

**Fourth Meeting of the
Advisory Board of the
Santiago network****SNAB/2025/04/10**

31 March 2025

15 - 17 April 2025
Geneva, Switzerland
Provisional agenda item 7

Establishing regional presence for the Santiago network

Executive Summary

In accordance with its mandate, the Santiago network aims to catalyze technical assistance from organizations, bodies, networks and experts (OBNEs) for averting, minimizing and addressing loss and damage in developing countries, particularly vulnerable to the adverse effects of climate change, at the local, national and regional level. As such, a regional approach is intrinsic to the Santiago network's objectives and would require an operational structure that is responsive to regional needs and that enables the network's catalytic role, context relevant, and cost-effective operations.

The Advisory Board agreed during its third meeting, under the agenda item of Secretariat recruitment, "to discuss, intersessionally, the potential recruitment of staff of the secretariat to be located in United Nations (UN) and United Nations Office for Disaster Risk Reduction (UNDRR) regional offices and requested the director of the secretariat to coordinate these intersessional meetings. It was agreed that the meetings will discuss, inter alia, how to ensure a lean, cost-effective secretariat"¹.

This paper addresses the comments and feedback received from Advisory Board members during three intersessional meetings held in December 2024, February 2025, and March 2025. It is intended to assist the Board in considering the Santiago network's approach to establishing regional presence and the potential recruitment of staff of the Secretariat to be located regionally. The paper provides an overview of the technical assistance needs of developing countries to avert, minimize and address loss and damage, elaborates on the rationale for regional presence, and discusses the operationalisation of regional presence through the Santiago network structure and its components. It also outlines criteria for the locations of regional positions, identifies challenges and considerations, and presents costed options for regional positions as well as an implementation strategy and roadmap.

¹ [Decisions taken by the Advisory Board \[version 6 September 2024\]](#)

Table of Contents

I. Introduction	3
II. Context	3
A. Needs of developing countries	3
B. Rationale for regional presence	5
III. Operationalising regional presence	7
A. Structure of the Santiago network	7
B. Role of the co-hosts	7
C. Role of the Secretariat	8
i. Global functions	9
ii. Regional functions	10
D. Role of Members	14
E. Coordination and collaboration	15
IV. Framework for regional presence	16
A. Regional groupings and criteria for regional positions	16
B. Location options for regional positions	17
C. Options for regional positions	17
D. Hosting arrangements	19
E. Cost implications	20
V. Implementation strategy and roadmap	23
VI. Conclusion and recommendations	24
Annexes	25

I. Introduction

1. The mandate of the Santiago network is to catalyze the technical assistance of relevant organizations, bodies, networks and experts (OBNEs), for the implementation of relevant approaches for averting, minimizing and addressing loss and damage at the local, national and regional levels, in developing countries that are particularly vulnerable to the adverse effects of climate change ([Decision 2/CMA.2](#), paragraph 43, noted in decision2/CP.25).
2. The [Terms of Reference of the Santiago network](#) and the [MOU for hosting the Santiago network secretariat](#)² provide guidance on the functions, structure, and roles and responsibilities of the Advisory Board, Secretariat, co-hosts, and network of Members.
3. The United Nations Office for Disaster Risk Reduction (UNDRR) and the United Nations Office for Project Services (UNOPS) were selected to host the Secretariat of the Santiago network, and further, to make regional and subregional UNDRR offices in all UN geographical regions available, as appropriate, to serve as designated units for providing relevant services and support for catalysing effective and timely technical assistance in developing countries that are particularly vulnerable to the adverse effects of climate change.
4. Decision 6/CMA.5, endorsed in decision 2/CP.28, requests the Santiago network Secretariat to make use of regional and subregional United Nations offices in all United Nations geographical regions, as appropriate, to serve as designated units to provide relevant services and support for catalysing effective and timely technical assistance in developing countries particularly vulnerable to the adverse effects of climate change.
5. The consideration of a regional approach would support the Santiago network to ensure a fit for purpose organization that is geographically closer to countries gaining a direct understanding on their priorities, needs and challenges to effectively deliver on the Santiago network mission and high-level objectives, whilst maintaining a lean, cost-efficient organizational structure in accordance with the Santiago network's Terms of reference.³

II. Context

A. Needs of developing countries

6. An initial analysis on capacity needs of developing countries, based on a survey conducted by the UNFCCC secretariat, was outlined in [UNDRR's submission on the implementation of the Santiago network](#) in 2021. The communicated needs emphasize, among others, strengthening national and sub-national capacities to understand and assess impact and risks, enabling countries to address the underlying vulnerabilities that exacerbate loss and damage. Support is required for the systematic collection and analysis of risk and loss and

² UNDRR and UNOPS signed a [Memorandum of Understanding \(MOU\)](#) with the UNFCCC Executive Secretary (signing on behalf of the governing body or bodies) to host the Santiago network secretariat in March 2024

³ Annex I to Decision 12/CMA.4.

damage data, integrating this information into policy and planning frameworks to inform decision-making and priority-setting. Countries have also highlighted the importance of technical assistance in developing innovative and scalable approaches that account for the compounding effects of climate risks, ensuring greater preparedness, resilience, and recovery for vulnerable communities.

7. Developing countries, particularly those most vulnerable to the adverse effects of climate change, have communicated a clear need for technical assistance to avert, minimize and address loss and damage. These needs align with key areas of support already identified through previous engagements and initiatives, including [regional scoping workshops](#) on the Santiago network led by the UNFCCC secretariat during 2023.
8. These workshops brought together relevant focal points from countries in the Latin America and Caribbean, Africa, and Asia-Pacific regions to identify and articulate their needs for technical assistance. The resulting summary reports underline the critical challenges developing countries face in responding to adverse impacts of climate change, in particular major loss and damage from different natural hazards across varied timelines.
9. Building on these efforts, the Santiago network hosted a similar workshop for least developed countries (LDCs) and small island developing States (SIDS) in the Pacific in September 2024. This workshop aimed to identify the unique challenges of Pacific LDCs and SIDS as countries among the most vulnerable to the effects of climate change, as well as potential opportunities for the Santiago network to provide targeted support.
10. [Knowledge products](#) and other outputs of the Executive Committee of the Warsaw International Mechanism for Loss and Damage and its expert groups have also outlined and analyzed areas that inform capacity needs of and technical assistance to developing countries.
11. During engagements on the sidelines of COP29 and CMA 6, including side events and exchanges on potential support from the Santiago network, stakeholders highlighted a range of technical assistance needs for responding to loss and damage. These included enabling participatory approaches, conducting data collection, risk and vulnerability mapping, understanding non-economic impacts, developing early warning systems, enhancing disaster preparedness and response, and implementing monitoring and evaluation systems.
12. The needs and priorities articulated through these engagements underscore the demand for tailored technical assistance across regions, to effectively support developing countries to avert, minimize and address loss and damage associated with the adverse effects of climate change. Within this context, Annex 1 of the [Guidelines and procedures for responding to requests for technical assistance](#) includes an overview of indicative, non-exhaustive types of technical assistance to be considered in the purview of the Santiago network.

B. Rationale for regional presence

13. Building on the identified needs of developing countries, the establishment of a regional presence for the Santiago network offers an effective way to enhance the network's ability to provide timely, targeted, and context-specific support to developing countries and communities across regions, including an opportunity to strengthen the network's outreach and efficacy enhancing access to the Santiago network technical assistance and information.
14. The Interim Results Framework⁴ (IRM) adopted by the Advisory Board at its third meeting states as impact aspiration "Developing countries that are particularly vulnerable to the adverse effects of climate change have enhanced capacities, in a demand-driven manner, at the local, national, and regional levels to avert, minimize and address loss and damage associated with the adverse effects of climate change".
15. Achieving the Santiago network's impact aspiration requires a structure that is closer to the developing countries and the recipients it serves. Decision 12/CMA 4 endorsed by decision 11/CP.27, calls for an "independent review of the performance of the Santiago network, including, inter alia, (...) its overall impact in supporting developing countries in addressing loss and damage." The overall impact of the Santiago network to be evaluated through this assessment can only be fully realized through a regional scope.
16. Considering the above and to strengthen the Santiago network's ability to effectively respond to the diverse needs of developing countries, it is proposed that there is a physical presence of the Secretariat in regions through the appointment of Regional Coordinators.
17. The Santiago network Secretariat, including through the Regional Coordinators, will ensure adequate outreach to OBNEs, especially local and community-based organisations in developing countries, to encourage membership in the network, and provide support to those that may not have access to communication services to submit their expression of interest⁵. The Regional Coordinators will also serve as the primary point of contact for requesters of technical assistance in developing countries, and offer regular advice and support in accessing technical assistance from the Santiago network.
18. An overview of the rationale of the Santiago network establishing a regional presence in response to the needs of developing countries is provided below, recognizing that specific responsibilities will be further refined as part of the network's operationalization.
 - a. **Enhanced engagement and responsiveness:** Enable the Santiago network to understand the regional and national context and relevant stakeholders, needs and

⁴ The Interim Results Framework was adopted by the Advisory Board at its third meeting as contained in [SNAB/2024/3/10.Rev.2](#), noting it would be revised, if needed, once the Santiago network strategy is developed.

⁵ In accordance with the Santiago network [guidelines for the designation of organizations, bodies, networks and experts as members of the Santiago network](#), approved by the Advisory Board at its third meeting.

priorities, and to promote its objectives in the respective regions and respond more effectively to needs in countries particularly vulnerable to climate impacts.

- b. **Context-specific expertise:** Identify and assess available OBNEs and on-going assistance in the region, countries and communities. Facilitate building a stronger and inclusive network of Members, focusing on engagement of potential Members, recognizing their role in extending reach and impact at the sub-national and sub-regional levels. Foster collaboration with potential proponents of technical assistance in identifying context-specific risks and priorities on loss and damage across regions.
- c. **Capacity building:** Support efforts to strengthen capacities to avert, minimize and address loss and damage in the region, including through supporting the proponents in the development and refinement of their demand-driven technical assistance requests⁶. These efforts should place particular emphasis on SIDS and LDCs, in line with existing guidance from the Advisory Board, recognizing their needs and capacity constraints to avert, minimize and address loss and damage. This includes preparing tailored guidelines and procedures for enabling access to and assisting in preparing requests for technical assistance, as well as conducting targeted capacity-building workshops in SIDS and LDCs.
- d. **Partnerships and stakeholder engagement:** Strengthen connections between civil society, academic institutions, and other stakeholders in the region, while enhancing the management of Member networks at the regional level. This includes enabling and supporting action by Members in the region to deliver effective and efficient technical assistance, build synergies and complementarity with on-going regional and local capacity support activities and identify gaps in capacity support needs.
- e. **Engaging national focal points:** Support the Santiago network in engaging more actively with governments, specifically through engagement with national SN liaisons and/or national UNFCCC focal points, for the purposes of ensuring alignment of requests for technical assistance at national, regional, and local levels with national priorities of the country, as well as receiving information from and communicating with the Santiago network.
- f. **Collaboration, coordination, coherence and synergies:** Strengthen alignment between the work of the Santiago network and relevant policy processes and bodies in the region to integrate loss and damage considerations more holistically.
- g. **Knowledge-sharing and dissemination:** Enhance knowledge sharing and learning, by capturing and disseminating good practices and lessons learned within the region to inform the wider work of the Santiago network and to promote access to tailored information for vulnerable communities in relevant languages.

⁶ Please see SNAB 4 document: "Santiago network strategy: zero draft and development roadmap" (SNAB/2025/04/11).

- h. **Leverage regional footprint of co-hosts:** UNDRR and UNOPS shall make regional and subregional UNDRR offices in all United Nations geographical regions available, as appropriate, to serve as designated units for providing relevant services and support for catalysing effective and timely technical assistance in developing countries that are particularly vulnerable to the adverse effects of climate change, and the Secretariat shall make use of UN regional and subregional offices, as appropriate.⁷ Presence in the respective regions will enable the Santiago network to leverage existing UNDRR networks of partners and stakeholders in the field of loss and damage, including regional intergovernmental organisations and processes, and UN coordination platforms and issue-based coalitions. See Section B for details on how the regional and sub-regional offices of UNDRR are proposed to be used as designated units.
- i. **Enhanced monitoring and evaluation:** Support the monitoring and evaluation of technical assistance by providing oversight and gathering feedback through regional-level coordination to inform ongoing activities under a full-cycle approach.

III. Operationalising regional presence

A. Structure of the Santiago network

- 19. Section III of the [Terms of Reference of the Santiago network](#) details that the Santiago network will have the following structure:
 - a. A hosted secretariat that will facilitate its work, to be known as the Santiago network secretariat;
 - b. An Advisory Board to provide guidance and oversight to the Santiago network secretariat on the effective implementation of the functions of the network;
 - c. A network of member organizations, bodies, networks and experts covering a wide range of topics relevant to averting, minimizing and addressing loss and damage.

B. Role of the co-hosts

- 20. Section IV of the [Memorandum of Understanding \(MOU\)](#) details the role and responsibilities of UNDRR and UNOPS as co-hosts of the Santiago network secretariat.
- 21. Paragraph 8 of the above MOU details, under roles and responsibilities of UNDRR and UNOPS, that *“UNDRR and UNOPS shall make regional and subregional UNDRR offices in all United Nations geographical regions available, as appropriate, to serve as designated units for providing relevant services and support for catalysing effective and timely technical assistance in developing countries that are particularly vulnerable to the adverse effects of climate change”*.

⁷ Decision 6/CMA.5, Annex para. 8

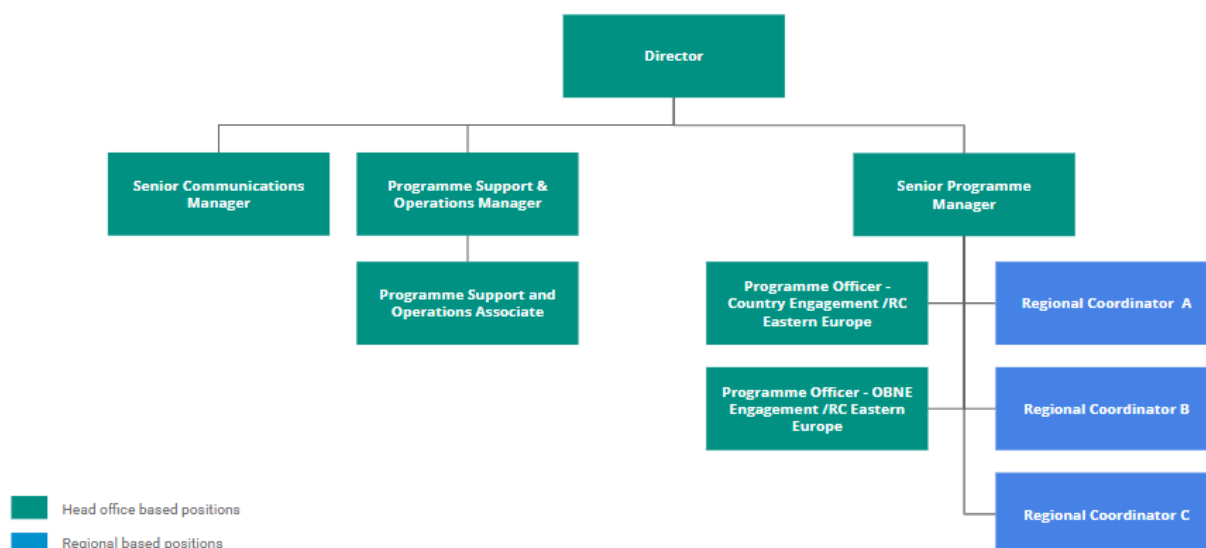
22. Paragraph 12 of the MOU details, that “UNDRR will provide the Santiago network secretariat with technical backstopping and expertise in the domain of averting, minimizing and addressing loss and damage consistently with the guidelines for preventing potential and addressing actual and perceived conflicts of interest in relation to the Santiago network”.
23. In line with Paragraph 12, UNDRR regional and subregional offices will work together with the Regional Coordinators and provide necessary support through, inter alia, the following areas, noting that the nature of the technical backstopping and other support functions to be provided by UNDRR may evolve to be responsive to the needs of the Santiago network over time:
 - a. Making available UNDRR regional and subregional offices in all UN geographical regions, as appropriate, to serve as designated units and host the regional coordinators, where applicable, for the effective functioning of the Santiago network Secretariat in line with the provisions of the MOU stated above;
 - b. Enhancing outreach and capacity building activities by interlinking Santiago network (including regional coordinators), with regional events (e.g., Regional Platforms for Disaster Risk Reduction) and networks of partners and stakeholders in the field of loss and damage, leveraging UNDRR’s convening and custodian role in related domains;
 - c. Providing technical backstopping and expertise to the regional coordinators, including for the development of knowledge products, and identification of regional capacities, gaps, priorities and needs,
 - d. Providing technical support to the regional coordinators for catalysing demand-driven technical assistance consistent with the guidelines for preventing potential and addressing actual and perceived conflicts of interest in relation to the Santiago network;
 - e. Ensuring linkages with regional intergovernmental processes, and UN regional collaborative platforms and issue-based coalitions as relevant for averting, minimizing and addressing loss and damage.
 - f. Enhancing the outreach of Regional Coordinators in disseminating information about opportunities for membership and technical assistance, including through disseminating relevant materials, as available in UN languages, at regional and local levels, directing stakeholder interest to the respective Regional Coordinator⁸.
24. In accordance with paragraph 23 of the MOU, the Santiago network Secretariat shall make use of regional and subregional United Nations offices in all United Nations geographical regions, as appropriate. In line with this, United Nations regional and sub-regional offices, including UNOPS, can serve as designated units and host the regional coordinators, where applicable.

⁸ Please see SNAB 4 document: “Outreach strategy: zero draft and 2025 plan” (SNAB/2025/04/08).

C. Role of the Secretariat

25. The joint UNDRR/UNOPS proposal included an organizational chart for the Santiago network Secretariat with 7 Head Office positions. The proposal detailed that 'in line with the Santiago network strategy, the Secretariat consolidation and based on the potential needs of the Secretariat to be geographically close to the partner countries, two regional officers may be engaged in the second year, and additional regional officers could be engaged in the third year'. Figure A below has been adapted to reflect additional regional positions and their placement within the Secretariat structure (see Figure A).

Figure A: Santiago network Secretariat structure (based on UNDRR/UNOPS joint proposal, March 2023)



i. Global functions

26. As per Section IV.A. of the Terms of Reference, the Santiago network Secretariat shall facilitate the implementation of the functions of the Santiago network and shall manage day-to-day operations of the Santiago network, including:
- Building and managing the network of Member OBNEs;
 - Ensuring the coordination and collaboration of the work of the Santiago network with relevant UNFCCC constituted bodies;
 - Receiving, assessing and managing the process of responding to requests from developing countries that are particularly vulnerable to the adverse effects of climate

- change for technical assistance to avert, minimize and address loss and damage, in coordination with network Members;
- d. Developing and executing the work programme approved by the Advisory Board, building on synergies with the five-year rolling workplan of the Executive Committee;
 - e. Promoting and disseminating information on the Santiago network in a manner that is comprehensible and accessible to communities particularly vulnerable to the adverse effects of climate change;
 - f. Managing and directing the disbursement of funds provided for the Santiago network consistently with the fiduciary standards, legal and ethical integrity policies, and financial rules and regulations of the host of the Secretariat.
27. As detailed in Figure A above, the joint UNDRR/UNOPS proposal included 7 Head Office positions, 5 of which have either been recruited or are under recruitment. The 2 remaining positions are the Programme Officer (Country Engagement) and the Programme Officer (OBNE engagement). As per the approved [2025 budget](#), it is envisaged that both these positions would be recruited in the first half of 2025 and would commence their roles in Q3 2025.
28. The recruitment of personnel in the head office in 2025 is crucial to establish a solid core for the Secretariat, enabling it to plan, implement and oversee central and regional operations, ensuring consistency in quality assurance, policy implementation and service delivery across regions. This is especially important during the ongoing Secretariat setup phase to build a cohesive, integrated and functional team. The proper functioning of the Secretariat will require a strong central team that can effectively coordinate with regional positions.
29. A summary of the job descriptions for each of the head office positions detailed in Figure A can be found in Annex B.

ii. Regional functions

30. In order to fulfill its mandate to catalyze technical assistance at the *local, national* and *regional* levels, and in keeping with the decisions of the COP and CMA as well as the outcomes of the third Advisory Board meeting and the follow-up intersessional meeting on regional presence, regional positions in the form of “Regional Coordinators” are being considered as a means to enhance engagement, provide tailored support across and within regions, and strengthen the Santiago network's ability to effectively respond to the diverse needs of developing countries.
31. Regional Coordinators⁹ were included in the UNDRR-UNOPS joint proposal to host the Santiago network (March 2023) and in the 2025 Annual Budget approved by the Advisory Board in September 2024. The proposal detailed that ‘in line with the Santiago network

⁹ The title of Regional *Officers* included in the joint proposal has been changed to Regional *Coordinators* to avoid confusion with regional *offices*.

strategy, the Secretariat consolidation and based on the potential needs of the Secretariat to be geographically close to the partner countries, two regional officers may be engaged in the second year, and additional regional officers could be engaged in the third year'. The regional positions would *"serve as the first point of contact for countries and provide technical advice and contribute to building the network of OBNEs at the regional level, as well as support the secretariat in assessing and communicating the capacity gaps and needs at the regional and national levels"*.¹⁰ It is envisaged that the Regional Coordinators would also provide regional perspectives in support of the overall functioning of the Secretariat (e.g. development of standardized processes and procedures, capacity building, etc.). See draft Regional Coordinator Terms of Reference (ToR) in Annex A.

32. Under the supervision of the Senior Programme Officer and the oversight of the Director, the Regional Coordinators will drive and oversee the provision of catalyzed technical assistance under the Santiago network in their respective regions, as well as provision of related services, ensuring effective and timely support for developing countries that are particularly vulnerable to the adverse effects of climate change. The Regional Coordinators will:
 - a. Lead the technical work of the Santiago network Secretariat in their regions, under the oversight of and in coordination with the head office, enabling timely and targeted responses to demand-driven technical assistance.
 - b. Provide guidance and support in relation to requests for technical assistance emerging in their respective regions, including for LDCs and SIDS, throughout the entire technical assistance cycle, from the receipt of requests to the delivery of the technical assistance.
 - c. Support tailored outreach (including in UN languages) and Member, partner and stakeholder engagement, including through strategic and actionable knowledge management, as well as by disseminating information in a manner that is comprehensible and accessible to vulnerable communities in their respective regions.
 - d. Benefit from the support of UNDRR designated technical experts, and act as key focal points for regional and national partners, and technical agencies.
 - e. Develop, disseminate and facilitate access to knowledge and information on a wide range of topics relevant to avert, minimize and address loss and damage at the regional level.
33. Effective integration of regional and global functions in the membership and technical assistance cycles will be crucial to ensuring that the Regional Coordinator (RC) role serves as an enabler for the timely and efficient processing of expressions of interest (EoIs) for membership and requests for technical assistance (TA) received from a diversity of proponents in the regions, ensuring inclusiveness. The evaluation of expressions of interest and the technical review of technical assistance requests are centralized processes, managed by the head office, that will be driven by regional demand, supported by RCs.

¹⁰ UNDRR/UNOPS proposal for the hosting of the Santiago network secretariat (March 2023), p.18

34. Additionally, the RC will play a key role in monitoring regional demand, which will help anticipate the volume of EoIs and TA requests per region, enabling the allocation of resources accordingly. The integration of regional and global functions within the SN operational cycles, along with monitoring regional demand, will ensure the RC role functions as an enabler, preventing it from becoming a gatekeeper or bottleneck for regional operations.
35. The individual performance of regional positions will be appraised through a standard performance management process by first- and second-level supervisors. The overall contributions of Regional Coordinator positions in supporting the delivery of the Santiago network's mandate will be assessed as part of the independent review of the performance of the Santiago network, to be commissioned by the Santiago network Secretariat in accordance with decision 12 CMA.4, endorsed in 11/CP.27, as the regional presence of the Santiago network is considered a critical element to realize its impact aspiration.
36. Table A below provides an indicative summary of how some of the roles and responsibilities of the Santiago network Secretariat, as articulated in the TOR and MOU, will be delivered by Secretariat staff at global and regional levels. This overview is intended to clarify regional functions within the broader context of the Secretariat's functions, ensuring a clear understanding of the complementary responsibilities and feedback loops for planning, operations, budget execution and monitoring and evaluation.

Table A: Non-exhaustive list of Santiago network Secretariat functions at global and regional levels

Secretariat functions ¹¹ related to:	Global functions	Regional functions
OBNEs and membership in the Santiago network	<ul style="list-style-type: none"> • Initiate and maintain the relevant processes for the implementation of the guidelines for Santiago network membership • Set strategies and oversee OBNE and membership engagement for the SN • Manage processes for receiving and reviewing expressions of interest for membership • Ensure platforms are established to support collaboration and coordination among SN Members, including communities of practice. 	<ul style="list-style-type: none"> • Support the application of the OBNE guidelines in the official UN languages relevant to the respective region • Apply OBNE and membership engagement strategies to the unique context of countries in the relevant region • Support the process for building and maintaining membership in the SN, including engaging communities of practice, with emphasis on regional, national and subnational/local OBNEs in relevant UN languages, where possible

¹¹ Drawn from its TOR and decision texts

Secretariat functions ¹¹ related to:	Global functions	Regional functions
Technical assistance	<ul style="list-style-type: none"> Establish processes to ensure the application and use of the guidelines and procedures for responding to technical assistance requests Establish and execute a process to systematically support countries in assessing and articulating their technical assistance needs. Establish and execute processes to support the development, submission, evaluation, grant-award and implementation of demand-driven TA requests across a wide range of topics relevant to averting, minimizing and addressing loss and damage Issue and manage responses to calls for proposals or relevant processes for technical assistance requests Manage fund disbursement for technical assistance provided to proponents Establish and implement SOPs for the operation of designated units in UN and UNDRR Manage the process for the nomination of liaisons to the Santiago network Secretariat Ensure quality and consistent delivery of technical assistance across regions. 	<ul style="list-style-type: none"> Serve as a point of contact for demand-driven technical assistance requests for a wide range of topics relevant to loss and damage in the respective region, based on the guidelines and procedures for responding to technical assistance requests and in the UN and other relevant languages of the respective countries Support the head office with managing calls for proposals, particularly for different UN languages spoken in the region Support the review and monitoring of deliverables for technical assistance delivered in countries of the respective regions prior to fund disbursement by the head office, where applicable Engage with proponents during the implementation phase and facilitate context-informed adaptive management as needed. Lead work of the SN Secretariat in designated units within UN and UNDRR regional offices, as appropriate Collaborate with UNDRR for technical backstopping support in the respective region Support the head office with maintaining contact with and managing liaisons to the Santiago network Secretariat from countries in the respective regions, including communicating in different UN languages
Work programme	<ul style="list-style-type: none"> Develop SN work programmes, for approval by the AB, and implement the approved work programme 	<ul style="list-style-type: none"> Contribute to development and implementation of region-specific activities of the work programme
Budget and fund management	<ul style="list-style-type: none"> Prepare for approval, and track the annual budget of the Santiago network Secretariat Allocate and manage funds for execution of activities in line with the approved budget 	<ul style="list-style-type: none"> Contribute to the activities and cost estimates of the annual budget based on activities programmed for the region, with due regard to culturally appropriate considerations

Secretariat functions ¹¹ related to:	Global functions	Regional functions
Advisory Board	<ul style="list-style-type: none"> • Serve as secretary to the AB (director with support of the staff) to facilitate, inter alia, convening of meetings, preparation of documents, meeting reports, etc. • Advise the AB of progress and challenges relevant to the Santiago network for information and/or action 	<ul style="list-style-type: none"> • Support the secretary of the AB (i.e., the director) in fulfilling their role, such as activities of the AB that may be held in the respective region • Input information, insights and challenges from countries of the respective region to inform AB meetings and decisions
Knowledge management, outreach and communication	<ul style="list-style-type: none"> • Develop communications, outreach and knowledge management strategies • Create communication and outreach materials for the SN, including relevant branding, editing, etc. • Conduct training and outreach activities for the SN • Establish partnerships at the global level to enhance SN outreach 	<ul style="list-style-type: none"> • Contribute to the development of knowledge, communication and outreach material based on specific contexts of the countries in the region and direct engagement with countries and other stakeholders • Conduct context-specific regional outreach, engagement and training activities, and extend reach and impact at the local level by engaging Members. • Act as a resource person for information on the SN in the respective region, including a focus on diverse languages • Leverage UNDRR and other UN regional offices for tailored support and outreach
Monitoring, evaluation and learning	<ul style="list-style-type: none"> • Develop and execute an overall MEAL framework in line with the work programme and emerging priorities and direction from the AB and Parties • Prepare annual reports for submission to and approval by the Advisory Board, including liaising with the co-hosts of the SN Secretariat for the necessary information to be included • Liaise with the UNFCCC Secretariat to ensure timely preparation of the joint report with the ExCom 	<ul style="list-style-type: none"> • Contribute to MEAL framework based on activities in the countries of the respective region and other activities, as appropriate • Contribute regional updates and outcomes to reports

Secretariat functions ¹¹ related to:	Global functions	Regional functions
Any other matter	<ul style="list-style-type: none"> Any other function required for the effective operation of the Santiago network Secretariat, including giving effect to the decisions of the Advisory Board and of the governing body/bodies of the WIM 	<ul style="list-style-type: none"> Support the head office/global activities, as required, with other matters directly or indirectly relevant to the regions

37. Given the complementarity between global and regional functions, establishing regional presence would significantly enhance the value of the Santiago network by strengthening context specific operations and fostering quality engagement with country and community stakeholders, including effective communication in local languages and an opportunity to build stronger connections on the ground. Please refer to the TOR in Annex B and Annex C for information on the functions and responsibilities of Regional Coordinators and other Secretariat positions.

D. Role of Members

38. Members of the Santiago network, as defined in the [Guidelines for the designation of organizations, bodies, networks, and experts \(OBNEs\)](#), are critical to achieve the goals and functions of the Santiago network across different regions. They actively support the network by applying their local expertise and knowledge to address specific needs in their regions, in particular by responding to technical assistance requests and delivering solutions tailored to needs and priorities on loss and damage at the local, national and regional levels.
39. Beyond the provision of technical assistance, Members strengthen regional collaboration by facilitating partnerships and fostering networks of OBNEs across communities of practice. They play a key role in sharing knowledge, identifying capacity gaps in a demand-driven manner, and disseminating best practices to enhance regional engagement.

E. Coordination and collaboration

40. It is crucial that there is effective collaboration and coordination amongst actors involved in the Santiago network in line with the [guidelines for the designation of OBNEs](#), the [guidelines for the provision of technical assistance](#) and the [conflict of interest guidelines](#). This includes, for example, aligning the work of the Secretariat, at the regional level, closely with the network of Members in their respective regions, as well as with other relevant partners.
41. Coordination and collaboration with regional partners outside the UN common system may include, inter alia, engaging with regional organizations, INGOs, NGOs, and multilateral and regional development banks related to regional and sub-regional processes, platforms, and

coordination mechanisms/events (e.g. issue-based coalitions, Regional Climate Fora, etc.). These regional partners may further support the Santiago network Secretariat with outreach and capacity-building efforts, particularly with relevant OBNEs within their respective regions. Broader outreach, collaboration, and coordination with key regional partners will be guided by the outreach strategy¹² outlined in the Santiago network [work programme](#)¹³ and align with the overall Santiago network strategy¹⁴.

42. Within the UN common system, coordination and collaboration with regional partners will be guided by existing decision texts, including the MOU regarding the hosting of the Santiago network Secretariat, which notes that regional and subregional United Nations offices in all United Nations geographical regions may provide relevant services and support for catalysing effective and timely technical assistance, as appropriate. These services and support may include, inter alia, disseminating information and facilitating country-level engagement through UN regional collaborative platforms, UN Resident Coordinator Offices (RCOs) and United Nations Country Teams (UNCTs) to effectively address regional and sub-regional priorities and needs on loss and damage.
43. Thus, the regional coordinators will benefit from the proximity to the regional and national collaborative platforms and networks, with facilitation from UNDRR in its convening role on topics relevant to loss and damage. This will also help the regional coordinators to support countries in aligning the technical assistance with and/or contributing to national/regional/local priorities on loss and damage, including relevant elements of policies, strategies or plans.
44. The Regional Coordinators will serve as the primary point of contact for requesters of technical assistance in developing countries, disseminate and facilitate access to relevant knowledge and information, offer regular advice and support in accessing technical assistance from the Santiago network, and facilitate the processing of expressions of interest and technical assistance requests into Santiago network central operations.
45. Ensuring a cohesive, functional and integrated approach to operationalizing the Santiago network at a regional level will require a well-planned and considered approach. The following actions will be taken by the Santiago network Secretariat to facilitate coordination and collaboration across the different roles and functions of the Santiago network, in particular the Secretariat's head office and regional positions:
 - a. In line with the matchmaking process detailed in the [guidelines for the provision of technical assistance](#), fostering collaboration with Members by aligning their expertise with

¹² Please see SNAB 4 document: "Outreach strategy: zero draft and 2025 plan" (SNAB/2025/4/08).

¹³ Activity 20 - Enhance engagement of the Santiago network with relevant mechanisms and networks.

¹⁴ Please see SNAB 4 document: "Santiago network strategy: zero draft and development roadmap" (SNAB/2025/4/11).

regional and national needs, facilitated by regional positions who will serve as the first point of contact to respond to demand-driven requests for technical assistance in regions.

- b. Establishing reporting lines and delegation of authority for regional positions to advance regional work in coordination with central decision-making functions related to technical assistance and OBNE membership.
- c. Establishing regular communication, coordination and reporting channels between regional positions and the head office (e.g. periodic updates, shared progress reports, and virtual coordination meetings), to ensure a cohesive team operation and a consistent approach to service delivery.
- d. Identifying opportunities to enhance and facilitate access to finance, technology and capacity building at the global and regional level.
- e. Developing, disseminating and providing access to knowledge and information on a wide range of topics relevant to avert, minimize and address loss and damage.
- f. Promoting learning and feedback loops by creating opportunities for sharing best practices and lessons learned across central and regional positions, ensuring that regional operations align with organizational objectives and, at the same time, contribute to cross-cutting processes.
- g. Maintaining a balance between enabling regional positions to operate with an adequate level of autonomy and ensuring oversight from the head office in responding to the needs and priorities of developing countries.

IV. Framework for regional presence

A. Regional groupings and criteria for regional positions

- 46. In order for the Santiago network to enhance effectiveness, collaboration, and alignment with regional needs while ensuring its global objectives are met comprehensively, it is recommended that the Santiago network adopts the UNFCCC regional groupings that represent developing countries for administrative, operational and reporting purposes: Africa, Asia-Pacific, Latin America and the Caribbean, and Eastern Europe.¹⁵
- 47. In order to assist the Advisory Board in its consideration of locations for regional positions, criteria for location of regional positions is hereby provided.
 - a. **Regional balance:** Strike a balance across key regional groupings considering needs across regions (i.e. Africa, Asia-Pacific, Latin America and Caribbean) and acknowledging the capacity constraints of SIDS and LDCs.

¹⁵ <https://unfccc.int/process-and-meetings/parties-non-party-stakeholders/parties/party-groupings> or <https://www.un.org/dgacm/en/content/regional-groups>

- b. **Presence of co-host of the Secretariat:** As a Secretariat co-hosted by UNDRR and UNOPS, and in view of (i) UNDRR offices being available as designated units as per the MOU, and (ii) UNDRR's technical backstopping, including to the Regional Coordinators, the location of UNDRR regional and sub-regional offices (Annex C) is among the criteria to be considered.
- c. **Presence of United Nations regional and sub-regional offices.** The Santiago network Secretariat has been requested to use UN regional and sub-regional offices as appropriate¹⁶ and therefore presence of UN regional and sub-regional offices is a proposed criterion, subject to the concurrence of the concerned UN office and to the guidelines on conflict of interest.
- d. **Operational feasibility:** Considering locations based on, among other things, logistical considerations, such as travel connectivity, cost-effectiveness, language, infrastructure, duty of care to personnel, and host country readiness including compliance with local and UN security management requirements, specifically within the context of serving the countries in the particular region as effectively and efficiently as possible.

B. Location options for regional positions

- 48. In line with its mandate, the Santiago network will focus on developing countries that are particularly vulnerable to the adverse effects of climate change. Hence, it is proposed to have Santiago network presence in the following regions, which are aligned with UNFCCC regional groupings: **Africa, Asia-Pacific and Latin America and the Caribbean.** The **Eastern Europe** region is proposed to be covered by the head office in Geneva. In selecting the location for the proposed regional positions, the Advisory Board is invited to consider the proposed criteria for regional locations, and UNDRR office locations (see Annex C). With regards to potential use of UN regional office locations, it is suggested these be explored based on locations of interest to the Advisory Board, considering the UN-wide country presence and the need for concurrence from the concerned UN office (see Annex D).

C. Options for regional positions

- 49. Potential options for structuring regional positions are presented in the table below. These options are designed to balance operational feasibility, cost efficiency, and the Santiago network's mandate to deliver targeted technical assistance while ensuring that the network operates cohesively across regions.

¹⁶ Footnote to 6/CMA.5 paragraph 12 and MOU para 23.

Table B: Overview of location options for regional positions

Option	Regional positions	Total HO Positions	Total Regional Positions	Key features
Option 1	<ul style="list-style-type: none"> 3 regional positions (Africa, Asia-Pacific, Latin America & the Caribbean). Eastern Europe covered by the HO. 	7	3	Ensures regional coverage whilst maintaining a lean Secretariat.
Option 2	<ul style="list-style-type: none"> 3 regional positions (Africa, Asia-Pacific, Latin America & the Caribbean). Eastern Europe covered by the HO. 3 part-time positions to support Regional Coordinators (language, thematic expertise) on a need basis. 	7	3 on part-time basis	<p>Maximizes regional coverage whilst addressing additional capacity needs (e.g. language, thematic expertise).</p> <p>This option may be considered under a phased, step-wise approach for part-time positions, based on need and experience.</p>
Option 3	HQ functions partially embedded in regional staff. Eastern Europe covered by the HO.	6	4	<p>The AB may decide the location of the fourth regional position.</p> <p>Country/OBNE engagement global function partially performed by regional staff.</p> <p>Reduced Head Office capacity.</p>

50. The delivery of the Santiago network mandate requires both global and regional functions. This necessitates a structure that integrates global and regional operations effectively. Relying solely on head office staff to deliver Santiago network functions and responsibilities would result in higher costs due to the location of the positions, limiting the ability to address region-specific needs. At the same time, regional positions require a solid head office to integrate their work and articulate with global operations.
51. The Secretariat evaluated the suitability of full-time versus part-time roles for the Regional Coordinator positions. The assessment considered factors such as human resources management, the nature of the position and its functions, and service delivery requirements. From a human resource perspective, full-time positions offer greater potential for talent acquisition and retention, providing long-term benefits for the Santiago network during its early setup stage. Regarding the role itself, the nature of the position and its functions require dedicated professionals working exclusively for the Santiago network. This, considering the number of countries to be covered per region, and the need to ensure the avoidance of

potential conflicts of interest that may arise if individuals are engaged in part-time roles with other employers. In terms of service delivery, meeting the needs of countries and vulnerable communities demands seamless support throughout the technical assistance cycle - from demand-driven request development to implementation. Such continuity and responsiveness are best achieved through full-time positions. Full-time positions could focus on regional functions or have a mix of regional and global responsibilities. Hence, the Secretariat recommends hiring full-time staff for the Regional Coordinator positions.

52. It is considered that any additional capacity requirements, beyond the core team, could be addressed in a targeted manner through part-time roles. Part-time roles could focus on specific deliverables or specialized skill sets, such as thematic expertise, language proficiency or supplemental regional capacity requirements. These roles could also be time-bound to address periods of increased demand. To support this approach, a roster of experts across various subject areas could be developed, along with an annually planned consultancy budget with a fixed cap. These roles could vary depending on required experience.¹⁷ Option 2 in the table above reflects the potential inclusion of part-time resources to address such gaps. These part-time roles could be located regionally based on need and could be considered as part of a phased, step-wise approach to regional presence.
53. The Secretariat also evaluated the suitability of different contract types for regional roles. It is considered that staff supporting the Santiago network Secretariat “in meeting its responsibilities and performing its functions efficiently and effectively” should hold the same type of contract as part of the “small core team of professional and administrative staff” referenced in paragraph 33 of the MOU. The Regional Coordinator positions are considered essential for the delivery of the Santiago network responsibilities and expected performance. Therefore, it is recommended that these be staff positions. For part-time positions requiring specialized skill-sets (e.g. language, thematic expertise) Individual Contractor Agreements (ICA) could be considered.

D. Hosting arrangements

54. Paragraph 23 of the MOU outlines, under roles and functions of the Santiago network Secretariat, that *The Santiago network secretariat shall make use of regional and subregional United Nations offices in all United Nations geographical regions, as appropriate, to serve as designated units to provide relevant services and support for catalysing effective and timely technical assistance in developing countries particularly vulnerable to the adverse effects of climate change.* Paragraph 8 of the MOU outlines that *‘UNDRR and UNOPS shall make regional and subregional UNDRR offices in all United Nations geographical regions available, as appropriate, to serve as designated units for providing relevant services and support for catalysing*

¹⁷ For Local Individual Contractor Agreements (LICA) and International Individual Contractor Agreements (IICA), the remuneration is an inclusive monthly fee and varies according to the contract level, the hired candidate's background, duty station specification as well as eligible dependents, among other criteria. For retainers and contracts with a duration of less than one (1) month, the fees may be established based on an hourly or daily rate. Please refer to: <https://jobs.unops.org/pages/about/whatweoffer.aspx>.

effective and timely technical assistance in developing countries that are particularly vulnerable to the adverse effects of climate change.'

55. It is understood that designated units in the context of the MOU are to be considered as **regional and subregional units of the Santiago network Secretariat** to provide services and support for catalysing technical assistance in their respective regions and/or subregions for the following reasons:
 - a. The Santiago network was established to catalyse the technical assistance of relevant OBNEs for the implementation of relevant approaches to averting, minimizing and addressing loss and damage [...] (Decision 2/CMA.2, noted in 2/CP.25, para. 43).
 - b. Parties decided that the work and the functions of the Santiago network would be facilitated and implemented by the Santiago network Secretariat under the guidance and oversight of the Advisory Board (Decision 12/CMA.4, endorsed in 11/CP.27).
 - c. Parties did not envision the Santiago network Secretariat to establish offices at regional and subregional level but to make use of existing UN offices to serve as designated units for providing relevant services and support for catalysing effective and timely technical assistance in developing countries that are particularly vulnerable to the adverse effects of climate change.
 - d. The function of the designated units is to provide relevant services and support for catalysing effective and timely technical assistance in developing countries particularly vulnerable to the adverse effects of climate change.
56. In accordance with the above, UNDRR regional and sub-regional offices will serve as designated units of the SN Secretariat and host the regional coordinators where relevant, in line with the guidelines for preventing potential and addressing actual and perceived conflicts of interest in relation to the Santiago network.
57. In line with paragraph 23 of the MOU, the Santiago network Secretariat shall make use of UN regional and subregional offices, as appropriate, to serve as designated units. These designated units, including UNOPS, may host Regional Coordinators where applicable. Contact points in these designated units will be shared with countries and stakeholders through the SN website to facilitate access to information and support for those seeking to request technical assistance. Contact points in regional UNDRR offices, and other UN offices where agreed, will direct stakeholder interest to the Regional Coordinator, who will serve as the primary point of contact for the Santiago network in the respective region.

E. Cost implications

58. A cost estimate for the potential options for structuring head office and regional positions are presented in Table A below. These options are designed to balance operational feasibility,

cost efficiency, and the Santiago network's mandate to deliver targeted technical assistance while ensuring that the network operates cohesively across regions.

59. The 7 Head Office positions detailed in Option 1 and Option 2 are aligned with the organisation structure detailed in the original UNDRR/UNOPS proposal to host the Santiago network (March 2023):

- Director
- Senior Programme Officer
- Project Support & Operations Manager
- Communication Officer
- Operations Associate (Administrative Support)
- Programme Officer - Country Engagement Specialist
- Programme Officer - OBNE Engagement Specialist

Table C: Personnel cost estimates for the Santiago network

Option	Secretariat positions	Head Office Annual Cost (USD)	Regional Annual Cost (USD)	Total Annual Cost (USD)	Notes
Option 1	7 Head Office Positions. Eastern Europe covered by the HO. 3 regional positions (Africa, Asia-Pacific, Latin America & the Caribbean)	1,869,949	695,688	2,565,637	7 Head office positions as per UNDRR/UNOPS Proposal and approved 2025 budget. 3 Regional positions based in Bangkok, Panama, and either Nairobi or Dakar.
Option 2	7 Head Office Positions. Eastern Europe covered by the HO. 3 regional positions (Africa, Asia-Pacific, Latin America & the Caribbean). 3 part-time positions to support Regional	1,869,949	785,894	2,655,843	3 FT Regional positions based in Bangkok, Panama, and either Nairobi or Dakar and 3 PT positions (50% LoE/LICA 8). Maximizes regional coverage whilst addressing additional capacity needs (e.g. language, thematic expertise). This option may be considered

Option	Secretariat positions	Head Office Annual Cost (USD)	Regional Annual Cost (USD)	Total Annual Cost (USD)	Notes
	coordinators (language, thematic expertise) on a need basis.				under a phased step-wise approach.
Option 3	6 Head Office Positions. Eastern Europe covered by the HO. 4 regional positions (Africa, Asia-Pacific, Latin America & the Caribbean).	1,619,949	934,658	2,554,607	6 Head office positions and 4 Regional positions based in Bangkok, Panama, Nairobi or Dakar. The AB may decide the location of the fourth regional position. Country/OBNE engagement global function partially performed by regional staff.

Budget Notes:

1. All figures in USD. Staff will be recruited by UNOPS in consultation with UNDRR.
 2. Staff positions calculated using UNOPS Staff proforma tool 2023. P4 calculated a level 6 with dependent spouse and 2 children with less than 5 years in current duty station. Position tenure is 12 months.
 3. ICS-11 (LICA11 / IICA3 / NO-D / P4) Minimum of 9 years of relevant work experience with bachelor's degree, or a minimum of 7 years of relevant work experience required with master's degree.
 4. Relocation costs and standard equipment/supply costs for positions are not included.
 5. Santiago network 2025 budget approved by AB in September 2024 includes provision for 2 Regional Coordinators (P4) for 6 months + relocation costs. The approved budget also includes provision for a) Programme Officer - Country Engagement Specialist (6 months - location TBD), and b) Programme Officer - Partner Networks Specialist (6 months - location TBD)
-
60. UNDRR shall make its regional and subregional offices available, as appropriate, to provide physical premises for Santiago network Secretariat personnel to undertake their functions in support of the Secretariat in line with the provisions of the MOU and in exercise of their responsibilities.
 61. UNDRR shall provide such support to the Santiago network Secretariat, through its regional and subregional offices, on a cost-reimbursable basis.
 62. The table below provides a summary of the costs of hosting the above regional positions in UNDRR offices.

Table D: Hosting cost estimates for the Santiago network regional personnel

Option	Secretariat positions	Total Annual Hosting Cost (USD)	Notes
Option 1	3 regional positions (Africa, Asia-Pacific, Latin America & the Caribbean)	21,000	Estimated annual costs in 3 locations - Bangkok, Nairobi/Dakar and Panama (including annual office rental and one-time furniture costs). The actual costs are expected to be lower.
Option 2	3 regional positions (Africa, Asia-Pacific, Latin America & the Caribbean). 3 part-time positions to support Regional coordinators (language, thematic expertise) on a need basis.	31,000	Estimated annual costs of 6 personnel in 3 locations - Bangkok, Nairobi/Dakar and Panama (including annual office rental and one-time furniture costs). This includes 3 full time and 3 part-time. The actual costs are expected to be lower. The cost will be the same as Option 1 in case the part-time positions work from home. ¹⁸
Option 3	4 regional positions (Africa, Asia-Pacific, Latin America & the Caribbean).	29,000	Estimated annual costs in 4 locations - Bangkok, Nairobi, Dakar and Panama (including annual office rental and one-time furniture costs). The actual costs are expected to be lower.

63. The Santiago network [2025 budget](#) approved by the Advisory Board includes provision for 2 regional coordinators who would commence their roles in July 2025. Regional Coordinator positions are seen as core staff to support the Santiago network Secretariat in meeting its responsibilities and performing its functions efficiently and effectively. The costs for positions are estimated based upon these positions being P4 staff roles in regional hub locations.
64. A P-4 position in the UN system is identified as the optimal level to deliver on the responsibilities, functions, and delivery requirements of the Regional Coordinator role, as it would balance the experience requirements of the position with the associated costs. A P-4 position requires a minimum of seven years of professional experience, often with significant responsibility and leadership. Positions above and below the P-4 grade would not provide the optimal balance of experience and cost value.¹⁹
65. The Regional Coordinator position requires professionals with substantial work experience and expertise in areas such as project implementation and monitoring, outreach and advocacy, as well as knowledge management and innovation. The role will represent the Santiago network in the respective region, requiring experience in representational functions,

¹⁸ Part-time positions are expected to support the Regional Coordinator on a need basis and may therefore work in the same location. However, subject to the nature of the deliverable, their location may change or be home-based.

¹⁹ Please see UN Career Staff Categories P1-P7: <https://uncareer.net/staff-categories>

stakeholder engagement and a strong degree of initiative to advance operations in the region. The P-4 level is therefore identified as optimal.

66. Any additional part-time roles could provide supplemental capacity focusing on specific deliverables or specialized skill sets, such as thematic expertise, language proficiency or supplemental regional capacity, and therefore contract types could be explored. The costs of these supplemental capacity roles would be lower as they would be recruited as Individual Contractor Agreement holders (ICAs).²⁰

V. Implementation strategy and roadmap

67. Outlined below is a proposed road map for operationalising regional positions of the Secretariat, under the guidance of the Advisory Board and Secretariat co-hosts:
- a. **Regional presence decision (Q2 2025):** AB to consider and decide on the establishment of Santiago network regional presence during SNAB 4;
 - b. **Finalization of TORs (Q2 2025):** Refine the TORs (see Annex A) for regional positions to define their roles, responsibilities, and performance criteria in alignment with head office responsibilities outlined in the TOR, MOU and work programme of the Santiago network;
 - c. **Selection of locations (Q2 2025):** Confirmation of regional groupings and duty stations for Regional Coordinators;
 - d. **Budget (Q2 2025):** If required, revise personnel budget line in [2025 budget](#) to accommodate change in number, type or timing of recruitment of regional positions and submit to the Advisory Board for approval.
 - e. **Recruitment of regional positions (Q2-Q4 2025):** Recruit and deploy regional positions to the selected locations, ensuring alignment with the Santiago network strategy and guidelines, and in line with the agreed hosting modalities;
 - f. **Coordination and integration (Q3-Q4 2025):** Establish formal communication and coordination mechanisms between the head office and regional positions, including shared work plans and regular review meetings.

VI. Conclusion and recommendations

68. The establishment of a regional presence for the Santiago network builds on decisions and discussions already undertaken by the Advisory Board and other key stakeholders, including in the context of the COP and CMA. These discussions have underscored the need for a

²⁰ MOU paragraph 11 details that 'UNOPS shall appoint, in consultation with UNDRR and in accordance with technical guidance from UNDRR, pursuant to the [Staff Regulations and Rules of the United Nations](#), consistent with paragraph 33 below, 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'.

tailored , regionally responsive structure to effectively support developing countries that are particularly vulnerable to the adverse impacts of climate change. The rationale for this approach is grounded in the network's mandate to catalyze technical assistance to avert, minimize and address loss and damage at the *local, national and regional levels*, leveraging expertise of a diverse network of OBNEs.

69. As outlined in this paper, the regional presence of the Santiago network is underpinned by a clear rationale and an opportunity to enhance the network's regional, country and local engagement as well as its outreach and efficacy by ensuring a more grounded and adaptable approach to diverse regional needs. Among other benefits, it would enable faster and more relevant responses to technical assistance requests, foster stronger partnerships with regional and local stakeholders, align technical assistance with national priorities on loss and damage, and serve as hubs for knowledge-sharing, dissemination and capacity building. Coupled with the engagement of Members and partners at multiple levels, it also serves to meet the needs of local communities facing the most severe impacts of climate change in a manner that is comprehensible and accessible, including in UN languages.
70. As of March 2025, the Santiago network has mobilized \$40.6m of funding. To fully realize the outcomes and outputs outlined in the Interim Results Framework, it will be crucial to ensure adequate human resources are in place to support the operationalisation of the network at local, national and regional levels. Progress on the development of the Santiago network strategic framework, including the Santiago network strategy and other strategic components, will also require a structure to implement the agreed direction, strategic priorities and operational approaches²¹.
71. The proposed approach for developing a regional presence focuses on establishing regional positions in close complementarity with the head office. These regional positions will serve as first points of contact, leveraging Santiago network Members and regional partners to address the needs and priorities of developing countries on loss and damage across different regions. The technical assistance needed to respond to loss and damage, as expressed by developing countries through relevant workshops and events, confirms the need for regional positions to provide tailored and context-relevant engagement. The scope and functions of these regional positions can evolve over time to reflect the operational experience gained by the Santiago network and to keep it current and aligned with an evolving landscape.
72. Establishing regional presence would significantly enhance the value to the Santiago network by strengthening context specific operations and fostering closer engagement with country and community stakeholders, including effective communication in local languages and building stronger connections with proponents and providers of technical assistance on the ground, enabling the delivery of the Santiago network's mission and value proposition.

²¹ Please see SNAB 4 document: "Santiago network strategy: zero draft and development roadmap" (SNAB/2025/4/11).

Annexes

Annex A: Santiago network Regional Coordinator Terms of Reference (DRAFT)

II. Organizational Context

The United Nations Office for Project Services (UNOPS) is an operational arm of the United Nations, supporting the successful implementation of its partners' peacebuilding, humanitarian and development projects around the world. Mandated as a central resource of the United Nations, UNOPS provides sustainable project management, procurement and infrastructure services to a wide range of governments, donors and United Nations organizations. With over 6,000 personnel spread across 80 countries, UNOPS offers its partners the logistical, technical and management knowledge they need, where they need it. By implementing around 1,000 projects for our partners at any given time, UNOPS makes significant contributions to results on the ground, often in the most challenging environments.

The Santiago network for averting, minimizing and addressing loss and damage

The Santiago network was established in December 2019 at COP25, as part of the Warsaw International Mechanism (WIM), for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change, to catalyze the technical assistance of relevant organizations, bodies, networks and experts, for the implementation of relevant approaches at the local, national and regional level, in developing countries that are particularly vulnerable to the adverse effects of climate change.(decision 2/CMA.2, para 43, noted by 2/CP.25)

The Parties to the UN Framework Convention on Climate Change Convention and the Paris Agreement subsequently decided on the functions of the Santiago network at COP26 and on the institutional arrangements to enable its full operationalization. Parties agreed the structure would comprise:

- A hosted Secretariat that will facilitate its work, to be known as the Santiago network Secretariat;
- An Advisory Board, to provide guidance and oversight to the Santiago network Secretariat on the effective implementation of the functions of the network; and
- A network of organizations, bodies, networks and experts (OBNEs) covering a wide range of topics relevant to averting, minimizing and addressing loss and damage.

At COP28 in 2023, Parties selected the consortium of UNOPS and the United Nations Office for Disaster Risk Reduction (UNDRR) as co-hosts of the Santiago network Secretariat for an initial term of five years, with five-year renewal periods.

Organizational structure of the Secretariat

The Santiago network Secretariat, co-hosted by UNOPS and UNDRR, is responsible for facilitating the implementation of the functions of the network and managing its day-to-day operations in accordance with decision 12/CMA.4.

While UNOPS will provide the necessary administrative and infrastructural support for the effective functioning of the Secretariat, UNDRR provides the Secretariat with technical backstopping and expertise in the domain of averting, minimizing and addressing loss and damage consistent with the guidelines for preventing potential and addressing actual and perceived conflicts of interest in relation to the Santiago network. Accordingly, UNDRR will annually submit a review of the management of technical issues within

the Secretariat to the Advisory Board for consideration.

The Santiago network Secretariat has a head office based in Geneva Switzerland with X full time staff, and is recruiting X Regional Coordinators to be located in X, Y, Z.

Further information on the Santiago network can be found on the [Santiago network website](#).

Scope of Responsibilities:

Under the overall guidance of the Director of the Santiago network Secretariat and the direct supervision of the Senior Programme Manager, the Regional Coordinator drives and supervises provision of catalyzed technical assistance under the Santiago network in Region X, as well as provision of related services, ensuring effective and timely support for developing countries that are particularly vulnerable to the adverse effects of climate change.

The Regional Coordinator leads the technical work of the Santiago network Secretariat, in Region X, including programme delivery, and outreach, in consultation with UNDRR designated technical experts, and acts as key focal point for regional and national partners and technical agencies.

The Regional Coordinator also leads the development and implementation of capacity building strategies and plans of the Santiago network in Region X, including through strategic and actionable knowledge management.

III. Functions / Key Results Expected

Summary of key results:

1. Programme implementation and monitoring
2. Outreach and advocacy
3. Regional coordination oversight
4. Knowledge management and innovation

Programme implementation and monitoring

- Lead the entire lifecycle of the Santiago network's technical assistance (TA) in Region X, including management of countries' requests, design of response plans, and management of engagement processes and undertaking due diligence on deliverables by OBNEs, to the implementation of the Monitoring and Evaluation for Learning and Accountability (MEAL) Framework.
- As part of the operationalisation of the Santiago network, support the design, set-up and implementation of fit-for-purpose, demand-based requests for TA from developing countries to the Santiago network Secretariat.
- Coordinate the effective engagement with developing countries, communities and other stakeholders in Region X in identifying their capacity gaps and developing requests for TA, where needed, including through regional scoping workshops and consultative processes.
- Build, manage and oversee a network of suitable OBNEs in Region X for the provision of TA to support developing countries in averting, minimizing, and addressing loss and damage associated with climate change impacts.
- Lead on the development and implementation of specific TA and capacity building strategies and plans in Region X in order to support the achievement of the overall Santiago network strategy.

- Lead the implementation of a results-based monitoring and evaluation system in **Region X** to assess the timeliness, appropriateness and outcomes of assistance provided under the Santiago network.
- Contribute to global functions related to strategy development, work planning and objective setting, reporting to the Advisory Board and to the COP, and acting as focal point, as needed.

Outreach and advocacy

- Develop strategies for engaging and maintaining partnerships in **Region X**, including collaborative projects, joint events, and resource sharing.
- Establish communication channels and platforms for effective networking and information exchange among **Region X** Members, and identify potential partners and stakeholders in **Region X** aligned with the mission and goals of the Santiago network.
- Lead development of regional advocacy campaigns, policy briefs, and other materials to support the Santiago network's advocacy efforts in **Region X**.
- Participate in regional fora and high-level meetings and ensure that interests and priorities of the Santiago network are fully considered.
- Support the implementation of a resource mobilization strategy for the Santiago network to secure funds to support TA for the developing countries.

Knowledge management and innovation

- Support knowledge sharing and strategic communication in **Region X**, ensuring collaboration and continuous feedback as appropriate.
- Champion knowledge on averting, minimizing and addressing loss and damage.
- Promote and raise awareness of the Santiago network in **Region X**.
- Lead capacity building of partners and stakeholders for strategic partnership development and engagement in **Region X**.
- Cultivate innovation and best practices in knowledge management.

III. Functions / Key Results Expected

Summary of key results:

5. Programme implementation and monitoring
6. Outreach and advocacy
7. Regional coordination oversight
8. Knowledge management and innovation

IV. Competencies

Strategic perspective

Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization. **(Applicable only for levels ICS-10 and above)**

IV. Competencies	
Integrity and inclusion	Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion.
Leading Self & Others	Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilising appropriate leadership styles
Partnering	Demonstrates understanding of the impact of one's own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role).
Results orientation	Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them. Understands that responsible use of resources maximizes our impact on our beneficiaries.
Agility	Open to change and flexible in a fast paced environment. Effectively adapts its own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behavior. Performance is consistent, even under pressure. Always pursues continuous improvements.
Solution focused	Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving.
Effective Communication	Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground.

V. Recruitment Qualifications	
Education:	<p>An advanced university degree (Masters or equivalent) preferably in development studies, international relations, political science, environmental sciences and climate change, economics, social sciences, or related areas is required.</p> <p>A first level university degree in combination with two (2) additional years of qualifying experience may be accepted in lieu of an advanced university degree.</p>
Experience and Qualifications:	Required:

	<ul style="list-style-type: none"> • A minimum of seven (7) years of progressively responsible programme coordination project management or other closely related experience is required. • From overall seven (7) year experience, a three (3) years of project and programme management experience, involving technical assistance to developing countries on climate action, particularly on climate change adaptation and/or disaster risk reduction is required. • From overall seven (7) years of experience, three (3) years of experience managing multidisciplinary and/or multicultural teams is required. • From overall seven (7) year experience, a minimum of three (3) years of experience in working with developing countries. • Professional experience in dealing with topics related to averting, minimizing and addressing loss and damage associated with the effects of climate change and familiarity with the UNFCCC and Paris Agreement is required.
Language Requirements:	<p>Full working knowledge of English is essential.</p> <p>Knowledge of other UN languages is an asset.</p>

Annex B: Secretariat Head Office Positions (excluding Director)

1. Senior Programme Officer

Under the supervision of the Director:

- Contribute to the implementation of the functions of the Santiago network as adopted by Decision 19/CMA.3, endorsed by decision 17/CP.26;
- Provide relevant support to the Director as the secretary of the Advisory Board of the Santiago network Secretariat;
- Provide technical backstopping and advice to countries that are seeking to access technical assistance on a wide range of topics relevant to averting, minimizing and addressing loss and damage approaches, including but not limited to current and future impacts, priorities, and actions related to averting, minimizing and addressing loss and damage;
- Oversee capacity gaps in countries and provision of technical assistance through OBNEs
- Provide substantive input into and guidance relating to requests from countries for technical assistance to access to action and support (finance, technology and capacity-building), under and outside the Convention and the Paris Agreement, relevant to averting, minimizing and addressing loss and damage;
- Contribute substantively to reports of the Santiago network Secretariat, particularly in relation to the technical elements of requests received and provided, and challenges and best practices identified;
- Act as focal point for relevant constituted bodies of the UNFCCC and organizations outside of the UNFCCC with a view to strengthening the support provided to countries regarding technical assistance under the Santiago network;
- Lead on actions emanating from decisions of the governing body or bodies of the Warsaw International Mechanism on Loss and Damage (WIM);
- Manage the design and development of a monitoring and evaluation system to assess the timeliness, appropriateness and outcomes of assistance provided under the Santiago network;
- Perform other functions as necessary for the effective operation of the Santiago network Secretariat.

2. Programme Support and Operations Manager

Under the supervision of the Director:

- Facilitate the management and directing of the disbursement of funds provided to the Santiago network Secretariat in keeping with the policies, procedures and guidelines approved by the Advisory Board;

- Facilitate the administration of funds provided for technical assistance under the Santiago network in a cost-effective and transparent manner;
- Ensure and/or facilitate that audits are conducted, as required;
- Coordinates the development and tracking of budgets and allocations relating to technical assistance as well as the operation of the Santiago network Secretariat, and advise the Director and other appropriate staff of progress and issues for which action is required;
- Manage transaction records relating to funds received and disbursed for technical assistance under the Santiago network, and the operation of the Santiago network Secretariat;
- Assist in the procurement of goods and services relating to technical assistance to be provided under the Santiago network as well as the operation of the Santiago network Secretariat;
- Manage or assist with the resolution of issues relating to contracts of the Santiago network Secretariat, including for the provision of technical assistance and of the administration of the office of the Santiago network Secretariat;
- Contribute to the preparation of financial report, budgets, expense reports and any other report as required;
- Provide input into the design and development of a monitoring and evaluation system to assess the timeliness, appropriateness and outcomes of assistance provided under the Santiago network;
- Assist the Santiago network Secretariat in being compliant with respect to established policies, plans, guidelines and procedures;
- Keep abreast of best practices that can increase the efficiency and effectiveness of financial operations;
- Provide human resources oversight of the Santiago network Secretariat, ensuring that the necessary human resources policies are applied and adhered to;
- Provide administrative oversight of the Santiago network Secretariat;
- Perform other functions as necessary for the effective operation of the Santiago network Secretariat.

3. Communications Officer (Knowledge Management & Outreach)

Under the supervision of the Director:

- Create effective communication channels, products and other outputs of the Santiago network Secretariat, including but not limited to managing the development of and/or contributions to newsletters, articles, training modules, primers, and audio-visual media, inter alia.
- Conduct knowledge management in relation to the work of the Santiago network;

- Create and manage the online presence of the Santiago network and the Santiago network Secretariat, including on websites and social media platforms, and monitors associated analytics and reports to determine the reach and effectiveness of information being shared;
- Disseminate information regarding training opportunities for developing countries with consideration of a wide range of topics relevant to averting, minimizing and addressing loss and damage approaches, including but not limited to current and future impacts, priorities, and actions.
- Create and facilitate public education and sharing of information regarding technical assistance available under the Santiago network, including official/nominated country liaisons.
- Ensure quality review and contribute substantive input into reports, speeches, publications, audio-visual products and other related outputs of the Santiago network Secretariat;
- Identify and implement activities that will increase the visibility of the Santiago network and its Secretariat, as well as key decisions emanating from decisions of the Advisory Board and the governing body or bodies of the WIM;
- Design instruments such as survey to assist in the collection of information on the performance of the Santiago network Secretariat's work, including in partnership with internal and external stakeholders;
- Liaise with the communications teams of the host of the Santiago network to enhance the reach of communications products and outputs;
- Perform other functions as necessary for the effective operation of the Santiago network Secretariat.

4. Programme Officer (Country Engagement Specialist)

Under the supervision of the Senior Programme Officer:

- Coordinate the development and implementation of capacity building strategies and plans for the Santiago network, and coordinate and identify training opportunities for developing countries with consideration of a wide range of topics relevant to averting, minimizing and addressing loss and damage approaches, including but not limited to current and future impacts, priorities, and actions, and with a view to enhancing the scope and quantity of technical assistance requested under the Santiago network;
- Engage with nominated liaison country representatives to identify needs and gaps with respect to technical assistance under the Santiago network;
- Facilitate the participation of duly nominated county representatives in training and capacity building opportunities relevant to the Santiago network;
- Identify potential capacity building opportunities for the Santiago network staff with a view to improving the effectiveness and efficiency of the Santiago network Secretariat;
- Contribute to the preparation of reports of the Santiago network Secretariat;

- Maintain records of capacity building activities facilitated and implemented by the Santiago network Secretariat, including as a contributor to the monitoring and evaluation systems;
- Perform other functions as necessary for the effective operation of the Santiago network Secretariat.

5. Programme Officer (OBNE Engagement Specialist)

Under the supervision of the Senior Programme Officer:

- Manage the development of the network of OBNEs in keeping with the modalities approved by the Advisory Board of the Santiago network;
- Engage the Members of the network of OBNEs with respect to the provision of technical assistance under the Santiago network;
- Enhances the outreach of the Santiago network liaising with relevant communities of practices, alliances and networks;
- Facilitate the implementation of modalities approved by the Advisory Board of the Santiago network for receiving requests for technical assistance under the Santiago network, and maintains appropriate records of nominated focal points, contact points etc.;
- Liaise with the Communications and External Relations Officer and hosting consortium to identify and implement measures to strengthen the network of OBNEs;
- Perform other functions as necessary for the effective operation of the Santiago network Secretariat.

6. Administrative Assistant

Under the supervision of the Programme Support and Operations Manager:

- Provides administrative support for the effective operation of the Santiago network Secretariat, including serving as team assistant in the Secretariat;
- Assist with the administration and monitoring of contracts and payments relating to technical assistance under the Santiago network and also the operation of the Santiago network Secretariat.
- Assists with travel arrangements in relation to work of the Santiago network Secretariat and the Advisory Board, including attendance at meetings, conferences, capacity building initiatives and other meetings, as required, and manage processes for travel claims;
- Assist with the procurement of goods and services, and in keeping inventories of assets;
- Assist with the conduct of requested audits as well as progress and other reports of the Santiago network Secretariat.
- Coordinate internal calendars of the Santiago network Secretariat and assist in managing appointment of the Director and Programme

-
- Support and Operations Manager as needed;
 - Prepare letters and other correspondence relating to the work of the Santiago network Secretariat;
 - Assist with communications relating to the Santiago network as needed;
 - Perform other functions as necessary for the effective operation of the Santiago network Secretariat.

Annex C: UNDRR Offices in identified regions²²

SR	UNDRR Office/ Location	Description
1	Addis Ababa	Liaison office to the African Union
2	Bangkok	Regional office for Asia-Pacific.
3	Cairo	Regional office for the Arab States region
4	Incheon	Programmatic expert focus (capacity development and urban resilience) supporting UNDRR work programme delivery
5	Kobe	International Recovery Platform
6	Nairobi	Regional office for Africa
7	Panama	Regional office for Latin America and the Caribbean
8	Suva	Sub-regional office in the Pacific
9	Dakar	Sub-regional office in West Africa (Planned for 2025)

Annex D: United Nations Offices

For further information on the United Nations global footprint, in addition to Annex C on UNDRR offices, please see the following webpages.

UN Secretariat: The [UN Secretariat](#), based in New York City, has offices in Geneva, Vienna, and Nairobi. Also part of the UN Secretariat are the Regional Commissions in Addis Ababa, Bangkok, Beirut, Geneva, and Santiago. Several UN Secretariat offices, including UNDRR, have regional and sub-regional offices.

UN System: All of the funds, programmes, specialized agencies, and other entities of the [UN system](#), including UNOPS, have their own budget, mandate, leadership, and headquarters. They have regional and local offices in all the main geographic areas of the world, as does the UN. Information on regional and sub-regional locations of funds, programmes, specialized agencies, and other entities of the UN system can be provided upon request.

²² As outlined in para 14 of this paper, identified regions for location of regional coordinators are Africa, Asia-Pacific and Latin America and the Caribbean. Other UNDRR offices are located in Bonn (climate change and data), Brussels (Regional office for Europe and Central Asia), Geneva (Headquarters) and New York (liaison office).