
**Seventh meeting of the Santiago
Network Advisory Board****SNAB/2026/07/08**

29 September–1 October 2026
Tokyo, Japan
Provisional agenda item 5

14 September 2026

Monitoring, evaluation, accountability and learning (MEAL) framework

Summary

The proposed Monitoring, Evaluation, Accountability and Learning (MEAL) framework has been developed in alignment with the *Santiago Network Strategy 2026–2028* (SNAB/2025/05/05/Rev.1) and the *Santiago Network Results Framework* (SNAB/2026/06/06/Rev.1) – approved by the Advisory Board at its sixth meeting – which establishes the Network’s impact statement, outcomes and indicators.

The key sources of information for the development of the MEAL framework have included lessons learned by the Secretariat through technical assistance operations and input from consultation with key stakeholders, including Members and co-hosts of the Santiago Network, National Liaisons, Advisory Board members and representatives, and the secretariats for both the Executive Committee of the Warsaw International Mechanism for Loss and Damage associated with Climate Change Impacts and the Fund for responding to Loss and Damage. The major themes raised during this consultation are summarized in annex I.

In alignment with the mission, priorities, objectives and principles set out in the *Strategy 2026–2028* and *Results Framework*, this framework establishes the operational architecture needed to fulfil the Network’s accountability obligations and demonstrate results to governing bodies and contributors.

This document should be read in conjunction with the [Santiago Network Results Framework](#).

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I. Introduction

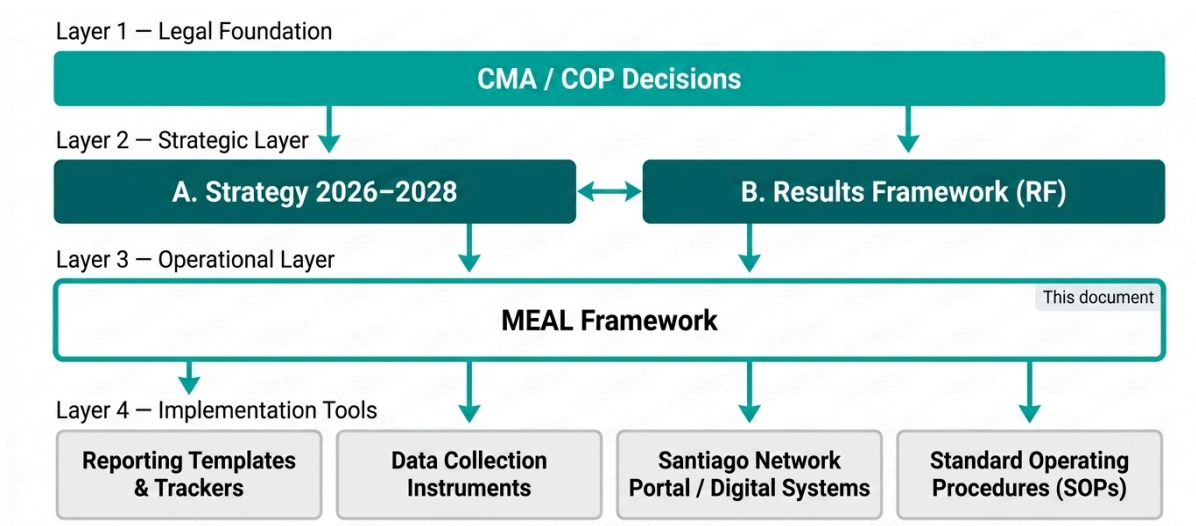
A. Purpose of the framework

1. The Santiago Network's mission is to catalyse the provision of demand-driven technical assistance (TA) from organizations, bodies, networks and experts to developing countries and communities that are particularly vulnerable to the adverse effects of climate change, enabling them to avert, minimize and address loss and damage at the local, national and regional levels. Fulfilling that mandate at scale requires a disciplined system for tracking what the Network delivers, understanding whether delivery translates into meaningful change, fulfilling accountability obligations and using evidence to improve performance over time. This document establishes that system.
2. In accordance with the Santiago Network Strategy 2026–2028, an effective MEAL framework is essential to the Santiago Network's demonstration of impact, through both the immediate results of TA and the dissemination of knowledge and learning. It should be grounded in participatory monitoring, among other principles.
3. The MEAL framework translates the *Santiago Network Results Framework* – approved by the Santiago Network Advisory Board at its sixth meeting – into an operational architecture (see figure 1 for the Santiago Network's MEAL governance). Where the *Results Framework* defines what success looks like, this MEAL framework defines how performance is measured, by whom and on what cycle. It outlines the necessary tools to address accountability obligations, demonstrates results to governing bodies and contributors and embeds continuous learning into the work of the Network.
4. The MEAL framework governs monitoring and learning activities across two domains of the Santiago Network's operations. The first domain is portfolio monitoring. This encompasses all TA matched and implemented under the Santiago Network. It covers output tracking at the level of individual TA activities, aggregation of results across the portfolio and assessment of contribution to the Network's five outcomes as defined in the *Results Framework*. The second domain is organizational monitoring. This covers the Secretariat's own institutional effectiveness, the functioning of governance processes, the performance of the Network of Members, the efficiency of operational systems, the management of human and financial resources and the progress against the institutional priorities set out in the Santiago Network Strategy 2026–2028.

B. Relationship to the Results Framework and Strategy 2026–2028

5. The MEAL framework is the operational expression of the *Results Framework*. The *Results Framework* defines what is measured, establishing the Network’s impact statement, five mutually reinforcing outcomes and a set of outputs and indicators. This framework defines how those indicators are collected, by whom, at what frequency and how the resulting evidence is analysed and reported. The two documents are complementary and should be read together.
6. The framework also aligns with the *Santiago Network Strategy 2026–2028*, which identifies five strategic priorities: (1) understanding TA needs and priorities; (2) scaling up delivery of TA; (3) growing a strong, diverse and engaged Member network; (4) enabling an effective loss and damage ecosystem and access to finance, technology and capacity-building; and (5) engaging in rapid learning and sharing knowledge. The performance indicators and reporting cycles established in this MEAL framework are structured to track progress against each of these priorities. By embedding indicators on target groups into the *Results Framework*, the Santiago Network strives to systematically embed gender and inclusion in its operations.

Figure 1. Santiago Network MEAL governance



II. Framework design principles

7. The MEAL framework is built on five design principles that reflect both the operational realities of the Santiago Network and the standards expected of a multilateral mechanism accountable to Parties to the United Nations Framework Convention on Climate Change (UNFCCC) and its Paris Agreement, its governing body or bodies, and with financial responsibilities to its contributors (*see table 1*). These principles shape how data is collected, verified, aggregated and used. These are: (1) demand-driven, country-driven and proportional monitoring, (2) minimal reporting burden, (3) participatory and inclusive monitoring, (4) learning-centred system and (5) ecosystem alignment.

A. Demand-driven, country-driven and proportional monitoring

8. The Santiago Network supports a diverse portfolio of TA, from short advisory engagements to interventions that may extend beyond one year. Monitoring obligations are therefore scaled to the size, duration and complexity of each TA. All TAs include a MEAL plan submitted at grant inception, which is the implementing Member's project-level monitoring plan and used to track outputs, beneficiaries and TA-specific indicators throughout implementation. The MEAL framework will be implemented in accordance with a principle of do no harm: data collection, analysis and reporting processes under this framework are designed and implemented to avoid causing or exacerbating harm.
9. It is important to note that this document establishes reporting related to the MEAL framework; Members have other reporting requirements (i.e. work plan, financial report) as established by their grant agreement. Reporting requirements against the MEAL framework are tiered as follows:
 - a. **Tier A** (less than or equal to 8 months) submits a TA MEAL plan and a closure report. No progress report is required;
 - b. **Tier B** (over 8 months and up to / equal to 18 months) submits a TA MEAL plan, progress report (at midpoint) and a closure report;
 - c. **Tier C** (over 18 months) submits a TA MEAL plan plus progress reports every six months throughout implementation and a closure report.

This graduated approach ensures proportional oversight without imposing disproportionate burden on shorter-term engagements.

B. Minimal reporting burden

10. The MEAL framework extracts maximum learning from minimum data collection. Every indicator has a defined source, method and responsible party with no data collected speculatively. Members report on TA-level results that only they can observe, and the Secretariat aggregates and reports at portfolio and institutional levels. The three survey instruments designed for data collection (post-TA, 12-month follow-up and biennial Member perception) are sequenced to avoid survey fatigue. The Secretariat will periodically review reporting requirements to ensure that data collection remains proportionate to its analytical value.

C. Participatory and inclusive monitoring

11. In line with the *Santiago Network Strategy 2026–2028*, the MEAL framework is driven by the principles of gender-responsiveness and inclusivity. Santiago Network National Liaisons/UNFCCC Focal Points play a substantial in-country role, coordinating with the implementing Member and aligning implementation with other ongoing initiatives to ensure national coherence. However, it is the responsibility of the implementing Member to develop and submit the TA MEAL plan, progress report(s) and/or closure report. The perspectives of proponents, National Liaisons/UNFCCC Focal Points and community-level groups are gathered through survey instruments and through the TA MEAL plan. This includes gathering evidence on whether target groups participated in TA design, delivery or monitoring and whether gender-responsive and inclusive objectives were reflected in TA activities and outputs. Disaggregation will be conducted in alignment with Table 3 in section IV.E.
12. Target groups, are aligned to the cross cutting issues referenced in the eleventh preambular paragraph of the Paris Agreement,¹ paragraph 122 of the outcome of the global stocktake (1/CMA.5)² and in the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report findings on global hotspots of high human vulnerability. Consistent with the framework's do no harm principle, participatory monitoring activities involving these groups will be designed to avoid causing or exacerbating harm. Confidentiality and data protection standards for disaggregated data are set out in section VI.B.

¹ "Acknowledging that climate change is a common concern of humankind, Parties should, when taking action to address climate change, respect, promote and consider their respective obligations on human rights, the right to health, the rights of Indigenous Peoples, local communities, migrants, children, persons with disabilities and people in vulnerable situations and the right to development, as well as gender equality, empowerment of women and intergenerational equity".

² Decision 1/CMA.5, para. 122: "Recognizes the importance of particularly vulnerable developing countries and segments of the population that are already vulnerable owing to geography, socioeconomic status, livelihood, gender, age, minority status, marginalization, displacement or disability, as well as the ecosystems that they depend on, in responding to loss and damage associated with climate change impacts".

D. Learning-centred system

13. The primary purpose of monitoring is to generate evidence for improvement. TA-level data informs after-action reviews; the reviews feed the annual portfolio synthesis; and synthesis informs the Santiago Network's existing reporting requirements. Lessons captured in closure reports are aggregated and reflected in annual learning products (see section IX). Over time, patterns in TA-level experience, what works, what does not and under what conditions, become the evidence base for refining delivery models and updating policies.

E. Ecosystem alignment

14. The data and evidence generated through this MEAL framework feed the Santiago Network's existing reporting requirements to: the Advisory Board, the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP) or the Conference of the Parties serving as the meeting of the Parties to the Paris Agreement (CMA) and contributors. Indicator definitions and reporting cycles are aligned with UNFCCC terminology and the Secretariat's regular reporting to the Advisory Board so that TA-level data aggregates meaningfully into each of these streams.

Table 1. The five MEAL design principles

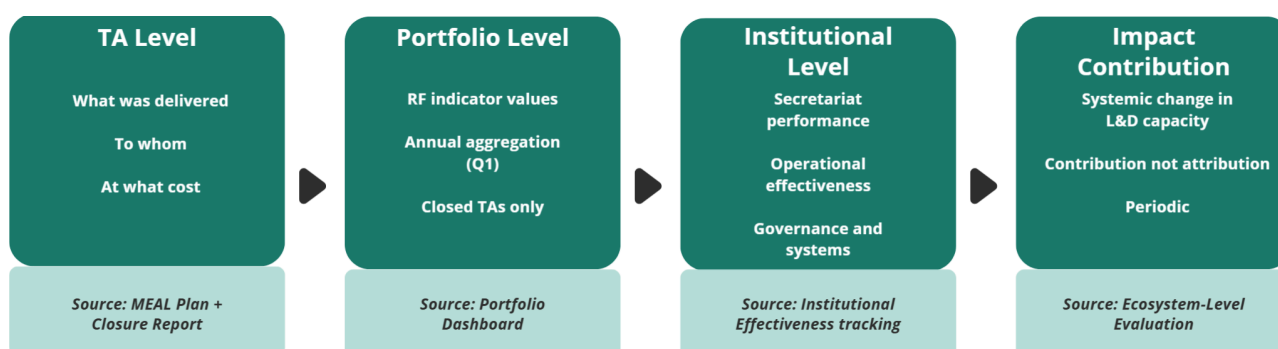
Principle	Core commitment
2.1 Demand-driven and proportional	Monitoring obligations scale with TA tier: lighter for Tier A, more structured for Tier C.
2.2 Minimal reporting burden	Every data point serves a defined purpose. Members report only what the Secretariat cannot observe itself.
2.3 Participatory and inclusive	Stakeholder perspectives are systematically collected through surveys and execution of the TA-level MEAL Plan. Disaggregation dimensions are set out in Table 3.
2.4 Learning-centred	Data flows into after-action reviews, annual synthesis, and Advisory Board reporting. Honest findings are valued, not penalised.
2.5 Ecosystem alignment	The framework positions results as a contributor to ecosystem-wide action to avert, minimize and address loss and damage in a complementary and coherent manner.

III. Overall framework architecture

A. Architecture overview

15. The Santiago Network's MEAL framework is organized as a four-level architecture in which data and evidence flow upward from the individual TA grants through progressively broader planes of analysis, culminating in a qualitative assessment of the Network's contribution to systemic change in loss and damage capacity (see figure 2).
16. Each level serves a distinct purpose: the TA level generates raw output and process data; the portfolio level aggregates that data into *Results Framework* indicator values; the institutional level tracks the performance of the Secretariat as an organization; and the impact contribution level situates the Network's cumulative results within the wider loss and damage ecosystem. These levels are analytically separate but operationally interdependent, and the integrity of higher-level reporting depends on the quality and completeness of data generated at the TA level.

Figure 2. Network-level MEAL architecture



B. Levels of measurement

B.1 Output monitoring

17. Output monitoring answers the most basic accountability question: what was delivered, to whom and at what cost? At this level, the unit of measurement is the individual TA grant. Implementing Members document planned outputs in the TA MEAL plan at the start of each TA and record actual delivery, beneficiary counts and other relevant TA-level data in the closure report at the end.
18. Output monitoring covers tangible, verifiable results: training sessions held, assessments produced, institutions supported, participants reached and funds mobilized or matched. All beneficiary data reported at this level is subject to

verification by the relevant Regional Coordinator before it enters the portfolio system.

B.2 Outcome monitoring

19. Outcome monitoring asks whether the TA produced durable results beyond the immediate delivery of outputs. It focuses on changes in understanding, institutional capacity, access and the application of TA findings in decision-making processes, typically observed 6–12 months after TA completion.
20. Data at this level is collected through three structured instruments:
 - a. **Instrument 1** (post-TA survey within 60 days of TA closure) will be administered by regional team members. The short survey captures immediate proponent and National Liaison perceptions of TA quality and relevance;
 - b. **Instrument 2** (12-month post-TA survey) will be administered by a Member organization/consortium selected through a request for proposals process, with conflict of interest safeguards put in place during selection. Data will be collected approximately one year after TA completion. The survey tracks whether TA outputs have been applied or integrated into planning, policy or resource access processes;
 - c. **Instrument 3** (Biennial Member Perception Survey), administered by the Secretariat, provides a complementary Network-wide perspective on systemic effectiveness from Members themselves.
21. Findings from these instruments are synthesized annually by the Secretariat to identify patterns across the portfolio and to populate outcome-level *Results Framework* indicators. Where feasible, perception-based data collected through these instruments will be triangulated with documentary evidence, such as policy adoption, budget allocations, submitted funding proposals, institutional changes or other verifiable records. This will help strengthen the credibility of outcome reporting and provide a more robust assessment of how TA outputs are being applied and utilized.

B.3 Institutional performance monitoring

22. Institutional performance monitoring tracks how the Secretariat is functioning as an organization, independent of what the portfolio is delivering. It covers operational effectiveness, process efficiency, membership dynamics,

gender-responsiveness and inclusion, regional balance and the implementation status of institutional policies and systems.

23. This level is recorded through a dedicated tracking system for institutional effectiveness, which consolidates data that would otherwise sit across separate spreadsheets and reporting streams. It is distinct from portfolio monitoring, and both dimensions are necessary for a complete picture of Santiago Network performance.

B.4 Impact contribution evaluation

24. Impact contribution evaluation examines the Network's role in systemic change: improvements in developing countries' capacity to avert, minimize and address loss and damage at the national, sub-national and community levels. This is the most distal reach of this framework and direct attribution at this level is not the goal. The Santiago Network is one actor among many in the loss and damage ecosystem, alongside the WIM Executive Committee, the Fund for responding to Loss and Damage (FRLD), bilateral and multilateral partners and others. Assessment at this level is conducted every five years (or as directed by the Advisory Board), ideally in coordination with relevant ecosystem partners. It corresponds to indicator I.1 in the performance monitoring framework (PMF) below. Methods for contribution and attribution analysis will be further strengthened over time to improve the understanding of the outcomes and impacts associated with the Network's TA and of complementarity and coherence within the loss and damage ecosystem.

IV. Performance monitoring framework

A. Purpose and structure

25. The PMF below is the operational bridge between the *Results Framework* and the MEAL framework. Where the *Results Framework* establishes what the Santiago Network is committed to measuring, the PMF answers how that commitment is delivered in practice. For every indicator adopted by the Advisory Board in the *Results Framework*, the PMF specifies the data source that feeds it, the method used to collect that data, the frequency at which it is reported and the party responsible for its collection and submission. In doing so, the PMF transforms a set of agreed-upon indicators into a coherent, actionable monitoring architecture that can be implemented consistently across a geographically and thematically diverse portfolio of TA.

26. The PMF does not create new indicators. Its role is strictly to operationalize the indicators already established in the *Results Framework*. Indicator definitions, disaggregation standards, calculation notes and interpretive guidance are contained in the indicator reference sheets which will supplement this document. The indicator reference sheets constitute the authoritative technical specification for each indicator.

B. Summary table

27. The table below presents all *Results Framework* indicators grouped by results level: Output, Outcome, Institutional effectiveness and Impact. Within each level, rows follow the indicator codes as adopted by the Advisory Board.
28. The following abbreviations and short forms are used in the table: MEAL plan = TA MEAL plan; closure report = TA closure report; post-TA survey = Instrument 1 (post-TA survey, administered within 60 days of TA closure); 12-month survey = Instrument 2 (12-month post-TA survey); biennial survey = Instrument 3 (Biennial Member Perception Survey); MPD = Monitoring Portfolio Dashboard; IET = institutional effectiveness tracking system; and SNAB = Santiago Network Advisory Board.

Table 2. Summary of the performance monitoring framework

Indicator code and short name	Level	Data source	Collection method	Frequency	Responsible party
IMPACT: Building a world where developing countries and communities shape and drive inclusive action on loss and damage					
I.1 Periodic independent ecosystem-level evaluations conducted	Impact	Evaluation reports	Commissioned independent evaluations examining Network contribution to downstream loss and damage results; conducted jointly with partners where appropriate (i.e. UNFCCC, the WIM Executive Committee and FRLD)	Five-yearly (or as directed by the Advisory Board)	Advisory Board (commissioning decision); Secretariat (management)
I.2 Portfolio-level synthesis reports produced	Impact	Annual TA reporting; survey results; case studies	Secretariat-produced annual portfolio synthesis drawing on the year's TA-level reports, survey data and case studies; synthesizes outcome patterns, learning and contribution to the five strategic outcomes; integrated into existing SNAB reporting (i.e. report of the Secretariat)	Annual	Secretariat
OUTCOME 1: Improved context-specific understanding of loss and damage risks and technical assistance needs					
O.1.A Reported effectiveness of Network support in improving understanding of loss and damage risks and TA needs	Outcome	Post-TA survey	Structured survey administered to TA proponents and National Liaisons/Focal Points post-completion; three-dimensional instrument (overall Network effectiveness; Member delivery quality; gender-responsiveness and	Per TA at completion; annual portfolio aggregation	Secretariat (survey administration and aggregation); Member (facilitation of

Indicator code and short name	Level	Data source	Collection method	Frequency	Responsible party
(including gender and inclusion dimension)			inclusiveness of vulnerable groups); aggregated across portfolio via MPD		proponent response)
O.1.B Developing countries integrating TA-supported assessment insights into planning, reporting or support requests	Outcome	12-month survey	National Liaison/Focal Point survey administered at 12 months post-TA completion; country-level framing across three domains: planning documents, official reporting and support requests; Instrument 1 provides early insights	12 months post-TA completion; annual portfolio aggregation	Member organization/con sortium selected via request for proposals (survey administration); Secretariat (aggregation, quality assurance and conflict-of-interest safeguards)
Outputs under outcome 1					
O.1.1 Developing country proponents submitting TA requests	Output	Network portal	Secretariat portfolio tracking via Network portal; email compilation	Annual (first quarter, reporting on prior calendar year)	Secretariat
O.1.2 Conversion of request preparation support to implementation	Output	Network portal	Secretariat pipeline tracking; date-stamped portal events and grant signature records	Annual	Secretariat

Indicator code and short name	Level	Data source	Collection method	Frequency	Responsible party
O.1.3 Loss and damage risk and needs assessments produced	Output	MEAL plan; closure report	Member self-report of loss and damage needs assessments, risk analyses or foundational readiness studies produced through the TA; product list submitted as evidence annex to closure report. Where relevant, the evidence annex should briefly identify whether and how the product applied gender-responsive methodologies and included vulnerable groups in assessment processes.	Per TA at closure; annual aggregation	Member (per TA); Secretariat (aggregation)
OUTCOME 2: Strengthened technical and institutional capacity to plan and implement action on loss and damage					
O.2.A Reported effectiveness of Network support in strengthening capacity for loss and damage action	Outcome	Post-TA survey	Structured survey of TA proponents and National Liaisons/Focal Points post-completion; effectiveness rating on standard scale; mandatory qualitative example field, including where relevant on whether Network support strengthened capacity for inclusive, gender-responsive action.	Per TA at completion; annual portfolio aggregation	Secretariat (survey administration); Member (facilitation)
O.2.B Developing countries and people benefiting from Network support	Outcome	MEAL plan; closure report; Secretariat portfolio records	Two sub-dimensions: (a) countries – Secretariat portfolio count, no double-counting; (b) people – Member-reported beneficiary count in closure report, disaggregated by sex, age, disability status, geography,	Per TA at closure; annual portfolio aggregation	Member (people count per TA); Secretariat (country count and aggregation);

Indicator code and short name	Level	Data source	Collection method	Frequency	Responsible party
			relevant target group and direct/indirect status		MPD (portfolio tracking)
Outputs under outcome 2					
O.2.1 Number and value of TA requests matched by the Santiago Network	Output	MEAL plan; grant agreements	MEAL plan (planned); closure report (actual); Network portfolio database	Per TA at closure; annual portfolio aggregation	Member (per TA); Secretariat (aggregation)
O.2.2A Local, national or regional institutions supported	Output	MEAL plan; closure report	Member self-report in MEAL plan (planned) and closure report (actual); Secretariat quality review	Per TA at closure; annual aggregation	Member (per TA); Secretariat (aggregation)
O.2.2B Policies or systems developed or enhanced	Output	MEAL plan; closure report	Member self-report in MEAL plan and closure report; Secretariat quality review	Per TA at closure; annual aggregation	Member (per TA); Secretariat (aggregation)
O.2.3 People trained	Output	MEAL plan; closure report; training attendance records	Member self-report disaggregated by sex, age, disability status, geography and relevant target group; attendance registers submitted with closure report	Per TA at closure; annual aggregation	Member (per TA); Secretariat (aggregation)
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					
O.3.A Share of TA proponents from target groups reporting improved participation	Outcome	Post-TA survey	Subsample of proponents identifying as members of target groups; structured survey item on improved participation in design, delivery and monitoring; aggregated across portfolio	Per TA at completion; annual portfolio aggregation	Secretariat (survey administration and aggregation)

Indicator code and short name	Level	Data source	Collection method	Frequency	Responsible party
O.3.B Share of national, local, Indigenous and community-based Members reporting strengthened ability to deliver demand-driven TA	Outcome	Biennial Member perception survey	Perception survey (3 items, 5-point Likert scale) administered biennially by Secretariat to self-identified national, local, Indigenous Peoples and community-based Members; items assess strengthened ability to identify demand, design participatory TA and deliver community-centred TA	Biennial	Secretariat
<i>Outputs under outcome 3</i>					
O.3.1 Share of Network-funded TA directed to particularly vulnerable communities ^a	Output	MEAL plan; closure report; Secretariat portfolio records	Classification at MEAL plan stage (TA orientation tag); reporting in closure report aligned with “approach to minimum percentage”; Secretariat portfolio tracking via MPD	Per TA at closure; annual aggregation	Member (per TA); Secretariat (aggregation)
O.3.2A Share of approved TA promoting target group participation ^b	Output	MEAL plan; closure report	Tiered self-classification by Member at MEAL plan stage and confirmed at closure (Tier 1: consultation; Tier 2: integration; Tier 3: active participation)	Per TA at closure; annual aggregation	Member (per TA); Secretariat (aggregation)
O.3.2B Share of approved TA promoting gender-responsive and inclusive objectives	Output	MEAL plan; closure report	Tiered self-classification by Member at MEAL plan stage and confirmed at closure; same tiered logic as O.3.2A applied to gender and social inclusion objectives	Per TA at closure; annual aggregation	Member (per TA); Secretariat (aggregation)

Indicator code and short name	Level	Data source	Collection method	Frequency	Responsible party
O.3.3A Number of national, local, Indigenous and community-based Network Members	Output	Secretariat membership records; Network portal	Secretariat tracking of active Members by type; disaggregated by national, local, Indigenous Peoples and community-based categories	Annual	Secretariat
O.3.3B Share of TA requests (co)delivered by national, local, Indigenous and/or community-based membership ^b	Output	Secretariat portfolio records; grant agreement records	Secretariat tracking of each TA grant; proportion calculated against total TA grants in the reporting period; disaggregated by Member type and region; recorded via MPD	Annual	Secretariat
OUTCOME 4: Enhanced ability to access finance, technology and capacity building					
O.4.A Reported effectiveness of Network support in enhancing ability to access finance, technology, capacity-building or other support	Outcome	Post-TA survey	Structured survey item using United Nations means-of-implementation categories (finance, technology, capacity-building, other); effectiveness rating and qualitative example field; aggregated across portfolio	Per TA at completion; annual portfolio aggregation	Secretariat (survey administration and aggregation); Member (facilitation)
O.4.B Developing countries submitting TA-supported funding or support requests	Outcome	12-month survey	National Liaison/Focal Point survey at 12 months post-completion; item on whether the country has concept notes, proposals or additional requests for funding/support; cross-referenced	12 months post-TA completion; annual portfolio aggregation	Member organization/consortium selected via request for proposals (survey

Indicator code and short name	Level	Data source	Collection method	Frequency	Responsible party
			with documented evidence where available		administration); Secretariat (aggregation, quality assurance and conflict-of-interest safeguards)
Outputs under outcome 4					
O.4.1 Readiness products developed	Output	MEAL plan; closure report	Member self-report in MEAL plan (planned products) and closure report (delivered products); product list submitted as evidence annex	Per TA at closure; annual aggregation	Member (per TA); Secretariat (aggregation)
O.4.2 Milestones reached with the WIM Executive Committee, FRLD and partners	Output	Secretariat records; meeting outcomes	Secretariat tracking of formal milestones, joint workplans and partnership agreements	Annual	Secretariat
OUTCOME 5: Enhanced knowledge of relevant solutions for averting, minimising and addressing loss and damage					
O.5.A Reported effectiveness of Network engagement in enhancing knowledge of loss and damage solutions (including	Outcome	Post-TA survey; 12-month survey	Two-track approach: (a) post-TA survey for TA proponents and National Liaisons/Focal Points of completed TAs; (b) annual survey to National Liaisons/Focal Points; both tracks include effectiveness rating, mandatory qualitative example, channel identification and how knowledge increased in terms of how	Per TA at completion (Track a); annual (Track b); annual portfolio aggregation	Secretariat for post-TA survey (track a); Member organization/consortium selected via request for proposals (track b)

Indicator code and short name	Level	Data source	Collection method	Frequency	Responsible party
gender and inclusion dimension)			loss and damage solutions can be gender-responsive and inclusive		
O.5.B Developing countries utilizing WIM-generated knowledge and TA-supported tools	Outcome	12-month survey; case studies	National Liaison/Focal Point survey at 12 months post-completion; structured item on knowledge utilization; supplemented by Secretariat-commissioned case studies for qualitative depth	12 months post-TA completion; annual portfolio aggregation	Member organization/consortium selected via request for proposals (survey administration); Secretariat (case study commissioning, aggregation, quality assurance and conflict-of-interest safeguards)
Outputs under outcome 5					
O.5.1 Knowledge products generated	Output	MEAL plan; closure report; Secretariat records	Member self-report of TA-catalysed knowledge products at closure; Secretariat tracking of Secretariat-generated products. Gender and inclusion dimensions in knowledge products to be reported by Members and Secretariat.	Per TA at closure; annual aggregation	Member (per TA); Secretariat (aggregation and Secretariat-generated products)

Indicator code and short name	Level	Data source	Collection method	Frequency	Responsible party
O.5.2 The WIM Executive Committee, Member and partner knowledge products disseminated	Output	Secretariat records; communications data	Secretariat tracking via communications and knowledge management systems	Annual aggregation	Secretariat

INSTITUTIONAL EFFECTIVENESS					
Indicator code and short name	Level	Data source	Collection method	Frequency	Responsible party
X.1 Financial performance and cost effectiveness					
X.1.1 Value of new resource commitments and signed contributions	Institutional	Financial records; contribution agreements	Secretariat financial management records; value of signed contributions disaggregated by source type (bilateral, multilateral, other); compiled in IET	Annual	Secretariat; IET
X.1.2 Percentage by value of TA pipeline covered by committed or confirmed Network financial resources	Institutional	Financial records; budget planning documents	Secretariat comparison of confirmed available resources against projected TA pipeline value for each budget year; updated in IET	Annual (aligned with budget cycle)	Secretariat; IET
X.1.3 Proportion of resources per annual budget allocated to TA and capacity-building	Institutional	Annual budget; financial reports	Secretariat financial reporting; proportional calculation against approved annual budget; compiled in IET	Annual	Secretariat; IET

INSTITUTIONAL EFFECTIVENESS					
Indicator code and short name	Level	Data source	Collection method	Frequency	Responsible party
activities versus Secretariat operations					
X.2 Timeliness and effectiveness of TA					
X.2.1 Number of developing countries the Network has actively engaged in identifying or responding to TA needs	Institutional	Secretariat portfolio records; Network portal	Secretariat pipeline tracking; country engagement log maintained in Network portal and MPD; disaggregated by small island developing States, least developed countries, region	Quarterly (internal); annual (SNAB report)	Secretariat; MPD
X.2.2 Average time to process TA requests from formal submission to start of implementation	Institutional	Network portal; grant agreement records	Date-stamped portal events (formal submission and signing of grant support agreement); automated or manual calculation of processing time; disaggregated by small island developing States, least developed countries, region, proponent type	Annual	Secretariat; IET
X.2.3 Total number and value of TA requests by pipeline stage	Institutional	Network portal; Secretariat portfolio records	Secretariat pipeline tracking across four stages: under development, under Member selection, in implementation, completed; tagged by funding source (Network-funded or other); updated regularly in MPD	Quarterly (internal tracking); annual (SNAB report)	Secretariat; MPD

INSTITUTIONAL EFFECTIVENESS					
Indicator code and short name	Level	Data source	Collection method	Frequency	Responsible party
X.2.4 Share of Member-delivered TA rated satisfactory or higher by proponents	Institutional	Post-TA survey (Instrument 1)	Member delivery quality rating extracted from Instrument 1, Question 2.2 proportion of ratings at “effective” or higher on a 5-point scale; aggregated across completed TAs in the reporting period	Annual	Secretariat (survey administration and aggregation); MPD
X.3 Member engagement					
X.3.1 Total number of new Members	Institutional	Secretariat membership records; Network portal	Secretariat tracking of membership applications, approvals and active status; disaggregated by type, thematic expertise and region	Annual	Secretariat; IET
X.3.2 Share of Members actively engaged in TA delivery, knowledge and/or peer exchange	Institutional	Secretariat membership records; Network portal; TA grant records	Secretariat tracking of Member participation across TA delivery, knowledge activities and peer exchange events; disaggregated by Member type and region	Annual	Secretariat; IET
X.4 Institutional strengthening					
X.4.1 Share of institutional policies and processes implemented and shared, following inclusiveness and	Institutional	SNAB documents; Secretariat records	Secretariat tracking against the defined universe of institutional policy and process instruments; progress recorded in IET	Annual	Secretariat; IET

INSTITUTIONAL EFFECTIVENESS					
Indicator code and short name	Level	Data source	Collection method	Frequency	Responsible party
accessibility considerations					
X.4.2 Growth in profile and reach based on communications metrics	Institutional	Communications and website analytics; media monitoring	Secretariat tracking of media mentions, website traffic and social media engagement in line with the <i>Network Communications Strategy</i> ; compiled in IET	Annual	Secretariat; IET
X.4.3 Share of gender and regional groups in Secretariat staff and Advisory Board members and representatives	Institutional	Human resource records; SNAB membership records	Secretariat human resource data and Advisory Board composition records; proportional calculation by gender and region; compiled in IET	Annual	Secretariat; IET
X.4.4 Independent review of Network performance conducted	Institutional	Review report	Confirmation of commissioning decision and receipt of final review report	Per COP/CMA decision	Secretariat (management)

^aThe proposal for determining the minimum percentage will directly contribute to this indicator.

^bThis indicator is an example of supporting indicators that will complement the proposal for determining minimum percentage.

C. Direct and indirect beneficiary definitions

29. Precise beneficiary counting and disaggregation are essential for portfolio credibility and for comparability across Members and TA types. The following definitions apply across the MEAL framework.
30. **Direct beneficiaries** are individuals who personally receive TA outputs during implementation. Examples include participants in training workshops, government officials who take part in technical assessments and community representatives who contribute to co-designed planning processes. Direct beneficiary counts are verified through primary documentation (attendance registers, registration forms, community lists which should include data disaggregated in alignment with Table 3) and reported as whole numbers in the closure report. Ranges and estimates are not accepted for direct counts.
31. **Indirect beneficiaries** are populations who are expected to benefit over time from the application of TA outputs by the direct recipients, without themselves participating in the TA activities directly. Examples include community members who benefit from improved government capacity to plan loss and damage responses or populations reached through a policy instrument developed with TA support. Indirect beneficiary counts are estimated, not verified, and must be flagged as such in all reporting. Disaggregation at this stage may not be possible, but where feasible, it should be aligned to Table 3. The estimation method used must be documented in the TA MEAL plan and confirmed or updated in the closure report.
32. Both categories are counted and reported separately; they are never aggregated into a single beneficiary total.

D. Core versus context-specific indicators

33. Not every indicator in the *Results Framework* applies with equal force to every TA. The portfolio spans highly diverse thematic areas: from community-level loss and damage risk assessments to national policy frameworks to proposal development for accessing finance. A uniform requirement to report on all indicators regardless of TA scope would impose unnecessary burden on Members and proponents while generating data of limited analytical value. Therefore, the PMF distinguishes three categories of indicator, each with a different selection and reporting logic:

D.1 Core indicators – mandatory for every TA

34. These indicators apply regardless of thematic focus and must be reported in every TA MEAL plan and closure report. They underpin the Network's fundamental accountability commitments: who receives support, at what scale and whether equity and inclusion principles are embedded in delivery. These are:
- a. **O.2.B** – Developing countries and people benefiting from Network support
 - b. **O.2.1** – Number and value of TA requests matched by the Santiago Network;
 - c. **O.3.1** – Share of Network-funded TA directed to particularly vulnerable communities;
 - d. **O.3.2A** – Share of approved TA promoting target group participation;
 - e. **O.3.2B** – Share of approved TA promoting gender-responsive and inclusive objectives.

D.2 Context-specific indicators – selected by Members at TA MEAL plan stage

35. These indicators apply only where the TA's scope makes measurement meaningful and feasible. Members select them at grant inception, guided by the TA MEAL plan template and with support from Regional Coordinators. Examples of the selection logic include:
- a. **O.1.3** – Loss and damage risk and needs assessments produced - applies only where the TA has activities to develop these assessments;
 - b. **O.2.2A** – Local, national or regional institutions supported - applies only where the TA includes institutional capacity building;
 - c. **O.2.2B** – Policies or systems developed or enhanced - applies only where the TA includes policy or system development;
 - d. **O.2.3** – People trained - applies only where the TA includes a formal training component;

- e. **O.4.1** – Readiness products developed - applies only where the TA produces a financing strategy, funding proposal or access-enabling product;
- f. **O.5.1** – Knowledge products generated - applies only where the TA explicitly produces a knowledge output intended for broader dissemination.

D.3 Secretariat-tracked indicators – portfolio and operational level

36. A third category of indicators is not selected by Network Members at all. These are portfolio-level or operational indicators compiled directly by the Secretariat from its own administrative data and systems, independently of individual TA reporting. They include:

- a. **O.1.A** – Reported effectiveness of Network support in improving understanding of loss and damage risks and TA needs;
- b. **O.1.1** – Developing country proponents submitting TA requests;
- c. **O.1.2** – Conversion of request preparation support to implementation;
- d. **O.2.A** – Reported effectiveness of Network support in strengthening capacity for loss and damage action;
- e. **O.3.A** – Share of TA proponents from target groups reporting improved participation;
- f. **O.3.B** – Share of national, local, Indigenous and community-based Members reporting strengthened ability to deliver demand-driven TA;
- g. **O.3.3A** – Number of national, local, Indigenous and community-based Members;
- h. **O.3.3B** – Share of TA requests (co)delivered by national, local, Indigenous and/or community-based membership;
- i. **O.4.A** – Reported effectiveness of Network support in enhancing ability to access finance, technology, capacity building or other support;
- j. **O.4.2** – Milestones reached with the WIM Executive Committee, FRLD and partners;

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- k. **O.5.2** – The WIM Executive Committee, Member and partner knowledge products disseminated;
 - l. All **X-series** institutional effectiveness indicators.
 - 37. Further, the secretariat will release a call for proposals to Members for monitoring support to capture indicators requiring longer-term uptake. These include:
 - a. **O.1.B** Developing countries integrating TA-supported assessment insights into planning, reporting, or support requests;
 - b. **O.4.B** Developing countries submitting TA-supported funding or support requests;
 - c. **O.5.A** Reported effectiveness of Network engagement in enhancing knowledge of loss and damage solutions (including gender and inclusion dimension);
 - d. **O.5.B** Developing countries utilising WIM-generated knowledge and TA-supported tools.
 - 38. Regional Coordinators provide support to Members in navigating the distinction between core and context-specific indicators to ensure appropriate and consistent application across the portfolio.
 - E. Disaggregation standards**
 - 39. Consistent disaggregation across the portfolio is essential to the Santiago Network’s commitment to gender-responsive, inclusive and participatory results management. Aggregate totals alone cannot reveal whether the Network’s support is reaching the most vulnerable countries and communities, or whether gender and inclusion objectives are being realized in practice. The following standard disaggregation dimensions apply across the portfolio wherever data collection is feasible:

Table 3. Standard disaggregation dimensions

Dimension	Categories	Minimum Required
Sex	Female; male; non-binary or not specified	Required for all indicators where individual-level data is collected
Age	Children (under 18); adult (18 to 35); other adult (36 and above)	Required for all indicators where individual-level data is collected
Disability status	Persons with disabilities; persons without disabilities; not specified	Required for all indicators where individual-level data is collected.
Migrant status	Migrants; non-migrants; not specified	Required for relevant indicators
Geographic vulnerability	SIDS; LDCs; other developing countries; region	Required for relevant indicators
Target group*	Women and girls; Indigenous Peoples; local communities; migrants; children and youth; persons with disabilities; people in vulnerable situations	Required for relevant indicators
Proponent type	National government; sub-national government; civil society organisation; Indigenous organisation; other	Required for relevant indicators

*Additional groups and dimensions of vulnerability may be identified according to context.

40. Not all dimensions are feasible for every TA or every indicator. If one or more required disaggregates cannot be collected, Members should discuss with the relevant Regional Coordinator and explain their justification in the closure report. The indicator reference sheets contain indicator-specific guidance on which dimensions are expected, recommended or not applicable for each indicator.

F. Baseline establishment and target-setting

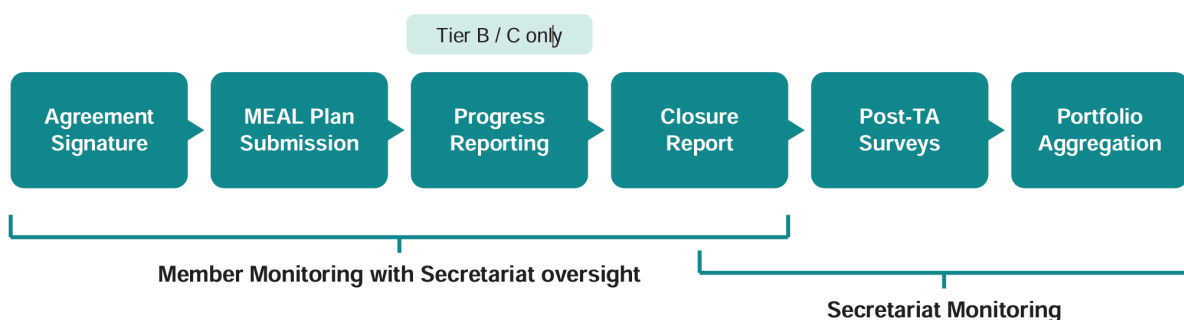
41. Baselines for outcome-level indicators will be established from the first strategy cycle results, with the 2026–2028 period serving as the Network’s baseline generation phase. This approach ensures that baseline values reflect actual portfolio experience rather than projections and that the data foundation is sufficiently robust before performance comparisons are drawn.
42. The Secretariat will propose targets based on operational experience at the end of the baseline generation phase (2026-2028). An expert group may be convened by the Secretariat to support the target-setting process. This group will draw on indicator data collected during this phase, the pace of portfolio delivery and disaggregated results patterns to accurately inform future indicator-level targeting. Individual indicator-level targets will be established in the next strategy period, ensuring the Network can report against targets on the basis of robust insight into TA implementation.

V. Monitoring

A. Member monitoring

43. While sections III and IV above describe the monitoring activities themselves in detail, this section's purpose is to establish full clarity on the division of roles, specifically where Member responsibility ends and Secretariat responsibility begins. TA-level monitoring begins at agreement signature and remains active through post-TA survey completion. The implementing Member holds the primary responsibility for producing monitoring data through closure report acceptance, and their monitoring procedures will be outlined in the TA MEAL plan. Recalling section III.B above, monitoring does not end when TA implementation concludes: Instrument 1 (Post-TA survey) falls within 60 days of closure, while instrument 2 (the 12-month survey) always takes place after closure.
44. Instrument 1 is a Secretariat-run function – conducted by Regional Coordinators/Desk Officers. Instrument 2 is executed by a separately contracted Member organization. Both surveys will target TA proponents and National Liaisons as respondents, never the implementing Member. Members will flag any issues that arise out of monitoring in the progress report and through close coordination with the assigned Regional Coordinator or Desk Officer. Members will apply the framework's do no harm principle in developing and implementing their TA MEAL plan, ensuring that data collection, analysis and reporting activities are designed to avoid causing or exacerbating harm.

Figure 3. TA monitoring lifecycle



B. Secretariat monitoring

45. Oversight and verification are the responsibility of the respective regional team. This individual will hold periodic coordination calls with implementing Members in their designated region. Additionally, a monitoring site visit schedule will be developed by the Secretariat's MEAL focal point, and monitoring site visits will be conducted by the relevant regional team members. These visits will be undertaken on a randomized, ad hoc basis to optimize the use of resources while maintaining appropriate oversight.
46. The Secretariat will conduct results monitoring through the post-TA survey and aggregation of results. All results monitoring, both during and immediately after implementation, will enable implementing Members and the Secretariat to capture learning and apply adaptive management where warranted.

VI. Data standards and quality assurance

A. Data definitions and indicator reference standards

47. All data collected under this framework must conform to the indicator definitions, disaggregation standards and counting rules established in the indicator reference sheets. The reference sheets are a key implementing tool of the MEAL framework; where a discrepancy exists between a definition used in a reporting template and the relevant reference sheet, the reference sheet takes precedence. Members and Secretariat staff are expected to consult the relevant reference sheet before completing any data field that feeds a *Results Framework* indicator.
48. Consistent application of these standards across a diverse and growing portfolio is a precondition for reliable aggregation. The Secretariat's implementation tools (templates, questionnaires, checklists, dashboards, etc.) contain guidance for Secretariat staff on how to apply reference standards consistently across the portfolio, including cases where indicator definitions require contextual interpretation.

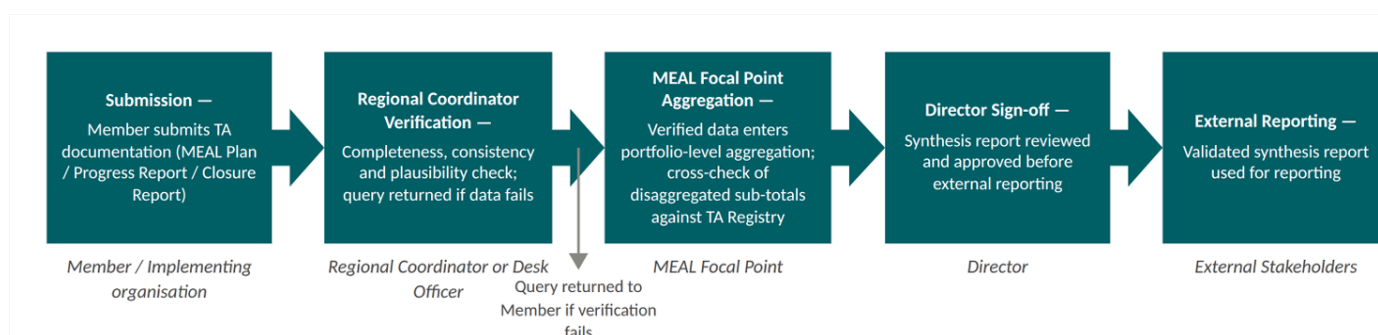
B. Data verification process

49. All TA-level data must pass through verification before it enters portfolio-level aggregation. Verification is conducted by the relevant Regional Coordinator or Desk Officer responsible for the TA, using a verification checklist. Verification confirms the completeness, internal consistency and plausibility of the closure report before it is accepted and passed to the MEAL focal point for aggregation.

Data that fails verification is returned to the Member with a documented query and does not enter aggregation until the query is resolved.

50. Confidentiality and non-attribution safeguards apply equally to beneficiary-level and participant-level disaggregated data (including data on sex, age, disability status and vulnerable-group status (including migrant status)) collected through TA MEAL plans, attendance registers and closure reports. Members and Secretariat staff handling this data are expected to apply the same confidentiality and non-attribution standards that govern survey instrument data.

Figure 4. Quality assurance checkpoint architecture

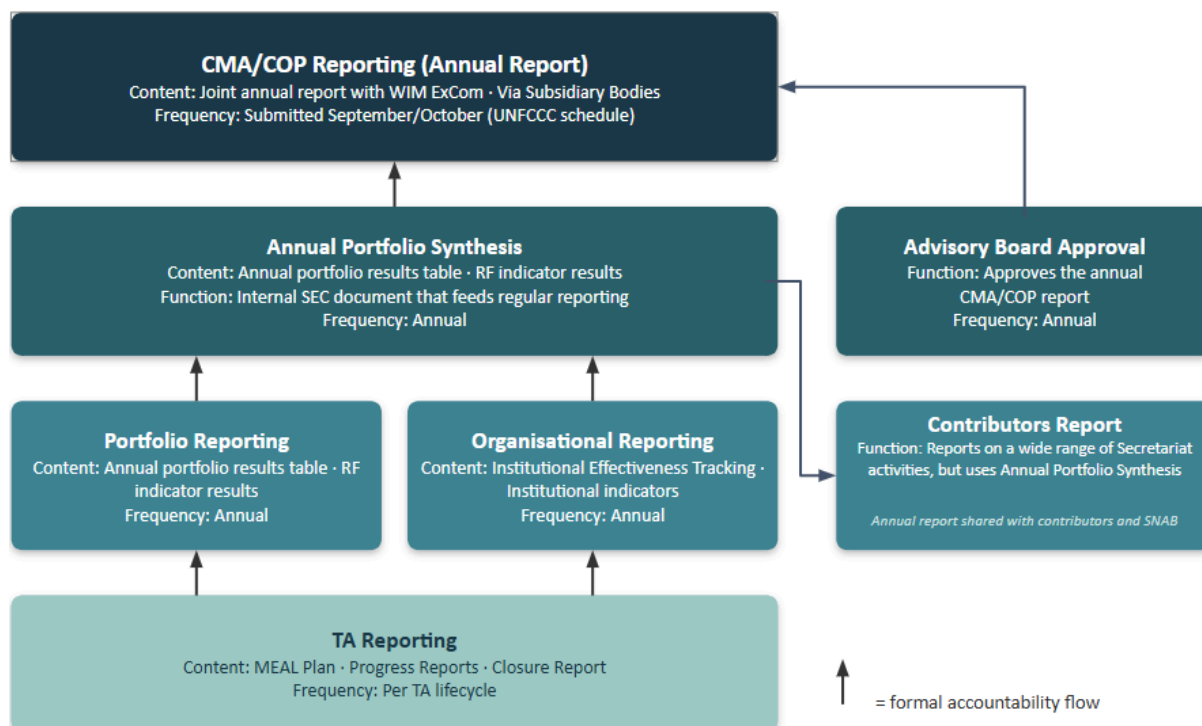


VII. Reporting

A. Overview

51. This section describes how verified MEAL data moves through the system and feeds the Network's mandated reporting requirements. The Santiago Network's reporting architecture flows from TA-level implementation upward to portfolio synthesis and external accountability. Reporting obligations for implementing Members are governed by their grant agreements.
52. Each reporting stream has a defined audience, a defined purpose and a defined frequency. Together they form a coherent accountability chain that runs from the TA activity through to intergovernmental oversight (*see figure 5*).

Figure 5. Santiago Network reporting flows



B. How MEAL data feeds external reporting

53. The Secretariat produces an annual portfolio synthesis report that consolidates TA-level data, survey results and learning from each implementation cycle. The portfolio synthesis report serves as the primary evidence base for the Network's external reporting streams to ensure public transparency. Two primary examples are bulleted below.
 - a. **The annual report to the COP/CMA**, submitted to the UNFCCC each year. The Advisory Board reviews this report prior to submission in its oversight capacity.
 - b. **The annual report**, shared with contributors in the context of the contribution agreements, draws on the same portfolio evidence base.
54. The Advisory Board receives Secretariat reporting at each of its meetings as part of standard practice (i.e. *Report on the Activities of the Secretariat*). The annual portfolio synthesis report will also feed this existing regular reporting to the Advisory Board.

VIII. Evaluation

A. Purpose of evaluation

55. Monitoring tracks what is happening across the Network's portfolio in real time: how many TA activities are under way, what outputs are being delivered, etc. Evaluation asks a different question: why are results being achieved, or not, and what has been the Network's contribution to observed changes?
56. Evaluation activities can generate independent evidence that the Network is performing against its mandate and using its resources effectively. Additionally, evaluative activities provide a deeper understanding of what elements of the Santiago Network's TA model and Member ecosystem are working and why, generating insights that routine monitoring may not surface. Evaluation findings can also provide evidence to shape future Santiago Network strategy and policy revisions.

B. Impact contribution evaluation

57. The impact contribution evaluation is part of the Network-approved *Results Framework* and expected to be conducted every five years or at the direction of the Advisory Board. It represents the outermost evaluation layer of the *Results Framework*. While it does not claim direct attribution, it will credibly examine the Network's contribution to systemic change in the loss and damage ecosystem. It will generate important system-wide evidence for determining progress against the *Results Framework*.
58. Specific terms of reference will be developed for this evaluation, but it is envisioned that it will include both quantitative and qualitative assessment methods using data and information produced by the implementation of this framework, in addition to externally gathered data and information. This assessment may be conducted jointly with Members and/or partner institutions. Impact claims made at this level are framed as contribution, not attribution. Where the assessment is conducted jointly with Members or partner institutions, governance arrangements – including commissioning, approving terms of reference and establishing safeguards for independence and impartiality – will be defined in those terms of reference.

C. Other evaluation/assessment activities

59. The Secretariat may conduct or commission lighter evaluation or assessment activities within the strategy period. These include:
 - a. Thematic reviews of a specific outcome area where monitoring data indicates unexplained or unexpected performance trends, requiring deeper analytical attention than routine reporting can provide;
 - b. After-action reviews of the first cohort of completed TA activities, to generate structured learning for operational improvement at the system level;
 - c. A midpoint self-assessment to review the functioning of the MEAL framework in practice and identify any adjustments needed ahead of the strategy period review.
60. Their findings feed into the same learning and adaptive management cycle described below.

IX. Learning and adaptive management

A. Purpose and approach

61. The Santiago Network's learning function is built on a simple premise: a demand-driven TA model can only improve if the Secretariat and Members systematically extract and act on experience accumulated across the portfolio. Learning operates at two levels.
 - a. **Operational learning** improves how TAs are designed, matched and implemented, drawing directly on what worked and what did not within individual engagements. Learning questions are included in each TA MEAL plan and will be extracted from the closure report's lessons learned section. The Secretariat will aggregate this learning as part of its annual portfolio synthesis;
 - b. **Strategic learning** operates over a longer horizon, informing how the Network positions its TA model, develops its Member ecosystem and adapts its theory of change assumptions to shifting conditions in the loss and damage landscape. This includes peer learning – structured knowledge exchanges among TA participants facing similar loss and damage challenges and Member-facing learning products (see indicator O.5.A).

62. Both levels are served by structured learning products and formal feedback mechanisms described in this section. Adaptive management decisions that fall within the Secretariat's operational authority are taken by the Secretariat; findings with strategic implications are shared with the Advisory Board in its oversight capacity. In alignment with *Guidelines on Santiago Network membership*, the Secretariat will draw on best practice and experience from Members operating in varied contexts, merging this with data and learning gathered through the MEAL framework to inform learning and adaptive management decisions.

B. Learning products

B.1 After-action reviews

63. After-action reviews are led by the Regional Coordinator following closure report acceptance for Tier B and Tier C TAs and, where unusual results or delivery challenges were documented, for selected Tier A TAs. Each review draws on the lessons learned section of the accepted closure report and available post-TA survey results. After-action reviews are internal exercises and will gather other members of the Secretariat as appropriate. These reviews feed the annual portfolio synthesis report with engagement-level evidence.

B.2 Case studies

64. Case studies provide qualitative evidence that contextualizes quantitative *Results Framework* results. The primary source of case studies is the Member network: where Members have documented exceptional or transferable results, the Secretariat will seek to amplify these under the Santiago Network brand, with the Member's agreement, for publication on the Network website and integration into portfolio learning products. The Secretariat may additionally produce case studies where portfolio volume and resources allow. Case studies are expected to analyse enabling conditions, implementation challenges and the factors behind success or partial results, instead of merely documenting activities and outcomes, so that they capture instructive lessons and achievements.
65. Case studies may also document how TA has promoted target group participation and gender-responsive, socially inclusive objectives.

B.3 Feedback into the *Results Framework* and *Strategy 2026–2028*

66. Lessons collected through monitoring, case studies and learning products will be fed back into the continuous improvement of operational processes and shared as relevant in existing reporting structures.

C. Assumption monitoring

67. The *Results Framework* theory of change contains explicit assumptions about the enabling conditions for TA to produce durable outcomes:
- a. That implementing countries have sufficient institutional absorptive capacity to embed TA outputs into national processes;
 - b. That political commitment to loss and damage action is sustained at the national level;
 - c. That the Member ecosystem includes organizations with the right thematic and geographic coverage to match demands received.

Assumption monitoring is an integral part of the learning function – where these conditions weaken, the Network's ability to deliver against its *Results Framework* is compromised regardless of operational quality. The Secretariat reviews key assumptions as standing risk areas and documents any weakening signals as part of the annual portfolio synthesis exercise.

X. Roles and responsibilities

A. Overview

68. MEAL is a shared responsibility, distributed across three actor groups whose obligations are distinct but complementary. The Secretariat generates, verifies and consolidates data across the portfolio, maintaining the systems that translate TA-level reporting into institutional evidence. Members are the primary producers of TA-level data, with bounded and specific reporting obligations that feed the Secretariat's aggregation function. The Advisory Board provides governance oversight and guidance.

Table 4. MEAL roles and responsibilities matrix

Actor	MEAL Obligation	Key Tool(s)	Frequency
MEAL Focal Point (Secretariat)	Portfolio aggregation; survey administration (Instruments 1, 2, 3); Dashboard and Tracker maintenance; synthesis report pr; data quality flagging; Initiates process for evaluative activities	Monitoring Portfolio Dashboard; Institutional Effectiveness tracking tools	Annual cycle; continuous
Regional Coordinators and Desk Officers (Secretariat)	MEAL Plan verification; Progress Report review and corrective action; Closure Report verification checklist; post-TA survey facilitation	Verification Checklist; TA Registry	at TA milestones; continuous
Members	Submit MEAL Plan, Progress Reports, and Closure Report; maintain beneficiary records; facilitate post-TA survey	TA MEAL Plan template; Closure Report template	Per TA tier schedule
Advisory Board	(a) approving SEC-developed policies and guidelines; (b) providing guidance on the annual COP/CMA report	Secretariat data, guidelines	As required; continuous

B. Secretariat roles

69. Within the Secretariat, MEAL obligations are distributed across three roles. Each role carries a defined set of monitoring, verification or oversight functions. The table above maps each role to its specific MEAL obligations; the paragraphs that follow provide essential context.
70. The MEAL focal point is the operational owner of the MEAL framework. This role supports the annual portfolio aggregation cycle, guides administration of Instrument 1 (post-TA survey) and Instrument 3 (Biennial Member Perception Survey) and supports the request for proposals process through which a selected Member organization is contracted to administer Instrument 2 (12-month post-TA survey). The MEAL focal point enters data into the MPD and the tracking system for institutional effectiveness, which serve as authoritative data repositories, and supports the preparation of the annual synthesis report. Where data quality issues are identified at TA level, the MEAL focal point flags these to the Senior Programme Manager.
71. Regional Coordinators and Desk Officers are the first-line quality assurance actors at TA level. Their MEAL obligations begin at the point of TA MEAL plan submission where each plan must be verified and accepted by the Secretariat. During implementation, they review progress reports for Tier B and Tier C TAs and initiate corrective action where reporting is incomplete, implausible or inconsistent with the agreed plan. Upon receipt of a closure report, they

complete the verification checklist before the report is formally accepted. They also facilitate post-TA survey administration in coordination with implementing Members.

72. The Senior Programme Manager oversees the portfolio-level aggregation/data entry from all closed TA reports into the MPD and leads the development of the annual synthesis report. The Director holds overall accountability for MEAL implementation across the Secretariat. The annual portfolio synthesis is not used for external reporting without the Director's approval, ensuring that institutional leadership is accountable for the integrity and completeness of results reporting.
73. The operationalization of this framework will be guided by a set of implementation tools (templates, questionnaires, checklists, dashboards, etc.), which are under development by the Secretariat. These tools will guide Secretariat staff in performing their assigned MEAL-related functions.

C. Members' roles

74. The MEAL obligations of Members are specific, bounded and directly tied to the TA they deliver. A Member's monitoring responsibility begins at agreement signature and concludes with acceptance of the closure report. Post-closure monitoring under Instruments 1 and 2 is a separate, Secretariat-run function (see section V.A) and does not extend the implementing Member's MEAL obligation. In alignment with *Guidelines on Santiago Network membership*, the Secretariat will provide guidance, as relevant, to Members on implementing the MEAL framework through periodic MEAL orientation sessions.
75. The core MEAL obligations of implementing Members are as follows:
 - a. Submit a verified TA MEAL plan to the Secretariat at grant inception;
 - b. Submit progress reports on the schedule specified for their TA tier;
 - c. Maintain attendance registers and beneficiary records sufficient to support the de-duplication requirements set out in the MEAL framework's data standards;
 - d. Support post-TA survey administration when requested by the Secretariat, including providing access to TA participants as needed.

D. Advisory Board roles

76. The Advisory Board's role in the MEAL framework is defined by its functions under the COP/CMA decisions establishing the Santiago Network. In relation to

MEAL, the Advisory Board approves the *Results Framework* and MEAL framework developed by the Secretariat, provides guidance on the effective implementation of these documents and provides guidance on the preparation of the annual report to the COP/CMA. The MEAL framework establishes a structured feedback loop through the reporting architecture (section VII) to ensure the Advisory Board receives the data and analysis it needs to fulfil these functions.

XI. Resourcing implications

A. Staffing

77. Effective implementation of this framework requires a designated MEAL focal point within the Secretariat with dedicated time and authority to coordinate portfolio aggregation, administer survey instruments, maintain the MPD and tracking system for institutional effectiveness and prepare the annual portfolio synthesis. The MEAL focal point function will be considered as part of the capacity analysis of the Secretariat structure requested at SNAB6. Regional Coordinators and Desk Officers carry defined MEAL responsibilities as set out in section V.

B. Digital systems and data integration

78. The MEAL framework is operated through a set of implementation tools (templates, questionnaires, checklists and dashboards) which are under development. These operational tools will constitute an authoritative data management infrastructure for portfolio and institutional monitoring. These tools are designed to function without dependency on a specific digital platform, but are built for ease of integration into an automated system if and when the Secretariat institutes such a system.

XII. Review and revision cycle

A. Review basis

79. The MEAL framework is reviewed on an as-needed basis, informed by operational experience and lessons learned. Substantive amendments to the MEAL framework require Advisory Board approval.