SANTIAGO
NETWORK

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Santiago network communications strategy: zero draft and 2025 plan

Summary

This draft communications strategy outlines the scope and priorities for the Santiago network's communications and visibility, providing a strategic framework to expand the network's reach, amplify its messaging and engage key audiences effectively. It sets clear objectives, guiding principles, target audiences, communication channels and additional considerations to ensure a structured and impactful approach.

The strategy prioritizes clarity, accuracy, inclusivity and consistency in messaging. It identifies key audiences and the most effective channels, from traditional media and digital platforms to direct engagement, events and partnerships. To measure the impact of communications activities, monitoring and analytics will be used to track progress, using qualitative and quantitative data to refine strategies and maximize impact.

This document also presents a communications plan for 2025 which will evolve alongside the network's progress, ensuring adaptability and responsiveness to emerging opportunities in the loss and damage landscape. The document outlines next steps for the strategy's evolution and the interdependencies with other strategic documents.

This document has linkages with the initial two-year work programme of the Santiago network approved by the Advisory Board at its first meeting. It is recommended that it should be reviewed in conjunction with the 'Santiago network strategy: zero draft and development roadmap' (SNAB/2025/04/11); the 'Santiago network outreach strategy: zero draft and 2025 Plan' (SNAB/2025/04/08); and the resource mobilization strategy (SNAB/2025/04/14).

Table of Contents

I.   Background

1.   Decision 12/CMA.4, Annex I, endorsed by decision 11/CP.27, sets out the roles and responsibilities of the Santiago network Secretariat, which includes 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.

2.   In line with the Santiago network work programme, approved by the Advisory Board in its first meeting, the Secretariat is to develop and operationalize a communication strategy and plan that outlines an approach to managing and conveying information to key stakeholders of the Santiago network, including in collaboration with the Executive Committee of the Warsaw International Mechanism (WIM ExCom) in its outreach and communications strategy.

3.   The communications strategy is to be aligned with the Santiago network strategy, currently under development, which aims to set the direction, priorities and approaches toward the effective delivery of the Santiago network's mandate, functions and impact aspiration. The strategy is a critical piece to articulate the Santiago network's value proposition and therefore essential to guide the communications strategy.

II.   Purpose

4.   The Santiago network's communications strategy will elevate the network's profile and broaden its reach to key stakeholders. By effectively communicating the network's mission, activities, progress and achievements, the strategy will foster collaboration, engagement and support for the network's mandate. Ultimately, this strategic communication approach will enhance the network's reputation as a trusted and impactful leader in its field, recognizing the added value it brings to the loss and damage and climate action landscape, and ensuring the successful delivery of its mission.

III.   Communications principles

5.   These principles form the foundation for internal and external communications about the network, guiding the messaging, tone and content production. By building visibility, outreach and messaging on these key principles, the network can enable responsive communication, enhance engagement and foster trust.

   a.   **Clear and concise communication:** Use simple, direct and active language, avoiding technical jargon and inaccessible acronyms. Focus on key details in a brief format to ensure messages are easily understood by diverse audiences.

   b.   **Targeted and coherent communication:** Provide relevant, consistent and complete information tailored to the specific needs of the target audience.

c. **Accurate information:** Share information that is factual, verified and verifiable to ensure reliability and build trust.

d. **Transparency and accountability:** Disseminate information transparently, with clear flows of information and approval processes.

e. **Respect for local contexts and languages:** Ensure key information, visuals and documents are produced with respect to the local contexts of target audiences and are accessible in relevant languages whenever possible, based on needs and available resources.

f. **Alignment with human rights values and principles**: All communications activities, content and engagement should align with the provisions in the 11 preambular paragraph of the Paris Agreement, acknowledging the need to respect, promote and consider human rights in addressing climate change.

g. **Inclusive, accessible and gender-sensitive language:** Use language that is non-discriminatory, promotes gender equality and ensures accessibility for all, including persons with disabilities and those in vulnerable situations.

IV. Communications objectives

6. The communications objectives outline the specific goals for the Santiago network's strategic communications in order to drive impactful content and messaging that advances the network's mandate and strategic objectives. The objectives provide direction to position the Santiago network, shape key messages, engage audiences and draft dynamic communications that respond to existing structures, emerging trends and evolving landscapes.

a. **Publicize and raise awareness** of the Santiago network mission, technical assistance access modalities and the impact of its activities.

b. **Facilitate a strong and diverse network of Members**. Tailored communication will be channeled through dedicated outreach[1] to facilitate membership with expertise covering a wide range of topics and from all geographic regions.

c. **Raise the visibility of the network of Members**, their regional and thematic coverage and relevance to respond to needs in developing countries.

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[1] Please see SNAB 4 document "Outreach strategy: zero draft and development plan" SNAB/2025/04/08.

d. **Position the Santiago network and its value proposition** within the loss and damage and climate action landscape, as articulated in the Santiago network strategy currently under development[2].

e. **Expand the Santiago network's reach** by leveraging partner and stakeholder platforms to maximize visibility and engagement.

f. **Facilitate strong internal communication** to ensure timely and transparent information-sharing with internal stakeholders.

V.   Santiago network identity

7. A strong and coherent Santiago network identity is essential for amplifying visibility, establishing credibility, enhancing stakeholder engagement and ensuring that key messages resonate effectively across diverse audiences.

8. The Santiago network identity will serve as a reflection of its mandate, functions and commitment to delivering impact for developing countries particularly vulnerable to the adverse effects of climate change at the local, national and regional level. The identity will be built around the Santiago network's role as a catalyzer of demand-driven technical assistance; position within the loss and damage landscape and larger climate action space; functions as a network of members; global reach, with a focus on support to those particularly vulnerable; and human-centric approach.

a. <u>Voice and style</u>

i. A coherent language and style for the Santiago network will provide consistency and clarity in all communications from the network. For external communication purposes, the Santiago network will speak in an active voice, emphasizing action, impact and responsiveness.

ii. Naming convention of the Santiago network

1. Decision 6/CMA.5 defines the name of the network as the *Santiago network for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change*. This *elaborated name* of the network will be used in UNFCCC official documentation.

2. As part of the Santiago network identity, a shortened *title* of the network will be used for all communications and other purposes. A brief title that emphasizes the core identity of the network and can

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

be easily used across communications channels, visual materials and incorporated in co-branded content with partners will strengthen the recognizability of the network, build a more prominent identity and facilitate communications products.

3. It is proposed that the title is used as follows:

   a. **Santiago Network** as the title of the network in all usage not pertaining to UNFCCC official documentation**.**

   b. In-text references following the first use of the title may use 'the Network' or use the acronym 'SN'. When using the acronym, it must be included in parenthesis with the title in the first instance of use.

iii. Language and style guide

1. The Secretariat will develop a language and style guide for the Santiago network to establish and maintain a unified voice, enhance engagement and foster trust among its diverse stakeholders. The guide will outline the language style, tone of voice, key terminology, grammar usage and any additional relevant considerations for use across the Secretariat's work.

2. This guide will align with selected international standards and build on consistent existing language guidelines and editorial styles, incorporating tailored approaches based on the communications needs of the Santiago network. All communications materials prepared on behalf of the Santiago network will align to the guide. By adhering to this guide, the network will maintain a unified voice, enhance engagement and foster trust among its diverse stakeholders.

3. In UNFCCC official documents, the language will align to the UNFCCC editorial style in coordination with the UNFCCC Secretariat.

b. Visual Identity

i. A strong and distinct visual identity ensures the Santiago network's recognizability and builds credibility. The visual elements work together to create a compelling and professional presence that enhances visibility and influence. A cohesive visual identity elevates the network's identity, ensures the communication is memorable and drives engagement.

ii.   Branding:

1. Building on the preliminary visual identity developed for the Santiago network in its initial operationalization phase, an elaborated branding kit will be developed by the Santiago network Secretariat to provide a comprehensive brand identity for the network.

2. The brand identity will be built to communicate the Santiago network's mission, mandate and impact – incorporating these in visual elements to enhance the network's presence.

iii. Logo:

1. The Santiago network logo encapsulates the identity of the network and is the core visual representation of the network.

2. The Santiago network logo may only be used by, and through approval from, the Santiago network Secretariat for representations of the Santiago network across internal and external documents and materials.

iv. Visuals

1. All visuals representing the Santiago network and its work should convey the network's identity and align with the communications principles outlined in this strategy.

VI.   Target audience

9. To maximize impact, communications content and messaging must be tailored to the intended audience. A strategic, audience-focused approach deepens connections, increases engagement and elevates the network's positioning and visibility.

10. Key internal and external stakeholders are outlined below, with the key purposes of communicating with them.

a. Internal stakeholders

Internal stakeholders require clear and consistent updates to ensure a unified voice, alignment on priorities and effective coordination.

Target audience	Purpose of communication

Advisory Board	Provide strategic updates on key activities and progress against the mandate, functions and work programme of the Santiago network while seeking guidance to inform the Secretariat's direction.
Secretariat	Ensure seamless internal coordination and effective information-sharing to support the network's operations.
Co-hosts: UNDRR and UNOPS	Facilitate collaboration and information exchange to enhance alignment and amplify the network's work.

b. <u>External stakeholders</u>

External stakeholders require targeted messaging that highlights the network's expertise, impact and achievements, while driving the intended action. A representative list of stakeholders and communication purposes is provided in the table below, presented in no particular order.

Target audience	Purpose of communication
Developing countries	Increase awareness of the network's functions, available technical assistance and particular support available, while showcasing major achievements.
Communities particularly vulnerable to the adverse effects of climate change	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.
Liaisons to the Santiago network Secretariat and UNFCCC focal points	Disseminate targeted information about technical assistance, available support and relevant activities, while engaging with National Liaisons to the Santiago network Secretariat to strengthen connections with developing countries.
Members	Engage members in the work of the Santiago network, keeping them informed of key activities and promoting calls for proposals and terms of reference to deliver technical assistance in developing countries.
Potential members – organizations, bodies, networks and experts (OBNEs)	Raise awareness of the network's work at global, regional, and local levels to support membership expansion.

UNFCCC	Strengthen coordination and amplify key messages through UNFCCC channels and working groups.
Executive Committee of the Warsaw International Mechanism (ExCom)	Ensure a coordinated approach to communication and knowledge dissemination while collaborating on loss and damage-focused events and outreach.
Partner organizations (eg: FRLD, CTCN)	Develop and maintain regular, targeted communication with identified priority partners to amplify the network's activities.
Contributors	Highlight key achievements and milestones to demonstrate impact and accountability.
Observers (Parties, States, NGOs, INGOs, UN system)	Keep informed about the network's activities and explore possible avenues for engagement.
Climate-focused organizations (without a primary focus on loss and damage)	Ensure publicly accessible, transparent information on the network's work, objectives and progress.
General public	Share clear and transparent updates to enhance understanding of the network's mission and impact.

VII.   Communications channels

11. Effective communication is essential for the network's success, ensuring smooth and strong engagement externally.

    a. <u>External Communication Channels</u>

        i. These channels help expand the network, strengthen its reputation and deliver targeted messaging to identified audiences. In addition to communications and visibility content and materials, these channels will be critical to disseminating membership campaigns, calls for proposals, knowledge products developed by the Santiago network and WIM ExCom, and outreach activities in accordance with the outreach strategy.

        ii. As appropriate and relevant, the communications channels will consider and provide for the dissemination of core documents, guidelines and relevant content in the necessary UN languages.

1. **Santiago network website:** The website serves as a one-stop hub for all information, resources and activities of the network.

2. **Santiago network Portal:** The portal aims to provide a space for the submission of technical assistance requests, expressions of interest for membership, engagement of Santiago network Members and knowledge-sharing.

3. **Social media:**

   a. LinkedIn – This is the primary social media platform for sharing updates on the network's progress, promoting membership and technical assistance opportunities, as well as positioning the network within the loss and damage landscape. It facilitates dissemination of campaigns and products, engagement with key voics and greater visibility for events and outreach activities. The channel also provides content for elevation by stakeholders, including Santiago network Members.

   b. Director's channels – Building on the network's current LinkedIn channel, the Secretariat will also build the online profile of the Director through dedicated channels that highlight the Director's activities and engagements to provide a personalized perspective on the network. These channels will be crucial to advancing partnerships and engaging with high-level voices.

   c. Additional channels – Based on resourcing and budget considerations, additional channels will be established for the network in line with this strategy and evolving needs. The prioritization of these channels will take into account the benefits of different platforms in reaching the target audiences at the necessary local, national, regional and global levels, with the aim of maximizing the cumulative reach and engagement across channels.

4. **Press releases and media engagement**: Official press releases are circulated as needed to publicize key achievements and build the network's credibility. The Secretariat will build the network's media engagement to amplify its impact, milestones, delivery of technical assistance in developing countries, partnerships and participation in

key events. The Secretariat will engage with proponents of requests for technical assistance to amplify calls for proposals and membership in local and national media in the proponent countries to support the delivery of context-specific assistance and diversify membership.

5. **Newsletters and campaigns**: Regular newsletters with updates on the progress of the Santiago network to subscribed audiences will retain the interest of these stakeholders and highlight the advancement of the network's mandate. Targeted campaigns with defined objectives will help the messaging of the Santiago network reach specific audiences and fill in gaps in the network's overall reach.

6. **Co-host channels**: The Secretariat will leverage the communication platforms of the co-hosts to reach a broader audience, tap into existing networks and maximize the spread of information. The messaging and visuals for these channels will follow the Santiago network identity and be coordinated with the Secretariat.

7. **Members' channels**: The growing network of Members provides a wide and diverse base to elevate the Santiago network. The Secretariat will coordinate with Members to elevate its messages and campaigns across Members' channels. The use of these channels will follow the guidelines for Members on communicating about the Santiago network and be based on amplifying messages from official Santiago network channels, not publishing messages on behalf of the network.

8. **Events**: These can provide useful opportunities to showcase impact and advance communications objectives. Event engagement is elaborated below.

9. **Partner channels**: Leveraging the communication platforms of key partners, governments, constituencies and supporting organizations can amplify visibility and help reach specific audiences that may not be engaged through other platforms. Elevation of the network on the channels of trusted entities also builds the network's reputation and credibility.

VIII. Outreach

12. The communications and visibility activities of the Santiago network Secretariat are aimed at raising awareness of the network's mission, enhance visibility and position its added value, with a focus on broad dissemination through various channels, engagement with key audiences and leveraging partner platforms to maximize reach.

13. Aligned with these communications goals, the network's outreach activities will focus on an engagement-driven approach – providing direct guidance on accessing technical assistance and building and strengthening the network of members to support loss and damage-related efforts. While communications activities build the identity of the Santiago network and guide its messaging and dissemination, outreach fosters deeper stakeholder engagement from target audiences, capacity-building and facilitates the network's expansion and operations. Together, these approaches reinforce the Santiago network's role in connecting developing countries with the technical support they need.

14. The Outreach strategy: Zero draft and 2025 plan, under development, outlines the objectives, approaches and channels for the Santiago network's outreach activities. The outreach activities will build on the communications principles, objectives and messaging, in line with the Santiago network's established identity, to drive action from its target audiences.

IX. Events

15. The Santiago network Secretariat will actively seek and participate in events that align with the network's mandate and functions, with a focus on increasing the network's visibility and reach to key target audiences. These engagements will serve as opportunities to raise the network's profile, as well as amplify outreach efforts, as outlined in the Santiago network outreach strategy.

16. By strategically co-hosting, partnering and participating in relevant events, the Secretariat will leverage the existing platforms and events in the loss and damage space, UN networks and the larger climate action space. Targeted events, hosted by the network, will align with the specific objectives of the outreach strategy and focus on the two key aspects of raising awareness of the network to developing countries interested in technical assistance and expanding membership to the network.

17. Four main types of event engagements will be pursued by the Secretariat:

    a. Hosted events

        i. Webinars, workshops, write-shops and other targeted events hosted by the Santiago network will focus on the specific objectives of the Santiago network strategy and the network's mandate to catalyze technical assistance.

b. Side-events and co-hosted events

    i. The secretariat will seek opportunities to host/co-host side-events at key climate conferences, events and meetings organized by the governing body or bodies, subsidiary bodies, bodies within the loss and damage landscape, co-hosts, UN partners, governments, Santiago network Members and other identified stakeholders. This will enable the network to tap into existing structures and events catering to the network's key target audiences and maximize the impact of its participation by leveraging its partnerships.

c. Director's speaking engagements

    i. The Director's participation as a panelist, speaker or moderator at key events and engagements will amplify the network's visibility and position the Santiago network as a prominent actor in the loss and damage landscape, while enabling strong partnership building with hosting and participating organizations.

d. Santiago network participation and representation

    i. Representatives of the Santiago network, including but not limited to the Director, Advisory Board members or designated Secretariat staff, will participate in key climate and loss and damage-focused events to highlight the Santiago network's role and milestones, as well as engage with key stakeholders at relevant events to raise awareness about technical assistance and membership.

X.   Crisis communications

18. Effective crisis communication is essential to protecting the Santiago network's reputation, maintaining trust and ensuring a coordinated response during challenging situations. Given the high visibility of the network, a clear crisis communication framework enables the network to respond quickly, transparently and consistently, minimizing misinformation and reinforcing credibility.

19. A crisis communications approach will be developed for the Santiago network in line with the Santiago network strategy. This approach will consider the protocols for addressing crises and sensitivities, ensuring timely internal coordination and strategic external messaging. By proactively preparing for potential risks and aligning responses with UN guidance, the network can mitigate disruptions and maintain confidence in its mission and operations.

XI.   Monitoring and reporting

20. Continuous monitoring and reporting are essential to assessing the effectiveness of the Santiago network's communications efforts and ensuring alignment with its strategic objectives. By tracking key performance indicators, audience engagement and outreach impact, the network can refine its approach, optimize messaging and enhance visibility. Regular reporting provides valuable insights for internal decision-making, supports accountability to stakeholders and demonstrates progress in raising awareness, strengthening partnerships and expanding the network's reach.

21. The Secretariat will develop a communications reporting framework informed by the Santiago network initial results framework and other relevant metrics, to align with the strategic objectives of the Santiago network strategy. Generally, the Secretariat will conduct regular web, social media and media monitoring of communications activities by the Secretariat and co-hosts, as well as track mentions of the Santiago network on external platforms. These mentions and relevant metrics will be tracked internally, with co-hosts providing quarterly reporting on their communications coverage of the Santiago network. Highlights of the coverage and updates on the growth of Santiago network channels will be provided to the Advisory Board through the Secretariat Update emails. The Secretariat will also report on insights on the network's communications and visibility in reports to the Advisory Board at Advisory Board meetings.

XII.   Next steps

22. This strategy contains an initial approach to communications based on the current progress, positioning and status of the network. The strategy will be further developed to evolve with the network's strategic priorities, increasing work and the loss and damage landscape. The following considerations are of particular importance:

   e. The development of the Santiago network strategy and alignment with the strategic objectives and priorities. Among other considerations, the strategy will be critical to developing the messaging for the network.

   f. Monitoring and evaluation of the results and impact of communications activities, and related outreach activities.

   g. Alignment with the outreach objectives and action plans, as well as alignment with the resource mobilization strategy.

   h. Progress on the technical assistance requests and membership of the network.

   i. Collaboration with the WIM ExCom in the further development of the communications strategy, in accordance with the work programme 2024-2025.

23. The considerations outlined above will provide checkpoints to evaluate the effectiveness of the communications strategy and adapt its approach.

24. It is proposed that the communications strategy is further developed in alignment with the Santiago network strategy, as part of its roadmap toward adoption at the fifth meeting of the Advisory Board.

Annex I: Communications plan

The 2025 communications plan provides an outline of key activities against the strategic objectives of the communications strategy. This is a live document and will be updated throughout the year.

COMMUNICATIONS PLAN 2025	
Strategic Objective	**Key Activities**
Publicize and raise awareness of the Santiago network mission, technical assistance access modalities and the impact of its activities.	Further develop the Santiago network website and publish regular updates on the network's activities.
	Grow the LinkedIn channel and broaden its audience.
	Develop additional social media channels for the network and Director.
	Produce targeted visibility materials for different stakeholder groups.
	Produce audiovisual content to spotlight the network.
	Conduct media outreach around relevant events and milestones.
	Develop targeted campaigns for membership and technical assistance to raise awareness.
	Improve accessibility of Santiago network platforms.
	Publish translated versions of relevant documents and materials.
Raise the visibility of the network of Members, their regional and thematic coverage and relevance to respond to needs in developing countries.	Further develop the Members page on the official website.
	Develop social media campaigns for Members' spotlights and milestones in membership expansion.
	Enhance member engagement and explore opportunities for joint visibility.
	Support the evolution of the Santiago network Portal.
Position the Santiago network and its value proposition within the loss and damage landscape, as articulated in the Santiago network strategy.	Fully develop the Santiago network identity.
	Identify and engage in key events and opportunities relevant to loss and damage and climate action.
	Organize and participate in events that position the Santiago network in line with the communications strategy.
	Support the dissemination of knowledge products to target audiences.
Expand the Santiago network's reach by leveraging partner and stakeholder platforms to maximize visibility and engagement.	Amplify the Santiago network on relevant loss and damage platforms.
	Increase social media engagement with influential voices.
	Increase the Santiago network's visibility on co-host and related channels.
	Support Director and Secretariat engagement at relevant events.

Facilitate strong internal communication to ensure timely and transparent information-sharing with internal stakeholders.	Develop internal guidance on communications processes and streamline the dissemination of key communications information.
	Produce bi-weekly updates to the Advisory Board.
	Strengthen internal communications mechanisms.