Fourth Meeting of the Advisory Board of the Santiago network

SNAB/2025/04/11

15 - 17 April 2025
Geneva, Switzerland
Provisional agenda item 8

31 March 2025

Santiago network strategy: zero draft and development roadmap

Summary

The initial two year work programme of the Santiago network (SNAB/2024/1/05.Rev.1) adopted by the Advisory Board at its first meeting, includes the Secretariat development of "a draft a 3- or 5-year strategy for the Santiago network, to align with the timeline of the ExCom work plan, under the direction of the Advisory Board, through a coordinated participatory approach".

At its third meeting, the Advisory Board adopted the interim results framework (SNAB/2024/3/10.Rev.2), noting that it will be revised, if needed, once the Santiago network strategy is developed. In addition, the Advisory Board took note of the annotated outline of the Santiago network strategy (SNAB/2024/3/11) and requested the Secretariat to further develop the strategy for consideration at its fourth meeting, taking into account the comments and suggestions made at its third meeting.

This document sets out a roadmap of proposed steps toward adoption of the Santiago network strategy by the fifth meeting of the Advisory Board. It includes a zero draft of the Santiago network strategy, taking into account the comments and suggestions made by the Advisory Board at its third meeting. The Advisory Board will be invited to consider the zero draft and roadmap toward the adoption of the Santiago network strategy.

This document has linkages with the initial two-year work programme of the Santiago network approved by the Advisory Board at its first meeting and the Interim Results Framework adopted by the Advisory Board at its third meeting. It is recommended that it should be considered in conjunction with the 'Santiago network resource mobilisation strategy: zero draft (SNAB/2025/04/14), the 'Santiago network Outreach strategy: zero and 2025 plan' (SNAB/2025/04/08), the 'Santiago network Communications Strategy: zero draft and 2025 plan' (SNAB/2025/04/13); and Discussion paper on minimum percentage of technical assistance funded directly by the Santiago network to be made available to communities particularly vulnerable to the adverse effects of climate change (SNAB/2025/04/11).

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Table of Contents

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I. Roadmap toward the adoption of the Santiago network strategy[1]

1. At its first meeting, the Advisory Board adopted the initial two year work programme of the Santiago network for 2024-2025 including the Secretariat development of "a draft a 3- or 5-year strategy for the Santiago network, to align with the timeline of the ExCom work plan, under the direction of the Advisory Board, through a coordinated participatory approach".

2. The roadmap presented here outlines proposed steps for a coordinated and participatory approach towards the adoption of the Santiago network strategy by the fifth meeting of the Advisory Board (SNAB 5). For planning purposes, the alternative dates for the fifth meeting of the Advisory Board, as proposed in the document on date and venue of upcoming Advisory Board meetings (SNAB/2025/4/15), are reflected in the roadmap. These remain subject to the Advisory Board's consideration under the date and venue agenda item.

3. The roadmap begins with the Advisory Board consideration of a zero draft of the Santiago network strategy at the fourth meeting of the Advisory Board that will take place from 15 to 17 April 2025, which takes into account the comments and suggestions made by Advisory Board members during its third meeting.

4. To further develop the strategy a participatory approach is proposed inclusive of a hybrid informal meeting that could be organized either back-to-back the 22nd meeting of the Executive Committee (ExCom) of the Warsaw International Mechanism for Loss and Damage (Bonn, May 13-15) or alongside the June Climate Meetings (SB 62, Bonn, June 16-20). The roadmap also foresees periods for AB written feedback, virtual informal meetings and stakeholder consultations, toward the adoption of the Santiago network strategy at SNAB 5.

Table A: Proposed roadmap

Date	Milestone	Key inputs/actions
April 15-17	SNAB 4 Meeting	AB consideration of **Draft 0** of the Santiago network strategy
April 18–30	Advisory Board submissions	Written inputs on **Draft 0** from AB members. **Outcome**: development of **Draft 1.0**.
May 16 or June 27	Informal Advisory Board meeting[2] (hybrid, Bonn, Germany)	AB consideration of **Draft 1.0** following ExCom 22 (May 13-15) or back to back SB 62 (16-26 June).

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[1] Consultations can be organized around relevant sections of the strategy as suggested in SNAB 3, and may be combined with consultations on other strategic components, such as the communications, outreach and resource mobilization strategies, and the Santiago network work programme for the next biennium.

[2] Alternative dates for a hybrid informal meeting, as, are reflected in this roadmap subject to the Advisory Board's consideration under the date and venue agenda item.

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Date	Milestone	Key inputs/actions
June 16-20	Stakeholder consultations	Consultations on **Draft 1.0** on the sidelines of SB 62 with: ● liaisons to the Santiago network secretariat/focal points ● SN Members ● UNFCCC observers and constituents **Outcome:** development of **Draft 2.0**
Early July	Informal Advisory Board Meeting (virtual) and period for written inputs	AB consideration of **Draft 2.0** Written inputs on **Draft 2.0** from AB members.
August	Secretariat development of final draft	Based on AB feedback during the informal meeting and AB written inputs on **Draft 2.0**. **Outcome**: development of final draft of **Santiago network strategy**.
September[3]	SNAB 5 Publication	Publication of the final draft of **Santiago network Strategy** for consideration by the Advisory Board at its fifth meeting
September 29th week or October 6-8[4]	SNAB 5 Meeting	AB consideration for finalisation and approval (Back-to-back with WIM ExCom 23 in Bonn, Germany, or with FRLD B7, Oct 9-11, Philippines)

II.   Zero draft of the Santiago network strategy

5.   This document presents a zero draft of the Santiago network strategy, building on the comments and suggestions of the Advisory Board during its third meeting. This zero draft is proposed to initiate consultations using a coordinated and participatory approach as outlined in section I.

6.   This zero draft covers sections 1 to 8 of the twelve-section annotated outline of the Santiago network strategy. Sections 9 to 12 -covering the development of the monitoring, evaluation, accountability and learning (MEAL) framework, risk management, sustainability plan and

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[3] Date for publication subject to Advisory Board's decision on the date for the fifth meeting of the Advisory Board, under the agenda item on date and venue.
[4] The alternative dates for the fifth meeting of the Advisory Board, as proposed in the document on date and venue of upcoming Advisory Board meetings (SNAB/2025/4/15), are reflected in this roadmap subject to the Advisory Board's consideration under the date and venue agenda item.

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gender, and diversity plan- are not included at this stage, as their development depends on the direction of sections 1 to 8, which define the strategic framework, priorities and approaches.

1. Strategy purpose

7. The purpose of the Santiago network strategy is to set the direction, strategic priorities and approaches toward the effective delivery of the Santiago network's mandate, functions and impact aspiration. The strategy is a crucial component in articulating the Santiago network's value proposition and ensuring its efficiency, effectiveness and complementarity. It serves several key functions, including:

    a. Vision and direction – Establishes the Santiago network's vision and strategic priorities in line with desired outcomes and articulates its value proposition.

    b. Clear operational priorities - Identifies the channels and approaches for the delivery of the operational objectives.

    c. Resource optimization – Guides the efficient use of financial, human, and technical resources toward the identified priorities.

    d. Communications and outreach – Clarifies messages, strengthening outreach efforts and stakeholder involvement.

    e. Alignment and coordination – Ensures alignment with relevant processes, including the FRLD and WIM ExCoM, within the broader loss and damage and climate action landscape.

    f. Ensure sources of sustainable and adequate funding relative to technical assistance.

    g. Monitoring accountability and reporting – Provides a framework for assessing progress, measuring impact, and informed reporting.

    h. Sustainability and learning – Ensures long-term viability, adaptive management and continuous learning.

A. Linkages with other documents

8. Due to the overarching nature of the Santiago network strategy, this document has linkages with the Interim Results Framework adopted by the Advisory Board at its third meeting, as well as with other strategic components currently under development, including:

    a. Santiago network resource mobilisation strategy: zero draft (SNAB/2025/04/14)

    b. Santiago network outreach strategy: zero and 2025 plan (SNAB/2025/04/08)

    c. Santiago network Communications Strategy: zero draft and 2025 plan (SNAB/2025/04/13)

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   d.   Discussion paper on minimum percentage of technical assistance funded directly by the Santiago network to be made available to communities particularly vulnerable to the adverse effects of climate change (SNAB/2025/04/11)

B. Theory of Change

9.   The Santiago network's mission is to catalyze technical assistance from organisations, bodies, networks and experts (OBNEs) to implement relevant approaches for averting, minimizing and addressing loss and damage at the local, national and regional level in developing countries that are particularly vulnerable to the adverse effects of climate change.

10.   The Interim Results Framework[5] (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".

11.   Aligned with the Santiago network mission and considering the IRM impact aspiration, the vision of the Santiago network strategy is that by 2028, developing countries that are particularly vulnerable to the adverse effects of climate change will have access to the knowledge and information they need to develop technical assistance requests in an inclusive and country-driven manner at the local, national and regional level, to receive technical assistance from best suited OBNEs and Santiago network Members to address their needs in alignment with national priorities for averting, minimizing and addressing loss and damage, including through enabling access to finance, technology and capacity building in collaboration with relevant stakeholders, adding value to the loss and damage landscape.

12.   This vision builds on the following theory of change statement:

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[5] The Interim Results Framework was adopted by the Advisory Board at its third meeting as contained in document SNAB/2024/3/10.Rev.2, noting it would be revised, if needed, once the Santiago network strategy is developed.
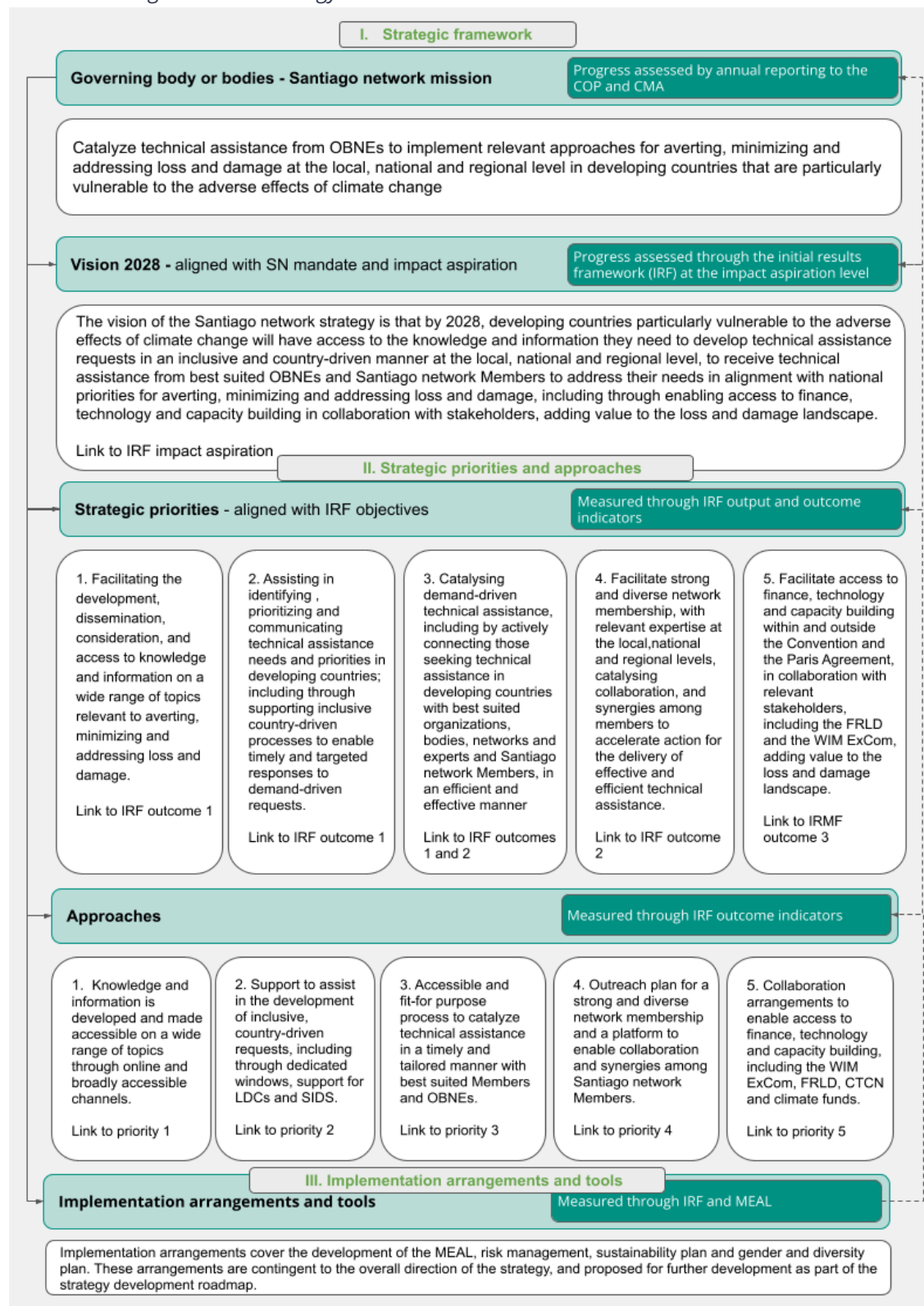
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Table B: Santiago network strategy theory of change

Inputs & Activities	Outcomes & Impact	Rationale & Assumptions
IF the Santiago Network catalyzes technical assistance that: 1. Addresses the **needs and priorities in developing countries particularly vulnerable**, identified through an **inclusive and country-driven** approach; 2. **Facilitates the development, consideration and access to knowledge and information on a wide range of topics** relevant to averting, minimizing and addressing loss and damage. 3. **Actively connects proponents seeking TA with best suited OBNEs** considering their diversity in expertise and TA types; 4. **Facilitates collaboration and synergies among OBNEs** to accelerate action in TA delivery. 5. **Enhances access to finance, technology, and capacity-building**, in coordination with relevant stakeholders and partners.	**THEN** "**developing countries** that are particularly vulnerable to the adverse effects of climate change will 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", by having access to the **knowledge and information** they need to develop **technical assistance** requests in an **inclusive and country-driven** manner, to receive technical assistance from **best suited OBNEs and Santiago network Members** to address their **needs in alignment with national priorities**, including through **accessing finance, technology and capacity building** for comprehensive, long-lasting responses to climate-induced loss and damage.	**BECAUSE** the Santiago network will facilitate the **development, dissemination and access to knowledge and information** for potential **proponents in developing countries particularly vulnerable** to the adverse effects of climate change, assisting them to **identify, prioritize and communicate technical assistance** needs and priorities in an **inclusive and country-driven** manner, connecting proponents with best suited OBNEs and Santiago network members, based on their expertise across topics, regions and types of technical assistance, and **aligned with national priorities**, enabling proponents to **access finance, technology and capacity building** resources within and outside the **Convention and the Paris Agreement**, adding value to the loss and damage landscape.

C. Strategy overall structure

13.   The overall structure of the Santiago network strategy illustrates how its high-level mission informs its vision and strategic priorities. These priorities are then translated into operational approaches that drive implementation, laying the groundwork for achieving results and are supported by implementation arrangements that ensure monitoring, evaluation and learning.

14.   The overall structure of the strategy is also informing the overarching sections of the draft strategy, namely: I. strategic framework, II. strategic priorities and operational approaches, III. Implementation arrangements and tools. Sections I and II are included in this zero draft, while section III will be developed based on the direction set by sections I and II, which define the strategic framework, priorities, and approaches.

Table C: Santiago network strategy overall structure

I. Strategic framework

Governing body or bodies - Santiago network mission

Progress assessed by annual reporting to the COP and CMA

Catalyze technical assistance from OBNEs to implement relevant approaches for averting, minimizing and addressing loss and damage at the local, national and regional level in developing countries that are particularly vulnerable to the adverse effects of climate change

Vision 2028 - aligned with SN mandate and impact aspiration

Progress assessed through the initial results framework (IRF) at the impact aspiration level

The vision of the Santiago network strategy is that by 2028, developing countries particularly vulnerable to the adverse effects of climate change will have access to the knowledge and information they need to develop technical assistance requests in an inclusive and country-driven manner at the local, national and regional level, to receive technical assistance from best suited OBNEs and Santiago network Members to address their needs in alignment with national priorities for averting, minimizing and addressing loss and damage, including through enabling access to finance, technology and capacity building in collaboration with stakeholders, adding value to the loss and damage landscape.

Link to IRF impact aspiration

II. Strategic priorities and approaches

Strategic priorities - aligned with IRF objectives

Measured through IRF output and outcome indicators

| 1. Facilitating the development, dissemination, consideration, and access to knowledge and information on a wide range of topics relevant to averting, minimizing and addressing loss and damage.

Link to IRF outcome 1 | 2. Assisting in identifying , prioritizing and communicating technical assistance needs and priorities in developing countries; including through supporting inclusive country-driven processes to enable timely and targeted responses to demand-driven requests.

Link to IRF outcome 1 | 3. Catalysing demand-driven technical assistance, including by actively connecting those seeking technical assistance in developing countries with best suited organizations, bodies, networks and experts and Santiago network Members, in an efficient and effective manner

Link to IRF outcomes 1 and 2 | 4. Facilitate strong and diverse network membership, with relevant expertise at the local,national and regional levels, catalysing collaboration, and synergies among members to accelerate action for the delivery of effective and efficient technical assistance.

Link to IRF outcome 2 | 5. Facilitate access to finance, technology and capacity building within and outside the Convention and the Paris Agreement, in collaboration with relevant stakeholders, including the FRLD and the WIM ExCom, adding value to the loss and damage landscape.

Link to IRMF outcome 3 |
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Approaches

Measured through IRF outcome indicators

| 1. Knowledge and information is developed and made accessible on a wide range of topics through online and broadly accessible channels.

Link to priority 1 | 2. Support to assist in the development of inclusive, country-driven requests, including through dedicated windows, support for LDCs and SIDS.

Link to priority 2 | 3. Accessible and fit-for purpose process to catalyze technical assistance in a timely and tailored manner with best suited Members and OBNEs.

Link to priority 3 | 4. Outreach plan for a strong and diverse network membership and a platform to enable collaboration and synergies among Santiago network Members.

Link to priority 4 | 5. Collaboration arrangements to enable access to finance, technology and capacity building, including the WIM ExCom, FRLD, CTCN and climate funds.

Link to priority 5 |
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III. Implementation arrangements and tools

Implementation arrangements and tools

Measured through IRF and MEAL

Implementation arrangements cover the development of the MEAL, risk management, sustainability plan and gender and diversity plan. These arrangements are contingent to the overall direction of the strategy, and proposed for further development as part of the strategy development roadmap.

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2. Vision and Mission

15.   In accordance with the annex to decision 6/CMA.5 "the mission of the Santiago network is to catalyse the technical assistance of relevant organizations, bodies, networks and experts for the implementation of relevant approaches for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change at the local, national and regional level in developing countries that are particularly vulnerable to the adverse effects of climate change".

16.   The vision of the Santiago network is intended to articulate its impact on the stakeholders it serves and its value proposition within the broader loss and damage landscape. The vision serves as a means to implement the Santiago network mission over a specified period of time in a progressive and experienced-informed manner.

17.   Aligned with the Santiago network mission and functions, the vision of the Santiago network strategy is that, by 2028, developing countries that are particularly vulnerable to the adverse effects of climate change will have access to the knowledge and information they need to develop technical assistance requests in an inclusive and country-driven manner at the local, national and regional level, to receive technical assistance from best suited OBNEs and Santiago network Members to address their needs in alignment with national priorities for averting, minimizing and addressing loss and damage, including through enabling access to finance, technology and capacity building in collaboration with relevant stakeholders, adding value to the loss and damage landscape.

18.   The 2028 time horizon proposed is aligned with the 3- or 5-year period outlined in the 2024-2025 work programme and with the initial term of five years for the hosting arrangements[6]. Subsequent strategic periods can be aligned with the five-year renewal periods.

19.   The strategy timeframe could establish the strategic and operational life cycle of the Santiago network, serving as the primary framework for relevant Santiago network processes, including operations, pipeline management, resource mobilization, and associated financial management.

20.   The vision is also intended to communicate the ultimate objective of the Santiago network to external audiences and expected beneficiaries.

3. Results framework

21.   The Santiago network interim results framework (IRM) was adopted by the Advisory Board during its third meeting in September 2024. The IRM is intended to allow the Santiago network (SN) to identify and track its impacts through fulfilling its mandate of catalyzing technical

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[6] Annex to decision 6/CMA.5 paragraph 45.

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assistance of relevant organizations, bodies, networks and experts (OBNEs) for the implementation of relevant approaches for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change at the local, national and regional levels in developing countries that are particularly vulnerable to the adverse effects of climate change.

22.   The IRM was adopted as an "initial indicative version that will be adjusted and updated with the development of the SN strategy, other relevant documents approved by the Advisory Board as well as operational experience[7]." This zero draft of the Santiago network strategy presents a structure (see table above) that identifies a Vision 2028 aligned with the Santiago network mission, and informed by the impact aspiration in the initial results framework. The vision 2028 guides five strategic priorities informed by the six functions of the Santiago network and by the three outcomes of the IRF. Any necessary adjustments or updates to the IRF would be identified as part of the coordinated and participatory approach toward the adoption of the Santiago network strategy.

23.   The further development of the Santiago network strategy should also be guided by the need to ensure Santiago network's performance capacity, in accordance with decision 12/CMA 4 endorsed by decision 11/CP.27 requiring the "Santiago network secretariat will commission one independent review of the performance of the Santiago network, including, inter alia, sustainability and sources of funding, adequacy of funding levels relative to technical assistance requests, efficiency and effectiveness in delivering technical assistance, and its overall impact in supporting developing countries in addressing loss and damage, so that the findings of this review can feed into the subsequent review of the Warsaw International Mechanism." The timing of the independent review of the performance of the Santiago network will fall within the proposed strategy timeframe.

4. Strategic Priorities and Approaches

A. Strategic priorities

24.   Based on the mission and proposed vision of the Santiago network, and informed by its functions and the IRF objectives, five strategic priorities are identified. Strategic priorities will serve to focus Santiago network resources towards intended results.

   a. **Strategic priority 1**. Facilitating the development, dissemination, consideration, and access to knowledge and information on a wide range of topics relevant to averting, minimizing and addressing loss and damage. Link to IRF outcome 1.

   b. **Strategic priority 2**. Assisting in identifying, prioritizing and communicating technical assistance needs and priorities in developing countries, including through supporting

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[7] Santiago network interim results framework, SNAB/2024/3/10.Rev.2, paragraph 2.

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inclusive country-driven processes to enable timely and targeted responses to demand-driven requests. Link to IRF outcome 1.

c. **Strategic priority 3**. Catalysing demand-driven technical assistance, including by actively connecting those seeking technical assistance in developing countries with best-suited organizations, bodies, networks and experts and Santiago network Members, in an efficient and effective manner. Link to IRF outcomes 1 and 2.

d. **Strategic priority 4**. Facilitate strong and diverse network membership, with relevant expertise at the local, national and regional levels, catalysing collaboration and synergies among members to accelerate action for the delivery of effective and efficient technical assistance. Link to IRF outcome 2.

e. **Strategic priority 5**. Facilitate access to finance, technology and capacity building within and outside the Convention and the Paris Agreement, in collaboration with relevant stakeholders, including the FRLD and the WIM ExCom, adding value to the loss and damage landscape. Link to IRF outcome 3.

25. The further development of the strategic priorities will consider alignment with the strategic workstreams under the WIM to avoid duplication.

B. Operational approaches

26. The delivery of the five strategic priorities above requires an operational framework that directs efforts and resources towards its accomplishment. The following approaches have been identified to enhance the inclusiveness, effectiveness and efficiency of Santiago network operations, realizing its value addition in the loss and damage landscape.

a. Knowledge and information are developed and made accessible on a wide range of topics through online and broadly accessible channels. Link to priority 1. This may include:

   i. Development of tailored knowledge products[8].

   ii. Acting as depository and hub of information on a wide range of topics produced by the Santiago network as well as by Members and partners.

b. Support to assist in the development of inclusive, country-driven requests, including support for LDCs and SIDS. Link to strategic priority 2. This support may include:

   i. Support for country-driven processes for technical assistance requests.

   ii. A potential dedicated window for TA directed to communities linked to the minimum percentage agenda item under consideration of the Advisory Board.

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[8] Please see SNAB 4 document: concept note on knowledge products under the santiago network (SNAB/2025/4/09).

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    iii.   Support in identifying capacity gaps and in preparing requests for technical assistance, recognizing in particular the significant capacity constraints of the least developed countries and small islands developing States[9].

    iv.   3 % of TA budget to assist with demand-driven TA request development, as approved in the 2025 budget.

c.   Accessible and fit-for-purpose process to catalyze technical assistance in a timely and tailored manner with best-suited Members and OBNEs. Link to priority 3. This may include:

    i.   Accessible procedures, including translations of guidelines and templates to United Nations languages.

    ii.   Expanded functionalities of the Santiago network portal to facilitate the connection between technical assistance proponents and Members, including through the online dashboard[10] that will serve as a 'marketplace' to log requests for technical assistance and provide details of members who will have access to the dashboard.

    iii.   Further guidance on relevant procedures related to urgent requests will be developed in accordance with the guidelines for technical assistance.

d.   Outreach plan for a strong and diverse network membership and a platform to enable collaboration and synergies among Santiago network Members. Link to priority 4. This may include:

    i.   Outreach plan for expanding Santiago network membership, including through the regional officers[11], especially local and community-based organisations in developing countries, to submit the expression of interest[12].

    ii.   The Santiago network Secretariat will ensure adequate outreach to OBNEs, especially local and community-based organisations in developing countries, that may not have access to communication services to submit the expression of interest.

    iii.   Platform to facilitate collaboration, coordination, and synergies among Members.

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[9] In accordance with the Santiago network guidelines and procedures for responding to requests for technical assistance, approved by the Advisory Board at its third meeting.
[10] In accordance with the Santiago network guidelines and procedures for responding to requests for technical assistance, approved by the Advisory Board at its third meeting.
[11] Please see SNAB 4 document: "Establishing regional presence for the Santiago network" (SNAB/2025/04/10).
[12] 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.

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  e. Collaboration arrangements to enable access to finance, technology and capacity building, including the WIM ExCom, FRLD, CTCN and climate funds. Link to priority 5. This may include:

    i. Letters of intent, joint action plans, joint communication and outreach.[13]

    ii. Aligned operational procedures to enable access through technical assistance.

    iii. Shared presence of the "loss and damage institutional arrangements" together with the WIM ExCom and the FRLD, including through joint pavilion at COP30/CMA 7.

5. Target Groups

27. The Santiago network strategy targets a diverse range of stakeholders to effectively advance its mission of catalyzing technical assistance for averting, minimizing and addressing loss and damage. Below are the key target groups identified:

  a. Developing countries

    i. Developing countries particularly vulnerable to the adverse effects of climate change, including least developed countries (LDCs) and small island developing States (SIDS).

    ii. Liaisons to the Santiago network Secretariat and UNFCCC national focal points.

    iii. Proponents and potential proponents of technical assistance at the local, national and regional level.

     1. government/public institutions, including national, regional, sub-national and local governments

     2. academic, non-governmental organisations, civil society organisations (including local communities, women's, children and youth, and Indigenous peoples), among others.

    iv. Communities particularly vulnerable to the adverse effects of climate change to ensure that technical assistance funded directly by the Santiago network is made available to them in accordance with Decision 12/CMA.4, and with the guidelines for managing funding approved by the Advisory Board at its third meeting[14].

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[13]Please see SNAB 4 documents: "Communication strategy: zero draft and 2025 plan" (SNAB/2025/4/13) and "Outreach strategy: zero draft and 2025 plan" (SNAB/2025/4/08) .

[14] In accordance with the Santiago network guidelines for managing funding, approved by the Advisory Board at its third meeting.

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      v.   Stakeholders identified in the 11 preambular paragraph of the Paris Agreement, including "indigenous peoples, local communities, migrants, children, persons with disabilities and people in vulnerable situations."

   b.   Technical assistance providers:

      i.   Members. OBNEs that have been formally designated as Members of the Santiago network following the approval of their expression of interest.

      ii.   Prospective organizations, bodies, networks and experts (OBNEs) that may be eligible for membership in the Santiago network from all geographic regions and cover a wide range of topics relevant to averting, minimizing and addressing loss and damage, in line with the criteria set out in the membership guidelines and especially local and community-based organisations in developing countries.

      iii.   Communities of practice grouping OBNEs and Members to facilitate collaboration, coordination, coherence and synergies in technical assistance delivery.

   c.   Civil society organisations

      i.   UNFCCC non-governmental organization constituencies

   d.   Stakeholders relevant for the delivery of Santiago network's mission:

      i.   UNFCCC constituted bodies

      ii.   Executive Committee of the Warsaw International Mechanism (ExCom)

      iii.   Fund for responding to Loss and Damage (FRLD)

      iv.   Climate Technology Center and Network (CTCN)

      v.   Other relevant stakeholders within and outside the Convention and the Paris Agreement.

   e.   Funding sources

      i.   Contributors to the Santiago network[15]

6. Members of the Santiago network

28.   Members are an integral part of the Santiago network and are critical for the delivery of its catalytic mission. Membership to the Santiago network is governed by the guidelines for the designation of organizations, bodies, networks and experts as members of the Santiago network, and their response to requests for technical assistance is guided by the guidelines

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[15] Please see SNAB 4 document "resource mobilization strategy: zero draft" (SNAB/2025/4/14).

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and procedures for responding to technical assistance requests, approved by the Advisory Board at its third meeting. The strategy further elaborates on engagement with members and how to leverage their expertise and experience.

29.   Given the centrality of Members to the Santiago network's mission, member-specific functions of the Santiago network include:

a.   Catalyzing demand-driven technical assistance in developing countries by assisting in actively connecting those seeking technical assistance with best-suited organizations, bodies, networks and experts;

b.   Facilitating and catalysing collaboration, coordination, coherence and synergies to accelerate action by organizations, bodies, networks and experts, across communities of practices, and for them to deliver effective and efficient technical assistance to developing countries;

30.   Objective 2 of the initial results framework aims to "Facilitate strong and diverse network membership, with expertise relevant to approaches to avert, minimize, and address loss and damage at the local, national and regional levels."

31.   The Santiago network functions and IRF objective inform strategic priority 4 that seeks to facilitate strong and diverse network membership, with relevant expertise at the local, national and regional levels, catalysing collaboration and synergies among members to accelerate action for the delivery of effective and efficient technical assistance.

32.   High-level activities to realize the functions and objectives of the Santiago network include:

i.   Building the network. Outreach plan for a strong and diverse network membership, targeting local and community-based organisations in developing countries, to submit the expression of interest[16].

ii.   Maintaining the network. Creating a platform to facilitate collaboration, coordination, coherence and synergies among Santiago network Members, and fostering the creation of communities of practice.

iii.   Informing the network. Keeping a regular channel of communication with Members, informing them of relevant Santiago network events, as well as of technical assistance requests and relating Calls for Proposals, including through the online dashboard[17] to be established as part of the Santiago network website as a 'marketplace' to log requests for technical assistance and provide details of members who will have access to it.

iv.   Generating and disseminating knowledge through the network. Members can play a vital

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[16] 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.
[17] In accordance with the guidelines and procedures for responding to requests for technical assistance.

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role in the delivery of Santiago network functions on knowledge and information by contributing to the development and dissemination of Santiago network knowledge products, and sharing relevant and curated information for the Santiago network to act as a depositary and hub of information on a wide range of topics produced by Members.

33.   Due to the critical role of Members in communication and outreach functions, this section of the Santiago network strategy presents strong interdependencies with the draft communications strategy and draft outreach strategy under Board consideration. It is recommended that these strategic documents are developed in tandem and in a mutually reinforcing manner. [18]

7. Partnerships and Collaboration

34.   Partners play a crucial role in the success of the Santiago Network by enhancing its ability to deliver effective, demand-driven technical assistance for averting, minimizing and addressing loss and damage. Through collaboration with the target groups listed in the section above, Santiago network can mobilize expertise, resources, and solutions to address the needs of countries and communities particularly vulnerable to the adverse effects of climate change.

35.   Partnerships strengthen the Santiago Network's capacity to bridge knowledge gaps, support the implementation of locally-led solutions and facilitate access to finance, technology, and capacity building. By fostering synergies among key stakeholders, the Santiago network can facilitate a coordinated response, reinforcing its role and value addition as a catalyst of technical assistance for meaningful action to avert, minimize and address climate induced loss and damage.

36.   Several functions of the Santiago network refer to relevant stakeholders and partners, including contributing to the effective implementation of the functions 6 of the Warsaw International Mechanism, and facilitating, through catalysing technical assistance, access to action and support in terms of finance, technology and capacity building, under and outside the Convention and the Paris Agreement.

37.   Objective 3 of the initial results framework seeks to " facilitate access to action and support from a variety of sources to meet technical assistance needs in developing countries particularly vulnerable to the adverse effects of climate change".

38.   The Santiago network functions and IRF objective inform strategic priority 4 that seeks to facilitate access to finance, technology and capacity building within and outside the Convention and the Paris Agreement, in collaboration with relevant stakeholders, including the FRLD and the WIM ExCom, adding value to the loss and damage landscape.

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[18] Please see SNAB 4 documents: "Communication strategy: zero draft and 2025 plan" (SNAB/2025/4/13) and "Outreach strategy: zero draft and 2025 plan" (SNAB/2025/4/08) .

39. Partnerships and collaboration are also closely linked to communication and to the knowledge and information functions of the Santiago network, as a core activity of the Santiago network is to inform countries and communities about available technical assistance and to develop, disseminate and provide access to knowledge and information on a wide range of topics.

40. High-level actions under this objective will be identified based on Advisory Board feedback on previous sections as part of the roadmap for the further development of the strategy. This section of the strategy will also be informed by progress on the draft communication and draft outreach strategies under Board consideration, given their strong interdependencies. [19]

41. Interdependencies with the WIM ExCom, the FRLD and processes outside the Convention are listed here for further consideration.

    a. Interdependencies with the WIM ExCOM:

        i. WIM ExCom Five-Year Rolling Work Plan (2023-2027)

            1. Link to how SN strategy aligns with the five strategic workstreams, leveraging their technical guidance to inform and enhance the delivery of technical assistance.

            2. Link to knowledge products being developed, e.g. on non-economic loss and damage, NELDs, integration in National Adaptation Plans, NAPs, slow-onset processes, climate finance etc.

        ii. WIM ExCom Five-Year Rolling Work Plan (2023-2027)

            1. Aligning AB meetings with ExCom meetings, i.e. key upcoming meetings in 2025[20]

               ■ ExCom 22: week of 7 April 2025, Bonn, Germany

               ■ ExCom 23: week of 29 September 2025, Bonn, Germany

        iii. Timely submission of 2025 Joint WIM ExCom /SN annual report. 2024 Joint WIM ExCom / SN annual report (here).

        iv. WIM Review 2024

            1. No conclusion at COP29; discussions to continue at SB62 in June 2025

        v. Preparation for the independent review of the performance of the Santiago network in accordance with Decision 12/CMA.4, endorsed by Decision 11/CP.27, so that the

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[19] Please see SNAB 4 documents: "Communication strategy: zero draft and 2025 plan" (SNAB/2025/4/13) and "Outreach strategy: zero draft and 2025 plan" (SNAB/2025/4/08) .

[20] Please see SNAB 4 document: "Date and venue of the next meeting" (SNAB/2025/04/15)

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findings of the review can feed into the subsequent review of the Warsaw International Mechanism.

vi. Glasgow Dialogues and follow-up from SB 60: see reporting from GD3

1. How should the Santiago network consider GD recommendations around enhancing coherence between technical assistance and funding mechanisms

b. Interdependencies with the Fund for Responding to Loss and Damage:

i. Align strategic areas and activities with the Fund workplan, e.g. for 2024–2025 see here

1. Aligning AB meetings with FRLD Board meetings [21]

a. FRLD B6: 9-11 June 2025, Philippines

b. FRLD B7: 8-10 October 2025, Philippines

ii. Consider links based on COP29 outcomes

■ Report of the Fund and guidance to the Fund (see here)

■ Reference to decisions taken to fully operationalize the Fund

iii. Engage in annual high-level dialogue on complementarity and coherence (see concept note)

■ Launch at COP29: inform coordination between WIM ExCOM, the Fund, and the Santiago network

■ 2025: Fund annual high-level dialogue: 25 of April at the sidelines of the WB and IMF Spring Meetings

c. Collaboration with the climate funds, i.e. Green Climate Fund (GCF), Global Environment Facility (GEF), Adaptation Fund (AF).

d. Consider other processes outside the Convention

i. Climate finance actors: International Financial Institutions, IFIs, Multilateral Development Banks (MDBs), Climate Investment Fund (CIF), global and regional funds.

ii. Consider involvement and partnerships with regional specialized organizations and groupings.

iii. Consider processes at regional and sub-regional levels.

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[21] Please see SNAB 4 document: "Date and venue of the next meeting" (SNAB/2025/04/15)

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8. Finance and other support

42. The Santiago network work programme 2024-2025 stipulates in Activity 19 that the Santiago network Secretariat is "to develop a Resource Mobilization Strategy, under the guidance of the Advisory Board and aligned with the Santiago network strategy, that will outline how the secretariat will engage donors that made pledges for the operation of the Santiago network, and broaden resource channels as well as coordinating with Member States and other donors for mobilizing and effectively utilizing resources."

43. The resource mobilization strategy is intended to create ongoing, predictable, adequate and sustainable funding streams to: I. secure funds to support technical assistance for the implementation of relevant approaches to avert, minimize and address loss and damage associated with the adverse effects of climate change in developing countries, II. enable a support structure to deliver on the network's mandate.

44. To ensure alignment of the resource mobilization strategy with the Santiago network strategy, it is proposed that the two are developed in tandem as part of the roadmap for the further development of the strategy, and informed by Advisory Board's comments and suggestions to the vision, strategic priorities and operational modalities sections in the zero draft of the strategy, as these sections will provide the parameters to inform the adequacy and sustainability of Santiago network resource mobilization.

45. Alignment is also proposed in terms of timeframe, for the resource mobilization strategy to be aligned with the 2028 horizon proposed in the Santiago network strategy.

46. It is proposed to further develop this section based on feedback to the zero draft of the resource mobilization strategy during SNAB 4[22].

9. Next steps

47. As presented in section I of this document, the further development of this zero draft is suggested in accordance with the roadmap outlining steps for a coordinated and participatory approach towards the adoption of the Santiago network strategy by the fifth meeting of the Advisory Board (SNAB 5).

48. The roadmap of steps and consultations is intended to further develop this zero draft, as well as sections 9 to 12 on implementation arrangements, which will be based on the direction of sections 1 to 8, which define the strategic framework, priorities and approaches.

49. Consultations and activities in the roadmap can be organized around relevant sections of the strategy as suggested in SNAB 3, and may be combined with consultations on other strategic components, such as the communications, outreach and resource mobilization strategies.

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[22] Please see SNAB 4 document: "Resource mobilization strategy: zero draft" (SNAB/2025/4/14).