



**Subsidiary Body for Scientific and
Technological Advice**

Fifty-eighth session

Bonn, 5–15 June 2023

Item 6 of the provisional agenda

**Matters relating to the Santiago network under the
Warsaw International Mechanism for Loss and Damage
associated with Climate Change Impacts**

Subsidiary Body for Implementation

Fifty-eighth session

Bonn, 5–15 June 2023

Item 14 of the provisional agenda

**Matters relating to the Santiago network under the
Warsaw International Mechanism for Loss and
Damage associated with Climate Change Impacts**

Hosting of the Santiago network secretariat

Report of the evaluation panel

Summary

This report presents the assessment and results of the evaluation panel for selecting the host of the Santiago network for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change. It includes a shortlist of two proposals for consideration by the subsidiary bodies at their fifty-eighth sessions and information on how the evaluation criteria, presented in decision 12/CMA.4 and endorsed in decision 11/CP.27, were applied.



Abbreviations and acronyms

CARICOM	Caribbean Community
CDB	Caribbean Development Bank
CMA	Conference of the Parties serving as the meeting of the Parties to the Paris Agreement
COP	Conference of the Parties
CTCN	Climate Technology Centre and Network
FAO	Food and Agriculture Organization of the United Nations
GCF	Green Climate Fund
IOM	International Organization for Migration
NDC	nationally determined contribution
PCCB	Paris Committee on Capacity-building
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNOPS	United Nations Office for Project Services
WIM	Warsaw International Mechanism for Loss and Damage associated with Climate Change Impacts

I. Introduction

A. Background and mandate

1. CMA 4 decided¹ that the Santiago network for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change will have:

(a) A hosted secretariat that will facilitate its work, to be known as the Santiago network secretariat;

(b) An Advisory Board to provide guidance and oversight to the Santiago network secretariat on the effective implementation of the functions of the network;

(c) A network of member organizations, bodies, networks and experts covering a wide range of topics relevant to averting, minimizing and addressing loss and damage.

2. CMA 4 adopted the terms of reference of the Santiago network² and decided, in order to select the host of the Santiago network secretariat by the end of 2023, to launch the selection process, to be conducted in an open, transparent, fair and neutral manner informed by United Nations practices and standards.³

3. In this context, CMA 4 issued the following requests to the secretariat, as endorsed at COP 27:⁴

(a) Prepare and issue a call for proposals to host the Santiago network secretariat by 31 December 2022, making it widely and publicly available, including preparing a proposal template, and invite interested organizations, including consortiums of organizations, to submit their proposals in response to the call by 31 March 2023;

(b) Provide responses to enquiries from interested organizations, as appropriate;

(c) Compile the executive summaries contained in the submitted proposals and make them available on the UNFCCC website by 7 April 2023;

(d) Convene an evaluation panel by 7 April 2023 and support its preparation of an evaluation report;

(e) Ensure no potential conflict of interest in the selection process, including by applying appropriate safeguards and procedures.

4. Further, CMA 4 requested the evaluation panel to prepare an evaluation report with a shortlist of up to three proposals that meet the criteria set out in annex II to decision 12/CMA.4, including information on how the criteria have been applied to evaluate the proposals, for consideration at SB 58.⁵

B. Scope of the report

5. In response to the mandate referred to in paragraph 4 above, this report presents the evaluation panel's assessment of the proposals received in response to the call for proposals to host the Santiago network secretariat, including a shortlist of two proposals with their strengths and weaknesses and information on how the evaluation criteria have been applied.

¹ Decision 12/CMA.4, para. 3; see also decision 11/CP.27, in which the COP endorses the CMA decision.

² Decision 12/CMA.4, para. 8.

³ Decision 12/CMA.4, para. 18.

⁴ Decision 12/CMA.4, para. 19.

⁵ Decision 12/CMA.4, para. 22.

C. Possible action by the subsidiary bodies

6. CMA 4 requested SB 58 to recommend a draft decision with one proposal to host the Santiago network secretariat that best meets the criteria set out in annex II to decision 12/CMA.4 for consideration and adoption by the governing body or bodies at their session(s) to be held in November–December 2023.⁶

II. Call for proposals

A. Issuance of the call

7. The secretariat issued the call for proposals on the UNFCCC website⁷ on 31 December 2022 and invited interested organizations, including consortiums of organizations, to submit proposals no later than 31 March 2023 at 12 p.m. Central European Time.

8. The call stated that a proposal must include information of sufficient scope and detail to demonstrate that the proponent has the necessary expertise to perform the specified activities in a satisfactory manner as well as an executive summary.

B. Response to enquiries

9. The secretariat was requested to provide responses to enquiries from interested organizations following the issuance of the call for proposals,⁸ which stated that any queries should be submitted via email by 3 February 2023 and the secretariat would compile them and share responses with all proponents.

10. Queries were received from two interested organizations and the compilation of the responses prepared by the secretariat was made publicly available on the UNFCCC website.⁹

C. Receipt of proposals

11. Proposals were received from (1) CDB and (2) UNDRR and UNOPS. The executive summaries of the proposals were posted on the UNFCCC website on 2 April 2023.¹⁰

III. Assessment process

A. Evaluation panel

12. The WIM Executive Committee nominated four members and the CTCN Advisory Board and the PCCB nominated two members each to serve on the evaluation panel, ensuring balanced representation of developed and developing country Parties¹¹ (see annex I).

B. Methodology

13. The secretariat convened the evaluation panel on 5 April 2023. The panel evaluated each proposal against the criteria set out in annex II to decision 12/CMA.4. It provided narratives in which the proposals were evaluated against each criterion, highlighting strengths and weaknesses of the proposals. The narratives substantiate the basis of the

⁶ Decision 12/CMA.4, para. 23.

⁷ The notification is available at <https://unfccc.int/documents/624794>.

⁸ Decision 12/CMA.4, para. 19(b).

⁹ <https://unfccc.int/topics/adaptation-and-resilience/resources/santiago-network/announcements>.

¹⁰ As footnote 9 above.

¹¹ As per decision 12/CMA.4, para. 20.

evaluation for each criterion, including whether the proposals are responsive to and satisfy the criteria.

14. The panel decided not to consult with other constituted bodies¹² since it did not have questions specific to their relevant expertise.

IV. Evaluation results

15. The evaluation panel found that both proposals received satisfy the evaluation criteria, although they each have strengths and weaknesses. Annex II provides a summary of the panel's assessment, including rationale for the evaluation of the proposals against each criterion, and highlighting the proposals' strengths and weaknesses and needs for additional information and clarity.

16. On the basis of the information provided in the proposals, the evaluation panel decided to present both proposals for consideration at SB 58.

¹² See decision 12/CMA.4, para. 21.

Annex I**Evaluation panel members**

<i>Name</i>	<i>Constituted body</i>	<i>Party</i>
Fred Machulu Onduri	CTCN	Uganda
Stig Oeyvind Uhr Svenningsen	CTCN	Norway
Rosibel Martínez Arriaga	PCCB	Honduras
Marzena Chodor	PCCB	Poland
Hafijul Islam Khan	WIM Executive Committee	Bangladesh
Angela Patricia Rivera Galvis	WIM Executive Committee	Colombia
Frode Neergaard	WIM Executive Committee	Denmark
Sierra Woodruff	WIM Executive Committee	United States of America

Annex II

Assessment of the shortlisted proposals for hosting of the Santiago network secretariat

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
1. CDB				
Technical capability	Meets with reservations			
(a) Be a single organization or a consortium of partner organizations capable of providing a lean, efficient and agile service to the secretariat of the Santiago network for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change				<p>CDB has considerable expertise and experience that can be leveraged to support the operations of the Santiago network secretariat.</p> <p>CDB and the Caribbean Community Climate Change Centre are capable of mobilizing financial and technical resources at scale to support developing countries, including small island developing States, in adopting innovative approaches and technologies and implementing relevant projects to avert, minimize and address loss and damage associated with the adverse effects of climate change, as well as to support them in integrating capacity-building and technical assistance into holistic development programmes.</p>
(b) Have strong networks across communities of practice, including development and humanitarian actors, relevant to averting, minimizing and addressing loss and damage, climate change adaptation, and disaster risk reduction, response and recovery				<p>CDB has developed strategic partnerships to advance disaster risk management and climate resilience in Latin America and the Caribbean. The initiatives established with partners include the Climate Action Line of Credit with the European Investment Bank; the Community Disaster Risk Reduction Fund, a multi-donor trust fund managed by CDB with Canada, the European Union and the United Kingdom of Great Britain and Northern Ireland; the African Caribbean Pacific–European Union Natural Disaster Risk Management programme; and sustainable infrastructure projects with the French Development Agency.</p> <p>Partnerships with regional development institutions are an important element of providing technical support to countries in the region. CDB has partnerships with key regional institutions, including the Caribbean</p>

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
(c) Have a broad regional presence and have demonstrated experience and expertise in understanding the dynamics of various countries			<p>The proponent is based in one region and does not have a broad presence in that region, which could limit its ability to reach out to developing countries all around the world that are particularly vulnerable to the adverse effects of climate change when establishing the functions and implementing the activities of the Santiago network.</p> <p>More clarity was needed on how CDB proposes to leverage partnership arrangements with the Inter-American Development Bank and the African Development Bank as well as establish a working relationship with the Alliance of Small Island States in order to benefit from local knowledge and thereby expand the geographical scope of interventions to islands in the Africa, Latin America and the Caribbean, and Asia-Pacific regions.</p>	<p>Catastrophe Risk Insurance Facility Segregated Portfolio Company, the Caribbean Community Climate Change Centre, the Caribbean Disaster Emergency Management Agency, the Caribbean Institute for Meteorology and Hydrology, the Caribbean Tourism Organization, and University of the West Indies.</p> <p>This proposal involves two principal institutions: CDB and the Caribbean Community Climate Change Centre.</p>
(d) Have a track record of facilitating technical assistance and building capacity in developing countries and			<p>More information was needed on how the proponent currently facilitates the</p>	<p>CDB managed the African Caribbean Pacific–European Union Natural Disaster Risk Management programme from 2014 to 2022. This programme contributed to, inter</p>

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
communities that are particularly vulnerable to the adverse effects of climate change			provision of technical assistance and helps to build capacity in developing countries.	<p>alia, establishing more robust early warning systems; strengthening the capacity of local, national and regional institutions; and mainstreaming disaster risk management and climate adaptation in borrowing member countries' policies, strategies and investment planning.</p> <p>CDB is implementing the Canada-CARICOM Climate Adaptation Fund, financed by the Government of Canada, to strengthen borrowing member countries' post-disaster response and risk financial management capacities through the design and/or adoption and implementation of innovative disaster risk financing instruments that explicitly consider the gender dimension.</p> <p>CDB plays a central role in supporting Caribbean countries to access and effectively utilize concessional climate finance. Given the pronounced vulnerability of its borrowing member countries, many of the initiatives in which CDB is involved emphasize responding to climate change risks to minimize and avert climate-related loss and damage. CDB is an Accredited Entity with both the Adaptation Fund and the GCF, and is assisting its borrowing member countries in developing a robust pipeline of programmes and projects to mobilize concessional funding from these sources for strategic climate change adaptation and mitigation investments.</p>
(e) Have demonstrated experience in managing global networks or initiatives and capability to engage with multiple stakeholders for effective operations			More clarity was needed on how the proponent would manage partnerships with global networks and initiatives.	
(f) Have demonstrated the capacity to engage in partnerships with a wide range of organizations, bodies, networks and experts across different communities working in domains relevant to averting, minimizing and addressing loss and damage, including climate change adaptation, disaster				See criterion (b) above.

Criteria ^a	Evaluation	Strengths	Weaknesses	Supporting notes
risk management, humanitarian aid and development cooperation, as well as with finance providers and other partners				
Management and governance	Meets successfully			
(a) Have an effective governance and management structure to support high-quality administration, ensuring compliance with ethical standards				CDB has a Board of Governors, a Board of Directors, a President, two Vice-Presidents, and other officers and staff who together are responsible for executing CDB's mandate.
(b) Have the necessary staff recruitment and management capability			More clarity was needed on whether the proponent has the necessary staff recruitment and management capability.	All the powers of CDB are vested in the Board of Governors, which represents the member countries of the Bank.
(c) Have demonstrated an ability to simultaneously administer and manage multiple and complex projects in developing countries		CDB has demonstrated ability to administer and manage projects in developing countries.		See criterion (d) under technical capability.
(d) Be able to manage and maintain information systems to enable sharing of best practices and lessons learned		The CDB website has been designed to share the <i>State of the Caribbean Climate Report</i> , climate-related data and information, and best practices for climate change adaptation.		
(e) Be able to guarantee the appropriate monitoring and tracking of the actions undertaken			More clarity was needed on how the proponent would monitor and track the actions undertaken.	The principal institutions will ensure that an effective monitoring and evaluation system is designed to facilitate the tracking of progress in addressing loss and damage. The expertise and experience of the consortium partners will be leveraged to support implementation of the monitoring and evaluation system by stakeholders and

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
				ensure consistent reporting and aggregation of technical assistance outcomes by the Santiago network secretariat.
Financial management	Meets successfully			
(a) Have financial management, auditing and reporting functions; a robust accountability system; sound financial systems of international standard; and a fiduciary record that ensures the correct and impartial administering and disbursement of funds				<p>The financial management system of CDB has several key components, including financial reporting, internal controls, risk management and compliance monitoring. CDB has established policies and procedures to ensure that financial transactions are recorded accurately and transparently, and that all expenditures are in line with approved budgets and funding sources. CDB has also implemented measures to manage financial risks, including credit risk, market risk and operational risk, and regularly monitors compliance with international accounting and auditing standards.</p> <p>CDB is audited by external auditors and rated by all three major credit rating agencies (Fitch Group, Moody's, and Standard and Poor's).</p>
(b) Have a track record in financial stability and sustainability		<p>The proponent provided strong evidence of managing international funds, such as the Canada-CARICOM Climate Adaptation Fund and the Caribbean Catastrophe Risk Insurance Facility Segregated Portfolio Company.</p> <p>CDB has consistently been commended for the strength of its financial management, spanning the mobilization and management of various funds. CDB has also met the European Union's</p>	<p>More clarity was needed on how the technical assistance request process, including procurement and tendering, would work (e.g. submission of and response to proposals). The Advisory Board of the Santiago network may have a role in deciding these processes, but the network would need to comply with the secretariat host's existing financial systems.</p> <p>More information was needed on how CDB monitoring and accounting systems would be adapted to function for the Santiago network.</p>	

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
		Department for International Partnerships' pillar assessments.		
Vision and management plan	Meets with reservations			
(a) Have an overall vision, structure and approach in terms of how the host will support the effective functioning of the Santiago network			<p>More information was needed on how the proposed structure would deliver technical assistance in developing countries that are particularly vulnerable to the adverse effects of climate change, especially in regions of the world beyond the Caribbean.</p> <p>More information was needed on how the proponent would help to ensure the sustainability of the Santiago network secretariat.</p>	<p>Vision statement: The Santiago network secretariat provides efficient support to vulnerable countries to streamline access to financial and technical assistance for climate-related loss and damage.</p> <p>While the exact number of secretariat staff would depend on the number of requests for assistance received, and the number would be subject to change in response to an evolving workload, CDB expects that the Santiago network secretariat would require seven full-time staff, as follows:</p> <ul style="list-style-type: none"> (a) Director; (b) Three core technical staff, with the potential profiles of: <ul style="list-style-type: none"> (i) Climate Change Specialist; (ii) Disaster Risk Management Specialist; (iii) Climate Finance and Project Structuring Specialist; (c) Two administrative support staff (potentially seconded from CDB); (d) Knowledge Management and Communications Specialist. <p>With these staff, the secretariat would be able to fulfil the following key functions:</p> <ul style="list-style-type: none"> (a) Represent the Santiago network at international forums and events; (b) Engage in high-level advocacy in relation to loss and damage;

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
(b) Have a proposal for providing the Santiago network secretariat with in-kind and financial support			<p>Clarity was needed on the extent of in-kind support that the proponent would provide.</p> <p>The start-up schedule lacked information on implementing the functions of the Santiago network.</p>	<p>(c) Serve as a repository for loss and damage related knowledge and data and engage with external partners on the generation of such knowledge and data in order to address specific gaps;</p> <p>(d) Develop and maintain a database of loss and damage related support offered by external partners;</p> <p>(e) Engage with vulnerable countries to assist them with:</p> <ul style="list-style-type: none"> (i) Identifying external partners that may be able to provide fit-for-purpose loss and damage related support; (ii) Strengthening proposals to be submitted to external partners; (iii) Engaging directly with external partners on concrete proposals. <p>If resources were available, targeted technical assistance and capacity-building support could be provided to vulnerable countries in relation to loss and damage.</p> <p>By situating the Santiago network secretariat in the Caribbean and by entrusting it to two principal institutions supported by partners with a global reach, the Santiago network will be able to leverage the expertise of organizations and professional staff who have considerable first-hand experience gained over several decades in responding to climate-related loss and damage.</p> <p>Further, a multilateral development bank with an internationally recognized financial management system, such as CDB is, is advantageous for mobilizing donor funds and managing them under appropriately designed rules and procedures, particularly in terms of envisioning a trust fund for the Santiago network. The need for additional funding as climate-related impacts intensify suggests mobilization, transparent deployment and accountability will be crucial functions and aspects of the secretariat.</p> <p>To ensure that it can support the effective functioning of the Santiago network, CDB will link the work of the</p>

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
(c) Identify the ways in which partners and networks could be engaged to facilitate and catalyse technical assistance			More clarity was needed on how the proponent plans to leverage partnerships and existing networks to effectively implement the functions of the Santiago network.	<p>Santiago network to the broad range of climate-related support available, including from finance providers, thereby better leveraging its financing to mount a more effective response to the climate crisis.</p> <p>CDB will provide the following for the secretariat as in-kind support:</p> <ul style="list-style-type: none"> (a) Administrative staff costs; (b) Office space; (c) Office equipment; (d) Audit and evaluation services.
2. UNDRR and UNOPS				
Technical capability	Meets successfully			
(a) Be a single organization or a consortium of partner organizations capable of providing a lean, efficient and agile service to the secretariat of the Santiago network for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change				<p>As the United Nations focal point for disaster risk reduction, UNDRR oversees the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 and is mandated to prevent or reduce risks posed by disasters.</p> <p>As the operational arm of the United Nations, UNOPS has been on the front lines of the loss and damage experienced by the communities most vulnerable to climate change and recognizes the unequivocal need to implement solutions that address and minimize damage and avert loss at the regional, national and local level. With the global focus on climate change increasing, UNOPS has been able to shift its operations to offer tailored approaches to meet the demands and capacity-building needs of countries. UNOPS combines the values</p>

Criteria ^a	Evaluation	Strengths	Weaknesses	Supporting notes
(b) Have strong networks across communities of practice, including development and humanitarian actors, relevant to averting, minimizing and addressing loss and damage, climate		UNDRR is a convener of the Global Platform for Disaster Risk Reduction, as well as regional platforms, all of which		<p>and principles of the United Nations with innovation, speed and efficiency in service delivery.</p> <p>The UNDRR–UNOPS consortium will be supported by a technical working group comprising representatives of FAO, IOM, UNDP and the Alliance for Locally Led Approaches for Transformative Action on Loss and Damage (‘ALL ACT’) secretariat (which is hosted by the International Institute for Environment and Development and the International Centre for Climate Change and Development).</p> <p>The consortium recognizes the need for a lean and agile Santiago network secretariat and emphasizes its ability to adjust and expand the secretariat’s scope on demand and in accordance with guidance from the Advisory Board of the Santiago network.</p> <p>UNOPS will focus on providing efficient, fit-for-purpose fund and programme management services for the secretariat in accordance with its legislative framework. UNOPS will be responsible for the operational management of the secretariat, including the recruitment of high-performing staff; the provision of services relating to human resources, financial management, procurement, grant management and travel, as well as any miscellaneous services (as required for the implementation of the workplan); and the development and implementation of suitable mechanisms for effectively disbursing funds to the Santiago network entities.</p> <p>UNDRR will be responsible for technical guidance, quality assurance and technical support, and engaging relevant organizations, bodies, networks and experts active in the domain of averting, minimizing and addressing loss and damage.</p> <p>UNDRR has built a network of diverse actors across various communities of practice at the international, regional, national and local level. Its network includes:</p> <p>(a) National disaster risk reduction focal points;</p>

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
change adaptation, and disaster risk reduction, response and recovery		<p>bring together governments and policy experts and practitioners on loss and damage and disaster risk reduction, response and recovery.</p> <p>UNOPS portfolio and management practices assist partners in delivering climate action that has large-scale impacts. The organization has recently been involved in cutting-edge multi-stakeholder, cross-sectoral initiatives on adaptation, mitigation, transparency, energy transition, nature-based solutions, and loss and damage.</p>		<p>(b) Humanitarian actors;</p> <p>(c) International and regional organizations within and outside the United Nations system;</p> <p>(d) Local stakeholders, including representatives of cities and towns;</p> <p>(e) Technical expert groups and science-based organizations;</p> <p>(f) Coalitions, networks and alliances.</p> <p>UNDRR functions as a network of networks, following a whole-of-government and whole-of-society approach to programme implementation and coordination, while strengthening the engagement of different segments of society to promote the resilience agenda. Through its extensive network of organizations, bodies, networks and experts, UNDRR has accelerated its engagement and cooperation with, among others, the private sector, the financial sector, parliamentarians, science and technology organizations, women, youth, people with disabilities and community-led organizations in an all-inclusive approach. It also engages in advocacy at key global and regional meetings.</p>
(c) Have a broad regional presence and have demonstrated experience and expertise in understanding the dynamics of various countries		As entities within the United Nations system, UNDRR and UNOPS have a global mandate and presence.		<p>UNDRR has regional offices and satellite offices that facilitate an understanding of, enable partnership with and provide support to national-level stakeholders. This decentralized structure enables great reach and provides direct insights from countries with respect to their priorities, needs and challenges.</p> <p>UNOPS has over 4,000 core staff around the world and tens of thousands of consultants. In addition to its global headquarters in Copenhagen, Denmark, and a decentralized network of five regional offices, UNOPS has a presence in more than 80 project countries. Based on the needs of its partners, UNOPS provides specialist human resources support in peace and security contexts, during rapidly changing humanitarian emergencies and for longer-term development.</p>

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
(d) Have a track record of facilitating technical assistance and building capacity in developing countries and communities that are particularly vulnerable to the adverse effects of climate change				<p>As at the end of 2022, 75 developing countries had received risk-related technical support, such as an aggregation of available national risk-related data, from UNDRR.</p> <p>Under its Making Cities Resilient 2030 multi-stakeholder initiative, which has provided support to over 150 cities across 73 countries, UNDRR supports the improvement of local resilience through advocacy and by sharing knowledge and experience, establishing mutually reinforcing city-to-city learning networks, providing technical expertise, connecting various layers of government and building partnerships.</p> <p>UNDRR established the Global Education and Training Institute in 2010, which has since then provided ongoing training and development to professionals in disaster risk reduction and climate change adaptation.</p> <p>UNDRR provides technical assistance to countries in tracking loss and damage, aggregating and analysing risk-related data, monitoring progress in disaster risk reduction, integrating disaster risk reduction and climate change adaptation planning, preparing humanitarian response plans, taking anticipatory action and applying United Nations cooperation frameworks.</p> <p>UNOPS provides capacity-strengthening activities as part of its interventions globally, in some cases as stand-alone activities and in others as part of broader initiatives such as the Climate Vulnerable Forum and the Vulnerable Twenty Group Joint Multi-Donor Fund, the GCF Readiness Programme, the NDC Partnership, the Initiative for Climate Action Transparency and the United Nations Environment Programme Copenhagen Climate Centre.</p>
(e) Have demonstrated experience in managing global networks or initiatives and capability to engage with multiple stakeholders for effective operations		The proponent provided strong evidence of managing partnerships, global networks and initiatives in the context of loss and damage; for		

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
(f) Have demonstrated the capacity to engage in partnerships with a wide range of organizations, bodies, networks and experts across different communities working in domains relevant to averting, minimizing and addressing loss and damage, including climate change adaptation, disaster risk management, humanitarian aid and development cooperation, as well as with finance providers and other partners		<p>example, UNDRR convenes the United Nations Senior Leadership Group on Disaster Risk Reduction for Resilience and the Disaster Risk Reduction Focal Points Group. It also manages the Making Cities Resilient 2030 initiative, and the Global Platform for Disaster Risk Reduction.</p> <p>The proponent provided evidence of engaging in partnerships; for example, UNDRR co-leads the multi-hazard early warning initiative Early Warnings for All, which involves various implementing partners, and is a member of the technical expert group on comprehensive risk management of the WIM Executive Committee.</p>		
Management and governance	Meets successfully			
(a) Have an effective governance and management structure to support high-quality administration, ensuring compliance with ethical standards		<p>UNDRR is part of the United Nations Secretariat and falls under the legislative authority of the United Nations General Assembly.</p> <p>UNOPS has an internal mechanism to facilitate</p>		<p>Both UNDRR and UNOPS are covered by the privileges and immunities of the United Nations, which enables them to operate effectively and with the cooperation of national and local authorities in numerous countries around the world.</p> <p>Legal agreements between UNOPS and host countries often include tax exemptions and other privileges and immunities. This is a significant comparative advantage</p>

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
		<p>effective governance and ensure that advice from independent parties supports the work of the Executive Director, the Executive Board, the Client Board, the Audit Advisory Committee and the management team. The Executive Board provides UNOPS with corporate and strategic oversight.</p>		<p>vis-à-vis project management capacity provided by the private sector.</p> <p>The standard operating procedures, including management of administration, finances, contracts and grants, of UNDRR and UNOPS are standard and built into the United Nations system. As these procedures will be applied to the functions of the Santiago network, a considerable amount of resources and time will be saved in otherwise needing to create them.</p>
(b) Have the necessary staff recruitment and management capability		<p>The human resources of UNDRR are managed by the United Nations Secretariat and the administration of staff contracts is processed under the approval authority and oversight of the United Nations Office at Geneva.</p> <p>UNOPS offers flexible and tailored human resources for the recruitment of staff and maintenance of staff relations.</p>		
(c) Have demonstrated an ability to simultaneously administer and manage multiple and complex projects in developing countries		<p>The proponent currently manages networks similar to the Santiago network, including the NDC Partnership and the Comprehensive Action for Climate Change Initiative, demonstrating its ability to administer</p>		<p>Operationalizing and managing complex multi-stakeholder initiatives has become one of the key services of UNOPS. Under the supervision of its Water, Environment and Climate Portfolio, UNOPS is currently managing several global-scale climate-related initiatives, and a few highlights follow:</p> <p>(a) USD 271 million GCF Grants Support Project, for which UNOPS manages preparedness and adaptation grants with various governments, non-governmental</p>

Criteria ^a	Evaluation	Strengths	Weaknesses	Supporting notes
(d) Be able to manage and maintain information systems to enable sharing of best practices and lessons learned		complex projects across many developing countries.		<p>organizations and United Nations entities, among others, on behalf of partner countries in addition to providing financial management capacity assessment support;</p> <p>(b) USD 72 million Initiative for Climate Action Transparency, for which UNOPS acts as the executing agency, ensuring sound management and project delivery in line with the Initiative's strategy and approved workplans;</p> <p>(c) USD 57 million in fund management support for the NDC Partnership, for which UNOPS works in close cooperation with the World Resources Institute and the UNFCCC in a multi-partner approach to receive and manage resources from a group of donors and disburse the funds;</p> <p>(d) USD 14 million Climate Vulnerable Forum and Vulnerable Twenty Group Joint Multi-Donor Fund, a multi-stakeholder strategic financial and implementation tool, the aim of which is to facilitate coordination among the member States, and for which UNOPS provides effective project, fiduciary and financial management.</p>
		<p>UNDRR manages PreventionWeb, a global resource and repository of information, including case studies, research papers, etc., covering various topics such as climate change and loss and damage.</p> <p>UNOPS has a long-standing partnership with the United Nations Secretariat and its agencies, as well as other partners, providing them with information and communications technology services for</p>		<p>Lessons learned while implementing activities under the Santiago network will be widely disseminated through knowledge products, the PreventionWeb knowledge management portal, and the Global Platform for Disaster Risk Reduction and its related regional platforms (convened by UNDRR).</p>

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
(e) Be able to guarantee the appropriate monitoring and tracking of the actions undertaken		<p>the past 15 years and delivering over 500 projects servicing over 50,000 users.</p> <p>With support and guidance from UNDRR, 155 countries are reporting on their progress in reducing loss and damage, as well as on international cooperation and early warning systems, on the Sendai Framework Monitor.</p>		<p>UNDRR has a Programme Planning and Monitoring Unit that monitors the implementation of activities under the organization’s programmes. UNDRR periodically evaluates its core portfolios to understand gaps and challenges and enable it to take corrective action.</p> <p>UNOPS has designed a tracking and performance management system for its support of the GCF Readiness and Preparatory Support Programme; using the system, it currently monitors “live” the performance status of over 200 grants globally.</p>
Financial management	Meets with reservations			
(a) Have financial management, auditing and reporting functions; a robust accountability system; sound financial systems of international standard; and a fiduciary record that ensures the correct and impartial administering and disbursement of funds		<p>UNDRR’s financial management system is part of the United Nations Secretariat management system.</p> <p>The UNOPS Audit Advisory Committee provides external independent advice to the Executive Director and annual reports to the Executive Board.</p> <p>UNOPS financial statements are prepared, audited and published annually in accordance with International Public Sector Accounting Standards.</p>	<p>More clarity was needed on how the technical assistance request process, including procurement and tendering, would work (e.g. submission of and response to proposals). The Advisory Board of the Santiago network may have a role in deciding these processes, but the network would need to comply with the secretariat host’s existing financial systems.</p> <p>More information was needed on how the monitoring and accounting systems of UNDRR and UNOPS would be adapted to function for the Santiago network.</p>	<p>The United Nations Secretary-General has introduced a framework for delegating authority emphasizing transparency, accountability and decision-making. The delegation of authority outlines the rules and regulations to be followed for financial management. Within the United Nations system, the final approval of financial transactions is centralized with specific offices; therefore, a strict segregation of duties exists. UNDRR financial transactions, including the administration of staff contracts, is processed under the approval, authority and oversight of the United Nations Office at Geneva.</p> <p>The financial activities of UNOPS are carried out in accordance with its mission, vision and financial rules and regulations, and reflect its values, in particular accountability for results, transparency, strong partnerships and excellence. UNOPS financial activities are also carried out in a strictly risk-controlled manner that upholds the highest standards of effectiveness, competence and integrity.</p>

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
				<p>UNOPS follows the International Public Sector Accounting Standards and ensures that due diligence and oversight functions are embedded in its processes. While responding with agility to partner reporting needs, UNOPS applies its solid internal controls, in accordance with its financial rules and regulations.</p> <p>UNOPS governance and internal controls are based on several core principles that make up its Governance, Risk and Compliance Framework. Being based on international accounting principles for public agencies and best practices, UNOPS operational principles focus on accountability, transparency and visibility for partners and clients. These principles are operationalized as part of a multilayer, interlocking financial and risk management system that provides the organization with appropriate internal controls, reporting systems, oversight activities and the ability to share information with its partners.</p> <p>In terms of reporting, the ‘one-UNOPS’ enterprise resource planning system has an established track record as a system for monitoring, managing and delivering reports for financial management, auditing and accounting purposes reliably and accurately. It is flexible as it allows a different set-up for each engagement in the system, while also ensuring sufficient standardization, checks and controls, as well as transparency and accountability. The system is an enterprise resource planning and accounting system, but also brings together elements such as procurement, human resources, and vendor management and reporting functionalities.</p> <p>The consortium suggests a tailored implementation methodology with management mechanisms and tools that enable successful project implementation. As with all UNOPS efforts, the Santiago network secretariat will be operationalized using the adapted PRINCE2 methodology and UNOPS Project Management Methodology and to the highest international standards in accordance with UNOPS financial rules and regulations.</p>

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
(b) Have a track record in financial stability and sustainability		<p>UNDRR has remained financially stable since its establishment and has not received any specific recommendations from its Board of Auditors.</p> <p>Annual delivery figures for UNOPS have been growing in the past years and nearly doubled between 2017 and 2021, from USD 1,872 million to USD 3,432 million.</p>		UNOPS is the only United Nations entity receiving no core funding from United Nations Member States and operates on a full cost recovery basis. As a result of its self-financing model, UNOPS has developed a high degree of financial discipline and cost-efficiency, resulting in high partner satisfaction ratings and increased savings.
Vision and management plan	Meets successfully			
(a) Have an overall vision, structure and approach in terms of how the host will support the effective functioning of the Santiago network		<p>The proposal includes a plan for establishing the secretariat, including a timeline for establishing a technical assistance trust fund and a plan for rolling out the functions of the Santiago network.</p> <p>The roles of the Advisory Board of the Santiago network and the WIM Executive Committee are recognized in the proposal.</p>	<p>More information was needed on how the proposed structure would deliver technical assistance in developing countries that are particularly vulnerable to the adverse effects of climate change.</p> <p>More information was needed on how the proponent would help to ensure the sustainability of the Santiago network secretariat.</p>	<p>The consortium will ensure the effective delivery of the work of the Santiago network through programmatic and operational support, while the partners will bring additional expertise to areas such as infrastructure resilience, food systems and local action. Specific funds and activities will be managed under the respective financial rules and regulations of UNDRR or UNOPS.</p> <p>The consortium understands the importance of setting up the Santiago network secretariat as an agile, country-driven mechanism offering cutting-edge, tailored solutions to avert, minimize and address loss and damage. In terms of maximizing effectiveness and efficiency in coordinating access to resources, the consortium sees the role of the secretariat as a facilitator and catalyst that will identify and use to full advantage loss and damage related technical tools and guidance and match the highest-quality expertise with specific country needs. The consortium considers that one key role of the secretariat will be managing and engaging the network of organizations, bodies, networks and experts with a view</p>

Criteria ^a	Evaluation	Strengths	Weaknesses	Supporting notes
				<p>to leveraging their individual and collective capacity to respond to countries' requests for support.</p> <p>The Santiago network secretariat will actively engage with countries to define the support for technical assistance required and identify the support available through organizations, bodies, networks and experts. In coordination with network members, on the basis of country priorities and within an evolving context of action on loss and damage, the secretariat will develop technical guidance, management tools, knowledge repositories and learning approaches that will be easily accessed by countries and partners.</p> <p>UNDRR and UNOPS expect that the Santiago network secretariat would require seven staff, as follows:</p> <p>(a) Director, responsible for oversight of the Santiago network secretariat and reporting to the Advisory Board of the Santiago network, as secretary thereto, and the consortium; translating the vision into periodic workplans and driving their implementation; representing the Santiago network secretariat in high-level forums; advocating for the Santiago network; and managing the performance of the Santiago network secretariat;</p> <p>(b) Programme Support and Operations Manager, responsible for the operational management and administration of the Santiago network secretariat and its activities;</p> <p>(c) Senior Programme Officer, responsible for supervising the technical work of the Santiago network secretariat (e.g. programme delivery, outreach and regional coordination); acting as a focal point for partners, technical agencies and constituted bodies (e.g. the WIM Executive Committee); leading on actions under the WIM mandated by the governing bodies; and coordinating the development and implementation of</p>

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
				<p>capacity-building strategies and plans of the Santiago network;</p> <p>(d) Programme Officer, responsible for engaging with countries and directing them to support provided by the network of member organizations, bodies, networks and experts; and ensuring ongoing dialogue between countries and the Santiago network secretariat aimed at identifying, implementing and evaluating Santiago network support to ensure effectiveness and efficiency;</p> <p>(e) Programme Officer (engagement specialist for relevant organizations, bodies, networks and experts), responsible for the identification, engagement and management of the network of member organizations, bodies, networks and experts, including ensuring that their technical expertise is suitable for the country needs at hand and reflects the necessary standards;</p> <p>(f) Communications Officer, responsible for enhancing the outreach of the Santiago network; creating and managing effective communication channels and products for the Santiago network secretariat; creating or enhancing the online presence of the Santiago network and its secretariat and tracking engagement with relevant web pages and social media platforms; and liaising with communications teams from the consortium;</p> <p>(g) Administrative Assistant, responsible for providing support to the Programme Support and Operations Manager and Santiago network secretariat staff.</p>
(b) Have a proposal for providing the Santiago network secretariat with in-kind and financial support		The proposal to seek funding from multiple sources could be advantageous for the sustainability of the Santiago network.	The proponent could have disaggregated into specific items the overview of in-kind support to be provided to the Santiago network secretariat.	The consortium estimates an annual budget of USD 2.14 million will be needed for the administrative functions of the secretariat. This budget includes the costs of staff, the operation of the secretariat office, travel by staff, the holding of meetings and workshops, the development of knowledge products and the production of reports. The budget does not include funds for the technical assistance to be provided through the Santiago network.

Criteria ^a	Evaluation	Strengths	Weaknesses	Supporting notes
				<p>The Santiago network secretariat will strengthen efforts in the mobilization of resources from developed country Parties and philanthropic sources, and secure the finances pledged so far to the Santiago network.</p> <p>UNDRR and UNOPS will deliver in-kind support through the provision of:</p> <ul style="list-style-type: none"> (a) Technical advice and expertise, including through a workplan and the time of technical staff, and support services to effectively oversee the work of the Santiago network; (b) Better linkages with existing networks, alliances and communities of practice, thus expanding the network of organizations, bodies, networks and experts; (c) Communications quality assurance (UNOPS, from existing resources at its Austria Multi-Country Office); (d) Communication and knowledge management portals, such as PreventionWeb, for wide outreach and advocacy (UNDRR); (e) Sharing and learning opportunities, by facilitating the participation of Santiago network secretariat staff, Santiago network Advisory Board members and representatives of relevant organizations, bodies, networks and experts in the Global Platform for Disaster Risk Reduction and regional platforms; (f) Cost-sharing arrangements for the Santiago network secretariat, depending on the location, based on existing administrative provisions. Co-location on existing United Nations premises, where available, will save administrative costs; (g) A meeting venue (to be explored by UNOPS, for meeting at its headquarters in Copenhagen, where relevant); (h) Support for the organization of Santiago network Advisory Board meetings, to be held in conjunction with WIM Executive Committee meetings in Bonn (UNDRR).

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
(c) Identify the ways in which partners and networks could be engaged to facilitate and catalyse technical assistance		The proponent proposes establishing a technical working group, to include the voluntary engagement of organizations such as FAO, IOM and UNDP, which could be a great asset.	More clarity was needed on how the proponent plans to leverage partnerships and existing networks, in particular with FAO, IOM and UNDP, to ensure the functions of the Santiago network are sustainably and effectively implemented.	<p>The technical working group will work on a voluntary basis and members will offer technical expertise, as relevant to their organizational mandate and focus, to enhance the effectiveness of the Santiago network secretariat. The consortium partners and Santiago network secretariat will ensure that the group provides technical advice on matters requiring specialized expertise and will take measures to avoid any potential conflict of interest in the provision of technical assistance to countries.</p> <p>The technical working group will:</p> <p>(a) Provide information on and insight into capacity gaps, needs and priorities at the global and national level with respect to averting, minimizing and addressing loss and damage on the basis of their collective and individual presence on the ground;</p> <p>(b) Assist in building the network of organizations, bodies, networks and experts through knowledge of and work with communities of practice relating to averting, minimizing and addressing loss and damage;</p> <p>(c) Advise on potential complementary technical, technological or financial resources that would enhance the outcome of the technical assistance provided under the Santiago network;</p> <p>(d) Contribute to the Santiago network secretariat's work on knowledge management related to averting, minimizing and addressing loss and damage, including comprehensive risk management approaches, at the regional, national and local level, as outlined in the functions of the Santiago network;</p> <p>(e) Provide any other advice or information based on the substantive focus of the respective group members that would serve the effective operation of the Santiago network secretariat.</p>
Other			The location of the secretariat proposed by the proponent, which is Nairobi, Kenya, could limit the facilitation of	The consortium will apply maximum flexibility in the selection and establishment of the location and venue for the Santiago network secretariat, understanding that several aspects need consideration. Given the focus of the

<i>Criteria^a</i>	<i>Evaluation</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Supporting notes</i>
			technical assistance to developing countries in other regions. Setting up additional offices in other regions might be subject to the availability of funding.	<p>Santiago network is providing technical assistance to developing countries that are particularly vulnerable to the adverse effects of climate change, the consortium proposes hosting the secretariat in Nairobi. It is, however, open to the suggestions of and to consultation with Parties in making the final decision.</p> <p>The following criteria are among those that could be considered when deciding on the location and venue of the Santiago network secretariat:</p> <p>(a) Operational efficiency, including aspects such as the presence of existing United Nations hubs and the time zone;</p> <p>(b) Cost, given that the operational cost of the secretariat should constitute the minimum possible proportion of the overall funding for the Santiago network so that maximum possible resources are utilized for providing technical assistance to countries. Staff salaries, the cost of premises (including rental) and travel costs to the venue for Advisory Board meetings will determine the overall budget of the secretariat, which will differ for each location;</p> <p>(c) Opportunities for substantive interaction with relevant climate change processes and coordination and collaboration with relevant UNFCCC constituted bodies.</p>

^a As per annex II to decision 12/CMA.4.