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Board of the Santiago Network**

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Santiago Network Results Framework

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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1. Background

1.1. Interim Results Framework and mandate to align with the Santiago Network Strategy 2026-2028

1. The Santiago Network adopted its [interim Results Framework](#) (RF) in September 2024, as one of its first policy instruments and prior to catalyzing its first technical assistance (TA) requests. At the time of adoption, the Advisory Board decided that the interim RF would be revised, if needed, once the Santiago Network Strategy was developed¹.
2. At its fifth meeting in September 2025, the Advisory Board adopted the [Santiago Network strategy 2026-2028](#) (SN Strategy), which captures the Network's mission² and defines its vision, value proposition, theory of change, strategic priorities and institutional priorities for the current phase of scaling technical assistance delivery and learning. The SN Strategy mandates the Secretariat to "develop a proposal to adjust and align the Santiago Network Results Framework with this strategy, by early 2026" (paragraph 34).
3. The SN Strategy set several other important parameters for revising the RF:
 - a. Linking the SN Strategy theory of change and strategic priorities to the RF;
 - b. Mandating the adoption by 2026 of a Monitoring, Evaluation, Accountability and Learning (MEAL) framework alongside the updated RF;
 - c. Mandating integration of gender and inclusion considerations, including embedding indicators on relevant target groups, consistent with the forthcoming Gender and Inclusion Action Plan (GIAP).
4. The interim RF remains at an early stage of operationalization, reflecting the similarly early phase of the Network's technical assistance operations. To date, the Secretariat has embedded initial provisions on results management and MEAL into technical assistance request, grant agreement and reporting processes³, as well as through institutional-level reporting to the Advisory Board and governing body or bodies. It is timely for Santiago Network to revise its RF to adopt a holistic, aligned approach to results management and MEAL while operational processes, templates, guidance and systems are being instituted and embedded. This will also inform the forthcoming independent review of the performance of the Santiago Network⁴.

1.2. Proposal development process and consultations

5. Consistent with related mandates, the Secretariat has revised the RF through an inclusive and consultative process, under the guidance of the Advisory Board. Key steps included:
 - a. November 2025: Secretariat mapping of alignment between the SN Strategy and RF, and examination of existing operational settings and implementation lessons;

¹ SNAB 3 decisions, Item 12

² The Santiago Network's mandate/mission is established by Decision 2/CMA.2, endorsed in decision 2/CP.25.

³ Implemented consistently with co-host policies on MEAL, including the UNOPS *Monitoring & Evaluation guidelines* (November 2022) and *Monitoring and evaluation of grant support activities: Requirements* (March 2025).

⁴ Per decision 12/CMP.4, Annex I, paragraph 20. The Santiago Network 2026-2027 work programme includes provision for the independent performance review to be commissioned in late 2026.

- b. December 2025: Consultation with Advisory Board, Members, national liaisons/Focal Points and ecosystem partners (UNFCCC, WIM ExCom, FRLD) on design principles, based on a consultation paper.
 - c. February 2026: Development and written consultation with Advisory Board, Members and partners on a consultation draft;
 - d. Ongoing: Identifying opportunities for building coherence with the Warsaw International Mechanism Executive Committee (WIM ExCom), Fund for responding to Loss and Damage (FRLD) and wider loss and damage landscape;
 - e. March 2026: Integration of above inputs to develop the revised publication draft.
6. Given the strong interdependencies between the RF (*what* results SN wants to measure) and MEAL Framework (*how* results, impact and learning are tracked and shared), the Secretariat is working on both proposals in tandem; while allowing more time for MEAL framework development, due for consideration at the seventh meeting of the Advisory Board.
 7. The process has also aimed to ensure coherence with other related policy instruments, including the mandated GIAP and approach on the minimum percentage of technical assistance directed to communities particularly vulnerable to the adverse effects of climate change, both also expected for consideration at the seventh Advisory Board meeting.

1.3. Proposal for a revised Results Framework and main changes since the Consultation Draft

8. To support delivery of its mission, Santiago Network seeks to institute a complete, coherent approach to results management and MEAL: that tracks delivery of results and impact in line with the SN Strategy; is participatory, demand-driven and fit-for-purpose for developing countries and communities particularly vulnerable to the adverse effects of climate change; as aligned as possible with the wider loss and damage architecture; and embeds important practical considerations related to feasibility, cost-efficiency and ease of implementation.
9. In this context, the specific role of the Results Framework is to *define what results it is important for Santiago Network to measure*. A clear RF will help align resources toward the delivery of Santiago Network's mission and vision; build understanding of how the Network is progressing in delivering its mission and Strategy; support accountability to the governing body or bodies, developing countries, communities and other stakeholders; provide a sound basis for MEAL; and enable effective communication of impact and results.
10. The proposal for revising the RF is evolutionary. It builds on the interim RF, while reorganizing and elaborating results and indicators to improve strategic alignment, clarity and usability. The table below summarizes the main opportunities to better align the RF:

Section	Interim Results Framework	Proposed revised Results Framework
Objective and scope	Allow SN to identify and track its impacts through catalyzing technical assistance.	Enable SN to manage both technical assistance support effectiveness results and institutional effectiveness results.
Strategic anchoring	Anchored in SN mission as per COP/CMA decisions.	Align RF with SN mission as per COP/CMA decisions, SN Strategy and its embedded theory of change (ToC). Align impact statement with SN vision. Align objectives, outcomes and outputs with SN ToC and strategic priorities.
Results architecture	Outputs–outcomes–impact. No theory of change (ToC).	Based on ToC, draw causal links from Inputs/Activities > Outputs > Outcomes > Impact. Integrate institutional results as a distinct enabling tier for Network results.
Indicators	Mix of activity, output and outcome indicators in three clusters.	Clarify distinct indicators for each results tier (outputs > outcomes > impact) with core and optional indicators. Include distinct indicators for institutional results. Validate indicators to ensure they are relevant, realistic, measurable and can be operationalized through MEAL framework
Cross-cutting priorities	Gender and vulnerability reflected in a few select indicators.	Gender, inclusion and vulnerability considerations systematically embedded, anticipating mandated GIAP and approach on minimum percentage (due for SNAB 7)
Means of verification	Brief data notes included against each indicator cluster.	Means of verification set out for each indicator.
Implementation	Few specific monitoring and evaluation actions listed.	Full MEAL Framework to be developed, plus interim rollout measures.
Review and update	When appropriate, potentially every two years.	Aligned with strategic cycles; next review in 2028.

11. The key elements of the revised Results Framework (as set out in Annex I) are as follows, taking into account feedback received through consultations:
 - a. Clarified '*Objective and scope*' — fully aligned with the SN mission and SN Strategy;
 - b. New section on '*Principles*' — describes how important cross-cutting principles such as demand-drivenness, focus on developing countries and communities particularly vulnerable to the adverse effects of climate change, gender-responsiveness and

- inclusion, cross-ecosystem collaboration, and learning are integrated through the RF;
- c. Aligned *results architecture* — based on the SN Strategy and ToC (see Annex II). Impact, outcome and output levels align with SN mission, vision and strategic priorities;
 - d. Explicit *causal links* — explain how SN will deliver directly attributable outputs, generate outcomes, and contribute to wider, multi-actor downstream impact in averting, minimizing and addressing loss and damage;
 - e. Refined and further streamlined '*Table of results and indicators*', selected to be 'representative and manageable' — indicators selected aim to respect the demand-driven nature of SN technical assistance, while highlighting core SN results, including for particularly vulnerable developing countries, communities and vulnerable people⁵, Indigenous Peoples and local communities, including women, children, youth, among others. As the RF focuses on results directly attributable to Santiago Network, indicators are largely capacity and readiness oriented. The RF does not include downstream loss and damage indicators (e.g. displaced people, mortality rate, economic loss, protection of cultural heritage, etc.), although these downstream results may be identified at the impact level through evaluations and syntheses.
 - f. Significantly further streamlined *institutional effectiveness results* — presented as a distinct tier of results and indicators that are critical to enabling Network effectiveness results. These focus particularly on areas of institutional performance that will be covered by the independent performance review.
 - g. Clarified *means of verification and implementation arrangements* — including data sources, reporting, provisions for interim rollout actions and full rollout once the SN MEAL framework is adopted.
 - h. Updated provisions on *review* — linked to Santiago Network's strategic cycles. This allows for future evolution of the RF based on Parties' guidance, future WIM reviews, and growing operational experience; recognizing that loss and damage measurement approaches are still at an early stage and likely to evolve significantly in coming years.

1.4. Implementation and resourcing implications

12. The Secretariat proposes to adopt a two-phase implementation approach as set out in Section III of Annex I. It has made a preliminary assessment of resourcing and budgetary requirements, noting that resourcing requirements for the full rollout phase are closely tied to the final MEAL framework design. As an initial assessment, it expects:
 - a. Current staff with external consultant support (budgeted and contracted for 2026) will support initial rollout and setup steps, including MEAL framework development; updating templates, processes and guidance for the interim rollout phase; and developing results reporting tables for inclusion in annual reporting;

⁵ Using 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)

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- b. A MEAL specialist position, together with systems enhancements to build results management and knowledge modules, are recommended to be budgeted from 2027. This is consistent with organizational best practice as SN matures and more technical assistance grants report results. It is timely for this capacity to be in place for the independent review. Relying solely on existing staff capacity into the near-mid term would increasingly divert bandwidth from other support functions as MEAL work grows;
 - c. In the medium term (3-5 years) budget for impact-level evaluations or syntheses may be considered, based on the MEAL framework. For effectiveness and cost-efficiency, impacts may be evaluated jointly with or through other partners in the loss and damage ecosystem, such as the UNFCCC, WIM ExCom or FRLD;
 - d. Budgeting for technical assistance-level MEAL will continue to be built into Member proposals, as is the current practice. The MEAL framework may elaborate TA-level budgeting provisions.

Annex I: Santiago Network Results Framework (revised 2026)

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;
 - d. 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;
 - e. 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 groups⁶;
 - 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.

⁶ 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 Indicators⁷

NETWORK EFFECTIVENESS RESULTS		
RESULTS LEVEL DESCRIPTION	INDICATOR	MEANS OF VERIFICATION
IMPACT: Building a world where developing countries and communities shape and drive inclusive action on loss and damage		
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 or through partners including the UNFCCC, WIM ExCom and FRLD.	Evaluations Syntheses
NETWORK EFFECTIVENESS RESULTS		
RESULTS LEVEL DESCRIPTION	INDICATOR	MEANS OF VERIFICATION
OUTCOME 1: Improved context-specific understanding of loss and damage risks and technical assistance needs		
Developing countries and communities improve their context-specific understanding of loss and damage risks and needs, as a result of SN engagement, request support, and	O.1 Reported effectiveness of SN support in improving understanding of loss and damage risks and needs, including gender and inclusion dimensions (disaggregated for	Secretariat data

⁷ Explanatory note for draft only: Indicators marked * are based on or elaborate indicators from the interim results framework.

catalyzed technical assistance (TA) and knowledge.	SIDS/LDCs/region/proponent type)	
RELATED OUTPUTS		
1.1 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
1.2 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 ⁸	Secretariat data
1.3 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
OUTCOME 2: Strengthened technical and institutional capacity to plan and implement action on loss and damage		
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 act on loss and damage, including capacity for inclusive, gender-responsive action (disaggregated for SIDS/LDCs/region/proponent type) O.2.B * (Core) Number of developing countries/people directly and indirectly benefiting from SN support (disaggregated for gender/target groups)	Secretariat data TA-level reporting
RELATED OUTPUTS		
2.1 TA catalyzed by SN	O.2.1 * Number/Value of TA requests matched by SN (disaggregated for SIDS/LDCs/region/proponent type)	Secretariat data

⁸ 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>2.2 TA delivered to strengthen institutions, policies or systems for loss and damage planning, implementation and monitoring</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>2.3 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>OUTCOME 3: Enhanced participation of communities at the frontline in design and delivery of needs-based L&D solutions</p>		
<p>Frontline communities and particularly vulnerable target groups⁹ strengthen their agency and participation in the design, delivery and monitoring of loss and damage solutions, as a result of engaging as SN beneficiaries, 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 loss and damage solutions O.3.B Share of national, local, Indigenous Peoples and community-based SN Members reporting strengthened ability to deliver demand-driven TA</p>	<p>Secretariat data</p>
<p>RELATED OUTPUTS</p>		
<p>3.1 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>3.2 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 socially inclusive objectives, including for Indigenous Peoples, children, youth</p>	<p>TA-level reporting</p>

⁹ 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.

<p>3.3 National, Local, Indigenous Peoples and community- based Members actively engaged</p>	<p>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</p>	<p>Secretariat data</p>
<p>OUTCOME 4: Enhanced ability to access finance, technology and capacity building</p>		
<p>Developing countries and communities strengthen their readiness to access finance, technology, capacity-building and other support for action on loss and damage, as a result of SN-catalyzed TA and knowledge, and cross-ecosystem collaboration</p>	<p>O.4 Reported effectiveness of SN support in enhanced ability to access finance, technology, capacity building or other support (disaggregated for SIDS/LDCs/region/proponent type)</p>	<p>Secretariat data</p>
<p>RELATED OUTPUTS</p>		
<p>4.1 TA delivered for enhanced ability to access finance technology or capacity building, at programmatic and proposal levels</p>	<p>O.4.1 Number of products developed to enhance ability to access to finance, technology or capacity-building</p>	<p>TA-level reporting</p>
<p>4.2 Complementary and coherence between SN, WIM ExCom, FRLD, and others to strengthen action, support and access pathways</p>	<p>O.4.2 Milestones reached between SN, WIM ExCom, FRLD and other partners to strengthen complementarity and coherence, and access pathways</p>	<p>Secretariat data</p>
<p>OUTCOME 5: Enhanced knowledge of relevant loss and damage solutions</p>		
<p>Developing countries and communities enhance their 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>O.5 Reported effectiveness of SN support and engagement in enhancing knowledge of loss and damage solutions, including gender and inclusion dimensions (disaggregated for SIDS/LDCs/region/proponent type)</p>	<p>Secretariat data</p>
<p>RELATED OUTPUTS</p>		
<p>5.1 Case studies, lessons learned and knowledge generated by</p>	<p>O.5.1 * Number of knowledge products generated by SN or through</p>	<p>TA-level</p>

SN or through SN TA delivery	SN-catalyzed TA	reporting; Secretariat data
5.2 WIM ExCom, Member and partner knowledge shared and disseminated through SN	O.5.2 * Number of WIM ExCom, Member and partner knowledge products disseminated through SN	Secretariat data
INSTITUTIONAL EFFECTIVENESS RESULTS		
<p>X.1 Financial sustainability and cost-effectiveness</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 request pipeline covered by committed / confirmed and available SN financial resources for each budgeting year</p> <p>X.1.3 Proportion of resources per annual budget for technical assistance and capacity-building activities: Secretariat operations</p>	Financial and budget planning
<p>X.2 Timeliness and effectiveness of technical assistance</p> <p><i>Enabling result:</i> Santiago Network technical assistance is timely and effective for vulnerable countries and communities</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>X.2.2 Average time to process TA requests from formal submission to start of implementation (disaggregated for SIDS/LDCs/region/proponent type)⁸</p> <p>X.2.3 Total number/value of TA requests (a) under development (b) under Member selection (c) in implementation (d (disaggregated for funding from SN/other sources)</p>	Secretariat data
<p>X.3 Member engagement</p> <p><i>Enabling result:</i> Santiago Network builds and mobilises a broad and diverse membership to deliver demand-driven TA, knowledge and peer exchange</p>	<p>X.3.1 Total number of new Members (disaggregated by type/thematic expertise/region)</p> <p>X.3.2 Share of Members actively engaged in TA delivery, knowledge and/or peer exchange (disaggregated by type/region)</p>	Secretariat data
X.4 Institutional strengthening	X.4.1 Share of institutional policies and processes implemented and	SNAB

<p><i>Enabling result:</i> Santiago Network builds effective, inclusive and gender-responsive policies, systems and culture to perform, learn and grow in delivering its mission</p>	<p>shared, following inclusiveness considerations X.4.2 Number of engagements based on communications metrics¹⁰ X.4.3 Share of gender and regional groups in Secretariat staff and Advisory Board members/representatives X.4.4 Independent review of Santiago Network performance conducted</p>	<p>documents Secretariat data</p>
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¹⁰ This includes engagements on the website, social media, media outlets, events, joint communications, and mentions by partners.

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 (*beneficiaries - 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.
7. 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. As described in paragraph 12.b., a MEAL specialist position, together with systems enhancements to build results management and knowledge modules, are recommended to be budgeted from 2027. This is consistent with organizational best practice as SN matures and more technical assistance grants report results. It is timely for this capacity to be in place for the independent review. Relying solely on existing staff capacity into the near-mid term would increasingly divert bandwidth from other support functions as MEAL work grows.
8. Resourcing for the two implementation phases, including staff capacity and systems capabilities, will be factored into budgeting at institutional and technical assistance levels.
9. **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

10. The Santiago Network Results Framework will take effect from its date of adoption.
11. 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.
12. 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.

Annex II: Santiago Network Strategy 2026-2028: Theory of change

