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Board of the Santiago network

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Santiago network communications strategy 2026-2028

Summary

This document outlines a draft communications strategy 2026-2028 for the Advisory Board's consideration. The strategy provides a framework for the Santiago network to expand its reach, amplify its messaging and engage key target audiences effectively. It sets clear objectives, guiding principles, target audiences, communication channels and core messaging to ensure structured, impactful and consistent communications.

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 also has linkages with the following documents under consideration of the Advisory Board at its fifth meeting: 'Santiago network strategy' (SNAB/2025/05/05); 'Santiago network outreach and engagement strategy' (SNAB/2025/05/07); 'Work Programme of the Santiago network 2026-2027' (SNAB/2025/05/09); and 'Annual budget of the Santiago network 2026' (SNAB/2025/05/12).

This updated paper considers the feedback from the Advisory Board's fourth meeting, written inputs received and relevant stakeholder feedback gathered during the Santiago network strategy consultation roadmap.

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Background

1. The mission of the Santiago network is to catalyze the technical assistance of relevant organizations, bodies, networks and experts (OBNEs) for the implementation of relevant approaches for averting, minimizing and addressing loss and damage 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. To deliver on its mission, the Santiago network functions¹ include contributing to the effective implementation of the functions of the Warsaw International Mechanism, catalyzing demand-driven technical assistance by assisting in identifying, prioritizing and communicating technical assistance needs and priorities, facilitating and catalyzing collaboration, coordination, coherence and synergies to accelerate action by Santiago network Members, including across communities of practice, and facilitating the development, provision and dissemination of, and access to, knowledge and information on averting, minimizing and addressing loss and damage.
3. Fulfilling this mission and specific functions requires the Santiago network to have a strong visual identity, messaging and strategic communications approaches to raise visibility, increase awareness and engage target audiences. This communications strategy is critical to guiding the network's communications and visibility during the 2026-2028 period.
4. The communications strategy is a deliverable of the Santiago network work programme 2024-2025 which requests the "Secretariat to develop and operationalise 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 Excom in its outreach and communications strategy". A draft communications strategy was presented to the Advisory Board at its fourth meeting. The Secretariat was requested to update the document based on feedback provided during the meeting and in writing, with a view to its adoption at the fifth meeting of the Advisory Board.
5. The revised document presented here responds to this mandate, considering feedback from the Advisory Board and presenting alignment with the 'Santiago network strategy' (SNAB/2025/05/05); 'Santiago network outreach and engagement strategy' (SNAB/2025/05/08); 'Work Programme of the Santiago network 2026-2027' (SNAB/2025/05/12); and 'Annual budget of the Santiago network 2026' (SNAB/2025/05/13).
6. The main updates to this document are as follows:
 - a. *Alignment with the Santiago network strategy:* The strategy has been streamlined to align with the Santiago network strategy, with particular consideration for the vision, value proposition, strategic priorities and target audiences, emphasizing the role of communications as a critical pillar in delivering on these priorities. Updates in this draft include refined communications objectives, aligned target audiences, updated core

¹ Decision 12/CMA.4, Annex I, endorsed by decision 11/CP.27.

messaging and strategic communications approaches for 2026–2028. These revisions aim to enhance coherence, clarity and impact, ensuring that the communications strategy effectively supports the Santiago network strategy.

- b. *Regional presence:* In line with the updated regional presence of the Santiago network as decided at SNAB 4, the communications strategy takes this into account as a key channel for expanding visibility and reach for the network at the regional, national and local levels.
- c. *Print and traditional media:* The communications strategy incorporates the use of print and traditional media, going beyond digital communications, in order to reach the target audiences as outlined in the Santiago network strategy.
- d. *Messaging:* A message house has been designed in line with the mission, vision and value proposition outlined in the Santiago network strategy to set the messaging framework.
- e. *Implementation, monitoring and review:* This section has been built on further to outline key implementation approaches at the strategy level, as well as consultative feedback approaches for strategy review.

Annex I: Santiago network communications strategy 2026-2028

1. Purpose and Scope

1. The [Santiago network strategy](#) identifies communications as an institutional priority for the network to deliver on its mission and a critical function for both internal network coordination and external profile building.
2. Building on the Santiago network strategy, this communications strategy aims to elevate the network's profile and expand its reach to key audiences over 2026–2028. By clearly conveying the network's mission, vision, value proposition, impact and achievements in targeted, accessible ways, the strategy will foster collaboration, engagement and support for the network's mandate. It will strengthen the Santiago network's reputation as a trusted and impactful actor, position it as an integral part of the loss and damage architecture, and highlight its added value within the broader ecosystem — ultimately enabling the successful delivery of its mission.
3. This communications strategy is closely linked to the outreach and engagement strategy, which guides targeted outreach, partnership-building and engagement activities over the same period. While communications focuses on visibility, messaging and awareness-raising, outreach emphasizes initiating and sustaining long-term relations, deepening involvement of key stakeholders, facilitating access to technical assistance, strengthening the network of Members and supporting capacity-building. Together, these strategies reinforce the Santiago network's role in connecting developing countries and vulnerable communities with the technical support they need, ensuring both a strong public profile and deep stakeholder engagement.

2. Communications objectives

4. 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 mission and strategic objectives. The objectives provide direction to position the Santiago network, shape key messages, engage audiences and produce dynamic communications that respond to existing structures, emerging trends and evolving landscapes.
5. The objectives below have been aligned with the strategic priorities (SP) in the Santiago network strategy, as referenced next to each objective.
 - a. **Build recognition and visibility:** Increase awareness of the Santiago network's mission, value proposition, role within the loss and damage ecosystem and impact in developing countries across all target audiences. *(Supports SP1–SP5)*

- b. **Publicize available support:** Clearly convey how the Santiago network connects developing countries and vulnerable communities with timely, demand-driven technical assistance by providing simplified, accessible and tailored content, and highlighting success stories. *(Supports SP1 & SP2)*
- c. **Attract a diverse and engaged membership:** Appeal to prospective Members from all regions and thematic areas, and promote active exchange and collaboration across the network to build a strong, diverse and engaged network of Members. *(Supports SP3)*
- d. **Showcase expertise, results and facilitate knowledge sharing:** Highlight Member capabilities, regional and thematic strengths, and the network's results, while promoting peer learning, innovation and inclusive solutions. *(Supports SP2, SP3 & SP5)*
- e. **Amplify through partnerships and alignment:** Work with partners and stakeholders to amplify messaging, leverage partner networks and support complementarity and coherence across the loss and damage architecture. *(Supports SP4 & SP5)*

3. Communications principles

- 6. 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 concisely 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 be grounded in universal human rights values and reflect inclusion, integrity, humility and humanity. They should align with the provisions in the 11th 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-responsive language:** Use language that is non-discriminatory, promotes gender equality and ensures accessibility for all, including persons with disabilities and those in vulnerable situations.

4. 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. As defined in the Santiago network strategy, this identity encapsulates the Advisory Board, co-hosted Secretariat and growing Member network.
- 8. The identity will reflect the Santiago network's mission, vision and value proposition, as articulated in the Santiago network strategy, with particular focus on the network's role in delivering 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.

4.1. Voice and style

- 9. In all communications, the Santiago network will speak in an active voice, emphasizing action, impact and responsiveness.
- 10. The Santiago network's communications will follow a unified language and style guide to ensure clarity, consistency and credibility across all channels. The guide will be produced by the Secretariat and will define tone, key terminology, grammar and usage standards, drawing on international best practices while tailoring approaches to the network's unique needs. All materials prepared on behalf of the Santiago network will follow these principles, ensuring a coherent style that strengthens recognition, builds trust and resonates with diverse stakeholders.

4.2. Naming convention of the Santiago network

- 11. 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.

12. 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 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.
13. The following title will be used:
 - 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.

4.3. Visual Identity

14. 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.
 - a. Branding:
 - i. A branding kit will be developed by the Secretariat to provide a comprehensive brand identity for the network. The brand identity will communicate the Santiago network's mission, vision and value proposition.
 - b. Logo:
 - i. The Santiago network logo encapsulates the identity of the network and is the core visual representation of the network.
 - ii. 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.
 - c. Visuals:
 - i. 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.

5. Audiences

15. 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.
16. As outlined below, the constituent parts of the Santiago network make up its internal stakeholders. The target groups, as defined in the Santiago network strategy, make up the external stakeholders.



17. In line with the Santiago network strategy, these key actors and target groups have been mapped based on four categories that define the type of communications engagement the network will undertake with each stakeholder group.
 - a. **Manage closely:** Key actors who represent the constituent parts of the Santiago network and have a high influence and high impact on the network's communications as internal stakeholders. These actors are integrated into the network's structure and require proactive, two-way engagement and internal communications.

Target audience	Purpose of communication
<i>Key actors</i>	
Advisory Board	Stay informed on network activities and progress, provide strategic guidance, and engage in two-way dialogue with the Secretariat to shape the Santiago network's direction. Use their expertise, visibility, and networks to support and amplify the network's communications objectives.

Co-hosted Secretariat	Ensure seamless internal coordination and transparent information-sharing to support effective network operations. Lead communication efforts by engaging both internal and external stakeholders, amplifying the network's messaging, and enhancing its reach and visibility. <u>Co-hosts</u> Facilitate collaboration and information exchange to enhance alignment and amplify the network's work.
Members	Actively engage in network activities, share knowledge and expertise, foster collaboration across the network, and support membership expansion and delivery of technical assistance. Leverage their networks to strengthen visibility, engagement and impact.

- b. **Keep engaged:** Target groups that require consistent, targeted external communications designed to inform, involve and motivate them to take specific actions that support the network's strategic priorities.

Target audience	Purpose of communication
<i>Target group: Liaisons/Focal Points for developing countries</i>	
National liaisons to the Santiago network Secretariat and UNFCCC National Focal Points	Disseminate targeted information about technical assistance, available support and relevant activities, while engaging with liaisons and focal points to strengthen connections with developing countries and for them to further circulate information to relevant contact points and focal points.
<i>Target group: Technical assistance request proponents</i>	
Developing countries particularly vulnerable to the adverse effects of climate change	Increase awareness of the network's functions, available technical assistance and tailored support, and diverse membership, 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 to support membership and access to technical assistance.
Current proponents of technical assistance	Engage from early stages of the technical assistance request to gather communications content, document the delivery and

	impact of technical assistance, and communicate jointly to amplify the request and its progress in relevant regions, communities and forums. Equip proponents to elevate the network's value proposition and share first-hand experience to act as ambassadors for the network.
<i>Target group: Prospective Members</i>	
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.
OBNEs working with and for Indigenous Peoples, women, and children and youth	Develop targeted communications with accessible and tailored language for dissemination through digital channels and on-the-ground engagement.
<i>Target group: Partners</i>	
UNFCCC Secretariat	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.
Fund for responding to Loss and Damage (FRLD)	Draft and disseminate joint communications and complementary messaging which aligns the Santiago network and FRLD as key partners in the loss and damage architecture.
Other partners	Develop and maintain regular, targeted communication with identified priority partners to amplify the network's activities.

- c. **Keep informed:** Target groups that are interested in the network's work and would benefit from periodic information, milestone updates and overall awareness of the network's progress through external communications. They may contribute to the network's impact even if they do not hold direct decision-making power. Communications should focus on building understanding, amplifying messaging through their networks, and providing clear, accessible updates on activities, outcomes and opportunities for indirect engagement.

Target audience	Purpose of communication
<i>Target group: Contributors</i>	

Target audience	Purpose of communication
Contributors	Highlight key achievements and milestones to demonstrate impact and accountability.
Potential contributors	Showcase the network's impact, results and value proposition to drive interest from potential contributors.
<i>Target group: Interested groups</i>	
Observers (Parties, States, NGOs, INGOs, UN system)	Keep informed about the network's activities and explore possible avenues for engagement.
Climate-focused entities (without a primary focus on loss and damage)	Ensure publicly accessible, transparent information on the network's activities, objectives and progress.

- d. **Monitor:** These target groups require minimal proactive external communication but should be monitored for engagement or change in interest. Occasional, broad updates through public channels (website, social media, media coverage) will maintain awareness and build the network's visibility without the need for regular, targeted communications.

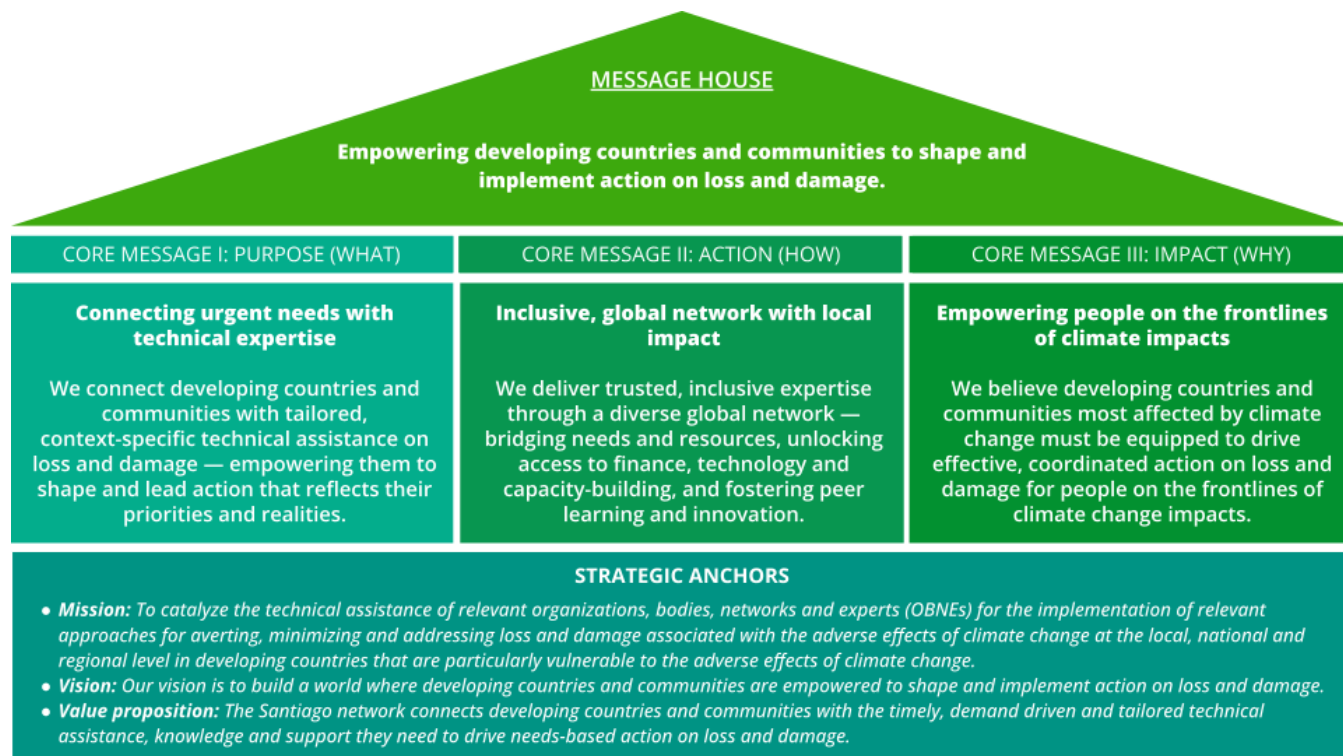
Target audience	Purpose of communication
<i>Target group: Interested groups</i>	
Development organizations (without a primary focus on climate)	Share regular information on milestones and achievements to promote opportunities for collaboration, engagement and amplification.
General public	Share clear and transparent updates to enhance understanding of the network's mission and impact.

6. Messaging

18. The Santiago network's core messaging will reflect its mission, vision and value proposition — positioning the network as a key resource within the loss and damage landscape and centering its impact on people at the frontlines of the climate crisis. This messaging will be adapted for target audiences and channels, maintaining its central message. Tailored messaging on key areas will be further developed based on the core messaging outlined in the message house.

6.1. Message house

19. The message house outlines the messaging framework for the network, underscoring the Santiago network identity, with a focus on clarity, consistency and simplicity. The message house is anchored in the Santiago network mission, vision and value proposition as defined in the Santiago network strategy.



7. Communications channels

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

7.1. External Communication Channels

21. 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 and engagement strategy.

22. 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.
 - a. **Santiago network website:** The website serves as a one-stop hub for all information, resources and activities of the network.
 - b. **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.
 - c. **Social media:**
 - i. 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 voices and greater visibility for events and outreach activities. The channel also provides content for elevation by stakeholders, including Santiago network Members.
 - ii. 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.
 - iii. Whatsapp channels – Given the popular use of Whatsapp in developing countries at local and national levels, and its high potential for direct outreach to communities, a Santiago network Whatsapp channel will be set up as the secondary platform for the network. The channel may be scaled up for language integration and regional content in coordination with the regional staff once the full team is in place.
 - iv. 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.
 - d. **Media engagement – print, broadcast and online:** 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.

- e. **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.
- f. **Regional presence:** In collaboration with the Regional Coordinators and Desk Officers, communications content will be tailored and circulated to regional platforms, events and stakeholders, with a focus on traditional and offline channels. The messaging and visuals for these will be context-specific and tailored to the target region, audience and channel in coordination with the regional staff.
- g. **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.
- h. **Member 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 their 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.
- i. **Events:** The Santiago network 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 provide an opportunity to raise the network's profile and amplify its communications and visibility. By strategically hosting, partnering and participating in relevant events, and producing and disseminating relevant communications around events, the Santiago network will expand its reach, leverage existing platforms and events in the loss and damage space, UN networks and the larger climate action space.²
- j. **Partner channels:** Leveraging the communication platforms of key partners, governments, constituencies and supporting organizations can amplify visibility and

² Event engagements will be included in the two-year work programme of the Santiago network Secretariat.

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.

8. Crisis communications

23. 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.
24. A crisis communications guideline will be developed for the Santiago network in line with the Santiago network strategy. This approach will be based on an ongoing situational analysis, consideration of the loss and damage and climate action landscapes, and strategic priorities of key stakeholders. The guideline will outline 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.

9. Implementation, monitoring and review

25. Based on the communications strategy, relevant communications activities will be included in the biannual work programmes of the Santiago network Secretariat.
26. In line with the communications objectives and principles on accessibility and language integrations, communications content will be translated into relevant UN languages in accordance with the target audiences and dissemination channels. The use of innovative tools and technologies to enable increased language integration on communications channels and content will be undertaken by the Secretariat, keeping in line with relevant UN guidelines and frameworks for the use and best practices for translated content and materials.
27. 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.

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28. Progress in the implementation of the strategy through the Santiago network work programme will be reported by the Secretariat to the Advisory Board at its meetings, including through the report on the activities of the Secretariat and other relevant agenda items, as well as through the Secretariat's regular online updates to the Advisory Board. Generally, the Secretariat will conduct regular web, social media and media monitoring of communications activities by the Secretariat, 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 reporting on their communications coverage of the Santiago network.
 29. The effectiveness of communications content and dissemination across channels will be assessed by the Secretariat through consultation and collaboration with the target audiences identified in this strategy, adapting tailored messaging and channels in line with the communications objectives and principles. Consultations, surveys and direct feedback will be used to refine strategic approaches and activities. Where necessary, a consolidated approach will be taken in line with the outreach and engagement strategy.
 30. The results will be reported periodically through internal and external reporting mechanisms. These will be used to measure effectiveness of communications activities, provide insights, adjust approaches and benchmark progress.