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Security and resilience — Community resilience — Guidelines for planning recovery and renewal

Sécurité et résilience — Résilience communautaire - Lignes directrices pour la planification de la relance et du renouveau



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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

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For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 292, *Security and resilience*.

This first edition cancels and replaces ISO/TS 22393:2021, which has been technically revised throughout.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

The invasive and often far-reaching impacts of major emergencies, disasters and crises can bring the need for short-term recovery and ambitious renewal of communities. Such events disrupt normal conditions, expose system fragilities and have impacts that can cause widespread suffering. This document provides a framework for how to govern, coordinate and assess the impacts of any type of major emergency, disaster and crisis no matter what their impact on communities, and address these by planning transactional recovery activities and strategizing transformational renewal initiatives.

Despite the sometimes complex and prolonged nature of responding to a crisis, the general planning for recovery starts before a crisis happens. Tailoring those general recovery activities to the specific conditions being faced in the crisis is initiated early, during the response. Thinking about recovery can begin while the crisis is ongoing so that swift action can be taken at an appropriate time and scale to begin the journey of recovery. In this context, recovery delivers transactional activities to quickly overcome the negative impacts of the crisis and prepare for the next incident. Recovery is delivered in the short term with the aims of, for example, re-starting basic services (such as electricity and water), rebuilding damaged infrastructure, temporarily supporting livelihoods, providing governance, and encouraging the new behaviours needed to enable work and social lives. These transactional activities address immediate needs by reflecting on the crisis and learning lessons to inform future activities, reviewing preparedness for future crises and reinstating parts of the system impacted by the crisis. While compelling in some situations, the goal of quickly “getting back to normal” is often too simplistic, underestimates the disruption and damage caused and fails to reflect the opportunity to address chronic underlying issues that have been exposed by the crisis. Recovery reinstates preparedness following a crisis, informed by a business continuity management, quality management or competent persons.

Beyond such transactional activity, the disruption caused by crises creates conditions that can encourage major strategic change; what is called in this document “renewal”. Renewal seeks to transform a system through ambitious strategic initiatives that have been co-developed with communities. Renewal is not part of the emergency management cycle (of mitigate, prepare, respond, recover) because the scale of impacts from recent crises go beyond what transactional recovery of emergency management can address. Such impacts require widespread system change as renewal seeks to reconcile broken relationships with communities, and to improve and amend the shortcomings, inequalities and strategic vulnerabilities that were laid bare by the impacts of the crisis and shown now to be insufficient as a basis for the future. This involves changing the environment to create more favourable conditions or reshaping operations in the light of those conditions. Renewal enhances resilience following a crisis.

Actions for recovery and renewal are aligned to ensure that opportunities and improvements for each are not undermined by a lack of coordination. While the group which works on recovery can differ to that which works on renewal, there will be some overlap of personnel to ensure that coordination and communication is effective. Recovery activity cannot be done in isolation of renewal, nor vice versa, so communication is essential. Indeed, a coordinated strategy can help to ensure that recovery and renewal define who will lead their effort, who will act as central coordination and how cross-group communications will happen so that the specialist tasks associated with recovery and renewal take place while understanding the needs and requirements of each other.

The term “build back better” is known in disaster management. Recovery and renewal aim to build a fairer society in the future where renewal, especially, seeks to address the inequities and inequalities that have been exposed by a crisis. In this sense, recovery and renewal seeks to “build forward fairer” to create, in the aftermath of a crisis, a future society that is fairer for all.

In terms of what needs to be recovered and renewed, this document focuses on the people who have been affected by the crisis, the places where the impact/damage and response has happened, and the processes that have been configured to meet the needs of the response – all underpinned by power and partners. Key to addressing the people, places and processes is the need to have the right partners to support recovery and renewal, and acknowledge the emerging power relations to ensure that meaningful recovery and renewal can happen.

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The effectiveness of recovery and renewal will be aided by the quality of data available on population demographics and vulnerabilities to consider who needs what support and when. This will ensure that recovery of the most vulnerable people can be supported and that renewal opportunities will be better aligned to the needs of those most in need.

Recovery and renewal can aim to establish a new way of life that, in some cases, resembles life before the crisis but that is also adapted to, and conditioned by, the crisis. For this, it is necessary to learn during the crisis from what has happened as well as how communities and organizations in other cities/countries have dealt with similar effects in their context.

A summary of the content of this document is provided in [Figure 1](#).

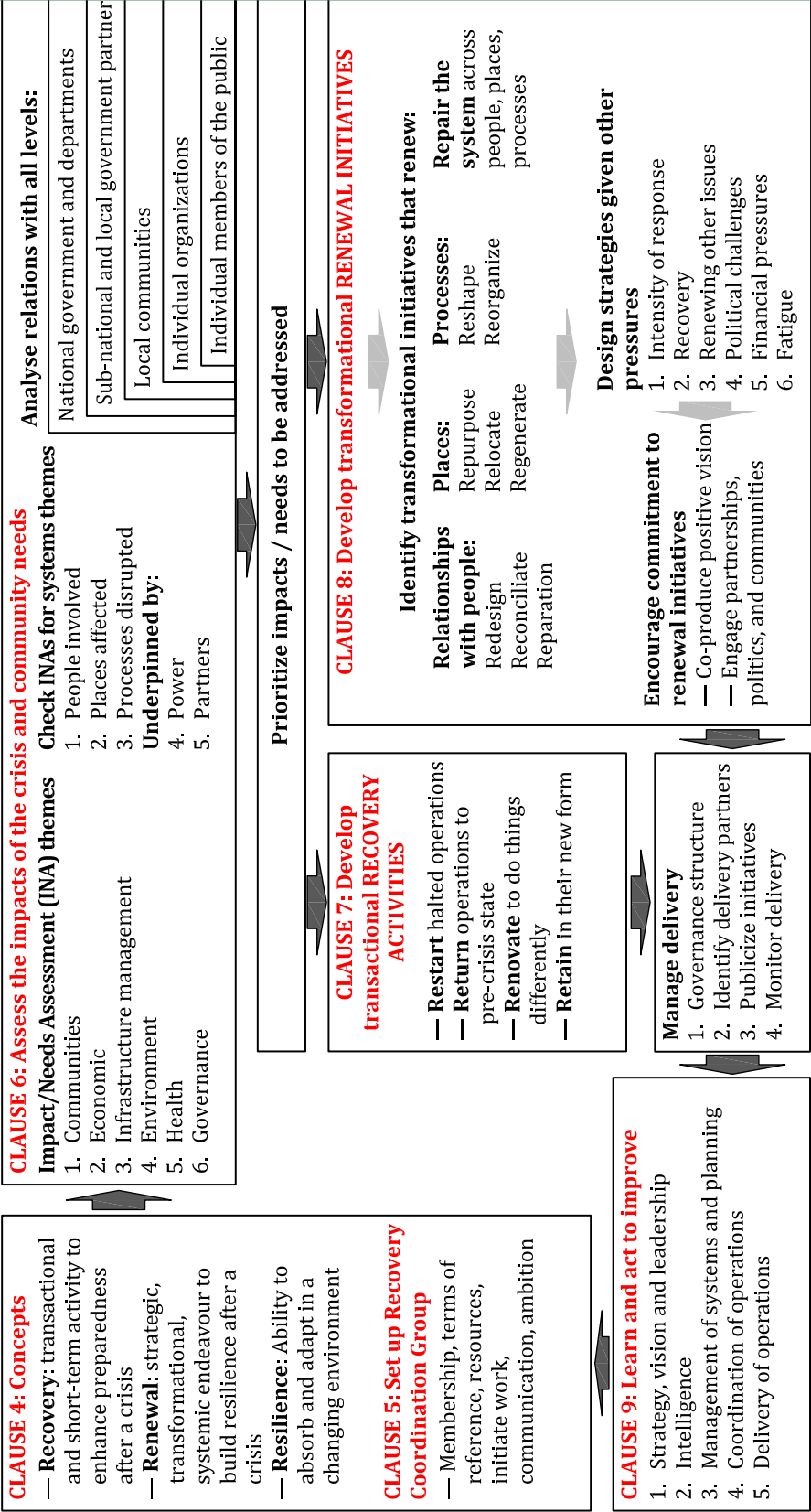


Figure 1 — Content of this document