

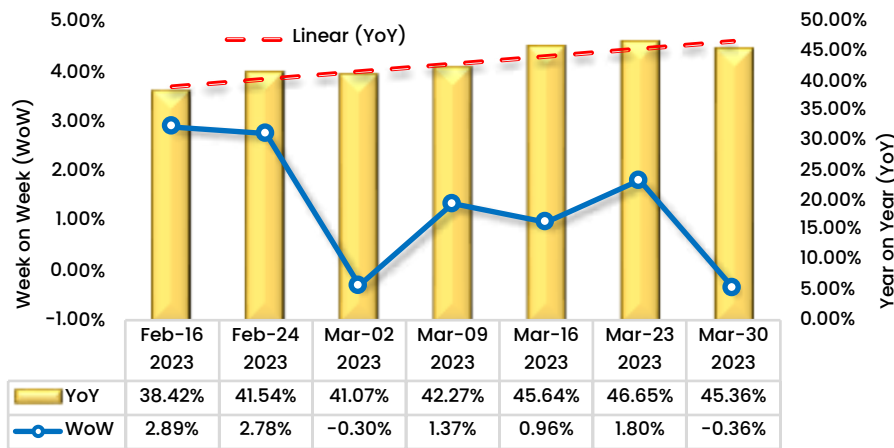
Domestic Economic Roundup

Key Money & Banking Indicators:

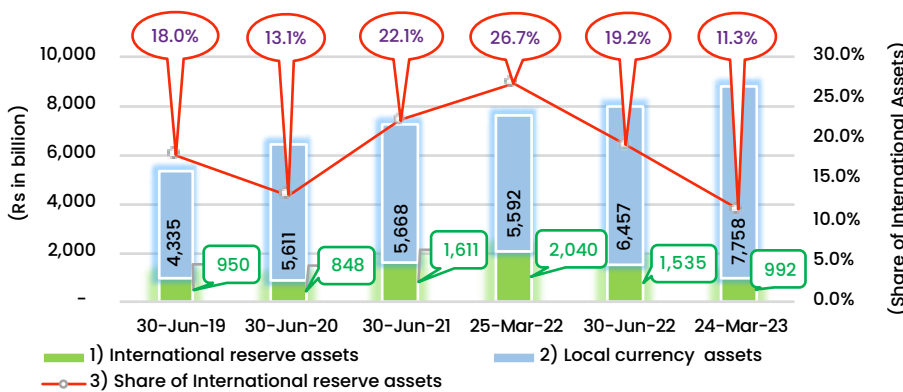
	Stocks at End - June 2022	Flows		Impact Since 1st July to	
		FY21	FY22	17-Mar-23	18-Mar-22
Total Deposits with Banks	19,934.8	2,595.0	2,615.1	(195.2)	88.1
Broad Money (M2)	27,602.6	3,389.7	3,304.9	520.2	512.5
Govt. Sector Borrowings (Net)	19,622.9	1,717.9	3,357.7	2,303.2	365.7
Credit to Private Sector	9,241.2	766.2	1,612.1	227.3	1,009.4

(Rs in billion)

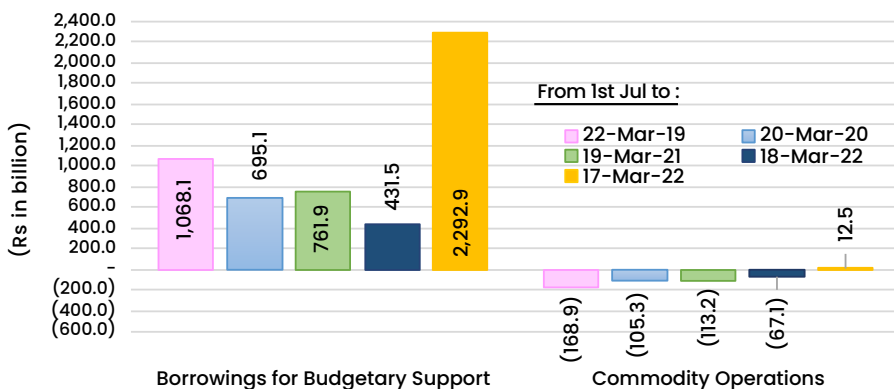
Weekly Trend in Sensitive Price Indicator (SPI)



Assets Composition of Total Banknotes Issued



Government Sector Borrowings (Net)



Markets at a Glance

Rates taken till Friday, March 31, 2023

SBP POLICY RATE

20.00% | Effective from March 03, 2023

KIBOR (6 MONTHS)

	Bid%	Offer%
Change Starting	20.96	21.21
Change Ending	21.82	22.07
Change	+0.86	+0.86

FOREX RATES

	GBP	EURO	USD
Change Starting	PKR 347.65	PKR 305.20	PKR 283.20
Change Ending	PKR 351.66	PKR 309.39	PKR 283.79
Change	+4.01	+4.19	+0.59

PAKISTAN STOCK EXCHANGE

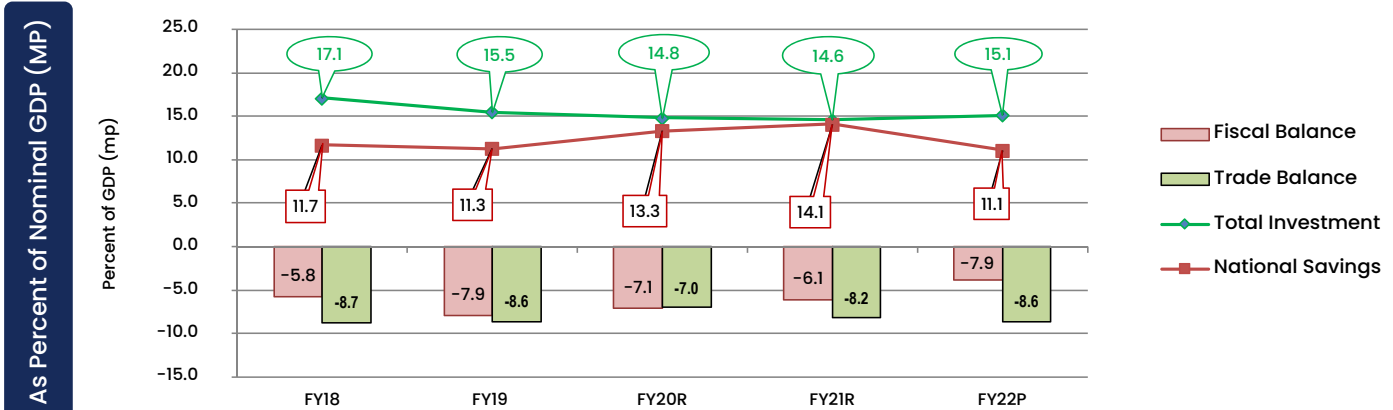
	100 Index
Change Starting	39,942
Change Ending	40,001
Change	+59

GOLD RATES

	10 GM, 24K
Change Starting	PKR 180,297
Change Ending	PKR 180,063
Change	-234

Pakistan's Major Economic Indicators

Real Sector (Percent Growth)	FY18	FY19	FY20 ^F	FY21 ^R	FY22 ^P
Real GDP (2015-16 = 100)	6.1%	3.1%	-0.9%	5.7%	6.0%
Agriculture Sector	3.9%	0.9%	3.9%	3.5%	4.4%
Manufacturing Sector	7.1%	4.5%	-7.8%	10.5%	9.8%
Services Sector	6.0%	5.0%	-1.2%	6.0%	6.2%
Real GDP (Rs in billion)	33,859.6	34,916.0	34,586.7	36,572.6	38,755.1
Nominal GDP (Rs in billion)	36,514.2	41,110.2	44,746.9	52,213.3	62,677.6
GNI (MP) PRS Per Capita	194,181	214,695	230,349	268,223	314,353
GNI (MP) US \$ Per Capita	1,768	1,578	1,458	1,676	1,798



CPI INFLATION	Annual Average			Year-on-Year		
	FY20	FY21	FY22	Feb 2022	Jan 2023	Feb 2023 ^P
General	10.7	8.9	12.2	12.2	27.6	31.5
Food (Urban)	13.6	12.4	13.4	14.3	39.0	41.9
Non-Food (Urban)	8.3	5.7	10.8	9.9	15.6	20.8

Currency in Circulation as on (Stock data)						Rs in billion
June 30, 2019	June 30, 2020	June 30, 2021	June 30, 2022	Mar 18, 2022	Mar 17, 2023	
4,950.0	6,142.0	6,909.9	7,572.5	7,319.5	8,289.8	

Sources: i) Pakistan Economic Survey 2021-22, Finance Division ii) Pakistan Bureau of Statistics iii) Data published on SBP website | P = Provisional | R = Revised | F = Final

UAE Company Keen to Promote Financial Inclusion of SMEs in Pakistan

A delegation of UAE-based company InvoiceMate visited Islamabad Chamber of Commerce and Industry to introduce their invoice management system on blockchain for promoting financial inclusion of SMEs in Pakistan on March 29, 2023.

Muhammad Salman Anjum Founder & CEO, Saeed Alhebsi Co-Founder of InvoiceMate and Advisor on Artificial Intelligence to the Ministry of Human Resource and Emiratization of UAE, Muhammad Zeeshan Abid Co-Founder & Product Design Lead at InvoiceMate were in the delegation.

Ms Rashida Bajwa, Assistant Director (ME-I), Ministry of Foreign Affairs of Pakistan accompanied the delegation. Speaking at the occasion, Ahsan Zafar Bakhtawari, President, Islamabad Chamber of Commerce and Industry (ICCI) welcomed the UAE delegation and assured them of full support in rolling out the blockchain powered financial inclusion enabler InvoiceMate for SMEs in Pakistan. He lauded the efforts of InvoiceMate for revolutionizing invoice financing by enabling financial inclusion of SMEs and informal businesses.

He said that the financial inclusion of SME was very important to accelerate the economic growth in Pakistan. He said that SMEs get only around 6 percent credit of the total private sector credit in Pakistan, which is less than 1 percent of GDP and is a major hurdle in their growth and urged that the government to increase credit to SMEs to at least 20 percent that would boost business activities and put Pakistan on the path of sustainable growth.

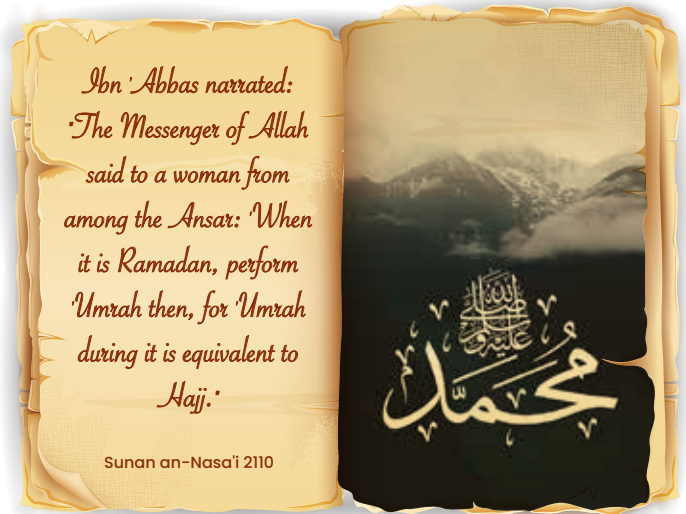
Speaking at the occasion, Muhammad Salman Anjum CEO, Saeed Alhebsi Co-Founder of InvoiceMate said that they were keen to create sustainable financial inclusion opportunities in the Pakistan market.

They gave a detailed briefing to the business community about all the aspects of the world's first blockchain-powered invoice management and financing solution that enables invoice automation.

It comes with function specific features that provide efficient results, while saving money and resources.

They said that InvoiceMate used emerging technologies like blockchain & AI that provides multiple benefits to the businesses including 70-80 percent reduction in payable workload, 60-70 percent reduction in payment errors, 40-50 percent reduction in cost per invoice, 95-100 percent achievement in data accuracy and 70-75 percent reduction in reconciliation efforts.

Faad Waheed, Senior Vice President ICCI said that SMEs were the backbone of the economy and said that ICCI would cooperate with Team InvoiceMate in introducing its latest invoice management system in its member companies to increase their efficiency and productivity.



Meezan Bank, PaySa Partner to Expand POS Services

Meezan Bank, Pakistan's leading Islamic bank and PaySa, a fintech startup specializing in digital payments, have partnered to enable point-of-sale (POS) payment services to tap into the country's booming digital payment ecosystem.

According to the agreement, PaySa would deploy POS terminals and grow Meezan's merchant and retailer network as an independent sales organization, said a news release.

In combination with PaySa's next-generation business solutions, the bank will empower the country's commerce by not only simplifying payments for merchants but also enabling real-time transactions.

Shariq Mubeen, Chief Digital Officer of Meezan Bank said, "FinTech's have immense potential in growing digital acceptance, especially with small merchants in Pakistan, and Meezan Bank is delighted to collaborate with PaySa in this space. We are confident that this alliance will help us in accelerating the deployment of the POS network while also delivering excellent services to all our customers Insha'Allah."

Whereas, Ali Adnan, CFA/CEO & Co-Founder, PaySa said, "The strategic partnership between Meezan Bank and PaySa is expected to create synergies that will benefit the whole financial ecosystem of Pakistan. By combining their respective strengths, Meezan Bank and PaySa can offer innovative and seamless digital payment solutions that are fully compliant with Islamic banking principles, expand the digital payment ecosystem in Pakistan, reduce the reliance on cash transactions, and promote financial inclusion in the country."

EU Removes Pakistan From List of 'High-Risk Third Countries'

The European Union (EU) authorities have removed Pakistan from the list of 'High-Risk Third Countries' that had strategic deficiencies in the Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) regime and posed a serious threat to their financial system.

"According to the Delegated Regulation, following the measures implemented to address the action plans agreed with the Financial Action Task Force (FATF), Nicaragua, Pakistan and Zimbabwe have remedied the strategic deficiencies in their respective AML/ CFT regimes and no longer pose a significant AML/ CFT threat to the international financial system," the Commerce Ministry said in a news statement on March 29, 2023. Taking into account their relevance under the revised methodology, the commission considered that these jurisdictions no longer had strategic deficiencies in their respective AML/ CFT frameworks and did not pose a significant threat to the financial system of the European Union. As a result of the measures, the "Obligated Entities" in EU member states would no longer be required to apply "Enhanced Customer Due Diligence" while dealing with individuals and legal entities established in Pakistan. Elaborating the "Obligated Entities" which included credit and financial institutions, the statement described auditors, external accountants and tax advisors; notaries and other independent legal professionals as 'natural or legal persons' involved in professional activities.

It explained the professional activities like "buying and selling of real property or business entities; managing of client money, securities or other assets; opening or management of bank, savings or securities accounts; organization of contributions necessary for the creation, operation or management of companies; creation, operation or management of trusts, companies, foundations, or similar structures; trust or company service providers not already covered and estate agents."

It also validated other persons trading in goods to the extent that payments made or received in cash in an amount of EUR 10,000 or more, whether the transaction is carried out in a single operation or in several operations which appear to be linked.

The placement of Pakistan in the list had created an undue regulatory burden on "Obligated Entities" in the EU and there were instances whereby some of them had refused to entertain legal and financial transactions with individuals and entities based in Pakistan.

"The new development would add to the comfort level of the European economic operators and is likely to ease the cost and time of legal and financial transactions by Pakistani entities and individuals in the EU," the ministry expressed confidence. Meanwhile, Minister for Commerce Syed Naveed Qamar termed the removal of Pakistan from

the EU's High Risk Third Countries, after getting out of the grey list of Financial Action Task Force (FATF), as one of the 'biggest' achievements of Pakistan.

He gave its credit to Foreign Minister Bilawal Bhutto Zardari for making tireless efforts to achieve the goal, which yielded the required results. The minister said all the shortcomings, which posed any threat to the international financial system of the country, had been removed by taking corrective measures. He said the condition had put an undue burden on the national economy as the EU had included Pakistan in the list of High Risk Third Countries on October 22, 2018.

Rate of Deforestation

An area roughly the equivalent of 14 million football pitches is lost per year to deforestation, as per the Food and Agriculture Organization of the United Nations.

829,549 Immigrants Registered for Overseas Employment during 2022

Parliamentary Secretary for Overseas Pakistani and Human Resource Development Syed Agha Rafiullah on March 29, 2023, informed the National Assembly that as many as 829,549 immigrants were registered for overseas employment through the Bureau of Immigration and Overseas Employment (BE&OE) during the calendar year 2022, the highest since last five years.

In response to various questions, he said that since 1971, 12.5 million Pakistani workers had been registered with BE&OE for employment abroad till 2022. However, a declining trend was observed in the years 2020 & 2021 as only 224,705 and 286,648 immigrants were registered by BE&OE respectively due to COVID-19 restrictions, he said.

He said that BE&OE has taken several measures to explore and tap the international job markets for intending immigrants. Diversification Strategy adopted to shift focus to new labor markets and the declaration of Intent on Migration & Mobility has already been signed with Greece and the UK and soon would be signed with Germany.

The Parliamentary Secretary said 12 memorandum of understanding (MoUs) on manpower export with different countries including Belgium, Denmark, Germany, Greece, Iran, Italy, Kuwait, Lebanon, Libya, Portugal, Romania and Uzbekistan were under bilateral discussion. The overseas minister visited Romania and Portugal to explore new regular labor migration avenues, he said.

Rafiullah said the government had appointed 24 Community Welfare Attaches in 16 different countries to explore new avenues for Pakistani manpower through Labor Market Analysis (LMA) of the host country so that skilled Pakistani intending immigrants could be imparted required training as per labor market requirements of the host country.

He said approximately 9 million Pakistanis were working/residing in different countries around the world and contributing towards the socio-economic development of the country.

However, the Parliamentary Secretary said that there was no dedicated mechanism for providing solutions to the protection of their properties. In order to address the issue, the Ministry/ OPF undertook the initiative of proposing a bill that would address their grievances and provide protection to overseas Pakistanis with regard to their properties.

To another question, he said all the regular employees of OPF schools and colleges were getting minimum remuneration as prescribed by the government. Furthermore, contract employees were being paid a salary as per the terms and conditions of contractual employment rules/ polices and as per advertisements published in newspapers at the time of hiring, he said.

However, he said, the remuneration of some contract employees was still less than the minimum wages as declared by the federal government. Furthermore, up to a 10 percent annual increment was also granted to the contractual employees upon renewal of their annual contracts, he said.

Efforts on to Put Economy Back-on-Track of Sustainable Growth

Minister for Finance and Revenue Senator Muhammed Ishaq Dar has said that the government is making all possible efforts to steer the economy of the difficult situation in order to put it on the path of sustainable economic growth.

Addressing as chief guest at an Iftar dinner hosted by the Islamabad Chamber of Commerce and Industry (ICCI) in honor of foreign diplomats, Dar said that friendly countries were expected to materialize their commitments with Pakistan that would pave the way to close the deal with the IMF and revive the economy.

He said that in 2016, Pakistan was a rising economy as it was expected to become the world's 18th-strongest economy, but was now facing serious economic challenges. He said that Pakistan would not default and the government was making all possible efforts to steer it out of a difficult situation in order to put it on the path of sustainable economic growth.



He lauded the initiative of ICCI for hosting an Iftar dinner for diplomats. Speaking at the occasion, Ahsan Zafar Bakhtawari, President ICCI urged the government to ensure consistency in economic policies that would enable the business community and investors to invest in Pakistan with confidence. He assured that the business community would fully support the government in its efforts to revive the economy. He highlighted the business and investment opportunities in Pakistan for diplomats and said that Pakistan was a huge market of over 220 million consumers and offered great investment opportunities in various sectors of its economy. He said that foreign investors should transfer technology to Pakistan and explore joint ventures and investments in areas of interest.

Tariq Fazal Chaudhry, former federal minister said that the government was determined to promote ease of doing business and hoped that the current difficult phase would be over soon. Faad Waheed, Senior Vice President ICCI said that Pakistan needed exports to overcome its foreign exchange crisis and hoped that the foreign diplomats would fully cooperate with Pakistan in realizing this goal. Engineer Azhar ul Islam Zafar, Vice President ICCI thanked the chief guest, diplomats and all the participants for attending the Iftar dinner. He said that if the government created a more conducive business environment, the private sector would be able to improve the health of the economy.

Junaid Afzal, Chairman, Nova Group said that with the efforts of Ahsan Zafar Bakhtawari, President ICCI, Nova Group was working out on an attractive discounted package of residential and commercial plots for the members of the business community. He said that Nova Group would cooperate with ICCI for the establishment of an industrial park in the region. Zafar Bakhtawari, former President ICCI said the business community is hopeful that Finance Minister Ishaq Dar will soon conclude a deal with the IMF that will enable Pakistan to cope with its current economic crisis. He urged the government to work hard to

end the country's reliance on foreign loans and make it self-sufficient and assured that the business community would fully support in achieving this goal.

SNIPS

Discontinuing the Old Ways

A staggering 90 percent of US employees with desk and office jobs do not want the old workplace and commute to return, indicates Gallup's surveys.

Chinese, Pakistani Scientists Join Hands to Combat Citrus Diseases, Insect and Pests

Chinese and Pakistani scientists are collaborating to develop biological control measures to enhance the quality and quantity of citrus fruits in Pakistan. To this end, a research center was launched in the two countries in 2018 to jointly explore green and sustainable solutions to the growing prevalence of citrus diseases across the South Asian nation. Speaking to China Economic Net (CEN), Prof Dr Qiu Baoli and Prof Dr Shaukat Ali, director and deputy director of the China-Pakistan citrus pest management center, said that while chemical measures can provide quick responses to citrus disease outbreaks, they also increase the resistance of pests against pesticides, posing grave environmental and health threats. The researcher told CEN reporter that the center, initiated by South China Agricultural University and Sargodha University, has undertaken four strands of research work to produce environmentally friendly solutions.

The first line of research, Dr Qiu and Dr Ali noted, focuses on the use of "lure and kill" technology to dispel pests. For example, the researchers have investigated how different types of traps and lures will affect the efficacy of capturing pests in citrus orchards across six citrus-producing Pakistani cities. Dr Qiu said that the researchers have also been developing technologies to breed parasitic wasps and predatory insects, which are natural enemies for citrus pests. "So far, we have discovered 22 new species of predatory insects and reported 7 new genera and 2 new subgenera," he noted. "In addition, the center has been researching biological pesticides for emergency control. We aim to develop commercial formulas for entomopathogenic fungi targeting citrus pests and evaluate their toxicity under laboratory and field conditions," Dr Ali told CEN, adding that strides have been made in the investigation and evaluation of Pakistan's entomopathogenic fungal resources.

Dr Qiu noted, "To effectively combat the pests, we will also develop a comprehensive pest management approach that combines various pest control strategies. The technology mix will be tested in citrus orchards in Pakistan for demonstration and promotion."

International Economic Roundup

Bank of America's Financial Planning App Draws \$55 billion over Two-Plus Years

Bank of America Corp's digital personal finance tool, Life Plan, has attracted more than \$55 billion in new money since its launch in late 2020, as customers use technology to set financial goals. Life Plan, which has more than 10 million users, enables customers to set goals such as saving for a vacation or college or to build a retirement fund. The tool has gained popularity as consumers increasingly use apps for managing payments, budgeting and shopping.

BofA's app allows customers to move money around their bank and brokerage accounts, as well as pull in funds from other institutions, David Tyrie, chief digital officer at Bank of America, told an international news agency. "This is a very human experience that's designed to say what's important to you, and we are going to help you learn about it," he added.

While millennials and Gen-Z account for 63 percent of the app's users, Gen X and baby boomers make up 38 percent. Over time, artificial intelligence has helped to make the tool easier for customers to use, helping it to gain traction, said Nikki Katz, head of digital at BofA, at the Consumer Bankers Association conference on March 27, 2023 in Las Vegas. Usage of the lender's AI-driven virtual assistant, Erica, has also surged, with more than 33.5 million clients interaction in 2022, the lender said.

China's Alibaba to Break Up Empire into Six Units as Jack Ma Returns Home

Alibaba Group is planning to split into six units and explore fundraisings or listings for most of them, it said on March 28, 2023, in a major revamp as China vows to ease a sweeping regulatory crackdown and support its private enterprises. The US-listed shares of the Chinese e-commerce conglomerate, which have lost nearly 70 percent of their value since the curbs were imposed in late 2020, rose more than 14 percent.

Alibaba said the biggest restructuring in its 24-year history would see it split into six units - Cloud Intelligence Group, Taobao Tmall Commerce Group, Local Services Group, Cainiao Smart Logistics Group, Global Digital Commerce Group and Digital Media and Entertainment Group. The revamp comes a day after Alibaba founder Jack Ma returned home from a year-long stay abroad, a move that dovetailed with Beijing's effort to spur growth in the private

sector after two years of crackdown. Analysts said the breakup could ease scrutiny over the tech giant whose sprawling business has been a target of regulators for years. "The original intention and fundamental purpose of this reform is to make our organization more agile, shorten decision making links and respond faster," Chief Executive Daniel Zhang said in a letter to staff, which was seen by an international news agency.

Each business group, he said, had to tackle the rapid changes in the market and each Alibaba employee had to "return to the mindset of an entrepreneur". Zhang will continue as chairman and CEO of Alibaba Group, which will follow a holding company management model, and also serve as CEO of Cloud Intelligence Group.

Each of the six businesses will have a CEO as well as a board of directors and will retain the flexibility to raise outside capital and seek an initial public offering, the company said.

US FDIC Tells Signature Bank's Crypto Clients to Close Accounts by April 5, 2023

The US Federal Deposit Insurance Corp (FDIC) has informed collapsed lender Signature Bank's crypto clients that they have until April 5, 2023 to close their accounts and move their money. The deposits in question were not part of a rescue deal arranged with Flagstar Bank, a unit of New York Community Bancorp, earlier this month.

"Flagstar's bid did not include about \$4 billion in deposits related to Signature's digital-asset business," an FDIC spokesperson said. "Those are the deposits we are encouraging customers to move before April 5, 2023. If they have not by that day, we will mail checks to the address on record." Flagstar on March 19, 2023 entered into an agreement with US regulators to buy deposits and loans from New York-based Signature Bank.

The FDIC had said that the deal would see Flagstar Bank assume substantially all of Signature Bank's deposits, some of its loan portfolios and all 40 of its former branches. Roughly \$60 billion of Signature Bank's loans and \$4 billion of its deposits would remain with it in receivership.

Huawei Makes Breakthrough in EDA Design Tools for 14nm Chips

Huawei has developed electronic design automation (EDA) tools for chips produced at and above 14-nanometer (nm) technology with domestic partners, marking a major breakthrough for China's semiconductor industry. Nicknamed the "cradle" of integrated circuits, EDA is a widely used software in the sector and significant to the entire chip-designing process. The Chinese tech giant has achieved localization of EDA tools above 14nm in the chip

field and will complete comprehensive verification this year, Huawei confirmed on March 24, 2023, citing the remarks made by its rotating chairman Xu Zhijun on February 28, 2023, an international news agency reported.

Xu also said the company had developed 78 tools related to chip hardware and software. China has long relied on US companies such as Cadence and Synopsys for high-end electronic design automation tools. Chips produced at the 14nm level were first introduced in smartphones in the mid-2010s and are two to three generations behind leading -edge technology, but it still marks a breakthrough.

The progress is part of a broader push by Huawei to develop domestic development tools for hardware, software and chips amid US governmental restrictions. Xu further mentioned that although the company had achieved many breakthroughs in product development tools over the past three years, it still faces formidable challenges, thus Huawei would redouble its efforts to attract more global talents to achieve a strategic advancement in the area.

When Loneliness Hits Hard

About 65 percent of young adults say they are lonelier after the pandemic, according to the Journal of the Psychoactive Drugs, and since loneliness is linked to poor mental health, feeling alone becomes a public health issue.

Banking Turmoil Has Potential to Trigger Financial Crisis

Australia and New Zealand Banking Group's CEO said on March 27, 2023 that the latest turmoil in the global banking system had the potential to trigger a financial crisis though it was early to predict it could bring one similar to that in 2008. Authorities around the world are on high alert for the fallout from the recent turmoil at banks following the collapse of Silicon Valley Bank (SVB) and Signature Bank in the US and the emergency takeover of Credit Suisse.

"It is a crisis for some obviously, but is it a financial crisis, who knows? Does it have the potential to be one? Yes, it does have the potential to be one," CEO Shayne Elliott said in an interview on the bank's website. But he said it was premature to assume the current condition could result in "another GFC", referring to the global financial crisis around 15 years ago that plunged the world's major advanced economies into their worst recession since the Great Depression in the 1930s. Australian banks did not suffer as much as those in the US and Britain during the 2008 crisis, thanks in part to tighter lending standards and a more

resilient home economy. "This is a different issue. This is really to do with the global war on inflation and how central banks are raising rates very quickly in order to combat that, and that has casualties," Elliott, the top executive at the country's no.4 lender, said.

Australia's banking regulator, soon after the collapse of startup-focused lender SVB, flagged it had intensified supervision of local banks. Global regulators have acted much quicker to support banks this time, having learned lessons from the prior crises, Elliott said. "Having said all that, it's clearly not over. I do not think you can sit here and say, 'Well, that's all done, Silicon Valley Bank and Credit Suisse and, you know, life will go back to normal'. These things tend to roll through over a long period of time." Rachel Slade, personal banking group executive at the country's second-largest lender, National Australia Bank Ltd, told the Australian Financial Review on March 27, 2023 that mortgage customers had started showing first signs of strain after 10 straight rate rises, but there were no spikes yet on defaults. Treasurer Jim Chalmers has said Australia was in a good position to hold out against some of the volatility because its banks were well capitalized, while the Reserve Bank of Australia last week flagged the banks were "unquestionably strong".

In addition, the Deputy Governor pointed out that this annual seminar confirms the commitment of the concerned authorities in the Kingdom, including SAMA, to implement international requirements and follow up on the latest developments in this regard. AlSheikh also noted that the seminar sheds light on a number of important topics related to regulation and on the latest challenges in combating proliferation financing and cyber-enabled fraud crimes. The Deputy Governor concluded his speech by stressing the importance of continuing to hold this annual seminar, which is considered a great opportunity during which practitioners working in the concerned authorities, financial institutions, and designated non-financial businesses and professions get acquainted with the best international practices and experiences to sharp and develop their technical and knowledge capabilities. The seminar consisted of five main sessions, during which experts in the field discussed topics related to international standards developments in AML, latest challenges in combating proliferation financing, cyber-enabled fraud crimes, and the consequences of not applying risk-based approach to financial inclusion, in addition to challenges and opportunities related to AML activities provided by relying on third parties.

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Meta Layoffs
Mark Zuckerberg has laid off one in four workers in recent months, estimates Bloomberg.

Saudi Central Bank's Decision on Repo and Reverse Repo Rate

The Saudi Central Bank has decided to raise the rate of Repurchase Agreement (Repo) by 25 basis points to 5.50 percent, and the rate of Reverse Repurchase Agreement (Reverse Repo) by 25 basis points to 5.00 percent. This decision reflects global monetary developments and the Central Bank's objectives.

14th Compliance and Anti-Money Laundering Seminar Kicks Off

Under the patronage of H.E. Mr Ayman Alsayari, Governor of the Saudi Central Bank (SAMA) and Chairman of the Anti-Money Laundering Permanent Committee (AMLPC), the 14 Compliance and Anti-Money Laundering Seminar was held on March 20, 2023. The event was organized jointly by AMLPC and London Stock Exchange Group's Refinitiv, and attended by more than 500 participants. H.E. Mr Yazeed AlSheikh, Deputy Governor for Supervision, delivered the opening speech, in which he noted that money laundering crimes and their accelerating evolution constitute one of the major challenges facing the international community and governments. This is due to their direct negative effects on the stability of financial and economic systems as well as their threat to international peace and security. AlSheikh affirmed in this regard the keenness of the concerned authorities in the Kingdom to strengthen the legislative and regulatory frameworks for combating these crimes in order to accommodate developments and changes in this field.

CBUAE Launches the Central Bank Digital Currency Strategy "The Digital Dirham"

The Central Bank of UAE (CBUAE) jointly held a signing ceremony with G42 Cloud and R3 to mark the commencement of the implementation of the CBUAE Central Bank Digital Currency (CBDC) Strategy, one of the nine initiatives of the CBUAE's Financial Infrastructure Transformation (FIT) Program. The CBUAE has engaged with G42 Cloud and R3 as the infrastructure and technology providers respectively for its CBDC implementation.

Following several successful CBDC initiatives including Project 'Aber' with the Saudi Central Bank in 2020, which confirmed the possibility of using a digital currency issued by two central banks to settle cross borders payments and was awarded the Global Impact Award by Central Banking Magazine, in addition to the significant accomplishment of the first real-value cross-border CBDC pilot under the 'mBridge' Project with the Hong Kong Monetary Authority, the Bank of Thailand, the Digital Currency Institute of the

People's Bank of China and the Bank for International Settlements in 2022, the CBUAE is now ready for entering into the next major milestone of the CBDC journey and implementing its CBDC Strategy.

The first phase of CBUAE's CBDC Strategy, which is expected to complete over the next 12 to 15 months; comprises three major pillars, the soft launch of mBridge to facilitate real value cross-border CBDC transactions for international trade settlement, proof-of-concept work for bilateral CBDC bridges with India, one of the UAE's top trading partners and finally, proof-of-concept work for domestic CBDC issuance covering wholesale and retail usage. CBDC is a risk-free form of digital money issued and guaranteed by the central bank and serves as a secure, cost-effective and efficient form of payment and a store of value. As part of the UAE's digital transformation, CBDC will help address the pain points of domestic and cross-border payments, enhance financial inclusion and the move towards a cashless society. It will further strengthen the UAE's payment infrastructure, providing additional robust payment channels, ensuring a resilient and reliable financial system. More importantly, the CBUAE aims to ensure the readiness of the UAE to integrate the payment infrastructures with the future potential tokenization world, the tokenization of the financial and non-financial activities.

H.E. Khaled Mohamed Balama, the Governor of the CBUAE, said: "CBDC is one of the initiatives as part of the CBUAE's FIT program, which will further position and solidify the UAE as a leading global financial hub. The launch of our CBDC strategy marks a key step in the evolution of money and payments in the country. CBDC will accelerate our digitalization journey and promote financial inclusion. We look forward to exploring the opportunities that CBDC will bring to the wider economy and society."

Further details and updates will be announced in due course.

CBUAE Raises the Base Rate at 25 Basis Points

The Central Bank of the UAE (CBUAE) has decided to raise the Base Rate applicable to the Overnight Deposit Facility (ODF) by 25 basis points – from 4.65 percent to 4.90 percent, effective from March 23, 2023.

This decision was taken following the US Federal Reserve Board's announcement on March 22, 2023 to increase the Interest on Reserve Balances (IORB) by 25 basis points.

The CBUAE also has decided to maintain the rate applicable to borrowing short-term liquidity from the CBUAE through all standing credit facilities at 50 basis points above the Base Rate.

The Base Rate, which is anchored to the US Federal Reserve's IORB, signals the general stance of the CBUAE's monetary policy. It also provides an effective interest rate floor for overnight money market rates.

MANAGEMENT VIEWS



Rehire a Former Superstar

When a superstar employee leaves your organization, it does not necessarily mean they will be gone forever. You may be able to entice them back by continuing to cultivate your relationship—even after they have moved on. One way to do this is by creating an alumni network for your team or organization. A platform like this demonstrates to former employees that they could be welcomed back if they eventually want to return and ensures that your organization remains top-of-mind as they progress through their careers. A second, simpler way to stay connected is to just check in with them from time to time. Get a sense of how things are going in their new role and express to them that they are missed. This is especially impactful around the one-year anniversary of their departure. Research shows that the one-year mark is when people are most likely to want to boomerang back to their former employer. Reconnecting at this critical moment can be a great way to encourage an employee who may be considering a change to make the leap, especially if they are been feeling dissatisfaction or regret about their decision to leave.

(This tip is adapted from *The Promise (and Risk) of Boomerang Employee*, by Anthony C. Klotz et al. – HBR.)

Prioritize Yourself After a Layoff


Being laid off is a painful experience. But even through the difficult emotions, you have the autonomy to shape a positive experience and outlook. Before you can redirect your career and focus on the future, you need to first prioritize self-care in the present. This means creating a predictable routine, which will give your weeks much-needed structure and focus. Make sure that routine is not built entirely around finding a new job; you also need to invest in your physical and mental well-being—perhaps by setting aside some daily time for exercise and meditation. If you find yourself feeling down or overwhelmed, take a break and shift your focus to others. See if you can help someone else, even if it is simply by reaching out to ask how someone is doing. Finally, focus on building community and relationships. It is easy to forget that you are not alone. Over the years, you have built countless meaningful connections and you have been there for people. Lean on those relationships—and make an effort to build new ones that will nourish you. Prioritizing yourself in this challenging time will remind you that your career does not—and never did—define you.

(This tip is adapted from *Shifting Your Perception After Being Laid Off*, by Vivek Gulati and Emma Seppälä – HBR.)

Seek Out the Leadership Feedback You Need

Being a leader does not make you immune to feedback. In fact, the quality of your leadership depends on your ability to receive and implement feedback—especially when circumstances are challenging or uncertain. To get an accurate pulse on your leadership performance, first, actively seek out negative feedback. If what you are hearing from your colleagues is all feel-good praise and no hard-to-hear criticism, you need to work harder to get them to criticize you. To do this, come up with go-to questions you can ask your manager, your peers, and your direct reports. Avoid yes-or-no questions (“Do you have any feedback for me?”) and instead invite specific suggestions (“What is one thing you need me to do differently?”). No matter how good your go-to question is, the other person is likely to feel uncomfortable; embrace that discomfort. Try asking your question and then remaining silent. Count to six, slowly, in your head. Very few people can endure six full seconds of silence—they will tell you something. Then, listen carefully. Really try to understand what they are saying rather than focusing on how you are going to respond. Look for the criticism. Often people will sandwich the negative thought between two positive ones. Finally, the best way to ensure you will continue receiving feedback is to follow up and share the actions you have taken based on what you heard.

(This tip is adapted from *How Leaders Can Get the Feedback They Need to Grow*, by Kim Scott et al. – HBR.)



SNIPS

When Thousands are Not Enough
 About 64 percent of US consumers equivalent to 166 million people live paycheck-to-paycheck, including millions who earn more than \$100,000 a year, says Bloomberg.

Become a More Collaborative Leader

If you rely on a decisive, command-and-control leadership style, you may find yourself not only at odds with your colleagues, but also viewed as a liability to the organization. There are several mindset shifts you can make to build trust with your peers and become a more collaborative leader. Start by turning inward and cultivating some humility. Ask yourself why you have such a hard time collaborating around decisions. Do you struggle to trust other people? Could you be undervaluing your colleagues’ contributions? Are you afraid of slowing processes down? Whatever the source of

your hesitation, identify it, and remember that success is about accomplishing business objectives—not getting your way. Asking for input and seeking different perspectives is not a weakness—it is an advantage that will only make your leadership more effective. Be honest about what you do not know and pursue that information or data with an open curiosity alongside your colleagues. Finally, position your opinion as one option, not the option. When you opt to present your preference as just one possibility, you implicitly open the door to others that could be even stronger.

(This tip is adapted from *Becoming More Collaborative—When You Like to Be in Control*, by Jenny Fernandez and Luis Velasquez – HBR.)

To Address Your Burnout, Identify What is Causing It

Burnout is a management and organizational issue—not an individual one. Most of the time, it is triggered by a disconnect between what an employee needs and what their employer is providing. The first step in addressing the problem is figuring out what is causing it. If you are feeling burned out, consider which of the following mismatches might be at the core of the issue.

- A **workload mismatch** often involves high demands and insufficient resources to meet them successfully—for example, not enough time, staff, information, or equipment.
- A **control mismatch** happens when you do not have adequate autonomy to do your job well.
- A **reward mismatch** means that good work is not leading to the appropriate recognition, compensation, or opportunities.
- A **community mismatch** is most extreme in a socially toxic workplace, where there is rampant incivility, bullying, or harassment—rather than mutual trust, respect, and support.
- A **fairness mismatch** involves discrimination and inequitable practices.
- A **values mismatch** occurs when your ethical and moral compass points in a different direction than your organizations.

(This tip is adapted from *To Curb Burnout, Design Jobs to Better Match Employees’ Needs*, by Michael P. Leiter and Christina Maslach – HBR.)



APRIL

	Workshop	Facilitator	Fee	Timings	
08 Saturday	FATF Sanctions and Regulatory Framework of AML/CFT	Kamran Hyder	PKR 9,500 <i>(Excluding Sales Tax)</i>	9:00 AM - 1:00 PM	VIRTUAL TRAINING
11 Tuesday	International Standard Demand Guarantee Practice for URDG 758 (ISDGP) & Latest SWIFT MTS on Guarantees	Aqeel Muslim	PKR 9,500 <i>(Excluding Sales Tax)</i>	9:00 AM - 1:00 PM	VIRTUAL TRAINING
11 Tuesday	Compliance Management, Regulatory Violations and Precautionary Measures	Beenish Mustafa	PKR 9,500 <i>(Excluding Sales Tax)</i>	9:00 AM - 1:00 PM	VIRTUAL TRAINING
12 Wednesday	Impact of Digital Innovation on Banking	Nawroz Muhammad Ali	PKR 9,500 <i>(Excluding Sales Tax)</i>	9:00 AM - 1:00 PM	VIRTUAL TRAINING
13 Thursday	Cloud Computing and Security	Murtaza Lightwala	PKR 9,500 <i>(Excluding Sales Tax)</i>	9:00 AM - 1:00 PM	VIRTUAL TRAINING
15 Saturday	Payment Systems Security	Syed Muhammad Taha	PKR 9,500 <i>(Excluding Sales Tax)</i>	9:00 AM - 1:00 PM	VIRTUAL TRAINING

<https://ibp.org.pk/wp-content/uploads/2023/03/IBP-TC-April-23-.pdf>