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The Role of Central Bank of Egypt - CBE in Supporting the Egyptian Banks during Crises

DR. AHMED NABIL

CFO QNB EGYPT

1- Introduction

The Central Bank of Egypt (CBE) is the primary regulator of the banking sector and guardian of monetary and financial stability.

Egypt has experienced several crises in recent decades:

1- The Global Financial Crisis – GFC (2008–2009)

2- The political and economic instability 2011-2016

3- The currency devaluation of 2016

4- The COVID-19 pandemic (2020–2021)

5- The global inflation and exchange rate crisis post-2022

1- The Global Financial Crisis - GFC (2008–2009)

CBE role was twofold:

The Proactive Arrangements

Pre-Crisis Practical Reforms (The Foundation for Resilience)

CBE reform program before 2008 built a strong, well-capitalized, and conservatively managed banking sector that was inherently resilient.

The Reactive Responses

Crisis Management Measures

- Provide massive liquidity.
- Lower borrowing costs.
- Ensure FCY availability.
- Maintain public confidence.
- Build effective "firewall" between global instability and the Egyptian financial system.

1- The Global Financial Crisis GFC (2008–2009)

1.1 Pre-Crisis Prudential Reforms (The Foundation for Resilience) ➔ The Proactive Arrangements

Early before 2008 ➡ an **ambitious** and **tough** financial sector **reform** program that allowed Egyptian banks to withstand the shock.

· **Bank Consolidation and Recapitalization:** CBE pushed for M&A to reduce the number of banks in Egypt from over 60 to around 40, weeding out weak players.

· **Non-Performing Loan (NPL) Resolution:** The CBE managed and sold off the massive portfolio of NPLs, cleaning up banks' balance sheets.

· **Stricter Supervision and Regulation:** CAR, Risk management standards, and disclosure requirements were strengthened well in line with, or even exceeding, international standards (Basel I and II).

Result: By 2008, Egyptian banks were **well-capitalized**, **more profitable**, and had significantly **healthier financial positions** that had very **little** exposure to the "**toxic**" structured financial products (like mortgage-backed securities).

1- The Global Financial Crisis GFC (2008–2009)

1.2. Crisis Management Measures ➔ The Reactive Response

CBE switched to a **crisis-management mode**,

implementing a **mix** of **monetary policy** and **liquidity support measures**.

1.2.A. Ensuring Liquidity and Managing the EGP

1.2.B. Regulatory Self-control and Guidance

1.2.C. Confidence-Building and Communication

1- The Global Financial Crisis GFC (2008–2009)

1.2.A. Ensuring Liquidity and Managing the EGP:

· **Lowering Reserve Requirements**:
EGP from 14% to 12% and FCY from 12% to 9% that injected ± EGP 5-6 billion & significant USD amount) into the banking system, immediately easing a potential credit critical situation.

· **Providing FX Liquidity:**
Due to a global dollar shortage, CBE acted as a lender of last resort in FCY, conducting regular FX deposit auctions for banks as an insurance that banks could meet their international obligations and their clients' import needs with no panic.

· **Interest Rate Cuts:**
Between February 2009 and September 2009, the CBE aggressively cut its key policy rates by a cumulative 350 bps (3.5%) from 11.5% to 8.0%, availing cheap borrowing encouraging economic activity and preventing a severe downturn.

· **Smoothing Volatility:**
The CBE get involved in the FX market to smooth out violent fluctuations in the EGP's value, maintaining stability and preventing a disorganized devaluation that would have hurt banks and importers.

1- The Global Financial Crisis GFC (2008–2009)

1.2.B. Regulatory Self-control and Guidance:

· **Relaxing Lending Rules:**

To keep credit flowing to the real economy, CBE temporarily relaxed rules on lending limits.

· **Supporting Key Sectors:**

CBE encouraged banks to continue lending to productive sectors like industry and exports and even provided guarantees for loans to SMEs to keep them floating.

· **Moratorium on Large Dividends**:

To preserve capital, the CBE advised banks against distributing large cash dividends for 2008 profits, ensuring they retained capital to absorb potential losses.

1- The Global Financial Crisis GFC (2008–2009)

1.2.C. Confidence-Building and Communication:

· Public Assurance:

The CBE Governor and officials consistently communicated with the public and the market, assuring them of the strength and stability of the Egyptian banking system. This was vital in preventing a bank run, which is often a self-fulfilling prophecy.

· Stress Tests: The CBE conducted confidential stress tests on major banks to identify vulnerabilities and ensure they could withstand further shocks. The positive results of these tests gave the CBE the confidence to publicly vouch for the system's health.

1- The Global Financial Crisis GFC (2008–2009)

Conclusion **CBE's strategy** was significantly **successful**

1. No Bank Failures

- Not a single Egyptian bank collapsed
- Or required a government bailout

2. Limited Contagion

- Minimal direct impact on bank balance sheets
- Due to their lack of exposure to derivatives.

3.Maintained Credit Flow

- Slow credit flow but not freeze
- Support the Egyptian economy in the global storm

4. Enhanced Reputation

- CBE's handling of the crisis earned it significant credibility both domestically and internationally.

2- The political and economic instability after 2011

Even more critical and challenging than during the 2008 financial crisis.

The period from **2011** to **2016** was marked by:

- Extreme political instability
- Economic shocks
- Severe balance of payments crisis
  threatened the very foundation of the banking system.

2- The political and economic instability 2011-2016

The **CBE's role** shifted from a standard central banking function to a **crisis manager** focused on:

"Preserving liquidity, solvency, and confidence at all costs"

CBE's actions and strategies during this period:

1. The Core Challenge: A Different Kind of Crisis
2. Key Measures Taken by the Central Bank of Egypt.
3. Outcome and Challenges.
4. Conclusion: A Defender of Last Resort

2- The political and economic instability 2011-2016

2.1 The Core Challenge: A Different Kind of Crisis

2008 ➔ externally generated, Post-2011 ➔ domestic & political. The key **threats** to banks were:

Capital Flight	• Foreign investors pulled out billions of dollars
Sharp Decline in FCY Reserves	• Tourism and FDI collapsed, • Draining Egypt's main sources of FCY
Pressure on EGP	• Expectations of a devaluation led to storing of USD & Black market for FCY.
Economic Slowdown	• GDP growth dropped • Threat to repay loans (increased risk of NPLs).
Social Unrest	• Disruptions to economic activity impacted banks' operations.

2- The political and economic instability 2011-2016

2.2 Key Measures Taken by the Central Bank of Egypt

A. FCY and FX Rate Management

B. Ensuring Banking Sector Liquidity and Solvency

C. Maintaining Confidence and Financial Stability

2- The political and economic instability 2011-2016

2.2 Key Measures Taken by the Central Bank of Egypt

A. FCY and FX Rate Management ➔ The 1st priority CBE fought to preserve FCY reserves and EGP's value.

Capital Controls and Rationing
- Strict limits FCY withdrawals, transfers, and imports.
- Banks were instructed to prioritize essential imports (food, medicine, fuel).

FX Auctions
- In Dec. 2012, CBE moved to a FCY auction system to replace the interbank market (already frozen).
- Direct control the limited supply of USD to critical needs.

Managing the Devaluation
- CBE initially resisted a large, sudden devaluation to prevent hyperinflation and protect banks' balance sheets
- It instead managed a controlled, gradual depreciation over several years before moving to a free float in 2016.

Securing External Financing
- CBE played a key role in negotiating financial support from Gulf (KSA, UAE, Kuwait) for billions deposits &grants,
- Crucial to bolstering FCY reserves and backing the banking system.

2- The political and economic instability 2011-2016

2.2 Key Measures Taken by the Central Bank of Egypt

B. Ensuring Banking Sector Liquidity and Solvency

Lender of Last Resort
- Massive liquidity in EGP to ensure banks could meet their daily obligations and avoid a liquidity crunch.

Monetary Policy Easing
- Cut interest rates several times in 2012-2013 to make borrowing cheaper and stimulate growth, a bold move given the inflationary pressure.

Regulatory Tolerance
- Due to extreme stress on businesses, CBE allowed banks some flexibility in restructuring loans without immediately classifying them as (NPLs).

Maintaining High CAR
- CBE continued to enforce strict capital requirements, ensuring banks' solvency despite the economic downturn. The strong capitalization built up pre-2008 was again a critical buffer.

2- The political and economic instability 2011-2016

2.2 Key Measures Taken by the Central Bank of Egypt

C. Maintaining Confidence and Financial Stability:

Public Communications

- The CBE Governor, and other officials were constant voices of reassurance. They consistently affirmed the strength and liquidity of the banking system to prevent a bank run.

Deposit Guarantees

- The existence of a deposit insurance system (and the implicit guarantee of the state) prevented panic withdrawals. People trusted that their deposits were safe even if the political situation was unstable.

Stress Testing and Supervision

- The CBE increased its supervision of banks, continuously monitoring their FX exposure, capital positions, and loan books to identify vulnerabilities early.

2- The political and economic instability 2011-2016

2.3. Success: preventing a collapse of the banking system

1. The Black Market

- Despite the extreme economic turmoil, not a single bank collapsed.

2. No Bank Runs

- Widespread panic and mass withdrawals were avoided

3.Systemic Stability

- The core of the financial system remained functional throughout the period.

2- The political and economic instability 2011-2016

2.3. Challenges and Criticisms:

1. No Bank Failures

- The currency controls led to a black market with a weaker exchange rate than the official one, misleading the economy.

2. Silent Growth

- While stability was maintained, credit to the private sector stagnated as banks became extremely risk-averse, hindering economic recovery.

3. Inflation

- The managed devaluation and shortage of goods contributed to rising inflation, eroding public purchasing power.

4.The "Dollarization" of Savings

- The public's loss of confidence in EGP led to a massive shift in savings from EGP to USD within the banking system, which itself created imbalances.

2- The political and economic instability 2011-2016

Conclusion: A Defender of Last Resort

The CBE's role post-2011 was fundamentally that of a defender of last resort.

While its pre-2008 reforms built a strong **castle**, its post-2011 actions were the defense of that Castle **under siege**.

The strategy involved ***difficult trade-offs***:

· ***Stability vs. Growth***: It prioritized financial stability over economic growth.

· ***Control vs. Liberalization*****:** It imposed capital controls to preserve reserves, accepting the distortions they created.

· ***Managed Decline vs. Free Float***: It took a gradual devaluation over asudden one to avoid shock.

The eventual economic recovery that began after the floatation of the pound and the IMF agreement in 2016.

3- The currency devaluation of 2016

In 2016, the CBE was not just a responder to a crisis but the **primary architect** of a necessary, yet painful, **economic correction**.

The devaluation was a core component of a comprehensive reform program agreed with the **(IMF) for a $12 billion loan**. The CBE's role was to execute this move while ensuring the banking system remained stable and functional.

Here's a detailed breakdown of the CBE's critical role:

1. The Pre-Devaluation Context: **Why It Was Necessary**.

2. The CBE's Primary Role: **Executing the Transition**.

3. **Supporting the Banks During the Transition**

4. The **Outcome** and Long-Term Impact

3- The currency devaluation of 2016

3.1 The Pre-Devaluation Context: Why It Was Necessary?

By 2016, the Egyptian economy was suffering from a **severe FCY shortage**, fueled by:

· **A large black market:** EGP was vastly **overvalued** at the official rate. A wide gap between the official rate and the black-market rate, creating massive distortions.

· **Critically low foreign reserves:** CBE reserves were barely enough to cover 3 months of imports, a key threshold.

· **Soft growth and investment**: FCY shortage meant businesses could not import essential raw materials or equipment, halting production and investment.

The CBE's previous strategy of rationing USD through auctions and capital controls was no longer sustainable.

3- The currency devaluation of 2016

3.2. The CBE's Primary Role: Executing the Transition.

The CBE's actions were bold and decisive, focused on moving from a controlled, overvalued currency to a free-floating exchange rate.

· **The Decision to Float:** On November 3, 2016, the CBE announced it would freely float the Egyptian pound and raise key interest rates by 300 bps (3%) to control the inflationary shock that would follow.

· **Unifying the Exchange Rate:** CBE eliminated the multiple FX rates (official, bank, black market), creating a single, market-driven price for USD. A key demand of the IMF.

· **Interest Rate Hike:** The significant rate hike was designed to:

1. Attract portfolio investment (hot money) by offering high returns on Egyptian T.Bills, providing an immediate inflow of FCY.

2. Fighting the hiking inflation that followed the devaluation.

3. Strengthen the new FX rate by making the EGP more attractive to hold.

3- The currency devaluation of 2016

3.3. Supporting the Banks During the Transition

A. Ensuring Foreign Currency Liquidity:

· **Injecting USD**: To ensure trading and liquidity in the immediate aftershock of the float, the CBE itself was a major supplier of USD into the banking system. This was backed by the first tranches of the IMF loan and support from other international institutions and allies.

· **Building Confidence**: By providing this liquidity, the CBE prevented a scenario where a complete lack of USD sellers would have caused the pound to go into a freefall. It ensured the market could function.

B. Protecting Bank Solvency:

· **Managing FX Risk on Bank Balance Sheets**: Egyptian banks held large portfolios of government debt (T-bills and bonds). A sudden devaluation would massively increase the value of this EGP-denominated debt. The CBE's management ensured this was a managed process.

· **High-Interest Environment:** The rate hike actually benefited banks' profitability. NIM widened significantly, boosting their capital and ability to absorb shocks.

C. Maintaining System Stability and Confidence:

· **Clear Communication:** The CBE, in coordination with the government, clearly communicated that this was a one-time, necessary step for long-term economic health. This managed expectations and prevented panic.

· **Strong Regulatory Framework:** The CBE's stringent CAR and risk management requirements, built up over the previous decade, meant banks entered this crisis from a position of strength. They were well-capitalized enough to withstand the volatility.

4- The COVID-19 pandemic (2020–2021)

CBE strategy was comprehensive, aiming to ensure liquidity, maintain lending to the real economy, and provide relief to businesses and individuals affected by the economic shock.

The CBE's approach was widely praised for being swift, sizable, and targeted, which helped the Egyptian banking sector not only remain stable but also act as a channel for economic support.

Here's a detailed breakdown of the **CBE's key measures**:

1. Monetary Policy and Liquidity Injection.

2. Credit Support and Loan Guarantees.

3. Regulatory Tolerance and Debt Relief.

4. Digital Transformation Push.

5. Maintaining Overall Financial Stability.

4- The COVID-19 pandemic (2020–2021)

4.1. Monetary Policy and Liquidity Injection

To flood the banking system with liquidity and make **borrowing cheaper**.

· Aggressive Interest Rate Cuts:

The (MPC) cut key policy rates by a total of 400 basis points (4.0%) in 2020.

· March 16, 2020: An emergency meeting resulted in a cut of 300 bps (3.0%).

· September 24, 2020: A further cut of 50 bps (0.5%).

· November 12, 2020: A final cut of 50 bps (0.5%).

· Purpose: This was the primary tool to reduce the cost of borrowing for businesses and households, encourage investment, and stimulate economic activity during the downturn.

· Lowering Reserve Requirements: The CBE reduced the mandatory reserve ratio for Egyptian pound deposits from **14% to 10%.** This single move injected **± EGP 50 billion** in additional liquidity into the banking system, allowing banks to lend more freely.

4- The COVID-19 pandemic (2020–2021)

4. 2. Credit Support and Loan Guarantees

A central pillar of the CBE's strategy was to ensure that credit continued to flow, especially to sectors most in need.

· EGP 100 Billion Initiative for Strategic Sectors: at a subsidized interest rate of 8% to companies operating in key sectors like manufacturing, agriculture, IT, and communications. This was to help them pay salaries and maintain operations.

· Loan Guarantee Scheme for SMEs: The CBE launched a EGP 50 billion initiative to encourage banks to lend (SMEs), which are typically considered high-risk. The CBE, through the Egyptian Credit Guarantee Company (ECGC), provided a 80% guarantee on loans issued to SMEs. This de-risked lending for banks and ensured that vital funding reached smaller businesses that were hit hardest.

· Support for Tourism Sector: Recognizing the damage in the tourism industry, the CBE provided EGP 5 billion in soft loans to tourism companies and hotels at a reduced interest rate of 8% to help them cover operational costs and retain employees.

4- The COVID-19 pandemic (2020–2021)

4. 3. Regulatory Tolerance and Debt Relief:

Understanding the sudden loss of income for many borrowers, the CBE instructed banks to be flexible to prevent a wave of defaults.

· **Six-Month Debt Suspension:** The CBE allowed all companies and retail customers to defer loan repayments (principal and interest) for a period of six months, without this affecting their credit history or their classification as (NPLs). This was later extended for certain affected sectors. This provided critical breathing space for borrowers facing cash flow problems.

· **Debt Restructuring:** Banks were encouraged to restructure existing loans for clients facing difficulties, offering longer tenors and more flexible repayment plans.

· **Easing Credit Terms:** The CBE temporarily relaxed lending rules and caps to facilitate the flow of credit to the economy.

4- The COVID-19 pandemic (2020–2021)

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4- The COVID-19 pandemic (2020–2021)

4. 4. Digital Transformation Push

The pandemic accelerated the shift away from cash. The CBE actively promoted **digital banking** to ensure continuity of financial services while maintaining social distancing.

· **Promoting Electronic Payments:** The CBE encouraged the use of mobile wallets, online banking, and electronic payments to reduce the need for physical cash and branch visits.

· **Increasing Transaction Limits:** It raised the daily transaction limits for various digital payment channels to make them more practical for a wider range of transactions.

· **Waiving Fees:** The CBE instructed banks to waive fees for many digital transfers and mobile wallet transactions to incentivize their use.

4- The COVID-19 pandemic (2020–2021)

4.5. Maintaining Overall Financial Stability

· Constant Monitoring:

the financial health of banks, focusing on liquidity ratios, CAR, and NPL levels to identify any EWI.

· Stress Testing:

to ensure banks could withstand the potential economic shocks from the pandemic.

· Confidence-Building Communication:

The CBE consistently communicated its measures to the public and the market, assuring them of the stability and resilience of the Egyptian banking system, which helped prevent panic or bank runs.

4- The COVID-19 pandemic (2020–2021)

Outcome and Conclusion

The CBE's response to the COVID-19 crisis was a **textbook example** of a proactive and holistic central bank intervention. The results were highly successful:

1. Financial System Stability: The banking sector remained liquid, solvent, and stable throughout the pandemic. There were no bank failures or crises of confidence.

2. Economic Cushion: The measures provided a critical shield for businesses and individuals, preventing a much deeper economic recession and widespread bankruptcies.

3. Continued Credit Flow: the CBE's initiatives ensured that lending continued, particularly to the most vulnerable SMEs and affected sectors.

4. Accelerated Digital Adoption: The push for digital finance led to a permanent increase in the use of non-cash financial services in Egypt.

In summary, CBE acted as a **decisive stabilizer.**

It used a powerful **mix** of conventional **monetary policy (rate cuts), innovative credit guarantee** schemes, and **pragmatic regulatory flexibility**.

This multi-pronged approach effectively used the banking sector as **a vehicle to deliver economic relief**, helping the nation navigate the unprecedented challenges of the COVID-19 pandemic.

5- The global inflation and exchange rate crisis post-2022

The role of the Central Bank of Egypt (CBE) in supporting Egyptian banks during the global inflation and exchange rate crisis that began in 2022 has been its **most complex and prolonged challenge to date**.

This crisis, driven by **external shocks** like the Ukraine war and global monetary tightening, required a different playbook from previous episodes. The CBE's strategy has been a **difficult balancing act**:

fighting extensive inflation (near-hyperinflation) while simultaneously

managing a severe FCYshortage and preventing a banking crisis.

Here’s a detailed breakdown of the CBE's role and actions:

1. The Nature of the Crisis: **A Dual Shock**

2. The CBE's **Multi- Dynamics Strategy**

   A. Monetary Policy Tightening to fight against Inflation

   B. Managing the FX Rate / Liquidity

   C. Supporting Bank Solvency and Regulatory Measures

   D. Promoting Digitalization and Financial Inclusion

3. The Outcome and **Ongoing Challenges**

5- The global inflation and exchange rate crisis post-2022

5.1. The Nature of the Crisis: A Dual Shock

The post-2022 environment presented two interconnected problems:

· **Global Inflation Surge**:

Rising global commodity (food, energy) prices imported into Egypt fueled domestic inflation.

· **Strong USD & Capital Flight**:

Aggressive interest rate hikes by the U.S. Federal Reserve made USD assets more attractive, leading foreign investors to pull billions out of Egyptian T.Bills ("hot money"). This created an extreme shortage of USD.

For banks, this meant:

· **Difficulty accessing FX** to facilitate client imports, leading to a backlog of unmet demand.

· **Aggressive black market for USD** with a premium rate far higher than the official bank rate.

· **Pressure on the EGP,** with expectations of a devaluation causing customers and businesses to store USD

· **Rising inflation** threatening the real value of banks' loan portfolios and customers' ability to repay debts.

5- The global inflation and exchange rate crisis post-2022

5. 2. The CBE's Multi- Dynamics Strategy

A. Monetary Policy Tightening to fight against Inflation

B. Managing the FX Rate / Liquidity

C. Supporting Bank Solvency and Regulatory Measures

D. Promoting Digitalization and Financial Inclusion

5- The global inflation and exchange rate crisis post-2022

5. 2. The CBE's Multi- Dynamics Strategy

A. Monetary Policy Tightening to fight against Inflation

Unlike its response to COVID-19, the CBE's primary tool has been raising interest rates to limit demand and inflation.

· Aggressive Rate Hikes:

Since March 2022, the CBE has raised its key policy rates by a cumulative 1,100 bps(11%), including a historic 600 bps (6%) hike on March 6, 2024. This is a classic inflation-fighting move.

· Purpose: To:

1. **Anchor inflation expectations** and bring down demand.

2. **Encourage saving in EGP** (by offering higher deposit rates).

3. **Attract back foreign portfolio investment** by offering high yields on T-bills (though this has had limited success due to FX risk).

5- The global inflation and exchange rate crisis post-2022

5. 2. The CBE's Multi- Dynamics Strategy

B. Managing the Exchange Rate and FX Liquidity

This has been the **most critical and challenging aspect.**

· **Managed Float & Devaluation:** The CBE has executed multiple large EGP devaluations (in March 2022, October 2022, January 2023, and March 2024) to close the **gap** with the black-market rate and move towards a unified, flexible exchange rate regime. This is a key requirement of the IMF $3 billion Extended Fund Facility (EFF) agreed in December 2022.

· **Unifying the Exchange Rate:** The move in March 2024 to a unified, flexible exchange rate system was crucial to eliminating the distorting black market, restoring confidence, and unlocking delayed IMF financing.

· **FX Liquidity Provision:** The CBE has regulated limited FCY, prioritizing essential imports like food, medicine, and fuel. It has provided FX to banks through auctions and directives to ensure critical needs are met and to avoid a complete freeze in the import market.

· **Securing External Financing**: A core part of the CBE's role has been **diplomatic**: working to secure large inflows from international partners (IMF, World Bank) and through FDIs (e.g., the $35 billion Ras El-Hekma deal with the UAE). This influx of foreign currency is vital for backing the banking system and satisfying pent-up demand.

5- The global inflation and exchange rate crisis post-2022

Conclusion: A Diplomatic Balancing Act

In the post-2022 crisis, the CBE's role has been that of **a stabilizer navigating a perfect storm**.

It has had to simultaneously **fight inflation** with **traditional tools (rate hikes)** while

managing a currency crisis with **unconventional measures** (managed devaluations, FX rationing).

The support for banks has been **indirect** but **crucial**: by working to stabilize the macroeconomy and secure foreign currency,

the CBE is creating the environment in which banks can eventually operate normally again.

The recent large devaluation and rate hike, while painful, were necessary "bitter pills" to swallow to correct market distortions, secure IMF funding, and attract foreign investment,

which are all ultimately in the long-term interest of the Egyptian banking system's health and stability.

5- The global inflation and exchange rate crisis post-2022

5. 3. The Outcome and Ongoing Challenges

The CBE's actions have successfully prevented a banking sector collapse, but the situation remains fluid and challenging.

· **Successes**:

· **Banking Sector Stability:** Despite immense pressure, the banking sector has remained liquid and solvent. No banks have failed.

· **Unification Achieved:** The move to a flexible exchange rate in March 2024 was a critical step towards restoring macroeconomic stability and unlocking foreign financing.

· **Inflation Control (In Progress):** While inflation remains very high, the aggressive monetary tightening is the necessary medicine to bring it down over the medium term.

· **Challenges :**

· **High Cost of Borrowing**: Tight monetary policy represses economic growth and makes it expensive for businesses to invest and expand.

· **FX Backlog:** While easing, the backlog of unmet FX demand for imports took a long time to clear, hampering business activity.

· **Impact on Citizens**: The combination of high inflation, a weaker currency, and high interest rates creates a severe cost-of-living crisis for the public.

Conclusion

> He is most free from danger, who, even when safe, is on his guard.
>
> -Publilius Syrus

This implies that **true freedom from danger** comes **not in security**, but in maintaining a **position of continuous awareness** even when conditions appear to be **safe**. By remaining attentive, **one might avoid being caught off guard** by unanticipated threats or risks, resulting in a higher level of personal protection and **reducing the potential dangers**.

CBE's measures were **bold** and **decisive**, enabling it to confront the significances of the crisis, overcome its consequences, and even create a climate beneficial to growth and progress after the crisis ends.

Q & A