SANTIAGO NETWORK

CO-HOSTED BY UNDRR UNOPS

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Report on the activities of the Santiago network Secretariat

September 2024 - March 2025

Summary

This report provides an update on the progress made by the Santiago network Secretariat, supported by the co-hosts, against the initial two-year work programme of the Santiago network 2024-2025 during the period between the third and the fourth Advisory Board meetings.

This document has linkages with the Santiago network work programme 2024-25 and it is recommended that it should be reviewed in conjunction with the 'Report of the Santiago network Advisory Board Co-Chairs' (SNAB/2025/04/04) and the 'Annual report of the Santiago network 2024'.

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I. Introduction

1. This report provides an update on the progress made by the Santiago network Secretariat, supported by the co-hosts, during the period between the third and the fourth Advisory Board (AB) meetings, against the initial two-year work programme of the Santiago network 2024-2025.

2. This period marks a turning point for the Santiago network, driven by significant milestones, which include (i) the start of the implementation of the operative guidelines approved by the AB at its third meeting, (ii) the welcoming of the first Members to the network, (iii) progress in the processing of the technical assistance request from Vanuatu, (iv) positioning of the Santiago network during COP 29/CMA6, (v) signing of the Letter of Intent with the Fund for responding to Loss and Damage, and (vi) recruitment of the initial Secretariat staff. These milestones were guided by the Santiago network 2024-2025 work programme and achieved thanks to the interim Secretariat and the co-hosts.

3. The 2024-2025 work programme was approved by the Advisory Board at its first meeting[1] in line with the memorandum of understanding annexed to decision 6/CMA.5, endorsed by decision 2/CP.28, which requested the Santiago network Secretariat to develop and execute a work programme, building on synergies with the five-year rolling workplan of the Executive Committee of the Warsaw International Mechanism. The initial work programme is organized into nine sections that address critical areas for the setup and operations of the network. For reporting purposes, the report on the activities of the Santiago network Secretariat as presented here, streamlines these sections into three overarching pillars as follows:

I. Institutional strengthening	II. Full operationalization	III. Resourcing and positioning
A. Finalize legal agreements relating to the Santiago network	C. Operationalize the Santiago network	F: Resource mobilization for the Santiago network
B. Ensure arrangements are in place for Advisory Board of the Santiago network	D: Catalyze provision of technical assistance under the Santiago network	G. Outreach and advocacy
E: Operationalize the Santiago network secretariat	I: Monitoring & Reporting	H. Communication

4. Each of the three pillars is elaborated below.

II. Institutional strengthening

5. The Santiago network has continued to advance its setup phase in accordance with the 2024-2025 work programme related to operationalizing the Santiago network Secretariat,

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[1] The first meeting of the Advisory Board was held from 18 to 20 March 2024.

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ensuring arrangements are in place for the Advisory Board of the Santiago network, and finalising legal agreements relating to the Santiago network.

A. Operationalizing the Santiago network Secretariat

6.   Decision 6/CMA.5, endorsed by decision 2/CP.28, in its Annex, details the roles and responsibilities of UNDRR and UNOPS, which includes the appointment of a small core team of professional and administrative staff, managed by the Director, to support the Santiago network Secretariat in meeting its responsibilities and performing its functions efficiently and effectively. Further, the Director shall facilitate timely recruitment of the staff of the Secretariat in line with the terms of reference.

7.   In accordance with the 2024-2025 work programme, UNDRR and UNOPS established a Startup Team to fulfil the roles and responsibilities of the Secretariat until the Director and the permanent Secretariat staff were in place. The Startup Team established by the co-hosts has been critical in setting up the Santiago network foundations during its initial phase.

8.   In anticipation of the transition to permanent structures, the 2025 budget approved by the AB at its third meeting allocated resources for the recruitment of Secretariat staff using a phased approach, with the Director, the Senior Programme Officer and the Programme Support & Operations Manager expected to join in 2024, and other 6 positions in 2025.

9.   In accordance with the work programme, the Director was appointed through a merit-based, open and transparent process, and started her role on 1 November 2024. The Programme Support and Operations Manager was appointed through an open, competitive process and started her role on 1 February 2025. At the time of publication of this report, two staff positions have been recruited, and the three staff positions are under recruitment, these are the Senior Programme Officer, the Communications Officer, and the Operations Associate.

10.   The Programme Officer-Country Engagement Specialist; Programme Officer-OBNE Specialist, and the Regional Coordinator/Manager # 1 and Regional Coordinator/Manager #2 are under consideration under the agenda item on Secretariat recruitment and regional presence.

11.   In light of the current situation the management of interim arrangements and the recruitment of permanent Secretariat staff lies at the center of the operationalization of the Santiago network Secretariat.

12.   With two Secretariat positions in place and other permanent Secretariat positions expected to be filled later in 2025, the contracts of the interim team have been extended by the Director as a measure to ensure business continuity and effective operations in the interim, in line with the Director's responsibility to ensure the effective day-to-day operations of the Santiago network.

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13. As the interim team was established to fulfil the role and responsibilities of the Secretariat until the permanent Secretariat staff were in place, this measure has been financed under the Santiago network Secretariat budget line and it is expected to be cost-neutral. The extension is recommended until such time as the interim Secretariat can hand over the work to the permanent staff to enable the continued resourcing of work priorities, hand over of responsibilities and allow for a proper transition period.

14. In implementing the 2024-2025 work programme, progress has been made in the establishment of the head office (HO) in the International Environment House in Geneva, with office space and equipment funded by the Swiss Government. A working relationship has been established with the UNOPS office in Geneva providing support services.

15. With the arrival of the Director, the planning of 2025 activities started with a retreat taking place at the end of November 2024. This retreat served as an onboarding platform to build on the experience gained by the interim Secretariat and identify priorities for 2025. The planning of activities has been complemented by the development of a Santiago network Secretariat Action Plan 2025 informed by the 2024-2025 work programme and by the Interim Results Framework approved by the Board at its third meeting. This Action plan 2025 has been discussed with the Secretariat and co-hosts in dedicated sessions and has been followed by one-on-one meetings with the interim Secretariat to identify individual objectives.

16. The three pillars of work for 2025, i.e. institutional strengthening, full operationalization and resourcing and positioning have emerged from the planning activities referenced above, as well as the priority to develop the identity, culture and values of the Santiago network secretariat team during this initial phase.

B. Support to the Advisory Board

17. Decision 12/CMA.4 endorsed by decision 11/CP.27 stipulates that "The director of the Santiago network secretariat shall serve as secretary to the Advisory Board"[2]. With the appointment of the Director this function is now fulfilled. The Director will assist the Advisory Board in its decision making process, in ensuring adherence with the rules of procedure, and in the codification and improvement of related processes.

18. An improvement introduced in the fourth meeting of the Advisory Board, in consultation with the Co-Chairs, is the inclusion of the report on the activities of the Secretariat and the report on the activities of the Co-Chairs in the provisional agenda of the Advisory Board meeting, shared with the Advisory Board in draft version for feedback. This measure will enhance the transparency and accountability of the respective functions.

Intersessional meetings of the Advisory Board

19. Under the guidance of the Co-Chairs, the Secretariat has supported the organization of intersessional work as decided by the Advisory Board during its third meeting, including:

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[2] This function is also prescribed in paragraph 25 of the rules of procedure of the Advisory Board.

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a. Intersessional meeting of the Advisory Board, 11 December 2024, addressing regional presence and date and venue of the next Advisory Board meeting.

b. Intersessional meeting of the Advisory Board, 20 February 2025, addressing regional presence and date and venue of the next Advisory Board meeting.

c. Informal meeting of the Advisory Board, 11 March 2025, addressing regional presence and minimum percentage of technical assistance funded directly by the Santiago network directed to communities particularly vulnerable to the adverse effects of climate change.

20. Secretariat work supporting these meetings includes the development of the respective agendas, preparation of documents and discussion papers, tailored presentations, in-session support, reports from the sessions, and revision of the papers taking into account feedback from the intersessional and follow-up actions from the intersessional meetings.

Preparations for the fourth meeting of the Advisory Board

21. In accordance with paragraph 26 a of the rules of procedure of the Advisory Board of the Sanatiago network, the Secretariat is responsible for all logistical preparations pertaining to Advisory Board meetings, including the announcement and invitation processes, as well as the distribution of meeting documents. The Secretariat has undertaken the following preparatory actions for the fourth Advisory Board meeting:

a. Development of documents to assist the Advisory Board in their consideration of items in the provisional agenda. The Secretariat is prioritizing the timely publication of meeting documentation, in compliance with paragraph 41 of the rules of procedure requiring documents being published on the dedicated webpage, "two weeks prior to the meeting, to the extent possible".

b. Formal invitation letters have been dispatched to all members and representatives of the Advisory Board. Notifications for observers have been duly circulated to all pertinent stakeholders. The Secretariat is facilitating the coordination of travel arrangements for Advisory Board members and representatives who are financially supported by the Santiago network, as well as visa support where required.

c. A suitable venue has been secured in Geneva. The selection is informed by operational insights gained from the execution of the initial three meetings, maintains the established format of previous sessions, and provides for hybrid participation.

d. An informal Advisory Board meeting and two side events are being organized, including a formal dinner for the Advisory Board, the Secretariat, and co-hosts, and an informal reception to foster networking and exchange among the Advisory Board and Observers.

e. A dedicated webpage has been established for the meeting, and all updates are consistently posted thereon.

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C. Finalizing legal agreements

22.   In addition to the MOU between the UNFCCC (representing CMA and the COP), UNDRR, & UNOPS regarding the hosting of the Santiago network secretariat (See Annex I of decision 6/CMA.5, endorsed in decision 2/CP.28[3]), UNDRR and UNOPS signed an agreement in March 2025 that outlines the terms and conditions under which they will collaborate as host entities to support the work of the Santiago network secretariat.[4]

23.   Please see section IV.D for further information on contribution agreements for the Santiago network signed in the period September 2024 - March 2025.

III.   Full operationalization

A. Operationalizing the Santiago network membership

24.   The Santiago network currently has 45 Members, comprising 29 organizations, 1 body, 3 networks, and 12 experts. This marks a significant expansion since the third meeting of the Advisory Board, when only eight expressions of interest (EOIs) had been received and five additional inquiries were under review. Members bring strong technical capacities in a wide range of topics, such as resilience and adaptation planning, capacity building and knowledge sharing, loss and damage assessments, and early warning systems and emergency preparedness, among others. Other notable areas of expertise include risk analysis and management, human mobility and displacement, and climate finance. Geographically, nearly half of the Members operate at a global level, with significant representation particularly from Asia and Oceania, underscoring the correlation between requests for technical assistance and membership composition. These figures highlight the network's growing reach while highlighting opportunities for further regional diversification as well as diversity of OBNEs, including international, community-based, youth, indigenous and local organisations, private sector entities, etc. Increased diversity will not only enrich the types of technical assistance that can be provided to developing countries, it also provides opportunities to promote and enhance the capacities of local and community-based organisations through collaboration of such organisations with international organisations in the provision of technical assistance as outlined in the Guidelines for the designation of organizations, bodies, networks and experts as members of the Santiago network.

25.   At the time of the third meeting of the Advisory Board, EOI reviews were still processed through an online form and tracked in an excel sheet. Since the last meeting of the Advisory Board, the growth of membership has benefitted from improvements in the structure and efficiency of the process, with the Santiago network portal now fully

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[3]   Annex to decision 6/CMA.5 "Memorandum of understanding between the Conference of the Parties to the United Nations Framework Convention on Climate Change and the Conference of the Parties serving as the meeting of the Parties to the Paris Agreement, on the one hand, and the United Nations Office for Disaster Risk Reduction and the United Nations Office for Project Services, on the other, regarding the hosting of the Santiago network secretariat".

[4]   Article IV, para. 7, of the MOU provides that "UNDRR and UNOPS will host the Santiago network secretariat as a dedicated secretariat in accordance with the provisions of this MOU and the terms of reference, as well as with their respective legal and regulatory frameworks, including regulations, rules and procedures. Cooperation between UNDRR and UNOPS will be addressed in a separate agreement between the two organizations"

integrated to administer EOI submissions and streamline the review process. Upon the arrival of the Director in November 2024, the EOI review process was further refined in line with the [Guidelines for the designation of organizations, bodies, networks and experts as members of the Santiago network](#), improving clarity on decision-making and ensuring consistency in how submissions are considered. Additionally, the launch of the [Member](#)s' page on the Santiago network website has provided greater visibility, offering a dedicated platform that provides an overview of current Members.

26.   After the third meeting of the Advisory Board, the Secretariat conducted targeted membership outreach efforts in the form of a [global webinar](#) held in October 2024 and a digital membership outreach campaign utilizing Santiago network, UNDRR, UNOPS and UNFCCC channels. The membership outreach campaign was circulated to targeted mailing lists and a dedicated communications packet was shared with internal stakeholders to facilitate their elevation of membership and global webinar across their networks. To enhance engagement of Members, the Secretariat hosted the [first Members' meeting](#) in March 2025, with two virtual sessions tailored to different regions. The sessions included presentations on membership commitments and benefits, interactive discussions, and a segment focused on Member engagement that encouraged member inputs into future engagements.

27.   The Santiago network Secretariat has also engaged in consultations with relevant constituents and networks, focusing on diversifying membership and strengthening the inclusion of underrepresented groups, including Indigenous Peoples, women, youth, and local communities. Moving forward, the Secretariat will build on this progress by refining engagement mechanisms, strengthening outreach, and ensuring Members are well-positioned to contribute to the provision of technical assistance.

B. Catalyzing technical assistance

28.   With the approval of the [Guidelines and procedures for responding to requests for technical assistance](#) (hereafter "technical assistance guidelines") at the third meeting of the Santiago network Advisory Board, the Santiago network Secretariat moved into the operationalisation of the guidelines. This included the development of a [dedicated page on technical assistance](#) on the Santiago network website that includes resources, such as a [checklist](#) for submitting requests for technical assistance. To facilitate the submission of requests for technical assistance, two modalities have been established, which allows proponents of requests for technical assistance to make a request either through the [Santiago network portal](#) or by email, using the relevant [template](#).

29.   One important step in facilitating technical assistance was the outreach conducted by the Santiago network Secretariat with UNFCCC focal points to invite the nomination of liaisons to the Santiago network Secretariat. A [list of appointed liaisons](#) can be found on the Santiago network website. Further engagement with liaisons, or, in cases where a national liaison has not been identified, with national UNFCCC focal points, is planned in Q2 of 2025 by way of an information session. This information session will introduce them to

the work of the Santiago network and relevant guidelines and procedures, provide an overview of their roles and responsibilities, and clarify the process for requesting technical assistance through the Santiago network.

30. A major focus since the last Advisory Board meeting was the engagement with the Government of Vanuatu in response to their request for technical assistance. The Santiago network Secretariat applied the workflow detailed in the technical assistance guidelines and worked closely with Vanuatu to refine their request and related parameters, such as key outputs and outcomes to be achieved through the provision of technical assistance, as well as the duration and budget of the technical assistance. A call for proposals based on the request was launched during the 30th session of the Conference of the Parties (COP 30) to the UNFCCC and remained open until 31 January 2025. Several Members and OBNEs submitted proposals that were reviewed by an evaluation committee against the criteria communicated in the call for proposals.

31. In addition to the request from Vanuatu, the Santiago network Secretariat has received one additional request for technical assistance as well as early indication from other interested proponents. The additional request was received from the Republic of Iraq for the development of a comprehensive programme to assess and calculate the economic costs of loss and damage resulting from climate change impact on the agriculture and water resources sectors in Iraq.

32. The lessons learned, challenges and opportunities identified during these first few months of operationalising the technical assistance guidelines as well as from the process of moving from request to provision of technical assistance, will shape standard operating procedures, engagement with countries and stakeholders, as well as outreach and communication efforts throughout 2025.

C. Outreach activities

33. In keeping with the request from the Advisory Board, the interim secretariat convened the first workshop for least developed countries (LDCs) and small island developing States (SIDS) in the Pacific. It was convened as part of the Pacific Resilience Week of activities that was held from 23 to 27 September 2024 in Suva, Fiji. The week of activities was jointly organized by the Government of Fiji, the Council of Regional Organizations in the Pacific, and the United Nations, and was hosted by the Pacific Island Forum (PIF). There were 14 SDIS represented, particularly from climate change, disaster risk reduction, and/or planning and finance entities: the Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Niue, Palau, Papua New Guinea, Republic of the Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu. There were also representatives from Australia and New Zealand joining virtually with a view to understanding further the needs as expressed by Pacific SIDS.

34. The workshop introduced the Santiago network operative guidelines and engaged countries in identifying potential technical assistance needs relating to averting, minimizing and addressing loss and damage. The guidelines for technical assistance

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requests and for becoming a member of the Santiago network were introduced in depth, allowing for clarifying questions from participants.

35.   With the support of UNDRR and in collaboration with the government of Kuwait, a special session on the Santiago network was organized during the 6th Arab Regional Platform for Disaster Risk Reduction in Kuwait City from, 9 to 12 February. Mr. Rachid Tahiri participated on the panel, which also featured selected Member States from the region. Similar outreach was conducted during the 9th session of the Africa Regional Platform that was hosted by the government of Namibia from 22 to 23 October 2024, with the support of the UNDRR.

36.   Outreach on the Santiago network was also conducted during the 13th Caribbean Conference on Comprehensive Disaster Management (CDM 13) held from 2 to 6 December 2024 in St Kitts and Nevis. This was primarily during the session titled, "Averting, minimizing, and addressing Loss and Damage through effectively channeled technical assistance", hosted jointly by the UNDRR, the Caribbean Development Bank (CDB) and the Caribbean Community Climate Change Centre.

D.   Monitoring and reporting

37.   In accordance with the 2024-2025 work programme, the secretariat supported the development of the first annual report of the Santiago network which was cleared by the Co-Chairs and submitted to Parties in Baku as a joint report with the Warsaw International Mechanism Executive Committee (WIM ExCom). The report contains information on progress over the reporting period from 7 March to 6 September 2024, as well as recommendations to the governing body or bodies of the WIM. The joint report, along with the review of the WIM, will be considered by the Subsidiary Bodies at their 62nd session (June 2025) with a view to recommending a draft decision or decisions for consideration and adoption by the governing body or bodies at the session(s) to be held in November 2025.

38.   Regarding the MEAL framework, the Secretariat plans its development in alignment with the Santiago network strategy, to assess the timeliness, appropriateness and outcomes of assistance provided.

39.   Regular reporting takes place through the bi-weekly Secretariat update for the Advisory Board, and through the Report on the Activities of the Secretariat, introduced in this document at the fourth meeting of the Advisory Board.

IV.   Resourcing and positioning

40.   Resourcing registers major progress during the report period, with contributions moving from USD 7.5 million by the third meeting of the Advisory Board to a funding level of USD 40.6 million at present.

41.   The reporting period has also been key in positioning the Santiago network within the global loss and damage landscape. Key efforts include the proactive engagement of the

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Santiago network secretariat at the 29th session of the Conference of the Parties (COP29) to the UNFCCC, in Baku, Azerbaijan, the signing of a Letter of Intent between the Santiago network and the Fund for responding to Loss and Damage Secretariats, and engagement with diverse initiatives and stakeholders, as described in this section.

A. Status of contributions to the Santiago network

42. At the time of the third meeting of the Advisory Board, the Santiago network was operating on the basis of the Spanish and US contributions received via UNFCCC and corresponding to USD 7.2 million.

43. During Q4 of 2024, the Santiago network Secretariat was able to convert the majority of COP28 pledges into contributions by signing contribution agreements with seven (7) additional bilateral contributors, amounting to USD 33.42 million. These new agreements were finalized with Austria (BMK), the European Union (CLIMA), Ireland (DFA), Ireland (DECC), Germany (BMZ), Luxembourg and Switzerland (SDC). At present, the total funding level is **USD 40.6 million.**

44. Discussions with the UK Foreign Commonwealth and Development Office (FCDO) and with the Danish Ministry of Foreign Affairs are currently ongoing.

B. Outreach and advocacy

1. United Nations Climate Change Conference 2024 (COP29)[5]

45. At COP29 in Baku, Azerbaijan, the Santiago network was represented by its Director, supported by the interim Secretariat and co-hosts. The network's engagement reinforced its role as a key provider of technical assistance to avert, minimise and address loss and damage and highlighted the importance of coherence and complementarity across the loss and damage landscape to effectively support developing countries. A high-level event hosted by the COP29 Presidency, *Scaling up climate action on loss and damage: full operationalization of the Santiago network*, emphasized the network's critical role in catalyzing technical assistance and fostering coordination. The event served as a major platform to showcase the network's progress and received extensive and positive coverage across media and digital platforms. Additionally, three other Santiago network-focused side events, organized with the support of UNDRR, were held to increase awareness of its operationalization and engage with representatives from developing countries, vulnerable communities, and potential members.

46. The Director held bilateral meetings with key stakeholders, including representatives from developing countries, potential members, the Fund for responding to Loss and Damage, UNFCCC, co-hosts, climate funds, contributors, and UN organizations. To strengthen the network's visibility and positioning, the Director also presented the Santiago network's role in catalyzing technical assistance at coordination meetings and other meetings with negotiating groups. The Director's participation in multiple panels, side events and discussions helped position the network within critical conversations, including themes around climate-induced displacement, gender considerations in climate finance and the role of data in resilience-building. These engagements, combined with the network's

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[5] 29th session of the Conference of the Parties (COP 29) to the UNFCCC (and related meetings).

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strong social media presence, contributed to widespread visibility and recognition of its mandate and operationalization at COP29.

2. Collaboration with the Fund for responding to Loss and Damage

47. In February 2025, the Director of the Santiago network Secretariat met with the Executive Director of the Fund for responding to Loss and Damage (FRLD) and participated in the FRLD Secretariat's retreat to discuss collaboration and coherence between the FRDL and the Santiago network. To formalize collaborative efforts and foster enhanced synergies, a Letter of Intent was signed in line with their respective mandates, policies and guidance from their Boards. The primary areas of cooperation include coordination to assist developing countries accessing the FRLD via the provision of technical assistance from the Santiago network, as well as focusing on programmatic approaches, knowledge management and collaboration with relevant stakeholders. Subsequently, the Executive Director of the FRLD invited the Santiago network Director to address the first High-Level Dialogue on Strengthening Responses to Loss and Damage, to be held in conjunction with the World Bank-IMF Spring Meetings in late April 2025.

48. This partnership marks a significant advancement in supporting developing countries in addressing loss and damage, with a focus on streamlining support, sharing knowledge, and coordinating delivery to support immediate loss and damage responses and empower communities to build long-term climate resilience.

3. Engagements with diverse stakeholders

49. The Secretariat engaged with a diverse range of stakeholders to elevate the Santiago network's visibility, expand its reach and strengthen partnerships. This included two targeted webinars: a global webinar on membership hosted by the Santiago network to inform potential members about the membership process, and an information session co-hosted with Global Network of Civil Society Organisations for Disaster Reduction (GNDR), which introduced the network to GNDR's members and facilitated a productive discussion.

50. The Director participated in events hosted by relevant actors in the climate action space, including UN organizations, multilateral development banks and relevant organizations, bodies, networks and experts. These events covered several thematic areas from climate finance and risk management to displacement and loss and damage, reinforcing the network's role as a catalyst of technical assistance. The Secretariat showcased the Santiago network at in-person and virtual events, ensuring external visibility through communications coverage.

51. Additional engagements included meetings with key actors in the loss and damage and climate action space to explore synergies and areas of collaboration, including the Fund for responding to Loss and Damage (FRLD) and the Climate Technology Centre and Network (CTCN). The Secretariat further engaged with UNFCCC, representatives from YOUNGO and the Women and Gender constituency to strengthen targeted visibility and outreach efforts. Through these engagements, the Secretariat reinforced the Santiago network's positioning within the loss and damage landscape and expanded its connections with key stakeholders driving climate action.

C. Communications

52.   The Santiago network has expanded its communications efforts to enhance visibility and engagement with key stakeholders. The Santiago network website was further developed with new resources, targeted content and dedicated pages providing clear information on technical assistance and membership. A Members page was added to highlight Santiago network Members, providing information about their expertise and regional focus. During the reporting period, the website averaged more than **5,300** monthly views.

53.   In addition, the Santiago network launched its [LinkedIn channel](#) in October 2024. The channel has been actively covering network milestones, engagements and activities. The channel has seen steady growth with more than **30,000** impressions during the reporting period, attracting engagement from key stakeholders and a diverse audience. To further support outreach, communications materials were developed for membership campaigns, stakeholder engagement and the promotion of the call for proposals to deliver technical assistance in Vanuatu. These efforts aim to strengthen awareness of the Santiago network's mandate and expand its reach to target audiences.

54.   Press releases and web articles were published on key network advancements. The Secretariat tapped into UNDRR, UNOPS and UNFCCC channels, coordinating with their teams to amplify the Santiago network's messaging and widely disseminate relevant content. Communications coverage of key events also helped the network reach key audiences, including representatives of developing countries, organizations representing vulnerable communities and potential members.

V.   Reflections on the way forward

55.   Key elements are now in place to deliver on the mandate entrusted to the Santiago network by Parties to the UNFCCC upon its establishment, in the form of operative guidelines, a growing network of members, and a robust and operational technical assistance process. The Santiago network has had a strong start and must continue to break new ground to deliver technical assistance in a demand-driven, context-specific, inclusive and accessible manner, adding value to the loss and damage architecture.

56.   Realizing the Santiago network's full potential requires a solid structure with a lean, efficient and adequately-resourced Secretariat. Progress on Secretariat recruitment is of essence in 2025 to effectively fulfill the depth and breadth of responsibilities entrusted to the Secretariat.

57.   Balancing the start of operations with the completion of the setup phase requires the flexibility to address distinct but complementary priorities, and establishing measures to ensure business continuity as the Secretariat transitions from interim to permanent structures. The Santiago network's identity, values and culture are also essential in this initial setup phase.

58.   Building on progress to date, key priorities for the way forward include:

a.   Advancing and completing the recruitment of Secretariat staff, including regional positions, ensuring a smooth transition and business continuity.

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b.   Tailored outreach to facilitate demand-driven technical assistance, including through regional workshops and engagement with liaisons and national focal points.

c.   Strengthening membership management to enhance collaboration and synergy.

d.   Implementing and processing technical assistance requests effectively and efficiently.

e.   Supporting the Advisory Board in the development of the Santiago network strategy, related strategic components, and the work programme for the next biennium.

f.   Expanding collaboration with key stakeholders in the loss and damage and climate action landscape, including engagement in relevant dialogues and events.

g.   Codifying key processes and expanding functionalities of the Santiago network portal.

h.   Preparing to profile and position the Santiago network at SB62, COP30 and CMA7.

59.   The early setup phase of the Santiago network offers a valuable opportunity to establish a strong foundation to effectively fulfill its mandate from the beginning. The Secretariat remains committed to making 2025 a landmark year under the guidance of the Advisory Board - the year of the Santiago network's full operationalization.