

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

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Santiago network strategy 2026-2028

Summary

At its fourth meeting, the Santiago network Advisory Board considered the “Santiago network strategy: zero draft and development roadmap” (SNAB/2025/04/11), and took note of the roadmap setting a coordinated participatory approach to facilitate adoption of the Santiago network’s strategy no later than at its fifth meeting.

Following this roadmap, the Secretariat developed Draft 1.0 of the Santiago network strategy based on several rounds of Advisory Board feedback, input from participatory stakeholder consultations and taking account of further operational developments. Draft 1.0 was shared with the Advisory Board for written feedback between 17-31 July 2025. This final draft was developed on the basis of the written feedback received.

In line with decision point 8.1.1 from its fourth meeting, the Advisory Board is invited to consider and adopt the final draft of the Santiago network Strategy at its fifth meeting.

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Background

1. At its fourth meeting, the Santiago network Advisory Board considered the “Santiago network strategy: zero draft and development roadmap” (SNAB/2025/04/11), and took note of the roadmap setting a coordinated participatory approach to facilitate adoption of the Santiago network’s strategy no later than at its fifth meeting.
2. The Board requested the Secretariat to further develop the Santiago network strategy taking into account the comments and views shared during its fourth meeting, and invited its members and representatives to submit additional comments to the Secretariat by 1 May 2025. It also decided to hold an informal meeting of the Advisory Board on the margins of the 22nd meeting of the WIM Executive Committee, in Bonn, Germany, and requested the Secretariat to engage stakeholders in the process of updating and finalizing the strategy, including during the 62nd session of the Subsidiary Bodies in June 2025.
3. Following the roadmap noted by the Advisory Board during its fourth meeting, the Secretariat has developed the final draft of the Santiago network strategy (**Annex I**) based on Advisory Board feedback, stakeholder input and taking account of further operational developments. Key milestones delivered per the roadmap are captured in **Annex II**.
4. Written submissions by Advisory Board members and representatives were received by the Secretariat by 1 May 2025. An informal meeting of the Board on the further development of the strategy was held on 16 June 2025. Participatory stakeholder¹ consultations were held through a hybrid session on 25 June 2025 during the United Nations Framework Convention on Climate Change (UNFCCC) June climate meetings in Bonn (SB62). On the basis of these inputs, Draft 1.0 was developed and shared with Advisory Board members for written feedback between 17-31 July 2025. The final draft was then developed on the basis of written feedback received.
5. Reflecting these inputs, the final draft has evolved from the zero draft as follows:
 - *Structure streamlined and simplified.* In the main strategy document, duplication has been reduced by consolidating similar content and streamlining the number of sections. Background content has been moved to the annexes, and linkages to content covered by other strategies or work plans have been clarified.
 - *Vision, value proposition and theory of change clarified.* An effort has been made to strengthen and clarify the Santiago network vision, value proposition and theory of change, using language and visuals that make these easier to communicate, and taking into account substantive feedback on Santiago’s network focus and targeting.
 - *Strategic priorities re-organized:* The five strategic priorities (SP) remain, but are reordered to elevate the priorities on technical assistance to SP1 and SP2, and better contextualize the priority on knowledge as SP5. The sections on each strategic priority now integrate content on operational approaches, target groups and partners.
 - *Institutional priorities section added:* A new umbrella section on institutional priorities has been included, covering content from the annotated outline on finance and other

¹ Participating stakeholders include national liaisons to the Santiago network Secretariat, UNFCCC National Focal Points, Santiago network Members, UNFCCC-accredited NGO constituencies, and representatives of other key stakeholders in the loss and damage ecosystem

support; monitoring, evaluation, accountability and learning (MEAL), risk management, sustainability, gender and inclusion. This section also links to the related strategies on resource mobilization, communications, outreach and engagement.

- *Implementation, monitoring and review section added:* A final section has been included to clarify arrangements related to implementation, monitoring and review of the strategy, including the update of the initial results framework (IRF).
6. The Santiago network strategy is intended to operate as a practical tool that clarifies the network's vision, value proposition and strategic priorities, and sets directions to guide activities and resource deployment over the 2026-2028 period. It is intended that all parts of the Santiago network - the co-hosted Secretariat, Members and Advisory Board - will play a role in its implementation and in reaching the Santiago network's key target groups.
 7. The Santiago network strategy has also been designed to guide and align with related strategies on outreach and engagement, communications and resource mobilization under development for SNAB 5. **Annex III** is a strategy map that depicts linkages between these documents and Santiago network's other operative guidelines.
 8. In line with decision point 8.1.1 from its fourth meeting, the Advisory Board is invited to consider and adopt the final draft of the Santiago network Strategy at its fifth meeting.

Annex I: Santiago network strategy 2026-2028

1. Introducing Santiago network's first strategy: Context and Purpose

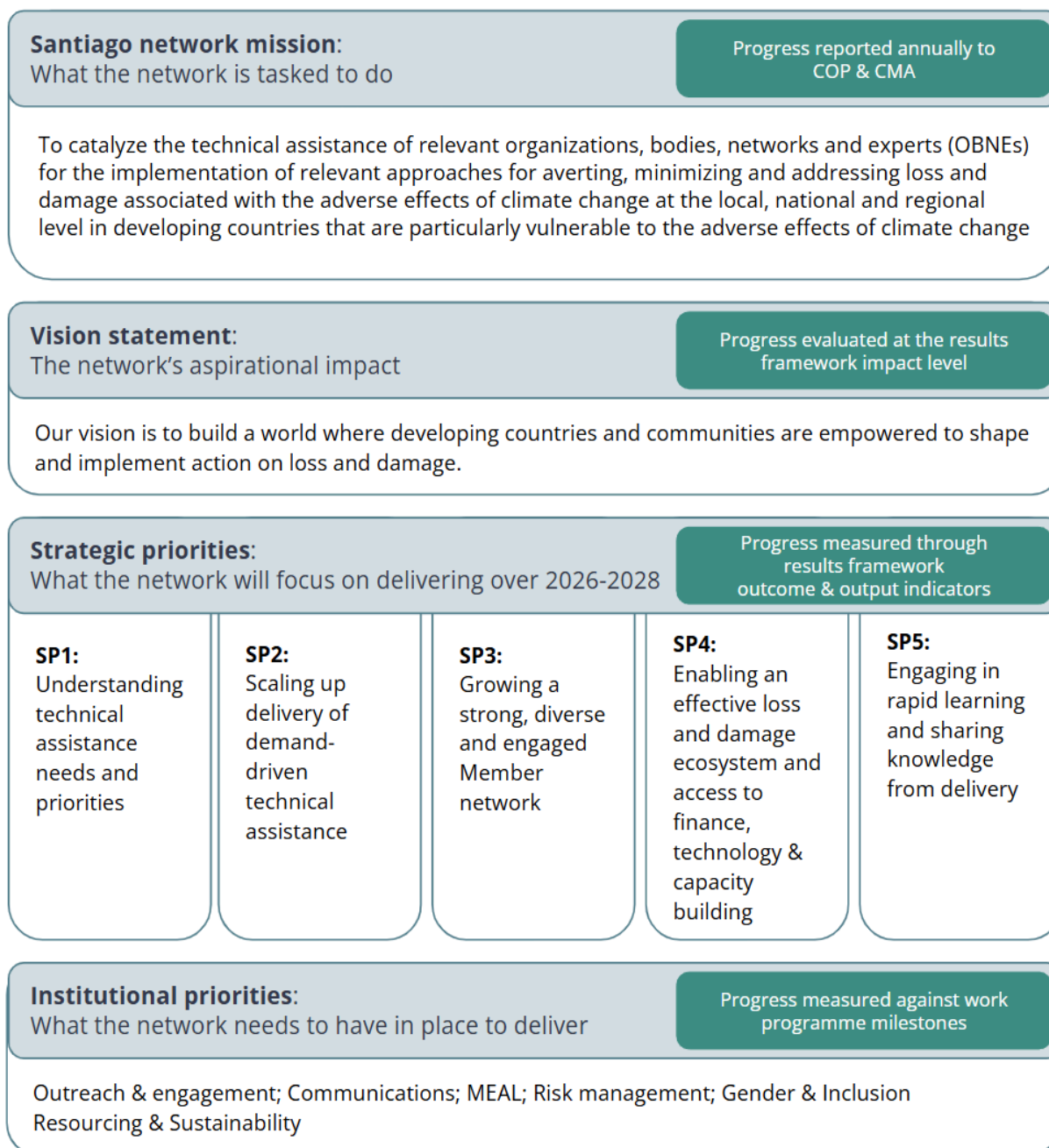
1. Loss and damage from climate change is projected to escalate with increasing global warming, disproportionately impacting developing countries and communities. The Santiago network was established in 2019 as part of the Warsaw International Mechanism for loss and damage (WIM)², which enhances knowledge, understanding, dialogue, coordination, coherence, synergies, action and support for averting, minimizing and addressing loss and damage from climate change impacts in developing countries³.
2. Since 2019, the Santiago network has taken critical steps to become fully operational in its mission to catalyze technical assistance for the implementation of relevant loss and damage approaches in developing countries that are particularly vulnerable to the adverse effects of climate change. With its Advisory Board, co-hosted Secretariat, growing Member network and operational processes now in place, and the first technical assistance request granted in 2025, the stage is set for the Santiago network to enter a phase of scaling, delivery and learning. This coincides with an urgent and immediate concern from developing countries to take action on loss and damage, in conjunction with implementing their nationally determined contributions (NDCs), national adaptation plans (NAPs), and other climate strategies, as part of a comprehensive approach to climate action. It also coincides with the advancement of the multilateral architecture on loss and damage, and recognition of the need for this architecture to deliver urgent and enhanced action and support⁴.
3. This first Santiago network strategy for 2026-2028 is designed to set directions, strategic priorities and approaches to guide the network through this next growth phase, as it works to connect developing countries and communities with the timely, demand-driven, tailored technical assistance they need to accelerate efforts to avert, minimize and address loss and damage through needs-based approaches. It also sets out the Santiago network's role in the wider loss and damage architecture, bridging capacity and knowledge gaps to enable action on loss and damage at the local, national and regional level, including through facilitating access to finance, technology and capacity building. It is a strategy that embraces the Santiago network's growth phase as a time for delivery and rapid learning, done collaboratively with developing countries, communities and ecosystem partners.
4. The overall structure of the Santiago network strategy is visualized below. This illustrates how the Santiago network's mandated mission informs the network's vision for the future, and strategic and institutional priorities for 2026 to 2028. These in turn will guide more detailed operational arrangements to be set out in linked institutional strategies and the Santiago network's work programme.

² Decision 2/CMA.2 paragraph 43, as noted by Decision 2/CP.25

³ Decision 2/CP.19 paragraph 5

⁴ [Decision 1/CMA.5](#) Outcome of the first global stocktake, paragraph 130

Figure 1. Overall structure of the Santiago network strategy 2026-2028



2. Our role and our impact: Mission, Vision and Results

5. The Santiago network's **mission** is:

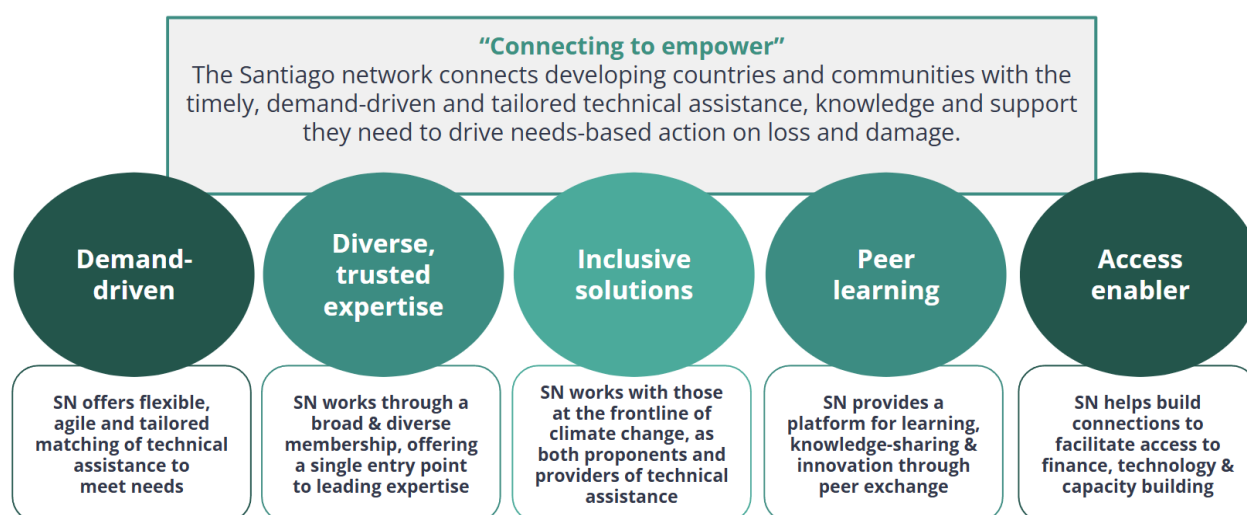
To catalyze the technical assistance of relevant organizations, bodies, networks and experts (OBNEs) for the implementation of relevant approaches for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change at the local, national and regional level in developing countries that are particularly vulnerable to the adverse effects of climate change.⁵

6. The Santiago network's **vision statement** communicates an aspiration to translate this mission into future impact - what the Santiago network seeks to deliver for the developing countries and communities it serves over the long term:

Our vision is to build a world where developing countries and communities are empowered to shape and implement action on loss and damage.

7. The Santiago network's **value proposition** responds to a known challenge: while urgent action to avert, minimize and address loss and damage is needed to save lives and assets, restore livelihoods and manage other irreversible and non-quantifiable harm, such action is impeded by significant gaps in knowledge and capacity, and limited engagement of those at the frontline in developing and delivering needs-based solutions. These gaps also compound difficulty accessing much-needed finance, technology and capacity-building support for implementation, through a complex international system. The Santiago network offers a unique proposition and way of working to address these challenges:

Figure 1. Santiago network value proposition

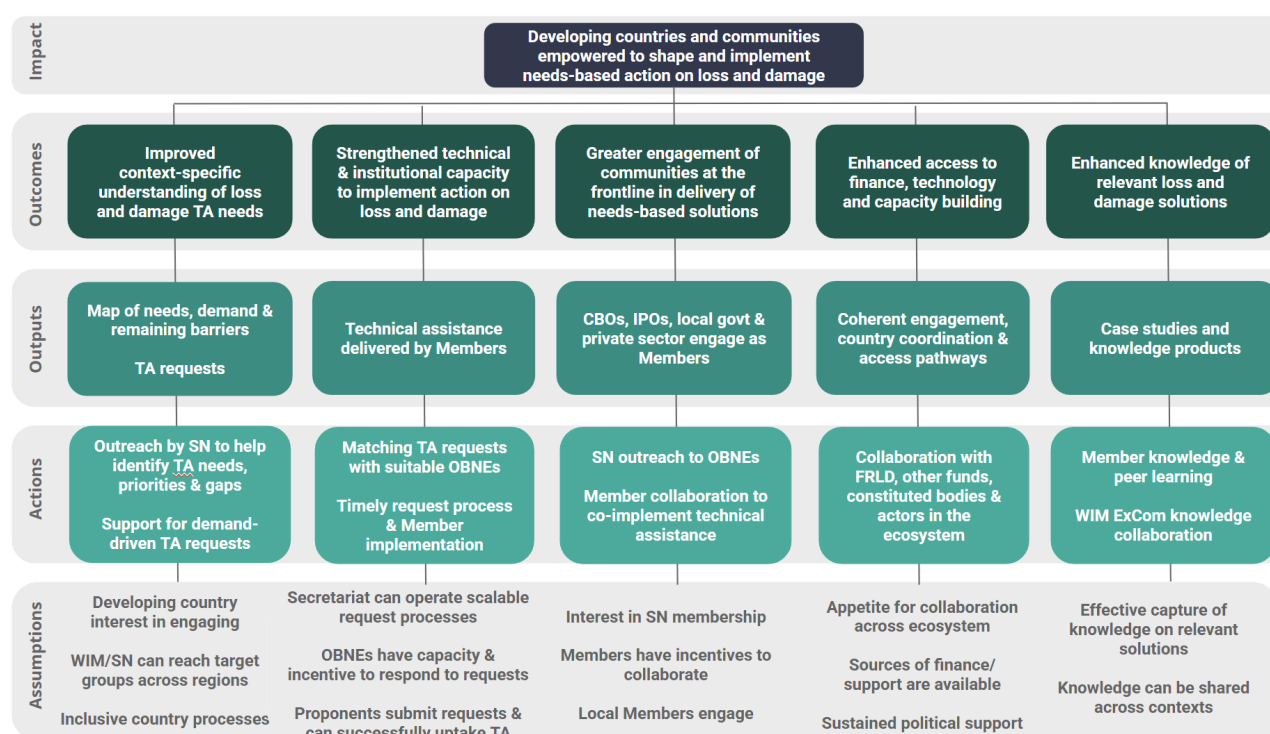


8. The Santiago network's **theory of change** articulates the connections between what the network does, its targeted results and vision for impact. The theory of change is informed by

⁵ Decision 2/CMA.2, endorsed in decision 2/CP.25; annex to decision 6/CMA.5 paragraph 45.

the Santiago network results framework (IRF)⁶, and has been designed to clarify links between actions, outputs and outcomes targeted by Santiago network over 2026-2028. This will in turn inform fuller alignment of an updated results framework with this strategy:

Figure 2. Santiago network theory of change



3. Our priorities for 2026-2028: Strategic priorities and approaches

9. Santiago network has identified five strategic priorities to advance the implementation of its mission and progress towards its vision over 2026-2028, a crucial period of scaling, delivery and rapid learning. These five strategic priorities are informed by the six Santiago network functions and results framework. Each strategic priority details a set of operational approaches or 'action areas' indicating where the Santiago network will focus its efforts and resources over the next three years. Actions will be led by the Santiago network Secretariat except where other parts of the network are indicated. The strategic priorities (SP) are:

3.1 Understanding technical assistance needs and priorities (SP1)

Related Santiago network functions: Assisting in identifying, prioritizing and communicating technical assistance needs and priorities in developing countries, including through supporting inclusive country-driven processes to enable timely and targeted responses to demand-driven requests.

10. Santiago network is defined by its demand-driven approach. The network's model starts with people at local, national and regional levels within developing countries identifying the technical assistance they need to implement relevant approaches for averting, minimizing

⁶ The Advisory Board adopted the IRF at its third meeting in September 2024, with the provision that this initial indicative version would be adjusted and updated with the development of the Santiago network strategy, other relevant documents approved by the Advisory Board as well as operational experience.

and addressing loss and damage, and being ready to submit requests. At this early stage of operations, one key question is the level and nature of demand for technical assistance, and any barriers to inclusive country-driven request processes. While some developing countries already have a good idea of their needs, or may be seeking urgent assistance to respond to emergencies, others are still building an understanding of their exposure to loss and damage, in particular non-economic losses, and the options available to act.

11. Proactive engagement with developing countries to gain a deep understanding of their technical assistance needs and priority areas⁷ is critical to delivering the Santiago network's other strategic priorities and creating an enabling environment for demand-driven technical assistance. This will be a key focus for 2026-2028, through the following approaches:
 - a. Conducting outreach to raise awareness of the Santiago network and build strong in-region working relationships based on inclusive country-driven processes;
 - b. Disseminating simple, accessible guidance on Santiago network technical assistance and the request process, communicating in accessible formats and languages;
 - c. Working through inclusive country-driven processes to help identify technical assistance needs and priorities and map expected demand, with a focus on needs of vulnerable communities and needs related to non-economic losses, doing so in synergy with other actors in the loss and damage ecosystem (SP4);
 - d. Providing support for the preparation of technical assistance requests, including targeted support for least developed countries (LDCs) and small island developing states (SIDS), with a dedicated budget allocation set through the budget process;
 - e. Building 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 institutional arrangements for the implementation of NDCs, NAPs and other climate strategies;
 - f. Better understanding barriers to technical assistance requests and blind spots, to be able to more effectively tailor support for request development, and inform work to address knowledge gaps (SP5).

3.2 Scaling-up delivery of demand-driven technical assistance (SP2)

Related Santiago network functions: Catalyzing demand-driven technical assistance, including by actively connecting those seeking technical assistance in developing countries with best-suited Members, in an efficient and effective manner.

12. The Santiago network's central function is to catalyze technical assistance from its Members for the implementation of approaches for averting, minimizing and addressing loss and damage. Its model relies on three elements: demand from within developing countries (SP1), an engaged and diverse membership with capabilities to deliver (SP3), and an accessible, timely and fit-for-purpose mechanism to catalyze and connect the two (SP2).
13. Santiago network expects to significantly scale-up delivery of technical assistance over 2026-2028 in response to growth in demand-driven developing country requests. A key focus over this period is to build a strong track record of implementing technical assistance

⁷ In line with the guidelines and procedures for responding to requests for technical assistance Section 2.2

and delivering results, and demonstrate the responsiveness of the network's operating model, through the following approaches;

- a. Ensuring timely matching of eligible technical assistance requests, as well as timely grant implementation, with Members completing a substantial number of grants and reporting results on the ground;
- b. Expanding the functionalities of the Santiago network portal to serve as an online platform facilitating connection between request proponents and Members;
- c. Continuously improving processes to be more timely and accessible, including through regular feedback, translations, technology and tackling process or policy bottlenecks;
- d. Embedding gender and inclusion in the Santiago network's technical assistance request process through the participatory development of a gender and inclusion action plan;
- e. The Advisory Board further considering a minimum percentage and potential dedicated window for technical assistance directed to communities particularly vulnerable to the adverse effects of climate change;
- f. The Advisory Board considering guidance on procedures related to requests for technical assistance requiring an urgent response, particularly in the context of climate-related emergencies.

3.3 Growing a strong, diverse and engaged Member network (SP3)

Related Santiago network functions: Facilitate strong and diverse network membership, with expertise to support technical assistance needs for relevant approaches for averting, minimizing and addressing loss and damage at the local, national and regional levels, across communities of practice, and catalyzing collaboration and synergies among Members to accelerate action for technical assistance delivery.

14. Members are an integral part of the Santiago network, and play a critical role in delivering its mission. Realizing the Santiago network's vision depends on a strong, diverse and engaged membership with the capabilities to deliver technical assistance requests, and effective leveraging of Member expertise and experience. A distinctive feature of the network is that it seeks to engage Members at the frontline in technical assistance delivery.
15. As the Santiago network deepens its understanding of country needs and scales up technical assistance delivery over 2026-2028 (SP1 & SP2), both Secretariat and Members will have key roles to play in establishing and realizing a strong Member and network value proposition. This will be done through the following approaches for building, engaging, informing and leveraging the membership network:
 - a. Conducting 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), Indigenous Peoples organizations (IPOs) and local private sector;
 - b. Clarifying and codifying Member roles, responsibilities, opportunities and standards of conduct, through a participatory process;

- c. Enhancing the capacities of local Members to engage in technical assistance calls for proposals and implement and deliver technical assistance, through South-South learning and also through international Member organizations identifying opportunities to actively collaborate in providing technical assistance;
- d. 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;
- e. Maintaining regular channels of communication with and among Members, informing them of technical assistance calls for proposals, and engaging Members in Santiago network webinars and events, including a regular Santiago network convening;
- f. Leveraging the membership to amplify the generation and dissemination of knowledge and information, in line with membership code (SP5).

3.4 Enabling an effective loss and damage ecosystem and access to finance, technology and capacity building (SP4)

Related Santiago network functions: Facilitate access to finance, technology and capacity building within and outside the Convention and the Paris Agreement, in collaboration with relevant stakeholders, including the FRLD and the WIM ExCom, adding value to the loss and damage ecosystem.

- 16. Beyond technical assistance to strengthen capacity and knowledge, developing countries need enhanced access to scaled-up finance, technology and capacity building to be able to effectively implement action on loss and damage. However, it can be challenging for countries to navigate the complex and fragmented global system to secure support when and where they need it, with different entry points, focal points and processes, and efforts ongoing to mobilize dedicated financial resources for loss and damage.
- 17. Technical assistance catalyzed by the Santiago network upstream can serve as a critical enabler helping developing countries to access finance, technology and capacity building. To ease access, the Santiago network will strive to add value as a complementary and coherent part of the wider loss and damage ecosystem. In particular, the Santiago network will look to capture opportunities for synergies with other parts of the UNFCCC loss and damage architecture - the WIM ExCom and Fund for responding to Loss and Damage (FRLD) - to simplify country engagement and facilitate access to loss and damage support and knowledge. It will seek to develop collaborative solutions through the following approaches:
 - a. Collaborating with the WIM ExCom and FRLD to explain and communicate their roles as part of one loss and damage architecture, consistent with their mandates;
 - b. Collaborating with funding arrangements through the annual High-Level Dialogue to promote coordination and complementarity on loss and damage⁸;
 - c. 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;

⁸ As set up by Decision 1/CP.28 and 5/CMA.5 Annex II, section B. paragraphs 11-16.

- d. Collaborating with the FRLD, climate funds and other finance sources on how Santiago network technical assistance can help developing countries and communities access finance for loss and damage action, exploring tailored technical assistance offers, and opportunities to align operational procedures to simplify access, with due consideration of respective review and approval processes;
- e. Ensuring coherence and synergy between the Santiago network work programme⁹ and the five-year rolling workplan of the Executive Committee.
- f. Exploring 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);
- g. Engaging in joint communications, outreach, events, and other initiatives to support country-level coordination, simplified entry points and synergies among focal points;
- h. Leveraging the network of Members to seek opportunities to strengthen coherence across the wider climate change, disaster risk, development and finance ecosystem.

3.5 Engaging in rapid learning and sharing knowledge from delivery (SP5)

Related Santiago network functions: Facilitating, in alignment with the five-year rolling workplan of the WIM ExCom, the development, dissemination, consideration and access to knowledge and information on a wide range of topics relevant to averting, minimizing and addressing loss and damage.

- 18. Knowledge is both a critical input to the Santiago network's mission, and a valuable output from its activities. Developing countries depend on knowledge to formulate technical assistance requests. Members offer their knowledge through the Santiago network. New knowledge is generated through the delivery of technical assistance and peer exchange.
- 19. Recognizing the role played by the WIM ExCom in enhancing knowledge on loss and damage, the Santiago network can focus its contribution over 2026-2028 on facilitating dissemination of knowledge to support its mission, and rapid learning to share knowledge gained from technical assistance delivery, through the following approaches:
 - a. Collaborating with the WIM ExCom on aligning knowledge agendas, sharing information on knowledge gaps and good practices, and identifying joint products;
 - b. Leveraging the network to disseminate knowledge, including from the WIM ExCom and Members, to support needs identification and technical assistance requests;
 - c. Developing a monitoring, evaluation, accountability and learning framework with a rapid learning focus, that enables dynamic sharing of results and lessons learned;
 - d. Enabling peer-to-peer learning, knowledge exchange and innovation, and amplifying access to Member-developed knowledge through collaboration platform to be developed as part of the Santiago network Portal;
 - e. Developing 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.

⁹ The work programme of the Santiago network 2026-27 is to be considered by the Advisory Board at its fifth meeting.

3.6 Key actors and target groups

20. The **key actors** that will lead delivery of this strategy are the constituent parts of the Santiago network: the Advisory Board, co-hosted Secretariat and Members, within their respective roles and responsibilities¹⁰. Leveraging the Santiago network's regional presence and regional Members, it is intended that in-region engagement - adapted to local contexts and languages - will be a key channel for implementation of the strategy.
21. The Santiago network will engage various **target groups** in delivering this strategy, in different capacities: as part of technical assistance requests and delivery; as OBNEs; as groups interested in the evolution of the Santiago network's operations and its results; and as ecosystem partners. Across these target groups, Santiago network will seek to inclusively engage stakeholders identified in the 11th preambular paragraph of the Paris Agreement, including indigenous peoples, local communities, migrants, children, persons with disabilities and people in vulnerable situations.
22. Under this strategy and related Santiago network strategies, key target groups include:
 - a. *Liaisons/Focal Points for developing countries*: National liaisons to the Santiago network Secretariat and UNFCCC National Focal Points;
 - b. *Technical assistance request proponents*: Proponents and potential proponents of technical assistance requests at the local, national and regional level in developing countries, including communities particularly vulnerable to the adverse effects of climate change. More specific target groups may be identified within different developing countries and regions based on inclusive country-driven processes;
 - c. *Prospective Members*: OBNEs, including CBOs, IPOs and local private sector in developing countries;
 - d. *Partners*: WIM ExCom, FRLD, other UNFCCC constituted bodies, climate funds, international financial institutions, multilateral development banks, regional specialized organizations and groupings, and other organizations operating as part of the loss and damage ecosystem who are not Members;
 - e. *Interested groups*: UNFCCC non-governmental organization constituencies, general public and others not included as part of the previous target groups;
 - f. *Contributors*: current and potential contributors to the Santiago network.

4. Delivering our strategy: Institutional priorities and Resourcing

4.1 Institutional priorities and related strategies

23. To deliver the Santiago network's strategy through this period of scaling, delivery and learning, the network will need to solidify its institutional foundations and the operational functions underpinning effective strategy delivery. This section identifies key action pillars as well as linkages to other strategies, policies and plans that will be developed to elaborate operational approaches.

¹⁰ Per the Santiago network terms of reference adopted by Decision 12/CMA.4 endorsed by decision 11/CP.27

24. **Outreach & engagement.** The Santiago network's strategy hinges on strong partnerships and collaboration, across all five strategic priorities. Leveraging its in-region presence, the Santiago network will adopt an outreach and engagement strategy detailing objectives, principles and channels for both internal Member engagement, and building productive relationships with national liaisons to the Santiago network Secretariat, UNFCCC focal points, request proponents, prospective members and partners. This strategy will guide specific outreach, engagement and partnership activities over 2026-2028.
25. **Communications.** As a network organization with a wide and diverse array of target groups, Santiago network's communications function will be critical to both internal network coordination and external profile building. The Santiago network will adopt a communication strategy to detail its brand identity, communications goals, principles and approaches, covering external messaging, crisis communications, internal network communications and joint communications with partners over 2026-2028.
26. **Monitoring, evaluation, accountability and learning (MEAL).** As highlighted in SP5, an effective MEAL framework is essential to the Santiago network's demonstration of impact, through both the immediate results of technical assistance and dissemination of knowledge and learning. The Santiago network will adopt by 2026 a MEAL framework grounded on participatory monitoring, timely evaluations, Member accountability and rapid learning, alongside its updated results framework aligned with this strategy.
27. **Risk management.** With a focus on delivering timely technical assistance to the frontline, the Santiago network wants to build a risk-aware culture and sound risk management practices that are also appropriate for the developing countries and communities it serves. The Santiago network's risk management approach will combine TA request-level risk management based on its co-hosts' policies, with organization-level risk identification, assessment, mitigation and reporting undertaken through development of a risk register and risk-opportunity matrix, to be periodically reported to the Advisory Board from 2026.
28. **Gender and inclusion.** Core to Santiago network's mission and vision is engaging and empowering women, vulnerable communities and people at the frontline in developing countries - including stakeholders identified in the 11 preambular paragraph of the Paris Agreement - as request proponents, Members and target groups for impact. As highlighted in SP3, the Santiago network will strive to embed gender and inclusion in its operations through the participatory development of a Gender and Inclusion Action Plan, and by embedding indicators on target groups into the Santiago network's updated results framework. To ensure this action plan is grounded in stakeholder perspectives, the action plan will be developed throughout 2026 based on a participatory, inclusive process.

4.2 Resourcing and sustainability

29. Effectively delivering this strategy, and building sustained impact over the long term, depends on securing sufficient and stable ongoing funding for Santiago network's activities, building the Santiago network's internal capacity to deliver, and institutionalizing activities. At the time of developing this strategy, the Santiago network is securing initial funding to grow the network and technical assistance delivery. While the pace and trajectory of scaling up operations will depend on both demand and resource availability, this moment also presents a valuable opportunity to shape a flexible and responsive approach to growth.

30. **Sustainability:** The sustainability of the Santiago network's operation and impact assumes:
- a. Adequate and predictable funding for technical assistance, and maintenance of an adequate support structure, that is linked to demand. It is expected that up-front technical assistance will return its value through reduced harm and costs from climate-induced loss and damage, and enhanced access to wider sources of finance, technology and support for action on loss and damage. The bulk of the Santiago network's funding will be directed to technical assistance requests.
 - b. Early investment in core operations (Advisory Board and Secretariat) to build the processes, systems, relationships, profile and enabling environment to underpin effective delivery of technical assistance. It is expected that this structure will remain lean and cost-efficient, and represent a significantly smaller share of budget once technical assistance scales up. Growth in core operations will be a function of the scaling of technical assistance, and informed by the need to respond to any specific bottlenecks or barriers to effective technical assistance delivery.
 - c. Reaching a steady level of investment in Santiago network Member engagement, including funding for IT systems for matching and collaboration, and convenings. This is with the expectation that over time, as stakeholders become more familiar and engaged with the Santiago network, greater value and impact will be created through Member collaboration, peer learning and communities of practice, as well as Member-, donor- or TA requester- funded technical assistance provision.
 - d. Commitment by Santiago network's TA request proponents to utilize and internalize the results of technical assistance activities, including maintaining internal capacities to successfully uptake Santiago network technical assistance.
31. **Resourcing.** The Santiago network is currently developing a resource mobilization strategy, under the guidance of the Advisory Board, which will guide efforts to secure ongoing, predictable, adequate and sustainable funding streams for the delivery of this strategy and longer-term Santiago network operations. Taking account of Santiago network's current funding position, and the importance of better understanding demand for technical assistance, a phased approach to resource mobilization is proposed:
- a. An immediate focus on establishing the Santiago network's resource mobilization and fundraising approach, identifying modalities and cycles for resource mobilization, a range of funding sources, settling policies and arrangements related to contributions, and contributor engagement, including to realize current pledges and engage contributors in operational progress and results;
 - b. Establishing a clear path for longer-term resource mobilization, including setting funding targets based on demand-driven resourcing scenarios, launching fundraising campaigns with potential contributors, examining possibilities for broadening resource channels including through institutional partnerships and other finance sources such as the private sector and innovative finance instruments, and embedding arrangements for regular contributor engagement.

5. Implementation, monitoring and review

32. The Santiago network strategy sets directions, strategic priorities and action areas to guide action and resource allocation at an organizational level over 2026- 2028. The expectation is that the strategic priorities will, as relevant, be elaborated in subject-specific strategies, and then translated into concrete activities and resourcing requirements through the Santiago network's work planning and budget process.
33. 2026-2028 has been chosen as the implementation period for this first strategy, without prejudging timeframes for subsequent periods. This reflects the value of a shorter cycle for this phase of scaling, delivery and rapid learning. It also aligns with the initial five year term of the co-hosting arrangements, and provides flexibility to adjust the next strategy for developments in the still-evolving loss and damage architecture, including the results of the third review of the WIM, and next five-year rolling workplan of the WIM ExCom.
34. As requested by the Advisory Board, the Secretariat will develop a proposal to adjust and align the Santiago network results framework with this strategy, by early 2026. Strategy implementation and results will be monitored by the Secretariat, and progress reported annually to the Advisory Board and others as part of the Santiago network annual report. This will allow for adaptive management and course correction if significant challenges, risks or opportunities are identified, including in relation to funding or delivery capacity.
35. The strategy will be reviewed and updated by mid-2028, taking account of progress in implementation, the independent review of the performance of the Santiago network to be commissioned by the Secretariat¹¹, the review of hosting arrangements and other relevant developments in the loss and damage and global landscape. The review and update will be undertaken through a participatory and inclusive process that engages all parts of the Santiago network and its target group.

¹¹ Decision 12/CMA 4 endorsed by decision 11/CP.27

Annex II: Updated roadmap toward adoption of the Santiago network strategy

Date	Milestone	Key inputs/actions	Status
April 15-17	SNAB 4	AB consideration of Draft 0 of the Santiago network strategy	Completed
April 18- May 1	Advisory Board submissions	Written inputs on Draft 0 from AB members	Completed
May 16	Informal Advisory Board meeting (hybrid)	Updated roadmap; overview of AB feedback on Draft 0 and interdependencies across strategic items; AB discussion and further guidance	Completed
June 25	Stakeholder consultations (SB 62, hybrid)	Consultations on Draft 0 on the sidelines of SB62 with: <ul style="list-style-type: none"> • National liaisons to the Santiago network Secretariat/UNFCCC focal points • Santiago network Members • UNFCCC observers and constituents • Representatives of key stakeholders in the loss and damage ecosystem 	Completed
Early July	Draft 1.0	Secretariat development of Draft 1.0 based on AB feedback, stakeholder inputs and operational developments	Completed
July 17 - 31	Advisory Board written comments	Written inputs on Draft 1.0 from AB members; opportunity for bilateral discussion with Secretariat	Completed
Early August	Final draft	Secretariat development of final draft based on AB comments	Completed
August 15	SNAB 5 publication	Publication of the final draft Santiago network strategy for consideration by the Advisory Board at its fifth meeting	Completed
September 1-4	SNAB 5	Final draft for AB consideration and adoption	Pending

Annex III: Strategy map: Interlinkages between documents

