

**Fifth Meeting of the Advisory
Board of the Santiago network****SNAB/2025/05/09**

18 August 2025

02 - 04 September 2025
Geneva, Switzerland
Provisional agenda item 7

Santiago network work programme 2026 - 2027**Summary**

This document presents the draft second two-year work programme for the Santiago network covering the period 2026 and 2027 for review and approval by the Advisory Board.

This document builds upon the first two-year work programme of the Santiago network (2024 - 2025) and focuses on operationalizing the strategic vision of the Santiago network by translating its strategic priorities into concrete, time-bound actions. It is recommended that it should be reviewed in conjunction with strategy and budget related documents submitted as background documents for the fifth meeting of the Advisory Board.

Background

1. In accordance with the Terms of Reference of the Santiago network (Decision 12/CMA.4, annex I, section IV. A & B), and with reference the [second five-year rolling workplan of the Executive Committee of the Warsaw International Mechanism \(2023\)](#)¹, the Santiago network Secretariat has developed a draft 'Santiago network work programme 2026 - 2027' for review and approval by the Advisory Board at their fifth meeting, scheduled for 02-04 September 2025. This builds upon the [first two-year work programme of the Santiago network covering the period 2024-25](#).
2. The work programme ensures, as much as possible, coherence and synergies with the Second five-year rolling workplan of the Executive Committee of the Warsaw International Mechanism'.
3. The second two-year work programme operationalizes the strategic vision of the Santiago network by translating its strategic priorities into concrete, time-bound actions. It accelerates delivery of the network's mandate to catalyze technical assistance for averting, minimizing, and addressing loss and damage associated with the adverse effects of climate change in developing countries that are particularly vulnerable to the adverse effects of climate change.

¹ FCCC/SB/2022/2/Add.2, Second five-year rolling workplan of the Executive Committee of the Warsaw International Mechanism.

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4. In accordance with the Terms of Reference of the Santiago network (Decision 12/CMA.4, annex I, chap IV. B), the Santiago network Secretariat has also developed an annual budget for the Santiago network for 2026 for approval by the Advisory Board. The budget is aligned with the first year of the two-year work programme for 2026 - 2027.
 5. It is recommended that it should be reviewed in conjunction with the following documents that have also been submitted as background documents for the Fifth meeting of the Advisory Board:
 - a. SNAB/2025/05/05 Santiago network Strategy 2026-2028
 - b. SNAB/2025/05/06 Santiago network communications strategy 2026-2028
 - c. SNAB/2025/05/07 Santiago network outreach and engagement strategy 2026-2028
 - d. SNAB/2025/05/08 Santiago network resource mobilisation strategy 2026-2028
 - e. SNAB/2025/05/12 Santiago network annual budget 2026
 6. Annex I below presents the Santiago network work programme for 2026-2027.

Annex I: Santiago network work programme 2026-2027

1. The Santiago network was established to catalyze the technical assistance of relevant organizations, bodies, networks and experts for the implementation of relevant approaches at the local, national and regional level in developing countries that are particularly vulnerable to the adverse effects of climate change.
2. The Santiago network work programme 2026-2027 operationalizes the first Santiago network strategy for 2026–2028 by translating its strategic priorities into concrete, time-bound activities and outputs that drive delivery as the network enters a phase of scaling, implementation, and rapid learning. It sets out targeted actions to connect developing countries with timely, demand-driven, and tailored technical assistance, while actively bridging capacity and knowledge gaps.
3. Through coordinated efforts to facilitate access to finance, technology, and capacity building, the work programme ensures alignment with the strategy's vision of empowering developing countries and communities to shape and implement action on loss and damage. It embeds mechanisms for rapid learning, adaptive management, and stakeholder engagement - particularly with developing countries, vulnerable communities, and ecosystem partners - so that lessons and results feed back into delivery, positioning the network to achieve tangible outcomes and strengthen its role in the wider loss and damage architecture.
4. The work programme is organized in the following sections:
 - A. Understanding technical assistance needs and priorities
 - B. Scaling-up delivery of technical assistance
 - C. Growing and supporting a strong and diverse member network
 - D. Enabling access to finance, technology and capacity building
 - E. Facilitating learning and knowledge exchange
 - F. Governance, Institutional Development, and Resource Mobilization
5. The headings of the first 5 sections of the work programme are aligned with the strategic priorities detailed in the draft Santiago network strategy 2026 - 2028 submitted for consideration and adoption of the Advisory Board at its fifth meeting (SNAB/2025/05/06). Section 6, titled 'Governance, Institutional Development, and Resource Mobilization', covers other cross-cutting activities that correlate to the 'Institutional priorities' in the draft Santiago network Strategy 2026-2028.
6. In implementing its work programme for 2026-2027, the Santiago network will take into account, in a cross-cutting manner:

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- a. Target groups identified in the Santiago network Strategy, namely: national liaisons to the Santiago network Secretariat/UNFCCC National Focal Points; technical assistance request proponents; prospective Members, partners; interested groups.
 - b. Groups at the frontline of climate change, such as Indigenous Peoples, women, children and youth, and local communities;
 - c. Strengthened collaboration across constituted bodies, including the Executive Committee of the Warsaw International Mechanism;
 - d. The work, information and expertise of bodies under and outside the United Nations Framework Convention on Climate Change and the Paris Agreement and under international processes, such as the 2030 Agenda for Sustainable Development, the Sendai Framework for Disaster Risk Reduction 2015–2030 and the Convention on Biological Diversity;
7. At its third meeting in September 2024, the Advisory Board approved the [Interim Results Framework \(IRF\) for the Santiago network](#)², noting that ‘given the still evolving loss and damage support landscape, application of an “adaptive management” approach will allow for the incorporation of knowledge acquired through “learning by doing” for IRM improvements based on operational experience gained’ and that the Secretariat should conduct this review through an inclusive and consultative process, [...] using the IRM as the starting point, to be carried out under the guidance of the Advisory Board.’ In response to Advisory Board feedback, it is suggested that the IRF be reviewed following the adoption of the Santiago network strategy. For this reason the outputs, outcomes and indicators in the IRM are not explicitly referenced in this work programme of the Santiago network 2026-2027.
 8. The work programme has been developed based upon assumptions regarding the approval of the Santiago Secretariat’s budget requests and the active engagement of national liaisons/Focal Points and Members of the network. The work programme will be updated to reflect Advisory Board decisions taken during 2026–2027, as well as any relevant emerging developments.
 9. Progress in the implementation of the work programme, as well as any necessary course adjustments, will be reported to the Advisory Board at its meetings, including through the report on the activities of the Secretariat and other relevant agenda items.

² See [SNAB 4 Meeting Report \(17 April 2025\)](#)

Santiago network work programme 2026-2027

SR	Description of activities and outcomes	Possible approaches delivering activities and outcomes	Indicative time frame for implementation	Links with WIM Excom 5 year work plan
A	Understanding Technical Assistance Needs and Priorities (SP1)			
1	Conduct outreach to raise awareness of the Santiago network and build strong in-region working relationships based on inclusive country-driven processes.	• Leverage Regional Coordinators, Desk Officers and designated contact points to support countries in identifying their needs, barriers and knowledge gaps. • Engage with national liaisons to the Santiago network Secretariat, and UNFCCC National Focal Points through in-region visits, hybrid information sessions, and targeted briefings to better understand their needs and help align TA requests with country priorities. • Foster inclusive, country-driven TA request processes, including through the use of technical assistance for institutional strengthening. • Use of targeted media and newsletters to raise awareness of SN's offer to potential proponents. • Coordinate activities through regional teams, leveraging partnerships and co-hosting events with key ecosystem actors as per SP4.	Q1 2026 – Q4 2027	WIM ExCom Activity 1, 2, 22
2	Disseminate simple and accessible guidance on Santiago network technical assistance and the request process, communicating in UN languages where possible.	• Develop, translate, and disseminate simplified guidance through tailored channels and civil society networks, with dedicated CBO/IPO versions. • Use diverse platforms to ensure accessible communication with vulnerable communities. • Ensure translation and cultural adaptation per communications strategy, and disseminate through multiple channels, including the Santiago network portal.	Q2 2026 – Q2 2027	WIM ExCom Activity 4, 14
3	Work through inclusive country-driven processes to help identify technical assistance needs and priorities and map expected demand, with a focus on needs of vulnerable communities, doing so in synergy with other actors in the loss and damage ecosystem (SP4)	• Support participatory workshops and consultations to identify TA needs, with special focus on vulnerable groups. • Sharing of knowledge related to identifying TA needs and integrating with capacity-building efforts outlined under SP3. • Enable and coordinate expertise, tools, and partnerships that help countries identify, measure, and address loss and damage.	Q1 2026 – Q4 2027	WIM ExCom Activity 5, 16

SR	Description of activities and outcomes	Possible approaches delivering activities and outcomes	Indicative time frame for implementation	Links with WIM Excom 5 year work plan
4	Provide 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;	• Deploy regional coordinators and Secretariat-led support packages for LDCs/SIDS in drafting TA requests. • Workshops for LDCs and SIDS to build understanding of TA access modalities, draft TA requests, and identify capacity gaps. • TA clinics and information sessions for SN liaisons and focal points to boost understanding and support demand-driven requests. Integrate with capacity-building efforts outlined in Strategy SP3. • Coordinate activities through regional teams, leveraging partnerships and co-hosting events with key ecosystem actors as per Strategy SP4.	Q1 2026 – Q4 2027	WIM ExCom Activity 18
5	Build awareness of the opportunity to request technical assistance to support institutional capacities and coordination mechanisms for the effective setup of inclusive, country-driven processes, promoting coherence with existing arrangements for the implementation of NDCs, NAPs and other climate strategies.	• Share good practices on inclusive country-driven processes and coordination mechanisms aligned with NAPs/NDCs. • Ensure alignment with strategic priorities, integrating communications, outreach, and resource mobilisation elements where relevant.	Q2 2026 – Q3 2027	WIM ExCom Activity 2, 3
6	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).	• Analyse feedback from proponents of technical assistance and identify areas for additional capacity building support in process design and country-level capacity. • Integrate information on barriers with capacity-building efforts. • Collaborate with actors in the loss and damage ecosystem to develop and share information on barriers to accessing technical assistance.	Q3 2026 – Q1 2027	WIM ExCom Activity 16, 23
B	Scaling-up Delivery of Technical Assistance (SP2)			

SR	Description of activities and outcomes	Possible approaches delivering activities and outcomes	Indicative time frame for implementation	Links with WIM Excom 5 year work plan
7	Ensure timely matching of eligible technical assistance requests, as well as timely grant implementation, with Members completing a substantial number of grants ³ and reporting results on the ground.	• Santiago network operational processes are effectively and efficiently implemented to enable timely selection of Members and smooth delivery of TA. • Procure and customize an integrated request management system that enables management of the technical assistance pipeline and portfolio on a single platform. • Procure a customer relationship management (CRM) system for request proponents. • Media engagement (print, digital, broadcast) to highlight delivered TA, promote calls for proposals, and celebrate impact stories. • Engagement with national liaisons and UNFCCC National Focal Points to help align TA requests with country priorities and guide inclusive, country-driven TA request processes.	Q1 2026 – Q4 2027	WIM ExCom Activity 9, 18
8	Expand the functionalities of the Santiago network portal to serve as an online platform facilitating connection between request proponents and Members.	• Upgrade SN Portal with features for matchmaking, request tracking, Member profiles, document access, and user dashboards to ensure rapid processing and deployment of TA • Strengthen grant management cycle.	Q1 2026 – Q4 2026	WIM ExCom Activity 14, 28
9	Continuously improve processes to be more timely and accessible, including through regular feedback, translations, technology and tackling process or policy bottlenecks.	• Regular reviews and feedback loops of processes and policies to ensure that they are fit for purpose. • Ensure translation and cultural adaptation per communications strategy, and disseminate through multiple channels, including the Santiago network portal.	Q2 2026 – Q4 2027	WIM ExCom Activity 28
10	Embed gender and inclusion in the Santiago network's technical assistance request process through the participatory development of a gender and inclusion action plan.	• Participatory development of Gender and Inclusion Action Plan, integrate into request templates and reviews, and embed in the MEAL system (see SP 5)	Q1 2026 – Q3 2026	WIM ExCom Activity 13, 14

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

SR	Description of activities and outcomes	Possible approaches delivering activities and outcomes	Indicative time frame for implementation	Links with WIM Excom 5 year work plan
11	Implement the Advisory Board decision on the approach to determining a minimum percentage and potentially a dedicated window for technical assistance directed to communities particularly vulnerable to the adverse effects of climate change.	• Deploy operational framework and track requests for technical assistance. • Identification of lessons, research, and learning from operations and from relevant developments in the loss and damage landscape, including those related to the FRLD. • Develop proposal on minimum percentage in Q2/Q3 of 2026 and integrate into revised guidelines for managing funding for Advisory Board adoption in Q3 2026.	Q2 2026 – Q4 2027	WIM ExCom Activity 6, 16, 21
12	Develop procedures related to urgent requests, including for rapid response technical assistance for climate-related emergencies.	• Develop procedures for requests requiring an urgent response based on experience gained from initial stages of implementation for AB endorsement.	Q3 2026 – Q4 2027	WIM ExCom Activity 16, 18, 24
C	Growing a Strong, Diverse, and Engaged Member Network (SP3)			
13	Conduct outreach to expand and diversify Santiago network membership, seeking to grow capabilities and regional coverage to meet technical assistance requests, and increase membership of community-based organizations (CBOs), Indigenous Peoples, organizations (IPOs) and local private sector.	• Targeted regional outreach through Regional Coordinators, Desk Officers, and national focal points to identify underrepresented regions, sectors, and expertise gaps, informed by membership mapping from the portal and database. • Leverage partnerships with relevant UNFCCC constituencies, UN agencies, and regional bodies to support outreach with OBNEs. • Accessible EOI process with simplified application materials, visual explainers, and targeted one-pagers for key constituencies (e.g., youth, women, Indigenous Peoples). • Showcase value proposition through testimonials, impact stories, and virtual events for prospective members.	Q1 2026 – Q4 2027	WIM ExCom Activity 19, 20

SR	Description of activities and outcomes	Possible approaches delivering activities and outcomes	Indicative time frame for implementation	Links with WIM Excom 5 year work plan
14	Clarify and codify Member roles, responsibilities, opportunities and standards of conduct, through a participatory process.	• Participatory co-design process through virtual consultations, regional working groups, and surveys to refine role definitions (e.g., TA provider, knowledge contributor, connector). • Membership updates to reflect roles, commitments, and codes of conduct, with integration into onboarding and orientation packages. • Regular review cycle (e.g., biennial) for role definitions and standards, allowing Members to propose amendments based on operational experience. • Link roles to TA cycle so Members can clearly see where they fit from proposal submission through delivery and reporting.	Q1 2026 – Q2 2026	WIM ExCom Activity 25, 26
15	Enhance the capacities of local Members to engage in technical assistance calls for proposals, through South-South learning and international Member organizations identifying opportunities to actively collaborate in providing technical assistance.	• Capacity-building workshops on TA proposal writing, budgeting, and delivery, leveraging South-South learning exchanges and peer mentoring (virtual or in sidelines of other events). • Shared learning schemes pairing local Members with international Members to enhance capacities and collaboration. • On-demand resources including toolkits, templates, and recorded webinars accessible via the portal, tailored to different member types and languages.	Q1 – Q4 2027	WIM ExCom Activity 17, 26
16	Create a platform as part of the Santiago network portal to facilitate collaboration, coordination, coherence and synergies among Members, including a directory of Member expertise and communities of practice for Member networking, joint problem solving, peer learning and innovation.	• Roll out Portal 2.0 with searchable Member directory, expertise mapping dashboard, and thematic/regional grouping functions. • Establish a Network Hub with collaboration tools (discussion forums, knowledge product sharing spaces , document repositories). • Introduce regular user feedback loops to guide portal improvements and ensure relevance.	Q1 2026 – Q2 2027	WIM ExCom Activity 12, 27, 29

SR	Description of activities and outcomes	Possible approaches delivering activities and outcomes	Indicative time frame for implementation	Links with WIM Excom 5 year work plan
17	Maintain strong and regular channels of communication with and among Members, informing them of technical assistance calls for proposals, and engaging Members in relevant Santiago network events, including a regular Santiago network convening.	- Regular Member updates (email newsletter or portal bulletin) highlighting TA opportunities, funding calls, events, and Member achievements. - Targeted alerts for TA calls relevant to a Member's profile, sent via the portal or other digital channels. - Member convenings: Annual virtual conference and regular thematic or regional meetups; align these with SBs, COP, and other relevant events for maximum participation and cost-efficiency. - Multi-channel engagement (e.g., LinkedIn group, webinars, direct messages via portal) to suit varying Member preferences and connectivity levels.	Q2 2026 – Q4 2027	WIM ExCom Activity 28
18	Leverage the membership to amplify the generation and dissemination of knowledge and information, in line with membership code (SP5).	- Member-led knowledge products: Invite Members to co-develop briefs, guidance notes, or case studies. - Peer-to-peer dissemination: Encourage Members to use their own networks and events to share Santiago network materials. - Joint communications campaigns with Members, showcasing results from TA delivery and linking to broader loss and damage architecture initiatives. - Incentivize contributions through recognition (e.g., "Featured Member" spotlights, awards) for high-impact knowledge-sharing. - Integrate with WIM ExCom knowledge agendas by linking Member expertise to identified gaps and joint products.	Q2 2026 – Q4 2027	WIM ExCom Activity 12, 30
D	Enabling Access to Finance, Technology, and Capacity Building (SP4)			
19	Collaborate with the WIM ExCom and Fund for responding to Loss and Damage (FRLD) to explain and communicate their roles as part of one loss and damage architecture, consistent with their mandates.	- Develop and implement an action plan between Secretariats, following the letter of intent with the Secretariat of the FRLD. - Collaboration with FRLD, WIM ExCom, and other relevant partners to build joint stakeholder engagement, complementary communications, and shared outreach activities. - Joint messaging campaigns and outreach as appropriate to enhance understanding of the synergies between the Santiago network and the	Q2 2026 – Q4 2027	WIM ExCom Activity 11, 12, 14

SR	Description of activities and outcomes	Possible approaches delivering activities and outcomes	Indicative time frame for implementation	Links with WIM Excom 5 year work plan
		FRLD. Develop a visual illustrating the complementary roles of the institutional arrangements on loss and damage, for communication purposes.		
20	Collaborate with the FRLD, other funds and finance sources on how Santiago network technical assistance can help developing countries and communities access finance for loss and damage action, exploring potential to align operational procedures, with due consideration of their respective review and approval processes.	- Participation in the annual High-Level Forum on complementarity and coherence in 2026 and 2027. - Engage with FRLD and other funding arrangements to streamline access pathways and explore harmonization opportunities. - Knowledge product dissemination via communications platforms and outreach activities. - Operational alignment review: Map TA processes against FRLD and other fund procedures to identify potential simplification. - Document the experiences in accessing FRLD via SN.	Q1 2026 – Q4 2027	WIM ExCom Activity 6, 7, 15
21	Ensure coherence and synergy between the Santiago network work programme and the five-year rolling workplan of the Executive Committee.	- Coordinate with WIM ExCom secretariat to ensure work programme timelines and priority areas are complementary. - Share relevant lessons from technical assistance with the WIM ExCom to promote coherence and synergy within the knowledge agenda.	Q1 2026 – Q4 2027	WIM ExCom Activity 10
22	Explore collaboration with bodies and mechanisms within and outside of the UNFCCC and Paris Agreement relating to loss and damage, including the Climate Technology Center and Network (CTCN) and Paris Committee on Capacity Building (PCCB).	- Formalize relationships with CTCN, PCCB and others through MoUs or collaborative activities and shared resources. - Cross-participation through exchanging invitations to relevant meetings, working groups, and communities of practice. - Collaborate with other organizations with presence on ground in developing countries or that have already completed needs assessment.	Q3 2026 – Q4 2027	WIM ExCom Activity 7
23	Engage in joint communications, outreach, events, and other initiatives to support country-level coordination, simplified entry points and synergies among focal points.	- Leverage existing platforms and events (e.g., UNFCCC sessions, Climate Weeks, DRR platforms) to convene structured dialogues and outreach supporting country-level coordination. - Strengthen regional coordination through Santiago network regional coordinators, desk officers, and UNDRR contact points to organize tailored workshops and simplify entry points for developing countries. - Develop joint communications and campaigns with Members, WIM ExCom, FRLD, and other partners to promote consistent messaging,	Q2 2026 – Q3 2027	WIM ExCom Activity 7, 8, 9

SR	Description of activities and outcomes	Possible approaches delivering activities and outcomes	Indicative time frame for implementation	Links with WIM Excom 5 year work plan
		highlight complementarities, and foster synergies. Facilitate country-level engagement via regular briefings, information sessions, and accessible materials ensuring participation of vulnerable groups and alignment with national priorities.		
24	Leverage the network of Members to seek opportunities to strengthen coherence across the wider climate change, disaster risk, development and finance ecosystem.	- Engage Members in global and regional events (e.g., Climate Weeks, DRR platforms, finance forums) to promote shared messaging and connect with broader policy processes. - Support Member-led partnerships and communities of practice to align approaches, foster complementarity, and strengthen coherence across thematic areas. - Foster diverse membership – including community-based organizations, Indigenous Peoples, youth, and private sector actors – to ensure inclusive perspectives inform ecosystem-wide coordination.	Q2 2026 – Q4 2027	
E	Learning and Knowledge Sharing (SP5)			
25	Collaborate with the WIM ExCom on an aligned knowledge agenda, sharing information on knowledge gaps and good practices, and identifying joint products.	- Coordinate knowledge agenda with WIM ExCom, through collaborative agenda-setting, co-developing joint publications, and identify overlapping gaps. - Knowledge-sharing Portal for Members and stakeholders to exchange information on technical solutions and delivery models. - Engagement with communities of practice and thematic networks to enable peer learning and cross-pollination of experience.	Q1 2026 – Q4 2027	WIM ExCom Activity 12, 30, 31
26	Leverage the network to disseminate knowledge, including from the WIM ExCom and Members, to support needs identification and technical assistance requests.	Disseminate knowledge through SN Members, regional events, and digital channels	Q2 2026 – Q4 2027	WIM ExCom Activity 12, 32
27	Develop a monitoring, evaluation, accountability and learning framework with a rapid learning focus, that enables dynamic sharing of results and lessons learned.	- Participatory design and implementation of MEAL framework with real-time tracking of outcomes and lessons. - Integrate MEAL with TA cycles.	Q1 2026 – Q4 2026	WIM ExCom Activity 31, 32

SR	Description of activities and outcomes	Possible approaches delivering activities and outcomes	Indicative time frame for implementation	Links with WIM Excom 5 year work plan
28	Enable peer-to-peer learning, knowledge exchange and innovation, and amplifying access to Member-developed knowledge through collaboration platforms to be developed as part of the Santiago network Portal.	- Launch peer learning and thematic exchange platforms, including Member-led innovation challenges (e.g. communities of practice on thematic and cross-regional issues). - Capture and share technical assistance impact stories and delivery insights from proponents. - Disseminate lessons and good practices through newsletters, campaigns, social media, and events.	Q2 2026 – Q4 2027	WIM ExCom Activity 27, 33
29	Develop tailored products to facilitate demand-driven technical assistance and showcase Santiago network's results, including guiding materials, case studies and lessons learned from technical assistance delivery.	- Produce and publish case studies, briefs, and guidance from TA activities with emphasis on replicability and scaling. - Outreach events and reporting mechanisms that collect, evaluate, and disseminate learnings from delivery activities.	Q2 2026 – Q4 2027	WIM ExCom Activity 30, 32
F	Governance, Institutional Development, and Resource Mobilization			
30	Support and facilitate the work of the Advisory Board.	Organize 2 regular AB meetings per year, with support for logistics, agenda and document development, and coordination with Co-Chairs, subcommittees, and observers.	Q1 2026 – Q4 2027	
31	Participate in the annual UN Climate Change Conference (COP and CMA), fulfilling the network's reporting obligations to Parties, engaging with the Warsaw International Mechanism (WIM) Executive Committee and the Fund for Responding to Loss and Damage (FRLD), and maintaining alignment with decisions under the UNFCCC framework.	- Secretariat coordination at COP sessions, including preparatory meetings and bilateral briefings with Parties and constituencies. - Prepare and submit progress reports, information notes, and technical papers in advance of COP.	Q4 2026 and Q4 2027	
32	Operationalise the Santiago network Secretariat team to effectively manage and coordinate all functions of the Santiago network with efficiency, transparency, and accountability.	- Induction and role alignment: Implement a structured induction programme to familiarise new staff with the Santiago network's mandate, governance arrangements, work programme, and operating procedures (e.g. Secretariat retreat/planning meeting) - Workflow and coordination systems: Establish clear reporting lines, decision-making protocols, and standard operating procedures (SOPs)	Q1- Q2 2026	

SR	Description of activities and outcomes	Possible approaches delivering activities and outcomes	Indicative time frame for implementation	Links with WIM Excom 5 year work plan
		linking HQ and regional functions. • Infrastructure and systems: Set up necessary office, IT, and communications infrastructure to support virtual and in-person collaboration. • Performance management: Implement work plans and results-based performance tracking for individual roles and the Secretariat as a whole. • Embed the delivery of the SN work programme into Secretariat responsibilities, ensuring responsiveness to the Advisory Board, Members, and partners. • Organize team-building and planning activities that foster effective coordination and support continuous learning.		
33	Administer the funds provided for technical assistance under the Santiago network in a cost-effective and transparent manner.	• Manage technical assistance funds with transparency and efficiency • For each AB meeting, compilation of status of resources and budget execution reports, including: a) contributions for the Santiago network; b) an update on the certified financial statements and audits (when applicable); and c) budget and forecast expenditure for the Santiago network. • Conduct financial audits and fulfill other prescribed requirements.	Q1 2026 – Q4 2027	
34	Prepare an annual report on activities of the Santiago network and on the performance of their respective functions as detailed in the Terms of Reference for the Santiago network.	• Prepare annual reports in response to relevant decisions..	Q3-4 2026 and Q3-4 2027	
35	Develop required policies, procedures and guidelines to support the efficient and effective functioning of the Santiago network.	• Develop Santiago network policies, SOPs and guidance for Member conduct, TA delivery, and Secretariat functions (e.g. Governance Manual, Style Guide & Branding Kit, Crisis Communication Guidelines, Risk management approach) • Implement risk management approach that combines TA request-level risk management based on its co-hosts' policies, with organization-level risk identification, assessment, mitigation and reporting • Risk, issues, and mitigations to be reported periodically to the Advisory	Q1 2026 – Q4 2026	

SR	Description of activities and outcomes	Possible approaches delivering activities and outcomes	Indicative time frame for implementation	Links with WIM Excom 5 year work plan
		Board from 2026.		
36	Establish the Santiago network's resource mobilization and fundraising approach in order to secure ongoing, predictable, adequate and sustainable funding streams for the delivery of 2026-28 strategy and longer-term Santiago network operations.	- Following AB endorsement, implement the resource mobilization strategy, including resource mobilization modalities, funding sources, funding targets, and transparency provisions, ensuring alignment with the network's scaling and delivery phase. - Foster complementarity and long-term partnerships with relevant actors in the loss and damage landscape, map funding channels, including relationship-building.	Q1 2026 – Q4 2027	WIM ExCom Activity 34
37	Commission an independent review of the performance of the Santiago network, including, inter alia, sustainability and sources of funding, adequacy of funding levels relative to technical assistance requests, timeliness, effectiveness, engagement, gender-responsiveness and delivery of technical assistance to communities particularly vulnerable to the adverse effects of climate change.	- Develop TOR with the Advisory Board and commission the performance review, in accordance with relevant decisions. - Review to be undertaken in a timely manner so that the findings of this review can feed into the subsequent review of the Warsaw International Mechanism, for determining the need for further independent reviews of the performance of the Santiago network.	Q1 2027 – Q2 2027	WIM ExCom Activity 35
38	Review of Santiago network Secretariat hosting arrangements as outlined in MOU ⁴ .	The governing body or bodies will need to take a decision on the renewal no later than at the session(s) in 2028. To ensure continuity of hosting arrangements this is included for consideration in 2027.	Q3 2027	
39	Develop work programme of the Santiago network for 2028-2029, ensuring, as much as possible, coherence and synergies with the five-year rolling workplan of the Executive Committee and the plans of action of the expert groups, task force and technical expert group of the Warsaw International Mechanism.	Facilitate participatory planning and consultation to develop a work programme for 2028–2029, informed by evaluation and results framework.	Q1 2027 – Q4 2027	WIM ExCom Activity 36 Rolling work programme coordination

⁴ Paragraph 45 of hosting MOU: '45. The initial term of this MOU shall be five years from its entry into force, with five-year renewal periods, if so decided by the governing body or bodies and UNDRR and UNOPS.' The MOU on the hosting of the Santiago network entered into force on 7 March 2024 and will expire on 6 March 2029. The MOU is renewable with five-year renewal periods, if so decided by the governing body or bodies and UNDRR and UNOPS.

