International Recovery Platform
Strategic Framework
2021–2025

www.recoveryplatform.org
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2021 – 2025
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**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 has adopted a more specialized role as an “international mechanism for sharing experience and lessons associated with build-back-better”.

**How does it function?**

It functions as a platform for interested partners to periodically meet to exchange lessons and ideas that will promote recovery best practices, learning, and capacity building for recovery. Its activities are governed by a Steering Committee and supported by a small Secretariat based in Kobe, Japan, hosted by the Japanese Government, the Hyogo Prefectural Government, ADRC and UNDRR.

**What activities does it undertake?**

IRP works toward supporting greater advancements in the field of resilient recovery and building 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 opportunities to build back better at the annual International Recovery Forum; (ii) advocating for closer cooperation between 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 interactive website (https://www.recoveryplatform.org).

**Build Back Better (BBB):** The use of the recovery, rehabilitation and reconstruction phases after a disaster to increase the resilience of nations and communities through integrating disaster risk reduction measures into the restoration of physical infrastructure and societal systems, and into the revitalization of livelihoods, economies, and the environment (United Nations General Assembly, 2016).

**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**: 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
- **Beneficiaries**: The end recipients of IRP products and support

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In the context of 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 building 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 approaches to build back better in recovery.

Mission:
To identify and strengthen knowledge and information on building 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 building back better at international forums.

Sub Goals:
1.1 To systematize, promote, communicate and generate knowledge that supports countries and partners to implement and contribute to reporting against 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 building 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 through retrospective and reactive resilience policy pathways.

Goal 3: To promote shared understanding of a common strategic approach for building back better among IRP partners.
Sub Goals:

3.1 To generate and facilitate the consolidation of knowledge within the IRP Network and promote synergy for guidance on building 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 building back better in reconstruction.
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 building 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 vision, mission and goals.

- **Inclusiveness**: Addressing challenges associated with achieving build-back-better resilience outcomes requires the involvement of a vast array of 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 through (a) dialogue; (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 building back better and achieving resilience in 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 building back better.
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 member organizations. 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 toward 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 specialists to attend meetings on an ad-hoc basis to provide specialist inputs as deemed necessary.

If any IRP partners are seriously considering joining IRP and wish to observe a meeting of the Steering Committee, they can contact the Secretariat. In consultation with the Steering Committee members, the 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. Extraordinary 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 its 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 the draft agenda and background notes prepared by the Secretariat for the Steering Committee meetings
- Formalize the decisions made at Steering Committee meetings
- Support the Secretariat 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 IRP reports to the Steering Committee

The Co-chair shall have the following responsibilities:
- Assist the Chair to fulfil 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 the agenda, minutes, reports, and background documents.
(b) Facilitates the development and implementation of the IRP work plan, monitors progress
of activities, and prepares a detailed year-end narrative report 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) Organizes IRP events, including the International Recovery Forum, and participates in 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) Monitors the progress of actions agreed at the meetings, including external communications with other relevant parties. For the purpose of monitoring the progress and impact of collective work of the IRP, the Secretariat will develop and monitor a set of key indicators for IRP platform.

(g) Manages IRP knowledge and communication by

- sharing information with the ‘IRP Community of Practice’
- creating the web-based platform for and facilitating the ‘IRP Community of Practice’
- in partnership with IRP Network members, reviewing, developing and disseminating tools and knowledge products
- developing a communication strategy and communication materials including publication of a regular newsletter
- maintaining and updating the IRP website
- administering the Recovery Help Desk according to the approved modality of the IRP Steering Committee

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

4.2.2 Office and Composition

The Secretariat is hosted by the Hyogo Prefectural Government. Its office is co-located with the UNDRR Office in Kobe and coordinated by the appointed UNDRR staff member. It is co-staffed by UNDRR, Asia Disaster Reduction Center (ADRC), and the Hyogo Prefectural Government.

4.3 Financing

IRP activities are resourced primarily through voluntary contributions from Network partners.

The Steering Committee members are encouraged to support (through financial contributions or in-kind contributions) the implementation of the 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 technical assistance for 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) manages 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.
All IRP supported activities should be based on the approved work plan and be consistent with the vision, mission and goals. Activities should be implemented cohesively by at least 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 the 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. As decided at the 20th SC meeting held on 25 January 2016, an IRP Work Plan is a work in progress - a document whose foundations are agreed at the first SC meeting of the year, and to which additional inputs and specific activities are added throughout the year. 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 UNDRR, many UN agencies, and other strategic stakeholders to lead and facilitate discussion around the issue of building back better (resilient reconstruction) as an extension of recovery and a bridge with resilient development. Collectively, the IRP also uses lessons and best practices on building 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 Agenda 2030 for Sustainable Development including the Sendai Framework, Sustainable Development Goals, Paris Agreement, 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 Recovery. It can achieve this through representation, advocacy and through research leading to the development of thought pieces.

5.2 Knowledge Management

IRP connects actors with different fields of expertise on recovery and catalyzes knowledge generation. Specifically, the role of knowledge generation should be performed by partners and the role of knowledge management should 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 to be made available on the IRP website, www.recoveryplatform.org.

The IRP Recovery Help Desk is one of the tools for IRP to pursue this area of work. It offers a mechanism for governments to submit requests for disaster recovery-related guidance and IRP assistance. Requests will be referred by the Secretariat to appropriate Steering Committee member focal points for their support.

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 building back better such as resilient reconstruction. It provides a forum designed to generate cutting edge ideas and collaborative initiatives through dialogue, 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 the 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, Global Platform for Disaster Risk Reduction 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.
Annex

Supplementary elements for:

4. Governance Framework

4.1 The Steering Committee

in the IRP Strategic Framework 2016-2020

1. Introduction
This annex was proposed by the Chair and Co-Chair of the IRP Steering Committee and was adopted by the IRP Steering Committee Members at the 22nd Meeting of the IRP Steering Committee to become an Annex to the IRP Strategic Framework 2016-2020.

The purpose of this paper is to explore acceptance of new members to the IRP Steering Committee (SC) as well as to address the issue of long-standing members who are inactive.

2. Background
The IRP Strategic Framework 2016-2020, which was adopted after intensive consultations throughout 2015 as a good set of general principles for the governance of the IRP, including composition of the IRP Steering Committee, roles and responsibilities, and Chairmanship related matters. However, at the same time, the IRP Strategic Framework does not specifically address the issue of the size of the IRP Steering Committee.

At the 20th SC meeting, it was proposed that current SC members renew their commitment and in particular seek clarification and update on the status of members who have not been actively participating in SC activities or attending the SC meetings.

In order to explore options for new members for the IRP Steering Committee and to further reinvigorate the IRP, this paper aims to address the following three issues:

1) Necessity of setting up a maximum size of the IRP SC
2) Addressing the issue of long-standing but inactive members
3) Clarification of observer status
3. Proposal from Co-Chairs for Supplementary elements for the section 4.1 The Steering Committee under “4. Governance Framework” of the IRP Strategic Framework

1) Size of the IRP Steering Committee

- The number of IRP SC member is not stated in the IRP Strategic Framework. However, a maximum size of the IRP SC member should be proposed (e.g. up to 20 members, due to the efficiency of communication and possibility of having all SC members participate in SC meetings)

(Note: Current number of the SC members is 17 members as of December 2020. As the section 4.1.2 of the IRP Strategic Framework specifies (“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”), any institute/agency/government that is interested in joining the IRP SC, they should express such interest and request to the IRP Secretariat and can join as an observer (under the condition where there is no objection from the SC members) in a SC meeting before its membership is endorsed by the SC members.)

2) A set of minimum or guiding criteria for the IRP Steering Committee membership

- The section 4.1.2 of the IRP Strategic Framework specifies that “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 toward the approved activities of IRP, by means of commitment of funds or in-kind contributions including the costs associated with IRP steering committee functions”.

- In addition, the below set of minimum criteria should be applied for considerations of new members for the IRP Steering Committee. Further considerations could be applied by the IRP Steering Committee for review of new member candidates.

An organization applying for a membership on the IRP Steering Committee should
- have relevant work and activities as well as expertise and mandate related to disaster recovery. A list of major or key activities should be submitted as part of the membership application.
- specify a designated representative from the organization and an alternative representative in its membership application form provided by the IRP Secretariat.
- be able to explain how IRP membership is expected to add value to the organization and how the organization can contribute to the IRP.
- express its intention to contribute toward the mission, goals and areas of work of IRP, by means of commitment of funds, in-kind contributions and/or technical expertise etc.

3) Observer status

- “Observers” are not defined or clarified in the IRP Strategic Framework 2016-2020. However, “Partners” are defined in the IRP Strategic Framework. Therefore, current observers (see the SC members and observers list) are regarded as part of this category of “Partners”. Partners wishing to attend a SC meeting as an observer need to submit a request in writing to the Secretariat. The Secretariat will consult with the Chair and Co-Chair who will determine if the request should be approved or not. The decision regarding participation of new observers will be shared with the SC members prior to the SC Meeting.

- As written in the IRP Strategic Framework (section 4.1.2), if any agency/government is seriously considering joining the IRP Steering Committee and wishes to observe a IRP SC meeting, such agency/government should contact the IRP Secretariat. In consultation with the SC members, the Chair will permit them to attend a meeting as an observer.

- For the current list of observers, the IRP Secretariat will write to them to seek clarification on 1) intention to remain an observer on the IRP SC, 2) the reason why they wish to remain an observer on the IRP SC (e.g. interest in the recovery and BBB issues), 3) if they have any
potential interest in becoming a SC member.

4) Eligibility for Chairmanship

- The issue of acceptance of new members to the IRP Steering Committee, also requires clarification regarding eligibility to take on the role of Chair. The following elements are supplementary to the section 4.1.5 Chair and Co-Chair.
- The Steering Committee Members have to have served as a SC member for two years before being eligible for appointment as the Chair of the Steering Committee.
- Considering Japan as a national government who is a permanent Co-Chair of the IRP Steering Committee, the Chair will be selected from SC Member institutions/organizations, not from a government\(^5\).

\(^5\) Taking note the Joint statement sent to the Chair of IRP SC on 22 July 2015 from WB and UNDP before the Retreat held in August 2015 on the chairmanship issue.
Special thanks to the IRP Steering Committee members: Asian Development Bank (ADB); Asian Disaster Reduction Center (ADRC); Cabinet Office, Government of Japan; Central American Coordination Center for Natural Disaster Prevention (CEPREDENAC); Hyogo Prefectural Government, Japan; International Labour Organization (ILO); Ministry of Foreign Affairs, Government of Italy; Swiss Agency for Development and Cooperation (SDC), Government of Switzerland; United Nations Centre for Regional Development (UNCRD); United Nations Development Programme (UNDP); United Nations Educational, Scientific and Cultural Organization (UNESCO); United Nations Environment Programme (UNEP); United Nations Human Settlements Programme (UN Habitat); United Nations Office for Project Services (UNOPS); United Nations Office for Disaster Risk Reduction (UNDRR); The World Bank; and World Health Organization (WHO).