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Advisory Board of the
Santiago network**

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Santiago network outreach and engagement strategy 2026-2028

Summary

The document outlines a draft outreach and engagement strategy 2026-2028 for the Advisory Board's consideration.

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/2025/05/08); 'Santiago network Communications Strategy' (SNAB/2025/05/09); 'Work Programme of the Santiago network 2026-2027' (SNAB/2025/05/12); 'Annual budget of the Santiago network 2026' (SNAB/2025/05/13).

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 depends largely on building and maintaining strong relationships with partners, including national liaisons to the Santiago network Secretariat, proponents of technical assistance in developing countries, OBNEs, actors in the loss and damage architecture, and other relevant stakeholders, as well as effective engagement of Santiago network Members, underscoring the critical importance of having an outreach and engagement strategy to guide these efforts.
4. The outreach and engagement strategy is a deliverable of the Santiago network work programme 2024-2025 which requests the "Secretariat to develop a dedicated outreach strategy in line with the overall Santiago network strategy". A draft outreach 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 draft 'Santiago network strategy' (SNAB/2025/05/08) and 'Santiago network Communications Strategy' (SNAB/2025/05/09); the 'Approach for determining the minimum percentage of technical assistance funded directly by the Santiago network directed to communities particularly vulnerable to the adverse effects of climate' change under intersessional consideration; '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. Under the guidance of the Co-Chairs, the draft strategy was also shared with the Outreach Task Force for their informal review prior to publication. Feedback from the Task Force has been incorporated into this version.
7. The main updates to this document are as follows:

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

- a. *Addition of engagement as part of the strategy scope:* in response to feedback on the need to sustain and deepen engagement over time, with outreach primarily focusing on initiating contact and building awareness and engagement on deepening involvement and sustaining long-term partnerships, in a complementary manner.
- b. *Alignment with the draft Santiago network strategy and with the draft communications strategy* under Advisory Board consideration at its fifth meeting, including in terms of complementary purpose and scope, objectives, timeframe, principles and target groups.
- c. *Alignment with the Work programme for 2026-2027 and Budget for 2026*, streamlining the content of the document to high-level strategic elements with activity-level content considered as part of the work programme for 2026-2027.
- d. *New section on Member engagement*, recognizing Members as a critical and integral part of the Santiago Network structure in delivering its mission.
- e. *Sections on purpose, scope, principles, and objectives*, clarifying the major goals, specific objectives, and the guiding principles for action.
- f. *Barriers to access technical assistance faced by developing countries and communities are acknowledged* and inform the proposed objectives, principles, and channels for outreach and engagement.
- g. *The role of national liaisons to the Santiago network Secretariat* from developed and developing countries in outreach and engagement is acknowledged as critical for demand-driven technical assistance that has been developed through an inclusive and country-driven process, and diverse and inclusive membership at the local, national and regional level.
- h. *Acknowledgment of the roles of the Santiago network Regional Coordinators, Desk Officers, and Designated Contact Points* located in UNDRR regional and subregional offices, in implementing outreach and engagement priorities, in line with their respective functions.
- i. *Alignment with the proposed approach for determining the minimum percentage* directed to communities particularly vulnerable to the adverse effects of climate change with respect to outreach activities under the proposed operational framework.
- j. *Revised structure* includes a new section on principles, as well as target groups presented in tabular format with their respective roles explained.

Annex I: Santiago network outreach and engagement strategy

1. Purpose and Scope

1. The purpose of the Santiago network outreach and engagement strategy is to advance the implementation of the Santiago network's mission, vision and strategic priorities by defining goals, principles, target groups and channels for outreach and engagement activities, recognizing that strong collaboration and partnerships are essential to achieving the Santiago network's mission.
2. The strategy has an operational focus and is designed to facilitate the effective functioning of the elements underpinning the Santiago network model, namely: demand from within developing countries, an engaged and diverse membership with capabilities to deliver technical assistance, and an accessible, timely and fit-for-purpose support to catalyze and connect the two.
3. In line with the Santiago network strategy, the Santiago network's value proposition is to connect developing countries and communities with the timely, demand-driven, and tailored technical assistance they need to drive country-driven action on loss and damage.
4. The outreach and engagement strategy is the engine that makes this connection happen, ensuring that, over 2026–2028, developing countries and communities can access the right support at the right time, shaped by their priorities and needs and developed through a country-driven process.
5. The outreach and engagement strategy also aligns with, and supports the implementation of the five strategic priorities in the Santiago network strategy, enabling the network to scale up, deliver, and rapidly learn.
6. The scope of this strategy covers both outreach and engagement, recognizing their distinct but complementary roles, and forming an integrated approach to expanding the network's reach and strengthening its operations and impact:
 - a. Outreach refers to the proactive efforts of the Santiago network to connect with and inform target groups, including national liaisons to the Santiago network Secretariat/UNFCCC National Focal Points, potential proponents of technical assistance, potential Members, partners, and stakeholders - about its mission, services, and opportunities for collaboration. It focuses on raising awareness, expanding the network's visibility, and attracting participation, often through communications, events, campaigns, and direct approaches. Outreach is primarily about initiating contact, building awareness and understanding on the Santiago network and how to become a Member or access technical assistance.
 - b. Engagement refers to the ongoing, two-way interaction and relationship-building between the Santiago network and its stakeholders, including national liaisons to the Santiago network Secretariat/UNFCCC National Focal Points, proponents of technical assistance, and ecosystem partners, as well as internal Member engagement. It focuses on fostering strong working relationships, active participation, collaboration,

and co-creation to shape activities, share knowledge, and deliver impact. Engagement is primarily about deepening involvement, fostering trust, and sustaining long-term partnerships.

7. A dedicated section on Member engagement is included in the Outreach and Engagement Strategy, reflecting the integral role of the network of Members within the Santiago network's structure. The strategy provides a foundation for the development of an engagement plan with proponents, as well as targeted outreach plans for OBNEs and potential proponents.
8. The outreach and engagement strategy is designed to operate in tandem with the Santiago network communications strategy, which focuses on visibility, messaging, and awareness-raising. Ensuring consistent messaging and a unified network voice, while tailoring activities to target audiences in line with the communications principles and objectives, is essential for outreach and engagement activities intended to build and sustain relationships, deepen stakeholder engagement, and facilitate access to technical assistance. Together, these strategies give the Santiago network a strong public profile and deep stakeholder engagement.

2. Objectives

9. To advance the Santiago network's mission, vision, and strategic priorities during 2026-2028 as a period of scaling, delivery and rapid learning, the outreach and engagement strategy seeks to achieve the following objectives:

2.1. Mission and vision

10. **Build and sustain strong working relationships with strategic partners**, including national liaisons to the Santiago network Secretariat, developing countries, request proponents, actors in the loss and damage ecosystem, and other relevant stakeholders, as well as effective internal engagement with Members, to enable the effective delivery of the network's catalytic role in providing technical assistance.
11. **Serve as a vehicle for realizing the Santiago network's value proposition** by connecting developing countries and communities with timely, demand-driven, and tailored technical assistance they need to drive needs-based action on loss and damage.

2.2. Strategic priorities

12. **Raising awareness and building understanding** for demand-driven technical assistance developed through a country-driven process, including by offering necessary support for preparation of requests for technical assistance, and assisting in identifying, prioritizing and communicating technical assistance needs and priorities. (SP1).
 - a. **Build awareness and deepen understanding of the Santiago network** and of the opportunity of technical assistance to foster inclusive, country-driven processes and coordination.

- i. Provide simplified, accessible and tailored guidance and support for technical assistance requests, including targeted assistance for LDCs and SIDS.
 - ii. Identify and address barriers and knowledge gaps to enhance tailored support and increase access to technical assistance.
13. **Facilitating access to demand-driven technical assistance** developed through a country-driven process, through raising awareness and fostering understanding of operational guidelines, providing support for inclusive and country-driven processes, and helping build capacity of developing countries and communities to engage in technical assistance requests (SP1 & SP2);
 - a. Assisting in identifying, prioritizing, and communicating technical assistance needs and priorities and identifying types of technical assistance.
 - b. Facilitating the consideration of a wide range of topics relevant to averting, minimizing and addressing loss and damage approaches.
 - c. Enhance accessibility, user-friendliness and efficiency of processes through collecting user feedback, translations, and the use of technology.
 - d. Strengthen capacities of proponents of technical assistance in developing countries by delivering tailored outreach and engagement activities to guide and support them throughout the entire technical assistance journey.
14. **Growing an inclusive and diverse Santiago network membership, and maintaining active engagement of the network of Members** through technical assistance requests, peer exchange, knowledge sharing and communities of practice (SP3 & SP4);
 - a. Promote diverse and inclusive membership, including local and community-based organizations, including those representing Indigenous Peoples, gender and women, and children and youth, and local private sector, and targeting efforts for balanced representation of regions and areas of expertise.
 - b. Enhance Member engagement in the provision of technical assistance, recognizing their diverse expertise, through targeted communication, South-South learning, capacity strengthening and practical support, and collaborative opportunities.
 - c. Promote collaboration and knowledge sharing via the Santiago network Portal for networking, coordination, and dissemination of expertise and information.
 - d. Enhance accessibility, user-friendliness and efficiency of processes to designate OBNEs as Members of the Santiago network, through collecting user feedback, translations, and the use of technology.
15. **Building partnerships across the loss and damage ecosystem** to enhance complementarity and coherence, facilitate access to action and support, and amplify Santiago network's reach, impact and knowledge sharing (SP4 & SP5).

- a. Strengthen collaboration with the WIM ExCom, the FRLD, and other key partners to communicate complementary roles and ensure coherence within the loss and damage architecture.
 - b. Facilitate access to finance, technology and capacity building, including through technical assistance accessed through the Santiago network, while respecting respective mandates.
 - c. Leverage partnerships and membership to promote joint outreach, events, and initiatives across the climate change, disaster risk, development, and finance ecosystem.
16. **Collaborate on a shared knowledge agenda** and enable peer learning through dedicated platforms and tailored products that support needs identification, technical assistance, and showcase the network's impact. (SP5)
- a. Facilitate peer-to-peer learning between developed and developing countries on needs, capacities, and solutions to loss and damage through technical assistance.
 - b. Explore collaboration on a shared knowledge agenda with the WIM ExCom, addressing gaps, sharing good practices, and developing joint products.
 - c. Enable knowledge sharing and peer learning through the Santiago network Portal and other channels, supporting needs identification, access to technical assistance, and innovation.
 - d. Create and promote tailored knowledge products that facilitate demand-driven technical assistance developed through a country-driven process and showcase the network's results and success stories.
17. These objectives align with the strategic priorities and approaches in the Santiago network strategy, and with the objectives of the communications strategy, as elements of the strategic framework pursuing shared goals.

3. Principles

18. The outreach and engagement strategy of the Santiago network is grounded in principles that reflect its mission, mandate, and commitment to supporting developing countries in averting, minimizing and addressing loss and damage. These principles are aligned with the communication strategy and tailored for outreach and engagement purposes, to guide how the network connects with stakeholders, builds trust, and fosters meaningful, sustained collaboration to maximize impact. Key principles are:
- a. **Country- and demand-driven, and inclusive:** Prioritize the expressed needs and priorities of developing countries ensuring the consideration of the inclusive, balanced, and equitable nature of the technical assistance catalyzed across all regions, and taking into account cross-cutting issues, including those referenced in preambular paragraph 11 of the Paris Agreement.

- b. **Regionally balanced and equitable:** Outreach and engagement efforts will be guided by regional balance and equitable representation, recognizing the diverse contexts, needs, and priorities of developing countries particularly vulnerable to the adverse effects of climate change and providing equal opportunities across regions.
- c. **Transparent and accountable:** Santiago network will endeavour to clarify roles and responsibilities and communicate objectives, processes, and outcomes clearly, and foster trust through consistent and responsible information, guidance and actions.
- d. **Collaborative and co-created:** Foster two-way knowledge exchange and feedback loops and develop solutions jointly with stakeholders and partners.
- e. **Accessible and culturally sensitive:** Ensure information, opportunities, and processes are easy to access and outreach and engagement is adapted to local contexts and cultures.
- f. **Sustainable relationships:** Build and maintain long-term and meaningful partnerships that strengthen trust, continuity, and shared impact.

4. Key actors and target groups for outreach and engagement

- 19. Key actors and target groups for outreach and engagement are identified in alignment with the Santiago network strategy and consistent with the communications strategy. For the purposes of the outreach and engagement strategy:
 - a. Internal key actors are the constituent parts of the Santiago network, with primary responsibility for undertaking outreach and engagement activities. Section 5 also sets out specific provisions for internal Member engagement.
 - b. Primary actors include target groups who are the primary stakeholders for the effective delivery of the network's catalytic mission that require consistent, targeted outreach and engagement.
 - c. The Santiago network may also engage other partners and interested groups, organisations, institutional arrangements and related processes, for amplifying the Santiago network's positioning, reach and impact .
- 20. The roles of each are outlined in the table below, reflecting the principle of collaboration and co-creation that underpins the network's two-way approach to outreach and engagement.
 - a. **Internal key actors:** Key actors who represent the constituent parts of the Santiago network and have a high influence and high impact on the network's outreach and engagement.

Internal actors	Role in outreach and engagement
<i>Key actors</i>	

Advisory Board²	The Advisory Board plays a key role in guiding and amplifying the Santiago network's outreach and engagement, broadening representation and connection with stakeholders, including through, where appropriate. a. Support and facilitate outreach activities for their respective regions and constituencies, including for the hosting of workshops and events. b. Support and facilitate the dissemination of information to enhance demand-driven technical assistance requests in their respective regions and constituencies. c. Support and facilitate the dissemination of outreach materials on membership across their regions and constituencies d. As appropriate, facilitate and support the Santiago network's engagement with relevant Constituted Bodies and other bodies under and outside of the Convention and the Paris Agreement e. Collaborate with the Secretariat on outreach and engagement to amplify the network's work, reach and impact.
Co-hosted Secretariat	Santiago network Secretariat The Santiago network Secretariat has the primary responsibility of managing the technical assistance request process and managing the network of Members, including in relation to relevant outreach and engagement efforts. In implementing these responsibilities, the Secretariat will rely on the support of its Regional Coordinators, Desk Officers and designated contact points, to ensure effective and timely outreach and engagement activities across all developing countries particularly vulnerable to the adverse effects of climate change. <i>Technical assistance</i> a. Build and sustain strong working relationships at the local, national and regional level, based on inclusive country-driven processes, including in particular with national liaisons to the Santiago network Secretariat.

² A task force on outreach was established at the fourth Advisory Board meeting (April 2025), with an invitation to the task force to develop its terms of reference for consideration by the Advisory Board.

	b. Raise awareness and build understanding of the Santiago network and of the opportunity of technical assistance to foster inclusive, country-driven processes. c. Provide clear, accessible guidance and support to enable access to technical assistance. d. Enable access to and assist in preparing requests for technical assistance from LDCs and SIDS, recognizing their significant capacity constraints.³ e. Conduct tailored outreach activities for demand-driven technical assistance developed through a country-driven process, including regional workshops and writeshops, and provide feedback to participants following outreach events. f. Identify and address barriers and knowledge gaps to enhance tailored support and increase access to technical assistance. g. Actively engage with identified liaisons to the Santiago network Secretariat, or where such liaison does not exist the UNFCCC National Focal Points, including through regular information sessions and bilateral engagement. h. Disseminate information on the Santiago network in a manner that is comprehensible and accessible to communities particularly vulnerable to the adverse effects of climate change. i. Coordinate with liaisons to the Santiago network Secretariat, as appropriate, in outreach activities at the community level, following the country-driven process to ensure the alignment of technical assistance requests with national priorities. <i>Membership</i> j. Promote inclusive membership by strengthening regional and thematic diversity, prioritizing outreach in countries and regions where OBNEs have not yet joined the Santiago network. k. Onboard and engage Members of the network following their designation, including through orientation and tailored engagement opportunities.
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³ Para 27 of the Decision 6/CMA.5, endorsed by decision 2/CP.28

	l. Encourage international Member organizations to actively partner with local and community-based organizations in developing countries while providing technical assistance, in an effort to promote and enhance the capacities of such organisations.⁴ m. Develop processes and systems supporting outreach and engagement operationally, with the use of technology and digital platforms. n. Promote collaboration and knowledge sharing via the Santiago network Portal to foster opportunities for networking, peer learning, communities of practice and dissemination of expertise and information. Co-hosts a. Support the Secretariat in their capacity as co-hosts, and also as appropriate, as institutional allies to the Santiago network, on outreach and engagement to amplify the network's work, reach and impact, including through: i. UNDRR will support Santiago network outreach and engagement through its regional and subregional offices, and can also leverage its role as the focal point for disaster risk reduction in the UN system, to amplify the outreach and engagement efforts of the Santiago network Secretariat. ii. UNOPS can leverage its operational strength to support outreach and engagement efforts that catalyze technical assistance, to enhance the effectiveness of the outreach and engagement efforts of the Santiago network Secretariat.
Members	a. Contribute, as appropriate, to knowledge sharing, learning and dissemination of information relevant to the work of the Santiago network. b. Support, as appropriate, the dissemination of information related to membership among OBNEs with expertise and experience in averting, minimizing, and addressing loss and damage. c. Contribute, as appropriate, to collaboration, coordination, coherence and synergies across communities of practice. d. Collaborate among Members for mutual learning and capacity

⁴ In accordance with the Guidelines for the designation of organizations, bodies, networks and experts as members of the Santiago network.

	strengthening.
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- b. **Primary groups:** Target groups that require consistent, targeted outreach and engagement to ensure the effective delivery of the network catalytic mission.

Target audience	Role in outreach and engagement
<i>Target group: Liaisons/Focal Points for developing countries:</i>	
National liaisons to the Santiago network Secretariat⁵	The guidelines and procedures for responding to requests for technical assistance⁶ stipulate that the Santiago network Secretariat will engage national liaisons to the Santiago network Secretariat or in their absence UNFCCC National Focal Points, including for: ○ Aligning requests for technical assistance at national, regional, and local levels with national priorities of the country, and ○ Receiving information from and communicating with the Santiago network. Other areas relevant for Santiago network operations that may involve engagement of national liaisons to the Santiago network Secretariat from developing countries include: - Raise awareness about the Santiago network's technical assistance support and membership opportunities within their countries at the local, national and regional level. - Engage with the Santiago network Secretariat, as appropriate, in outreach activities at the community level, following the country-driven process to ensure the alignment of technical assistance requests with national priorities. - Coordinate, as appropriate, with loss and damage contact points, disaster risk reduction focal points, and other relevant designated focal points for developing countries, to ensure complementarity at the national level. - Follow progress, share experiences and results, and provide feedback on the impact of technical assistance delivered in their countries. <i>Liaisons to the Santiago network Secretariat from developed countries</i> - Contribute, as appropriate, to knowledge sharing, learning and dissemination of information relevant to the work of the Santiago

⁵ Liaisons to the Santiago network Secretariat can be nominated both by developed and developing countries who will serve as the official contact points for the Santiago network Secretariat.

⁶ As outlined in the *Guidelines and procedures for responding to requests for technical assistance*

	network. b. Support, as appropriate, the dissemination of information related to membership among OBNEs with expertise and experience in averting, minimizing, and addressing loss and damage.
<i>Target group: Technical assistance request proponents⁷</i>	
Developing countries particularly vulnerable to the adverse effects of climate change⁸	In addition to the provisions outlined in the guidelines and procedures for responding to requests for technical assistance, the following roles could further support outreach and engagement: a. Foster channels of communication to receive information on the Santiago network and how to access technical assistance, and benefit from outreach and engagement activities that promote and foster access to technical assistance. b. Provide feedback and share challenges and opportunities relating to technical assistance requests and needs, as appropriate, to inform outreach activities of the Santiago network.
Communities particularly vulnerable to the adverse effects of climate change	a. Communicate technical assistance needs to inform tailored outreach and engagement in vulnerable communities. b. Receive information on the Santiago network, including on accessing technical assistance and membership, and benefit from outreach and engagement activities that promote and foster access to technical assistance. c. Provide feedback to the Secretariat on needs, priorities, and outcomes of catalyzed technical assistance to support the continuous improvement of tailored community support.
Current proponents of technical assistance	a. Contribute, as appropriate, to lessons learned, experience and peer-to-peer sharing related to the experience gained in the development and implementation of their technical assistance request in keeping with the respective guidelines.

⁷ In accordance with the Guidelines and procedures for responding to requests for technical assistance, proponents are those that are submitting a request for technical assistance to the Santiago network secretariat. Requests may be prepared by government/public institutions (including national, regional, sub-national and local governments), academic, non-governmental organisations, civil society organisations (including local communities, women's, children and youth, and Indigenous Peoples), among others, and submitted according to the process determined by each country.

⁸ Engagement with non-party stakeholders will also be guided by those identified in the 11 preambular paragraph of the Paris Agreement, including "indigenous peoples, local communities, migrants, children, persons with disabilities and people in vulnerable situations."

	b. Provide inputs, as appropriate, to the development of knowledge and experience sharing products, including good practices and lessons learned from the Santiago network technical assistance process, as relevant. c. Provide feedback and share challenges and opportunities, as appropriate, with the aim of enhancing access to technical assistance, including the processes and systems for responding to requests.
<i>Target group: Prospective Members (OBNEs)</i>	
Prospective members – organizations, bodies, networks and experts (OBNEs)	a. Receive information on the Santiago network and specifically membership-related processes, and benefit from outreach activities focused on membership. b. Provide feedback and share challenges and opportunities, as appropriate, related to accessing membership that support the design, delivery and planning of outreach activities. c. Participate in outreach events and webinars that provide OBNEs with an overview of the network, including its functions and operating modalities, outline the process of submission of expressions of interest to become a Member of the network and provide any additional information as required.
<i>OBNEs working with and for Indigenous Peoples, women, and children and youth</i>	Support the development, as appropriate, of targeted outreach materials with accessible and tailored language for dissemination through digital channels and on-the-ground engagement.

- c. **Partners:** partners, organisations, institutional arrangements and related processes, for amplifying the Santiago network's positioning, reach and impact.

<i>Target group: Partners</i>	
UNFCCC Secretariat	Strengthen coordination and amplify outreach and engagement including through UNFCCC led events.
Executive Committee of the Warsaw International Mechanism (ExCom)	Engage with the Santiago network to foster complementarity and coherence, within respective mandates and guidance from their respective members.
Fund for responding to Loss and Damage (FRLD)	Explore opportunities for collaborative outreach and engagement with developing countries and relevant stakeholders within their respective

	mandates, and action the letter of intent between the respective Secretariats.
Strategic ecosystem partners	Explore potential partnerships that could amplify Santiago network's outreach and engagement efforts, particularly within developing countries. Could include leveraging partner communication channels, training offerings or embedded advisers.

21. The scope, principles, objectives, and key actors will guide the structuring of activities to be implemented from 2020 to 2028 in alignment with the overall strategy.

5. Member engagement

22. Delivering Santiago network's mission and strategic objectives depends on building a Member network that is active and engaged in technical assistance requests, peer exchange, knowledge sharing and communities of practice. This engagement can be driven by a clear Member value proposition, clarifying roles and options for Member engagement, supporting inclusive Member participation, and by fostering a shared sense of Santiago network goals, identity, values and ways of working. This section focuses on approaches for internal membership engagement, grounded in the functions of the Santiago network as per Decision 19/CMA.3.
23. **Secretariat role in fostering Member engagement.** The Santiago network Secretariat is tasked with "building and managing the network of member organizations, bodies, networks and experts, covering a wide range of topics relevant to averting, minimizing and addressing loss and damage approaches."⁹ Based on the Santiago's network's organizational strategy and operational evolution, it is expected that the Secretariat's role in fostering Member engagement will evolve over time, and based on available resources:
- For the period 2026–2028, a more centrally-driven approach with an active Secretariat role will help establish foundations for strong Member engagement, including onboarding Members, building a shared sense of identity, values and ways of working, developing a Member code, establishing Member platforms and convenings, and supporting inclusive Member participation;
 - Over time, this aims to transition to a more peer-oriented model, where members assume greater responsibility for driving collaboration, peer learning, knowledge products, and collaboration across the network, facilitated by processes and platforms established by the Santiago network Secretariat, in particular the Santiago network Portal. The Secretariat role would shift to one of guidance and oversight.
24. **Differentiated types of Member engagement.** The Santiago network brings together a wide range of OBNEs with diverse expertise and levels of engagement. Given this diversity, there is value in clarifying the different ways that Members may engage. Clear

⁹ Santiago network Secretariat Terms of Reference, Decision 12/CMA.4, Annex I

articulation of partnership modalities and forms of collaboration can help align expectations, enable more tailored engagement, and ultimately strengthen delivery. While Members may contribute in different ways, all are designated on the basis of demonstrated experience in providing technical assistance. This ensures that engagement across knowledge, outreach, and coordination roles remains anchored in the network's core mandate of supporting technical assistance for developing countries, including through the following focus areas:

- a. Technical assistance partners: Members who wish to serve as implementers or co-implementers of technical assistance;
- b. Knowledge partners: Members with strong research, policy, data or analytical expertise, and who wish to contribute to knowledge generation and sharing;
- c. Outreach partners: Members who can support and amplify Santiago network outreach through their own regional or local networks, and in particular help raise awareness of the network with community-level actors;
- d. Coordination and institutional partners: Members with related mandates, network management experience or aligned objectives who are willing to share lessons learned and collaborate at institutional level on alignment and coordination. .

25. **Strengthening Member capacities.** Enabling inclusive participation of local, regional and national Members from developing countries, particularly those representing youth, Indigenous Peoples, and women and gender constituencies, is a key priority for the Santiago network. Tailored support will be required to ensure their effective engagement in technical assistance (TA) delivery. Possible avenues include:

- a. **Capacity-building as TA:** Explore whether capacity-building for Members (e.g. a local community requesting support to build its own expertise on loss and damage) can be structured as a TA request, enabling future participation as TA providers.
- b. **Hands-on support:** Provide practical assistance to these Members in preparing for and leading TA delivery, including workshops, facilitation of consortia, or targeted advisory support.
- c. **Simplified guidance:** Develop one-pagers and easy-to-use materials tailored for specific Members to lower entry barriers to engagement.
- d. **Mentoring arrangements:** Encourage experienced international Members to collaborate with local and community-based organizations, in line with OBNE guidelines, to enhance their capacity to deliver TA.

26. **Activities.** The Secretariat will work, in line with its Work Programme, to identify specific activities that will be prioritized to support Member engagement, taking account of

available resourcing. This will include activities relating to Member onboarding and orientation; engagement in technical assistance delivery; Member convenings and consultations; communications and collaboration tools and platforms; and knowledge-sharing and thematic engagement.

6. Channels

27. The channels employed by the Santiago network for outreach and engagement will be carefully tailored to support the achievement of the strategy's stated objectives. Their design and use will be guided by the principles set out in Section 3. The Secretariat will ensure resource efficiency in implementing outreach and engagement activities, leveraging existing events, forums and channels, while also maintaining options for convening standalone events, where required. The Secretariat will leverage relevant stakeholders, networks and events of its co-hosts to facilitate outreach to identified target audiences. Santiago network Members and partners could also be engaged to help facilitate and amplify outreach, as appropriate. The Secretariat will pay particular attention to accessibility and inclusiveness in the delivery of its outreach and engagement agenda. The following provides an indication of the main outreach and engagement channels that will be employed by the Secretariat:
- a. **Regional presence:** The regional presence of the Secretariat is critical to ensure wider outreach and engagement of the network and will play a key role in tailoring outreach and engagement to the specific needs and contexts of diverse regions, as well as strengthening engagement with national liaisons to the Santiago network Secretariat and Members in the respective region.
 - b. **Santiago network events:** When relevant and as guided by the Advisory Board, the Secretariat will hold outreach events, workshops, writeshops, structured dialogues and forums to convene governments and other stakeholders to enhance awareness, build membership and accelerate the operationalization of the network.
 - c. **Meetings and conferences:** The Secretariat will continue to leverage existing events and platforms, including but not limited to meetings of the governing body or bodies and the Subsidiary Bodies under the UNFCCC and Paris Agreement, the co-hosts, etc. to organize outreach and engagement activities, including regional platforms, climate weeks and conferences.
 - d. **Webinars and briefing sessions:** The Secretariat will use webinars and virtual briefing sessions to regularly engage with national liaisons to the Santiago network Secretariat/UNFCCC National Focal Points, Members and OBNEs as needed.
 - e. **Communication channels:** Outreach and engagement activities will be promoted through communication channels, highlighting opportunities, updates, and lessons learned from the Santiago network.
 - f. **Bilateral meetings:** The Director of the Secretariat may engage bilaterally with governments and stakeholders as relevant and required, either in-person or virtually.

- g. **Technical meetings:** The Secretariat, including regional teams, may engage bilaterally with technical assistance proponents, Members, OBNEs and other relevant stakeholders, in-person or virtually.
- h. **Accessible guidance:** The Santiago network's operational guidelines will be made available in all UN languages and in multiple formats to facilitate accessibility, dissemination, and practical use by diverse stakeholders.
- i. **Enhanced Santiago network Portal:** The Santiago network Portal will be further developed and enhanced to improve access to technical assistance and membership resources, ensuring user-friendly navigation and interactive features to promote engagement.
- j. **Feedback loops:** Structured opportunities for Members, proponents of technical assistance and others to provide feedback on outreach and engagement activities (e.g. short surveys, feedback forms) will be incorporated to strengthen responsiveness.

7. Implementation, monitoring and reporting

- 28. The Santiago network Secretariat will identify the specific activities to be implemented in accordance with this strategy, together with associated resourcing, as part of its biennial work planning and its annual budgeting process. This strategy will be implemented by the Santiago network in line with the roles described above.
- 29. 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 regular online updates to the Advisory Board.
- 30. The Secretariat will also regularly assess the effectiveness of the outreach and engagement activities, to check the extent to which they achieved their objectives, adjusting approaches as necessary. Surveys and consultations will be conducted to gather feedback from the target groups and discuss outreach and engagement impact with governments and stakeholders. Learnings from these assessments will be used to refine the outreach and engagement strategy.
- 31. Continuous monitoring and feedback mechanisms will enable learning, adaptation, and improvement of outreach and engagement activities over time, ensuring they remain effective, inclusive, and responsive to stakeholder needs.