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WHH

WAHAFA EVALUATION
REPORT 2023-2025

Executive Summary

For a world without hunger

Executive Summary

The **Welthungerhilfe Anticipatory Humanitarian Action Facility (WAHAFA)** has been funded from May 1, 2023, and runs to April 30, 2026 with €8.2 million in support from the **German Federal Foreign Office (GFFO)** to strengthen the practice and reach of **Anticipatory Humanitarian Action (AHA)**. Housed within **Welthungerhilfe**, WAHAFA has supported both local and international NGOs in designing, testing, and operationalising Anticipatory Humanitarian Action mechanisms across 13 countries in Sub-Saharan Africa.

This evaluation is conducted to facilitate learning and improve future Anticipatory Humanitarian Action programs similar to WAHAFA. This evaluation concentrated on programmes in four sample countries: **Madagascar**, **Mozambique**, **Somalia/Somaliland**, and **Zimbabwe**.[1]

Findings

1. AHA was highly relevant and appropriate in both Germany and Africa.
2. AHA is becoming increasingly institutionalised, with strong government and civil society engagement in all four sample countries.
3. Despite widespread adoption of AHA, coordination challenges between some partners persist.
4. Long chains of finance and authorization from the German Federal Foreign Office (GFFO) to WHH to German NGO partners to NGO partners slowed implementation.
5. Capacity sharing events across Africa proved highly effective.
6. Over time, the quality of applications for Build projects improved significantly, reflecting both growing familiarity with AHA principles and stronger capacity among partners.
7. Community engagement was a consistent strength across all four sample countries.
8. Some partners have begun to transition from grant recipients to sector leaders.
9. WAHAFA has built strong momentum in the sector for AHA, gaining visibility and legitimacy across NGOs, UN agencies, and parts of government.
10. Yet sustainability remains fragile: sustainability requires strengthened coordination, more flexible funding, and deepened national ownership for lasting impact.

[1] In this report we use the convention of United Nations and international frameworks for development cooperation in which Somaliland is a constituent part of Somalia. We note also that this is a position that is disputed in the Somaliland region.

Lessons Learned

Programme Design and Planning

1. The distinctions between Capacity, Build, and Fuel are more clear on paper then they are in practice.
2. The long chains of funding slow progress. An integrated WAHAFA programme – where Capacity, Build, and Fuel are not strictly separated – could streamline funding.

Implementation and Operations

3. Most successful outcomes occurred when AHA was integrated into the way organisations and emergency management systems work.
4. Programmes work best where WHH and the different WAHAFA stakeholders identify their strategic areas of strength and collaborate with other stakeholders to deliver AHA more effectively.
5. The uptake and success of AHA have been supported by several enabling factors: strong government engagement, integration into national disaster risk frameworks, active working groups, donor flexibility, local ownership, strategic stakeholder mapping, access to non-WAHAFA funding, and production of success stories. However, progress remains constrained by limiting factors: lack of a diversified donor base, short-term staffing models, frequent staff turnover, fragmented approaches, limited monitoring capacity and political and security challenges.

Localization and sustainability

6. Open knowledge sharing beyond direct funding relationships creates significant multiplier effects.

Community Engagement and Participation

7. Dedicated personnel for each partner organisation combined with suggestive rather than prescriptive methodology enables successful capacity sharing that builds on existing systems rather than replacing them.

The evaluation team and WHH staff co-created 13 recommendations, which are summarised below.

Recommendations

Programme Design and Planning

1. **Restructure the programme:** Consolidate the structure into two pillars: Build and Fuel, integrating the concept of Capacity within both.
2. **Ease administrative burdens:** Strengthen procedures starting in the Build phase for operationalizing the financial flow from funder to partner organisations (including WHH-internally) to simplify and standardize processes.

Implementation and Operations

3. **Support organisational change to ensure organisational ownership by partners**, reinforced through capacity-sharing mechanisms. Specifically:
4. Through the **integration of AHA from the time of proposal development**
    a. Provide strategic support for organisational integration of AHA in Disaster Risk Management workstreams.
    b. Encourage organisations to outline measurable organisational and procedural changes that will enhance anticipatory readiness as part of project outcomes.
5. And **enhancing capacity-sharing and learning**
    a. Design and deliver joint learning sessions or peer-exchange workshops on integrating AHA into organisational systems.
    b. Facilitate WAHAFA technical support and mentorship with partner organisations during proposal preparation and implementation.
    c. Strengthen supportand mentorship for strategic positioning of AHA within an organisation, a country, partner organisations, and WHH Country Offices.
6. **Simplify and strengthen support** for the WAHAFA capacity assessment to identify where each stakeholder adds the most value.
7. Use this mapping of strategic areas of strength of stakeholders to define **clear and complementary roles to other AHA stakeholders** within project design and coordination frameworks.
8. **Emphasize shared learning forums:** Active participation and sharing of lessons learned and approaches across projects in well-planned working groups, networks, and learning platforms should become the norm for all organisations doing AHA work.
9. **Create a 'maintenance mechanism'** between Build and Fuel phases. for updating plans, retraining staff, revising risk analyses, or aligning with new government priorities.
10. Embed AHA into existing emergency response, DRR, and preparedness frameworks of partners to **anchor the approach and needed procedures into the way organisations work.**
11. Since hazards also threaten development projects and gains, **train both emergency response and development staff to utilize the analysis conducted and trigger monitoring skills** which can also make AHA plans more sustainable.
12. Established AHA programmes should **seek to diversify funding** from local governments and other donors to build sustainability and flexibility.

Localization and sustainability

13. **Cross-regional learning mechanisms:** Encourage and facilitate virtual inter- country exchange workshops (e.g. along themes such as MEAL) or in-country peer learning visits that allow staff from different contexts to observe and adapt successful AHA practices