

MATSOBANE JEFFREY MASHILO (ADV)

ABOUT ME

I was admitted as an Advocate on 16 April 2007. I practiced from 22 August 2022 as a referral Advocate and then converted to Trust Account on 15 August 2023 until to date. I have over 20 years of extensive experience in Intelligence Operations, Investigations, and Training interventions across various levels from operational to managerial; I possess a robust background in strategic management, formulation, and implementation. Specifically, I have 14 years of management experience, spanning from junior to senior roles.

Since 2014, I have served as a Counter Intelligence Coordinator, including an acting Manager capacity from February 1, 2018, to September 30, 2019. Despite transitioning from the acting Manager role, I continued to coordinate functions until December 30, 2020. In this role, I collaborated with various Counter Intelligence role players such as SAPS, Defence, DHA, SARS, DIRCO, Security Managers Forum (SMF), Security Liaison Officers Forum (SOLF), and other relevant structures. My responsibilities encompassed chairing committee meetings, advising on legislation and policies, conducting research, facilitating projects, and managing stakeholder relationships.

Furthermore, I led the operational standard setting coordination, where I evaluated and reviewed intelligence collection standards, ensured training compliance, and coordinated with internal and external stakeholders.

Throughout my career, I have held positions involving strategic planning, HR management, stakeholder engagement, and operations management. Notably, I served as the Chairperson of the Adjudication Panel from August 22, 2012, until December 31, 2016, addressing employee grievances and appeals. Additionally, I acted as a Presiding Officer in disciplinary panels and represented members in these proceedings.

My expertise were recognized by re-appointment to the Appeals and Adjudication Board in February 2020. However, I chose to resign from the State Security Agency in October 2023 to pursue full-time practice.

- I sat on the PSIRA's Stakeholder and Core Business Committee as a Committee Member (April 2024). Committee Dissolved in September 2025
- I also sit on HPCSA's Professional Conduct Committee as a Chairperson (April 2024)
- Appointed to HPCSA Medical and Dental Board (November 2025)
- Serve on the Medical Education and Training Committee (December 2025)

ACCREDITATION

- Admitted as an Advocate (Practice No: M21894)
- Completed Pupillage cum laude with NBCSA (National Bar Council of South Africa) 2022
- I am a member of the Institute of Directors of South Africa
- Completed the Practice Management Training 2022 (LEAD – Law Society of South Africa)

EXPERIENCE

(October 2021 to 31 October 2023)

Divisional Head – Operational Standard Setting STATE SECURITY AGENCY

1. **Standardization of Operational Activities:** This involved establishing consistent procedures and protocols across all operational functions to ensure efficiency, reliability, and compliance with organizational standards. It included



CONTACT DETAILS

Cell: +

Email:

Residential Area:

PERSONAL DETAILS

Nationality: South African

Driver's License: Yes, EB

Languages: English, Afrikaans, N Sotho, Tswana, Zulu, Xhosa, South Sotho

Availability: Negotiable

EDUCATION

Certificate in Labour Dispute Resolution Practice (CCMA accredited) with University of Stellenbosch

(2025)

Admitted as an Advocate (Practice No: NBCSA (CUM LAUDE)

(2019)

Advanced Programme in Alternative Dispute Resolution

ARBITRATION FOUNDATION OF SOUTHERN AFRICA (AFSA) AND UNIVERSITY OF PRETORIA

(2017)

MBL Degree (Distinction in Business Ethics) / (Topic- Impact of Globalisation on the Emerging Economies – with focus on Textile Industry in SA UNISA

(2008)

Post Graduate Diploma in Forensic and Investigative Accounting
UNIVERSITY OF PRETORIA

(2008)

Programme in Project Management
UNIVERSITY OF PRETORIA

(2001)

Post Graduate Certificate in Legal Practice
LAW SOCIETY of SA AND UNIVERSITY OF THE NORTH

(2001)

LLB Degree
UNIVERSITY OF THE NORTH (NOW LIMPOPO)

SKILLS

- **Leadership:** As Chairperson of the Adjudication Panel and a Counter Intelligence Coordinator, leadership skills are evident in managing teams, guiding decision-making processes, and overseeing complex operations.
- **Strategic Planning:** Experience in strategic management and formulation involves the ability to develop long-term plans, set goals, and implement strategies to achieve organizational objectives effectively.
- **Stakeholder Management:** Working with various stakeholders such as government agencies, security forums, and other relevant structures demonstrates proficiency in building and maintaining relationships to achieve common goals.
- **Legal Compliance:** Ensuring adherence to Intelligence Regulations, legislation, and policies indicates a strong understanding of legal frameworks and the ability to ensure organizational compliance.
- **Investigation and Analysis:** Involvement in investigations, including gathering, evaluating, and analyzing information, showcases analytical skills and attention to detail in assessing complex situations.
- **Training and Mentoring:** Experience in training and mentoring junior members and candidates on vetting courses highlights the ability to impart knowledge, provide guidance, and develop the skills of others.
- **Conflict Resolution:** Serving as a Presiding Officer in disciplinary panels

streamlining processes, creating uniform guidelines, and implementing best practices to optimize performance and achieve operational objectives.

2. **Coordination of Operational Training and Development of Best Practices:** This duty entailed overseeing the training programs for operational staff to enhance their skills, knowledge, and proficiency in executing tasks effectively. Additionally, it involved identifying, documenting, and disseminating best practices within the organization to improve operational efficiency and effectiveness. This role also involved collaborating with internal stakeholders to develop innovative strategies and solutions for operational challenges.
3. **Monitoring of Monthly and Quarterly Reports and Provincial Operational Activities:** This responsibility encompassed analyzing monthly and quarterly reports to assess the performance of operational activities against predefined metrics and targets. It involved identifying trends, anomalies, and areas for improvement, and providing recommendations to enhance operational efficiency and effectiveness. Furthermore, it included monitoring provincial operational activities to ensure alignment with organizational objectives and compliance with regulatory requirements. This involved conducting audits, inspections, and evaluations to maintain quality standards and mitigate risks.

(February 2018 to September 2021)

Acting Manager – Counter Intelligence Centre
STATE SECURITY AGENCY

1. **Management of Counterintelligence Stakeholder Relations:** This involved fostering and maintaining relationships with various stakeholders involved in counterintelligence efforts. It included engaging with government agencies, law enforcement, intelligence organizations, and other relevant entities to collaborate on counterintelligence initiatives, share information, and coordinate activities aimed at protecting national security interests.
2. **Secretariat for Counterintelligence Forum Heads:** This duty entailed providing administrative support and coordination for meetings, discussions, and initiatives involving heads of institutions within the counterintelligence community. As the secretariat, the role involved organizing agendas, facilitating communication among forum members, and ensuring that decisions and actions agreed upon are effectively implemented.
3. **Guiding Counterintelligence Direction in Alignment with National Security Strategy:** This responsibility involves driving the direction of counterintelligence efforts to align with the broader objectives outlined in the National Security Strategy. It required understanding the strategic priorities and goals of the national security apparatus and ensuring that counterintelligence activities contribute effectively to achieving those objectives.
4. **Participation and Contribution to Various Counterintelligence Structures:** This involved actively engaging in and providing insights to various structures, forums, and working groups dedicated to counterintelligence matters. It included attending meetings, sharing expertise, and offering recommendations to enhance the effectiveness and coordination of counterintelligence efforts across different levels of government and sectors.
5. **Development of Strategies and Plans:** This encompassed the formulation and refinement of strategies, plans, and policies aimed at strengthening counterintelligence capabilities and addressing emerging threats. It involved conducting assessments, gathering intelligence, and collaborating with experts to devise comprehensive strategies tailored to mitigate risks and protect national security interests.

(December 2014 to September 2021)

CI Coordinator – Counter Intelligence Centre
STATE SECURITY AGENCY

1. **Chairing and Coordinating Functional Committees:** This entailed leading and organizing various committees responsible for specific operational functions within the organization. As the chairperson, the role involved presiding over meetings, setting agendas, facilitating discussions, and ensuring that committee members collaborate effectively to achieve their objectives. Additionally, it included overseeing the implementation of decisions and actions agreed upon by the committees.
2. **Development of Operational Plans, Countermeasures, Joint Operations, and Interest Profiles:** This involved creating comprehensive plans and strategies to

and addressing employee grievances and appeals requires strong conflict sensitive si **munication**: Effective communication is essential for chairing committee meetings, liaising with stakeholders, and providing recommendations, demonstrating the ability to convey information clearly and persuasively.

- **Financial Management**: Handling financial aspects of operational projects involves budgeting, resource allocation, and financial oversight, indicating proficiency in financial management.
- **Decision Making**: Making recommendations for clearance decisions, advising on legislation and policies, and participating in strategic planning processes all require sound decision-making skills based on critical analysis and risk assessment.

WORK REFERENCES

1. **Mr B Mbili –**
Ex Advisor to Minister Cwele (SSA)
MP
2. **Ms O Pholosi –**
Peer – Management (SSA)
3. **Mr S Blose –**
Ex Supervisor (Act DDG CI) SSA

guide operational activities, counter potential threats, and achieve organizational objectives. It included identifying risks, vulnerabilities, and opportunities, and devising appropriate countermeasures to mitigate risks and enhance security. Furthermore, it involves coordinating joint operations with partner organizations or agencies to address common challenges and achieve mutual goals. Additionally, it entailed developing interest profiles to better understand and assess the intentions and capabilities of relevant actors or entities, thus informing decision-making and operational strategies.

(May 2011 to November 2014)

Divisional Head: Vetting Investigations

STATE SECURITY AGENCY

1. **Developing and Executing Business and Operational Plans**: This involved creating strategic plans for both business and operational aspects, as well as putting them into action. It included identifying goals, outlining strategies, allocating resources, and overseeing the execution of initiatives to achieve organizational objectives effectively.
2. **Ensuring Compliance with Policies and Transformation Goals**: This responsibility entailed ensuring that all activities align with established policies and contribute to the organization's transformation objectives. It involved monitoring adherence to regulations, guidelines, and standards to maintain integrity and achieve desired outcomes.
3. **Effective Management and Administration of the Division**: This involved efficiently overseeing the management and administrative functions of the division. It included optimizing staff utilization, maintaining discipline, fostering positive labor relations, and ensuring responsible use and maintenance of government property. This role also entailed promoting a culture of accountability, productivity, and professionalism within the division.

(April 2012 – March 2013)

Acting Manager: Information Security Investigations

STATE SECURITY AGENCY

1. **Manage Intelligence and Counterintelligence Operations**: Oversee all related activities.
2. **Contribute to Strategic and Business Planning**: Provide input for domestic branch planning processes.
3. **Develop Operational Plans and Risk Registers**: Align with business objectives.
4. **Drive and Monitor Plan Implementation**: Ensure effective execution.

(March 2007 to April 2011)

Unit Head: Vetting Investigations

STATE SECURITY AGENCY

Coordinate and plan vetting projects in accordance with Agency Operational Regulations and Directives. Mentor, guide, and assist junior team members. Manage financial aspects of operational projects as directed by management. Ensure the unit members receive top-quality on-the-job training.

(May 2003 – Feb 2007)

Vetting Investigator

STATE SECURITY AGENCY

Screening and re-screening individuals with access to classified information across government departments, parastatals, and National Key points. Coordinating required documentation for investigations. Gathering pertinent information and assessing its authenticity. Collaborating with the Security Manager and client management. Providing recommendations for clearance decisions. Training and mentoring candidates enrolled in vetting courses.

(Nov 2002 – Apr 2003)

Candidate Attorney

MG PHATUDI INCORPORATED