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Advisory Board of the
Santiago network**

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Santiago network resource mobilisation strategy: zero draft

Summary

At its first meeting, the Advisory Board approved the Santiago network work programme, which includes Activity 19, stipulating 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.”

The goal of the Santiago network Secretariat’s resource mobilization strategy is to create ongoing, sustainable and predictable funding streams for the Santiago network to 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. Aligned with the Santiago network strategy and the demand- and country-driven nature of catalysing technical assistance, resource mobilization efforts will be subject to consistent analyses in the field of loss and damage and remain flexible to respond to emerging needs. The resource mobilization activities will also contribute to establishing and maintaining an enabled Secretariat and an adequate support structure to support the network in delivering its mandate.

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); and the ‘Santiago network Communications Strategy: Zero draft and 2025 Plan’ (SNAB/2025/04/13).

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I. Background

1. The Santiago network was established in December 2019, by decision 2/CMA.2, and endorsed by decision 2/CP.25, as part of the Warsaw International Mechanism (WIM) for Loss and Damage associated with Climate Change Impacts, with the mandate to catalyze technical 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 level in developing countries that are particularly vulnerable to the adverse effects of climate change.
2. At COP 28 and CMA 5, in December 2023, the United Nations Office for Disaster Risk Reduction (UNDRR) and the United Nations Office for Project Services (UNOPS) were selected as the co-hosts of the Santiago network Secretariat.
3. Simultaneously, contributing countries have pledged a total of USD 48 million in contributions to the Santiago network. Since then, the funding arrangements of the loss and damage discussion have gained significant momentum.
4. Decision 12/CMA 4 endorsed by decision 11/CP.27 prescribes that 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 (...) so that the findings of this review can feed into the subsequent review of the Warsaw International Mechanism.”
5. As outlined in the Santiago network work programme, approved by the Advisory Board in its first meeting, the Secretariat will “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 resources¹.”
6. At its third meeting, the AB discussed an annotated outline of the resource mobilisation strategy (as contained in document SNAB/2024/3/12) and requested the Secretariat to further develop the strategy, taking into account the comments and suggestions made at its third meeting.
7. Relevant decisions setting the parameters of the resource mobilization strategy include:
 - a. Paragraph 67 of decision 1/CMA.3, in which it was decided that the Santiago network will be provided with funds to support technical assistance for the implementation of relevant approaches to avert, minimize and address loss and damage associated with

¹ Activity 19 in Santiago network work programme, approved by the Advisory Board in March 2024.

- the adverse effects of climate change in developing countries in support of the functions set out in paragraph 9 of decision 19/CMA.3;
- b. Paragraph 70 of decision 1/CMA.3, which urged developed country Parties to provide funds for the operation of the Santiago network and for the provision of technical assistance as set out in paragraph 67 of the same decision;
 - c. Paragraph 6 of decision 12/CMA.4, endorsed by decision 11/CP.27, which encouraged others to provide support for the operation of the Santiago network and for the provision of technical assistance under the network.
 - d. Annex I to decision 12/CMA.4 paragraph 20, which requires the Santiago network Secretariat to commission an independent review of the performance of the Santiago network, including, inter alia, sustainability and sources of funding, and adequacy of funding levels relative to technical assistance requests”.
8. Linkages with the Santiago network strategy. In accordance with the work programme 2024-2025, the resource mobilization strategy is to be developed in alignment with the Santiago network strategy, which is currently under development. The strategy 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 ensure the efficiency, effectiveness and complementarity in the work of the Santiago network and, as such, essential for resource mobilization. Therefore, it is proposed that the resource mobilization strategy be developed in tandem with the Santiago network strategy, with a roadmap for further development toward adoption at the fifth meeting of the Advisory Board.
 9. The zero draft of the Santiago network strategy proposes a 2028 time horizon in accordance with the 3- or 5-year strategy outlined in the 2024-2025 work programme, and aligned with the initial term of five-years for the hosting arrangements. It is proposed that the resource mobilization cycle is aligned with the overall strategy timeframe, ensuring convergence on the strategic and operational life cycle of the Santiago network.

II. Purpose, approach and goals

10. 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.
11. Current funding. As of 31 March 2025, the Santiago network has the following contributions at its disposal:

Contributor	Amount Contribution Currency	Amount USD (at agreement signature)
Government of Austria (BMK)	EUR 5,000,000	\$5,578,987
European Union (CLIMA)	EUR 3,000,000	\$3,162,600
Government of Germany (BMZ)	EUR 10,000,000	\$11,157,975
Government of Ireland (DFA)	EUR 1,000,000	\$1,115,797
Government of Ireland (DECC)	EUR 4,000,000	\$4,463,190
Government of Luxembourg	EUR 5,000,000	\$5,578,987
Government of Spain	EUR 5,000,000)	\$5,302,227
Government of Switzerland (SDC)	CHF 2,000,000	\$2,361,275
Government of the United States	USD 1,900,000	\$1,900,000
TOTAL		\$40,621,039

12. In addition, the Government of Switzerland is contributing CHF 10,000 per Secretariat staff based in Geneva and covers the office rent, in full, for the Santiago network Geneva office.

13. Outstanding Pledges from COP:

Contributor	Amount Contribution Currency	Amount USD (current exchange rate)
Government of Denmark (MFA)	DKK 40,000,000	\$5,530,514
Government of UK (FCDO)	GBP 5,000,000	\$6,587,615
Total		\$12,118,129

14. The Santiago network is currently in its establishment phase. A present analysis of the budgetary needs would indicate a high proportion of administrative costs relative to budgetary expenditures for technical assistance. This is expected at this stage; however, as the Santiago network technical assistance operations grow and mature, this ratio will gradually and significantly shift in favor of technical assistance.

15. The further development of the resource mobilization strategy will take into account the funding situation, a trend analysis and projected technical assistance and administrative budget needs extending until the end of the current implementation period - March 2029²:
16. Financial goals. Employing the SMART approach can help the Santiago network turn aspirations into actual achievements.
 - Specific:
 - Sustain resources already secured via contribution agreements, including the securing of future installments as per payment schedules
 - Ensure the conversion of all current pledges in the amount of USD 52 million to full-fledged contributions via UNOPS agreements.
 - Track and analyse actual disbursement of funds as well as trends in technical assistance requests receiving financial support from the Santiago network and update Santiago network funding needs accordingly
 - Enhance the predictability of funding
 - Measurable:
 - Develop and finalize contributions amounting to USD 52 million
 - Cultivate additional contributors to broaden resource channels
 - Achievable:
 - Develop a track record and a value proposition that enables the achievement of financial goals.
 - Ensure that the Santiago network has the resources and capacity to mobilize resources
 - Realistic:
 - Weigh the probability of targeted funding amount, amount of contributors and types of partners.
 - Time-based:
 - Convert pledges into full contributions within six (6) months of announcement;
 - Ensure that contributions are frontloaded in order to ensure full and timely delivery within the implementation period;
 - Plan replenishment cycle in line with Santiago network cycle and lifespan
 - Secure additional contributors by a set timeframe

Approach to further develop the strategy

17. The methodology underpinning the Santiago network Secretariat's resource mobilization efforts inherently responds to the Santiago network strategy, which is currently being developed. Aligned with the Advisory Board's guidance and decisions on the latter during SNAB4, the resource mobilization methodology is intended to be fully developed for

² Paragraph 45 of Annex to decision 6/CMA.5 indicates that the initial term of the MOU between the UNFCCC, UNDRR and UNOPS regarding the hosting of the Santiago network secretariat shall be five years from its entry into force, with five year renewal periods, if so decided by the governing body or bodies and UNDRR and UNOPS.

Advisory Board approval by SNAB5. Linked with the Santiago network policies and procedures, the methodology consists of the following elements:

- Link RM strategy to relevant sections of SN strategy:
 - Strategic framework
 - Strategic Priorities and Approaches
 - Partnerships and Collaboration
 - Finance and Other Support
 - Results Framework
 - Risk Management
 - Sustainability Plan
- Develop a data analytics framework to detect demands for technical assistance
 - Gather data through various means: UNFCCC focal points, SN regional officers, existing co-host networks (GEF-SGP, NDC Partnership, etc), workshops, country visits, etc.
 - Develop a database that captures demand data and trends in L&D needs, including financial data
 - Link database to existing TA activities database for frequent trend analyses
- Conduct ongoing contributor and stakeholder mapping
 - Frequently identify actors in loss and damage field and capture in database
 - Liaise with co-host resources and data on contributors and partners
 - Develop Engagement and Communication Plan
- Link approach to budget discussions and approvals by Advisory Board
- Clearly outline responsibilities of Secretariat, Advisory Board, and Co-hosts
 - Develop RASCI matrix
 - Develop Action and Follow-up Plan

III. Funding sources and funding approach

Types of contributions

18. In accordance with paragraph 9 of the Santiago network managing funding guidelines, contributions from donors to the Santiago network will be pooled, rather than earmarked, to ensure management effectiveness and efficiency and ensure synergies between contributions. The network considers contributions from the following actors:

- Bilateral governments - individual, bilateral government contributions, resulting in agreements between UNOPS on behalf of the Santiago network Secretariat and a respective ministry; this is the predominant type of contribution for the Santiago network - all initial contributions and pledges fall under this category
- Philanthropies and Non-Profits - non-state actors that are working in the loss & damage sector, such as philanthropies, NGOs, foundations and academic institutions. These are subject to a tailor-made approach and risk management framework.

- Multilateral Partners - contributions where stakeholders have combined their resources for specific purposes; this may include UN entities, development banks, and inter- and supranational organizations.
- Private Sector - private sector entities have shown increasing interest in funding loss & damage activities; engaging the private sector is subject to a tailor-made approach and risk management framework.
- High Networth Individuals - in recent years, high net worth individuals have increasingly engaged in environmental impact work.

Strategic approaches

19. Segmentation of donors. Given the various natures of potential donors, their different interests in the loss and damage field and their capabilities, a segmentation or grouping of the types of donors identified by the mapping exercise is required. Donors can also be categorized by value, priority, estimated contribution turnaround, etc.
20. Plan for identifying and approaching financial sources. A stated objective of the resource mobilization strategy, as per the Santiago network work programme, is to broaden resource channels. For this, donor and stakeholder mapping will be conducted as per the methodology currently under development. Each type of donor demands a distinct approach, is subject to unique political sensitivities and requires a unique risk management approach:
 - Engage co-host Partnership Office resources and check on existing relationships, data and approaches
 - Develop resource mobilization communication approach (as per methodology) for individual donor types
 - Clearly assign responsibilities in donor engagement and management to relevant Santiago network actors (Secretariat, AB, Co-hosts)
21. Complementarity with different funding channels. A significant number of stakeholders and initiatives operate in the loss and damage landscape. In its resource mobilization efforts, the Santiago network Secretariat ensures that activities complement other initiatives rather than compete with them. In order to assess different funding channels and areas of complementarity, the Secretariat will:
 - Identify and map other actors in the loss and damage landscape
 - Ensure proper and adequate coordination with other actors, in particular the FRLD
 - Clearly assign responsibilities in donor engagement and management to relevant Santiago network actors (Secretariat, AB, Co-hosts)
22. A detailed plan for identifying and approaching financial sources as well as the complementarity with different funding channels will be considered as part of the further development of the resource mobilization strategy.

23. Funding approach. To ensure flexibility during the initial stage of the Santiago network operations, contributors may be invited to engage the Santiago network through various approaches:
 - Replenishment cycles - contributors provide funding to the Santiago network based on an agreed-upon annual replenishment cycle and triggered by annual reporting.
 - Ad-hoc contributions - contributors make interim contributions at any time and these are not subject to pledges.
 - One-time contributions - contributors make one-off contributions to the Santiago network.
 - Co-financing of administrative needs - contributors co-finance specific admin needs - i.e. office, equipment - of the Santiago network Secretariat.
 - Combination of the above - contributors provide the Santiago network with a combination of the above approaches; this often comes in the form of regular contributions (i.e. based on replenishments) and co-financing of admin needs.
24. The Santiago network Secretariat must develop an engagement approach and a fund management system to capture and monitor the various funding approaches. This will be accomplished through databases and the UNOPS oneUNOPS Projects fund management platform.
25. All existing bilateral donors have opted to contribute to the Santiago network based on replenishment cycles.
26. Implementation plan. An action plan, including timelines, responsibilities and milestones - will be developed based on the Advisory Board's guidance and decisions on relevant elements of the Santiago network strategy and subject to the results of data analytics exercises, as per the above methodology.

Financial terms of contributions

27. Contributions agreements. Santiago network financial resources are legally secured through contribution agreements. Key features are uniform amongst all agreements:
 - All contribution agreements for the Santiago network will be signed between the donors and UNOPS, on behalf of the Santiago network Secretariat.
 - To ensure the coherence of various contributions, the UNOPS contribution agreement template is the default
 - The funds will be managed in line with the UNOPS rules and regulations
 - As per the Santiago network guidelines for managing funding, contributions from donors to the Santiago network will be pooled, rather than earmarked, to ensure management effectiveness and efficiency and ensure synergies between contributions. The following principles are applied to pooled funds:

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- Funds are pooled together and form the basis for annual Advisory Board-approved budgets; currently, no funds are earmarked (i.e. for specific countries or technical areas)
 - Donors receive one unified report on the use of funds
 - Audits are conducted on the entirety of the contributions in line with the UN single audit principle
 - Mid-term and potential ad hoc evaluations are coordinated by the Secretariat, under the guidance of the Advisory Board and with input from donors.
 - Donor-specific requirements are included under Special Conditions
28. Timing and funding cycle. The initial term of the memorandum of understanding between the UNFCCC, UNDRR and UNOPS regarding the hosting of the Santiago network Secretariat is five years from its entry into force, with five-year renewal periods, if so decided by the Santiago network's governing body and UNDRR and UNOPS³. Therefore, the initial five-year term ends in March 2029, and any timelines for contributions must conclude along with such date. Furthermore, any contribution agreement must allow enough time for implementation, audit, evaluation and close-out of related funding.
29. The zero draft of the Santiago network strategy proposes a 2028 time horizon in accordance with the 3- or 5-year strategy outlined in the 2024-2025 work programme, and aligned with the initial term of five-years for the hosting arrangements. It is proposed that the resource mobilization cycle is aligned with the overall strategy timeframe, ensuring convergence on the strategic and operational life cycle of the Santiago network.
30. Cashflow. While UNOPS, on behalf of the Santiago network Secretariat, can engage in procurement, grants and HR activities based on contributions, it has to be ensured that the Santiago network has sufficient cash on the books to operate the Secretariat and implement technical assistance activities.
31. While other approaches will have to be managed as applicable, the predominant model is based on donor replenishments, whereby a donor disburses cash to UNOPS on behalf of the Santiago network Secretariat on an annual basis - on average, three times per contribution agreement.
32. The replenishment cycle for funds managed by UNOPS on behalf of the Santiago network is aligned with the UNOPS annual certified reporting period, i.e. at the end of Q2 of each calendar year.

³ Annex to decision 6/CMA.5 paragraph 45.

IV. Monitoring framework, risk management and sustainability

Monitoring framework

33. Key performance indicators. Key performance indicators are aligned with SN Results Framework - Outcome 3
 - 3.1.C Value of financial and other resources a) directly provided annually for Santiago network operations and b) percentage directed to communities particularly vulnerable to the adverse effects of climate change
 - 3.1.D Value of annual financial support provided through technical assistance catalyzed a) with financial support from the Santiago network, and b) with funding from other sources
34. Monitoring tools. The implementation of the resource mobilization strategy will be monitored diligently through the following tools and efforts:
 - Above indicated data (stakeholder demand, contributor mapping) provide information on activities, level of effort and outputs of resource mobilization efforts
 - Weekly co-host meetings require updates on resource mobilization
 - Bi-weekly updates to Advisory Board include updates on resource mobilization
 - oneUNOPS Projects provides reports on the addition of funds managed by UNOPS on behalf of the Santiago network secretaria
 - UNOPS quarterly assurance process evaluates resource mobilization by requiring reports on Engagement Additions
 - Report on the activities of the Secretariat at every Advisory Board meeting
35. Evaluation methods. Any evaluation of the Santiago network, in particular the mid-term and final evaluations will include a section on resource mobilization. Emphasis will be placed on:
 - The sustainability and adequacy of funding sources⁴
 - The methodology of the resource mobilization strategy
 - The amounts of pledged resources converted into contributions
 - The donor landscape explored and mobilized
 - The division of labor among various Santiago network actors

Risk management

36. Summary of key risks and mitigation measures. A risk matrix identifying risks based on their probability, proximity, potential impact, and mitigation measures will be developed. The risk matrix will help Santiago network in systematically identifying, analyzing, and

⁴ In line with Annex I to decision 12/CMA.4 paragraph 20

responding to potential resource mobilization risks, ensuring a proactive approach to risk management.

37. Foreign exchange risk management. The majority of SN contributions are currently in EUR. Therefore, a risk management approach, taking into account currency fluctuations (also aligned with donor mapping) is being developed.

Sustainability and long-term planning

38. Relationship-building will be a major aspect of strategy in order to ensure complementarity with other efforts in the loss and damage space. Besides ongoing and evolving efforts to complement and collaborate with the FRLD, mapping exercises, participation in relevant events, and networking will determine the formation of key links with partners.
39. Given the dynamic nature of the funding environment and geopolitical considerations, it is key for the Santiago network to diversify its resources. The pooled fund approach places the Santiago network in an optimal position to spread its risks. This is true for the array of bilateral government donors already contributing to the initiative but also by bringing in other types of donors as outlined in the methodology and detailed approaches described above. This would also ensure sustainability of funding, an important consideration for the Santiago network independent review, as per Annex I to decision 12/CMA.4 paragraph 20.

V. Next steps

40. This resource mobilization strategy is designed to catalyze the relevant support required 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.
41. This strategy and its evolution will be determined by a variety of factors, including the Santiago network value proposition, results and development of a track record, and the realities on the ground. An attempt will be made to embed a sufficient amount of flexibility into the resource mobilization approaches as work on the strategy progresses in order to respond to an ever-changing environment. The mapping exercises and data analytics referenced in the body of this document will be included as appendices of the resource mobilization strategy and will be developed as next steps.
42. The further development of the Santiago network resource mobilization strategy is inherently linked to the Santiago network strategy and relevant guidance from the Advisory Board. Therefore, it is proposed to further develop the resource mobilization strategy in close alignment with the Santiago network strategy, for the Advisory Board's consideration at SNAB5.