report a allegation for forensic investigations.	200	Number of awareness conducted

2.5.5.4 City Managers Action Plan

GFIS is part of the task team that is led by the COO to reclaim derelict buildings.

Area of action	18 months	3 years	5 years
Deal Proactively with Bad Buildings in the Inner City	Illegally occupied property and compliance investigations	Illegally occupied property and compliance investigations	Illegally occupied property and compliance investigations
Enhance Financial Sustainability: Improve revenue collection mechanisms	Number of revenue assurance transactions detection	Number of revenue assurance transactions detection	Number of revenue assurance transactions detection

2.5.6 Intergovernmental Relations (IGR)

GFIS works with various government entities, outlined in Table 2 of the stakeholder management section 7 of this report, to ensure coordination and cooperation with other public sector business to combat corruption as follows:

Table 3: IGR Collaboration areas

Area of collation	Other state organ	Nature of relationship	Legislative requirement/section
Investigations	Cooperative Governance and Traditional Affairs (CoGTA)	Case Management of investigations	Local Government Anti-Corruption Strategy
	Special Investigation Unit (SIU)	Co-ordination and support during investigation	Presidential Proclamation
	Public Protector	Maladministration investigations	S118 of the Constitution of the Republic of South Africa
MISS	State Security Agency (SSA)	Personnel Security (Vetting), Information Security, Security Breaches, and Advisory Security Services.	Cabinet approved MISS document of 1996
	SAPS Counterintelligence (CI)	Threat Risk Assessment (TRA)	
Bad/problem properties	The Masters' Office		No specific legislative requirement, but a

Area of collation	Other state organ	Nature of relationship	Legislative requirement/section
	National Department of Home Affairs.	Collaboration on Property Hijacking Investigation.	special working relationship arrangement to combat bad/problem/hijacked properties
	SAPS Property Hijacking Investigation Task Team		
Digital forensic investigations	Council for Scientific and Industrial Research (CSIR)	Assist in investigation of cyber security incidents with their innovate digital platforms (analysis, modelling).	No specific legislative requirement, but a special working relationship arrangement to combat bad/problem/hijacked properties
Criminal cases emanating from investigations	SAPS NPA	Referral of criminal cases identified during investigation for prosecution.	S34 of the Criminal Procedure Act
Anti-corruption Awareness	All Departments Entities	Fraud prevention Local	Local Government Anti-Corruption Strategy and Forum)
	COGTA	Fraud and Anti-Corruption Measures	

3. STRATEGIC ANALYSIS

The strategic analysis of GFIS was conducted as follows:

3.1 Service delivery and infrastructure backlog and challenges

The strategic analysis of GFIS was conducted as follows:

3.1.1 Future outlook

- Promote and encourage active citizenry, whistleblowing, integrity, and transparency within CoJ and its residents.
- Advance the professionalisation of employees through pre-screening and vetting to optimise their contribution to create corruption free workplaces.
- Monitor implementation of recommendation emanating from finalised investigation reports to enhance governance, oversight, and consequence management in the City.
- Reinforce the use of data analytics to improve the integrity and credibility of the public procurement system.

- Strengthen stakeholder relations to augment resourcing, coordination, cooperation, performance, accountability, and independence with dedicated anti-corruption agencies.
- Protect vulnerable sectors that are most prone to corruption and unethical practices with effective risk management.

3.2 Challenges

The following are the challenges encountered and interventions to be put in place:

Table 4: Internal Challenges (within CoJ boundaries)

Internal factors	Intervention
1. Resistance by employees and unions towards the screening (procurement).	1. MISS awareness programmes to be conducted City-wide (vetting, screening, and sensitising of the Labour forum).
2. Inadequate capacity to conduct: • Pre-employment/personnel suitability checks (PSC) processes • investigations	2. Request additional funding to fill vacant positions.
3. Delayed processes emanating from implementation of investigation outcomes: • Screening reports. • Finalised forensic investigation report. • Decanting	3. Monthly status report to relevant stakeholders (Executive Management Team (EMT) and Oversight Committees).
4. High risk of breach of security incidents at CoJ (network, infrastructure, and systems).	4. Collaborative efforts with Group Information Communication Technology (GICT), its service providers and JMPD.

Table 5: External Challenges (outside the CoJ boundaries)

External factors	Intervention
1. Delays in processing of criminal cases.	1. Strengthen relations with SAPS and NPA.
2. Delay in the finalization of acquisition processes	2. Strengthen relations with Master of the High Court, Deeds Office and Companies and Intellectual Property Commission (CIPC). 3.
3. The ever-changing nature of organized crime trends	4. Learning and development to cope with the increased number of cases and evolving crimes against CoJ.

External factors	Intervention
4. Unplanned interrupted water supply.	5. Hybrid model (work from home).

3.3 Environmental analyses

3.3.1 Strengths, Weaknesses, Opportunities and Threats (SWOT).

Table 6: GFIS Strength and Weakness

Strength	Weakness
- Competent team with vast experience in investigations. - Data analytics and digital forensics support. - Strong stakeholder partnerships (internal and external). - Electronic case management system. - Anti-fraud and corruption awareness campaigns.	- Report writing skills. - Inadequate budget impacting on operations. - Optimum utilisation of case management system. - Inadequate capacity impacting on investigations and finalisation of historical UIFW cases - Decentralised pre-employment screening processes e.g. some entities conduct their own. - Lack of appetite on consequence management in the City. - Investigation backlog due to inadequate capacity. - No panel of forensic investigation firms to augment capacity. - No predictive models in place for cybercrime incidents.

Table 7: GFIS Opportunities and Threats

Opportunities	Threats
- External funding for CFE - Internship programme to augment capacity - Enhance working relations with other role players (SAPS, NPA). - Training and development initiatives (report writing). - Centralized pre-employment screening processes (GFIS). - Forensic panel of investigators - Review of GFIS structure to align with the demands for services depending on the outcome of the institutional review process. - Digitised monitoring function. - Strengthened working relations with stakeholders to address dependencies e.g. SAPS, NPA, SSA,	- Uncompetitive salaries not (resignations by investigators). - Water & electricity reduction/ shedding. - Reliance, reluctance, and lack of cooperation by relevant stakeholders: - Internal: Group Legal and Contract Service (GLCS), LR and other core Departments and Entities for implementation of GFIS recommendations. - External: NPA, SAPS and Asset Forfeiture Unit (AFU) for prosecution and recoveries. - Political instability. - Litigations due to leakage of personal information, perceived threat against CoJ.

Opportunities	Threats
Council for Scientific and Industrial Research (CSIR)	

3.4 PESTEL

The environmental analysis using PESTEL is as follows:

Table 8: PESTEL

Political	Economic	Social	Technological	Environmental	Legal
Political instability	- Inadequate resources and capacity impacting operations. - Non-payment of COJ services as a result of bad/problem buildings - Impact of water shedding on operations - Labour costs not competitive to attract and retain staff. - Failure to recover potential assets and revenue losses due delayed implementation of GFIS recommendations.	- High unemployment rate and recession. - Over-crowding of buildings and undocumented foreign nationals	- No real-time data due to lack of integrated systems e.g. Land Information System (LIS) - Information security and cyber-attacks. - Electronic information management system (reliance and backup) - Ever-changing technology - Inadequate implementation of Smart City and 4IR concept.	- Theft, vandalism and illegal connection to Infrastructure - Non-compliance of CoJ By-laws, resulting in dilapidation of buildings - Water-shedding	- Compliance with legislation such as PIE, POPI, Occupational Health and Safety (OHS) - Case law trends e.g. Blue Moon, Abahlali Basemjondolo - Possible litigations and claims. - Cooperate with Chapter 9 Institutions.

3.1 Risk assessment

The review and update of the GFIS strategic and operational risk register for 2026/27 financial year to be concluded by May of 2026/27. The mitigation actions will be implemented and progress on the improvement will be reported on a quarterly basis.

Reference No.	Objective	Risk Name	Root Causes	Consequences	Impact	Likelihood	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness	Aggregate Control	Residual risk Rating	Residual Risk	Risk Owner	Interventions / Actions to improve management of the risk	Action Owner	Time scale
1	To investigate all reported and detected cases on related crimes of fraud & corruption, theft of CoJ assets, maladministration, breach of security, cybercrime as well as illegally occupied buildings (hijacked/bad/ problem properties).	Incomplete forensic register (GFIS vs Entities)	1.Duplication of investigative functions (GFIS vs Entities) in terms of fraud & corruption, theft of CoJ assets, maladministration. 2.Delays in finalising investigations due to inadequate capacity and resources (budget) in GFIS. 3.No panel of Specialised Forensic Investigators (Technical/complex)	1.Conflict and Interference 2.Fruitless expenditure 3.GFIS will be rendered obsolete	Major	Almost certain	20	Very High	1.1 Tracking and monitoring letters issued to departments and entities 1.2 Engagements with Governance Group Head as empowered by the SDA (Service Delivery Agreement) are on-going 1.3 Engagements with GSPCR Group Head on policy and legislative framework are on-going 1.4 Engagements with departments and entities on internal control dashboard are on-going 1.5 On-going engagements with SAPS specialised unit and NPA on priority cases. 1.6 Participation in the Prov-Joint Committees 1.7 Quarterly engagements with Audit and Risk Committee (ARC) Group on investigations conducted by GFIS and/outourced by entities.	Partially Effective	40	40	8	Medium	Group Head :GFIS	1.1 Strengthen the relationship with entities through a SLA (Service level agreement). 1.2 CMs Directive instructing relevant MOEs of the mandate of GFIS and expectations of the shareholder as per shareholder compact (SLA)	Director Operations	1. Quarterly

Reference No.	Objective	Risk Name	Root Causes	Consequences	Impact	Likelihood	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness	Aggregate Control	Residual risk Rating	Residual Risk	Risk Owner	Interventions / Actions to improve management of the risk	Action Owner	Time scale
									2.1 Existing investigative capacity is being utilised to assess and respond to reported allegations in a timely and effective manner. 2.2 Close monitoring of investigators to ensure that they complete investigations within the stipulated time frames.	Partially Effective	40					2.1 Finalise recruitment processes.		30-Sep-26
									3.1 Utilisation of existing capacity and Group Legal & Contract Panel.	Partially Effective	40					3.1 Motivate for budget to appoint panel of Specialised Forensic Investigators (Technical/complex)		30-Jun-26

Reference No.	Objective	Risk Name	Root Causes	Consequences	Impact	Likelihood	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness	Aggregate Control	Residual risk Rating	Residual Risk	Risk Owner	Interventions / Actions to improve management of the risk	Action Owner	Time scale
2		Escalating rate of property hijacking incidents and regulatory compliance.	1.Non-compliance to City By-laws (Property by-law) 2.Lack of enforcement 3.Influx (Illegal Immigration) 4.Emmigration	1.Backlog of investigations. 2.Illegal connection 3.Financial/Revenue losses	major	Almost Certain	20	Very High	1.1& 2.1 multi-disciplinary operations. 1.2 & 2.2 Escalations to relevant stakeholders (COO, Law enforcement agencies, Group Legal, Revenue and JPC). 1.3 & 2.3 CMs ByLaw enforcement operations (Bad Building Strategy).. 1.4 & 2.4 Dedicated Whatsapp line to report illegal activities (bad buildings) 3.1 & 4.1 No controls in place.	Partially Effective	40	80	16	High	Group Head : GFIS	1.1 Engage with prov-joints sub-committee for a multidisciplinary approach to addressing problem properties, assist owners in the city to regain control of their properties and be able to comply with municipal bylaws and other legislations regulating properties. 1.2 & 2.2 CMs Directive instructing relevant Departments & other relevant stakeholders of the mandate of GFIS and expectations 1.3 & 2.3 Maintain the controls 1.4 & 2.4 Maintain the controls	Director: Property Hijacking and compliance	Quarterly

Reference No.	Objective	Risk Name	Root Causes	Consequences	Impact	Likelihood	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness	Aggregate Control	Residual risk Rating	Residual Risk	Risk Owner	Interventions / Actions to improve management of the risk	Action Owner	Time scale
3	To implement mechanisms to detect all crimes committed against the CoJ relating to fraud & corruption, theft of CoJ assets, maladministration, breach of security, cybercrime as well as illegally occupied buildings (hijacked/bad/ problem properties).	Reluctance by nominated officials to undergo screening processes (BSC and BEC)	1.Lack of information/misinformation of the process.	1. Conflict of interest 2.Fraud and Corruption	Critical	Likely	20	Very High	1.1 Screening awareness sessions are conducted to educate employees and stakeholders on the importance of security screening , compliance requirements and safeguarding of personal information	Less Effective	60	60	12	High	Group Head :GFIS	1.1 To utilise the e-procurement system to improve the information/misinformation of the process.	Director : FIMC	Quarterly
			2.Lack of cooperation by BSC/BEC members						2.1 Non-cooperation or lack of participation by nominated BSC/BEC members is reported to the coordinator for escalation and resolution	Less Effective	60					2.1 Further engagements with process owners (SCM)		Quarterly

Reference No.	Objective	Risk Name	Root Causes	Consequences	Impact	Likelihood	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness	Aggregate Control	Residual risk Rating	Residual Risk	Risk Owner	Interventions / Actions to improve management of the risk	Action Owner	Time scale
4	To ensure that remedial actions are taken on those who have committed crimes against the CoJ. This is achieved through the use of a multi-disciplinary team, monitoring implementation of forensic outcomes, and providing post investigation support.	Partial Implementation of recommendations emanating from issued forensic investigation reports by GFIS	1.Lack of integrated case monitoring with core department and Municipal Entities and data integrity (Check 2.1)	1.Prescription of recoverable debt from employees. 2.Litigation when criminal cases are withdrawn	major	Almost Certain	20	Very High	1.1 Identification of key departments and municipal entities to assist with the implementation of recommendations.	Partially Effective	40	40	8	Medium	Group Head :GFIS	1.1 Adopt SOP with core departments and municipal entities to regulate and maintain turnaround times for disciplinary cases. 1.2 CMs Directive instructing relevant Departments & MOEs of the mandate of GFIS and expectations of the shareholder as per shareholder compact (SLA)	Director Criminal Prosecutions	30-Sep-26

Reference No.	Objective	Risk Name	Root Causes	Consequences	Impact	Likelihood	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness	Aggregate Control	Residual risk Rating	Residual Risk	Risk Owner	Interventions / Actions to improve management of the risk	Action Owner	Time scale
5	To implement mechanisms to detect all crimes committed against the CoJ relating to fraud & corruption, theft of CoJ assets, maladministration, breach of security, cybercrime as well as illegally occupied buildings (hijacked/bad/ problem properties).	Unreliable case management system	1.Technical challenges with fraud hotline.	1.Non-reporting of cases. 2.Reputational damage.	Major	Almost certain	20	Very High	1.1 Walk in complains and emails.	Partially effective	40	40	8	Medium	Group Head : GFIS	1.1Outsource the fraud hotline functions.	Directors: Operations /FIMC	30-Sep-26

4. STRATEGIC RESPONSE

This section provides GFIS implementation, and performances as follows:

4.1 Key performance Areas

The Key performance Areas (KPA) for implementation and performance measurement by GFIS are derived from the National Anti-Corruption Strategy (NACS) as follows:

Table 9: KPAs for GFIS

KPA	Responsible unit	Deliverables
1. Combat fraud and corruption	Operations	- Prevent, detect, and investigate: - Fraud and Corruption - Theft of City's assets - Maladministration - UIFW
2. Reduce lawlessness through improved by-law	Property Hijacking and Compliance investigations (PHCI)	- Prevent, detect, and investigate hijacked/bad/problem properties. - Enforce compliance with City's bylaws and other relevant legislations. - Review hijacked/bad/problem property strategy. - Amendment of problem property bylaw
3. Active and engaged citizenry	Operations PHCI Forensic Information Management Centre (FIMC) Criminal Prosecution and Legal Services (CPLS)	Anti-fraud and corruption awareness campaigns
4. Improved compliance with the MISS programme	FIMC - MISS	- Personnel security (prescreening and vetting coordination) - MISS awareness programmes on Personnel Security Screening/vetting)
5. Effective forensic management centre	FIMC - Cybercrime	- Cybercrime investigations coordination and awarenesses - Digital forensic support (profiling, imaging) - Fraud risk data analytics (fraud detection review) - Financial and asset tracking (revenue assurance transactions).

KPA	Responsible unit	Deliverables
6. Effective information management	FIMC – Information Management	- Monitoring of case management. - Receipt, registration, allocation/referral, status and of cases.
7. Effective monitor implementation of finalised investigations	CPLS	- Remedial actions (disciplinary, recoveries). - Status of criminal cases at SAPS.

4.2 Past Performance

In the previous year, GFIS implemented its approved Business Plan 2023/24 financial year and progress for the fourth quarter and annual which includes progress for both financial and non-financial information. GFIS as follows:

GFIS continued to implement preventative programmes as follows:

- 351 fraud awareness and outreach programme, these include various topics such as cybercrime, breach of security, illegally problem/bad/hijacked properties as well as Minimum Security Standards (MISS).
- Roll-out of the MISS programme continued as follows:
 - 68 MISS awareness conducted.
 - 5 Technical Surveillance Countermeasures (TSCM) coordinated
 - 9 Threat Risk Assessment (TRA) conducted
 - 7 Breach of Security cases investigated.
 - 4,065 candidates were screened for personnel suitability checks (PSC) prior to employment by the City.
 - 417 employees prioritized for vetting (Z204 coordinated) for BSC/BEC for various department/entities in the City.

To detect cases of maladministration committed against CoJ various mechanisms were utilised as follows:

- 402 new cases were reported by complainants during the year for investigations.
- 959 revenue transaction/accounts were analysed for investigation support, financial asset tracking (SAP & fraud risk data analytics) to detect illicit transactions and site visits conducted City Power and Johannesburg Water in order to correct the Billing system (ACL reports).
- Digital forensics support services continued on various investigations for profiling, imaging and data analysis.

Forensic investigations were conducted on the reported alleged transgressions committed against the CoJ utilising the internal capacity as follows:

Case Category	Finalised in Q4	In progress
ILLEGALLY OCCUPIED BUILDINGS:	135	106
Hijacking/Bad/Problem properties	135	106
OPERATIONS:	148	432
Fraud & Corruption	106	181
Maladministration (incl. historic UIFW)	30	237
Theft of City Assets	12	14
FORENSIC INVESTIGATION & MANAGEMENT CENTRE:	11	3
Breach of security	4	0
Cybercrime	7	3
TOTAL	294	541

GFIS continued to monitor implementation of GFIS recommendations emanating from the concluded investigation reports.

- 52 forensic investigation reports were concluded with disciplinary action recommended and monitored on an ongoing basis. and 2 forensic reports implemented by the affected Departments and Entities.
- 12 forensic investigation reports were finalised with recommendations recoveries, 2 and monitored on an ongoing basis.
- 68 criminal cases were reported to the South African Police Service (SAPS) for prosecution by National Prosecuting Authority (NPA) as a result of forensic investigations were monitored and 35 were finalised.

4.3 Corporate scorecard

The following tables contains GFIS performance measures for all the relevant scorecards.

Table 10: Department SDBIP scorecard

GDS Outcome: A high-performing metropolitan government that pro-actively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region																				
GDS OUTPUT: A responsive, accountable, efficient, and productive metropolitan government																				
MAYORAL PRIORITY: Good governance, financial sustainability, Active & engage citizenry, Smart city																				
No	Key Performance Indicator	Baseline 2024/25	2026/27 Target	2028/28 target	2028/29 target	2026/27 Quarterly Performance targets				2026/27 budget per projects R 000						2027/28 Target R 000		2028/29 Target R 000		Means of Verification
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4	Capex	Opex	Capex	Opex	
IDP/Institutional SDBIP																				
1.	% of reduction of Illegally occupied building incidents reported	56% (180/320)	85%	90%	95%	20%	45%	60%	85%	-	19,735	4,934	4,934	4,934	4,934		20,530			Dashboard of corruption illegally occupied buildings with the status. Quarterly performance report
Departmental SDBIP																				
2.	% of reduction of fraud & corruption incidents reported	45% (150/333)	85%	90%	95%	20%	45%	60%	85%	-	19,735	4,934	4,934	4,934	4,934		20,530			Dashboard of fraud & corruption investigations with the status.

GDS Outcome: A high-performing metropolitan government that pro-actively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region																				
GDS OUTPUT: A responsive, accountable, efficient, and productive metropolitan government																				
MAYORAL PRIORITY: Good governance, financial sustainability, Active & engage citizenry, Smart city																				
No	Key Performance Indicator	Basel ine 2024/ 25	2026 /27 Targ et	2028 /28 targe t	2028/ 29 targe t	2026/27 Quarterly Performance targets				2026/27 budget per projects R 000						2027/28 Target R 000		2028/29 Target R 000		Means of Verification
						Q1	Q2	Q3	Q4	Cap ex	Op ex	Q1	Q2	Q3	Q4	Ca pe x	Op ex	Ca pe x	Ope x	
3.	% of reduction of theft of city assets incidents reported	56% (19/34)	85%	90%	95%	20 %	45 %	60 %	85%	-	3,947	987	987	987	987	-	4,106	-	-	Dashboard of theft of city assets investigations with the status.
4.	% of reduction of maladministra tion incidents reported	31% (33/105)	85%	90%	95%	20 %	45 %	60 %	85%	-	7,894	1,974	1,974	1,974	1,974	-	8,212	-	-	Dashboard of maladministration investigations with the status.
5.	% of reduction of UIFW incidents reported	9% (17/183)	85%	90%	95%	20 %	45 %	60 %	85%	-	7,894	1,974	1,974	1,974	1,974	-	8,212	-	-	Dashboard of UIFW investigations with the status.
6.	percentage of cybercrime incidents reported	57% (4/7)	85%	90%	95%	20 %	45 %	60 %	85%	-	6,578	1,637	1,637	1,637	1,637	-	6,843	-	-	Dashboard of cyber crime investigations with the status.

GDS Outcome: A high-performing metropolitan government that pro-actively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region GDS OUTPUT: A responsive, accountable, efficient, and productive metropolitan government MAYORAL PRIORITY: Good governance, financial sustainability, Active & engage citizenry, Smart city																				
No	Key Performance Indicator	Baseline 2024/25	2026/27 Target	2028/28 target	2028/29 target	2026/27 Quarterly Performance targets				2026/27 budget per projects R 000						2027/28 Target R 000		2028/29 Target R 000		Means of Verification
						Q1	Q2	Q3	Q4	Cap ex	Op ex	Q1	Q2	Q3	Q4	Cap ex	Op ex	Cap ex	Op ex	
7.	% of reduction of security breach of incidents reported	100% (4)	85%	90%	95%	20%	45%	60%	85%	-	6,578	1,637	1,637	1,637	1,637	-	6,843	-	-	Dashboard of security breach investigations with the status.
8.	% of digital investigation support provided	New	90%	95%	100%	90%	90%	90%	90%	1,540	13,157	3,674	3,674	3,674	3,674		13,687	-	-	Dashboard of digital investigation support
9.	Number of revenue assurance transactions detected	959	450	550	100	100	200	325	450	-	5,263	1,316	1,316	1,316	1,316		5,475	-	-	Approved report and Dashboard of revenue transactions with the status
10.	Number of procurement committee members screened	847	300	350	400	75	150	225	300	-	7,894	1,974	1,974	1,974	1,974		8,212	-	-	Approved report and Dashboard of BSC/BEC members screened

GDS Outcome: A high-performing metropolitan government that pro-actively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region																				
GDS OUTPUT: A responsive, accountable, efficient, and productive metropolitan government																				
MAYORAL PRIORITY: Good governance, financial sustainability, Active & engage citizenry, Smart city																				
No	Key Performance Indicator	Baseline 2024/25	2026/27 Target	2028/28 target	2028/29 target	2026/27 Quarterly Performance targets				2026/27 budget per projects R 000						2027/28 Target R 000		2028/29 Target R 000		Means of Verification
						Q1	Q2	Q3	Q4	Cap ex	Op ex	Q1	Q2	Q3	Q4	Cap ex	Op ex	Cap ex	Ope x	
11.	Number of awareness sessions conducted	195	200	250	300	50	100	150	200	-	7,894	1,974	1,974	1,974	1,974		20,530	-	-	List of awareness sessions conducted. Attendance registers.
12.	% of finalised forensic investigation reports recommending disciplinary action tracked ²	100%	100%	100%	100%	100%	100%	100%	100%	-	7,894	1,974	1,974	1,974	1,974		8,212	-	-	Approved report and Dashboard of disciplinary cases monitored
13.	% of criminal cases tracked to determine status by investigative bodies	100%	100%	100%	100%	100%	100%	100%	100%	-	5,263	1,316	1,316	1,316	1,316		5,475	-	-	Approved report and Dashboard of criminal cases monitored.

² Tracking refers to ongoing follow-up with affected Department/Entity on progress made in implementation recommendations of finalised investigation reports for disciplinary action, recoveries etc.. incl. criminal cases with SAPS

Table 11: Gatekeeping KPIs

GDS Outcome: A high-performing metropolitan government that pro-actively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region GDS OUTPUT: A responsive, accountable, efficient, and productive metropolitan government MAYORAL PRIORITY: Good governance, financial sustainability, Active & engage citizenry, Smart city																				
N o	Key Performance Indicator	Baseli ne 2024/ 25	2026/ 27 Targ et	2027/ 28 Targ et	2028/ 29 target	2025/26 Quarterly Performance targets				2025/26 budget per projects R 000						2025/26 Target R 000		2026/27 Target R 000		Means of Verification
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4	Cape x	Ope x	Cap ex	Opex	
1.	% of operating expenditure budget spent against approved operating budget	80%	95%	95%	95%	95%	95%	95%	95%	-	-	-	-	-	-	-	-	-	-	SAP report
2.	% of reduction in UIFW expenditure incurred	5%	50%	60%	70%	20%	30%	40%	50%	-	-	-	-	-	-	-	-	-	-	UIFW declaration report
3.	% of valid invoices paid within 30 days	91%	100%	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	-	-	-	-	SAP report
4.	% of Internal Audit findings resolved	100%	100%	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	-	-	-	-	Audit findings resolution report

GDS Outcome: A high-performing metropolitan government that pro-actively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region GDS OUTPUT: A responsive, accountable, efficient, and productive metropolitan government MAYORAL PRIORITY: Good governance, financial sustainability, Active & engage citizenry, Smart city																				
N o	Key Performance Indicator	Baseli ne 2024/ 25	2026/ 27 Targ et	2027/ 28 Targ et	2028/ 29 target	2025/26 Quarterly Performance targets				2025/26 budget per projects R 000						2025/26 Target R 000		2026/27 Target R 000		Means of Verification
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4	Cape x	Ope x	Cap ex	Opex	
5.	% of AG findings resolved	100%	100%	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	-	-	-	-	Audit findings resolution report
6.	% of strategic risk management action plans implemented	67%	85%	85%	85%	20%	40%	60%	85%	-	-	-	-	-	-	-	-	-	-	Risk progress report
7.	% of service standards achieved	67%	85%	85%	85%	20%	40%	60%	85%	-	-	-	-	-	-	-	-	-	-	SLS progress report

4.4 Circular 88

According to National Treasury Circular 88 (C88) for Governance the following indicator is applicable to GFIS.

Table 12: Circular 88 indicators

Ref	Circular 88 outcomes	No	IDP performance indicator (outcomes)	Ref no.	Baseline	Target for 2026/27	Target for 2027/28	Target for MTREF (3 years)	Target for 2029/30 (End of Term)
GG5.1	Zero tolerance of fraud and corruption	36	Number of alleged fraud and corruption cases reported per 100 000 population	GG 5.1	402	420	430	1, 200	2,000

4.5 Service Standard Charter

According to the City's Service Level Standard (SLS) Charter the following indicators are implemented by GFIS:

Table 13: Service standards KPIs

No	Key Performance Indicator	Baseline 2023/24	2026/27 Target	2027/28 target	2028/29 target	Monthly Targets												Means of Verification
						Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
1	% of PSC screening completed within 21³ working days (except for international qualifications/ criminal verifications)	56%	85%	95%	96%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Dashboard of PSC requests processed , Signed requests and reports.
2	New complaints received, registered and feedback to clients within 5 working day2	100%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	Dashboard of new cases reported via Hotline, Email and Walk-in.

³ PSC refers to background checks conducted on potential candidates or service providers prior to employment by the CoJ. Indicator performance can be measured and reported at 3 levels – 0-7 days @ 15% as per the IDP/Service Standard Charter, 8-14 days @55% and 15-21 days at 85%.

No	Key Performance Indicator	Baseline 2023/24	2026/27 Target	2027/28 target	2028/29 target	Monthly Targets												Means of Verification
						Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
3.	% of investigation of cases completed within 100 working days (except for complex cases ⁴)	34%	75%	80%	85%	20%			35%			55%			75%			Dashboard of cases completed

⁴ Complex cases are those investigation that involves multiple witnesses and / or implicated officials, at various levels of authority. The investigation involves a large volume of information and substantial amount of money, these relate to extended period of time wherein varying procedures and situations are applied in the perpetration of malfeasance resulting in variable perspective and interpretation of events.

Table 14: TID's for GFIS indicators

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
IDP & Institutional SDBIP											
1. % of reduction of illegally occupied buildings ⁵ incidents reported	Buildings where the control has been taken over by a third party from the owner, and where such third party then coerces the occupiers to pay rent and services to him/ her and acts as a slumlord, failing to maintain the building or pay for rates and services. It may or may not also include the falsification of Deeds Office or Master Office documentation in order to take over ownership of the building illegally.	Proactively prevent and detect activities of hijacked properties/bad/problem properties.	Manual: Investigation files	% = concluded investigations divide by total investigated x 100	Dependent on details provided by complainant during reporting. Dependent on SAPS and NPA for the prosecution of cases	Output	Quantitative: %	Quarterly and Annual	Yes	85%	Director: Property Hijacking and Compliance Investigations

⁵ Illegally occupied buildings include hijacked/bad/problem properties that are not compliant with the City Property Bylaw

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
Departmental SDBIP											
2. % of reduction of fraud & corruption incidents reported	Fraud is committed when a person unlawful and intentional makes a misrepresentation which causes actual prejudice or potentially prejudicial to another.	To reduce incidents of fraud and corruption, theft of city assets and maladministration. Recover monies that have been siphoned from the City.	Manual: investigation files	% = concluded investigations divide by total investigated x 100	Dependent on SAPS and NPA for the prosecution of cases	Output	Quantitative: %	Quarterly and Annual	No	85%	Director: Operations
3. % of reduction of theft of city assets incidents reported	Fraud is committed when a person unlawful and intentional makes a misrepresentation which causes actual prejudice or potentially prejudicial to another.	To reduce incidents of fraud and corruption, theft of city assets and maladministration. Recover monies that have been siphoned from the City.	Manual: investigation files	% = concluded investigations divide by total investigated x 100	Dependent on SAPS and NPA for the prosecution of cases	Output	Quantitative: %	Quarterly and Annual	No	85%	Director: Operations
4. % of reduction of maladministration incidents reported	Fraud is committed when a person unlawful and intentional makes a misrepresentation which causes actual prejudice or potentially prejudicial to another.	To reduce incidents of fraud and corruption, theft of city assets and maladministration. Recover monies that have been siphoned from the City.	Manual: investigation files	% = concluded investigations divide by total investigated x 100	Dependent on SAPS and NPA for the prosecution of cases	Output	Quantitative: %	Quarterly and Annual	No	85%	Director: Operations

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
tion incidents reported	a misrepresentation which causes actual prejudice or potentially prejudicial to another.	and maladministration. Recover monies that have been siphoned from the City.		investigated x 100	prosecution of cases						
5. % of reduction of historic UIFW incidents reported prior to 01 July 2018	In terms of section 32 of MFMA - UIFW's is an expenditure incurred by any political office-bearer or official of a municipality who deliberately or negligently made or authorised an Unauthorized, Irregular, fruitless and wasteful expenditure such political office or official became liable for that expenditure.	Reduction of UIFW incurrence Tight financial management controls Recoverability from liable official, if not recoverable consideration for regularization for expenditure to be written off by Council	Manual: investigation files Electronic: iCAMs (case management)	% = concluded investigations divide by total investigated x 100	Lack of evidence	Output	Quantitative: %	Quarterly and Annual	No	85%	Director: Operations

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
6. % of reduction of cybercrime incidents reported	Process of investigation, analysing and recovering critical forensic digital data from the networks involved in the attack (either internet or local work) in order to identify the perpetrators of the digital crime and their true intention.	To prevent cybercrime incidents incurred against CoJ via internet, local network and electronic devices and/or technology. To track the actions of cyber criminals who break into CoJ systems, build evidence based in those break-ins and help the victims of cybercrime (CoJ core Departments and Entities) protect themselves from future attacks.	Manual: Investigation files Electronic: Devices and technology	% = concluded investigations divide by total investigated x 100	Access to systems (administrative or user rights) Poor backup functionality	Output	Quantitative: %	Quarterly and Annual	No	85%	Director: FIMC
7. % of reduction of security breach of incidents reported	A preliminary investigation with the objective to ascertain who; what; when; where and how.	To ascertain the type of security breach, investigating is conducted on the reported	Manual: Interviews and observation Electronic: CCTV	% = concluded investigations divide by total investigated x 100	Reliance on SSA and SAPS to conduct in depth investigation	Non-cumulative	Quantitative: %	Quarterly and Annual	New	85%	Director: FIMC

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
		allegation in order to refer it to the relevant authority for further investigation and prosecution.	footage and any other methods require.		n on the security breach as they are the authority on information and physical security investigations.						
8. % of digital investigation support provided	Measures the digital forensic support provide to operations and hijacked property investigations. Support provided relates to allegation committed with the use technology and referred to cybercrime team for evidence gathering and analysis.	Data imaging, extraction, analysis and reporting to substantiate the allegation	Electronic: Cellphone, Laptop, Server and any other device	%= Digital support provided / Total requests received	Technology upgrades and/or server downtime	Output	Quantitative: %	Quarterly and Annual	Yes	90%	Director: FIMC
9. Number of revenue assurance	Measuring the extent to which revenue transactions both	Prevention of financial and non-financial (assets) losses	Manual: Transactions database	#=total number of joint	Access to CoJ electronic systems	Output	Quantitative: Number	Quarterly and Annual	No	500	Director: FIMC

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
transactions detected	financial and non-financial are being conducted by officials to manipulate the CoJ systems.	including Cost saving and Recovery of Costs Improvement if the compliance to SOPs Implementation of the GFIS Forensic Centre of Excellence.	Electronic: CoJ systems	operations conducted	Network availability Fire and water damage Poor backup functionality						
10. Number of procurement committee members screened	Security Screening of BSC/BEC/BAC Committee members	To provide guidance to Heads of Departments, Managing Directors, Chief Executive Officer's for City's Core Department and Entities by highlighting and mitigating the security risks relating to committee members that will have access to sensitive and confidential information by virtue of being	Signed Request Letter, MIE form or data.	#=total number of procurement committee members screened	Reliance on availability of BSC/BEC/BAC members	Quantitative: Number	Non-cumulative	Quarterly and Annual	Yes	350	Director: FIMC

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
		selected/recommended to sit on a committee. The above also promotes good governance, integrity and also creates credibility to the City's processes.									
11. Number of awareness sessions conducted	Is a prevention measure to implement the anti-corruption strategy, it shows an indication of how many educational sessions were conducted at various identified areas about the anti-fraud and corruption within CoJ	To assist the CoJ in managing the negative perceptions about the management of fraud and corruption in the city and making sure that communities and employees are educated about the Anti-Fraud and Corruption awareness programmes.	Manual: promotional items e.g. pamphlets	Each session conducted will be counted and this target is cumulative	N/A	Output	Quantitative: Number	Quarterly and Annual	Yes	250	Director: Stakeholder Management Director: Operations Director: Property Hijacking and Compliance Investigations Director: FIMC

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
12. % of finalised forensic investigation reports with disciplinary action tracked	All the recommendations of disciplinary action from forensic investigation are monitored for progress on the implementation	To monitor that departments and entities are implementing GFIS recommendations for disciplinary action	The information is obtained from the department where the recommendations are made and is verified with Labour Relations	All finalised investigations recommending disciplinary action are monitored = 100%. If less than 100% then the formula is = Number of investigation reports recommending disciplinary action implemented divide by the total number of investigation reports recommending disciplinary action monitored	Dependency on the provision of information from the departments and entities as well as Labour Relations	Output	Quantitative: %	Quarterly and Annual	Yes	100%	Director: CPLS
13. % of criminal cases tracked to determine status	These are criminal cases emanating from forensic investigations conducted and	Measure progress on the status of criminal cases registered with SAPS/SIU/PP	Manual: GFIS case file SAPS CAS print out from and	%= Total criminal cases (New and carried over) registered	Dependency on SAPs to conduct further investigation.	Output	Quantitative: %	Quarterly and Annual	No	100%	Director: CPFLS

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
by investigative bodies	reported investigative bodies such as SAPS/NPA/SIU/PP for further action and prosecution.	and prosecuted by NPA	feedback from NPA (case planning)	with SAPS monitored by Total cases registered with SAPS monitored	Dependency on NPA to prosecute						
Gate keeping KPIs											
1. % of operating expenditure budget spent against approved operating budget.	KPI measures OPEX spend by the Department to measure the overall performance in spending as was intended in terms of its approved Budget.	Provides an indication of the extent of OPEX spending	SAP BW Report	Summation of department OPEX spend as a % of total approved OPEX budget for the department Spend include actual spend as well as invoices received but not paid as yet.	Assumption is that the SAP will be able to generate such reports consistently . Invoices received but not paid as yet will be a manual process where department s must provide the Merchant with copies of all invoices	Cumulative	Quarterly	N/A	No	95%	All Directors

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
					received to be processed for payment						
2. % of reduction in UIFW expenditure incurred.	KPI measures expenditure incurred as UIFW	Provides an indication of whether the expenditure incurred resulted in UIFW	Monthly UIFW Declaration reports	All invoices of expenditure incurred as UIFW	None.	Cumulative	Quarterly	N/A	No	85%	All Directors
3. % of valid invoices paid within 30 days.	Measures compliance with NT 30 days payment rule.	To ensure that valid invoices are paid within the stipulated timeframe.	Payment reports	Total valid invoices paid as a % of total valid invoices submitted for payment.	Dependency from Merchant to pay suppliers.	Cumulative	Quarterly	N/A	No	100%	Group Finance
4. % of Internal Audit findings resolved	Measures resolution of audit queries (if any) emanating from verification of reported performance.	Operation clean audit	Internal audit report	Resolved audit findings as a % of total audit findings issued	None	Cumulative	Quarterly	N/A	No	95%	All Directors
5. % of AG findings resolved	Measures resolution of audit queries (if any) emanating from verification	Operation clean audit	External audit report	Resolved audit findings as a % of total audit	None	Cumulative	Quarterly	N/A	No	95%	All Directors

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
	of reported performance.			findings issued							
6. % of strategic risk management action plans implemented	Measures the extent of management action plans implemented to reduce risks to acceptable/tolerable level	Reduction of risks identified	Risk register	Total risk actions identified implemented over Total risk actions identified X 100	Unfunded mandates (risk actions)	Cumulative	Quarterly	N/A	No	85%	All Directors
7. % of service standards achieved	Measures the achievement of the Service Standard Charter.	Monthly, quarterly and annual performance on service standards on the effectiveness of services provided to residence.	Service standard charter	Number of services standard achieved/ total number of services standards in the service standard charter X 100	Lack of information to assess the levels of service delivery standards	Cumulative	Quarterly	N/A	No	85%	Director: FIMC Operations Hijacking
Circular 88 KPIs											
1. Number of alleged fraud and corruption cases reported per 100 000 population	The indicator provides a leading measure of the incidence of fraud and corruption based on alleged incidents.	Principles of good governance require accountability, clean administration, and responsible	Case management system	Number of fraud and corruption cases reported	Only Stats SA can determine number of people in the area to measure	Outcome	Quantitative: Number	Annual	Yes	420	Director FIMC

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
		use of public funds.			the 100k population						
Service Standard Indicators											
1. % of PSC screening completed within 21 working days (except for international qualifications/criminal verifications)	Pre-employment screening incl screening of candidates, BSC/BEC/BAC committee members and Board committees members. Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Provide assurance to the City in suitability of candidates.	Managed Integrity Evaluation (MIE). Department of Home affairs (DHA), SAPS; South African Qualifications Authority (SAQA); Transunion; Work Enquiry	Number of individual screenings to be conducted.	External stakeholders (SAPS; DHA; AQA; Transunion) The Institutions go on recess during 15 December to last week of January.	Quantitative: %	Non-Cumulative	Monthly, Quarterly and Annual	No	85%	Director: FIMC
2. New complaints received, registered and feedback to clients within 5 working days	The KPI measures the feedback (GFIS reference/case number) provided to complainants within the agreed turnaround time	To ensure that reported cases are processed with speed and improve customer perception.	Manual: -Anti-fraud and corruption Hotline -Email -Walk-in clients	%=Number of cases provided with feedback within 5 days divided by the total number of cases	Failure to reach clients where additional information is required to assess and register	Output	Quantitative: %	Monthly, Quarterly and Annual	Yes	95%	Director: FIMC

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
	of reporting a new matter for investigation.		Electronic: - ICAMS	registered*100	the case within the stipulated turnaround time						
3. % of investigation of cases completed within 100 working days (except for complex cases)	% Achievement of the investigation of cases completed within 100 days.	To provide monthly and quarterly assessments of investigation cases completed within turnaround time on service standards and provide feedback to all stakeholders on the effectiveness of services provided to residence.	Manual: -Case files Electronic: - ICAMS	% = Number of investigation completed/ total number of investigations cases received X 100	Lack of information to assess the levels of service delivery standards	Output	Quantitative: %	Quarterly and Annual	Yes	75%	Director: FIMC

4.6 Transversal Programme

The transversal activities and relevant role players for some of the GFIS activities are as follows:

Table 15: Transversal Programme

No	Dependency areas	Problem statement	Lead department/ Entity	Responsibilities				External stakeholders
				Accountable	Responsible	Consult	Inform	
1.	Combatting corruption Citywide	Increase in crime committed against the City	GFIS	Accounting Officer: City Manager	All Departments and Entities	Group Comms and Marketing	Residents	Corruption Watch (CW) Human Right Commission (HRC) SAPS SIU Association of Certified Fraud Examiners (ACFE) Corruption watch (CW) Human Right Commission (HRC) South African Police Services (SAPS) Special Investigation Unit (SIU) Association of Certified Fraud Examiners (ACFE)
2.	Eliminating Problem/Hijacked Properties	Exposure to dangerous environment whilst conducting investigations	GFIS, JMPD	All Departments and Entities	All Departments and Entities	Development Planning Emergency Medical Services (EMS) Environmental Health Citizen Relations and Urban Management (CRUM) JMPD	All Departments and Entities	DHA Immigration unit SAPS Residents Provincial and national department of Infrastructure and Human Settlement

No	Dependency areas	Problem statement	Lead department/ Entity	Responsibilities				External stakeholders
				Accountable	Responsible	Consult	Inform	
3.	Non-Compliance with CoJ By-Laws and applicable regulations	Non-compliance with CoJ By-Laws and applicable regulations	Development Planning EMS Environmental Health JMPD	N/A	GFIS Development Planning EMS Environmental Health JMPD	All Departments and Entities	All Departments and Entities	N/A
4.	Cyber Crime Investigations	Cyber Security Breaches at the City and its Entities	GFIS, GICT and All Entities	GFIS, GICT and All Entities	GFIS, GICT and All Entities	GFIS GICT JMPD Office of the City Manager All Entities	GFIS GICT JMPD Office of the City Manager All Entities	SSA, SAPS, South African National Defence Force (SANDF) Intelligence Division, CSIR, Metro wired (GICT Service Providers)
6.	Revenue assurance transactions	Identification and analysis of revenue transactions	GFIS, Revenue Shared Services Centre (RSSC), JMPD, Joburg Water and City Power	GFIS, RSSC, JMPD, Joburg Water and City Power	GFIS, RSSC, JMPD, Joburg Water and City Power	GFIS, RSSC, JMPD, Joburg Water, City Power and Office of the City Manager	GFIS, RSSC, JMPD Joburg Water, City Power and Office of the City Manager	N/A
7.	Disciplinary actions	Delayed implementation of disciplinary action on finalised forensic investigation reports	All Departments and Entities	All Departments and Entities	All Departments and Entities	GCSS: Labour Relations -	Oversight Committees for Governance	N/A

No	Dependency areas	Problem statement	Lead department/ Entity	Responsibilities				External stakeholders
				Accountable	Responsible	Consult	Inform	
8.	Recoveries	Delayed implementation of recoveries on finalised forensic investigation reports	Group Legal and Contract	Group Legal and Contract	Group Legal and Contract	GCSS: LR	Oversight Committees for Governance	N/A
9.	Criminal cases	Delayed prosecution of criminal cases emanating from forensic investigation by GFIS	SAPS NPA	N/A	GFIS	City Manager -	Oversight Committees for Governance	SAPS NPA
11.	PSC	- Not all newly recruited officials are pre-screened - Incomplete screening requests/delayed submission of supporting documents - Some Entities conducting their own PSC.	GFIS	GCSS Entities Human Capital	GCSS Entities Human Capital	Metro Trading Company (MTC)	Accounting officer Governance Oversight Committee	MIE SSA

4.7 Dependency matrix

Some of the GFIS KPIs and deliverables have dependencies from other role players as follows:

Table 16: Dependency Indicators

KPI	Lead department	2026/27 Target	Dependency		
			Implementing Department/ Entity	Programme	2025/26 Target
1. % reduction of illegally occupied buildings incidents reported	GFIS	85%	JPC, Development Planning, EMS, Health, Group Finance, Human Settlements. EMS	Revitalising inner city	N/A
2. % of reduction of fraud & corruption incidents reported	GFIS	85%	All Departments and Entities	Combating corruption in the City	85% - 100% of agreed recommendations implemented by department emanating from concluded forensic investigation within 90 days
3. % of reduction of theft of city assets incidents reported					
4. % of reduction of maladministration incidents reported					
5. % of reduction of historic UIFW incidents reported prior to 01 July 2018				Reducing UIFW in City	

KPI	Lead department	2026/27 Target	Dependency		
			Implementing Department/ Entity	Programme	2025/26 Target
6. % of reduction of cybercrime incidents		100%	All Departments and Entities	Combating cyber crime n in the City	85% - 100% of agreed recommendations implemented by department emanating from concluded forensic investigation within 90 days
7. % of reduction of breach of incidents		100%	All Departments and Entities	Combating breach of security in the City	
8. % of digital investigation support provided	GFIS	100%	All Departments and Entities	Combating cybercrime in the City	
9. Number of revenue assurance transactions detected	GFIS	500	RSSC, JMPD, Joburg Water and City Power	Group Finance (Revenue Enhancement) Illegal connections	Group Finance (Revenue Enhancement) Illegal connections
10. Number of awareness sessions conducted	GFIS	250	All Departments and Entities	Number of fraud awareness sessions conducted.	N/A
11. Number of procurement committee members screened	GFIS	350	All Departments and Entities	Screening SCM committees' members	N/A
12. % of finalised forensic investigation reports with disciplinary action monitored	GCSS	100%	All Departments and Entities GCSS (Labour Relations)	Effective consequence management	85% - 100% % of agreed recommendations implemented by department emanating from concluded forensic investigation within 90 days
13. % of criminal cases monitored to determine status by investigative bodies	GFIS	100%	All Departments and Entities	N/A	N/A
14. % of PSC screening completed within 21 working days (except for international qualifications/ criminal verifications)	GFIS	85%	GCSS MTC	Personnel Security (pre-employment screening and Compliance	N/A

5. FINANCIAL IMPACT

5.1 Budget and sources of funding

GFIS capital budget is funded through the Capital Replacement Reserve (CRR). The allocated budget for 2025/26 has been reviewed and aligned with the mayoral priorities to fulfill the Departmental mandate.

The total allocation for the financial year is R 128.166m consisting of both operational budget (R 126, 526m) and operational capital budget (R1.640m), subject to change based on the mid-year adjustment budget outcome.

5.2 Operational Budget Allocation

GFIS is not a revenue generating Department, but expenditure driven, the operating costs for the three (3) indicative years financial year includes the following:

Table 17: Operational Budget Allocation for three years

Description	Budget 2026/27 R'000	Budget 2027/28 R'000	Budget 2028/29 R'000
Revenue	-	-	tbc
Operating Expenditure			
Employee related costs	91,611	95,733	
Inventory consumed	552	566	
Depreciation and amortisation	6,814	7,120	
Contracted services	6,734	6,902	
Operational costs	23,735	24,328	
Direct Expenditure	129,446	134,649	tbc
Operational costs - Inter-co	1,148	1,200	
Costing - Internal Expenditure	974	1,018	
Total Expenditure (excl. taxation)	131,568	136,867	
Surplus / (Deficit) before capital revenue and tax	-131,568	-136,867	tbc

Opex is mainly allocated to employee-related costs, rental of office space, software licenses and contracted services.

5.3 Capital Budget Allocation

Capex cost for the three (3) indicative years financial year includes the following:

Table 18: Capital Budget Allocation for three years

Project Description	Estimated Budget Amount R'000		
	2026/27	2027/28	2028/29
Capital Budget	1,540	2,650	
Total Estimated Capital Budget	1,540	2,650	

Capex is allocated for the procurement of laptops and data analytics software licences. The procurement/acquisition plan was developed in line Group Finance guidelines for approval.

6. ORGANISATIONAL STRUCTURE AND MANAGEMENT

6.1 High Level Structure of GFIS

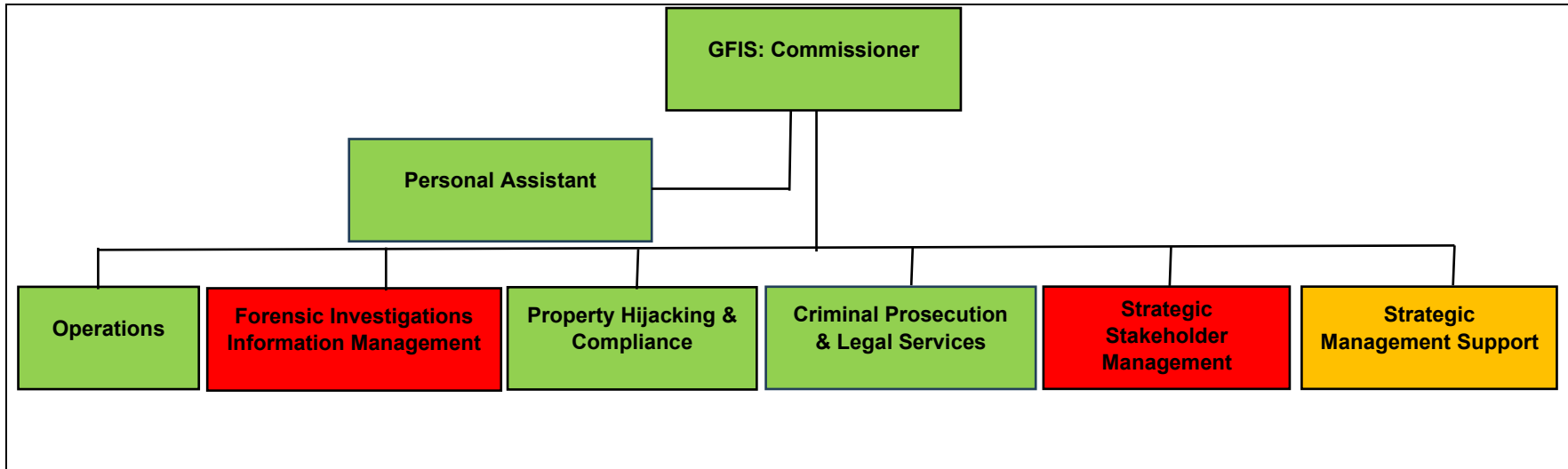


Figure 1: GFIS High Level Structure

Legends:

Filled
Vacant
Employee seconded

6.2 Management Team

GFIS management and their team function are as follows:

Table 19: GFIS Management Team Functions

Business Unit	Summary of Core Business
Office of Head of Department	1. To prevent, detect, investigate and report finalised investigation of cases committed against CoJ related to fraud and corruption and maladministration including UIFW. 2. To prevent, detect, investigate and report finalised investigation of cases committed against CoJ related to hijacked properties and non-compliance to CoJ problem property by-laws. 3. To prevent, detect, investigate and report finalised investigation of cases committed against CoJ related to theft of City Assets 4. To ensure good relations between GFIS and its stakeholders (internal and external). 5. To provide efficient and effective integrated forensic information management centre. 6. To monitor implementation of the recommendations emanating from all the investigations outcomes. 7. To ensure compliance with CoJ strategic planning, performance management, financial management, and business administration support.
Operations	1. Prevent, detect, investigate and report finalised investigation of fraud and corruption cases committed against CoJ. 2. Prevent, detect, investigate and report finalised investigation of maladministration cases including UIFW. 3. Prevent, detect, investigate and report finalised investigation of special projects. 4. Prevent, detect, investigate and report finalised investigation of theft of city asset cases committed against CoJ.
Forensic Investigation Information Management	1. MISS Programme 2. Information management 3. Cyber crime 4. Profiling 5. Notebook analysis 6. Data imaging
Property Hijacking and Compliance Investigations	1. Investigate all CoJ property related cases (reported and detected) on hijacked properties and non-compliance with CoJ problem property Bylaw. 2. Conduct joint operations with other law enforcement agencies and relevant stakeholders on problem properties recommend appropriate actions to be implemented emanating from the problem property investigations and/or compliance with CoJ problem property Bylaw. 3. Facilitate compliance agreement process with Property Owners to ensure compliance with City By-Laws and applicable regulations.
Criminal Prosecution and Legal Services	1. Criminal case monitoring & coordinating mechanism to improve case resolution internally and with external stakeholders like NPA & SAPS 2. Forensic legal advisory and review of investigation outcomes

Business Unit	Summary of Core Business
	3. Disciplinary and recoveries 4. Research and improvement to policies, procedures and administrative protocols to improve case resolution. 5. Data gathering, analysis to improve remedial action recommended in finalised investigation. 6. Establish Internal /Case Management forum to improve case resolution.
Strategic Stakeholder Management	1. Communication and public relations 2. Stakeholder management and outreach
Strategic Management Support	1. Strategic and business planning 2. Performance management 3. Risk Management and Compliance 4. Finance management 5. Business administration support services

6.3 Capacity analyses

GFIS has 117 positions in the approved structure. 59 positions are filled, and 58 positions are vacant. Recently, GFIS has had a number of resignations, death as well as medical incapacity and those remain unfilled, *albeit* funded. To ensure impactful performance, it is imperative that all critical vacancies be filled.

Table 20: Staff Compliment

Occupational Categories	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	0	0	0	0	0	0	0	0	0
Senior management	6	0	0	0	3	0	0	0	9
Professionally qualified	22	1	0	0	16	0	1	0	40
Skilled Technical and Academically Qualified	2	0	0	0	7	0	1	0	10
Semi-skilled	0	0	0	0	0	0	0	0	0
Unskilled	0	0	0	0	0	0	0	0	0
TOTAL	30	1	0	0	26	0	2	0	59

6.4 Employment equity and affirmative action plans and programmes

GFIS is committed to the principles of equity, non-discrimination and diversity as enshrined in the Constitution and the EEA of 1998, as amended. It aims to employ a diverse staff compliment that is a geographical representation of our society and to create equal employment opportunities for career advancement, growth, training, and development.

Table 21: Disability Profile

Disability profile										
Occupational levels	Males				Female				Total PWDS	Total warm bodies
	A	C	I	W	A	C	I	W		
Top Management	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0
Professionally Qualified	0	0	0	0	0	0	0	0	0	0
Skilled Technically and Academically Qualified	0	0	0	0	0	0	0	0	0	0
Semi-Skilled	0	0	0	0	0	0	0	0	0	0
Unskilled	0	0	0	0	0	0	0	0	0	0
Temporary	0	0	0	0	1	0	0	0	1	1
Total	0	0	0	0	0	0	0	0	0	0
Departmental Disability %									1.5%	
Target %									2%	

7. COMMUNICATION AND STAKEHOLDER MANAGEMENT

7.1 Stakeholder universe matrix

GFIS services are being communicated to various categories of stakeholders internally and externally. The aim of engaging with the stakeholders will vary depending on the objectives and outcomes. The Department will ensure all stakeholder engagements are in line with the CoJ priorities.

Table 22: Categories of critical stakeholders

Category	Key stakeholders
Internal	- Office of the Executive Mayor - Office of the Speaker - Office of the Chief Whip - Members of the Mayoral Committee - City Manager - Group Audit Committee

Category	Key stakeholders
	• Governance Structures within the City • Board Members • CoJ Officials and Management • Municipal Entities • Departments • Chair of Chairs
External	• Relevant Chapter 9 institutions such as Office of the Public Protector, SARS • National Departments such as SAPS (including Directorate for Priority Crime Investigation), Justice and Correctional Services, NPA, DHA, Human Settlements, CoGTA etc. • Provincial Government • Other Municipalities • Media • National Treasury – Office of Accountant General • SSA • Private Security Industry Regulatory Authority • Special Investigating Unit • State Information Technology Agency • CoJ Community, Ratepayers • Forensic Investigation Companies • Ethics South Africa • ACFE • Institute of State Security • South African Reserve Bank including South Africa major bank • Academic and Research institutions • Corruption Watch

As part of improving working relations, GFIS identified and continues to engage with stakeholders who are key role players towards improving service delivery and those are as follows:

Table 23: Ongoing GFIS stakeholders' engagements

Description	Stakeholder	Objective
Preventative programmes and investigation support	SSA	Information Security, Threat and Risk Assessment, Security Breaches and Advisory Service relating to security matters within the City as well as vetting process.
Stakeholder Relations	COGTA	Facilitating engagements with SAPS and the NPA and for planning and reporting purposes. Participation in Local Government Anti-corruption Forum to benchmark on best practices to management referred cases of Criminal Nature.
Community Outreach Sessions	Communities	Educate communities about the work that GFIS does. Encourage people to report to GFIS.

Description	Stakeholder	Objective
Prevention and investigation of crime	SAPS JMPD	Facilitate arrests, investigate and place cases in court.
Assisting Processing with of un-documented individuals' foreign nationals at Hijacked Problem Properties	DHA	Assist in inner-city regeneration.
Prevention and investigation of crime	Department of Human Settlements	Provide addresses for properties that has no records.
Tracking and monitoring recommendations	Core Departments Municipal Entities SAPS NPA	Criminal Prosecutions Legal Review Remedial Action (Policy, Internal controls)

7.2 Communication Plan

GFIS continues to align its communication practices and procedures with the CoJ's Group Communication and Marketing, Communication Plan. The existing communication mechanism will be reviewed in consultation with Group Communication department to ensure that all the relevant stakeholders are included in the plan.

7. AUDIT RESOLUTION

GFIS continues to engage with internal and external auditors regarding audit findings related to the Department and management responses to continuously improve current controls that are put in place.

8.1 Internal Audit findings

There are no Internal audit findings.

8.2 External Audit findings

There are no unresolved AGSA findings to be resolved.

8. CONCLUSION

Good progress has been made in the preceding financial years to ensure that the department becomes a high-performing group forensic and investigation services. But more must still be done to accelerate reduction of fraud and corruption as envisaged in the National Anti-Corruption Strategy.

“Corruption is a crime; let's destroy it before it destroys us.” Best and Cathy.