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## **Santiago Network Results Framework**

**Final adopted version**

### **Summary**

This document responds to the request by the Advisory Board under the Santiago Network Strategy 2026–2028, for the Secretariat to develop a proposal to adjust and align the Results Framework with the Strategy, by early 2026.

The proposal captures the key results — at impact, outcome and output level — that the Santiago Network will strive to deliver for developing countries and communities that are particularly vulnerable to the adverse effects of climate change, as it supports them to shape and drive inclusive action on loss and damage. The proposal 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 ExCom, FRLD and other stakeholders. It is presented for consideration and approval by the Advisory Board.

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## Santiago Network Results Framework

### 1. Objective and scope

1. The overall objective of the Santiago Network Results Framework is to measure progress toward achieving the Santiago Network's mission, vision and strategic priorities, as it catalyzes technical assistance for the implementation of relevant approaches for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change at the local, national and regional level in developing countries particularly vulnerable to the adverse effects of climate change.
2. The Results Framework defines the results that the Santiago Network will track, along with indicators and means of verification to measure progress. This revised Results Framework aligns with the Santiago Network Strategy 2026-2028 and related strategies, policies and guidelines. It will operate in conjunction with a Monitoring, Evaluation, Accountability and Learning (MEAL) framework that details implementation arrangements, roles and guidance.
3. The Results Framework provides an integrated framework for managing results related to catalyzing technical assistance and knowledge for loss and damage action ('Network effectiveness results'), and results related to organizational performance and financial sustainability ('institutional effectiveness results'). In this way, it serves to align resources toward Strategy delivery, build accountability and underpin communication of impact.

### 2. Principles

4. The Santiago Network Results Framework is underpinned by cross-cutting principles aligned with its mission, vision and Strategy, which guide how results are managed:
  - a. Demand- and country-driven: Results are framed to accommodate the diversity of demand-driven technical assistance (TA) requests developed through inclusive, country-driven processes, while enabling sound measurement and aggregation;
  - b. Focus on particularly vulnerable: Results bring specific focus to the Network's support for developing countries and communities that are particularly vulnerable to the adverse effects of climate change, through both dedicated indicators and disaggregation for SIDS, LDCs, regions and relevant target groups.
  - c. Embedding gender and inclusion: Gender and inclusion are embedded systemically across results rather than through standalone indicators, with the MEAL framework and Gender and Inclusion Action Plan to further detail guidance and goals. Across results, Santiago Network will seek to understand how its TA and knowledge activities promote gender sensitive and gender- responsive approaches.
  - d. Risk management: In implementing its Results Framework, Santiago Network will build a risk-aware culture and sound risk management practices that are also appropriate for the developing countries and communities that it serves, taking into account the specificities of affected communities, local contexts, vulnerabilities and risks.

- e. Ecosystem impact: Results situate Santiago Network as a contributor to ecosystem-wide action to avert, minimise and address loss and damage in developing countries, that is complementary, coherent and links knowledge, institutional capacity and enabling conditions for access, with delivery of finance, support, action and impact;
- f. Learning-based approach: Results are calibrated to the current maturity of country contexts and Network's operations, allowing for refinement over time as baselines, data systems, MEAL approaches, and knowledge of loss and damage evolves.

### 3. Results and Indicators

5. The Santiago Network Results Framework, as set out in Table 1, is structured to align with the Santiago Network Strategy 2026-2028, capturing:
  - a. Impact: Loss and damage results extending beyond Santiago Network, that the Network contributes to through its mission and vision;
  - b. Outcomes: Functional and lasting change the Network generates for developing countries and communities, Members and target groups<sup>1</sup>;
  - c. Outputs: Tangible results the Network delivers through catalyzed technical assistance, engagement, outreach, and knowledge activities;
  - d. Causal linkages: The pathways describing how inputs and activities are expected to lead to outputs, outcomes and impact.

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<sup>1</sup> For the purposes of the Result Framework, relevant target groups include vulnerable people, Indigenous Peoples and local communities, including women, children, youth among others consistent with SN Guidelines and Procedures for responding to Technical Assistance requests. This uses a context-specific, inclusive understanding of vulnerability anchored in preambular paragraph 11 of the Paris Agreement and in paragraph 122 of the outcome of the global stocktake (Decision 1/CMA.5), in line with the Advisory Board's adopted approach to minimum percentage of technical assistance directed to communities particularly vulnerable to the adverse effects of climate change.

**Table 1: Santiago Network Results and Indicators**

<b>NETWORK EFFECTIVENESS RESULTS</b>		
<b>RESULTS LEVEL DESCRIPTION</b>	<b>INDICATOR</b>	<b>MEANS OF VERIFICATION</b>
<b>IMPACT: Building a world where developing countries and communities shape and drive inclusive action on loss and damage</b>		
Santiago Network helps build a world where developing countries and communities shape and drive inclusive action on loss and damage, by contributing through its five outcomes, and as part of an integrated loss and damage ecosystem.	I.1 Periodic independent ecosystem-level evaluations conducted I.2 Portfolio level synthesis reports produced  Impact will be evaluated at ecosystem-level through evaluations and syntheses that examine Santiago Network’s contribution to downstream loss and damage results, including changes in country ownership, readiness, access to action and support, knowledge, gender-responsiveness and inclusion, and the relevance and effectiveness of SN’s approaches. These may be conducted jointly with partners including the UNFCCC, WIM ExCom and FRLD.	Evaluations  Syntheses
<b>OUTCOME 1: Improved context-specific understanding of loss and damage risks and technical assistance needs</b>		
Developing countries and communities improve their context-specific understanding of loss and damage risks and TA needs, as a result of SN engagement, request support, and catalyzed technical assistance (TA) and knowledge.	O.1.A Reported effectiveness of SN support in improving understanding of loss and damage risks and TA needs, including through gender responsive methodologies and inclusion of vulnerable groups in assessment processes (disaggregated for SIDS/LDCs/region/proponent type)  O.1.B Number of developing countries integrating insights from TA-supported assessments into planning documents, official reporting processes or support requests (disaggregated for SIDS/LDCs/region)	Surveys Case studies

<b>RELATED OUTPUTS</b>		
<b>1.1</b> Technical assistance (TA) needs and priorities identified, prioritized and communicated	O.1.1 Number of developing country proponents identifying TA needs and priorities (disaggregated for SIDS/LDCs/region/proponent type)	Secretariat data
<b>1.2</b> Demand-driven TA requests supported, particularly for SIDS/LDCs	O.1.2 Number of SIDS/LDCs/other TA proponents progressing from TA request preparation support to start of implementation within six months <sup>2</sup>	Secretariat data
<b>1.3</b> Loss and damage risk and needs assessments delivered, including on non-economic losses	O.1.3 Number of loss and damage needs and risk assessments delivered	TA-level reporting
<b>OUTCOME 2: Strengthened technical and institutional capacity to plan and implement action on loss and damage</b>		
Developing countries and communities strengthen the technical and institutional capacity to plan, coordinate, implement and monitor action on loss and damage, as a result of SN-catalyzed TA.	O.2.A Reported effectiveness of SN support in strengthening capacity to avert, minimise and address loss and damage, including capacity for inclusive, gender-responsive action (disaggregated for SIDS/LDCs/region/proponent type)	Surveys Case studies
	O.2.B <b>(Core)</b> Number of developing countries/people directly and indirectly benefiting from SN support (disaggregated for gender/target groups)	TA-level reporting
<b>RELATED OUTPUTS</b>		
<b>2.1</b> TA catalyzed by SN	O.2.1 Number/Value of TA requests matched by SN (disaggregated for SIDS/LDCs/region/proponent type)	Secretariat data

<sup>2</sup> This includes time taken for the Secretariat to develop TA requests to formal submission and undertake Member selection. It does not include the time taken by proponents to develop TA requests to formal submission.

<p><b>2.2</b> TA delivered to strengthen institutions, policies or systems for averting, minimising and addressing loss and damage</p>	<p>O.2.2A Number of local, national and/or regional institutions (including National Liaisons) supported O.2.2B Number of local, national and/or regional policies or systems developed or enhanced</p>	<p>TA-level reporting</p>
<p><b>2.3</b> People trained through SN-catalyzed TA</p>	<p>O.2.3 Number of people trained on approaches to avert, minimize and address loss and damage (disaggregated for gender/target group)</p>	<p>TA-level reporting</p>
<p><b>OUTCOME 3: Enhanced participation of communities at the frontline in design and delivery of needs-based solutions for averting, minimising and addressing loss and damage</b></p>		
<p>Frontline communities and particularly vulnerable target groups<sup>3</sup> strengthen their agency and participation in the design, delivery and monitoring of solutions for averting, minimising and addressing loss and damage, as a result of engaging as TA proponents and Members.</p>	<p>O.3.A Share of TA proponents from target groups reporting that SN support improved participation for target groups in the design, delivery and monitoring of solutions for averting, minimising and addressing loss and damage  O.3.B Share of national, local, Indigenous Peoples and community-based SN Members reporting strengthened ability to deliver demand-driven TA</p>	<p>Surveys Case studies</p>
<p><b>RELATED OUTPUTS</b></p>		
<p><b>3.1</b> TA directed to communities particularly vulnerable to the adverse effects of climate change</p>	<p>O.3.1 Percentage of TA funded by SN directed to communities particularly vulnerable to the adverse effects of climate change</p>	<p>Secretariat data</p>
<p><b>3.2</b> TA delivered to promote participation of and outcomes for target groups</p>	<p>O.3.2A Share of approved TA promoting participation of target groups in TA design, delivery or monitoring O.3.2B Share of approved TA promoting gender-responsive and</p>	<p>TA-level reporting</p>

<sup>3</sup> For the purposes of the Result Framework, relevant target groups include vulnerable people, Indigenous Peoples and local communities, including women, children, youth among others consistent with SN Guidelines and Procedures for responding to Technical Assistance requests. This uses a context-specific, inclusive understanding of vulnerability anchored in preambular paragraph 11 of the Paris Agreement and in paragraph 122 of the outcome of the global stocktake (Decision 1/CMA.5), in line with the Advisory Board’s adopted approach to minimum percentage of technical assistance directed to communities particularly vulnerable to the adverse effects of climate change.

	socially inclusive objectives, including for Indigenous Peoples, children, youth	
<b>3.3</b> National, Local, Indigenous Peoples and community- based Members actively engaged	O.3.3A Number of national, local, Indigenous Peoples and community based SN Members O.3.3B Share of TA requests delivered or co-delivered by national, local, Indigenous Peoples and/or community based SN Members	Secretariat data
<b>OUTCOME 4: Enhanced ability to access finance, technology and capacity building</b>		
Developing countries and communities strengthen their readiness to access finance, technology, capacity-building and other support for action to avert, minimise and address loss and damage, as a result of SN-catalyzed TA and knowledge, and cross-ecosystem collaboration	O.4.A Reported effectiveness of SN support in enhanced ability to access finance, technology, capacity building or other support (disaggregated for SIDS/LDCs/region/proponent type)  O.4.B Number of developing countries that have submitted TA-supported concept notes or requests for funding or support (disaggregated for SIDS/LDCs/region)	Surveys Case studies
<b>RELATED OUTPUTS</b>		
<b>4.1</b> TA delivered for enhanced ability to access finance technology or capacity building, at programmatic and proposal levels	O.4.1 Number of products developed to enhance ability to access finance, technology or capacity-building	TA-level reporting
<b>4.2</b> Complementary and coherence between SN, WIM ExCom, FRLD, and others to strengthen action, support and access pathways	O.4.2 Milestones reached between SN, WIM ExCom, FRLD and other partners to strengthen complementarity and coherence, and access pathways	Secretariat data
<b>OUTCOME 5: Enhanced knowledge of relevant solutions for averting, minimising and addressing loss and damage</b>		
Developing countries and communities enhance their	O.5.A Reported effectiveness of SN engagement in enhancing	Surveys

<p>knowledge of relevant and effective solutions to avert, minimize and address loss and damage, as a result of SN catalyzed TA, knowledge activities and peer collaboration</p>	<p>knowledge of solutions to avert, minimize and address loss and damage, including gender and inclusion dimensions (disaggregated for SIDS/LDCs/region/proponent type)</p> <p>O.5.B Number of developing countries that have utilized WIM-generated knowledge as well as TA supported tools, methodologies, systems and associated learnings to inform, planning, reporting or support requests (disaggregated for SIDS/LDCs/region)</p>	<p>Case studies</p>
<p><b>RELATED OUTPUTS</b></p>		
<p><b>5.1</b> Case studies, lessons learned and knowledge generated by SN or through SN TA delivery</p>	<p>O.5.1 Number of knowledge products generated by SN or through SN-catalyzed TA</p>	<p>TA-level reporting; Secretariat data</p>
<p><b>5.2</b> WIM ExCom, Member and partner knowledge shared and disseminated through SN</p>	<p>O.5.2 Number of WIM ExCom, Member and partner knowledge products disseminated through SN</p>	<p>Secretariat data</p>
<p><b>INSTITUTIONAL EFFECTIVENESS RESULTS</b></p>		
<p><b>X.1 Financial sustainability and cost-effectiveness</b></p> <p><i>Enabling result:</i> Santiago Network secures predictable and diversified resourcing, and manages resources cost-effectively, to scale its work catalyzing TA and knowledge</p>	<p>X.1.1 Value of new resource commitments/signed contributions (disaggregated by type of source)</p> <p>X.1.2 Percentage by value of TA pipeline covered by committed / confirmed and available SN financial resources for each budget year</p> <p>X.1.3 Proportion of resources per annual budget for technical assistance and capacity-building activities: Secretariat operations</p>	<p>Financial and budget planning</p>
<p><b>X.2 Timeliness and effectiveness of technical assistance</b></p> <p><i>Enabling result:</i> Santiago Network technical assistance is timely</p>	<p>X.2.1 Number of developing countries SN has actively engaged in identifying or responding to TA needs (disaggregated for SIDS/LDCs/region)</p>	<p>Secretariat data</p>

<p>and effective for vulnerable countries and communities</p>	<p>X.2.2 Average time to process TA requests from formal submission to start of implementation (disaggregated for SIDS/LDCs/region/proponent type) X.2.3 Total number/value of TA requests (a) under development (b) under Member selection (c) in implementation (d) completed (disaggregated for funding from SN/other sources) X.2.4 Share of Member-delivered TA rated 'satisfactory' or higher by proponents</p>	
<p><b>X.3 Member engagement</b></p> <p><i>Enabling result: Santiago Network mobilises a broad, diverse membership to deliver demand-driven TA and peer exchange</i></p>	<p>X.3.1 Total number of new Members (disaggregated by type/thematic expertise/region) X.3.2 Share of Members actively engaged in TA delivery, knowledge and/or peer exchange (disaggregated by type/region)</p>	<p>Secretariat data</p>
<p><b>X.4 Institutional strengthening</b></p> <p><i>Enabling result: Santiago Network builds effective, inclusive and gender-responsive policies, systems and culture to perform, learn and grow in delivering its mission</i></p>	<p>X.4.1 Share of institutional policies and processes implemented and shared, following inclusiveness and accessibility considerations X.4.2 Growth in profile and reach based on communications metrics<sup>4</sup> X.4.3 Share of gender and regional groups in Secretariat staff and Advisory Board members/representatives X.4.4 Independent review of SN performance conducted</p>	<p>SNAB documents Secretariat data</p>

<sup>4</sup> Communications metrics include media mentions, website traffic and social media engagement, monitored in line with the Santiago Network Communications Strategy.

#### **4. Implementation**

6. Data sources: Tracking results will rely on the following primary data sources:
  - a. *Member TA-level reporting*: A number of indicators rely on data from TA MEL plans (intended results) and reports (actual results). One core indicator (*O.2.B*) applies to all TA grants; others apply where relevant to the demand-driven TA request. Members, through TA agreements, are responsible for collecting and reporting accurate data in coordination with recipients and stakeholders.
  - b. *Secretariat data*: A number of indicators rely on data generated and managed through Secretariat operations. The Secretariat will establish and maintain appropriate data protocols, capabilities, systems and dashboards to track these indicators, and compile and report data collected from other sources.
  - c. *Evaluations, surveys, case studies and qualitative reporting*: Independent evaluations and / or surveys may be commissioned to examine results, particularly at the outcome and impact levels, consistent with the forthcoming MEAL frameworks. Case studies and qualitative reporting from SN-catalyzed TA and knowledge activities will complement and contextualize quantitative indicator data. In collecting outcome data on effectiveness, SN will particularly seek to understand how TA is supporting durable capacity across institutions and systems, uptake of assessments, policies and knowledge, and progress in accessing finance, technology and capacity building.
7. Assumption monitoring: The assumptions identified in the SN Strategy Theory of Change will be treated as risk areas requiring active monitoring. The Secretariat will include, in its regular reporting to the Advisory Board, a brief assessment of any emerging risks, and propose adaptive management measures for Advisory Board consideration.
8. Rollout and resourcing: Results Framework implementation will occur in two phases:
  - a. *Interim*: Pending finalization of the Network's MEAL framework, the Secretariat will operationalize the revised Results Framework through existing technical assistance processes and institutional monitoring and reporting arrangements. This will enable early collection of results data in alignment with the revised framework.
  - b. *Full rollout*: Once adopted, the MEAL framework will elaborate full arrangements for monitoring, reporting, learning and results management. This will include roles and responsibilities, indicator reference guidance, and standardized data management processes to support consistent implementation of the Results Framework over the SN Strategy period.
9. Resourcing for the two implementation phases, including staff capacity and systems capabilities, will be factored into budgeting at institutional and technical assistance levels.
10. Reporting. The Secretariat will compile and report on progress against the Results Framework through Santiago Network's established reporting documents. Results will be reported progressively, recognising that some impact- and outcome- level results will take time to materialize.

**5. Effectiveness and Review**

11. The Santiago Network Results Framework will take effect from its date of adoption.
12. The Secretariat, under the guidance of the Advisory Board, will review the currency of the results framework in the context of periodic reviews and updates of the Santiago Network Strategy, next due in 2028. As part of this review, the Santiago Network will examine progress in reporting results and opportunities to further strengthen the results framework, including through elaborating outcome-level indicators as Santiago Network builds a track record of TA implementation.
13. Reviews will be undertaken through a participatory and inclusive process, taking account of implementation progress and operational experience gained; the independent review of Santiago Network performance; reviews of the Warsaw International Mechanism; and evolving guidance from the governing body/bodies. Reviews will also take account of advancements in measuring loss and damage results, and opportunities for synergies with the WIM ExCom, FRLD and broader ecosystem, including improved results pathways or indicator harmonization.