Strategic Framework
2016 – 2020
International Recovery Platform

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1. Introduction

Why was it established?

The International Recovery Platform (IRP) was established following the Second UN World Conference on Disaster Reduction in Kobe, Hyogo, Japan, in 2005 to support the implementation of the Hyogo Framework for Action (HFA) by addressing the gaps and constraints experienced in the context of post-disaster recovery. After a decade of functioning as an international source of knowledge on good recovery practice IRP is focusing on more specialised role as an “international mechanism for sharing experience and lessons associated with build-back-better”.

How does it function?

IRP has limited capacity and therefore is not an operational body. In other words it does not directly implement project activities. Instead it functions as a platform for interested partners to periodically meet to exchange lessons and ideas that will promote recovery best practice and learnings as well as capacity building. Its activities are governed by a Steering Committee and supported by a small Secretariat based in Kobe Japan and hosted by the Japanese Government, the Hyogo Prefecture, and UNISDR.

What activities does it undertake?

IRP works towards supporting greater advancements in the field of resilient recovery and build-back-better by (i) periodically bringing together a broad range of senior policy makers and practitioners to exchange experiences and facilitate discussion on resilient recovery challenges and build-back-better opportunities at the annual International Recovery Forum; (ii) advocating for closer cooperation with development partners, regional intergovernmental organizations, regional organizations, and regional platforms for disaster risk reduction in promoting and building capacity for achieving effective build-back-better outcomes; and (iii) sharing of information through its inter-active website (http://www.recoveryplatform.org).

Build-Back-Better: Systematic process to investigate the underlying reasons for failure and incorporating the lessons learned to inform the reconstruction and

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1 Hyogo Framework for Action, [http://www.unisdr.org/we/coordinate/hfa](http://www.unisdr.org/we/coordinate/hfa)
redevelopment process. Build-back-better priorities are identified and influenced by the recovery process.

**Who is involved?**

- **Members**: Members of the IRP Steering Committee.
- **Partners**: Organizations and governments that are actively implementing IRP endorsed activities designed to achieve the goals of the IRP.
- **Community of Practice**: These are a broader array of partners and participants in communities of practice who are engaged in recovery programmes and implementing Priority Four of the Sendai Framework for Disaster Risk Reduction.²
- **Beneficiaries**: The end recipients of IRP products and support.

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2. Vision, Mission and Goals

In the context of the Priority Four of the Sendai Framework for Disaster Risk Reduction 2015-2030, IRP seeks to strengthen its global position as a recognized provider of information including lessons and best practices in the field of build-back-better in recovery, rehabilitation and reconstruction. Its vision, mission and goals are therefore prepared to reflect this specific focus.

**Vision:** To be internationally recognized as the principal platform for the sharing of experiences and learnings on build-back-better in recovery approaches.

**Mission:** To identify and strengthen knowledge and information on build-back-better in recovery, rehabilitation, and reconstruction.

**Goals**

**Goal 1:** To proactively contribute to the implementation of Priority Four of the Sendai Framework and lead discussions around the issue of build-back-better at international forums.

**Sub Goals:**

1.1 To systematize, promote, and disseminate knowledge that supports countries and partners to implement the Sendai Framework for Disaster Risk Reduction, specifically Priority Four related to ‘build-back-better’.
1.2 To support the enhancement of capacity through its partners for integrating build-back-better approaches.
1.3 To identify and promote the tools, methodologies and knowledge/information management systems that are available to support partners and countries to achieve build-back-better outcomes.

**Goal 2:** To promote collaboration and cooperation among global and regional partners on the subject of build-back-better in recovery, rehabilitation and reconstruction.

**Sub Goals:**

2.1 To advocate at international and regional forums that build-back-better approaches are systematically incorporated into development and recovery policies, planning and practice.
2.2 To coordinate a referral system and network among IRP partners for providing guidance and advice on build-back-better related issues.
2.3 To contribute to other global framework discussions, advocating for the adoption of sustainable development though retrospective and reactive resilience policy pathways.

**Goal 3:** To promote shared understanding of a common strategic approach for build-back-better among IRP partners

**Sub Goals:**

3.1 To facilitate the consolidation of knowledge within the IRP network and promote synergy for guidance on build-back-better.

3.2 To provide a learning and information sharing platform through the International Recovery Forum

3.3 To manage and promote the IRP knowledge system and network supported by research and development of thought pieces around build-back-better in reconstruction.
3. Guiding Principles

The objectives and activities of the IRP network are guided by principles aimed at improving its capacity to function in an effective manner. These include:

- **Collective Efforts:** Partners of the IRP network are committed to working collectively to promote build-back-better, and to prioritizing their activities in line with agreed common approaches to maximize impact and avoid inconsistencies.

- **Needs Driven, Results Oriented and Respect Local/National Ownership:** IRP activities should be based on valid needs as defined by partners and that are consistent with the roles and functions identified in the IRP mission, vision and goals.

- **Inclusiveness:** Addressing challenges associated with achieving build-back-better resilience outcomes requires the involvement of vast array stakeholders. Through its Community of Practice, the IRP partners work closely to explore, identify and promote innovative solutions and cooperation.

- **Coherence:** The IRP network aims to achieve greater coherence among its partners by (a) dialogues; (b) clear identification of relevant IRP activities through the annual work planning process; and (c) plugging into existing humanitarian and development coordination mechanisms and processes without duplication or parallel initiatives.

- **Flexibility:** Considering the complexity of the reconstruction environment and evolving needs of its stakeholders, a strategic role of the IRP network and secretariat is to provide up-to-date information on best practices related to achieving resilience in build back better reconstruction. The IRP Secretariat must be able to adapt its work-plan and activities in response to emerging or sudden impact events that may provide learning opportunities.

- **Equity, Transparency, and Accountability:** IRP network members uphold the principles of equity and transparency. In practice, this should include appropriate monitoring, reporting and evaluation of the Secretariat’s activities and use of resources. Among Partners, mutual accountability should enhance synergy of action between the partner organizations to avoid duplication and to maximize effectiveness in implementing common approaches for build back better.
4. Governance Framework

The design and mechanisms for Governance of the IRP network and of the Secretariat are guided by the principles indicated above. The Steering Committee provides over-arching governance for the IRP network, and the IRP Secretariat supports the network with specific functions highlighted below:

4.1 The Steering Committee

4.1.1 Roles and Responsibilities

The Steering Committee serves as the decision making body with responsibility for providing strategic oversight and guidance on IRP activities including approval of the annual work-plan.

More specifically, the IRP Steering Committee will:

(a) Decide on the membership of Steering Committee members
(b) Endorse and periodically update the five year IRP Strategic Framework
(c) Approve the annual work-plan
(d) Review mid-year and annual reports on IRP activities.

4.1.2 Composition

The Steering Committee comprises representatives of IRP members. The membership and number of Steering Committee members is decided by consensus amongst IRP members. Requests to become a Steering Committee
member will be received by the Secretariat and considered by Steering Committee members either in or out of session as determined by the Chair.

Steering Committee members are expected to contribute towards the approved activities of IRP, by means of commitment of funds or in-kind contributions including the costs associated with IRP steering committee functions. The Steering Committee members can request the Chair for technical experts or specialist to attend meetings on an ad-hoc basis to provide specialist inputs as and when deemed necessary.

If any IRP partners are seriously considering joining in IRP and wish to observe a meeting of the Steering Committee, they can contact to the Secretariat. In consultation with the Steering Committee members, Chair will admit them to observe a meeting of the Steering Committee and contribute to discussions.

### 4.1.3 Meetings

The Steering Committee will convene twice per year – at the beginning of the calendar year and at the mid-year. Extra ordinary meetings can be convened if necessary. Members can participate through video conferencing or other means where travel limitations prevent their attendance in person. This also ensures continuity of membership.

### 4.1.4 Decision-making Mechanism

Steering Committee decisions are consensus driven and should be consistent with the IRP vision, mission and goals. In cases where consensus cannot be reached, the Chair and Co-Chair will decide.

### 4.1.5 Chair and Co-Chair

The Steering Committee shall have a Chair who will be selected from among the IRP Steering Committee member organizations. A permanent Co-Chair will be appointed by the Government of Japan. The Chair and Co-chair shall not belong to the same organization.

- The Chair will be appointed by the Steering Committee members for an initial term of one year. Re-appointment will be decided by Steering Committee members. The Chair may only be reappointed for a maximum of one consecutive additional term.
- In recognition of their significant contribution the Government of Japan will serve as the permanent Co-Chair of the IRP.

The Chair shall have the following responsibilities:

- Represent the IRP and Steering Committee
- Convene Steering committee meetings
• Review and endorse draft agenda and background notes to be used for meetings prepared by the Secretariat for the Steering Committee meetings
• Formalize the decisions made at Steering Committee meetings
• Support the Secretariat as and when required with implementation of the approved work-plan
• Draw attention of other Steering Committee members to any important matters arising in relation to the implementation of the work-plan, resources and functioning of the Secretariat
• Review and present the IRP reports to the Steering Committee

The Co-chair shall have the following responsibilities:

• Assist the Chair to fulfill the roles and responsibilities
• Represent the IRP and Steering Committee when necessary
• Undertake the role of Chair as and when required

The Chair shall continue to perform the role until the successor has officially taken up the role. The Secretariat will be required to provide a handover note or briefing as part of the transition

4.2 The Secretariat

The Secretariat provides necessary support for operation of the Steering Committee and the IRP network functions as a whole.

The Secretariat is responsible to the Chair of the Steering Committee. The Secretariat executes the decisions of the Steering Committee and regularly provides updates for, consults with, and reports to the Steering Committee Chair, Co-Chair and members.

4.2.1 Functions

The Secretariat performs the following functions:

(a) Provides secretariat service to the Steering Committee, including preparation of agenda, minutes, reports, and background documents.
(b) Facilitates the development and implementation of the IRP work-plan, monitors progress of activities, and prepares detailed mid-year and year-end narrative and financial reports showing cash and in-kind contributions.
(c) Under the guidance of the Chair, facilitates necessary communication among the IRP Steering Committee members between Steering Committee meetings.
(d) Under the guidance of the Chair or Co-chair represents the IRP in conferences and meetings organized by members or partners.

(e) Organization of IRP events, including the International Recovery Forum, and participation at international and regional events including the Global Platform on Disaster Risk Reduction in accordance with the approved work-plan or as agreed by the Steering Committee.

(f) Monitor the progress on actions agreed at the meetings, including external communications with other relevant parties.

(g) Management of IRP knowledge and communication by
   - sharing information with ‘IRP Community of Practice’
   - creating the web-based platform for and facilitating the ‘IRP Community of Practice’
   - in partnership with IRP network members review, develop and disseminate tools and knowledge products
   - publication of regular newsletter
   - maintain and update the IRP website

(h) Management of IRP Secretariat human resources, assets/office facilities.

4.2.2 Office and Composition

The Secretariat is hosted by the Hyogo Prefecture Government, and its offices are located with the UNISDR Office in Kobe and coordinated by the appointed UNISDR staff member. It is co-staffed by UNISDR, Asia Disaster Reduction Center (ADRC), and the Hyogo Prefecture Government.

4.3 Financing

IRP activities are resourced primarily through voluntary contributions from network partners. The Steering Committee members are encouraged to support (financial
contribution\(^3\) or in-kind contribution) the implementation of approved work-plan (e.g. Steering Committee members may support participation of some countries to IRP events and to collaboratively co-share in organizing projects/events on recovery).

In supporting these activities, IRP network partners and their staff shall not receive any remuneration for services.

### 4.3.1 In-kind Contribution

In-kind contributions refer to form of technical assistance to IRP-related activities, placement of staff in the IRP Secretariat, deployment of experts in direct support of IRP activities, and co-organization of IRP events.

### 4.3.2 Other Arrangements

As a pioneering member, the Asian Disaster Reduction Center (ADRC) is managing the funds for implementing IRP activities as appropriate.

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\(^3\) Any agency funding needs a clear organizational recipient. Right now that is ADRC. However, any significant shifts in role or size of the IRP would need to be guided by the donor’s requirements for grants, and would likely need to be considered in broader international discussions with the UN system and Member States.
5. Areas of Work

All IRP supported activities should be based on the approved work-plan and be consistent with the mission, vision and goals. Activities should be implemented cohesively at least by three member organizations to promote IRP as a platform of members. The Annual work-plan should be approved each year by the Steering Committee on its first annual meeting and reviewed bi-annually.

The draft work-plan shall be prepared by IRP Secretariat with inputs from Steering Committee members, submitted to the Chair and Co-Chair for endorsement, circulated to all members, where feedback and comments will be incorporated and finalized. This process should be completed by 31 January each year. A mid-term review should be undertaken to assess progress and to make any adjustments as necessary. All ad-hoc requests received from February to June should be considered and rejected or approved at the mid-term Steering Committee meeting.

The IRP annual work-plan should be consistent and aligned with the Framework goals and sub-goals.

5.1 Supporting the International Agenda

In support of the implementation of Priority Four of the Sendai Framework for Disaster Risk Reduction, the IRP Secretariat coordinates the collaboration with UNISDR, many UN agencies, and other strategic stakeholders to lead and facilitate discussion around the issue of build-back-better (resilient reconstruction) as an extension of recovery and a bridge with resilient development. Collectively, the IRP also uses lessons and best practises on build-back-better to inform and create learning opportunities at global and regional disaster risk reduction and recovery events.

As a community, the IRP has the opportunity to influence the implementation of the post-2015 development agenda including the Sendai Framework, Sustainable Development Goals, climate change agreements, outcomes of the World Humanitarian Summit and Habitat III. Work is also encouraged between IRP and the IASC Task Team on Preparedness and Resilience and Cluster Working Group on Early Recovery4. It can achieve this through representation, advocacy and through research leading to the development of thought pieces.

4 Cluster Working Group on Early Recovery
5.2 Knowledge Management

IRP connects actors with different fields of expertise on recovery and catalyzes knowledge generation. Specifically, the role of knowledge generation to be performed by partners and the role of knowledge management to be performed by the Secretariat. IRP, through an agreed comprehensive knowledge sharing and communication strategy, collects, analyzes, develops and shares knowledge and makes use of broader exchange and learning fora.

This involves stocktaking, and where necessary developing thought pieces around the lessons from major recovery operations that are made available on the IRP website, [www.recoveryplatform.org](http://www.recoveryplatform.org).

5.3 Promoting Partnerships and Collaboration

IRP develops and pursues a concise and effective advocacy agenda for resilient reconstruction through the organization of and participation in relevant fora worldwide as well as through the dissemination of relevant research, publications and the analysis of trends relevant to resilient recovery.

IRP strives to forge linkages, promote partnerships, and serve as a catalyst among network partners to facilitate consultation for developing a common agenda for build-back-better such as resilient reconstruction. It provides a forum designed to generate cutting edge ideas and collaborative initiatives through dialogue, deliberately provoking debate and critical analysis.

5.4 Engagement

Engagement on IRP initiatives at global, regional, national levels is through IRP network partners and their existing programmes. Request for IRP sponsored support should only be received from network partners and the type of assistance provided must be consistent with the IRP vision, mission and goals and aligned with strategic plans in targeted countries. Although the IRP network is focused primarily on supporting priority four of the Sendai Framework, the role of IRP Network and Secretariat must also complement other platforms, mechanisms and related global activities, e.g. in the implementation of the Sustainable Development Goals, World Reconstruction Conference and World Humanitarian Summit. It integrates its global efforts to promote sound resilience practices for sustainable development as well as strengthening residual risk management strategies through risk informed processes.