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Building CSO Capacity for Climate Change Adaptation in Yemen

Trainer's Curriculum Manual

Building CSO Capacity for Climate Change Adaptation in Yemen 2025–2026:

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Disclaimer

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Summary Table of Contents

Introduction

Welcome to the Trainer's Curriculum Manual for Building CSO Capacity for Climate Change Adaptation in Yemen. This comprehensive guide is designed to equip trainers with the knowledge, tools, and methodologies needed to effectively deliver a transformative 5-day workshop for Civil Society Organizations (CSOs) and Non-Governmental Organizations (NGOs) working in Yemen's climate change adaptation sector.

About This Manual

This manual provides detailed session plans, trainer notes, participatory exercises, case studies, and practical tools to facilitate meaningful learning experiences. It is tailored specifically for the Yemen context, addressing the unique climate vulnerabilities, socio-economic challenges, and cultural considerations relevant to CSO and NGO staff working in Lahj and Sa'ada governorates.

Workshop Learning Objectives

- Build foundational knowledge of climate change science and its specific impacts on Yemen
- Master community-based risk assessment (CBRA) and participatory planning methodologies
- Develop practical skills in natural resource management and integrated water resources management (IWRM)
- Integrate gender-sensitive and inclusive approaches into climate adaptation projects
- Strengthen advocacy, policy engagement, and climate finance proposal writing capabilities
- Establish effective monitoring, evaluation, and learning (MEL) systems
- Create actionable climate adaptation plans with SMART objectives

Target Audience

This workshop is designed for staff members of CSOs and NGOs in Yemen who are involved in or planning to engage in climate change adaptation programming. Participants may include program managers, project coordinators, field officers, monitoring and evaluation specialists, and advocacy officers.

How to Use This Manual

Each day is structured with clear learning objectives, detailed session content, trainer notes with key talking points, step-by-step instructions for exercises and activities, timing guidance, and reflection questions. As a trainer, you should:

- Review each day's content thoroughly before the workshop
- Adapt examples and case studies to your specific local context when appropriate
- Prepare all materials, handouts, and visual aids in advance
- Create a safe and inclusive learning environment that encourages participation
- Use the timing guidance flexibly based on group dynamics and learning needs
- Encourage questions, discussions, and peer-to-peer learning throughout

Foundation & Assessment

Climate Basics, Yemen Context, and Community-Based Risk Assessment

Learning Objectives

- Understand climate change fundamentals and the greenhouse effect
- Recognize Yemen-specific climate vulnerabilities and impacts
- Identify who is most vulnerable and why
- Comprehend risk assessment concepts and the risk equation
- Apply Community-Based Risk Assessment (CBRA) methodologies
- Use participatory tools for local climate risk identification

Session 1: Understanding Climate Change

Key Concepts to Cover

Begin by establishing a clear understanding of fundamental climate terminology. Many participants may have heard these terms but not fully understand the distinctions between them.

Climate: Long-term weather patterns observed over decades (typically 30+ years)

Climate Change: Long-term shifts in temperatures and weather patterns, primarily driven by human activities

Global Warming: The long-term heating of Earth's surface due to increased greenhouse gas concentrations

Greenhouse Effect: Natural heat-trapping process that has been intensified by human activities

Trainer Notes & Talking Points

- Start with a question: 'What changes in weather patterns have you noticed in the past 10 years?' This grounds the discussion in lived experience.
- Emphasize that climate change is BROADER than just global warming—it affects all aspects of weather and climate systems.
- Use simple language and avoid overwhelming participants with scientific jargon.
- Main causes to highlight: burning fossil fuels (coal, oil, gas), deforestation, industrial processes, and agricultural practices.
- Show the simple cycle: Human emissions → Heat trapping → Earth warming → Climate impacts → Community effects

Climate Science Fundamentals

Present these three key indicators with visual aids if possible:

Temperature: +1.1°C global average increase since pre-industrial times. **Impacts:** More heatwaves, changing seasons, crop stress

Precipitation: Changing patterns globally and in Yemen. **Impacts:** More intense rainfall, longer droughts, floods and water scarcity

Sea Level: +20cm global average rise since 1880. **Impacts:** Coastal flooding, saltwater intrusion, displacement

Interactive Element

Pause for 5 minutes and ask participants to share specific examples from their communities. Write these on a flip chart—this creates immediate relevance and engagement.

Session 2: Climate Change in Yemen Context

This session is critical for grounding the global science in local reality. Yemen faces unique and severe climate challenges.

Key Message

Yemen is among the world's most water-scarce countries and highly vulnerable to climate impacts. With over 80% of the population dependent on agriculture, climate change threatens livelihoods, food security, and community stability.

Four Critical Climate Challenges in Yemen

Water Scarcity

- Declining groundwater levels—wells drying up faster than recharge rates
- Dried wells and springs affecting household water access
- Increased water conflicts between communities and sectors
- Women walking further distances for water collection (up to 3 hours daily)

Agricultural Stress

- Crop failures and significantly reduced yields
- Livestock losses due to drought and reduced pasture
- Soil degradation from erosion and poor water management
- Rising food insecurity affecting vulnerable populations

Extreme Weather Events

- Flash floods destroying homes, infrastructure, and crops
- Prolonged droughts lasting multiple seasons
- Unpredictable rainfall patterns disrupting planting cycles
- Increasing storm intensity causing damage

Desertification

- Expanding desert areas encroaching on arable land
- Loss of productive agricultural land
- Vegetation decline affecting livestock and biodiversity
- More frequent and intense dust storms

Trainer Notes

- Ask participants to identify which challenges are most pressing in their specific governorates (Lahj vs. Sa'ada may differ)
- Encourage sharing of traditional knowledge about changing seasons, rainfall, and agriculture
- Connect climate impacts to the ongoing humanitarian crisis—climate and conflict are interconnected
- Emphasize that CSOs play a vital role in community-level adaptation responses

Session 3: Understanding Vulnerability

Key Concept: What is Vulnerability?

Vulnerability is the degree to which people and ecosystems are susceptible to harm from climate change impacts. It's not just about exposure to hazards—it's fundamentally about the capacity to cope and adapt.

Five Key Factors of Vulnerability

Poverty: Limited financial and material resources to adapt or recover from shocks

Location: Living in hazard-prone areas such as floodplains, coastal zones, or drought-prone regions

Dependence: Heavy reliance on climate-sensitive livelihoods, particularly rainfed agriculture

Limited Access: Restricted access to education, healthcare, information, and essential services

Social Exclusion: Marginalized groups with limited voice, rights, and decision-making power

Most Vulnerable Groups in Yemen

It is essential to recognize that climate impacts are not felt equally:

- **Women & Girls:** Limited mobility, restricted access to resources, increased care burdens
- **Children:** Health and education at risk, long-term development impacts
- **Elderly:** Health vulnerabilities, limited mobility, dependence on others
- **Rural Communities:** Heavy agriculture dependence, poor infrastructure and services
- **Displaced People:** Loss of assets and livelihoods, living in marginal areas
- **People with Disabilities:** Mobility challenges, access barriers, often overlooked in planning

Session 4: Risk Assessment & CBRA

The Risk Equation

Introduce the fundamental relationship:

RISK = HAZARD × VULNERABILITY

Where:
• HAZARD = A potentially dangerous climate event or trend (e.g., drought, flood, heatwave, storm)
• VULNERABILITY = The susceptibility to harm from the hazard
• RISK = The potential for loss when a hazard meets vulnerability

Critical insight: We cannot always prevent hazards, but we CAN reduce vulnerability—and therefore reduce risk.

Why Risk Assessment is Essential

- Identifies key risks and which populations are most vulnerable
- Prioritizes adaptation actions and allocates limited resources effectively
- Enables early warning systems and preparedness planning
- Supports evidence-based decision-making rather than assumptions
- Forms the foundation for effective adaptation planning

Community-Based Risk Assessment (CBRA)

CBRA is a community-led process to identify, analyze, and prioritize local climate risks. The fundamental principle: Communities are the experts on their own context.

CBRA Key Principles

- **Participatory:** Community members are actively involved, not passive recipients
- **Inclusive:** Ensures marginalized groups (women, youth, elderly, disabled) participate meaningfully
- **Action-oriented:** Leads directly to community-based adaptation planning and action
- **Empowering:** Builds community capacity and confidence to address their own challenges

CBRA Five-Step Process

- **Step 1: Preparation & Team Formation:** Assemble facilitation team, gather secondary data, plan community entry
- **Step 2: Community Data Collection:** Use participatory tools to gather local knowledge and perceptions
- **Step 3: Risk Analysis & Prioritization:** Collectively analyze hazards, vulnerabilities, and priority risks
- **Step 4: Community Action Planning:** Develop community-owned adaptation strategies and action plans
- **Step 5: Implementation & Monitoring:** Support implementation and establish community monitoring systems

CBRA Tools & Methods

Introduce these participatory tools (which will be covered in more depth on Day 2):

- Community Mapping & Transect Walks
- Seasonal Calendars & Historical Timelines
- Focus Group Discussions (separate groups for men, women, youth)
- Household Vulnerability Surveys
- Participatory Ranking & Scoring of Risks

Group Exercise: Community Climate Risk Identification

Exercise Structure:

1. Divide participants into small groups of 3-4 people
2. Provide each group with flip chart paper and markers
3. Groups complete four tasks (see below)
4. Each group briefly presents their analysis (3-5 minutes per group)

Four Group Tasks:

- **Task 1 (5 min): List Climate Hazards:** List 3-5 climate hazards currently affecting your community
- **Task 2 (5 min): Identify Vulnerable Groups:** Identify who is most vulnerable to these hazards and WHY
- **Task 3 (5 min): Calculate Risk:** Select ONE priority hazard and analyze its risk using the risk equation
- **Task 4 (5 min): Propose Actions:** Propose 2-3 community-based adaptation actions to reduce vulnerability

Trainer Facilitation Tips for Group Exercise

- Circulate among groups to provide guidance and keep them on track
- Encourage specificity—avoid general statements like 'water problems'
- Prompt groups to think inclusively about different vulnerable groups
- Ask 'why' questions to help groups identify root causes of vulnerability
- Ensure all group members participate, not just one dominant voice
- During presentations, encourage other groups to ask questions and share their perspectives

Session 5: Day 1 Wrap-up & Q&A

Day 1 Key Takeaways

Summarize these six key messages:

1. Climate change is real, human-caused, and actively impacting Yemen
2. Water scarcity and extreme weather are Yemen's top climate challenges
3. Vulnerability is shaped by poverty, gender, location, and access to resources
4. Risk = Hazard × Vulnerability—we can reduce risk by reducing vulnerability
5. Community-Based Risk Assessment empowers local adaptation action
6. Gender-sensitive approaches ensure climate solutions work for everyone

Preview of Day 2

Tomorrow we will explore Natural Resource Management and Participatory Planning approaches, including:

• Types of adaptation measures (ecosystem-based, infrastructure, social)
• Integrated Water Resources Management (IWRM) principles
• Participatory Rural Appraisal (PRA) tools for community engagement
• Practical facilitation techniques

Preparation for Participants

- Reflect on today's group exercise—what adaptation ideas emerged?
- Think about successful community projects you've seen or been involved in
- Consider: What made those projects successful? What challenges did they face?

Q&A Guidelines

Open the floor for questions. Create a safe space by emphasizing: 'No question is too small or too basic.' If time is limited, take note of unanswered questions and address them at the start of Day 2.

Natural Resource Management & Participatory Planning

Learning Objectives

- Understand Natural Resource Management (NRM) principles and their link to climate adaptation
- Apply Integrated Water Resources Management (IWRM) framework and Dublin Principles
- Master the Community-Based Participatory Planning (CBPP) five-step process
- Practice Participatory Rural Appraisal (PRA) tools: seasonal calendars and mapping
- Develop effective facilitation skills for community engagement
- Learn from case studies of successful NRM/IWRM implementation

Session 1: Natural Resource Management & IWRM

What is Natural Resource Management?

NRM is the strategic management of natural resources (water, land, forests, biodiversity) to balance human needs with environmental preservation and long-term sustainability.

Six Key NRM Principles

- **Sustainability:** Use resources at rates that don't exceed natural replenishment and regeneration
- **Equity:** Ensure fair access to resources for all, including marginalized and vulnerable groups
- **Efficiency:** Maximize beneficial outputs while minimizing waste and environmental impact
- **Ecological Integrity:** Maintain ecosystem health, functions, services, and biodiversity
- **Participation:** Involve local communities meaningfully in resource management decisions
- **Adaptive Management:** Learn-by-doing approach, adjusting strategies based on monitoring and feedback

NRM and Climate Change: Critical Links

NRM is both a climate mitigation and adaptation strategy:

- **Mitigation:** Sustainable forestry and agriculture practices enhance carbon sequestration (absorption of greenhouse gases)
- **Adaptation:** Effective NRM strengthens ecosystem and community resilience to climate impacts
- **The Cycle:** Resource use drives climate change; integrated management breaks destructive cycles

Integrated Water Resources Management (IWRM)

IWRM promotes coordinated management of water, land, and related resources to maximize economic and social welfare without compromising ecosystem sustainability. It represents a shift from fragmented, sector-by-sector management to a holistic, integrated approach.

The Dublin Principles for IWRM (1992)

These four principles form the foundation of IWRM:

Principle 1: Finite Resource: Fresh water is a finite and vulnerable resource, essential for sustaining life, development, and the environment

Principle 2: Participatory Approach: Water development and management should be based on a participatory approach, involving users, planners, and policymakers at all levels

Principle 3: Central Role of Women: Women play a central part in the provision, management, and safeguarding of water

Principle 4: Economic and Social Good: Water has economic value in all its competing uses and should be recognized as an economic good

The Three Es: IWRM Pillars

Equity: Ensuring fair and equitable access to water for all, protecting the rights of the poor and marginalized

Ecological Integrity: Maintaining water quality and quantity to sustain ecosystems for present and future generations

Economic Efficiency: Maximizing the benefits of water use through efficiency, conservation, and demand management

Yemen Water Context: Key Challenges

- Water scarcity exacerbated by climate variability and prolonged conflict
- Competition between agricultural, domestic, and commercial water use
- Degradation of agricultural land due to soil erosion and unsustainable practices
- Limited community participation in water resource planning and decision-making
- Declining groundwater tables due to over-extraction for qat cultivation
- Weak governance and enforcement of water regulations

Opportunity: CSOs can play a vital role in facilitating community-led water management solutions and bridging gaps between communities and authorities.

Discussion Question

Which principles or approaches from these case studies could be adapted to address challenges in Lahj or Sa'ada governorates? Allow 5 minutes for small group discussion, then share insights in plenary.

Session 2: Participatory Planning & Community Engagement

Community-Based Participatory Planning (CBPP)

CBPP is a people-centered planning approach that actively involves the entire community—especially vulnerable and marginalized groups—in identifying problems, designing solutions, and implementing development projects. It shifts from top-down, expert-led planning to bottom-up processes that leverage local knowledge and foster ownership.

The CBPP Five-Step Process

Step 1: Describe the Community: Define boundaries, land use, climate risks, infrastructure, and social dynamics. Create a shared spatial understanding using participatory mapping.

Step 2: Identify Problems & Solutions: Discuss vulnerabilities, existing coping strategies, and opportunities through community dialogues with attention to gender perspectives.

Step 3: Select & Design Activities: Community collectively selects priority activities based on identified problems. Agree on technical standards and approaches.

Step 4: Build Partnerships: Identify how external partners (CSOs, government, UN agencies, donors) can contribute complementary activities and resources.

Step 5: Develop the Plan: Set measurable targets, outline contributions from all parties, create implementation calendar and budget, develop tracking map for monitoring.

Why CBPP? Key Advantages

- Fosters strong community ownership and increases sustainability of interventions
- Builds trust between communities and external organizations
- Leverages invaluable local knowledge, avoiding costly mistakes
- Empowers marginalized groups by giving them voice and agency
- Leads to higher quality, more cost-effective, and culturally appropriate outcomes

Important Note: CBPP requires significant time investment, patience, commitment, and willingness to compromise from all parties. It is a process, not a quick fix.

Participatory Rural Appraisal (PRA) Tools

PRA is a family of approaches and methods enabling local people to share, enhance, and analyze their knowledge of life and conditions, to plan and act. It shifts the role of the external facilitator from 'information extractor' to facilitator of community-led analysis.

Tool 1: Seasonal Calendar

A visual tool to explore and analyze seasonal changes and patterns over an annual cycle, identifying periods of stress and opportunity.

What It Maps:

- Rainfall patterns and variability
- Agricultural activities (planting, weeding, harvesting cycles)
- Labor demand and availability
- Income and expenditure patterns
- Food availability and hunger periods (lean seasons)
- Disease prevalence (human and livestock)
- Migration patterns

Methodology: Drawn on the ground or on paper using local materials (stones, seeds, leaves) to represent quantities. Community members collectively discuss patterns month by month, revealing seasonal vulnerabilities and opportunities.

Tool 2: Resource & Social Mapping

Creating visual representations of the community's space, resources, and social features from their own perspective. These are NOT technical maps—they reflect local perceptions and priorities.

- **Resource Map:** Maps natural resources such as rivers, forests, land types, water sources, and grazing areas. Analyzes resource access, use patterns, and degradation.
- **Social Map:** Maps houses, schools, clinics, roads, mosques, water points, and other infrastructure. Analyzes household distribution, wealth ranking, and service access.
- **Methodology:** Drawn by community members on the ground or on paper. The PROCESS of creating the map stimulates rich discussion about resources, social structures, problems, and opportunities.

Three Pillars of PRA

- **Attitude & Behavior:** Respect people's knowledge, listen especially to the disadvantaged, practice 'handing over the stick' (letting communities lead)
- **Methods:** Use a basket of visual and participatory tools appropriate to the context
- **Sharing:** Share information and findings openly within the community and with all partners

Community Engagement: Best Practices

- **Be Inclusive & Accessible:** Engage all stakeholders, especially marginalized groups, with diverse communication approaches (visual, oral, written)
- **Build on Existing Structures:** Work with existing community groups, committees, and leaders—don't reinvent the wheel or create parallel structures
- **Establish Community-Led Initiatives:** Empower community-led committees to take the lead in management and decision-making
- **Provide Education & Capacity Building:** Offer practical training to build skills for effective management and monitoring
- **Foster Trust & Transparency:** Maintain transparency about project scope, purpose, timeline, and outcomes. Admit what you don't know.
- **Use a Variety of Techniques:** Combine meetings, focus groups, community radio, SMS, and visual tools to reach all community sectors

Common Facilitation Challenges & Tips

Challenge	Facilitation Tip
Challenge: Domination by elites or men	Tip: Conduct separate focus groups (women, men, youth). Use techniques like 'round robin' where everyone speaks in turn.
Challenge: Low literacy levels	Tip: Use visual tools, symbols, and objects rather than written materials. Let people draw or use local materials.
Challenge: Limited time availability	Tip: Schedule sessions at times convenient for the community (not just for you). Break into shorter sessions if needed.
Challenge: Raising expectations	Tip: Be clear and honest about what you can and cannot provide. Manage expectations from the beginning.
Challenge: Language and cultural barriers	Tip: Use local facilitators and translators. Learn key local terms. Show respect for cultural norms.

Session 3: Group Work & Plenary

Group Work Instructions

Divide participants into 3-4 groups. Each group will practice applying CBPP and PRA concepts to a real-world scenario.

Scenario: A rural community in Yemen is experiencing severe water scarcity. There is conflict between farmers who need water for irrigation and households who need water for domestic use. As CSO facilitators, you will conduct a CBPP process to help the community find a resolution.

Group Tasks:

1. Create a seasonal calendar showing water availability and demand throughout the year
2. Draw a resource map showing water sources, agricultural areas, and households
3. Identify the different stakeholder groups and their interests (use stakeholder analysis)
4. Propose a participatory process for resolving the water conflict
5. Develop 2-3 concrete solutions using IWRM principles

Materials Provided: Flip chart paper, markers, sticky notes

Role Play Exercise (Optional)

If time permits, ask one group to role-play a community meeting where they facilitate a discussion about the water conflict. Assign roles: Facilitator, Farmers, Household Representatives, Local Authority, Women's Group Representative.

Group Presentations

Each group presents their work (8-10 minutes per group).

Presentation Guidelines:

- Focus on practical application, not perfection
- Explain your seasonal calendar and resource map
- Describe your proposed participatory process
- Share your proposed solutions and why they apply IWRM principles
- Identify challenges you anticipate and how to address them

Plenary Discussion

Facilitate reflection on the group work:

- What common themes emerged across the different group presentations?
- What was most challenging about applying CBPP and PRA tools?
- How could you adapt these tools to your specific organizational context?
- What support or resources would you need to implement these approaches?
- What are the biggest barriers to participatory planning in Yemen, and how can we address them?

Summary & Wrap-up

Key Learnings

Natural Resource Management: Balances human needs and environmental health through principles like sustainability, equity, and participation

Integrated Water Resources Management: A holistic approach to coordinate water, land, and resource management based on the Dublin Principles

Community-Based Participatory Planning: A community-led process that shifts from top-down to bottom-up development solutions

PRA Tools & Community Engagement: Visual, participatory tools that enable communities to analyze their own context and guide planning decisions

Reflection Questions for Participants

- Which NRM/IWRM principle is most relevant for your organization's work?
- How can you apply CBPP/PRA tools in an upcoming project or activity?
- What barriers might you face, and how will you address them?

Next Steps for Participants

- **Review:** Revisit today's materials and your notes
- **Share:** Brief colleagues at your organization about what you learned
- **Pilot:** Consider testing one PRA tool on a small scale in your community
- **Partner:** Connect with other CSOs to share experiences and learn together
- **Document:** Start taking notes on what works and what doesn't for future learning
- **Closing Message:** You are agents of change. The tools from today can help build climate resilience from the ground up. Thank you for your commitment to strengthening community resilience in Yemen.

Advocacy, Policy Engagement & Proposal Writing

Learning Objectives

- Understand advocacy fundamentals and strategic planning process
- Apply stakeholder mapping frameworks to climate advocacy
- Navigate the climate finance landscape (GCF, Adaptation Fund, GEF, CIF)
- Write effective concept notes and project proposals
- Use proposal review checklists to strengthen submissions
- Learn from successful advocacy case studies

Session 1: Advocacy & Policy Engagement Basics

What is Advocacy?

Advocacy is a strategic, evidence-based approach to influence policies, reform institutions, alter power dynamics, and change public attitudes. Unlike individual projects, advocacy aims for widespread, sustainable systemic change.

Core Purpose of Advocacy

- Persuade decision-makers and institutions to take specific actions on climate issues
- Give grassroots work a broader, systemic impact beyond individual projects
- Strengthen civil society through increased citizen participation and voice
- Hold governments and institutions accountable for climate commitments
- Influence the allocation of resources toward climate adaptation priorities

Seven Key Steps in Advocacy Planning

1. **Identify Goals:** What specific change do you want to achieve? (e.g., increased budget for water infrastructure, policy reform on land rights)
2. **Define Stakeholders & Targets:** Who has the power to make the change? Who are your allies? Who might oppose you?
3. **Formulate 'Asks':** What SPECIFIC actions do you want decision-makers to take? Be concrete and realistic.
4. **Assess Risk & Develop Strategy:** What are the political, security, and reputational risks? How will you mitigate them?
5. **Develop the Message:** What is your core message? How will you frame it to resonate with different audiences?
6. **Select Tactics:** What mix of tactics will you use? (media, meetings, petitions, reports, community mobilization)
7. **Implement & Evaluate:** Execute your plan, monitor progress, adapt as needed, and evaluate impact

Stakeholder Mapping: The Power/Interest Grid

Stakeholder mapping is a visual tool to identify and analyze all parties involved in your advocacy issue. The Mendelow Matrix (Power/Interest Grid) helps you develop tailored engagement strategies.

The Four Quadrants:

	Low Interest	High Interest
High Power	KEEP SATISFIED Meet their needs without overwhelming them with information. Example: Government agencies not directly involved	MANAGE CLOSELY Engage fully and frequently. Your key targets and allies. Example: Key policymakers, direct beneficiaries, partners
Low Power	MONITOR Provide information as needed. Low priority. Example: General public, unrelated departments	KEEP INFORMED Communicate regularly to maintain support. Example: Local leaders, media, academic experts

Worksheet: Stakeholder Mapping Exercise (20 minutes)

In small groups, select a climate advocacy issue relevant to Yemen (e.g., 'Increase government budget for community-based water management' or 'Reform land tenure policies to support climate-displaced communities').

Group Tasks:

1. Identify at least 8-10 stakeholders related to your chosen advocacy issue
2. Place each stakeholder in the appropriate quadrant of the Power/Interest Grid
3. For each quadrant, develop specific engagement strategies
4. Identify your primary targets (high power, high interest)
5. Identify potential allies and how you would mobilize them

Each group draws their Power/Interest Grid on flip chart paper and briefly presents (5 minutes per group).

Each group draws their Power/Interest Grid on flip chart paper and briefly presents (5 minutes per group).

District Climate Action Steering Committee (DCASC)

1. District Climate Action Steering Committee (DCASC) is the formal governing body for the multi-stakeholder climate action fora established at the district level. It acts as a bridge between community-level climate concerns and formal government policy. Its primary goal is to coordinate efforts among diverse actors to advance evidence-based solutions and advocacy for climate risks.

2. Composition and Membership

To ensure transparency and local ownership, the committee must be inclusive and representative of the following stakeholders:

- **Yemeni CSOs:** Representatives from local organizations, ensuring the inclusion of both men and women to reflect community perspectives.
- **Government Officials (EPA):** Representatives from the Yemen Environmental Protection Authority to provide technical expertise and ensure alignment with national environmental policies.

- **Local Authorities:** District-level officials who provide administrative support and facilitate necessary permits.
- **Private Sector & Research:** Relevant private actors and experts from institutions like Sana'a or Aden Universities who provide research insights and technical advice.

3. Key Functions of the Committee

The committee is responsible for the following core activities:

- **Defining Governance:** Developing a clear structure that outlines roles, responsibilities, and decision-making processes.
- **Consensus Building:** Establishing guidelines for information sharing and reaching a consensus on climate adaptation priorities.
- **Knowledge Exchange:** Hosting regular meetings to share local best practices, traditional knowledge, and research findings.
- **Advocacy Coordination:** Aligning the efforts of CSOs and government entities to influence policy and resource allocation at the governorate and national levels.

The DCASC is not a temporary task force but a structure intended to remain functional after project completion.

- **Institutionalization:** By embedding the committee within local frameworks, it ensures that climate advocacy remains consistent.
- **Accountability:** The committee is monitored through a dedicated framework to track progress in policy influence and community engagement.
- **Empowerment:** It provides CSOs with a permanent seat at the table, allowing them to participate in the day-to-day affairs concerning the environment in their communities.

Stakeholder Tracking Matrix: District Climate Action Fora

Stakeholder Name	Category	Primary Interest	Engagement Strategy	Key Output / Contribution
Yemeni EPA	Government	Policy alignment and environmental standards	**Manage Closely**: Regular consultation and technical review meeting	Technical guidance on climate adaptation standards
University	Research	Academic research and evidence-based solutions	**Keep Informed**: Invite to annual governorate workshops as guest experts	Peer-reviewed research and case study verification
Local Authorities	Authority	Administrative oversight	**Keep Satisfied**: Monthly progress briefings and timely sub-agreement updates	Issuance of local permits and security clearances
Selected Local CSOs	Implementation	Community resilience and local leadership	**Empower**: Weekly mentoring and financial support tranches for micro-projects	Lead participatory risk assessments and implement micro-projects
Community Leaders	Community	Local custom preservation and community trust	**Keep Informed**: Inclusion in community-level consultation meetings	Integration of traditional knowledge into adaptation strategies
Private Sector Actors	Market	Economic viability and resource availability	**Monitor**: Periodic updates on NRM (Natural Resource Management) opportunities	Specialized technical advice on market-linked solutions

Session 2: Writing a Winning Proposal

Why Strong Proposals Matter

Accessing climate finance requires high-quality proposals that align with funder requirements and credibly demonstrate impact. Competition for climate funds is intense—your proposal must stand out.

- Climate finance is growing, but so is competition for funds
- Funders receive hundreds of proposals for each funding window
- A well-written proposal demonstrates organizational capacity and credibility
- Poor proposals waste staff time and reduce future funding chances
- Checklists and templates are essential tools for quality assurance

The Concept Note: Your First Step

Many funders require a concept note before inviting a full proposal. A concept note allows for early feedback and saves time by confirming alignment before investing in full proposal development.

Typical Concept Note Structure:

- **Project Summary:** Objectives, result areas, estimated budget, financial instrument type (grant, loan, mix)
- **Context & Baseline:** The climate problem, current conditions, vulnerability analysis, why action is urgent
- **Project Description:** Proposed solution, components, main activities, expected outcomes, implementation approach
- **Theory of Change:** How activities will lead to outputs, outcomes, and long-term impact
- **Budget Estimate:** High-level cost estimate by component (detailed budget comes later)
- **Implementation Arrangements:** Who will implement, partnerships, governance structure

Key Climate Finance Sources: An Overview

Understanding the major climate funds helps CSOs target their proposals appropriately:

1. Green Climate Fund (GCF)

- The world's largest dedicated multilateral climate fund
- Key financial mechanism for the Paris Agreement
- Focus: 50:50 balance between mitigation and adaptation
- At least 50% of adaptation funds for vulnerable countries (LDCs, SIDS, African states)
- Access: Through accredited national and international entities
- Typical project size: YER 10 million to YER 250 million (though smaller projects possible through aggregation)

2. Adaptation Fund (AF)

- Finances projects helping vulnerable communities adapt to climate change
- Strong emphasis on Locally Led Adaptation (LLA)
- Direct access for CSOs and community groups through National Implementing Entities
- Typical project size: Up toYER10 million
- More accessible for smaller CSOs compared to GCF
- Yemen context: Check if Yemen has a National Implementing Entity accredited

3. Global Environment Facility (GEF)

- Financial mechanism for major international environmental conventions
- Provides grants for projects with global environmental benefits
- Focus areas: Biodiversity, Climate Change, Land Degradation, International Waters, Chemicals and Waste
- Access: Through GEF Agencies (UNDP, UNEP, World Bank, etc.)
- CSOs typically partner with GEF Agencies rather than accessing directly

4. Climate Investment Funds (CIF)

- Large-scale financing to accelerate climate action in developing countries
- Works exclusively through Multilateral Development Banks (MDBs)
- Two main funds: Clean Technology Fund (CTF) and Strategic Climate Fund (SCF)
- Focus: Transformational change in clean technology, resilience, and forestry
- CSO role: Typically, as implementing partners rather than direct applicants

Proposal Review Checklist

Before submitting any proposal, review it against these key criteria used by major climate funders:

✓ **Alignment with Funder:** Does the project clearly align with the funder's strategic objectives, priorities, and investment criteria?
✓ **Country Ownership:** Is there a 'no-objection' letter from the National Designated Authority (NDA) or relevant government body?
✓ **Climate Rationale:** Is there strong evidence of climate vulnerability and clear linkage between climate change and the proposed project?
✓ **Theory of Change:** Is there a logical, evidence-based pathway from activities to outputs to outcomes to impact?
✓ **Environmental & Social Safeguards:** Have all potential environmental and social risks been identified, assessed, and mitigated?
✓ **Gender Policy Integration:** Is a gender-sensitive approach integrated throughout project design, implementation, and monitoring?
✓ **Financial Viability:** Is the budget realistic, cost-effective, and justified? Is the financial model sustainable beyond project period?
✓ **Impact Measurement:** Is the project designed to credibly measure, report, and verify its climate impact and adaptation results?
✓ **Stakeholder Engagement:** Have all relevant stakeholders been consulted? Is there evidence of community support and participation?
✓ **Innovation & Paradigm Shift:** Does the project introduce innovative solutions or have potential to create systemic change and replication?
✓ **Sustainability:** How will project benefits be sustained after funding ends? Is there a clear exit strategy?
✓ **Clarity and Coherence:** Is the proposal well-written, logical, free of jargon, and easy for reviewers to understand?

Session 3: Concept Note Workshop & Q&A

Individual/Pair Exercise: Draft a Concept Note Outline (30 minutes)

Participants work individually or in pairs to draft a concept note outline for a climate adaptation project relevant to their organization.

Use this simplified template:

1. Project Title: (Clear, descriptive, engaging)
2. Project Summary: (One paragraph—what, where, who, why, how much)
3. Climate Problem: (What specific climate challenge are you addressing? Use evidence.)
4. Proposed Solution: (What will you do? How will it reduce vulnerability or build resilience?)
5. Expected Outcomes & Impact: (What measurable changes will result?)
6. Target Beneficiaries: (Who benefits? How many people? Include vulnerable groups.)
7. Estimated Budget: (YER50,000,000? YER500,000,000? Rough estimate)
8. Implementation Period: (12 months? 3 years? 5 years?)

Provide participants with handout worksheets containing this template. Encourage them to be realistic and draw from their actual organizational work.

Peer Review

Participants pair up and exchange their concept note outlines. Each person reviews their partner's work using the proposal checklist (simplified version). Focus on:

- Is the climate problem clearly defined with evidence?
- Is the proposed solution logical and feasible?
- Are outcomes specific and measurable?
- Is the budget estimate realistic for the proposed activities?
- Are vulnerable groups (especially women) clearly included as beneficiaries?

Q&A and Reflection

Open the floor for questions about advocacy, policy engagement, climate finance, and proposal writing.

Common Questions to Anticipate:

Q: How do we start advocacy with limited resources?
A: Start small. Focus on one specific, achievable 'ask.' Build coalitions with other CSOs to share resources and amplify your voice. Use low-cost tactics like social media, community radio, and direct meetings with local officials.

Q: What if we don't meet proposal requirements like environmental safeguards assessment?
A: Partner with organizations that have technical expertise. Many funders provide technical assistance for proposal development. Start with smaller, more accessible funds to build your track record.

Q: How can we combine advocacy and project implementation?
A: Use your project experiences as evidence for advocacy. Document case studies showing what works and what policy changes are needed. Advocacy strengthens projects by addressing systemic barriers.

Q: Which climate fund is most accessible for Yemen-based CSOs?
A: The Adaptation Fund's direct access modality and emphasis on LLA may be more accessible than GCF for smaller CSOs. Also explore regional and bilateral climate finance sources (EU, Germany, UK, etc.).

Personal Reflection

Ask participants to reflect on:

1. What is the single most important takeaway for you from today's sessions?

2. How will you apply one new concept or tool to your work in the next 3 months?

3. What is the biggest challenge you anticipate in implementing these strategies, and what support might you need?

Key Takeaways

1. Advocacy is strategic action to influence policies and institutions for systemic change
2. Stakeholder mapping helps identify targets, allies, and appropriate engagement strategies
3. Climate finance is accessible through multiple channels (GCF, AF, GEF, CIF) with different entry points
4. Strong proposals require clear climate rationale, theory of change, and evidence-based design
5. Proposal checklists ensure quality and alignment with funder requirements
6. Combining advocacy with project implementation creates opportunities for systemic impact

MEL, Action Planning & Workshop Closure

Learning Objectives

- Understand the MEL (Monitoring, Evaluation, Learning) framework for climate projects
- Identify appropriate quantitative and qualitative climate indicators
- Apply SMART criteria to develop clear, measurable objectives
- Create comprehensive action plans with timelines and responsibilities
- Make public commitments to climate action
- Evaluate workshop effectiveness and plan next steps

Session 1: Monitoring, Evaluation & Learning

Understanding the MEL Framework

MEL is a structured process that enables CSOs to track progress, assess effectiveness, and adapt strategies in climate action. It's not just about donor reporting—it's about organizational learning and continuous improvement.

- **Monitoring:** Continuous tracking of activities, outputs, and progress toward goals. Answers: Are we doing what we said we'd do?
- **Evaluation:** Systematic, periodic assessment of relevance, effectiveness, efficiency, impact, and sustainability. Answers: Did we achieve our goals? Why or why not?
- **Learning:** Using insights from monitoring and evaluation to inform decisions and improve future interventions. Answers: What worked? What didn't? Why? What will we do differently?

Why MEL Matters for Climate Adaptation

Climate interventions face unique MEL challenges: long time horizons, complexity, uncertainty, and moving environmental baselines. This makes flexible, adaptive MEL systems even more critical.

- **Accountability:** Provide credible evidence of progress and results to stakeholders, donors, and communities
- **Adaptive Management:** Foster continuous learning and enable strategy adjustment in response to changing conditions
- **Informed Decisions:** Generate data and insights to identify what works, what doesn't, and why
- **Knowledge Sharing:** Document lessons to influence broader climate policy and practice
- **Resource Efficiency:** Identify ineffective activities early to reallocate resources to what works

MEL Indicators: Quantitative vs. Qualitative

Quantitative Indicators:

- Numerical data that can be aggregated, compared, and statistically analyzed
- Example: Number of households with access to improved water sources
- Example: Hectares of land under climate-resilient agriculture practices
- Example: Percentage increase in crop yields after drought-resistant varieties introduced
- Strengths: Easier to measure, compare across sites, show scale
- Limitations: May miss important context, quality, and 'why' behind the numbers

Qualitative Indicators:

- Descriptive information that provides depth, nuance, and context
- Example: Case studies on how farmers' perceptions of climate risk have changed
- Example: Community testimonies about improvements in water access
- Example: Changes in women's participation in water management committees
- Strengths: Captures complexity, unintended consequences, and reasons behind change
- Limitations: Time-intensive, harder to aggregate, requires skilled data collection

Best Practice: Use BOTH quantitative and qualitative indicators to get a complete picture of project performance and impact.

Key Climate Adaptation Indicator Areas

Climate adaptation indicators typically fall into three categories:

Reducing Climate Impacts:

- Number of people with reduced exposure to climate hazards
- Economic damages avoided from extreme weather events
- Lives saved through early warning systems
- Reduction in water-related disease incidence

Increasing Adaptive Capacity:

- Population covered by climate information and early warning systems
- Number of people trained in climate adaptation practices
- Increased diversity of livelihood strategies
- Strengthened institutional capacity for climate planning

Meeting Adaptation Objectives:

- Percentage of urban land designated as green/open spaces
- Improvements in water use efficiency
- Adoption rates of drought-resistant crop varieties
- Improvements in food security indicators

Participatory MEL: Involving Communities

Participatory approaches to MEL ensure that local communities are involved in defining indicators, collecting data, and interpreting results. This fosters ownership, builds capacity, and ensures culturally relevant measurement.

- Involve communities in identifying what 'success' looks like—what indicators matter to them?
- Train community members as data collectors and monitors
- Use visual and participatory methods (community scorecards, most significant change stories)
- Share MEL findings with communities in accessible formats
- Use community feedback to adapt project strategies

Practical MEL Tips for Resource-Constrained CSOs

- Start small: Focus on 3-5 key indicators rather than trying to measure everything
- Use existing data: Leverage government statistics, weather data, and community records
- Keep it simple: Use tools participants can actually implement with available resources
- Build on routine activities: Integrate MEL into regular project activities, not separate exercises
- Use free tools: PracticalMEL guides, INTRAC toolkits, FiftyEight MeL for offline data collection
- Focus on learning: MEL is for YOUR learning and improvement, not just donor compliance

Session 2: Strategic Action Planning

From Strategy to Action

Action planning translates your vision and strategy into concrete, manageable steps with clear responsibilities, timelines, and resources. It's the bridge between 'what we want to achieve' and 'how we'll actually do it.'

Why Action Plans Matter

- Ensure team alignment: Everyone knows what needs to be done, by whom, and when
- Create accountability: Clear assignment of responsibilities
- Enable progress tracking: Milestones and checkpoints make it easy to monitor progress
- Identify resource gaps early: Reveals what resources (money, people, time) are needed
- Facilitate coordination: Shows how different activities and actors connect
- Increase likelihood of success: Projects with clear plans are more likely to achieve objectives

SMART Objectives: The Foundation of Good Planning

Before creating an action plan, you need clear objectives. SMART objectives ensure your goals are well-defined and achievable.

S - Specific: Clearly state what you want to accomplish. Who, what, where, when, why?

✗ Vague: Promote sustainable agriculture

✓ **SMART: Train 100 farmers in Tuban village on drought-resistant crop cultivation techniques**

M - Measurable: Define how you will track progress and know when you've succeeded.

✗ Vague: Improve farmer knowledge

✓ **SMART: Achieve 85% average score on post-training assessment (up from 40% baseline)**

A - Achievable: Be realistic given available resources, time, and context.

✗ Unrealistic: End all deforestation in Yemen within one year

✓ **SMART: Reforest 50 hectares in partnership with community groups within two years**

R - Relevant: Align with your organization's mission and contribute to broader climate goals.

✗ Not relevant: Organize a fundraising gala (if your goal is adaptation)

✓ **SMART: Secure YER 20,000 grant to purchase seedlings and tools for reforestation project**

T - Time-bound: Set clear deadlines to create urgency and enable progress tracking.

✗ Vague: Eventually reduce organic waste

✓ **SMART: Divert 50% of community organic waste from landfills by December 2026**

Action Plan Framework

A comprehensive action plan includes these key elements:

SMART Objective	Key Activities	Timeline	Responsible Person/Team	Resources Required	Budget	Indicators of Success	Risks & Mitigation

Note: Provide participants with this template as a handout. Walk through each column explaining what should be included.

Action Plan Example: Farmer Training Project

Walk through a complete example to illustrate how to fill out the action plan framework:

SMART Objective: Train 100 farmers on drought-resistant crops by December 2026

Key Activities: 1. Develop training curriculum
2. Recruit participants
3. Conduct 5 training sessions
4. Distribute seed kits

Timeline: Q1 2026: Curriculum development
Q2 2026: Recruitment
Q3-Q4 2026: Training sessions

Responsible: Program Manager (lead)
Field Officers (support)
Agricultural Specialist (technical advisor)

Resources: Training materials and venue
Demonstration farm access
Seed kits (100)
Transportation for participants

Budget: YER8,500,000 total
YER 1,500,000 curriculum
YER 5,000,000 seed kits
YER 2,000,000 logistics

Success Indicators: • 100 farmers trained
• 85% pass post-training assessment
• 80 farmers adopt techniques within 6 months

Risks & Mitigation: Risk: Low attendance
Mitigation: Community mobilization, convenient scheduling

Risk: Seed shortage
Mitigation: Pre-order supplies 3 months ahead

Session 2 Continued: Developing Your Action Plan

Individual/Small Group Exercise: Create Your Action Plan

Participants work individually or in pairs to develop a draft action plan for one SMART objective relevant to their organization's climate work.

Instructions:

1. Choose ONE SMART objective related to climate adaptation (you can use the concept note from yesterday or a new one)
2. Use the action plan framework template provided
3. Be realistic—what can your organization actually accomplish?
4. Include specific names for responsible persons if possible
5. Identify what resources you already have vs. what you need to mobilize
6. Think through potential risks and how to mitigate them

Sharing Plans & Making Commitments

Sharing action plans publicly creates accountability and opens opportunities for collaboration and support.

Effective Plan Sharing Process

1. **Present to Your Team First:** Review internally for buy-in, feasibility check, and role clarity before going external
2. **Engage Key Stakeholders:** Share with funders, partners, and community leaders for input and support
3. **Use Clear Visuals:** Present with charts, timelines, and simple graphics—not dense text
4. **Invite Specific Feedback:** Ask targeted questions to get actionable input (e.g., 'Is our timeline realistic?' 'Are we missing any key partners?')
5. **Document Feedback:** Record all suggestions, thank contributors, and follow up with how you incorporated their input

Making Strong Public Commitments

Public commitments increase the likelihood of follow-through:

- Be specific about what you will deliver (outputs and outcomes)
- Set realistic deadlines you can actually meet
- Identify what support you need from others (be clear about dependencies)
- Make commitments public to create healthy accountability
- Schedule regular check-ins to track progress and adjust as needed

Climate Action Commitment Template

Provide participants with this commitment template:

==========

OUR CLIMATE ACTION COMMITMENT

Organization: _____

We commit to: _____
(Specific SMART objective)

We will achieve this by: _____
(Date)

Responsible person: _____
(Name & Role)

We need support with: _____
(List specific resources or assistance needed)

We will report progress: _____
(Frequency and method—e.g., monthly email updates)

We share this commitment publicly with our stakeholders and community.

Signed: _____ Date: _____

==========

Ask for 5-6 volunteers to present their action plans and make their public commitments to the workshop group. Encourage applause and support after each commitment. Take photos of commitment forms for workshop documentation.

Session 3: Workshop Evaluation & Closure

Workshop Evaluation: Kirkpatrick's Four Levels

Workshop evaluation happens at multiple levels to assess different dimensions of impact:

Level 1: Reaction: How did participants feel about the workshop?
Methods: Post-workshop surveys, feedback forms, verbal feedback
Example question: 'Did you find the MEL session relevant and useful?'

Level 2: Learning: What did participants actually learn?
Methods: Pre/post knowledge assessments, quizzes, practical exercises
Example question: 'Can you define the components of a SMART objective?'

Level 3: Behavior: Are participants applying what they learned in their work?
Methods: 3-month follow-up surveys, observations, interviews with supervisors
Example question: 'Have you used the MEL template in your projects?'

Level 4: Results: What organizational or community-level impact occurred?
Methods: 6-12 month follow-up, case studies, performance data
Example question: 'Did improved MEL lead to better project outcomes or grant renewals?'

Immediate Workshop Evaluation (Level 1 & 2)

Distribute a brief evaluation form covering:

1. Overall, how would you rate this 5-day workshop? (1-5 scale)
2. Which day/session was most valuable to you? Why?
3. Which day/session was least valuable? Why?
4. What knowledge or skills will you apply in your work within the next 3 months?
5. What topics would you like more training on in the future?
6. How would you rate the trainer/facilitator? (1-5 scale)
7. How would you rate the training materials and handouts? (1-5 scale)
8. What suggestions do you have for improving this workshop?
9. Would you recommend this workshop to colleagues? Yes/No, Why?

Allow 10-15 minutes for participants to complete evaluation forms. Emphasize that honest feedback helps improve future workshops.

ASSESSMENT TOOLS

Pre-Workshop Assessment Questionnaire

Administer this questionnaire on Day 1 morning (before sessions begin) or send to participants 1 week before the workshop. This establishes a baseline for measuring learning (Level 2 evaluation).

Instructions: Please answer the following questions to the best of your ability. This is not a test—your responses help us tailor the training to your needs.

1. What is climate change? (Open-ended)

2. List three ways climate change is affecting Yemen: _____

3. What does 'vulnerability' mean in the context of climate change? (Multiple choice:
   a) Exposure to hazards
   b) Susceptibility to harm plus limited capacity to cope
   c) Living in a rural area
   d) None of the above)

4. What is Community-Based Risk Assessment (CBRA)? (Open-ended)

5. Have you ever used participatory planning tools like seasonal calendars or community mapping? Yes/No. If yes, briefly describe.

6. What does IWRM stand for? (Open-ended)

7. Why is gender important in climate adaptation projects? (Open-ended)

8. Name two major climate finance sources: _____

9. What does SMART stand for in the context of objectives? (Open-ended)

10. What does MEL stand for and why is it important? (Open-ended)

11. What are your learning goals for this workshop? (Open-ended)

12. What specific challenges does your organization face in climate adaptation work? (Open-ended)

Post-Workshop Assessment Questionnaire

Administer this on Day 5 afternoon (after all sessions) to measure knowledge gain.

Instructions: Please answer the following questions to demonstrate what you've learned during this 5-day workshop.

1. Explain the difference between climate and climate change.

2. List five key climate challenges facing Yemen.

3. Complete this equation: RISK = _____ × _____

4. What are the five steps in the CBRA process?

5. What are the four Dublin Principles for IWRM?

6. Name three PRA tools and explain how one of them works.

7. What is a gender analysis framework and why is it important?

8. List the five components of a SMART objective.

9. What are the three components of MEL and what does each one mean?

10. Name three major climate finance sources and one characteristic of each.

11. What is stakeholder mapping and why is it important for advocacy?

12. What is one specific thing you will do differently in your work as a result of this workshop?

Revised Pre-Training and Post-Training Assessment

Instructions:
Please answer the following questions as best as you can. There are no right or wrong answers. This form is used before and after the training to measure your knowledge and understanding.

Section 1:

1. What is climate change?
a) A natural change in weather from day to day
b) A long-term change in climate caused by natural and human factors
c) I don't know

2. Which of the following is an example of climate change impact on rural communities?
a) Increased rainfall on a single day
b) Repeated droughts or floods in recent years
c) Climate change has no impact on rural communities

3. What is the main purpose of talking with the community about risks (like floods or droughts)?
a) To understand their problems and needs to plan suitable solutions together
b) To collect information only for reports without involving them
c) I don't know

4. Why is it important to involve women and marginalized groups in project activities?
a) Because their participation helps get a clearer picture of community needs
b) Because they are not important in project planning
c) I don't know

5. What is meant by writing a project proposal?
a) A document explaining the problem, proposed solution, and costs to get funding
b) A report about past activities only
c) I don't know

Section 2: Open-Ended Questions

6. Name two climate change impacts you have noticed in your area (e.g., water shortage, crop damage, increased floods):

1.
2.

7. What is the biggest climate-related problem facing the communities your organization works with?

8. If your organization received funding for a small climate-related project, what idea would you prefer to implement? Briefly write it:

Section 3: Self-Confidence in Skills

Please put a checkmark (✓) in the box that best describes your current confidence level:

Statement	Not Confident	Somewhat Confident	Confident	Very Confident
I can explain what climate change is to someone else	☐	☐	☐	☐
I can talk with the community about their climate-related problems	☐	☐	☐	☐
I can participate in thinking of simple solutions to a climate problem in the community	☐	☐	☐	☐
I can help write a simple project idea (proposal) for my organization	☐	☐	☐	☐
I can help involve women and vulnerable groups in project activities	☐	☐	☐	☐

- Post-Training Assessment we will use the same form as the Pre-Training Assessment

Daily Evaluation Form Template

Use this quick form at the end of each day for real-time feedback and adjustment.

==========

DAILY EVALUATION - DAY ___

Date: _____ Your Name (optional): _____

1. Today's most valuable learning: _____

2. What was unclear or confusing? _____

3. What would you like more time on? _____

4. Pace of training: Too Fast / Just Right / Too Slow

5. Participation opportunities: Too Few / Just Right / Too Many

6. Any suggestions for tomorrow? _____

APPENDICES

Appendix A: Bibliography & Key References

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FACILITATOR TIPS: Best Practices for Training Delivery

Before the Workshop: Preparation is Key

- **Master the Content:** Review all materials thoroughly. Understand not just what to say, but WHY it matters. Be prepared for difficult questions.
- **Know Your Participants:** Learn about their organizations, experience levels, and specific challenges. Adapt examples to their context.
- **Prepare Materials:** Print all handouts, prepare flip charts, test technology (projector, laptop). Have backup plans if technology fails.
- **Arrange the Space:** Set up room in U-shape or small groups to facilitate interaction. Ensure everyone can see and hear.
- **Plan Your Time:** Know exactly how long each activity takes. Build in buffer time for overruns and spontaneous discussions.
- **Prepare Energizers:** Have 3-4 quick energizer activities ready for when energy drops (especially after lunch or coffee breaks).

During the Workshop: Facilitation Techniques

Create a Safe Learning Space

- Establish ground rules on Day 1 (respect, confidentiality, one person speaks at a time)
- Model the behavior you want to see (active listening, admitting when you don't know)
- Acknowledge all contributions positively, even if incorrect
- Address dominant personalities tactfully: 'Thank you, let's hear from someone who hasn't spoken yet'

Use Participatory Methods

- Limit lecture time to 15-20 minute chunks maximum
- Follow every presentation with an interactive element (discussion, exercise, Q&A)
- Use 'think-pair-share': individual reflection → pair discussion → group sharing
- Incorporate movement: people learn better when physically engaged

Ask Powerful Questions

- Use open-ended questions that require thinking, not just recall
- Ask 'why' and 'how' questions, not just 'what'
- Wait at least 7 seconds after asking before calling on someone (uncomfortable silence is okay!)
- Redirect questions back to the group: 'What do others think about this?'

Manage Group Dynamics

- Balance gender representation in group discussions and presentations
- Ensure quieter participants are heard: 'We haven't heard from this side of the room yet'
- Keep time strictly—starting/ending on time shows respect
- If discussions go off-track, acknowledge the point and 'park' it for later

Make It Relevant

- Connect every concept to participants' lived experiences and work contexts
- Use local examples and case studies from Yemen whenever possible
- Invite participants to share their own examples and stories
- Ask frequently: 'How does this apply to your work?' 'What challenges do you anticipate?'

Check for Understanding

- Don't ask 'Does everyone understand?' (people won't admit they don't)
- Instead: 'Can someone summarize the key points?' 'What questions do you have?'
- Watch body language for signs of confusion or disengagement
- Use quick check-ins: thumbs up/down, traffic lights (red/yellow/green cards)

Handling Difficult Situations

- **Participant Challenges Expertise:** Acknowledge their perspective, don't get defensive. If you don't know, say so and offer to research. Redirect to group: 'What has your experience been?'
- **Side Conversations:** Pause, make eye contact, wait. If persistent: 'Is there something you'd like to share with everyone?' Friendly, not confrontational.
- **Dominant Personality:** Acknowledge their contributions, then redirect: 'Thank you. I'd like to hear from others now.' Use round-robin or structured turn-taking.
- **Low Energy/Engagement:** Take an unplanned energizer break. Switch from presentation to interactive activity. Break into smaller groups for discussion.
- **Culturally Sensitive Topics:** Frame carefully (e.g., gender as 'ensuring everyone benefits'). Acknowledge cultural context while gently challenging inequitable practices. Use success stories.
- **Running Over Time:** Prioritize: what MUST be covered vs. what can be abbreviated? Shorten breaks slightly. Distribute reading materials for topics you skip. Don't rush through everything—better to cover less deeply.
- **Technology Failure:** Always have low-tech backup plan (flip charts, handouts). Turn failure into participation: have groups create their own visual aids on flip charts.

Cultural Considerations for Yemen Context

- Gender Dynamics: Separate group discussions for men and women may be necessary for sensitive topics. Ensure female facilitators for women's groups if culturally appropriate.
- Religious Sensitivity: Respect prayer times. Schedule breaks to allow for prayers. Avoid scheduling training during Ramadan or adjust timing.
- Hierarchy and Authority: Respect for elders and authority figures is strong. Ensure elders/leaders are acknowledged but don't dominate discussions.
- Conflict Context: Be aware that Yemen is experiencing ongoing conflict. Participants may have experienced trauma. Avoid triggering topics; offer support resources.
- Language: If conducting in Arabic, ensure materials are professionally translated. Use simple, clear language avoiding complex English technical terms.
- Food and Hospitality: Sharing food is culturally important. Ensure refreshments are available. Be mindful of dietary restrictions.
- Time Perception: 'Workshop time' may differ from local time perception. Be flexible while maintaining structure. Start and end times may need negotiation.

After the Workshop: Follow-up and Sustainability

Immediate Follow-up (Week 1)

- Send thank you email/message to all participants
- Share digital copies of all materials, presentations, and templates
- Compile and share key takeaways and commitments from the workshop
- Address any outstanding questions that weren't answered during sessions

Short-term Follow-up (1-3 Months)

- Send check-in survey: 'What have you applied? What challenges have you faced?'
- Organize virtual or in-person follow-up session to share experiences
- Create WhatsApp or email group for participants to support each other
- Share additional resources based on expressed needs

Long-term Follow-up (6-12 Months)

- Conduct follow-up evaluation (Kirkpatrick Level 3 & 4)
- Document success stories and case studies from participants
- Invite participants to co-facilitate future workshops
- Assess need for advanced or refresher training

Building a Learning Community

- Facilitate peer-to-peer learning among participants
- Create online repository of tools, templates, and resources
- Organize periodic 'communities of practice' meetings
- Connect participants with other networks and learning opportunities

Self-Care for Facilitators

Facilitating intensive multi-day workshops is demanding. Take care of yourself:

- Get adequate sleep and rest each evening
- Stay hydrated throughout the day (facilitating involves a lot of talking!)
- Take breaks when participants take breaks—don't use that time for prep
- Debrief each day with a co-facilitator or supportive colleague
- Be kind to yourself—perfection is not the goal, learning is
- Celebrate successes and learn from challenges without self-criticism
- Build in recovery time after the workshop before returning to regular duties

End of report

Thank you for your commitment to building climate resilience in Yemen.
Your work is transforming CSO capacity
and empowering communities to adapt to climate change.

May this manual serve you well in your vital work.

For questions or support:
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