
**Fifth Meeting of the Advisory
Board of the Santiago network**

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4 September 2025

Santiago network work programme 2026 - 2027

Final approved version

Annex I: Santiago network work programme 2026-2027

1. The Santiago network was established to catalyze the technical assistance of relevant organizations, bodies, networks and experts for the implementation of relevant approaches at the local, national and regional level in developing countries that are particularly vulnerable to the adverse effects of climate change.
2. The Santiago network work programme 2026-2027 operationalizes the first Santiago network strategy for 2026-2028 by translating its strategic priorities into concrete, time-bound activities and outputs that drive delivery as the network enters a phase of scaling, implementation, and rapid learning. It sets out targeted actions to connect developing countries with timely, demand-driven, and tailored technical assistance, while actively bridging capacity and knowledge gaps.
3. Through coordinated efforts to facilitate access to finance, technology, and capacity building, the work programme ensures alignment with the strategy's vision to build a world where developing countries and communities shape and drive inclusive action on loss and damage. It embeds mechanisms for rapid learning, adaptive management, and stakeholder engagement - particularly with developing countries, vulnerable communities, and ecosystem partners - so that lessons and results feed back into delivery, positioning the network to achieve tangible outcomes and strengthen its role in the wider loss and damage architecture.
4. The work programme is organized in the following sections:
 - A. Understanding technical assistance needs and priorities
 - B. Scaling-up delivery of technical assistance
 - C. Growing and supporting a strong and diverse member network
 - D. Enabling access to finance, technology and capacity building
 - E. Facilitating learning and knowledge exchange
 - F. Governance, Institutional Development, and Resource Mobilization
5. The headings of the first 5 sections of the work programme are the same as the strategic priorities detailed in the Santiago network strategy 2026 - 2028 . Section 6, titled 'Governance, Institutional Development, and Resource Mobilization', covers other cross-cutting activities that correlate to the 'Institutional priorities' in the Santiago network Strategy 2026-2028.
6. In implementing its work programme for 2026-2027, the Santiago network will take into account, in a cross-cutting manner:
 - a. Target groups identified in the Santiago network Strategy, namely: National liaisons to the Santiago network Secretariat and UNFCCC National Focal Points; technical

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- assistance request proponents; prospective Members, Partners; interested groups; Contributors.
- b. Groups at the frontline of climate change, such as Indigenous Peoples, women, children and youth, and local communities;
 - c. Strengthened collaboration across constituted bodies, including the Executive Committee of the Warsaw International Mechanism;
 - d. The work, information and expertise of bodies under and outside the United Nations Framework Convention on Climate Change and the Paris Agreement and under international processes, such as the 2030 Agenda for Sustainable Development, the Sendai Framework for Disaster Risk Reduction 2015–2030 and the Convention on Biological Diversity;
7. At its third meeting in September 2024, the Advisory Board approved the Interim Results Framework (IRF) for the Santiago network¹, noting that ‘given the still evolving loss and damage support landscape, application of an “adaptive management” approach will allow for the incorporation of knowledge acquired through “learning by doing” for IRM improvements based on operational experience gained’ and that the Secretariat should conduct this review through an inclusive and consultative process, [...] using the IRM as the starting point, to be carried out under the guidance of the Advisory Board.’. For this reason, although the outputs, outcomes in the IRM² are referenced in the work programme of the Santiago network for 2026–2027, it is noted that these may be revised
 8. The work programme has been developed based upon assumptions regarding the approval of the Santiago network Secretariat’s budget requests and the active engagement of National liaisons/Focal Points and Members of the network. The work programme will be updated to reflect Advisory Board decisions taken during 2026–2027, as well as any relevant emerging developments.
 9. Progress in the implementation of the work programme, as well as any necessary course adjustments, will be reported to the Advisory Board at its meetings, including through the report on the activities of the Secretariat and other relevant agenda items.

¹ See [SNAB 4 Meeting Report \(17 April 2025\)](#)

² The IRM includes three desired outcomes together with the outputs meant to help achieve them and associated key performance indicators based on quantitative and qualitative measures of progress.

Santiago network work programme 2026-2027

SR	Action Areas	Possible approaches / key activities s	Responsible	Indicative time frame	Links with IRF
A	Understanding Technical Assistance Needs and Priorities (SP1)				
1	Conducting outreach to raise awareness of the Santiago network and build strong in-region working relationships based on inclusive country-driven processes, working with and building capacity of National Liaisons, and leveraging regional coordinators to sustain regular dialogue and tailor responses with developing countries and communities;	- Regional Coordinators, Desk Officers, and contact points to help countries identify needs, barriers, and knowledge gaps. Tailored support to country-led TA request development, facilitated by the Santiago network Secretariat and including for coordination, briefings and consultations as required. - Engage National Liaisons and UNFCCC Focal Points through visits, hybrid sessions, and briefings to align TA requests with national priorities. - Foster inclusive, country-driven TA request processes, including institutional-strengthening support with inclusive participation (youth, children, women, Indigenous Peoples, local communities) and fostering gender-responsive approaches.	Secretariat	Q1 2026 – Q4 2027	1.1 / 1.3 (Needs identified, knowledge shared)
2	Disseminate simple and accessible guidance on Santiago network technical assistance and the request process, communicating in UN languages where possible.	- Development and dissemination of simple and accessible guidance on Santiago network technical assistance and the request process, in UN languages. In 2026, Provision for 5 products, to be developed by the Secretariat (2) and external consultancies (3) where specialised knowledge is required (on a temporary basis). (2026 Budget - A2). - Use diverse platforms, including the Santiago network portal and Regional Coordinators, to promote accessible communication with vulnerable communities.	Secretariat	Q2 2026 – Q2 2027	1.1 / 1.3 (Needs identified, knowledge shared)
3	Work through inclusive country-driven processes to help identify technical assistance needs and priorities and map expected demand, with a focus on needs of vulnerable groups and communities, and needs related to non-economic losses, drawing on insights and knowledge of indigenous peoples and local communities, and, doing so in synergy with other	- Participatory 'writeshops' and consultations to identify TA needs, with special focus on vulnerable groups. In 2026, two regional workshops, potentially to be carried out in collaboration with UNDRR (2026 Budget - A1). - Sharing of knowledge related to identifying TA needs and integrating with capacity-building efforts outlined under SP3 including for LDC/SIDS liaisons.	Secretariat	Q1 2026 – Q4 2027	1.1 / 1.3 (Needs identified, knowledge shared)

SR	Action Areas	Possible approaches / key activities s	Responsible	Indicative time frame	Links with IRF
	actors in the loss and damage ecosystem (SP4)	• Enable and coordinate expertise, tools, and partnerships that help countries identify, measure, and address loss and damage.			
4	Provide support for the preparation of technical assistance requests for developing countries particularly vulnerable to the adverse effects of climate change,, including targeted support for least developed countries (LDCs) and small island developing states (SIDS), with a dedicated budget allocation set through the budget process;	• Tailored support to country-led TA request development, facilitated by the Santiago network Secretariat and including for coordination, briefings and consultations as required. <i>(2026 Budget - A1)</i>. • Secretariat to develop guidelines and procedures for enabling access to and assisting in preparing requests for technical assistance that recognize the significant capacity constraints of the least developed countries and small island developing States. • Secretariat to deliver workshops, clinics, and information sessions to build understanding of TA access, identify capacity gaps, and strengthen demand-driven requests. • Coordinate through regional teams by partnering and co-hosting events.	Secretariat	Q1 2026 – Q4 2027	1.2 (TA facilitated, effectiveness assessed)
5	Build awareness of the opportunity to request technical assistance to support institutional capacities and coordination mechanisms for the effective setup of inclusive, country-driven processes, promoting coherence with existing arrangements for the implementation of NDCs, NAPs and other climate strategies.	• Regional Coordinators, Desk Officers, and Secretariat engage focal points through workshops and missions with inclusive participation. • Offer TA clinics and desk support with priority for LDCs/SIDS; • Leverage South–South peer assistance and align outreach with NDC/NAP processes to promote coherent, country-driven approaches.	Secretariat	Q2 2026 – Q3 2027	1.1 / 1.3 (Needs identified, knowledge shared)
6	Better understanding barriers to technical assistance requests and blind spots, to be able to more effectively tailor support for request development, foster an inclusive approach, and inform work to address knowledge gaps (SP5).	• Analyse feedback from proponents of technical assistance and identify areas for additional capacity building support in process design and country-level capacity. • Analyze needs visa-vis demand to identify blind spots where developing countries and/or communities are not effectively accessing technical assistance. • Integrate lessons on barriers with capacity-building efforts. • Collaborate with actors in the loss and damage ecosystem to	Secretariat	Q3 2026 – Q1 2027	1.2 (TA facilitated, effectiveness assessed)

SR	Action Areas	Possible approaches / key activities s	Responsible	Indicative time frame	Links with IRF
		develop and share information on barriers to accessing technical assistance.			
B Scaling-up Delivery of Technical Assistance (SP2)					
7	Ensure timely matching of eligible technical assistance requests, as well as timely grant implementation, with Members completing a substantial number of grants ³ and reporting results on the ground.	- Delivers demand-driven, inclusive, and timely support by matching country requests with Members, funding and monitoring projects, and embedding gender, community, and feedback loops, and learning frameworks to ensure effectiveness and accountability: 2026: Estimate 20 Technical Assistance contracts (2026 Budget - B3). 2027: Estimate 30 Technical Assistance contracts - Engage National liaisons and UNFCCC National Focal Points to align TA requests with country priorities and ensure inclusive, country-driven processes. - Engage Consultancies/Retainers to support evaluation of proposals, including required assessments (2026 Budget - B2) - Implement streamlined operational processes, including request management, MEAL, and reporting systems, to enable timely Member selection and smooth delivery of TA. (2026 Budget - B4)	Secretariat + AB (approve policies and updates)	Q1 2026 – Q4 2027	1.2 (TA facilitated, effectiveness assessed)
8	Expand the functionalities of the Santiago network portal to serve as an online platform facilitating connection between request proponents and Members.	Upgrade SN Portal with features for matchmaking, request tracking, Member profiles, document access, and user dashboards to ensure rapid processing and deployment of TA in H1 2026. (2026 Budget - B1)	Secretariat	Q1 2026 – Q4 2026	2.1 / 2.2 / 2.3 (Membership, engagement, collaboration)
9	Continuously improve processes to be more timely and accessible, including through regular feedback, translations, technology and tackling process or policy	Collect stakeholder feedback on any access challenges including annual liaison forums to review barriers to access and adapt processes.	Secretariat + AB (approve policy updates)	Q2 2026 – Q4 2027	3.1 (Resources and operational performance)

³ As detailed in paragraph 26 of the Santiago network Managing Funding Guidelines (Sept 2024), 'where appropriate, including but not limited to situations where an entity may not meet UNOPS criteria for grant support, other modalities - such as consultancies, procurement, stipends, etc - for disbursing funds to members may be utilized by the Santiago network secretariat, in compliance with UNOPS regulatory framework (i.e. procurement or human resources).'

SR	Action Areas	Possible approaches / key activities s	Responsible	Indicative time frame	Links with IRF
	bottlenecks with a focus on building context-sensitive, low barrier access.	- Analyze data from from operational performance and MEAL system with gender, community, and regional disaggregation, to identify operational measures for process improvement - Conduct review of operational guidelines (on managing funding, TA requests and membership criteria) by Q4 2026, and present any updates for AB approval.			
10	Embed gender and inclusion in the Santiago network's technical assistance request process through the participatory development and systematic implementation of a gender and inclusion action plan.	- Participatory development of Gender and Inclusion Action Plan, integrate into request templates and reviews, and embed in the MEAL system. (2026 Budget - B1) - Socialise Gender & Inclusion Action Plan, systematically implement and monitor progress.	Secretariat (draft) + Members (input) + AB (approve)	Q1 2026 – Q3 2026	1.2 (TA facilitated, effectiveness assessed)
11	Implement the Advisory Board decision on the approach to determining a minimum percentage and potentially a dedicated window for technical assistance directed to communities particularly vulnerable to the adverse effects of climate change.	- Deploy operational framework and track requests for technical assistance over H1 2026. - Identification of lessons, research, and learning from operations and from relevant developments in the loss and damage landscape, including those related to the FRLD. - Develop proposal on minimum percentage in Q2/Q3 of 2026 and integrate into revised guidelines for managing funding for Advisory Board consideration in Q3 2026.	Secretariat (draft) + AB (approve)	Q2 2026 – Q4 2027	1.2 (TA facilitated, effectiveness assessed)
12	Develop procedures related to requests for technical assistance requiring an urgent response, particularly in the context of climate-related emergencies.	Develop procedures for requests requiring an urgent response based on experience gained from initial stages of implementation, for AB consideration in Q3 2026.	Secretariat (draft) + AB (approve)	Q3 2026 – Q4 2027	1.2 (TA facilitated, effectiveness assessed)

SR	Action Areas	Possible approaches / key activities s	Responsible	Indicative time frame	Links with IRF
C	Growing and supporting a strong and diverse member network				
13	Conduct outreach to expand and diversify Santiago network membership, seeking to grow capabilities and regional coverage to meet technical assistance requests, and increase membership of community-based organizations (CBOs), including women-led and Indigenous Peoples, organizations (IPOs) as well as private sector.	- Undertake targeted regional outreach including to community-based, women-led, and Indigenous Peoples' organizations through Regional Coordinators, Desk Officers, and national focal points to identify underrepresented regions, sectors, and expertise gaps, using portal/database mapping. - Events to expand and engage existing and prospective Members, including at global and regional levels. <i>(2026 Budget - C1)</i> - Develop an accessible EOI process with simplified application materials, visual explainers, and targeted one-pagers for key constituencies (e.g., youth, women, Indigenous Peoples).	Secretariat	Q1 2026 – Q4 2027	1.1 / 1.3 (Needs identified, knowledge shared)
14	Clarify and codify Member roles, responsibilities, opportunities and standards of conduct, through a participatory process.	- Participatory co-design process through virtual consultations, regional working groups, and surveys to refine role definitions (e.g., TA provider, knowledge contributor, connector). - Development of a Member Value Proposition and differentiated engagement roles (TA partners, knowledge partners, outreach partners, coordination partners) - Membership updates to reflect roles, commitments, and codes of conduct, with integration into onboarding and orientation packages. - Conduct review of membership criteria by Q4 2026, and present any updates to the guidelines for designation of OBNEs for AB approval.	Secretariat + Members + AB (approve policy updates)	Q1 2026 – Q2 2026	
15	Enhance the capacities of local Members to engage in as providers or co-providers of technical assistance, building capacity through technical assistance, South-South learning and also through international Member organizations identifying opportunities to actively collaborate in providing technical assistance.	- Capacity-building workshops on TA proposal writing, budgeting, and delivery, leveraging South-South learning exchanges and peer mentoring (virtual or in sidelines of other events). - Shared learning schemes pairing local Members with international Members. - Embed mentoring arrangements (international-local Member partnerships) and tailored guidance for community Members.	Secretariat + Members	Q1 – Q4 2027	1.2 (TA facilitated, effectiveness assessed)

SR	Action Areas	Possible approaches / key activities s	Responsible	Indicative time frame	Links with IRF
		On-demand resources including toolkits, templates, and recorded webinars accessible via the portal, tailored to different member types and languages.			
16	Creating a platform as part of the Santiago Network portal to facilitate collaboration, coordination, coherence and synergies among Members, including a directory of Member expertise and communities of practice for Member networking, joint problem solving, peer learning and innovation	Roll out Portal 2.0 with searchable Member directory, expertise mapping dashboard, thematic/regional grouping functions, and collaboration tools (discussion forums, knowledge product sharing spaces , document repositories).	Secretariat + Members	Q1 2026 – Q2 2027	2.1 / 2.2 / 2.3 (Membership, engagement, collaboration)
17	Maintain strong and regular channels of communication with and among Members, informing them of technical assistance calls for proposals, and engaging Members in relevant Santiago network events, including a regular Santiago network convening.	- Regular Member updates (email newsletter or portal bulletin) highlighting TA opportunities, funding calls, events, and Member achievements. Targeted alerts for TA calls relevant to a Member's profile, sent via the portal or other digital channels. - Member convenings: Annual virtual conference and regular thematic or regional meetups; align these with SBs, COP, and other relevant events for maximum participation and cost-efficiency.	Secretariat + Members	Q2 2026 – Q4 2027	1.2 (TA facilitated, effectiveness assessed)
18	Leverage the membership to amplify the generation and dissemination of knowledge and information, in line with membership code (SP5).	- Development and dissemination of outreach materials, including through leveraging the membership on knowledge management. <i>(2026 Budget - C1)</i> - Joint communications campaigns that showcase TA results and link to the broader loss and damage architecture. - Incentivize contributions through recognition (e.g., spotlights, awards) and integrate Member expertise with WIM ExCom knowledge agendas to address gaps and develop joint products.	Secretariat + Members	Q2 2026 – Q4 2027	2.1 / 2.2 / 2.3 (Membership, engagement, collaboration)

SR	Action Areas	Possible approaches / key activities s	Responsible	Indicative time frame	Links with IRF
D	Enabling access to finance, technology and capacity building (SP4)				
19	Collaborate with the WIM ExCom and Fund for responding to Loss and Damage (FRLD) to explain and communicate their roles as part of one loss and damage architecture, consistent with their mandates.	- Develop and implement an action plan between Secretariats, following the letter of intent with the Secretariat of the FRLD. - Collaboration with FRLD, WIM ExCom, and other relevant partners to build joint stakeholder engagement, complementary communications, and shared outreach activities.	Secretariat + Partners + AB Co Chairs	Q2 2026 – Q4 2027	3.1 (Resources and operational performance)
20	Collaborating with funding arrangements through the annual High-Level Dialogue to promote coordination and complementarity on loss and damage.	- Collaborate with FRLD, ExCom, climate funds, MDBs and contributors through the annual High-Level Dialogue. - Link TA to finance readiness; align with ExCom workplan; present case studies to show impact; enable LDC, SIDS and community participation; engage contributors on pledges; and follow up with reports and integration into MEAL.	Secretariat + Partners + AB Co Chairs	Q2 2026 – Q4 2027	2 (Strengthened collaboration and coordination)
21	Capturing opportunities for operational synergies between the Santiago network, WIM ExCom and FRLD, including through joint stakeholder engagement, knowledge and resource sharing, including leveraging the Santiago network regional presence as an operational presence on ground.	- Discussions with FRLD and ExCom to identify and implement specific opportunities to build operational synergies. - Develop proposal on opportunity to leverage Santiago network regional presence as an operational platform on the ground and coordinate outreach among FRLD and ExCom.	Secretariat + Partners + AB Co Chairs	Q2 2026 – Q4 2027	2 (Strengthened collaboration and coordination)
22	Collaborate with the FRLD, other funds and finance sources on how Santiago network technical assistance can help developing countries and communities build readiness to access finance for loss and damage action, exploring potential to align operational procedures, with due consideration of their respective review and approval processes.	- Participation of Secretariat in WIM ExCom and FRLD Board meetings, and multi-stakeholder and intergovernmental forums (In 2026, 2 WIM ExCom meetings, 3 FRLD Board meetings, and relevant fora (e.g. NAP Expo, UNFCCC Climate Weeks, Sendai DRR platforms). <i>(2026 Budget - D1)</i> - Engage with the FRLD and other funding arrangements to explore harmonization and how access can be streamlined.	Secretariat + Partners	Q1 2026 – Q4 2027	1.2 (TA facilitated, effectiveness assessed)
23	Ensure coherence and synergy between the Santiago network work programme and the five-year rolling workplan of the Executive Committee.	Coordinate with WIM ExCom secretariat to ensure work programme timelines and priority areas are complementary.	Secretariat + Partners	Q1 2026 – Q4 2027	Cross-cutting

SR	Action Areas	Possible approaches / key activities s	Responsible	Indicative time frame	Links with IRF
24	Explore collaboration with bodies and mechanisms within and outside of the UNFCCC and Paris Agreement relating to loss and damage, including the Climate Technology Center and Network (CTCN) and Paris Committee on Capacity Building (PCCB), as well as regional initiatives.	• Cross-participation through exchanging invitations to relevant meetings, working groups, and communities of practice. Participation of Secretariat in WIM ExCom and FRLD Board meetings, and multi-stakeholder and intergovernmental forums. • Identify opportunities to partner with other organizations, including to expand reach on ground in developing countries, or leverage prior needs assessment or analysis.	Secretariat + Partners + AB	Q3 2026 – Q4 2027	Cross-cutting
25	Engage in joint communications, outreach, events, and other initiatives to support country-level coordination, simplified entry points and synergies among focal points.	• Side events and / or Santiago network events during relevant fora (e.g. COP/CMA and SBs). <i>(2026 Budget - D2)</i> • Leverage existing platforms such as UNFCCC sessions, Climate Weeks, and disaster risk reduction platforms for structured dialogues and outreach; strengthen regional coordination through Santiago network Regional Coordinators, Desk Officers, and UNDRR contact points with tailored workshops and simplified entry points (e.g. side events and / or Santiago network events during relevant fora (e.g. COP/CMA and SBs). • Facilitate country-level engagement through regular briefings, information sessions, and accessible materials that ensure participation of vulnerable groups and alignment with national priorities.	Secretariat + Partners	Q2 2026 – Q3 2027	1.1 / 1.3 (Needs identified, knowledge shared)
26	Leverage the network of Members to seek opportunities to strengthen coherence across the wider climate change, disaster risk, development and finance ecosystem.	• Engage Members in global and regional events to promote shared messaging, support Member-led partnerships and communities of practice, and leverage the Member network to strengthen coherence across the climate change, disaster risk, development, and finance ecosystem. • Promote diverse membership, including community-based organizations, Indigenous Peoples, youth, and private sector actors, to ensure inclusive perspectives shape ecosystem-wide coordination.	Secretariat + Members	Q2 2026 – Q4 2027	2.1 / 2.2 / 2.3 (Membership, engagement, collaboration)

SR	Action Areas	Possible approaches / key activities s	Responsible	Indicative time frame	Links with IRF
E	Learning and Knowledge Sharing (SP5)				
27	Collaborate with the WIM ExCom on an aligned knowledge agenda, sharing information on knowledge gaps and good practices, and identifying joint products.	- Establish structured dialogue with the WIM ExCom to exchange knowledge gaps, good practices, and priorities, and co-develop joint products aligned with ExCom workstreams and the Santiago network strategy. - Share lessons from technical assistance with ExCom expert groups, and organize joint events and dissemination activities to ensure coherence and accessibility across the loss and damage knowledge base.	Secretariat	Q1 2026 – Q4 2027	Cross-cutting
28	Leverage the network to disseminate knowledge, including from the WIM ExCom and Members, to support needs identification and technical assistance requests.	Disseminate knowledge through SN Members, regional events, and digital channels.	Secretariat	Q2 2026 – Q4 2027	1.1 / 1.3 (Needs identified, knowledge shared)
29	Develop a monitoring, evaluation, accountability and learning framework with a rapid learning focus, that enables dynamic and systematic sharing of results, success stories, impact cases, and lessons learned.	- Develop MEAL framework, integrated to the TA cycles with real-time tracking of outcomes and lessons, for Advisory Board consideration and approval by Q2 2026. (2026 Budget - E2) - Implement MEAL framework through operational processes.	Secretariat (draft) + AB (approve)	Q1 2026 – Q4 2026	Cross-cutting
30	Enable peer-to-peer learning, knowledge exchange and innovation, and amplifying access to Member-developed knowledge through collaboration platforms to be developed as part of the Santiago network Portal.	- Launch peer learning and thematic exchange platforms, including Member-led innovation challenges and communities of practice on thematic and cross-regional issues. - Capture and share technical assistance impact stories and lessons learned, and disseminate good practices through newsletters, campaigns, social media, and events.	Secretariat + Members	Q2 2026 – Q4 2027	Cross-cutting
31	Develop tailored products to facilitate demand-driven technical assistance and showcase Santiago network's results, including guiding materials, case studies and lessons learned from technical assistance delivery.	- Develop communications, outreach and engagement material production (e.g. Digital communications development, website development and language integration). (2026 Budget - E3) - Produce and publish case studies, briefs, and guidance from TA activities with emphasis on replicability and scaling. (2026 Budget - E1) - Outreach events and reporting mechanisms that collect, evaluate, and disseminate learnings from delivery activities.	Secretariat	Q2 2026 – Q4 2027	1.2 (TA facilitated, effectiveness assessed)

SR	Action Areas	Possible approaches / key activities s	Responsible	Indicative time frame	Links with IRF
F	Governance, Institutional Development, and Resource Mobilization				
32	Support and facilitate the work of the Advisory Board.	Facilitation of two Advisory Board meetings annually, with support for logistics, agenda and document development, and coordination with Co-Chairs, subcommittees, and observers. <i>(2026 Budget - F1)</i>	Secretariat	Q1 2026 – Q4 2027	Cross-cutting
33	Participate in the annual UN Climate Change Conference (COP and CMA), fulfilling the network's reporting obligations to Parties	- Secretariat coordination at COP sessions, including preparatory meetings and bilateral briefings with Parties and constituencies. <i>(2026 Budget - F2)</i> - Prepare and submit progress reports, information notes, and technical papers in advance of COP.	Secretariat + AB	Q4 2026 and Q4 2027	3.1 (Resources and operational performance)
34	Operationalise the Santiago network Secretariat team to effectively manage and coordinate all functions of the Santiago network with efficiency, transparency, and accountability.	Implement staff induction, embed delivery of the work programme through results-based performance tracking, complemented by retreats, planning sessions, and team-building to strengthen coordination and continuous learning. <i>(2026 Budget - F3)</i>	Secretariat	Q1- Q2 2026	3.1 (Resources and operational performance)
35	Administer the funds provided for technical assistance under the Santiago network in a cost-effective and transparent manner.	- Manage technical assistance funds with transparency and efficiency, providing the Advisory Board with regular reports on contributions, certified financial statements and audits for endorsement (as applicable), and budget with forecast expenditure. - Conduct financial audits and fulfill all other prescribed requirements. <i>(2026 Budget - F7)</i>	Secretariat	Q1 2026 – Q4 2027	1.2 (TA facilitated, effectiveness assessed)
36	Prepare an annual report on activities of the Santiago network and on the performance of their respective functions as detailed in the Terms of Reference for the Santiago network.	Prepare annual reports in response to relevant decisions. <i>(2026 Budget - F4)</i>	Secretariat + AB (approval)	Q3-4 2026 and Q3-4 2027	Cross-cutting
37	Develop required policies, procedures and guidelines to support the efficient and effective functioning of the Santiago network.	- Secretariat will develop any new policies and guidance, and associated reviews and updates for AB consideration and approval. <i>(2026 Budget - F5)</i> - Secretariat will also develop implementing documents provided for in AB-approved strategies, policies and guidelines.	Secretariat + AB (approval)	Q1 2026 – Q4 2026	Cross-cutting

SR	Action Areas	Possible approaches / key activities s	Responsible	Indicative time frame	Links with IRF
38	Build a risk-aware culture and sound risk management practices, combining TA request-level risk management based on its co-hosts' policies, with organization-level risk identification, assessment, mitigation and reporting	- Develop risk register and risk-opportunity matrix by H1 2026. - Begin periodic reporting of risks, issues and mitigation measures to AB by H2 2026. - Integrate 'do no harm' principle, while integrating the Conflict-Sensitive Programme Management (CSPM) approach.	Secretariat + AB	Q1 2026 – Q4 2026	Cross-cutting
39	Establish the Santiago network's resource mobilization and fundraising approach in order to secure ongoing, predictable, adequate and sustainable funding streams for the delivery of 2026-28 strategy and longer-term Santiago network operations.	- Implement the resource mobilization strategy endorsed by the Advisory Board, advancing engagement with current contributors and beginning to reach out to new contributors. - Operationalize donor dashboard, regular reporting and safeguards and risk matrix. - Develop mapping of funding sources and tailored contributor engagement methods by 2026. - Present funding approach and funding goals based on demand-driven resourcing scenarios for AB consideration by 2027.	Secretariat + AB (approval)	Q1 2026 – Q4 2027	3.1 (Resources and operational performance)
40	Commission an independent review of the performance of the Santiago network	- As required under paragraph 38 of decision 6/CMA.5 endorsed in 2/CP.28, commission one independent review of the performance of the Santiago network. <i>(2026 Budget - F6)</i> - Consult TOR with the Advisory Board and commission the independent performance review by Q4 2026, in accordance with relevant decisions. - Consider the initial report on the independent performance review by H1 2027, to inform way forward on co-hosting arrangements.	Secretariat + AB	Q1 2027 – Q2 2027	Cross-cutting
41	Develop third work programme of the Santiago network	Facilitate participatory planning and consultation to develop a work programme from 2028, informed by evaluation and results framework.	Secretariat (draft) + AB (approve)	Q1 2027 – Q4 2027	Cross-cutting