SANTIAGO NETWORK

ANNUAL REPORT 2025

Photo: Bianca J Vitale

Building a world where developing countries and communities shape and drive inclusive action on loss and damage

OUR MISSION

The Santiago Network's mission is to catalyse the technical assistance of relevant organizations, bodies, networks and experts (OBNES) 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 that are particularly vulnerable to these effects.

ABOUT US

The Santiago Network connects developing countries and communities with the timely, demand-driven and tailored technical assistance, knowledge and support they need to drive needs-based action on loss and damage.

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FOREWORD

The year 2025 marked a turning point for the Santiago Network, which transitioned from an emerging mechanism into an operational platform delivering tangible progress towards our vision of building a world where developing countries and communities shape and drive inclusive action on loss and damage. Throughout the year, we translated ambition into action alongside our stakeholders, catalysing our first support in Vanuatu; our first Members delivering technical assistance; our first Santiago Network Strategy and Strategic Framework 2026–2028 setting a compelling vision; growing a demand-driven technical assistance pipeline from diverse regions; and strengthening complementarity within the loss and damage ecosystem. Key milestones also included a decision on our regional presence, providing a clear road map and the operational reach needed to scale delivery and amplify impact. The introduction of an approach to determine a minimum allocation for direct community support further underscores our commitment to reaching those most affected by climate change. In parallel, we made substantial progress in establishing the permanent Secretariat and strengthening our operational capacity, with the full team expected to be in place in early 2026.

With increasing recognition across the loss and damage landscape and strong momentum behind us, our first technical assistance engagement with the Government of Vanuatu generated valuable lessons to inform future delivery. Through outreach to Santiago Network National Liaisons and United Nations Framework Convention on Climate Change (UNFCCC) National Focal Points, alongside regional engagements – including our workshop for least developed countries (LDCs) and small island developing states (SIDS) in Africa in July 2025 – we are steadily bridging needs with diverse and inclusive expertise. These milestones were made possible by the dedication of the interim Secretariat, the new colleagues who joined the permanent Secretariat in 2025 and the continued support of our co-hosts, the United Nations Office for Project Services (UNOPS) and United Nations Office for Disaster Risk Reduction (UNDRR).

At the United Nations Climate Change Conference 2025 (COP30) in Brazil, the Santiago Network further strengthened its role as a key enabler of coordinated international action on loss and damage, engaging actively with Parties, partners and stakeholders across the climate community. The Network highlighted progress in operationalizing its technical assistance mechanisms, showcased early results from country-driven support and advanced collaboration with the loss and damage architecture, including the Fund for responding to Loss and Damage (FRLD) and the Warsaw International Mechanism for Loss and Damage (WIM) Executive Committee (ExCom). At the same time, a new mandate was granted by the Conference of the Parties (COP) / Conference of the Parties serving as the meeting of the Parties to the Paris Agreement (CMA) to the Santiago Network Advisory Board to prepare terms of reference for a global report to synthesize critical issues, lessons learned and best practices in relation to loss and damage.

With strong donor backing, the Santiago Network has secured over $45.1 million in funding from contributors as it embarks on a rapid scaling trajectory.

I am honoured to lead the Santiago Network Secretariat at the heart of the international response to loss and damage as we continue to scale delivery and build a system that is inclusive, responsive and coherent.

Carolina Fuentes Castellanos
Director
Santiago Network Secretariat

1. INTRODUCTION

1. This report presents the activities and progress of the Santiago Network for averting, minimizing and addressing loss and damage from 1 January to 31 December 2025. This period marks a significant moment in the life of the Santiago Network, as it brings its work programme for 2024–2025 to completion, closing out the Network's set-up phase and building on the progress achieved toward scaled delivery.

2. In 2025, the Santiago Network made substantial progress in operationalizing its mandate, including through the successful achievement of the following milestones.

Key milestones 2025

2025 was defined by a transition from foundational set-up to active delivery. Key highlights included:

Strategic foundation: The adoption of the first Santiago Network Strategy and Strategic Framework 2026–2028 setting a compelling vision: "Building a world where developing countries and communities shape and drive inclusive action on loss and damage", and establishing a clear road map for the Network's operational development and resource mobilization.

Operational scaling: The launch of technical assistance in Vanuatu – the Network's first implementation delivered by a consortium of Members – and the rapid expansion of the technical assistance pipeline, which grew to over 20 formal requests by year-end, alongside the launch of calls for proposals for the Cook Islands, Iraq and Yemen.

Increased engagement: Targeted outreach with developing countries, including the first information sessions for National Liaisons to the Santiago Network Secretariat and UNFCCC National Focal Points, the first Members' meeting in Geneva in June, and the Santiago Network workshop for LDCs and SIDS in Africa, hosted by the Government of Senegal from 22 to 24 July 2025.

Institutional reach: Appointment of the initial cohort of permanent Secretariat staff, alongside the establishment of a regional presence across key locations and expansion of our Member network to over 80 diverse OBNEs.

Ecosystem integration: Strengthened operational synergy across the loss and damage architecture, including formalized collaboration with the FRLD, WIM ExCom and other relevant partners, including through engagement at the first High Level Dialogue on Strengthening Response(s) to Loss and Damage.

3. Key milestones were achieved in alignment with the Santiago Network 2024–2025 work programme through the efforts of the interim Secretariat and the initial permanent Secretariat staff, in close collaboration with the co-host institutions.

4. As we look to 2026 and beyond, the Santiago Network is moving firmly from its operationalization phase into high-impact, scaled delivery. The significant volume of technical assistance requests secured towards the end of the year underscores the efficacy of the Santiago Network's demand-driven approach, positioning the Network to further accelerate implementation efforts in 2026.

5. By the end of 2025, the Santiago Network value proposition was becoming clear. The Network plays a critical role in:

   a. Bridging needs and expertise by connecting developing countries and communities with the timely and demand-driven technical assistance, knowledge and support they need to drive action on loss and damage;

   b. Providing tailored, needs-based and context-specific technical assistance aligned with national priorities and realities;

   c. Unlocking access to support by facilitating access to finance, technology and capacity building by linking countries to available resources and assistance for effective climate action.

6. This report is structured in alignment with the three overarching pillars of the 2025 Action Plan, namely institutional strengthening, full operationalization, and resourcing and positioning, developed as follows:

FULL OPERATIONALIZATION	INSTITUTIONAL STRENGTHENING	RESOURCING AND POSITIONING
Advancing the full operationalization of the Santiago Network's core structures and processes for catalysing technical assistance and membership, and setting up monitoring and reporting systems.	Ensuring effective arrangements to support the Advisory Board's decision-making process, while advancing the recruitment and establishment of a permanent Secretariat.	Strengthening the Santiago Network's visibility and sustainability through resource mobilization, strategic outreach and advocacy, and enhanced communication efforts.

7. Each of the three pillars is explored in more detail below.

2. FULL OPERATIONALIZATION

8. Advancing the operationalization of the Santiago Network's core structures and processes for catalysing technical assistance, expanding membership and setting up monitoring and reporting systems were central priorities for 2025. These efforts are aimed at ensuring effective delivery, accountability and the ability to respond to demand in a timely and results-oriented manner.

2.1 Catalysing technical assistance

9. The full operationalization of the Santiago Network was marked by the commencement of technical assistance delivery in Vanuatu in May 2025 by the Nabanga Loss and Damage Consortium, composed of

four Santiago Network Members: the Institute for Study and Development Worldwide, the Pacific Advisory, the Santo Sunset Environment Network and Sustineo. In collaboration with the Government of Vanuatu, the consortium is implementing a comprehensive national programme to address loss and damage, which has benefited from strong country ownership.

10. In a video message at the launch of the technical assistance activities, the Prime Minister of the Republic of Vanuatu, Hon. Jotham Napat, stated: *"Today, we mark a historic milestone for climate action in Vanuatu as we become the first country matched with technical assistance through the Santiago Network. This is a moment of hope, leadership and action for communities across our islands who face the devastating impacts of climate change every day. (...) It is a defining moment for the Santiago Network – a demonstration of its ability to deliver meaningful, tailored support in developing countries, for those who need it most."*

11. As technical assistance activities progressed throughout the year, the experience in Vanuatu generated valuable lessons that will be leveraged to inform and strengthen future delivery.

12. In processing the expanding pipeline, the Secretariat also launched three calls for proposals in the Cook Islands, Iraq and Yemen, while continuing to process additional requests for technical assistance in close collaboration with the respective proponents to refine their submissions. The calls for proposals focused on the following areas:

- **Cook Islands:** Opportunities to access loss and damage financing through an enhanced understanding of economic and non-economic loss and damage;
- **Iraq:** Development of a baseline assessment and methodology guidebook on loss and damage, with a focus on the agriculture and water sectors;
- **Yemen:** Establishment of systems for loss and damage tracking, alongside targeted capacity-building efforts.

13. In parallel, as of December 2025, the Secretariat had received more than 20 formally submitted requests for technical assistance. It has also continued to engage actively with a large number of proponents to guide and support them throughout the request development process.

14. While the majority of proponents at this stage are government entities, interest has also been expressed by subregional government entities and non-governmental organizations (NGOs). In response, the Secretariat has been working closely with potential proponents since September 2025 to develop a request under the simplified access window.

15. During this initial phase, each step of the technical assistance workflow has required intensive engagement with both proponents and OBNEs, alongside continuous testing of procedures and guidelines, and ongoing monitoring and

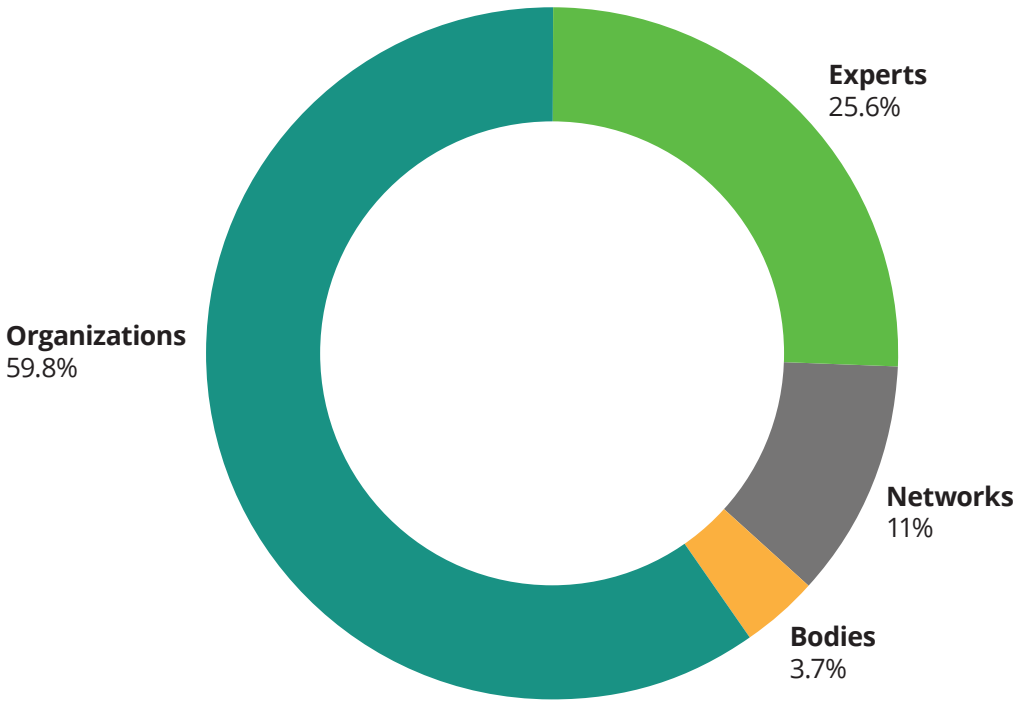
learning. As a result, the Network has made steady progress in establishing the strong foundations needed to scale up the delivery of high-quality technical assistance.

2.2 Membership to the Network

16. In 2025, the Secretariat prioritized the development of the technical assistance pipeline. In parallel, it focused on establishing, expanding and diversifying its membership to ensure and enhance the Network's readiness to respond to incoming technical assistance requests.

17. Over the year, our membership grew to 82 Members, including 49 organizations, 3 bodies, 9 networks and 21 experts. The review of expressions of interest required substantial Secretariat engagement, as the processes to translate the guidelines on the designation of OBNEs into practice were still being established and clarified. As a consequence, many submissions involved requests for additional information and, in some cases, multiple rounds of follow-up and guidance. This support was particularly important for local and national OBNEs and other key constituencies, helping the former to clarify eligibility requirements and strengthen their submissions. At the same time, these interactions allowed to gather extensive lessons and set solid foundations for scaling membership work in coming years.

Breakdown of Members by type of entity



18. The membership base at the end of 2025 reflected strong technical capacities across a wide range of areas, including loss and damage and risk assessments, support to policy and planning processes, capacity building and preparedness, notably strengthening early warning systems. Moreover, Members' capacities spanned diverse and specialized areas of work, such as food security and agriculture, livelihoods, human mobility and displacement, climate finance and inclusive approaches addressing the needs of women, young people and Indigenous Peoples. Nearly 40 per cent of the OBNEs who composed the Network at the end of 2025 operate at the global level, while maintaining active engagement at regional and national levels.

19. Several improvements were introduced to the Santiago Network Portal, a dedicated online platform through which OBNEs can express interest in membership in the Network and interact with other Members. They included the Members Directory, which serves as a central hub where Members can view profiles of other Members, including thematic expertise and constituency representation, and connect through direct messaging. The Secretariat also made improvements to the user journey when submitting expressions of interest and built the basic infrastructure for discussion forums.

20. By the end of 2025, the Portal had grown to **557** registered users, with **436 new registrations** during the year and over 60 per cent of them in the second half. Engagement increased progressively, with monthly activity on the platform more than doubling from 1,248 recorded actions in September to 2,769 in December. These figures reflect growing engagement with the Portal as its functionality expanded.

21. Throughout the year, collaboration and knowledge sharing with Members were strengthened through regular meetings, in-person gatherings on the margins of key events, including the June Climate Meetings in Bonn (SB 62) and COP30, and information exchange via the Portal.

22. Key activities included the first in-person Members' meeting, held on 5 June 2025 on the margins of the eighth session of the Global Platform for Disaster Risk Reduction in Geneva, Switzerland, and an information session held on 11 December 2025 for Members and interested OBNEs on responding to technical assistance requests. The latter session was attended by nearly 100 participants, with the recording and presentation available on the event page.

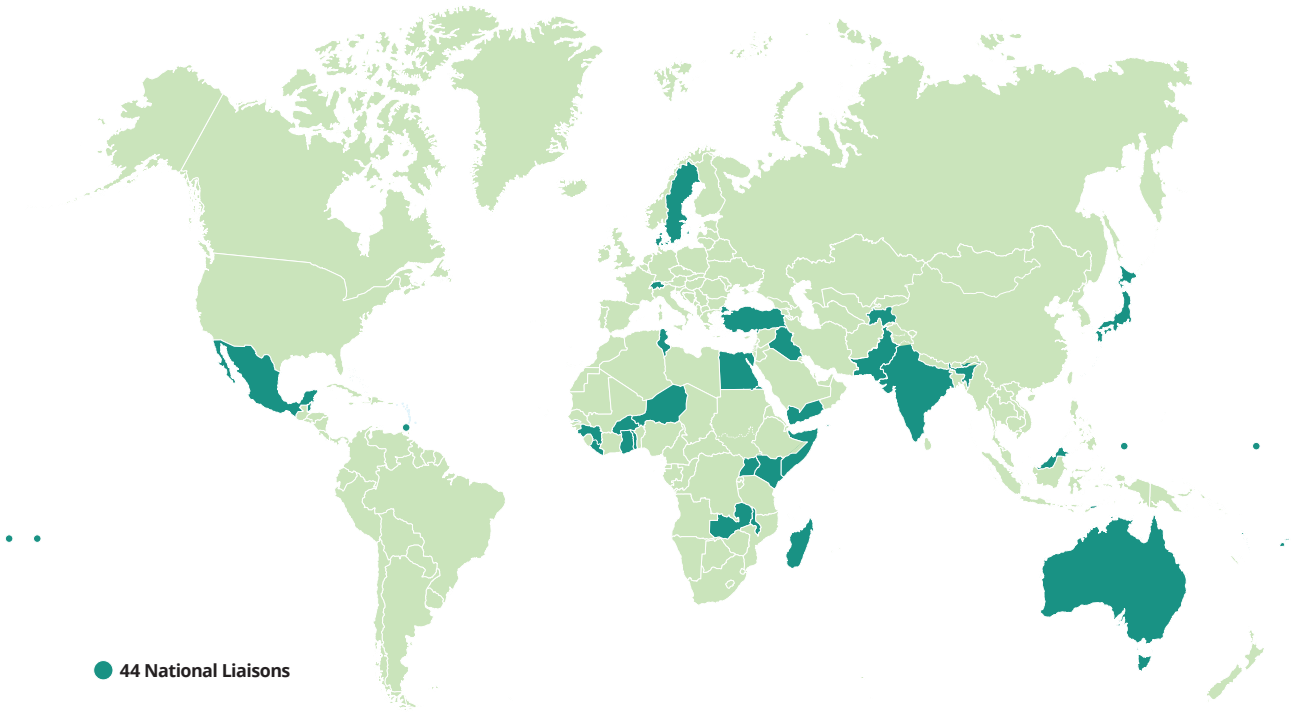
23. The expanding technical assistance pipeline contributed to membership growth in 2025, with calls for proposals and experts generating increased registrations and expressions of interest, many from new OBNEs. The Secretariat supported this engagement by sharing opportunities directly and exploring new formats for collaboration and consortium building.

24. Following the fifth Advisory Board meeting, the Secretariat undertook targeted outreach efforts to enhance the inclusivity and diversity of the Network's membership. This included convening the first Santiago Network Regional Membership Webinar for the Latin America & Caribbean region on 30 October 2025, attended by over 60 participants.

25. With a growing and increasingly diverse membership, including local, national and regional OBNEs, the Network continues to expand its reach, while facilitating coordination and knowledge sharing among Members.

2.3 National Liaisons and UNFCCC National Focal Points

26. The Santiago Network Secretariat concluded 2025 with 44 National Liaisons. Formally designated by their respective UNFCCC National Focal Points, these play a central role in facilitating country-led engagement with the Network, ensuring that requests for technical assistance are aligned with national priorities and that support is delivered in close coordination with national institutions and other stakeholders.



27. The growing number of National Liaisons has strengthened the Network's capacity to operate effectively across regions and enhanced its responsiveness to countries' technical assistance requests.

28. The Secretariat has continued to engage actively with National Liaisons and UNFCCC National Focal Points on the margins of key events, including COP30. This engagement has been particularly important in supporting the development of technical assistance requests and the matchmaking process.

29. Targeted outreach to National Liaisons and UNFCCC National Focal Points has also been undertaken to promote Santiago Network activities, events and campaigns. This included raising awareness of the Network's presence at COP30, inviting participation in membership webinars and technical assistance information sessions, and sharing notifications related to Advisory Board meetings.

2.4 Outreach activities

30. In line with the 2024–2025 work programme objective to expand outreach to countries to enhance access to technical assistance, the Santiago Network Secretariat, in collaboration with UNDRR, organized a workshop for LDCs and SIDS in Africa, hosted by the Government of Senegal in Saly.

31. Conducted in a 'writeshop' format, the workshop enabled 64 representatives from 34 participating countries to develop and share draft requests for technical assistance, contributing to the identification and advancement of priority actions on loss and damage at the local, national and regional levels. Further details are available in the full workshop report.

32. At the invitation of the Secretariat of the Pacific Regional Environment Programme, the Secretariat participated in the Pacific Loss and Damage Dialogue and Pacific Climate Change Roundtable, which took place in Apia, Samoa, on 11–12 and 13–15 August 2025, respectively. These events provided an important opportunity to engage with Pacific SIDS, civil society groups, and current and potential Members based in the region during joint sessions with the FRLD, and in dedicated country clinics and bilateral meetings.

33. To ensure inclusive and accessible information on technical assistance, the Secretariat also strengthened its outreach efforts by updating content on the Santiago Network webpage, with a focus on clarifying the technical assistance process and highlighting the role of National Liaisons. Additional measures included the delivery of tailored information sessions, continued bilateral engagement with prospective proponents and the incorporation of lessons learned from the experience in Vanuatu.

34. These engagements provided important lessons on what works well in terms of outreach and generating interest in technical assistance and Membership, which will inform outreach planning for 2026. In order to promote regional balance, the Secretariat is planning a Santiago Network Regional Workshop for SIDS and LDCs in the Caribbean in the first half of 2026, in partnership with the Caribbean Development Bank.

2.5 Monitoring and reporting

35. Following the adoption of the Santiago Network Strategy 2026–2028, the Secretariat initiated work in late 2025 to revise the interim Results Framework, with finalization targeted for Q1 2026. This revision was intended to align the framework with the Network's strategic priorities and theory of change, thereby strengthening its role as the core instrument for monitoring progress, tracking results, and supporting accountability and learning.

36. In consultation with the Co-Chairs, the Secretariat enhanced reporting practices beginning at the fourth meeting of the Santiago Network Advisory Board (SNAB4). This included reports on the activities of the Secretariat and of the Co-Chairs, which were further complemented at the fifth meeting (SNAB5) by reports from subcommittees and the task force. Together, these reporting streams strengthened transparency and accountability across the Network by providing a more comprehensive overview of Secretariat operations, leadership activities and subsidiary body work.

3. INSTITUTIONAL STRENGTHENING

37. The full operationalization of the Santiago Network in 2025 was guided by the Secretariat's annual action plan. This drew on the priorities and objectives set out in the 2024–2025 work programme, as well as the Interim Results Framework approved by the Advisory Board at its third meeting, thereby ensuring alignment between strategic direction and implementation.

38. Priorities under this pillar included effective arrangements to support the Advisory Board's decision-making process, while advancing the recruitment and establishment of a permanent Secretariat. These efforts were critical for enhancing governance and ensuring the Secretariat is equipped to deliver on its functions.

3.1 Advisory Board

39. The Santiago Network Advisory Board successfully steered the mechanism through a critical transition in 2025, guiding it from its foundational set-up phase into full operational readiness.

40. To further enhance institutional governance, transparency and operational effectiveness, the Advisory Board established three dedicated groups during the year: the Budget Subcommittee, the Conflict of Interest Subcommittee and the Task Force on Outreach. Established during SNAB4 in April 2025, with their formal terms of reference adopted at SNAB5 in September, these groups are vital to institutional strengthening:

a. Strengthening financial governance and oversight: The Budget Subcommittee reviews the annual budget of the Santiago Network, advises on the alignment of the budget with the Santiago Network Strategy and work programme, and makes recommendations to the Advisory Board on matters related to the annual budget to assist the Advisory Board in executing its work.

b. Safeguarding integrity and trust: The Conflict of Interest Subcommittee considers and provides guidance to the Advisory Board on issues of conflict of interest in line with the roles and functions assigned to it in the Conflict of Interest guidelines. It ensures oversight to maintain transparency and impartiality, safeguarding the Santiago Network and assuring stakeholders that technical assistance matching remains objective and driven by the needs of developing countries.

c. Driving inclusivity and stakeholder engagement: The Task Force on Outreach provides recommendations to the Advisory Board on outreach-related matters. Its work ensures that the outreach-related activities of the Santiago Network are aligned with the Santiago Network Strategy, the Santiago Network Outreach and Engagement Strategy and the Santiago Network Communications Strategy, as well as outreach-related elements of the Santiago Network's work programme.

41. Another improvement introduced at SNAB4, in consultation with the Co-Chairs, was the inclusion of reports on the activities of both the Secretariat and the Co-Chairs in the agendas of subsequent Advisory Board meetings. This measure has contributed to enhancing transparency and accountability in the discharge of their respective duties.

42. Throughout the year, continuous support was provided by the Secretariat to the Co-Chairs in discharging their duties effectively. This support encompassed

a range of activities aimed at keeping the Co-Chairs informed and preparing them for intersessional work and representational engagements, including regular calls, the drafting of official communications on their behalf, and the preparation of reports on the activities of the Co-Chairs.

43. The Secretariat supported the Advisory Board in preparing reporting to the governing body and bodies, through the Joint annual report of the Executive Committee of the Warsaw International Mechanism for Loss and Damage associated with Climate Change Impacts and the Santiago Network for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change.

3.1.1 Meetings of the Advisory Board

44. The Advisory Board convened two formal meetings in 2025, namely SNAB4 and SNAB5.

45. These meetings reflected a progressive shift in the development of the Santiago Network. SNAB4 focused on strengthening institutional and operational foundations, including decisions on regional presence, Secretariat recruitment and budget. SNAB5 marked a transition towards strategic consolidation and scaling, with the Advisory Board adopting the

Network's first comprehensive strategic framework alongside key implementation instruments, thereby positioning the Santiago Network to move from initial operationalization to enhanced delivery and impact.

46. A summary of the key decisions adopted at each meeting, together with links to the respective meeting reports, is provided in the table below.

47. The Secretariat supported the organization of all Advisory Board meetings. The preparation of key documents for Advisory Board consideration and approval was characterized by a rigorous and iterative consultative process, incorporating multiple rounds of feedback from members and ensuring that documents reflected diverse perspectives and the technical expertise available within the Advisory Board and relevant stakeholders.

ADVISORY BOARD MEETING	MEETING REPORT/KEY DOCUMENTS APPROVED/ ENDORSED
Advisory Board meeting reports	SNAB4 report and decisions SNAB5 report and decisions
Key documents approved/endorsed	Santiago Network Advisory Board Budget Subcommittee Terms of Reference (ToR) Santiago Network Advisory Board Conflict of Interest Subcommittee ToR Santiago Network Advisory Board Task Force on Outreach ToR Santiago Network Strategy 2026–2028 Santiago Network Communications Strategy 2026–2028 Santiago Network Outreach and Engagement Strategy 2026–2028 Santiago Network Resource Mobilization Strategy 2026–2028 Santiago Network Work Programme 2026–2027 Revised Annual Budget of the Santiago Network 2025 Annual Budget of the Santiago Network 2026

3.2 Secretariat

48. In 2025, the transition from the interim to the permanent Secretariat progressed with the recruitment of the permanent staff. In addition to the Director of the Santiago Network Secretariat, who was appointed in late 2024, the Programme Support and Operations Manager, Hannah Milde, joined in February 2025. The Senior Programme Manager, Elizabeth Carabine, and the Programme Support and Operations Associate, Edita Ajeti, joined in July 2025. The remaining eight positions are expected to be filled in the first half of 2026, completing the transition to a fully staffed permanent Secretariat.

Carolina Fuentes

Elizabeth Carabine

Edita Ajeti

Hannah Milde

3.3 Communications

49. The Santiago Network Communications Strategy was approved at SNAB5 in September 2025 as an integral component of the broader strategic framework for 2026–2028. By aligning with the Network's strategic priorities and theory of change, the Communications Strategy contributes to strengthening outreach, enhancing stakeholder engagement and ensuring that communication efforts support the delivery, monitoring and impact of the Santiago Network's work effectively.

50. The Secretariat covered the Santiago Network's events and engagement at COP30 extensively, including tailored email campaigns to observers, partners, contributors, National Liaisons and UNFCCC National Focal Points, and regional groups and constituencies to promote the Network's presence at the conference and provide opportunities for engagement.

51. The Secretariat promoted the Network's events and engagements on the website and on LinkedIn, and covered events, engagements, activities and briefings on its LinkedIn channel.

52. The Secretariat launched an end-of-year LinkedIn Newsletter, '2025 In Focus' to showcase highlights from a defining year

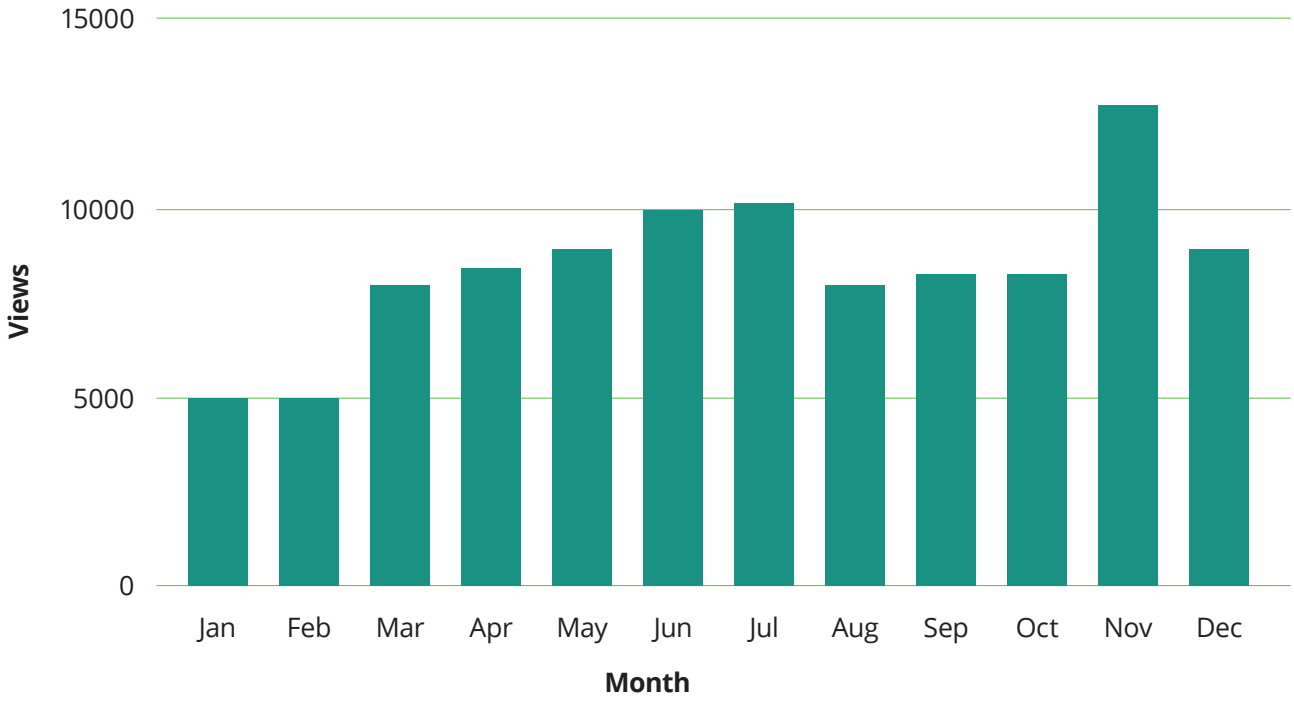
for the Santiago Network. The newsletter had over **1,400** impressions and reached nearly **800** LinkedIn members.

53. Additional coverage on the Santiago Network platforms included milestones and key decisions from SNAB5, outreach activities, membership milestones and Member engagement, the promotion of calls for proposals for technical assistance, calls for membership and highlights of the Network's progress.

54. The Santiago Network website was regularly updated with relevant information and communication content. The home page was revised in line with updated messaging to ensure that key information was clear and accessible, incorporating feedback from the Advisory Board and relevant stakeholders. During the reporting period, the website averaged more than **9,000** monthly views, with over **12,800** views recorded during COP30 in November.

55. The Network's LinkedIn page reached more than **4,100** followers as of December 2025. Content published on the platform reached over **62,000** LinkedIn users and generated more than **110,000** impressions.

Santiago Network website views (1 January to 31 December 2025)



56. To ensure that the Santiago Network's branding remains aligned with its evolving mandate and user needs, the Secretariat initiated work on the redesign of the Santiago Network logo and a comprehensive overhaul of its website, introducing new interactive features and significantly enhancing user experience and accessibility, with the updated platform expected to be launched in 2026.

4. RESOURCING AND POSITIONING

Credit: Bianca J Vitale

57. This pillar has been critical in strengthening the Santiago Network's visibility and sustainability through targeted resource mobilization, strategic outreach and advocacy, and enhanced communication efforts. These actions were essential to securing the support needed to scale operations, broaden engagement and reinforce the Network's role within the loss and damage landscape.

4.1 Status of contributions

58. As of 31 December 2025, the Santiago Network stood at a funding level of $45.1 million.[1] Eight contribution agreements, with Austria (Federal Ministry for Climate Action, Environment, Energy, Mobility, Innovation and Technology – BMK), Denmark (Ministry of Foreign Affairs – MoFA), the European Union (Directorate- General for Climate Action – DG CLIMA), Ireland (Department of Climate, Energy and the Environment – DCEE and Department of Foreign Affairs – DFA), Germany (Federal Ministry of Economic Cooperation and Development – BMZ), Luxembourg (Ministry of the Environment, Climate and Biodiversity – MECB) and Switzerland (Swiss Agency for Development and Cooperation – SDC) respectively, have been signed, in addition to the initial funding provided through UNFCCC, from Spain and the United States of America.

59. The Secretariat's continued engagement with partners resulted in the signing of a contribution agreement in October 2025 with the Danish MoFA, formalizing its pledge of 39.5 million Danish kroner.

60. Following the announcement of a supplementary pledge of 1 million Swiss francs by the Government of Switzerland at COP30, the Secretariat maintained close collaboration with the SDC to advance its signing in 2026.

61. The Secretariat also engaged in discussions with the United Kingdom's Foreign, Commonwealth and Development Office regarding its pledge during the seventh meeting of the FRLD. A funding decision is anticipated in early 2026.

4.2 Resource Mobilization Strategy

62. A breakthrough in 2025 was the approval of the Santiago Network Resource Mobilization Strategy at SNAB5, providing a structured framework to guide fundraising, diversify the donor base, and enhance the predictability and sustainability of financial flows in support of the Network's mandate.

The Secretariat will roll out the implementation of the Resource Mobilization Strategy in 2026 and subsequent years. More information on the strategy and its relevance to the financial analysis and outlook is provided in the financial report below.

1 Based on the exchange rate at the time of signature for each agreement.

4.3 Presence at SB 62 and COP30 / CMA7

4.3.1 June Climate Meetings (SB 62)

63. At the June Climate Meetings (SB 62) in Bonn, Germany, the Santiago Network Secretariat actively engaged with Parties, constituted bodies and stakeholders, advancing the operationalization of the Network by strengthening linkages between country-identified needs and available technical assistance.

64. The June Climate Meetings served as an important touchpoint to engage in consultations on the Santiago Network Strategy with regional groups, NGO constituencies and partners across the loss and damage ecosystem, ensuring the incorporation of diverse views through a participatory and consultative process.

65. These efforts also contributed to reinforcing coordination across the loss and damage ecosystem, including alignment with complementary initiatives such as the FRLD, and underscored the Network's function in enabling coherent, efficient and country-responsive delivery of support.

4.3.2 United Nations Climate Change Conference 2025 (COP30)[2]

66. At COP30 in Belém, Brazil, the Santiago Network actively engaged with countries, regional groups, constituencies and partners. These exchanges highlighted the increasing demand for sustained support from the Secretariat and underscored the central role of the Santiago Network in connecting nationally identified needs with tailored technical assistance.

67. The Network hosted and co-hosted several events:

a. **12 November 2025 – Bridging Commitments and Communities:** Together with representatives from UNOPS, the NDC Partnership and the Government of Somalia, the Santiago Network hosted a discussion at the NDC Partnership Pavilion on how integrating loss and damage into national planning can enhance policy coherence and unlock access to data, technology and finance.

b. **12 November 2025 – Santiago Network in Action:** The official side event, co-hosted with UNDRR, featured the Advisory Board Co-Chair Angela Rivera, Santiago Network Secretariat Director Carolina Fuentes Castellanos and high-level representatives from Somalia, Vanuatu, Yemen, UNOPS, UNDRR, Santiago Network Members, the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Organization for Migration (IOM), to spotlight the Network and highlight how demand-driven technical assistance is turning national priorities into action for frontline communities.

c. **13 November 2025 – Updates from the FRLD, Santiago Network and WIM ExCom**: The Advisory Board Co-Chairs joined the Chairs of the Board of the FRLD and the WIM ExCom to highlight progress across the loss and damage landscape and opportunities to strengthen complementarity across the loss and damage architecture. They shared the key milestones of the Santiago Network to date and responded to questions from the audience.

d. In addition to these events, the Santiago Network Secretariat joined **thematic and regional discussions with Members, partners and countries** to highlight what the Network is already delivering and how it can support countries and communities through technical assistance and diverse membership.

2 30th session of the Conference of the Parties (COP30) to the UNFCCC (and related meetings).

68. The Secretariat reached out to the Co-Chairs of regional groups and constituencies, offering to provide briefings during their coordination meetings on the support available to countries through the Network.

69. During the two weeks at COP30, the Secretariat engaged with regional groups and constituencies, including the Africa Group of Negotiators, the Alliance of Small Island States, Eastern European States, the Least Developed Countries (LDC) Group and the Group of 77 (G77) plus China. The Secretariat also held bilateral meetings with countries advancing technical assistance requests, as well as with Members and interested OBNEs, to expand the Network's reach and strengthen diverse expertise.

4.3.3 Collaboration with the Fund for responding to Loss and Damage

70. Collaboration between the Secretariats of the Santiago Network and the FRLD continued during the reporting period. This included meetings between the Secretariats, on average on a monthly basis.

71. Amid the increasing and urgent need to address climate-induced loss and damage, both Secretariats signed a Letter of Intent in 2025, guided by relevant decisions adopted under the UNFCCC process. By bringing together

the complementary roles of the two bodies, namely the provision of technical assistance by the Santiago Network and financial support through the FRLD, the Letter of Intent aims to enhance coherence, coordination and accessibility of support. It further seeks to streamline access to both technical expertise and funding, promote the sharing of knowledge and best practices, and ensure that assistance is delivered in a coordinated and efficient manner.

72. The Director of the Santiago Network Secretariat attended the seventh meeting of the FRLD (FRLD B7) held in Manila, Philippines, from 7 to 9 October 2025, as an observer. The meeting agenda included an item on modalities for complementarity and coherence with the Santiago Network, the paper for which was developed with inputs from the Santiago Network Secretariat.

73. Both Secretariats continued to consult on the development of relevant documentation, including consultation with the FRLD in the development of the Santiago Network draft results framework and on the additional procedures for enhancing the participation of observers, as well as on the FRLD consultation on the draft country support system, with plans to continue consulting each other on relevant policy and operational documents as needed.

74. The Secretariats organized a joint side event at COP30 on 13 November 2025 to provide updates and highlight progress on collaboration across the loss and damage architecture, from the Co-Chairs of the FRLD, Santiago Network and WIM ExCom.

75. At its fifth meeting, the Santiago Network Advisory Board agreed to develop a set of key messages to be used when engaging with the WIM ExCom, the FRLD Board and other relevant entities, with the support of the Santiago Network Secretariat. The Secretariat will develop these key messages for consideration by the Advisory Board at its sixth meeting.

4.3.4 Collaboration with the WIM ExCom

76. The Secretariat attended the twenty-third meeting of the WIM ExCom (ExCom 23) in Bonn, Germany, from 30 September to 2 October 2025, to advance collaboration, in line with the decision of the Santiago Network Advisory Board at its fifth meeting to continue collaboration and alignment with the WIM ExCom.

77. To advance joint work under the WIM, the Santiago Network Secretariat and the ExCom Secretariat supported a meeting

of the Co-Chairs on 30 January 2026. The two entities agreed to: (i) develop an explainer showcasing their collaboration, including key messages on the mandate and work under the WIM; (ii) organize joint communication and outreach activities, such as coordinated outreach to UNFCCC National Focal Points, loss and damage contact points, Santiago Network National Liaisons and FRLD Focal Points; and (iii) consult on developing the terms of reference for a regular, multi-year report on loss and damage.

78. Decision 22/CMA.7, endorsed by decision 11/CP.30, requests the Advisory Board to prepare terms of reference, in consultation with the WIM ExCom, for the preparation of a regular, multi-year report on loss and damage no later than the seventh meeting of the Advisory Board. The Secretariat and Members of the WIM ExCom have been invited to the informal meeting preceding the sixth meeting of the Advisory Board for a dedicated agenda item on the implementation of this decision.

4.3.5 Developing strategic partnerships with other funds and financial institutions

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

4.3.6 Ensuring representation of the Santiago Network in key events and processes

80. The Director of the Santiago Network Secretariat participated in a series of events at the Global Platform for Disaster Risk Reduction held in Geneva, Switzerland, from 2 to 6 June 2025. These included a dedicated briefing session on accessing technical assistance through the Santiago Network and the first dedicated meeting of Members (see paragraph 22).

81. The Director of the Santiago Network Secretariat participated in the first High-Level Dialogue on Strengthening Response(s) to Loss and Damage through Complementarity, Coherence and Coordination, hosted by FRLD in coordination with the United Nations Secretary-General, on the sidelines of the World Bank-International Monetary Fund Spring Meetings in Washington D.C., United States of America, on 25 April 2025.

82. The Secretariat also participated in events to highlight its role in catalysing technical assistance and engaged with Members and partners during the 80th session of the United Nations General Assembly and New York Climate Week from 23 to 27 September 2025, in New York, United States of America.

5. REFLECTIONS ON THE WAY FORWARD

83. Building on the substantial progress achieved in 2025, the Santiago Network is entering a new phase focused on scaling delivery, strengthening its operational systems and demonstrating impact at scale.

84. The reporting period marks a turning point for the Santiago Network as it closes its first and opens its second biannual work programme. The strategic priorities, objectives and plans ahead are solidly grounded in the Santiago Network's mission, vision and strategic framework, and build on the substantive progress achieved over the 2024–2025 work programme.

85. With the adoption of its strategic framework for 2026–2028, the Network is well positioned to transition from initial operationalization to sustained implementation and results-based delivery, ensuring that technical assistance responds effectively to the evolving needs of developing countries and communities most vulnerable to climate-induced loss and damage.

86. Progress on Secretariat recruitment was of the essence in 2025 to fulfil the depth and breadth of responsibilities entrusted to the Secretariat effectively.

87. Looking ahead, the key priorities for the Santiago Network are firmly anchored in the newly adopted 2026–2028 Strategy and Objectives and Key Results 2026, including:

a. Understanding technical assistance needs and scaling up delivery: Facilitating access to demand-driven technical assistance; strengthening engagement with National Liaisons and UNFCCC National Focal Points; improving the efficiency and effectiveness of the technical assistance workflow; implementing technical assistance; and increasing the proportion of technical assistance requests directly benefiting communities.

b. Growing a strong, diverse and engaged Member network: Expanding the Member network and facilitating Member engagement, including going beyond technical assistance.

c. Positioning the Santiago Network within the loss and damage ecosystem and enabling access to finance, technology and capacity building: Collaborating with the FRLD on operational synergies and coherence; developing strategic partnerships with other funds and financial institutions; collaborating with the WIM ExCom; and ensuring the representation of the Santiago Network in key technical and political events and processes.

d. Facilitating the development, provision and dissemination of knowledge: Engaging in rapid learning and sharing knowledge from delivery, and supporting the Advisory Board in developing the terms of reference for the preparation of a regular report on loss and damage in line with the WIM Review decision.

e. Strengthening the Santiago Network's governance structures: Supporting the Advisory Board in advancing its work, including through subcommittees and task forces, and positioning the Santiago Network at relevant multilateral events, including the June Climate Meetings and COP/CMA.

f. Consolidating institutional capacities and resource mobilization: Finalizing the transition to a permanent Secretariat, including the role of the co-hosts; strengthening data,

monitoring and reporting systems; aligning resource mobilization with the scaling trajectory and promoting predictable resource planning; and communicating the Santiago Network's identity and value proposition.

88. The coming year represents a critical opportunity for the Santiago Network to consolidate its foundations and demonstrate its value proposition by delivering impactful, country-driven technical assistance at scale. The Secretariat remains committed to advancing the objectives of the Santiago Network set by the international community into this next phase and ensuring that the Network contributes effectively to addressing loss and damage in developing countries and communities.

6. FINANCIAL REPORT

6.1 Contributions

89. As of 31 December 2025, contribution agreements and a Memorandum of Understanding totalling $45.1 million had been signed as follows:

CONTRIBUTOR	AMOUNT IN CONTRIBUTION CURRENCY	AMOUNT IN $ (AT SIGNATURE)
Government of Austria (BMK)	EUR 5,000,000	5,274,262
Government of Denmark (MoFA)	DKK 39,500,000	6,116,445
European Union (DG CLIMA)	EUR 3,000,000	3,162,600
Government of Germany (BMZ)	EUR 10,000,000	10,669,583
Government of Ireland (DCEE)	EUR 4,000,000	4,197,272
Government of Ireland (DFA)	EUR 1,000,000	1,094,092
Government of Luxembourg (MECB)	EUR 5,000,000	5,102,041
Government of Spain	EUR 5,000,000	5,302,227
Government of Switzerland (SDC)	CHF 2,000,000	2,309,469
Government of the United States	USD 1,900,000	1,900,000
TOTAL		**$45,127,991**

Notes:

1. The USD amounts shown are based on the exchange rate at the time of signature of each contribution signed.
2. This contribution report does not include the Swiss co-financing received for the yearly rental subsidy and one-off settlement contribution.

6.2 Expenditure

90. The below table details the 2025 expenditure for the Santiago Network in line with the certified audited annual financial statement issued by UNOPS, which has been endorsed by the Santiago Network Advisory Board.

CATEGORY	REVISED BUDGET 2025	EXPENDITURE 2025
Technical assistance / grants	5,150,000	271,736
Personnel	2,439,717	1,846,345
Office management*	40,000	75,221*
Event management and travel	825,000	532,685
Programme and knowledge management	335,000	246,989
Shared support costs	178,990	178,990
Contingency	100,000	0
Management fee	465,517	175,476
Total	**$9,534,224**	**$3,327,443**

Notes:

1. UNDRR-related expenditures:
   a. In line with the International Public Sector Accounting Standards (IPSAS), UNOPS is required to report the entire amount allocated to UNDRR as an expenditure. The actual funding related to this expenditure is managed by UNDRR directly, inclusive of programme management costs and programme support costs. The unspent balances will be recorded as part of the 2026 financial statement.
   b. In reference to the 2024 annual report budget notes: A total refund of $31,909 from UNDRR was received and recorded within the 2025 financial statement.
   c. In reference to the 2024 annual report budget notes: A standard UNOPS management fee of 4.18 per cent was initially applied to the UNDRR transfer. Following the agreement reached at SNAB3 to implement a 1 per cent pass-through fee, a budgetary revision was executed in 2025. This adjustment addressed an overcharge of $7,277 within the 'UNOPS Management fee' budget line in 2024 and is duly reflected in the 2025 financial statement.
2. Personnel-related expenditures:
   a. In reference to the 2024 annual report budget notes: $43,922 in interim personnel costs from 2024 is recorded within the 2025 financial statement. This expenditure relates to a 2024 secondment agreement for which the Santiago Network was invoiced during the 2025 fiscal year.
   b. In reference to the 2024 annual report budget notes: $33,979 was recorded under personnel but should have been recorded under 'Programme and knowledge management' as this is related to the development of the interim Results Framework. This has been corrected and is reflected in the 2025 financial statement.
3. *Office management-related expenditures: Total expenditures amounted to $75,221, of which $65,340 was funded through Swiss co-financing. This co-financing pertains to the one-off settlement contribution (capped at CHF 10,000 per staff member) for the Santiago Network Head Office in Geneva, resulting in a net balance of $9,881.
4. Interest-related income: Interest generated from 2024 income, totalling $81,613, is reflected within the 2025 fiscal year. Additionally, interest generated during the 2025 year amounted to $317,023, resulting in a cumulative interest figure of $398,636 as per the annual financial statement.

6.3 Balance

SANTIAGO NETWORK FUNDING OVERVIEW AS OF 31 DECEMBER 2025	
Description	**Amount in $**
Total funding signed	**45,127,991**
Cash received as of 31 December 2025	31,032,775
Interest generated 2024	81,613
Interest generated 2025	317,023
Miscellaneous received (Swiss co-financing)	65,340
Total income [A]	**31,496,751**
Expenditure 2024	1,217,730
Expenditure 2025	3,327,443
Total expenditure [B]	**4,545,173**
Assets - [C]	5,559
Advances - [D]	3,028
Commitments - [E]	128,761
Cash fund balance [=A-B-C-D-E]	**26,814,230**
Fund balance (against signed funding)	**40,445,470**

6.4 Financial analysis and outlook

91. As of 31 December 2025, the Santiago Network maintained a cash fund balance of $26.8 million against total expenditures of $4.5 million across 2024 and 2025.

92. During the reporting period, expenditures were primarily directed toward essential early investments in core operations, including the operationalization of the permanent Secretariat, the establishment of governance structures and the facilitation of initial technical assistance activities.

93. Programmatic efforts in 2025 were heavily focused on working alongside developing countries to establish a robust technical assistance pipeline. Because this foundational phase required

intensive upstream engagement, consultations and scoping to translate identified needs into actionable requests, expenditure levels reflect a planned period of institutional set-up and pipeline development rather than immediate, large-scale financial disbursements.

94. In alignment with the Santiago Network Strategy 2026–2028 and the Resource Mobilization Strategy, the bulk of the Network's funding is mandated to be directed towards technical assistance. While forecasting the precise volume and financial value of future technical assistance remains challenging, given the Santiago Network's demand-driven model, the exponential expansion of the technical assistance pipeline in Q4 2025 indicates that the Network is entering a rapid scaling trajectory.

95. Current projections indicate that the existing signed funding balance is sufficient to deliver on the currently identified pipeline of over 20 technical assistance requests, as well as to accommodate a sustained influx of new requests at the current pace of demand over the coming year. Therefore, the current pooled funds provide the requisite liquidity to transition seamlessly from the pipeline development phase into the scaled delivery of technical assistance.

96. Ensuring the longevity and long-term sustainability of the Santiago Network requires looking beyond the immediate horizon. As the Network moves into a phase of scaled delivery and the volume of technical assistance requests is expected to grow, it is anticipated that, based on the current trajectory, the majority of existing funding will be utilized during the period of the 2026–2028 Strategy. Therefore, it will be important to focus in parallel on securing ongoing, predictable, adequate and sustainable funding streams to support reliable resource planning and the continued success of the Santiago Network in delivering its mandate into the next Strategy period.

97. To address this need, and as reported under the institutional strengthening pillar above, the Advisory Board formally adopted the Santiago Network Resource Mobilization Strategy 2026–2028 at its fifth meeting. This strategy outlines a structured, phased approach to broadening resource channels, setting funding targets and engaging contributors, ensuring the Network establishes the durable financial foundation required to deliver sustained, high-impact support for vulnerable communities well into the future.

98. In tandem with mobilizing new resources, a critical priority under this strategy will be continuous engagement with the Santiago Network's current contributor base to ensure that existing funding agreements are aligned with the 2026–2028 Strategy timeline, guaranteeing that these preserved funds remain fully accessible and are effectively utilized to execute the growing pipeline.

99. Ultimately, this robust financial foundation, coupled with a strategic approach to ongoing resource mobilization, empowers the Santiago Network to enter its next chapter of scaled delivery confidently, ensuring that developing countries and vulnerable communities have the critical support they need to shape and implement effective action on loss and damage.

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