

**Sixth meeting of the Advisory
Board of the Santiago Network**

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9 March 2026

Report on the activities of the Secretariat

15 August 2025–9 March 2026

Summary

This report provides an update on the progress made by the Santiago Network Secretariat during the period between the fifth and the sixth Advisory Board meetings, from 15 August 2025 to 9 March 2026, against the work programme of the Santiago Network 2024–2025 and 2026–2027.

This document has linkages with the Santiago Network work programme 2024–2025 and 2026–2027, and it is recommended that it should be reviewed in conjunction with the ‘Report on the activities of the Co-Chairs’ (SNAB/2026/06/03) and the ‘Report from subcommittees and task force’ (SNAB/2026/06/04).

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1. Introduction

1. This report provides an update on the progress made by the Santiago Network Secretariat during the period between the fifth and the sixth Advisory Board meetings, from 15 August 2025 to 9 March 2026, against the work programme of the Santiago Network 2024-2025 and 2026-2027.
2. This period marks a significant moment in the life of the Santiago Network, as it brings its work programme for 2024-2025 to completion and begins implementation of the 2026-2027 work programme, closing out the Network's set up phase and building on the progress achieved toward scaled delivery. The Secretariat has carried out the activities of the work programme on institutional and operational fronts, with the following key milestones achieved during the reporting period:
 - a. Completion of recruitment processes for permanent Secretariat positions, with new personnel commencing their roles.
 - b. Seven active technical assistance requests at various stages: one under implementation, three at the call for proposals or call for experts stage, and three under evaluation.
 - c. Growing pipeline of more than 20 demand-driven technical assistance requests formally submitted, with a larger number of informal drafts.
 - d. Expansion of membership to 108 Members, including 67 organizations, 3 bodies, 9 networks, and 29 experts (OBNEs).
 - e. Outreach, visibility and engagement at the United Nations Climate Change Conference in Belem, COP30.
 - f. Additional pledge of CHF 1 million made by Switzerland.
 - g. Support to the Advisory Board and its subcommittees and task force
 - h. Enhanced engagement with the WIM Executive Committee and the Fund for responding to Loss and Damage.
3. The activities under the work programme 2024-2025 have largely been completed through the collective effort of the Advisory Board, Members, and the Secretariat supported by its co-hosts.
4. We are grateful to interim Secretariat colleagues who are concluding their assignments with the Santiago Network in February and March 2026, having largely contributed to the achievements of 2024-2025.
5. The recruitment processes for permanent Secretariat positions have been completed and new team members are commencing their roles. Their onboarding is underway and their contributions will be key for the achievement of the work programme 2026-2027.

6. In this context, 2026 is of particular significance for the Santiago Network as it marks the first year of implementation of the Santiago Network Strategy 2026–2028, signalling a transition into a phase of growth, scaled delivery and rapid learning. In response to the Advisory Board request during its fifth meeting, an implementation plan for 2026 was prepared by the Secretariat and shared with the Advisory Board on 6 February 2026, as contained in the annex to this document.
7. The report on the activities of the Secretariat is presented here under the three overarching pillars and corresponding objectives of the Implementation plan for 2026:

I. Operations	II. Positioning	III. Institutional strengthening
O1. Understanding technical assistance needs and scaling up delivery	O3. Loss and damage ecosystem and enabling access to finance, technology and capacity building	O5. Strengthening the Santiago Network governance structure
O2. : Growing a strong, diverse and engaged Member network	O4. Facilitating the development, provision and dissemination of knowledge	O6. Institutional capacities and resource mobilization

2. Operations

2.1. Understanding technical assistance needs and scaling up delivery

2.1.1. Facilitating access to demand-driven technical assistance

8. In this period of rapid learning, experience of early portfolio management indicates that outreach and events are critical for awareness raising. Reflecting on the impact of different outreach modalities, the most successful in terms of generating formal requests at a level to advance towards implementation have included: participation of the Secretariat technical team in relevant international and regional fora, which also allow time for bilateral engagements or ‘country clinics’ followed by tailored and sustained engagement over iterative rounds of feedback and discussion.
9. A further key learning during this period is that the majority of requests require sustained bilateral engagement and support from the Secretariat over a period of time to reach maturity. The establishment of Santiago Network’s regional presence since February 2026 has reinforced the Secretariat’s capacity to provide this sustained engagement.
10. At the same time and in parallel, current and potential OBNEs often require significant support to prepare quality proposals, including in consortium building, requests for clarification and submission. Expressions of interest for membership also increase in line with each published call for proposals and are similarly subject to procedures and require dedicated review prior to approval.
11. Request timelines vary considerably across proponents. Some prioritize receiving support as soon as possible, while others deliberately organize their request timeline over a longer period to align with ongoing national processes or other sources of

support. In several cases, proponents have responded positively to requests from Members to extend calls for proposals to allow time for consortium building and the development of quality proposals.

12. In-country coordination and no-objection processes can add significant time to the process, even for requests that have been formally submitted. In some cases, proponents have withdrawn formal requests in order to reformulate in response to changing circumstances, and a number of requests have experienced delays internally due to the country's desire to change focal points and/or National Liaisons.
13. While the majority of proponents in this phase are government entities, interest has been expressed by sub-regional government entities and non-governmental organisations. To meet this interest, the Secretariat has been working closely with potential proponents since September 2025 on a request under the simplified access window.
14. In this early phase, each step of the technical assistance workflow has necessarily required intense engagement with both proponents and OBNEs, continuous testing of procedures and guidelines, and monitoring and learning. As such, the Network has made progress towards setting the strong foundations needed for scaling delivery of high-quality technical assistance.
15. In response to the Advisory Board's request to simplify guidance for requesting support, the Secretariat is working with the United Nations Office for Disaster Risk Reduction (UNDRR) to develop a set of video animations and infographics communicating the Santiago Network's technical assistance offer, membership guidelines, and application processes. It is envisaged that these products will improve understanding and access to the Network's demand-driven technical assistance.
16. In collaboration with the Government of Barbados, UNDRR, and the Caribbean Development Bank, the Secretariat will hold the Santiago Network Workshop for LDCs and SIDS in the Caribbean on 5-7 May 2026.

2.1.2. Strengthening engagement with National Liaisons and UNFCCC National Focal Points

17. The Santiago Network Secretariat now counts National Liaisons from 44 countries. Formally designated by their governments, these liaisons play a central role in facilitating country-led engagement with the Network, ensuring that requests for technical assistance reflect national priorities and that support is delivered in close coordination with national institutions.
18. The growing number of National Liaisons strengthens the Network's ability to operate effectively across regions and enhances its responsiveness to country needs on loss and damage.
19. The Secretariat has continued to actively engage with National Liaisons and the United Nations Framework Convention on Climate Change (UNFCCC) National Focal Points on

the sidelines of key events, including at COP30. This has been the case especially in the development of requests and matchmaking process.

20. Targeted outreach to National Liaisons and UNFCCC National Focal Points has been undertaken to promote Santiago Network activities, events and campaigns, including the Network's presence at COP30, invitation to membership webinars and technical assistance information sessions, and notifications for Advisory Board meetings.

2.1.3. Improving efficiency and effectiveness of technical assistance workflow

21. During this reporting period, and in parallel with the establishment of regional presence and the permanent technical team, the Secretariat has developed the first set of Standard Operating Procedures.
22. During the transition towards the permanent Secretariat, the Secretariat has relied on supplemental support for technical assistance workflow management, including identifying suitable experts to support request development and evaluation of proposals.
23. Consistent with related mandates, the Secretariat has revised the Santiago Network Results Framework through an inclusive and consultative process, under the guidance of the Advisory Board. The proposed Results Framework, which will be presented for consideration at the sixth meeting of the Advisory Board, builds on and refines the interim Results Framework adopted in 2024 and reflects early operational learning and input from consultations with the Advisory Board, Santiago Network Members, WIM Executive Committee (WIM ExCom), Fund for responding to Loss and Damage (FRLD), and other stakeholders.
24. Given the strong interdependencies between the Results Framework and the Monitoring, Evaluation and Learning (MEAL) Framework, the Secretariat has commenced work on the MEAL Framework in tandem; while allowing more time for MEAL framework development, due for consideration at the seventh meeting of the Advisory Board.
25. Similarly, work has also commenced on the mandated Gender and Inclusion Action Plan (GIAP), with a consultative process to be carried out, for consideration at the seventh meeting of the Advisory Board.

2.1.4. Implementing technical assistance

26. During this reporting period, the technical assistance pipeline transformed, demonstrating a sustained increase in requests from developing countries across regions, LDCs and SIDS.
27. The Secretariat is currently managing more than 20 requests submitted formally via the Santiago Network portal or email account and is working closely with proponents on a large number of informal drafts.
28. Of these, seven technical assistance requests are currently active. Technical assistance delivered to Vanuatu is ongoing and a further three calls for proposals, for Yemen, the

Cook Islands and Iraq, have resulted in a large number of proposals which are currently under evaluation by the Secretariat. An additional three calls for proposals, for Kenya, Namibia and Fiji, as well as the Santiago Network's first call for experts, also for Namibia, are currently accepting submissions.

29. The implementation of technical assistance to Vanuatu has continued to yield positive results and valuable learnings. In accordance with the Guidelines on managing funding, the Secretariat decided to extend the Nabanga Consortium's technical assistance to Vanuatu for an additional three months, at the Consortium's request and in line with government priorities related to the submission of their proposal to the FRLD.

2.1.5. Increasing the proportion of technical assistance directly benefitting communities

30. During the reporting period, the Secretariat focused on operationalising the approved approach to determining a minimum percentage in parallel with, and aligned to, the development of the updated Santiago Network Results Framework and the forthcoming MEAL framework. This is designed to ensure that minimum percentage tracking is embedded within the Network's broader results architecture, rather than functioning as a standalone requirement.
31. Progress has also been made in embedding vulnerability criteria across the technical assistance cycle. The Secretariat has updated its internal technical assistance tracking to incorporate request-level indicators consistent with the approved approach. Work has also commenced to integrate these criteria into the Standard Operating Procedures governing the full technical assistance cycle.
32. Initial portfolio observations indicate that most requests continue to be submitted by national government proponents, and that community engagement is often implicit rather than explicitly articulated at the request stage. Data on beneficiary numbers, disaggregation and funding flows to communities is generally more robust at implementation stage than during initial review.
33. In parallel, the Secretariat has advanced work on improving access for community-based actors. A one-page outreach brief explaining the simplified funding window for community-led requests of up to USD 50,000 has been prepared to support engagement with local actors and communities.
34. Overall, the Secretariat has progressed from conceptual approval to structured operationalisation, embedding vulnerability criteria within tracking systems, aligning with the updated Results Framework, and integrating requirements into the developing MEAL framework.

2.2. Growing a strong, diverse and engaged member network

2.2.1. Expansion of a diverse and inclusive member network

35. The Santiago Network currently has **108** Members, including 67 organizations, 3 bodies, 9 networks and 29 experts (OBNEs). The Secretariat is regularly processing expressions of interest, with a number of OBNEs currently responding to requests for additional information.
36. In line with requests from the Advisory Board to systematically map and present the expertise of the Network, the Secretariat developed a set of non-exhaustive key thematic areas that Members can select within the Santiago Network portal to reflect their areas of core expertise and indicate whether they represent key constituency groups. The Secretariat is integrating the selection of thematic expertise into the Member onboarding process to ensure more comprehensive and consistent data over time.
37. Overall, the membership base demonstrates strong technical capacities across a wide range of areas, including resilience and adaptation planning, capacity building and knowledge sharing, loss and damage assessments, early warning systems and emergency preparedness, risk analysis and management, human mobility and displacement, and climate finance.
38. Since the last Advisory Board meeting, 18 out of 38 new Members operate at the regional and/or national level, strengthening in-country and regional presence of the network. The current membership reflects a broad geographic footprint across all regions. Approximately 38 per cent of Members indicate a global scope of operations, while others report a strong regional focus particularly across Asia (21 per cent), Oceania (14 per cent), Africa (12 per cent), and Latin America and the Caribbean (9 per cent).
39. The Members directory, recently launched on the Santiago Network portal, also allows for the disaggregation of Member profiles by key constituency and local representation. As only a limited number of Members have updated their profiles to date, the information remains preliminary and is not yet representative. Based on self-selected and self-reported profile information available at the time of this report, Members have indicated representation of children and youth (9), Indigenous Peoples (7), women and gender (9), and local communities (17).
40. Following the fifth Advisory Board meeting and in response to relevant decision points, the Secretariat undertook targeted outreach efforts to increase the inclusivity and diversity of the Network's membership. This included the organization of a dedicated [regional membership webinar for Latin America and the Caribbean](#), conducted with Spanish interpretation to facilitate broader participation and accessibility.
41. The Secretariat has enhanced the functionality of the Santiago Network portal to support greater transparency, efficiency and Member engagement.

- a. The portal is now available in all six official United Nations languages to improve the accessibility of information, reduce language barriers and encourage broader engagement from across the globe.
 - b. New features have been introduced into the portal, including a Members directory which allows Members to connect directly with one another, exchange messages and explore areas of collaboration.
42. Since the fifth meeting of the Advisory Board, the Secretariat processed one expression of interest from an OBNE that did not meet the eligibility criteria stipulated in the Guidelines for the designation of organizations, bodies, networks and experts as members of the Santiago Network. The Secretariat has taken a thorough and supportive approach before making any final determination. Secretariat staff conducted in-depth review and follow-up to request additional information relating to this expression of interest, and carefully considered whether an exemption could be made under criterion 2, as stipulated in the guidelines. The OBNE was informed of the decision, including the possibility of requests for reconsideration in line with section 5.4 of the guidelines. In addition, the Secretariat offered to provide additional feedback upon request.

2.2.2. Facilitating member engagement including beyond technical assistance

43. The Secretariat continued to strengthen Member engagement through both in-person and virtual modalities. Bilateral meetings were held with several Members and OBNEs during COP30, providing opportunities for exchange and outreach.
44. In support of operational engagement around technical assistance, the Secretariat also organized an [information session on responding to technical assistance requests](#) and several online information sessions on individual calls for proposals on Grant+¹, which provided Members and interested OBNEs with an overview of the Santiago Network's call for proposals process, procedural requirements, submission templates and expectations, and offered a dedicated space for clarification and discussion on how Members can engage in the delivery of technical assistance.
45. Beyond event-based engagements, the enhanced portal now provides multiple avenues for ongoing interaction, collaboration and information exchange among Members, contributing to a more connected and responsive network.
46. The Secretariat will continue to build on this progress by refining engagement mechanisms, strengthening outreach, and ensuring Members are well-positioned to contribute to the provision of technical assistance.

¹ UNOPS grant management platform.

3. Positioning

3.1. Positioning the Santiago Network within the loss and damage ecosystem and enabling access to finance, technology and capacity building

3.1.1. Collaborating with the Fund for responding to Loss and Damage

47. Collaboration between the Secretariats of the Santiago Network and the FRLD continued during the reporting period. This included meetings between the Secretariats on an average monthly basis.
48. The Director of the Santiago Network Secretariat participated in the seventh meeting of the FRLD (FRLD B7) in Manila, Philippines from 7–9 October 2025 as an observer. The meeting agenda included an item on modalities for complementarity and coherence with the Santiago Network.
49. The Santiago Network Secretariat provided inputs to the FRLD Secretariat in the development of a supporting document on modalities of collaboration with the Santiago Network for FRLD B7. Both Secretariats continued to consult on the development of relevant documentation, including consultation with the FRLD in the development of the Santiago Network draft results framework and on the additional procedures for enhancing the participation of observers, as well as on the FRLD consultation on the draft country support system, with plans to continuing consulting each other on relevant policy and operational documents as needed.
50. On 13 November 2025 at the United Nations Climate Conference in Belem, Brazil, the Secretariats organized a joint side event to provide updates and highlight progress on collaboration across the loss and damage architecture, from the Co-Chairs of the FRLD, Santiago Network and WIM ExCom.
51. At its fifth meeting, the Santiago Network Advisory Board agreed to develop a set of key messages to be used when engaging with the WIM ExCom, the FRLD Board, and other relevant entities with the support of the Santiago Network Secretariat. The Secretariat has developed these key messages for consideration by the Advisory Board at its sixth meeting. The key messages are contained in document ‘Complementarity and coherence: Collaboration with the WIM Executive Committee and Fund for responding to Loss and Damage’ under agenda item 9 (SNAB/2026/06/09).

3.1.2. Developing strategic partnerships with other funds and financial institutions

52. The Secretariat has advanced its engagement and partnerships with other funds and financial institutions to position the Network and its value proposition within the loss and damage landscape in facilitating access to finance. These include meetings with representatives of the African Development Bank, Asian Development Bank and French Development Agency, with agreements to further discuss areas of collaboration around particular regional or country contexts.

3.1.3. Collaborating with the WIM ExCom

53. The Secretariat attended the twenty-third meeting of the WIM ExCom (ExCom 23) from 30 September to 2 October 2025 in Bonn, Germany to advance collaboration, in line with the decision of the Santiago Network Advisory Board at its fifth meeting to continue collaboration and alignment with the WIM ExCom.
54. To advance joint work under the WIM, the Santiago Network Secretariat and the ExCom Secretariat supported a meeting of the Co-Chairs on 30 January 2026. The two entities agreed to: (i) develop an explainer showcasing their collaboration, including key messages on the mandate and work under the WIM; (ii) organize joint communication and outreach activities, such as coordinated outreach to UNFCCC National Focal Points, loss and damage contact points, Santiago Network National Liaisons, and FRLD focal points; and (iii) consult on developing the terms of reference for a regular, multi-year report on loss and damage.
55. Decision -/CMA.7 endorsed by decision -/CP.30 requests the Advisory Board to prepare terms of reference, in consultation with the WIM ExCom for the preparation of a regular, multi-year report on loss and damage no later than the seventh meeting of the Advisory Board. The Secretariat and Members of the WIM ExCom have been invited to the informal meeting preceding the sixth meeting of the Advisory Board for a dedicated agenda item on the implementation of this decision.

3.1.4. Ensuring representation of Santiago Network in key events and processes

56. The Director of the Santiago Network Secretariat participated in the UNDRR-hosted Bonn Technical Forum on 3 December 2025 during the session 'International Support Mechanisms and Multilateral Instruments' with representatives from the Adaptation Fund, Green Climate Fund, FRLD, and others to provide an overview of the Santiago Network and the support it can provide to developing countries and communities.
57. In collaboration with UNDRR, the Secretariat engaged in four virtual sessions during the reporting period focusing on the Latin America and the Caribbean region, including sessions for the Independent Association of Latin America and the Caribbean (AILAC), Caribbean Disaster Emergency Management Agency (CDEMA), Centro de Coordinación para la Prevención de los Desastres en América Central y República Dominicana (CEPREDENAC), and local authorities. A presentation was also made to the ASEAN Policy Dialogue on Loss and Damage.
58. The Secretariat participated in events during the 80th session of the UN General Assembly and New York Climate Week from 23 to 27 September 2025 in New York, United States of America. A key event attended during this week was the High-Level Side Event on Responding to Loss and Damage: Scaling Up Finance and Partnerships for Responding to Loss and Damage on 23 September 2025, organized by the government of the Philippines and FRLD, and co-sponsored by Palau, France and Barbados.

3.2. Facilitating the development, provision and dissemination of knowledge

3.2.1. Engaging in rapid learning and sharing knowledge from delivery

59. Across its outreach and engagement opportunities with proponents, Members, others in the loss and damage architecture, and broader stakeholders, the Secretariat has consistently shared lessons learned and experiences from this early phase of delivery. This has been done in a manner that is transparent, open and tailored to specific audiences. The activities detailed in section 2 of this report exemplify this approach to sharing knowledge and learning from the Santiago Network's operations.

3.2.2. Preparing terms of reference for preparation of a regular, multi-year report on loss and damage

60. Since adoption of decision -/CMA.7 endorsed by decision -/CP.30, the Secretariat has conducted a benchmarking exercise of similar global reports, to inform the Advisory Board in their mandate to prepare terms of reference, in consultation with the WIM ExCom for the preparation of a regular, multi-year report on loss and damage no later than the seventh meeting of the Advisory Board.
61. The Secretariat has supported the Co-Chairs in the development of a proposed roadmap towards the adoption of the terms of reference for a regular, multi-year report on loss and damage at the seventh meeting of the Advisory Board, building on Advisory Board feedback during an informal meeting held on 29 January 2026 and subsequent written inputs. The roadmap is contained in document 'Complementarity and coherence: Collaboration with the WIM Executive Committee and Fund for responding to Loss and Damage' under agenda item 9 (SNAB/2026/06/09).

4. Institutional strengthening

4.1. Strengthening the Santiago Network governance structure

4.1.1. Advancing the work of the Advisory Board, subcommittees and task force

a) Support to the Advisory Board

62. Decision 12/CMA.4 endorsed by decision 11/CP.27 stipulates that "The director of the Santiago network secretariat shall serve as secretary to the Advisory Board."² The Director will assist the Advisory Board in its decision making process, in ensuring adherence with the Rules of procedure of the Advisory Board³, and in the codification and improvement of related processes.
63. Following the fifth meeting of the Advisory Board, the Secretariat prioritized the timely and effective implementation of adopted decisions, closing of the work programme plan

² This function is also prescribed in paragraph 25 of the rules of procedure of the Advisory Board.

³ [Annex I to the report of the exceptional meeting of the Advisory Board](#) held on 12 February, 2026. The Advisory Board agreed to the revised Rules of procedure and further agreed to apply them immediately on a provisional basis until their formal adoption by the governing body or bodies.

for 2024-2025 and the implementation of the work programme for 2026-2027. This included actions related to decisions on the Network's first strategic framework, progress of the recruitment of the permanent Secretariat, preparations for COP 30/CMA 7, support to the established subcommittees and task forces, and undertaking intersessional work to ensure timely progress on agreed priorities.

64. The Secretariat undertook dedicated efforts to support a smooth transition period of the Advisory Board, particularly concerning the nomination and election process of new members and representatives. This support involved close coordination with the UNFCCC elections team to ensure strengthening the Santiago Network governance structure. A briefing note on the Santiago Network Advisory Board nominations and election process was shared with Advisory Board members and representatives in November 2025, to keep the Advisory Board informed about the process.
65. The Secretariat prioritized the timely publication of documents for the sixth meeting, to effectively support the Advisory Board in its decision-making.
66. Apart from the Director's role, there are no Secretariat positions dedicated to governance and Advisory Board support. This is a critical gap in an expanding area of work, including servicing the Advisory Board, Co-Chairs, subcommittees, task forces, observers, engaging with the broader loss and damage architecture, and handling UNFCCC processes. This support has been historically provided by other roles within the Secretariat, however, the core functions of those roles are also experiencing significant strain due to expanding operations, while the demands on governance also require more time. The Secretariat is therefore actively seeking innovative ways to resource this critical workstream.

b) Support to the Co-Chairs

67. Throughout the reporting period, the Secretariat supported the Co-Chairs in discharging their duties. This support encompassed activities aimed at keeping them informed and supporting them for intersessional work and representational engagements.
68. A key element of this support was the regular bi-weekly calls with the Co-Chairs. These calls served several key purposes, including updates of ongoing activities, seeking guidance on pertinent matters, facilitating intersessional work and preparing for events and meetings: The Secretariat prepared the Co-Chairs for all events and meetings where they represented the Santiago Network, including speaking notes and relevant briefings.
69. Beyond these regular consultative and preparatory sessions, the Secretariat also extended administrative support. This included, but was not limited to, the drafting of official communications in support of the Co-Chairs.
70. Further details regarding the scope and results of this support are presented in the 'Report of the Santiago Network Advisory Board Co-Chairs' (SNAB/2026/06/03).

c) Support to subcommittees and task force

71. At the fifth meeting of the Advisory Board, the Advisory Board adopted the Terms of reference of the:

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- a. Budget Subcommittee (SNAB/2025/05/04/Add.1).
 - b. Conflict of Interest Subcommittee (SNAB/2025/05/04/Add.2).
 - c. Task Force on Outreach (SNAB/2025/05/04/Add.3).
72. Throughout the reporting period, the Secretariat serviced the two subcommittees and the task force by providing administrative, research, drafting, and preparatory support.
 73. For the Budget Subcommittee, the Secretariat's contributions included providing updates on contributions and budget execution, and drafting the financial management documents that the subcommittee reviewed for the sixth Advisory Board meeting.
 74. The Secretariat also assisted the Conflict of Interest Subcommittee in their consideration of the draft revised conflict of interest guidelines. The revised guidelines were subsequently approved by the Advisory Board during its exceptional meeting held on 12 February 2026. The Secretariat is currently assisting the subcommittee in their consideration of draft procedures for handling potential and perceived conflicts of interest as stipulated in the COI guidelines.
 75. During the reporting period, the Secretariat supported the Task Force on Outreach to advance its mandate, with a primary focus on developing recommendations to strengthen observer participation in Advisory Board meetings, as requested at the fifth meeting and presented for consideration at the sixth meeting in the document 'Additional procedures for the participation of observers in meetings of the Advisory Board' (SNAB/2026/06/05). The Secretariat also provided updates on ongoing outreach related to membership growth and technical assistance delivery.
 76. The Secretariat further provided support to the subcommittees and task force with the initial drafting of the 'Report from subcommittees and task force' for submission to the Advisory Board ahead of its sixth meeting (SNAB/2026/06/04).
- d) Intersessional work of the Advisory Board
77. Under the guidance of the Co-Chairs, the Secretariat supported the organization of intersessional work as decided by the Advisory Board during its fourth meeting, including:
 - a. Informal meeting of the Advisory Board held on 29 January 2026, addressing the development of the terms of reference of the regular, multi-year report on loss and damage associated with the adverse effects of climate change.
 - b. [Exceptional meeting of the Advisory Board](#) held on 12 February 2026, addressing the revisions to the Rules of procedure of the Advisory Board and Conflict of Interest Guidelines.
 78. The Secretariat's work supporting these meetings included the development of the respective agendas, preparation of documents, tailored presentations, in-session support, reports from the sessions, and revisions to documents taking into account feedback received and follow-up actions from the intersessional meetings.

e) Preparations for the sixth meeting of the Advisory Board

79. In accordance with paragraph 27 a. of the Rules of procedure of the Advisory Board of the Santiago Network, the Secretariat is responsible for all logistical preparations pertaining to Advisory Board meetings, including the announcement and invitation processes, as well as the distribution of meeting documents. The Secretariat has undertaken the following preparatory actions for the sixth Advisory Board meeting:
- a. Development of documents to assist the Advisory Board in their consideration of items in the provisional agenda. The Secretariat prioritized the timely publication of meeting documentation, in compliance with paragraph 42 of the Rules of procedure requiring documents being published at least two weeks prior to the meeting, to the extent possible, unless otherwise decided by the Co-Chairs.
 - b. Formal invitation letters were dispatched to all members and representatives of the Advisory Board.
 - c. Notifications for observers were duly circulated to all pertinent stakeholders including: (i) actors within the UNFCCC process, including representatives from parties and observer states, United Nations system, specialized agencies, and admitted IGOs, and admitted NGOs from recognized constituent groups (i.e. BINGO, ENGO, Farmers, IPOs, LGMA, RINGO, TUNGO, WGC, and YOUNGO); (ii) Santiago Network Members; (iii) Santiago Network National Liaisons; and (iv) Relevant institutional counterparts from the FRLD and the WIM ExCom. The registration process was closely managed, and support for registrants was provided as needed, i.e. via support letters.
 - d. The Secretariat facilitated the coordination of travel arrangements for Advisory Board members and representatives who are financially supported by the Santiago Network, as well as visa support where required.
 - e. A suitable venue was secured in Geneva. The selection was informed by cost-effectiveness and operational insights gained from the execution of the initial five meetings, while maintaining the established format of previous sessions and providing for hybrid participation.
 - f. An in-person informal Advisory Board meeting is being organized on 23 March 2026, ahead of the sixth Advisory Board meeting, under the guidance of the Co-Chairs.
 - g. The Secretariat is organizing an informal reception during the course of the meeting to foster networking and exchange among the Advisory Board and observers.
 - h. A dedicated [webpage](#) has been established for the meeting, where all updates and meeting documentation are published.

4.1.2. Representing the Santiago Network in the COP/CMA

80. The Santiago Network had a very active presence at COP30 through the Advisory Board Co-Chairs, Members and Representatives, and the Secretariat, including hosted events, participation in panels, active engagement with regional groups and constituencies, and bilateral meetings with Members and partners.
81. Santiago Network hosted and co-hosted events:
 - a. 12 November 2025 – Bridging Commitments and Communities: Together with representatives from the United Nations Office for Project Services (UNOPS), NDC Partnership and government of Somalia, the Santiago Network hosted a discussion at the NDC Partnership Pavilion on how integrating loss and damage into national planning can enhance policy coherence and unlock access to data, technology and finance.
 - b. 12 November 2025 – Santiago Network in Action: The official side event, co-hosted with UNDRR, featured the Advisory Board Co-Chair Angela Rivera, Santiago Network Secretariat Director Carolina Fuentes Castellanos and high-level representatives from Somalia, Yemen, Vanuatu, UNOPS, UNDRR, and Santiago Network Members, International Federation of Red Cross and Red Crescent Societies (IFRC) and International Organization for Migration (IOM), to spotlight the Network and highlight how demand-driven technical assistance is turning national priorities into action for frontline communities.
 - c. 13 November 2025 – Updates from the FRLD, Santiago Network and WIM ExCom: The Advisory Board Co-Chairs joined the Chairs of the Board of the FRLD and the WIM ExCom to highlight progress across the loss and damage landscape and opportunities to strengthen complementarity across the loss and damage architecture. They shared the key milestones of the Santiago Network to date and responded to questions from the audience.
 - d. In addition to these events, the Santiago Network Secretariat joined thematic and regional discussions with Members, partners and countries to highlight what the Network is already delivering and how it can support countries and communities through technical assistance and diverse membership.
82. The Secretariat reached out to Co-Chairs of regional groups and constituencies, offering to provide briefings during their coordination meetings on support available to countries through the Network. During the two weeks at COP30, the Secretariat engaged with regional groups and constituencies, including the Africa Group of Negotiators, Alliance of Small Island States, Eastern European States, Least Developed Countries (LDC) Group and G77+China. The Secretariat also held bilateral meetings with countries advancing technical assistance requests as well as Members and interested OBNEs to expand the Network's reach and strengthen diverse expertise.

4.2. Consolidating institutional capacities and resource mobilization

4.2.1. Finalising the transition to permanent Secretariat, including role of Co-Hosts in 2026 delivery

83. Interim Secretariat colleagues are concluding their assignments with the Santiago Network in February and March 2026, having contributed to the establishment of processes across technical assistance, membership, communications, governance, and resource mobilization. The Secretariat is grateful for their dedication and commitment.
84. The establishment of the permanent Secretariat and regional presence is nearing completion. Between January and March 2026, several new team members joined the Secretariat, further strengthening its capacity and regional engagement, including the Communications Manager, the Country Engagement Specialist and Regional Coordinator for Eastern Europe, the Desk Officer for Least Developed Countries, and the Regional Coordinator for Asia-Pacific.
85. The Membership Specialist will take up the position at the end of March 2026. All remaining recruitment processes for the Regional Coordinator for Latin America and Caribbean, the Regional Coordinator for Africa, and the Desk Officer Small Island States (SIDS) are near to completion and expected to be finalised by the end of March with team members joining subsequently.
86. In line with the establishment of the permanent Secretariat team, the relationship between the Secretariat and Co-Hosts is evolving towards a more strategic approach to technical and administrative support going forward, avoiding any duplication and ensuring the independent nature of the Secretariat.

4.2.2. Strengthening data, monitoring and reporting systems

87. In line with the operational developments summarized in section 2 of this report, including progress towards the development of Standard Operating Procedures, the Santiago Network Results Framework and MEAL Framework, the GIAP, management of the early technical assistance pipeline and growth in the Membership, the foundations of strengthened data, monitoring and reporting systems are being established.

4.2.3. Aligning resource mobilization with scaling trajectory and promoting predictable resource planning

88. The Santiago Network is currently at a funding level of USD 46.6 million⁴. Seven contribution agreements, respectively with Austria (BMK), Denmark (MoFA) the European Union (CLIMA), Ireland (DFA), Ireland (DECC), Germany (BMZ), Luxembourg and Switzerland (SDC), have now been signed, in addition to the initial funding provided, through UNFCCC, from Spain and the United States.

⁴ Based on the original signed equivalent value of the agreements. For further details, please refer to document 'Report on the status of resources of the Santiago Network' SNAB/2026/06/07.

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89. The Secretariat's continued collaboration with the Ministry throughout the reporting period led to the signing of a contribution agreement on 20 October 2025, formalizing the 39.5 million Danish kroner pledge from the Danish Ministry of Foreign Affairs.
 90. Following the announcement of a supplementary pledge of 1 million Swiss francs by the Government of Switzerland during COP30, the Secretariat engaged in close collaboration with the Swiss Agency for Development and Cooperation (SDC) leading to the amended contribution agreement signed on 5 March 2026, bringing the total funding from the Government of Switzerland to 3 million Swiss francs⁵.
 91. Discussions with the United Kingdom Foreign, Commonwealth and Development Office regarding their pledge were held during FRLD7.
 92. The Secretariat is preparing for the implementation of the Resource Mobilization Strategy approved by the Advisory Board at its fifth meeting.

4.3. Communicating Santiago Network identity and value proposition

93. The Secretariat continued to build on its communications efforts to enhance visibility and engagement with key stakeholders. To further enhance its positioning within the loss and damage ecosystem, the Secretariat is actively implementing the approved Communications Strategy for 2026-2028.
94. The Secretariat extensively covered the Santiago Network's events and engagement at COP30, including tailored email campaigns to observers, partners, contributors, national liaisons and UNFCCC National Focal Points, and regional groups and constituencies to promote the Network's presence at the conference and provide opportunities for engagement. The Secretariat promoted the Network's events and engagements on the website and LinkedIn and covered the events, engagements, activities and briefings on its LinkedIn channel.
95. The Secretariat launched an end of year LinkedIn Newsletter, '[2025 In Focus](#)' to showcase highlights from a defining year for the Santiago Network. The newsletter had **+1400** impressions and reached nearly **800** LinkedIn members.
96. Additional coverage on the Santiago Network platforms included milestones and key decisions from the fifth Advisory Board, outreach activities, membership milestones and Member engagement, promotion of calls for proposals for technical assistance, calls for membership, and highlights of the Network's progress.
97. The Santiago Network website was updated regularly with relevant information and communications content. The homepage was revised in line with the revised messaging and to make key information clear and accessible, incorporating feedback received from the Advisory Board and relevant stakeholders. During the reporting period, the website averaged more than **9,000** monthly views, marking a **28%** increase in monthly website views since the previous Secretariat report. The Secretariat is working on a

⁵ Additionally Switzerland is providing co-financing to the Secretariat with a yearly rent subsidy for the office, as well as a one-off settlement contribution for Geneva-based staff.

comprehensive redesign of its website, introducing new interactive features and significantly enhancing user experience and accessibility, for launch in April 2026.

98. The Santiago Network LinkedIn channel has more than **4,600** followers. During the reporting period, communications content published on the channel reached more than **64,000** LinkedIn users. The channel content received more than **140,000** impressions, marking an increase of **21%** since the previous report.
99. An updated logo for the Santiago Network, in line with the approach on branding outlined in the Communications Strategy, will be launched on 23 March 2026, ahead of the sixth Advisory Board meeting. This logo builds on the current visual identity of the Santiago Network and strengthens it with a visual emblem added to the text to reflect the Network's mission and vision and reflects its role in connecting developing countries and communities with tailored, context-specific technical assistance on loss and damage as outlined in its strategic framework.

5. Reflections on the way forward

100. The reporting period marks a turning point for the Santiago Network as it closes its first and opens its second biannual work programme. The strategic priorities, objectives and plans ahead are firmly anchored in the Santiago Network's mission, vision and strategic framework, and build on the substantive progress achieved over 2024–2025. The implementation plan for 2026, contained in the annex to this document, describes how the Santiago Network - through the concerted efforts of all its constituent parts - plans to achieve its objectives and key results as it pivots towards a year of scaled delivery.

Annex I - Santiago Network Implementation Plan for 2026 (6 February 2026)

1. The Year of Scaled Delivery

1. The 2026 Implementation Plan of the Santiago Network responds to the Advisory Board's request at its fifth meeting for the Secretariat to "prepare an implementation plan for 2026, including assumptions and risks, and share this plan with the Advisory Board intersessionally."
2. The year 2026 is of particular significance for the Santiago Network as it marks the first year of implementation of the Santiago Network Strategy 2026–2028, signalling a transition into a phase of growth, scaled delivery, and rapid learning. It also represents the first year of the 2026–2027 Work Programme, approved by the Advisory Board at its fifth meeting, building on the significant progress achieved under the 2024–2025 Work Programme, including operational guidelines, regional presence, the approach to a minimum percentage for vulnerable communities, and the Network's comprehensive strategic framework.
3. Advancing all objectives for 2026 will require the concerted effort of all constituent parts of the Santiago Network, namely the hosted Secretariat, the Advisory Board and the Members, guided by the direction set in the Santiago Network strategy and strategic framework.
4. 2026 starts strong on the operational front; with three calls for proposals issued by the end of 2025 now advancing into the matchmaking stage, and a growing pipeline of requests at various stages of development, delivery is set to scale significantly in 2026. The policies, systems and resources are now in place to scale up operations and technical assistance delivery. Operational progress is complemented by the arrival of the full Santiago Network Secretariat technical team, consolidating institutional capacities and completing the set-up phase.
5. This year also anticipates major strides in advancing the Santiago Network's policy and strategic framework, with several key policy instruments scheduled for Advisory Board consideration, including the Results Framework, the Monitoring, Evaluation, Accountability and Learning (MEAL) framework, the Gender and Inclusion Action Plan, the scheduled review of the operational guidelines, and the consideration of a minimum percentage for community-level action, among others.
6. Important milestones for collaboration across the loss and damage architecture are expected in 2026, including the FRLD country support system exploring modalities of collaboration with the Santiago Network and the preparation of terms of reference for a global loss and damage report in consultation with the Executive Committee, to be prepared by organizations, bodies, networks and experts designated as Members of the Santiago Network.

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7. Engagement of Members, including beyond technical assistance, will be central to fully leveraging the value of a growing and diverse Network across knowledge, outreach, and coordination roles. Support from the Co-Hosts will also remain crucial, including through the provision of administrative functions, review of key policy instruments, targeted support as requested by the Secretariat, and joint communications at relevant fora.
 8. Accordingly, 2026 represents a pivotal moment to collectively build on the progress achieved to date and advance the Network’s institutional evolution toward its vision: a world where developing countries and communities shape and implement inclusive action on loss and damage. With this momentum, the Santiago Network is well positioned to connect countries and communities with timely, demand-driven, and tailored technical assistance, knowledge, and support to catalyse action on loss and damage.
 9. This Implementation Plan covers objectives and key results across all constituent parts of the Santiago Network, structured around three overarching pillars, providing continuity with the 2025 programme of work: **operations, positioning, and institutional strengthening**. These pillars are advanced through six objectives aligned with the SN functions and strategic priorities (see Annex):
 - a. *Operations*
 - O1:** Understanding technical assistance needs and scaling up delivery
 - O2:** Growing a strong, diverse and engaged Member network
 - b. *Positioning*
 - O3:** Positioning the Santiago Network within the loss and damage ecosystem and enabling access to finance, technology and capacity building
 - O4:** Facilitating the development, provision and dissemination of knowledge
 - c. *Institutional strengthening*
 - O5:** Strengthening the Santiago Network governance structure
 - O6:** Consolidating institutional capacities and resource mobilization

1.1. Operations

10. As envisaged in the Strategy, 2026 is the year of scaled delivery, enabled by the foundational systems and permanent team now in place. Scaling delivery requires responsiveness to demand-driven requests and expansion of a diverse and capable membership base. This pillar therefore comprises two objectives: Understanding technical assistance needs and scaling up delivery (O1); and Growing a strong, diverse and engaged Member network (O2).
11. Operational delivery began on a strong footing in 2025, with one technical assistance request under implementation, three calls for proposals issued by year-end, an initial pipeline of more than 20 technical assistance requests, and a diverse membership base of 82 Members, including global, regional, national and local OBNEs.
12. For 2026, clear operational targets have been established, including a minimum of 20 technical assistance requests, aligned with the Board approved Work Programme and budget.
13. The recruitment of the technical team, including head office and regional positions expected to be completed in Q1 2026, is a key enabler to run the technical assistance workflow from upstream engagement with proponents to downstream implementation and learning.
14. In line with the Santiago Network vision and value proposition, operations will be guided by the principle of strengthening the agency and leadership of developing countries and communities in addressing loss and damage. National Liaisons to the Santiago Network will play an important role in ensuring technical assistance provided through the Network aligns with national priorities and acting as a bridge between the Secretariat and their respective countries, facilitating effective communication and collaboration.

1.2. Positioning

15. Scaling delivery also requires effective coordination across the loss and damage landscape and facilitating the development, provision and dissemination of knowledge. Positioning and knowledge facilitation are therefore core priorities for 2026 with this pillar comprising: Positioning the Santiago Network within the loss and damage ecosystem and enabling access to finance, technology and capacity building (O3) and Facilitating the development, provision and dissemination of knowledge (O4).
16. The Santiago Network has gained increasing recognition within the ecosystem, and this year presents an opportunity to strengthen coordination with relevant actors to facilitate access, enhance complementarity, and avoid duplication.

17. The Santiago Network will look to capture opportunities for synergies with other parts of the UNFCCC loss and damage architecture to simplify country engagement and facilitate access to loss and damage support and knowledge.
18. In line with mandates and COP decisions, enhanced collaboration is foreseen with the WIM Executive Committee, including on knowledge, outreach, and the terms of reference for the regular loss and damage report, as well as with the Fund for responding to Loss and Damage through modalities of collaboration in the context of its country support system. Engagement to date has been productive and will be further institutionalized in 2026, through structured coordination at both Co-Chair and Secretariat levels.
19. Scaling up delivery in 2026 will enable lessons learned to be captured and operational knowledge to be shared, contributing to the knowledge facilitation objective. Learning will be strengthened through knowledge generated from technical assistance delivery, and systematic feedback from stakeholders. With a communications strategy in place, the Network will also reinforce visibility and engagement with key target audiences.

1.3. Institutional Strengthening

20. Institutional strengthening is essential to ensure that the Santiago Network operates with fit-for-purpose policies, systems, governance arrangements, financial resources, human resources, and organizational culture to scale delivery while remaining lean and effective. This pillar comprises the following objectives: Supporting Santiago Network governance structure (O5), and Consolidating institutional capacities and resource mobilization (O6).
21. The year 2026 will be a year of institutional consolidation with permanent Secretariat staff onboarding and interim arrangements concluding during the first quarter. The Advisory Board will welcome new Members and new Co-Chairs, who will also play a key role in the strengthening and consolidation of the Network. The work of the subcommittees and task force will continue in accordance with their terms of reference, providing clear guidance and support for effective financial resource management, policies and procedures.
22. Secretariat support to the Advisory Board remains central to effective governance, including facilitation of two formal Board meetings as well as informal and exceptional meetings as required.
23. The 2026 workplan also advances the Santiago Network's cohesive policy and strategic framework, with several important policy items scheduled for Advisory Board consideration during its sixth and seventh meetings, including:

SNAB6

- Updated Results Framework.
- Recommendations on observer participation from the Outreach Task Force

SNAB7 mandates

- Monitoring, Evaluation, Accountability and Learning (MEAL) framework.
 - Gender and Inclusion Action Plan.
 - Scheduled reviews of operational guidelines, including consideration of a minimum percentage directed to communities.
24. In addition, the Advisory Board is expected to prepare terms of reference for a regular multi-year report on loss and damage, in line with decision CP.30/CMA.7. An independent performance review of the Network is also planned to be commissioned by the Secretariat by the end of the year in line with decision 11/CP.27/12/CMA.4.
25. Resource mobilization is also central for institutional strengthening. During 2026, the efforts of the Secretariat and Advisory Board members will focus on aligning resource mobilisation with the scaling trajectory and promote predictable resource planning, through the implementation of the resource mobilization strategy.
26. The scale of ambition and expectations for 2026 requires careful planning and disciplined implementation. The objective is to position the Santiago Network as a globally recognized mechanism for delivering timely, demand-driven, and tailored technical assistance that empowers developing countries and communities to shape and implement effective action on loss and damage.

2. Assumptions and Risks

27. The successful implementation of planned activities depends on several operational and strategic factors. A non-exhaustive list of identified assumptions and risks, together with corresponding management approaches is presented below.

2.1. Operations*Assumptions*

- a. Technical assistance catalyzed will be aligned with national priorities, plans, and country-driven processes, ensuring ownership and sustainability.
- b. Adequate financial, technical, and operational resources will be available across the technical assistance (TA) workflow to support timely delivery.

- c. Regional partnerships can be effectively leveraged to support coordination and delivery of technical assistance.
- d. Countries and communities will generate sufficient demand for technical assistance and actively engage with available support mechanisms.
- e. The technical assistance pipeline will increase in high-quality, feasible and actionable requests.
- f. Technical assistance requests will enable meaningful and lasting results that contribute to systemic outcomes.
- g. Demand for and access to technical assistance will be sufficiently supported across regions, enabling a balanced and equitable regional distribution of assistance.
- h. The membership of the Santiago Network continues to grow in diversity and inclusiveness, with Members collaborating actively and dynamically among themselves.
- i. Guidelines and procedures will be reviewed to ensure clarity, effectiveness and efficiency of operations.

Risks

1. Alignment with national priorities

Interventions not aligned with national priorities risk reduced ownership and sustainability.

Management approach: Ensure country-driven approaches and alignment checks during request assessment and delivery, and build capacities of National Liaisons to play a coordinating role.

2. Operational capacity constraints

Insufficient resources across the technical assistance workflow could create bottlenecks, affect timeliness and quality of delivery, and weaken trust in the Network.

Management approach: Monitor workflow capacity, prioritize requests strategically, mobilize additional delivery partners as demand grows, and maintain open communication with proponents.

3. Partnership and coordination risks

Limited ability to effectively leverage regional and national partnerships may constrain the reach and coordination of technical assistance.

Management approach: Strengthen regional engagement, formalize partnerships, and improve coordination mechanisms.

4. Time taken to develop feasible and actionable requests

Emergence of a low-quality pipeline may increase the time taken to develop feasible, high-quality and actionable technical assistance requests and limit the ability to reach delivery targets.

Management approach: Map and identify potential requests at earliest stages, and provide

structured support to request development, including for LDCs and SIDS.

5. Quality and strategic relevance of requests

Requests that are narrow in scope, or not strategically framed may limit long-term impact.

Management approach: Provide upstream guidance and strengthen screening and scoping processes.

6. Fragmented interventions

Piecemeal or task-oriented interventions may fail to produce sustained or systemic outcomes.

Management approach: Promote programmatic and multi-phase approaches that build longer-term capacity.

7. Balanced and equitable distribution

Technical assistance catalyzed may not be balanced or equitably distributed across all regions, either in the number of requests or in funding level per request, due to its demand-driven nature.

Management approach: Monitor regional distribution and funding levels regularly and target outreach and engagement efforts to address gaps and promote equitable access.

8. Alignment with national priorities

Interventions not aligned with national priorities risk reduced ownership and sustainability.

Management approach: Ensure country-driven approaches and alignment checks during request assessment and delivery, and build capacities of National Liaisons to play a coordinating role.

9. OBNEs unable to deliver on requests

The Network does not have sufficient diversity, inclusion and technical expertise to deliver on technical assistance requests.

Management approach: Increase targeted outreach, codify Members roles and responsibilities and leverage Membership for capacity building and knowledge sharing.

10. Members disengage from Network

Members are not actively mobilised for technical assistance risk disengagement, reducing the perceived value of membership and the Network's value add. Members are not fully leveraged and risk that OBNE's technical strengths and regional or local presence are underutilized.

Management approach: Clearly articulate engagement modalities including and beyond technical assistance, for example in knowledge production and learning, in line with the Outreach and Engagement Strategy.

2.2. Positioning

Assumptions

- a. The Santiago Network's value proposition is clearly recognized within the loss and damage architecture, enabling sustained demand and strategic engagement.
- b. Activities undertaken by actors across the loss and damage landscape are coordinated and complementary, minimizing duplication and confusion for countries seeking support.
- c. Coordination channels with finance, technology, and capacity-building actors function effectively, enabling countries to translate technical assistance into actionable implementation support.
- d. Mechanisms and institutions communicate effectively on how their work complements each other, supporting overall system coherence.
- e. Technical assistance interventions consistently generate knowledge products and lessons learned, contributing to long-term impact and improved practice.
- f. Members consistently report on catalyzed technical assistance and actively contribute to knowledge generation, case studies, and implementation feedback loops.
- g. Responsibilities related to the WIM Review decision loss and damage report are managed in a way that does not detract from operational delivery.

Risks

1. Positioning of the Santiago Network

The Santiago Network's value proposition may not be sufficiently recognized within the loss and damage architecture, limiting demand and strategic engagement.

Management approach: Strengthen communication and outreach efforts and clarify the Network's role and comparative advantage within the broader ecosystem.

2. Duplication of efforts across the landscape

Overlap of activities with other actors may reduce efficiency and create confusion among countries seeking support.

Management approach: Improve mapping of actors and initiatives, and promote coordination and complementarity with relevant institutions and partners.

3. Ineffective coordination to enable access to support

Weak coordination channels with finance, technology, and capacity-building actors may limit countries' ability to translate technical assistance into actionable support.

Management approach: Strengthen operational coordination mechanisms and partnerships that link technical assistance to implementation support and financing opportunities.

4. Fragmented communication across the loss and damage architecture

Limited communication on how different mechanisms and institutions complement each other may reduce overall system effectiveness.

Management approach: Promote joint communication and coordination efforts among relevant actors to clarify roles and improve coherence.

5. Limited capture of knowledge and lessons learned

Technical assistance interventions may not consistently translate into knowledge products or lesson learning, reducing long-term impact.

Management approach: Integrate knowledge management requirements into TA processes and strengthen reporting and lesson-learning mechanisms.

6. Limited reporting and knowledge contributions from Members

Inconsistent reporting and limited contribution by Members may weaken evidence generation and learning loops.

Management approach: Simplify reporting processes, provide guidance and incentives for Members, and integrate reporting expectations into engagement frameworks.

7. Competing mandate demands

Responsibilities related to implementing the WIM review mandate on the regular loss and damage report may divert time and resources from operational delivery.

Management approach: Plan resource allocation carefully and in line with AB guidance.

2.3. Institutional Strengthening

Assumptions

- a. Recruitment processes are completed as planned, and onboarding effectively equips new staff to support operational delivery.
- b. Gaps in the lean structure and organogramme do not impact on the capacity of Secretariat to support governance structures.
- c. Organizational values, culture, and staff well-being are maintained alongside operational delivery pressures.
- d. Clear strategic direction and coherent work planning guide implementation across teams and activities.
- e. Policies and procedures are revised to improve clarity, effectiveness and efficiency for the smooth functioning of the Network.

- f. Potential impacts arising from UN reform processes, including UN80, do not adversely affect operational arrangements or delivery.
- g. Roles and responsibilities between Co-Host institutions are clearly defined and effectively coordinated.
- h. Financial pledges are converted into contributions in a timely manner and aligned with delivery needs.
- i. Engagement efforts with philanthropic organizations and the private sector successfully broaden the Network's partnership and resource base.

Risks

1. Staffing and onboarding capacity

Delays in recruitment or ineffective onboarding processes may limit operational readiness and delivery capacity. Gaps in the organogramme may limit the capacity of the Secretariat to provide sustained support to governance structures.

Management approach: Closely monitor recruitment progress, streamline onboarding processes, provide structured induction and early performance support, and seek supplemental support for key functions related to governance.

2. Organizational culture under operational pressure

Operational delivery pressures may weaken attention to organizational values, culture, and staff well-being, affecting performance and retention.

Management approach: Maintain leadership attention to culture and staff well-being, and integrate values and team development into management practices.

3. Strategic direction and work planning

insufficient strategic guidance or unclear work planning may reduce implementation coherence and efficiency.

Management approach: Strengthen strategic planning processes, regularly review priorities, and ensure clear operational guidance across teams.

4. External institutional changes (UN80 and UN reform)

Potential changes linked to UN reform processes may affect hosting arrangements or operational modalities.

Management approach: Monitor reform developments closely and maintain flexibility in planning and institutional arrangements.

5. Clarity of roles - Co-Hosts

Unclear roles and responsibilities of Co-Hosts may create operational inefficiencies and confusion with stakeholders.

Management approach: Clearly defined roles and responsibilities of Co-Hosts, by defining specific activities and tasks, will ensure effective support and smooth operations.

6. Funding uncertainty and timing mismatch

Pledges may not materialize into contributions or may not align with delivery timelines, creating funding gaps.

Management approach: Strengthen regular donor engagement, track pledge conversion, improve financial planning to align delivery and funding flows, and design and launch campaign for resource mobilisation in accordance with respective strategy

7. Limited engagement with philanthropy and private sector

Insufficient success in engaging philanthropic and private sector partners may constrain resource mobilization opportunities.

Management approach: Develop targeted engagement strategies and partnerships to broaden the funding and collaboration base, map alternative sources of funding, and clearly communicate the value proposition.

28. The Secretariat will continue to actively monitor and report on these risks during implementation of this workplan, including through internal quality assurance, and the MEAL and results frameworks. Any significant changes in the assumptions and risks that are likely to impact on the delivery of the implementation plan will be communicated to the Advisory Board through the relevant subcommittees and task force, or through the formal meetings. In addition, any matters requiring Advisory Board decision-making will be brought to its attention.

Santiago Network Objectives and Key Results 2026

	Task Title	Notes	Deadline Nature/ Frequency
OPERATIONS			
Objective 1	Understanding technical assistance needs and scaling up delivery		
1.1	Facilitate access to demand-driven TA	guidelines for LDCs and SIDS; convene regional workshops targeting LDCs and SIDS; knowledge products; participate in regional fora; bilateral meetings;	Ongoing with milestones
1.2	Strengthen engagement with National Liaisons / UNFCCC National Focal Points	Capacity building, communications, consultations	Ongoing with milestones
1.3	Improve efficiency and effectiveness of technical assistance workflow	maintain SOPs and handbook; develop procedures for urgent requests; review TA guidelines; GIAP; portal; results framework implementation	Quarterly review
1.4	Implement technical assistance	Target within 2026 budget = 20; evaluation and assessments; monitoring in line with MEAL framework; pipeline management	Quarterly review
1.5	Increase proportion of TA requests directly benefitting communities	develop approach to min %; implement dedicated community window	Quarterly review
Objective 2	Growing a strong, diverse and engaged Member network		
2.1	Expansion and engagement of a diverse and inclusive Member network	Maintain and improve SN Portal Member Space; Translate OBNE guidelines into UN languages; codify Member roles, responsibilities and standards of conduct; outreach and capacity building; leverage Members for knowledge sharing	Ongoing with milestones
POSITIONING			
Objective 3	Positioning the Santiago Network within the loss and damage ecosystem and enabling access to finance, technology and capacity building		
3.1	Collaborate with FRLD on operational synergies and coherence	CSS; MEAL framework; proposal development; national coordination and outreach; key messages	Ongoing and event-based
3.2	Develop strategic partnerships with other funds and financial institutions	MDBs, GCF, AFD, AF, NDCP	Ongoing
3.3	Collaboration with the WIM ExCom	work plan synergies, engagement members and TEGs	Ongoing

	Task Title	Notes	Deadline Nature/ Frequency
3.4	Ensure representation of Santiago Network in key technical and political events and processes	e.g. UNGA, regional climate weeks, Board meetings / ExCom , HLD	Event based
3.5	Align resource mobilisation with scaling trajectory and promote predictable resource planning	Regular engagement with contributors; establish targets for demand-driven resourcing scenarios; design and launch campaign for RM; map alternative sources of funding	Monthly / Quarterly
Objective 4	Facilitating the development, provision and dissemination of knowledge		
4.1	Engage in rapid learning and sharing knowledge from delivery	TA-specific; MEAL implementation	Ongoing and event-based
4.2	Support to preparation of regular report on critical issues and lessons learned	Multi-year report	TBD
INSTITUTIONAL STRENGTHENING			
Objective 5	Supporting Santiago Network governance structure		
5.1	Support and facilitate the work of the Advisory Board, subcommittees and task forces	Two SNAB meetings, one Exceptional Meeting, Informal Meetings, AB onboarding, CC support; Budget Subcommittee (incl. preparation of annual report and financial statements); COI Subcommittee (incl. review of COI guidelines and ROP); Outreach Taskforce (incl. observer participation)	Ongoing and event-based
5.2	Represent SN in the SBs and COP/CMA	SBs; COP31	Event-based
Objective 6	Consolidating institutional capacities and resource mobilization		
6.1	Finalise transition to permanent Secretariat, including definition of role of co-hosts		Quarter 1-2
6.2	Strengthen data, monitoring and reporting systems	Revise RF SNAB6, MEAL framework SNAB7, develop risk register SNAB7, GIAP SNAB7; quarterly review; independent review of the performance of the SN	Ongoing, SNAB6, SNAB7
6.3	Align resource mobilisation with scaling trajectory and promote predictable resource planning	Regular engagement with contributors; establish targets for demand-driven resourcing scenarios; design and launch campaign for RM; map alternative sources of funding	Monthly / Quarterly
6.4	Communicate Santiago Network identity and value proposition		Ongoing and event-based