

TECHNICAL NOTES AND MANUALS

Business Continuity Planning for Government Cash and Debt Management

Prepared by Emre Balibek, Ian Storkey, and H. Hakan Yavuz

Business continuity planning is a critical part of government cash and debt management to ensure efficient and timely delivery of government services. Yet, many countries struggle to put in place an adequate business continuity plan (BCP) that covers government cash and debt management functions. This technical note and manual (TNM) aims to provide guidance on the steps that countries can follow to address this shortcoming. In doing so, it addresses the following issues:

- How can government cash and debt management units develop and implement a practical business continuity plan (BCP)?
- How can the process of developing a BCP be simplified economizing the use of resources?
- How has the nature of the business disruption risks and the landscape faced by cash and debt management evolved over the last decade? What solutions have emerged to maintain business continuity?
- How has the recent COVID-19 pandemic affected business continuity planning?

By focusing on the above questions, the TNM updates approach presented in the IMF TNM 1105 on “Operational Risk Management and Business Continuity Planning for Modern State Treasuries.”

Fiscal Affairs Department

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ACRONYMS

ANAO	Australian National Audit Office
AOFM	Australian Office of Financial Management
BCM	Business Continuity Management
BCP	Business Continuity Plan
BIA	Business Impact Analysis
BNM	Bank Negara Malaysia
BPA	Business Process Analysis
CAT	Catastrophe (Bonds)
COVID-19 . .	Corona Virus Disease
DeMPA	Debt Management Performance Assessment
DRFI	Disaster Risk Financing and Insurance
DRP	Disaster Recovery Plan
FEMA	Federal Emergency Management Agency
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management Information System
IGCP	Agência de Gestão da Tesouraria e da Dívida Pública (Portuguese Treasury and Debt Management Agency)
IMF	International Monetary Fund
IMT	Incident Management Team
ISO	International Standards Organization
IT	Information Technology
MoF	Ministry of Finance
MTPD	Maximum Tolerable Period of Disruption
PC	Personal Computer
RTO	Recovery Time Objective
SaaS	Software-as-a-Service
SCDIs	State-Contingent Debt Instruments for Sovereigns
STP	Straight-through-Processing
TNM	Technical Note and Manual
VPN	Virtual Private Network
WPDM	Working Party on Public Debt Management (OECD)