
ASTRID LUDIN

PROFESSIONAL EXPERIENCE

DNA Economics

Manager: Financial Markets and Digital Innovation (September 2019 to present)
Established a new practice providing strategy and research for financial markets clients in relation to financial market development and regulation, financial inclusion, financial education and digital innovation. Clients include banks, insurers, financial sector associations (BASA, ASISA), digital innovators, non-profit institutions and the dtic.

Institute for the Digital Economy in Africa (iDEA)

Co-founder and Director (January 2019 to March 2020)
Set up a thinktank on the digital economy.

Prudential Authority, South African Reserve Bank

Senior Advisor (April to November 2018)
Provided support and guidance for the development of a regulatory framework for financial market infrastructures and financial co-operatives. Performed comparative research on banking and mutual banking legislation.

Strate

Strategy and Research (May 2016 to March 2018)
Supported the establishment of the Innovation Lab. Provided support in relation to strategic insight, product development and client engagement. My research has focused on the application of and potential for blockchain technology in capital markets, cryptocurrencies, ICOs and other disruptive technologies, such artificial intelligence and robotics.

DNA Economics

Independent Consultant, (July 2015 to April 2016)
Managed and contributed to a number of projects and studies, including:

- The development of a financial consumer protection framework and assessment tool for SADC countries;
- The development of a financial consumer protection framework for the SADC low-value credit transfer payment scheme;
- A review of market conduct in financial services in SADC and the development of tools and methodologies for regulators;
- The development of a model for a financial services ombud in Malawi.

Companies and Intellectual Property Commission (CIPC)

Commissioner (May 2011 to April 2015)

As the CEO and Accounting Authority of a new statutory regulator, I was tasked with the merger of two government components with different organizational cultures, the modernization of the office and its transformation into a regulator. The organization had an

establishment of 450 staff members and a budget of R490 million. During the period of my tenure, we achieved the following:

- Developed and implemented a new business model and organizational design, including a restructuring of the organization and the introduction of a paperless back office;
- Upgraded and improved management of the ICT infrastructure and expansion of E-services;
- Introduced automated and paperless services at Self-Service Terminals, situated in independent offices;
- Developed regulatory capacity and implemented compliance strategies;
- Established an innovation unit and culture, resulting in key collaborations, such as the integrated business registration with banks and SARS, biometric verification of directors with the Department of Home Affairs, and free BEE certification for exempted microenterprises with the dti;
- Improved organizational performance, governance and reputation;

As the head of the CIPC, I was also a member of the Takeover Regulation Panel, the Standing Advisory Committee on Intellectual Property and the Specialist Committee on Company Law.

FinMark Trust

(May 2007 to April 2011)

Theme Champion: Policy and Consumer Financial Empowerment

Responsible for developing and managing a research and advocacy programme for financial sector policy and regulation, and consumer recourse and education in SADC for FinMark Trust. This involved commissioning research and disseminating the results to regulators, industry stakeholders and consumer bodies, working with stakeholders and providing strategic advice and support to regulators in SADC, such as the Bank of Zambia, the Bank of Namibia and the Bank of Kenya. Managed a cross-country study on financial literacy for the World Bank.

Other Roles and Responsibilities

(May 2007 to April 2011)

- Advisor to the Banking Association on strategic consumer and credit matters, including the Banking Code of Conduct;
- Chairperson of the National Debt Mediators Association during its start-up phase;
- Chairperson of the Gambling Review Commission (Ministerial appointment);
- Consultant to the National Treasury and the FSB:
 - Reviewed the financial services regulatory framework;
 - Reviewed consumer protection measures in financial services.

Department of Trade and Industry

Deputy Director-General, Consumer and Corporate Regulation

(May 2002 to April 2007)

Deputy Director, Consumer Credit and Financial Services

(May 1998 to May 1999)

Assistant Director, Small Business Financing

(June 1996 to April 1998)

Overall management of the division, specifically strategic management and change management, with responsibility for 120 employees and a budget of R180 million. Oversaw -

- Policy and legislation in the areas of competition, consumer protection, consumer credit, intellectual property, company law, liquor, lotteries, gambling, estate agents and small business financing;
- Major law reforms, including the development of Companies Act, 2008, the Consumer Protection Act, the National Credit Act, the Liquor Act and the Gambling Act and the 1999 revision of the Usury Act Exemption Notice for microcredit;
- Enforcement of the Companies Act, 1973 (relating to investigations), the Counterfeit Goods Act, the Harmful Business Practices Act, the Usury Act and the Credit Agreements Act;
- High-level consultations and negotiation with international experts, business, civil society, other government departments, Parliament and political stakeholders;
- Establishment of new regulatory agencies, including the National Liquor Authority, the National Credit Regulator and the Consumer Tribunal;

Represented the dti on a number of boards, including the Board of Directors of the National Gambling Board, the National Lotteries Board, the MicroFinance Regulatory Council, the Companies and Intellectual Property Registration Office, the Financial Services Policy Board, Khula and the SBDC. Chaired a Financial Services Policy Board Task Team on the Competition in Clearing and Settlement Systems (which produced the Ludin report).

Competition Commission

Divisional Manager: Compliance

(June 1999 to April 2002)

Deputy Commissioner

(Sept 2001 to April 2002)

- Managed and directed corporate communications, the provision of informal advice to business on the application of the Act and the development of strategies to promote participation of public interest groups, including trade unions, consumers groups, small businesses and emerging businesses, in competition proceedings;
- Participated in the finalisation of key investigations, including the proposed mergers between Nedcor and Stanbic and the JD Group and Ellerines, and the negotiation of a pharmaceutical case;
- As Deputy Commissioner supported the Commissioner and was involved in all final decision making on cases.

Get Ahead Foundation

Programme Analyst: Stokvel Programme

(July 1994 to April 1996)

EDUCATION

M.A. in International Affairs, Columbia University, New York, USA, 1992-1994

B.A. Honours in Politics, Philosophy, Economics, York University, York, UK, 1988-1991

Certificate in Design Thinking, Emeritus