



Mmabore Sylvia Helen Phalama

PhD Candidate; MPhil Information Management (Stellenbosch University)

*Member of the Association of Certified Fraud Examiners and the
Institute of Chartered IT Professionals.*

879 Extension 2
Mamelodi Gardens
0122

Cell phone: 084 468 0667/061 459 3994
Email: hellyphalama@gmail.com

ABRIDGED CURRICULUM VITAE

MMABORE SYLVIA HELEN PHALAMA

ACADEMIC QUALIFICATIONS

- 2024: PhD Fellow (**in progress**)
- 2012: MPhil Information and Knowledge Management (Stellenbosch University)
- 1994: Honours in Library and Information Science (University of the North)
- 1993: Higher Diploma in Library and Information Science (University of the North)
- 1992: BA Soc: Psychology and Sociology (University of the North)

CONTINUED PROFESSIONAL DEVELOPMENT

- 2016: 9th Annual Africa Fraud Conference & Exhibition (ACFE)
- 2013: Advanced Management Development Programme (PALAMA & UFS)
- 2013: Adobe CS4 (Photoshop, Fireworks, Acrobat and Dreamweaver) - SITA
- 2009: Internal Control & Risk Management - South African Institute of Government Auditors (SAIGA)
- 2008: Information Systems Security Basic Learning Programme (SITA)
- 2005: Introduction to Internal Audit: (TUT)
- 2005: Investigation Techniques (National Prosecuting Authority)
- 2005: Quality Management Systems: Implementation and Evaluation
- 2004: Combating Fraud and Corruption in Workplace: South African Association for the Conference Industry (SAACI)
- 2004: PFMA
- 2003: Records Management – National Archives and Records Management of South Africa
- 2003: Working in a Team, Managing for Results and Responding to Change: Centre for Competence Learning – Department of Defence

RESEARCH OUTPUTS

PhD Research Topic: (In progress)

Narrative Analysis: How I Learned about Corruption Persistence from Stories of Practice

Abstract: Herein, I adopt the author's point of view (POV) or perspective, while employing the narrative approach to address challenges regarding the persistence of corruption despite available ethical and anti-corruption measures in South African Government Institutions. This article explores narratives of corruption, lack of willpower, and historical outlines of distrust emerging from the operations of established anti-corruption structures within the South African Government Departments. Manifested in the plethora and the wrong doings during the apartheid era, not all in those who took office from 1994, had a democracy agenda. This thesis takes a psychological perspective on corruption, to trace how concerns with corruption and the lack of willpower filter across organisational communities' narratives and governance practices and impact the complex interlinkages between them. Sources of narratives will be based on my observations of anti-corruption structures as an employee in an anti-corruption structure from 2004 to 2024, concerns raised by whistle blowers during corruption and fraud awareness presentations, meetings, incidents/case management systems, management of whistle blowing reports, newspapers and social media, and discussions held with departmental government employees in general. These sources will assist me to prove that the lack of willpower by leaders promotes corruption and increase distrust among government employees, thus, failing proper functioning of established anti-corruption structures.

Master's Research Topic

“Factors affecting Systems Integration in Organisations with Reference to the Department of Defence Vehicle Management Systems”

Abstract: The research comprised an extensive investigation/evaluation of the Department of Defence Vehicle Management Systems: recommendations emphasised the need to integrate systems for improved data management, and quality data processing and storage in attempt to reduce occurrences of corrupt and fraudulent activities by use of computers.

COMPETENCIES

- **Research Capabilities:** Research/Investigations done gave excellent in-depth knowledge of and insight in terms of familiarisation with research methodologies, making recommendations on the outcomes, and and development of reports for submission.
- **National and Departmental Policies:** Management and publishing of policies on the DOD Intranet.
- **Policy Writers ETD** I received a “training the trainees” course in Policy Writing from an International body (Americans). I was thereafter responsible for organising the Policy Writers Course for training members of the Department of Defence. Prepared course materials and offered training in policy writing to Departmental members.
- **Software Packages:** I am able to work on different systems software such as Microsoft Office (MS Word, MS Excel PowerPoint, Access and Project); Adobe Acrobat (CS4, 5.5 and Creative Cloud: Professional; Dream Weaver; Fireworks and Photoshop); Internet Explorer; Action Request System; and Consolidated Control System for Financial Misconduct.
- **Web Design:** Voluntarily designed/redesigned and developed and the Defence Inspectorate Division website which was published on 16 March 2016. This website was designed with the aim to provide the Department of Defence (DOD) with a communication tool: a whistle blowing Pro-forma to allow the DOD community to report suspicious acts of corruption electronically, a service request form to allow Senior Officials to request the services of the Inspector General electronically, and a feedback form for the DOD community to rate the Directorate Anti-Corruption and Anti-Fraud (DACAF) services electronically. Precautions were taken with State Information Technology Agency (SITA) and the Chief Management Information Systems (CMIS) Division to ensure that members who report remain anonymous as required. I am currently engaged in the marketing of the website to inform the DOD community.
- **Promotion of knowledge sharing:** I designed a “Share U’r Knowledge” webpage where all reports from members who attended short courses, symposia and conferences, at state expense, are publish. The aim is to help the Division to adhere to the Education, Training and Development (ETD) policy.

- System analysis and re-design: I have been managing data since 2004 whereby I engage in continuous evaluation the case management system (database) in use. Identified shortcomings with the system lead to continuous re-designing of the system which include submission of specifications to the service provide, The State Information and Technology Agency (SITA), with whom, good relations are maintained.
 - Quality Manual Compilation: Leading and guiding the Directorate in developing and promulgating the Quality Manual whereby an ISO 9000: 2001 qualification was obtained.
 - Financial Management: represent the Directorate at the Budget Control Committee (BCC), engaging in the annual planning activities and training received increased operational knowledge of and adherence to the Public Finance Management Act (PFMA) I also served on the Departmental Planning and Budget Evaluation Committee (DPBEC) where I got familiar with processes concerning PFMA compliance and cost versus organisational benefits.
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- Strong Verbal and Written Communication
 - Relationship building and Stakeholder engagement
 - Research Capabilities
 - Analytical Skills
 - Conducting extensive investigations
 - Problem Solving
 - Developing and Implementing Policies (Policy Writing)

RELEVANT WORKING EXPERIENCE

Current Position:

September 2024 to Date: Program Director: Center for Human Security Analysis and Policy (CHSAP) - Africa Global Security Institute

- Web Developer, Designer and Maintainer
- Information and Knowledge Manager
- Promotion of Organisational Online Presence

Retired 30 January 2024

2004 to 2024 Assistant Director, Directorate Anti-Corruption and Anti-Fraud

- In this role, I Capture all incidents (reports on corruption) to be investigated or referred to other law enforcement agencies.

- Prepare Analyse Detection Investigation, Awareness Education and Special Services reports, Internet, and newspapers for compilation of the Corruption and fraud management reports in terms of trends and risks, including those obtained from external sources through research.
- Relationship Building and Stakeholder engagement
- Compiling the Departmental Corruption Register
- Awareness Training
- Resolution and monitoring of fraud and corruptions incidents
- Developing, piloting and implementing methods to combat corruption
- Liaise with other organizations in order to detect new trends. Building networks therefore maximising opportunities to share knowledge, ideas and opinions;
- Leadership development where I developed attributes desirable in a good leader, such as analytic skills, original thinking, innovation, creativity, effective communication and subject area expertise.
- Manage the Directorate's confidential hotline
- Represent the Directorate at the Education, Training and Development (ETD) meetings to ensure that members are exposed to training facilities within the Directorate;
- Manage the Directorate's database for incident reported. Developed and maintain a backup system to enhance audit/paper trail; Engage in continuous improvement, evaluation and re-designing of the system (Action Request System (ARS) to ensure effective maintenance of applicable data processing and storage systems that meets management requirements in order to enhance accuracy and completeness.
- Provide information to Directorate members on the status of incidents/cases, thereby keeping a paper trail of all incidents registered on the system.
- Provide statistical management reports for decision-making; Provide training to members of the Directorate on how to utilise the case management.
- Ensure that acquisition processes for the Directorate's Information and Communication Technology (ICT) is done according to policy and as planned;
- Design, re-design, publish and maintain the Defence Inspectorate Division website – ensure that policies pertaining to the development and publishing of a website are adhered to.
- Maintain a relationship with State Information Technology Agency (SITA) for information management and for utilisation of the ARS system by DACAF members. and Attending to all queries in terms of progress pertaining to reported incidents (cases).

2000-2004: Senior Admin Officer, Defence Policy and Planning, Armscor Building

- In this position I was responsible for managing human resources and assisting with management of logistical resources;
- Editing policies for publishing;
- Building and maintaining relationships with policy writers; Liaising with other role-players involved in updating and maintaining the website;
- Responding to enquiries, comments and requests and Ability to work independently, accurately and under pressure.
- Managing, coordinating the maintenance, development, improving and updating the Department of Defence (DOD) Policy website (www.mil.za:8080);
- Content structuring and information classification and abstraction;
- Supervision of IT library Staff and arranging for Administrative, Operational and Technical (AOT) Sub-Work-group meetings;
- Maintaining the DOD policy Database according to required Standards as agreed upon by members of the AOT Policy Sub Workgroup and Conducting both internet and intranet searches for DOD members.

1998-2000: Senior Admin Clerk, Minerals and Energy

I was responsible for handling all Financial Correspondences,
Allocating Subsistence Claims and Compiling Monthly Financial Reports

Committees/Forums: Represent the Directorate at the following Board Meetings:

- Budget Committee Meetings to ensure implementation of plans according to MTEF standards as well as compliance to Public Finance Management Act (PFMA) by the Directorate;
- Currently representing the Directorate at the Consolidated Control System for Financial misconduct: Damages and Losses meetings: the system is used to report financial misconduct within the department.
- I analyse data from system and draw reports corruption and fraud reports which should be addressed by the Directorate Anti-Corruption and Anti-Fraud (DACAF); and Departmental Intranet Steering Committee for the Inspectorate Division website; and Education and Training and Development Committee.

Professional Organisational Membership

Affiliate member: the Association of Certified Fraud Examiners ACFE since 2013.

Membership No: **31466946**

REFERENCES

1. Mr. Dan. F. Botha:

Telephone No. 021 808 2423 / 2117 (W)

Cell: 082 870 8938

Email: dfbotha@sun.ac.za

Supervisor: Master of Philosophy Thesis

2. Dr M.L. Ledwaba

Cell: 082 324 8811

Email: maryledwaba@hotmail.com

Mentor (PhD Research)