

ADVOCATE FLORENCE TLUPI MALEKA

Advocate of the High Court of South Africa | Forensic Lawyer | Compliance & Investigations Senior / LLM Candidate

EXECUTIVE PROFILE

Admitted Advocate of the High Court of South Africa and compliance and governance professional with over 20 years' experience in forensic investigations, regulatory enforcement, risk and compliance management, and legal advisory across public and private sector institutions.

Currently serves as a Board Member and Audit and Risk Committee Member, contributing to strategic oversight of governance frameworks, enterprise risk management, financial controls, and compliance. Brings extensive expertise in statutory compliance, public sector procurement, and enforcement under key legislation including the PFMA, MFMA, FICA, and FAIS Act.

REGULATORY AND PROCUREMENT EXPERIENCE

- Advising and training on compliance with public finance and procurement frameworks, including PFMA and MFMA
- Advising and supporting investigations into procurement irregularities, maladministration, fraud, corruption and tender processes, and contract governance failures
- Providing legal input on bid evaluations, contract compliance, and regulatory enforcement actions
- Assisting with disciplinary and civil proceedings arising from procurement-related misconduct
- Drafting legal opinions and other legal documents
- Experience within highly regulated environments, including financial services and public sector institutions

COMPETENCIES

- Regulatory Compliance and Enforcement
- Public Sector Governance and Risk Management
- Forensic Investigations and Case Development
- Legal Advisory, report writing and Opinion Drafting
- Procurement Law and Contractual Compliance
- Evidence Analysis and Litigation Support
- Stakeholder and Executive Engagement
- Policy Development and Regulatory Frameworks

PROFESSIONAL EXPERIENCE

Position: Advocate | Private Practice

May 2020 – Present

- Provides strategic legal advisory and litigation services across civil, criminal, labour, and commercial matters
- Represents clients before courts, tribunals, and disciplinary bodies
- Drafts legal opinions, pleadings, contracts, and complex legal instruments
- Conducts forensic investigations into fraud, corruption, and misconduct
- Advises organisations on compliance, governance, and regulatory frameworks
- Develops litigation and enforcement strategies aligned to client objectives

Position: Manager: Group Forensics

Afrocentric Group | June 2025 – February 2026

- Leads the Group Forensics function, overseeing investigations, enforcement, and litigation support
- Provides strategic legal and forensic advisory to executive leadership
- Oversees prosecution strategy, disciplinary processes, and case preparation
- Drives implementation of forensic systems and case management frameworks
- Strengthens governance, compliance, and investigative capability

Position: Principal Lawyer (Forensic)

Acting Head: Investigations

Special Investigating Unit (SIU) | February 2022 – May 2025

- Leads multidisciplinary investigations into fraud, corruption, and maladministration
- Provides strategic legal direction on national and provincial investigation programmes
- Oversees drafting of high-level reports, including Presidential Reports
- Advises executive leadership on legal risk, enforcement strategy, and litigation
- Leads and manages forensic legal teams and investigators
- Engages stakeholders including law enforcement agencies and regulatory bodies
- Reports to executive committees and contributes to organisational strategy

Position: Compliance and Monitoring Manager

Social Housing Regulatory Authority (SHRA) | October 2017 – February 2020

- Manage the Compliance and Regulatory function of the organisation
- Ensure compliance with the Social Housing Act and Regulations
- Develop and implement the compliance and monitoring processes
- Oversee inspections of all Social Housing Institutions (SHIs) and Other Delivery Agents to ensure compliance with all legal and regulatory requirements.
- Develop the compliance plans by analyzing the sector compliance status and performance, trends and patterns,
- Monitoring non-compliance with the provisions of the Social Housing Act and Regulations through the analysis and assessment of quarterly and annual reports received from Social Housing Institutions;
- Investigate non compliance complaints reported against SHI and Other Delivery Agents
- Develop and implement enforcement processes
- Manage the sector data by managing the monitoring reporting tools, data collection and the capturing of data for analysis purposes.
- Attending internal and external meetings on behalf of the Compliance and Monitoring function.
- Manage the preparation and issuing of quarterly compliance analysis reports; circulars and compliance notices.
- Support and implement interventions in the social housing sector.
- Reporting to EXCO and Regulations Committee on the performance of the Compliance and Monitoring function.

Position: Compliance Manager

SEDA | July 2015 – September 2017

- Manage Seda's compliance with applicable legislation, policies, codes of good practice, standards and procedures. Ensure that there is compliance within the organization;
- Develop and implement compliance guiding documents
- Manage the implementation of compliance controls and non-compliance mitigation programmes,
- Manage the analysis of declaration of interests submitted by the employees.
- Promote a culture of good corporate governance and compliance within the organization,
- Facilitate, promote and maintain a culture of risk awareness and accountability
- Manage compliance monitoring and the reporting of compliance inspection programs and procedures.
- Manage the integration of compliance processes into the business practices
- Manage and facilitate ethics and compliance training and awareness initiatives within the organization.

- Compile and present compliance reports to EXCO, MANCO and the board.
- Facilitate and present documents at Risk and Compliance Forums and operations meetings,
- Manage and drive the ethics, risk and compliance awareness initiatives within the organization.
- Manage and report on the investigation of reported non-compliance, fraud and corruption
- Manage financial resources of the compliance function
- Oversee the publication of compliance articles, compliance notices and any other compliance communication within the organisation.

Position: Senior Analyst

Financial Sector Conduct Authority (FSCA) | August 2012 – June 2015

- Ensure compliance with the Financial Advisory and Intermediary Services Act (FAIS Act) and take enforcement action against financial services providers who do not comply or have contravened the provisions of the Financial Advisory and Intermediary Services Act and any other legislation governing the financial industry, and any person rendering financial services without authorization.
- Interact with the Enforcement Unit regarding enforcement cases and provide technical support where required;
- Deal with debarment of representatives in terms of the FAIS Act;
- Collaborate and coordinate enforcement action with FAIS Compliance and Insurance Departments;
- Provide support to the SAPS and Director of Public Prosecutions regarding investigations and prosecutions of FAIS contraventions;
- Train and supervise staff with regard to enforcement process systems;
- Develop and keep the following reports: Enforcement cases; Bi-monthly team meeting minutes and Enforcement Committee matters; and
- To conduct investigations relating to unregistered insurance business;
- Ensure compliance with the provision of the Long- term and Short-term Insurance Act 9;
- Monitor compliance with legislation to ensure the protection of investors
- Prepare administrative penalties for prosecution in cases of contravention of the Insurance Act.
- Develop and present monthly enforcement and compliance reports.

Position: Assistant Compliance Officer

Financial Intelligence Centre (FIC) | 2010 – 2012

- Conduct inspections and prepare reports in accordance with operational standards within 5 days of the audit/inspection date;

- Provide inspection report with findings and recommendations to the Enforcement Division to inform its decision;
- Monitor data quality and compliance of registration information;
- Provide guidance to regulated institutions regarding the application and interpretation of relevant anti money legislation and trends;
- Liaise and maintain professional relationships with relevant stakeholders, including regulated institutions, on FICA and AML compliance matters;
- Participate in the review and enhancement of the information and communication, reporting documents, forms (STR - Suspicious Transaction Report forms) to support the business processes and the goal of FIC.

Position: Senior Forensic Investigator

Government Employees Pension Fund (GEPF) | 2008 – 2010

- Drawing up investigation project plans
- Budget and business resources implementation
- Prioritise, manage and conduct investigation audits
- Conduct ethics and fraud prevention awareness and training
- Monitor project financial including work progress
- Provide a clear sense of direction to the team
- Coach, mentor and develop staff
- Liaise with law enforcement agencies, consultants and stakeholders
- Testify in disciplinary and criminal hearings/proceedings

LEADERSHIP & GOVERNANCE EXPERIENCE

Audit and Risk Committee Member

World Changers Mental Health Care Organisation

April 2026 – Present

- Provides independent oversight of enterprise risk management, internal controls, and governance frameworks
- Oversees financial reporting integrity and audit processes
- Reviews audit findings and ensures implementation of corrective actions
- Advises the Board on risk exposure and mitigation strategies
- Monitors compliance with applicable laws and governance standards
- Promotes ethical leadership and sound risk culture

Board Member

World Changers Mental Health Care Organisation

October 2025 – Present

- Provides strategic legal and governance advice to the Board and executive
- Reviews policies, corporate strategy, and key initiatives
- Supports organisational growth, governance, and sustainability

Additional Leadership & Strategic Roles

- Organisational Culture Change Champion – SIU (2024)
- Performance Agreement Development Task Team – SIU (2023)
- Technical Evaluation Committee Member – SHRA (2017)
- National Rental Housing Task Team – National Department of Human Settlements (2018)
- Policy Review Committee – SEDA (2015)
- Risk Champion – FAIS Enforcement, FSB (2013–2014)
- Determination Review Panel Member – FSB (2013)
- Inspector (Section 45A) – FIC (2011–2012)
- Training & Skills Development Coordinator – GEPE (2009)

KEY ACHIEVEMENTS

- Leads high-impact investigations contributing to accountability in public sector institutions
- Strengthens governance, compliance, and risk management frameworks across organisations
- Provides legal input into Presidential-level investigations and reporting
- Builds and leads multidisciplinary teams delivering complex legal and forensic outcomes
- Enhances internal controls, ethics frameworks, and regulatory compliance systems

EDUCATION & PROFESSIONAL DEVELOPMENT

- LLB – University of Pretoria
- B.Luris – Vista University
- Pupillage – Gauteng Society of Advocates
- Practice Management Training – Law Society of South Africa
- Project Management – Regenesys
- Certificate: Effective Risk Management and interpretation of statutes – University of Pretoria
- Management Advancement Programme – Wits University
- Update on Key Constitutional Principles – University of Pretoria
- Legal drafting – Justice College

PROFESSIONAL AFFILIATION

- Advocate of the High Court of South Africa – Legal Practice Council (LPC)
- PABASA
- Centurion Society of Advocates

REFERENCES

Available on request