Final Report
Evaluation of WAHAFA (Welthungerhilfe Anticipatory Humanitarian Action Facility)

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Acronyms

AA	Anticipatory Action
AAP	Anticipatory Action Plan
ACF	Action Contre la Faim/Action Against Hunger
ADRA	Adventist Development and Relief Agency
AHA	Anticipatory Humanitarian Action
ARC	African Risk Capacity
ARV	Africa RiskView
BNGRC	Bureau National de Gestion des Risques et des Catastrophes/ National Office of Risk and Disaster Management (Madagascar)
CCGRC	Comité Communale de Gestion des Risques et Catastrophes/Communal Committee for Risk and Disaster Management (Madagascar)
CLGRC	Comité Locale de Gestion des Risques et Catastrophe/Local Committee for Risk and Disaster Management (Madagascar)
CPU	Civil Protection Unit
CRS	Catholic Relief Services
DGM	Direction Générale de la Météorologie/Directorate General of Meteorology (Madagascar)
DKH	Diakonie Katastrophenhilfe/ Diakonia Emergency Aid
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
FbF	Forecast-based Financing
FbA	Forecast-based Action
FCTZ	Farm Community Trust of Zimbabwe
GFFO	German Federal Foreign Office
INGD	Instituto Nacional de Gestão e Redução do Risco de Desastres/National Institute for Disaster Risk Reduction (Mozambique)
INGO	International Non-Governmental Organisation
KOA	Koordinierungsausschuss Humanitäre Hilfe/Humanitarian Aid Coordinating Committee
LHP	Local Humanitarian Partner
MT	Mvuramanzi Trust (Zimbabwe)
NADFOR	Somaliland National Disaster Preparedness and Food Reserve Authority
NAZ	Nutrition Action Zimbabwe
NTWG	National Technical Working Group
NGO	Non-Governmental Organisation
P-FIM	People First Impact Method
SAF/FJKM	Sampan'Asa ho an'ny Fampandrosoana/FJKM/Department for Development of the Church of Jesus Christ in Madagascar (Madagascar)
SEC Unit	Sector Strategy, Knowledge and Learning Unit (within WHH)
SRCS	Somali Red Crescent Society
UN	United Nations
WAHAFA	Welthungerhilfe Anticipatory Humanitarian Action Facility
WFP	World Food Programme
WHH	Welthungerhilfe
WRSI	Water Requirement Satisfaction Index
WV	World Vision

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 support and 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

1. Introduction

1.1 Background and context

The **Welthungerhilfe Anticipatory Humanitarian Action Facility (WAHAFA)** was launched in 2023 with €8.2 million in support from the **German Federal Foreign Office (GFFO)** to strengthen the practice and reach of anticipatory humanitarian action. Housed within **Welthungerhilfe**, WAHAFA reflects the organisation's broader commitment to supporting dignified, locally led responses to hunger, poverty, and crisis.

WAHAFA has supported both local and international NGOs in designing, testing, and operationalising Anticipatory Humanitarian Action (AHA) mechanisms across 13 countries in Sub-Saharan Africa. The WAHAFA model is a platform that centres on three interconnected pillars:

- Capacity: Enable organisational learning and capability development through training and peer exchange.
- Build: Support the design of Anticipatory Action Plans (AAPs) that combine scientific forecasting with local knowledge and priorities.
- Fuel: Provide guaranteed financing for pre-agreed anticipatory actions, once trigger thresholds are met.

Crucially, WAHAFA was not conceived as a conventional humanitarian project, but as a facilitative mechanism with the explicit aim of acting as a multiplier to accelerate the uptake of anticipatory approaches within the German NGO landscape and among African humanitarian partners. It started May 1, 2023, and runs to April 30, 2026. This evaluation is conducted to facilitate learning and improve future Anticipatory Humanitarian Action programs similar to WAHAFA.

This report uses the term *Anticipatory Humanitarian Action (AHA)* to describe actions taken ahead of predicted crises based on forecast information and risk analysis. The term *AHA* is used throughout the report to refer to the same concept also known as *Anticipatory Action (AA)* but emphasizing long-term strategy to improve baseline resilience.

1.2 Purpose and scope of the evaluation

The evaluation objectives centre on these core elements:

- Assessing WAHAFA's overall contribution to AHA
- Examining the effectiveness of WAHAFA's core components
- Generating transferable learning for future scale-up

The users of the evaluation are expected to be:

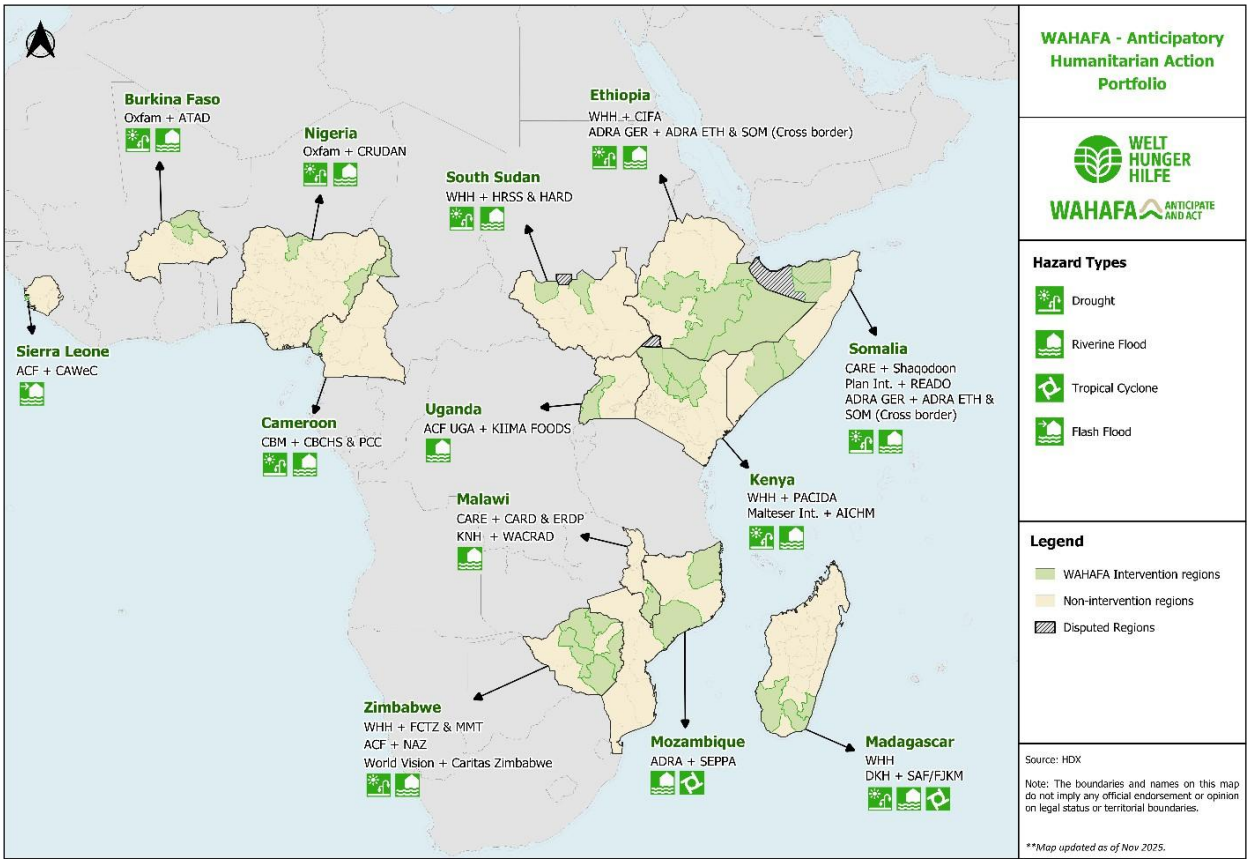
- Primary users: WAHAFA Programme Management Unit and Technical AHA Team; participating local and international NGOs; Welthungerhilfe (WHH)
- Secondary users: Institutional stakeholders on international, national, and regional levels (government, UN, NGOs, Red Cross, donors, especially GFFO as donor); INGOs; non-participating WHH Country Offices; and WHH multi-country programs and other WHH units such as WHH SEC Unit.

As of September 2025, the WAHAFA project supports AHA projects in 13 countries (Burkina Faso, Cameroon, Ethiopia, Kenya, Madagascar, Malawi, Mozambique, Nigeria, Sierra Leone,

Somaliland, South Sudan, Uganda, and Zimbabwe). These projects are implemented in collaboration with INGOs (ADRA, Action Against Hunger, CARE Germany, Christoffel-Blind Mission, Diakonie Katastrophenhilfe, Kindernothilfe, Malteser International, Oxfam Germany, Plan International, and World Vision) and 22 local partner organisations. However, this evaluation will concentrate on programmes in four countries: **Madagascar, Mozambique, Somaliland and Zimbabwe.** The evaluation covers the entire project from 2023 through September 2025.

Figure 1 summarises the countries and hazards covered by the programme: 13 countries addressing four hazards.

Figure 1: WAHAFA Portfolio (Source: WHH)



As indicated in the Inception Report for this evaluation, we developed tailored pathways for each of WAHAFA's three pillars: Capacity, Build, and Fuel. These were constructed using insights from the inception process and serve as working hypotheses for how WAHAFA's support is expected to lead to change. Each pathway sets out a sequence of inputs, intermediate changes, and outcomes, informed by WAHAFA's own Theory of Change. These pathways guided our data collection and analysis, ensuring that our evaluation remains grounded in WAHAFA's design logic while offering space to test and refine findings. We present our analysis along these pathways both by country and across the whole programme. The full explanation of these pathways is in Annex 3.

To make this report as useful as possible, we have created a more user-friendly format than the typical evaluation report. It is limited to 20 pages, and contains succinct sections with Findings, summaries of the Pathways to Change that the programme followed, and brief Lessons Learned that can be of use not only to programme and partner staff, but also to other practitioners and funders interested in promoting AHA. Annexes contain considerable additional detail for those readers who want to explore

deeper the experience of the programme. To increase the usefulness of the recommendations, the evaluation team co-created them with programme staff following initial review of this report.

2. Findings

The following are the key findings of this evaluation of the WAHAFA programme. Note that we consider Findings as facts which apply to the WAHAFA programme specifically. Broader conclusions and interpretation about AHA in general as an approach, which are more interpretive and designed for external audiences, appear below in the Lesson Learned section.

2.1 Relevance & Appropriateness

Finding 1: AHA was highly relevant and appropriate in both Germany and Africa, shown by the high demand for capacity sharing sessions and Build projects. NGOs from all sample countries in the programme and most governments saw the value of AHA and how it could fit into existing disaster management frameworks.

2.2 Coherence

Finding 2: AHA is becoming increasingly institutionalised, with strong government and civil society engagement in all four sample countries. Institutionalisation is strongest in Somaliland and Zimbabwe. In Somaliland, AHA is embedded within both the Somaliland National Disaster Preparedness and Food Reserve Authority (NADFOR) and the NGO sector, with NADFOR chairing the newly established AA Technical Working Group and referencing AHA in official documents. In Zimbabwe, WAHAFA's close collaboration with government agencies led to AHA's inclusion in national legislation, the adoption of a roadmap, and the formation of a national AA committee.

Finding 3: Despite widespread adoption of AHA coordination challenges between some actors persist. In Zimbabwe and Somaliland, actors in the programme have at times not shared information. In Madagascar, AHA is practised across multiple sectors but remains fragmented due to differing donor models and trigger mechanisms, even as the Bureau National de Gestion des Risques et des Catastrophes (BNGRC) leads efforts to develop a national strategy. In Mozambique, AHA is well established in several provinces, yet Cabo Delgado – where WAHAFA operates – remains outside the mainstream system, resulting in a more isolated and distinct approach.

2.3 Efficiency

Finding 4: Long chains of finance and authorization from the German Federal Foreign Office (GFFO) to WHH to German INGO partners to NGO partners slowed implementation. Plans in the Build phase often did not take these necessary approvals into account in scheduling. Most German INGO partners and WHH staff have now streamlined their systems to move decisions and funding faster, but the long chain still exists, and plans must take that into account.

2.4 Effectiveness

Finding 5: Capacity sharing events across Africa proved highly effective, with twenty-four sessions helping to clarify key concepts of AHA and improve operational readiness. These sessions were well received, with 98% of partners rating them as satisfactory. However, subsequent implementation revealed gaps in knowledge and practical application, prompting the need for ongoing review and reinforcement.

Finding 6: Over time, the quality of applications for Build projects improved significantly, reflecting both growing familiarity with AHA principles and stronger capacity among partners. This was complemented by rich in-country learning and

relationship-building, as communities and organisations engaged with local, regional, and national governments, meteorological services, and civil society actors. These exchanges led to the formation and strengthening of several working groups and networks, both within Africa and in Germany.

Finding 7: Community engagement was a consistent strength across all four sample countries, with Zimbabwe standing out for its use of the People First Impact Method (P-FIM). This approach fostered strong community organisation and responsiveness, demonstrating the value of participatory tools in AHA programming.

Finding 8: Some partners have begun to transition from grant recipients to sector leaders. The Adventist Development and Relief Agency (ADRA), for example, adapted the WAHAFA AHA planning process to develop internal guidelines for use across its global network, and established an internal AHA working group. The governments of Zimbabwe and Somaliland region have committed to collaborate AHA work with NGO partners.

2.5 Sustainability

Finding 9: WAHAFA has built strong momentum in the sector for AHA, gaining visibility and legitimacy across NGOs, UN agencies, and parts of government. Partners have embedded AHA into operational frameworks, engaged local authorities, and formed working groups in Somaliland, Zimbabwe, and Germany. WHH institutionalised AHA internally, creating an internal Anticipation and Preparedness Fund and adapting systems. These efforts have helped establish a foundation for long-term integration.

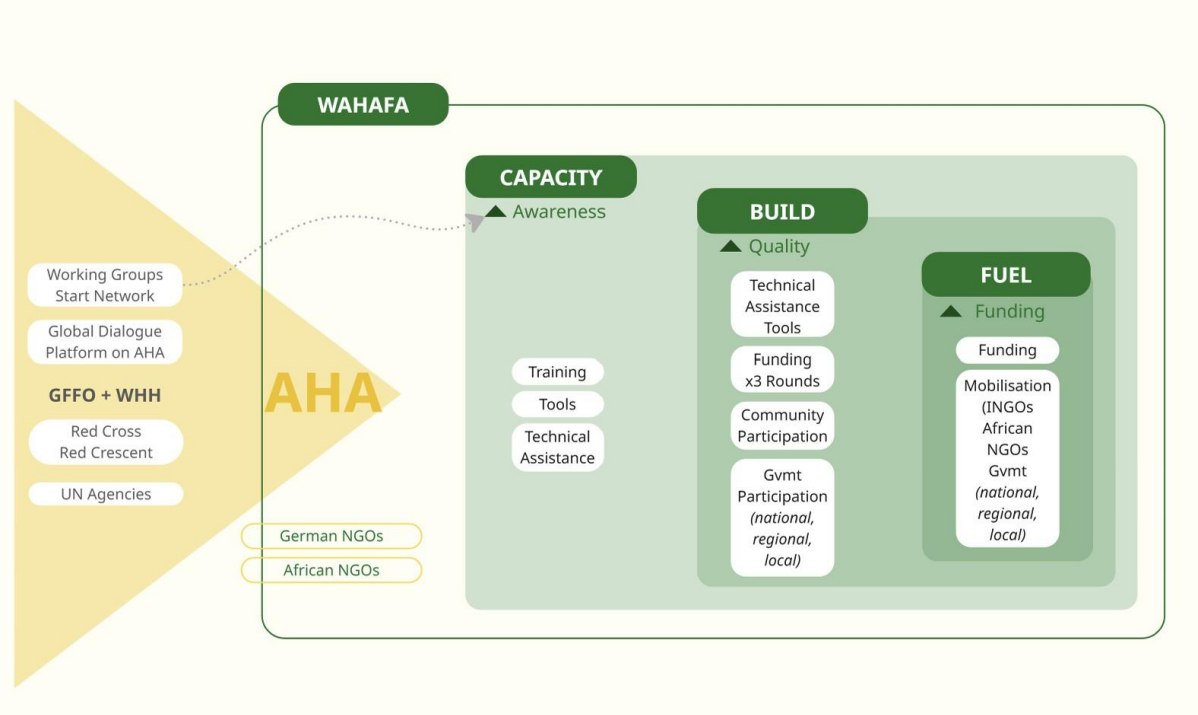
Finding 10: Yet sustainability remains fragile. Sustainability requires strengthened coordination, more diverse funding, and deepened national ownership for lasting impact. Funding gaps between Build and Fuel phases disrupt staffing and continuity, and national-level uptake is uneven. While systems have been streamlined and AHA concepts embedded, staff turnover and weak transitions between phases continue to undermine implementation of AHA. Strengthening coordination between actors, securing more flexible funding from more donors, and deepening national ownership are essential for lasting impact.

3. Pathways to Change

The following analysis examines the extent to which implementation of the programme confirmed the intended Pathways to Change. For each pathway, the progress expected at each step are summarised in *italics*, followed by analysis of progress in each case.

Figure 2 illustrates a typical Pathway to Change in the programme. Previous experience of GFFO and WHH with Forecast-based Financing and Forecast-based Action suggested that a larger, multi-county approach to AHA was justified. This experience was inspired and informed by interaction with a number of working groups, the Start Network and other influential actors such as the Red Cross and Red Crescent Societies and UN agencies, including the World Food Programme (WFP), Food and Agriculture Organisation (FAO), and the UN Office for the Coordination of Humanitarian Affairs (OCHA). Based on this experience, the WAHAFA programme was born.

Figure 2: Typical Pathway of Programme Implementation (Source: authors)



Within the programme, further awareness creation across the German NGO sector spread the word about the programme and laid the path for capacity sharing training events about AHA. WHH staff created tools to assist in this awareness creation and skills building and sharing, and invited German INGOs and their African partners to submit proposals to develop AAPs. The programme held three rounds of funding for "Build" proposals, and selected 20 projects. Staff noted a steady increase in the quality of proposals from an AHA perspective over the course of the programme. These Build proposals pulled together the participation of local, regional, and national government actors, and meaningful planning and participation of local communities in the areas where programmes were proposed. Few programmes experienced triggers to move on to the Fuel phase, but all agreed on what triggers would be, and sought to embed monitoring of those triggers into stable systems like government departments. Where the trigger threshold was reached and Fuel activities (i.e., anticipatory actions) were approved and implemented – especially in Somaliland and Zimbabwe – the coalitions built by the Build phase mobilised the German INGO and African NGO partners, local, regional, and national government actors as well as funding to support AHA.

3.1 Global

Inputs

Capacity Pillar: *WAHAFA co-designs and delivers capacity sharing support with partners*

Support from GFFO promoted the approach, based on previous pilots as far back as 2014 with Forecast-based Financing (FbF) and Forecast-based Action (FbA). WHH workshops with potential partners in Germany and several African countries raised awareness of AHA as an approach and the opportunity to submit a proposal for funding. Discussion with international communities of

practice like the Start Network and at the Global Dialogue Platform on Anticipatory Humanitarian Action also spread the concept. Evidence shows repeated demand (more than 30 Build applications per round and 100–150 participants per regional training). Partners positively highlighted the adaptive design of the programme and open knowledge sharing. Results of 24 surveys of participants in capacity sharing events. Overall, 98% of participants rated the events as "Satisfying" or "Very Satisfying". Complete results of the surveys are in Annex 6.

Build Pillar: *WAHAFA supports partners to design AAPs*

As with all new programmes, it took WHH time to set up the program to ensure the project ran smoothly. This set up phase included hiring staff and refining internal procedures and procedures with partners. After the first nine months, the programme has been running smoothly across all WAHAFA partners sampled. Over the course of three funding rounds, the programme financed 20 Build projects worth €3.3 million.

Fuel Pillar *Fuel funding, guidance, and tools provided to partners*

Projects in Zimbabwe, Somaliland, and South Sudan moved from Build to Fuel projects though their respective AAPs had not been fully validated yet. However, the available data suggested that the anticipated disaster required anticipatory action without delay. In Somaliland, for instance, the trigger activation followed the existing trigger statement, which had been validated by all stakeholders, with activities already pre-agreed. For other project countries like Zimbabwe validation for AAPs was pending, but there were discussions around activities.[2] The timing of trigger activation did not always align with AAP validation, as it is driven by forecast-based mechanisms rather than traditional project management cycles, which in turn influenced the sequencing of Build-to-Fuel transitions.

Intermediate Change 1

Capacity Pillar *Capacity support is seen as practical and usable*

While participants almost unanimously valued positively the formal training events, later implementation showed that some participants needed refresher training on some points of the programme, so hands-on work was needed to solidify understanding.

Build Pillar *Partners lead inclusive, risk-based AAP processes*

Some partner NGOs now understand the relationship between AHA and Disaster Risk Reduction (DRR), and increasingly integrate it into standard operating procedures, especially in the four sample countries in this evaluation. Reports confirm that partners and WHH staff have led multiple AAP processes with local, provincial, and national governments and other stakeholders.

Fuel Pillar *Financing pathways understood and integrated into Anticipatory Action Plans*

[2] Note that Madagascar triggered a Fuel response in October 2024 when projections predicted an unusually strong cyclone season. While funds were devoted to it, the cyclones never developed sufficiently to warrant use of the funds.

All four countries in the sample developed trigger mechanisms, and several (for example Madagascar and Zimbabwe) successfully transferred monitoring and management of trigger mechanisms to the government, which boosted sustainability. Attempts to base triggers on local knowledge proved difficult to make systematic but were essential to producing accurate analyses and viable plans.

Intermediate Change 2

Capacity Pillar *Partners begin to lead or actively contribute in AHA planning and coordination spaces*

Several partners have taken leadership roles in the AHA field. ADRA has adapted its disaster response framework to incorporate AHA and hired a technical AHA advisor. A caveat is that high demand may not always reflect genuine institutional commitment to AHA; in a constrained funding climate, some organisations may participate opportunistically, pursuing resources even when AHA is not the best strategic fit to their current humanitarian programming and current layout of humanitarian strategy.

Build Pillar *AAPs progress to finalisation and validation*

While in the evaluation's country sample only the three plans have been formally validated at the time of writing - two plans for Mozambique, and one plan in Madagascar - all project partners completed AAPs, and expect validation before the end of 2025. Integration into existing disaster response frameworks varies by country: in Zimbabwe and Somaliland it is fully integrated, but in the province of Cabo Delgado in Mozambique, the programme runs in parallel with the system in all other provinces, where AHA is coordinated by WFP and the National Institute for Disaster Risk Management and Reduction.

"*Organisations actually got more involved, not only on policy level, not only on the headline level, but actually trying out what it means, seeing how to develop something, especially the local partners.*" WHH staff member

Fuel Pillar *Partners are approved for financing and ready to release funds once triggers are met*

Global evidence confirms partners were introduced to trigger-based financing concepts and that some activations took place (Zimbabwe, South Sudan, Somaliland). Some activations were based on the developed triggers (trigger-based), while others were informed by expert evaluations of the available data (decision-based) when it was clear that disasters were developing fast than plans could be validated. Partners appreciated this flexibility.

Outcome

Capacity Pillar *AHA becomes embedded into organisational systems*

Evidence from WHH headquarters and partners shows a cultural shift. Knowledge of AHA is now widespread and accepted in the humanitarian community in the four sample countries as a result of a collaborative effort with some of the AHA champions. Turnover of staff is a problem, especially in countries which have not triggered Fuel phases to release new funding. Evidence suggests WAHAFA has supported a global shift in how AHA is

understood and practised, particularly by promoting visibility, legitimacy, and momentum within NGO networks. WHH headquarters KIIs stress that AHA is seen as "the future of humanitarian response," and partners increasingly associate themselves with the agenda through workshops and coordination platforms.

Build Pillar *Validated AAPs are in place, trigger-ready, and institutionally recognised*

While only three plans in the sample countries have been formally validated at the time of publishing this report, AAPs are complete in all sample countries. The process of developing them has built alliances and knowledge throughout the system – national, regional, and local governments, NGOs, and local communities. Coordination at German national level was not as organised as at country level in Africa, but a KOA working group has been formed, a workplan is being drafted, and there are many platforms for meetings.

"The wave of working in anticipatory action is becoming stronger and stronger since the beginning of this project." Partner staff member

Fuel Pillar *Financing mechanisms institutionalised and scaled by partners*

All sample countries are ready for triggers, and two have already implemented multiple Fuel activities in the face of drought. Yet evidence for sustainability of the programme is limited: continuity challenges (staff turnover, gaps between Build and Fuel, donor dependency) are widely noted.

3.2 Madagascar

Partners*: DKH, SAF/FJKM; WHH direct implementation*
Funding*:*

- *€ 85,600 for DKH and SAF/FJKM*
- *€ 128,445 for WHH Madagascar*

Anticipatory Action Plans*:*

- *SAF/FJKM – 1 for drought (validated)*
- *WHH – 3 for cyclones, floods, droughts*

Inputs

Capacity Pillar: *WAHAFA co-designs and delivers capacity sharing support with partners*

Evidence from WHH team and partners shows trainings, peer learning, and contextualised tools (e.g., flood markers) were relevant to local partners DKH/SAF/ FJKM and to Madagascar government staff. The approach was adaptive, not top-down.

Build Pillar: *WAHAFA supports partners to design AAPs*

Evidence from WHH team and partners confirms that technical guidance, tools (e.g., Water Requirement Satisfaction Index (WRSI) drought model, flood markers) were relevant to local, regional, and national authorities, and that WHH teams provided facilitation well. Processes were deliberately aligned with national disaster response systems (especially the Bureau National de Gestion des Risques et des Catastrophes (BNGRC) and Direction Générale de la Météorologie (DGM)) and the National Technical Working Group (NTWG). Delay of three months in funding disbursement compressed the timeline for the Build project, but the pathway is confirmed as following the intended plan.

Fuel Pillar *Fuel funding, guidance, and tools provided to partners*

No Fuel activities were implemented during this programme.

Intermediate Change 1

Capacity Pillar *Capacity support is seen as practical and usable*

KIIs consistently described tools and training as user-friendly, accessible, and aligned to bandwidth realities. Community "marker monitors" reporting via mobile phones were cited as a practical model. DKH and SAF/ FJKM noted delivery was flexible and responsive to operational constraints.

Build Pillar *Partners lead inclusive, risk-based AAP processes*

KIIs and document review show that partners engaged local and communal level Disaster Risk Management (DRM) committees (Comité Locale de Gestion des Risques et Catastrophe (CLGRC)/Comité Communale de Gestion des Risques et Catastrophes (CCGRC)) and conducted vulnerability analyses to inform AAP design. The WHH office developed three hazard-specific AAPs (drought, flood, cyclone), and DKH and SAF/FJKM developed a fourth plan on drought. The participation of Madagascar local authorities and communities were high.

Fuel Pillar *Financing pathways understood and integrated into readiness plans*

No Fuel programmes were triggered during this project period. Evidence indicates partners were introduced to trigger-based financing and AAPs are increasingly linked to financial planning. The WRSI model enables structured activation, though timing differences with WFP's model would need to be reconciled with the system in use in other provinces in order to integrate into the national system.

Intermediate Change 2

Capacity Pillar *Partners begin to lead or actively contribute in AHA planning and coordination spaces*

Local partner SAF/FJKM led the process of drafting its AAP, while the WHH country office did three more. Both conducted risk/vulnerability analyses, and convened stakeholders through NTWG. The WHH country team confirmed that national institutions now lead the NTWG which has more than 30 members. However, evidence also indicates that in some places, community-level actors often received awareness-raising sessions rather than deep capacity-building, which could limit full autonomy post-WAHAFA.

Build Pillar *AAPs progress to finalisation and validation*

AAPs reached advanced stages of validation, supported by the NTWG, which includes BNGRC, DGM, Start Network, WFP, CRS, and others. Madagascar partners reported greater credibility and confidence ("we are now known because we have done an AAP"). However, evidence also highlights gaps in community-level capacity. At the time of writing, only SAF-FJKM's AAP was formally validated, but the pathway is confirmed as following the intended plan.

Fuel Pillar *Partners are approved for financing and ready to release funds once triggers are met*

A "readiness trigger" was reached in October 2024 after predicting an unusually strong cyclone season in Madagascar. This led to preparatory measures such as "pre-targeting" and administrative preparations for possible implementation being carried out. Fortunately, emerging cyclones did not reach the corresponding threshold values in the project regions, so no cyclone anticipatory actions had to be implemented.

Outcome

Capacity Pillar *AHA becomes embedded into organisational systems*

AHA is embedded in national contingency plans and DRM frameworks; the WRSI drought model has been transferred to the Madagascar General Directorate of Meteorology; community associations have been created and government at all levels engaged. Yet sustainability is fragile: up to 90% of budgets for AHA are donor-funded, staff turnover remains high, and subnational resourcing is weak.

Build Pillar *Validated AAPs are in place, trigger-ready, and institutionally recognised*

The Build phase successfully created the ability to implement the AHA approach among both WHH staff and DKH and SAF/FJKM staff. While institutional anchoring is evident, long-term activation depends on continued coordination and financing. SAF-FJKM's AAP on drought was formally validated at the time of writing, plans are on track to validate the WHH country office plan by the end of the year.

"WHH staff did a lot of listening, which made the plan reflect the reality, easily adapted the plan to the reality. It was not top-down imposition of a protocol and way of working." Partner staff member

Fuel Pillar *Financing mechanisms institutionalised and scaled by partners*

WHH and German partner DKH have worked out administrative and financial systems to speed approval at each stage, but the stepwise organisation of the programme still builds in the need for bureaucratic approvals each step of the way. WAHAFA's financing approach is institutionally recognised and has international legitimacy, yet sustainability is highly fragile. Without long-term financing from government – European and domestic – systems risk fading despite technical anchoring.

3.3 Mozambique

Partners*: ADRA Germany, ADRA Mozambique/SEPPA Foundation*
Funding*:*

- *€85,600 for ADRA Mozambique and SEPPA for Build*

Anticipatory Action Plans*:*

- *ADRA Mozambique/SEPPA Foundation – 1 for cyclones, 1 for floods*
- *Both validated (1 for cyclones, 1 for floods)*

Inputs

Capacity Pillar: *WAHAFA co-designs and delivers capacity sharing support with partners*

WHH, ADRA Mozambique, and SEPPA Foundation successfully co-designed and delivered capacity-sharing support through trainings, technical guidance, and peer-to-peer exchanges in Cabo Delgado Province. Partners valued the accessible tools including simulations, participatory planning exercises, and templates. ADRA addressed long-standing gaps in anticipatory action knowledge across the organisation, while local partner SEPPA gained entry into the AHA community despite facing steeper learning curves.

Build Pillar: *WAHAFA supports partners to design AAPs*

WAHAFA provided structured tools, templates, and facilitation for AAP development. The process incorporated simulations, participatory planning, and community consultations grounded in local realities. Deliberate alignment with national systems occurred through the National Institute for Disaster Management (INGD) collaboration and participation in the national Anticipatory Action Working Group, though funding delays compressed initial timelines.

Fuel Pillar *Fuel funding, guidance, and tools provided to partners*

WAHAFA delivered financing templates, agreements, and guidance alongside capacity support connecting financial planning to AAPs. The dual Build and Fuel structure provided valued technical and operational support. Delayed disbursements strained the ability of local partners to pre-finance the work since they did not have the liquidity required. ADRA Mozambique and SEPPA tailored supplier agreements with pre-positioned materials and deferred payment arrangements to help mitigate challenges, although this system still remains to be tested in practice.

Intermediate Change 1

Capacity Pillar *Capacity support is seen as practical and usable*

ADRA and SEPPA praised tools and trainings as user-friendly and adaptable. Inception meetings and iterative revisions built ownership and quality for ADRA, while SEPPA expressed a desire for more intensive follow-up beyond initial two-day sessions. Participatory and community-centred methods and games enhanced ownership, though administrative complexity and lack of community incentives posed recurring challenges. There were a number of complaints about the lack of incentives, and, on some occasions, DRR committee members drop out as a result.

Build Pillar *Partners lead inclusive, risk-based AAP processes*

Partners actively led hazard mapping, vulnerability analysis, and community consultations for AAP design. SEPPA established solid foundations, though lack of depth in training sometimes necessitated extensive corrections during drafting. ADRA successfully worked through established committees and institutions (including government actors), avoiding parallel systems and enhancing institutional legitimacy.

Fuel Pillar *Financing pathways understood and integrated into Anticipatory Action Plans*

Partners demonstrated understanding of trigger-based financing and incorporated budget planning into AAP development. ADRA Mozambique and

SEPPA reported stronger institutional knowledge of financial processes and supplier agreement use. However, comprehension varied, as ADRA managed administrative complexity with its larger administrative structure, while smaller SEPPA struggled. Disbursement delays undermined confidence in system usability.

Intermediate Change 2

Capacity Pillar *Partners begin to lead or actively contribute in AHA planning and coordination spaces*

ADRA Mozambique and partners transitioned from conceptual awareness to active leadership, creating internal working groups and developing organisational AAP guidelines. ADRA assumed visible roles in the national Anticipatory Action Working Group. Local NGOs gained stronger visibility in coordination forums, though influence remained confined to smaller circles. The shift from reliance on external consultants to internal leadership marked clear progress, though leadership depth remained uneven across organisations.

Build Pillar *AAPs progress to finalisation and validation*

Two AAPs were completed and refined through participatory processes, simulation exercises, and stakeholder feedback, with integration into National Institute for Disaster Risk Management and Reduction (INGD) coordination mechanisms, and have been formally validated. ADRA Mozambique moved from no anticipatory capacity to independently designing protocols. However, community-level ownership weakened in final implementation stages due to technical complexity, and final integration into national approval and budget systems remained pending.

Fuel Pillar *Partners are approved for financing and ready to release funds once triggers are met*

Despite significant preparatory work including detailed trigger definition, simulations, and readiness structures, ADRA and SEPPA did not request Fuel funds for activation of the cyclone and flood AAPs during the project. The only opportunity to activate the AAP during the 2024-25 cyclone season in Mozambique was Tropical Cyclone Chido in December 2024. ADRA and SEPPA were monitoring the situation but ultimately decided against triggering due to not having finalized both their AAP and other key processes, including memoranda of understanding with suppliers. Disbursement lags and absence of rapid release mechanisms constrained operational testing.

Outcome

Capacity Pillar *AHA becomes embedded into organisational systems*

AHA shows increasing embeddedness within ADRA systems, including integration into the National Emergency Management Plan and internal AAP guidelines used across country offices. Community-level committees trained under SEPPA gained basic AHA capacity. However, sustainability risks persist: high staff turnover and training gaps left some actors requiring extensive guidance, operational funding for readiness between activations remains

weak, and donor dependence is high. Institutionalisation is underway but requires continued reinforcement to prevent capacity fading post-WAHAFA.

Build Pillar *Validated AAPs are in place, trigger-ready, and institutionally recognised*

Two AAPs were developed and refined through participatory processes and simulations, with integration into INGD coordination mechanisms, though both await final validation and approval. ADRA Germany has replicated the approach in other contexts (India, Somaliland, Indonesia), demonstrating uptake and transferability. Sustainability risks include limited subnational resourcing, donor financing dependency, and absence of formal national approval for AAPs. AAPs have been developed and refined though full anchoring into government systems remains incomplete.

Fuel Pillar *Financing mechanisms institutionalised and scaled by partners*

The financing approach gained credibility and linked to national coordination platforms. ADRA developed sophisticated internal arrangements including multi-tiered advance systems and supplier agreements with two week payment terms to address disbursement delays. However, high dependency on WAHAFA and other donors persists with little evidence of dedicated government budget lines. ADRA's disaster fund is approximately one-tenth the size of a typical AAP activation budget (€300,000), making independent sustainability financially impossible without external funding. While AHA is established in other Mozambican provinces through other agencies, Cabo Delgado lacked this coverage, leading WAHAFA to develop its approach initially outside existing national coordination structures, though ADRA subsequently joined the national Anticipatory Action Working Group to ensure alignment. Sustainability is fragile: protocols risk dormancy without operational funding for maintaining readiness between activations, and systemic gaps in rapid-release mechanisms remain unresolved.

3.4 Somalia/Somaliland

Partners*: CARE & Shaqodoon; ADRA Deutschland and ADRA Ethiopia and Somalia*
Funding*:*

- *€85,589 for CARE and Shaqodoon for Build phase*
- *€300,000 for CARE and Shaqodoon AHA for drought*

Anticipatory Action Plans*:*

- *CARE and Shaqodoon – 1 for drought, activated*

Inputs

Capacity Pillar**:** *WAHAFA co-designs and delivers capacity sharing support with partners*

WAHAFA was implemented in the Sanaag and Sool drought-prone regions of Somaliland by CARE in collaboration with their longstanding local partner, Shaqodoon. The Somali Red Crescent Society (SRCS) and World Food Programme (WFP) provided technical support, and the government's Somaliland National Disaster Preparedness and Food Reserve Authority (NADFOR) supported with coordination. The project built upon Somaliland's existing knowledge, institutions and experience with preparedness and disaster risk reduction by explaining to the government and communities the key differences between DRR and AHA. Through monthly meetings,

stakeholders working on issues relevant to AHA were convened, coordinated and trained using tools such as the Gender-sensitive Climate Vulnerability and Capacity Analysis tool both through Training of Trainers (ToTs) and community level training sessions.

Build Pillar: *WAHAFA supports partners to design AAPs*

Historical impact analysis of the hazard was used to identify the threshold that needed to be reached so that anticipatory actions can be triggered. Communities, CARE, and Shaqodoon together identified both positive and negative coping mechanisms used by communities to encourage and support the positive ones and discourage the negative ones. WAHAFA partners worked with NADFOR and local government officers from the Ministries of Agriculture and Livestock and volunteers from the University of Hargeisa to facilitate communities to prioritise actions to implement from the long list of community needs, and to develop their AAPs.

"The Build phase was a great bringing together of diverse stakeholders to get an in-depth understanding of AHA…. So it's not just at the NGO level but also the government has taken it seriously." Partner staff member.

Fuel Pillar *Fuel funding, guidance, and tools provided to partners*

Stakeholders, including the government, NGOs and communities, endorsed the trigger of predicted food insecurity due to drought. WAHAFA provided €300,000 for unconditional cash transfers to 1,200 food insecure people, with priority given to vulnerable groups, such as women-headed households and people living with disabilities. Other activities implemented under this Fuel project were trainings of Community Animal Health Workers, conflict resolution trainings for peace committees, support for early warning and awareness raising messages, and inspection of water reserves.

Intermediate Change 1

Capacity Pillar *Capacity support is seen as practical and usable*

The stakeholder mapping revealed critical information about the capacities, resources, and skills relevant to AHA among the government, NGO stakeholders and the communities in the Sanaag and Sool regions. Shaqodoon gained technical expertise through an exchange with SRCS, and CARE staff with experience in AHA planning imparted this knowledge to their colleagues with less experience.

Build Pillar *Partners lead inclusive, risk-based AAP processes*

The Build Phase provided a great platform for bringing together diverse stakeholders to get an in-depth understanding of AHA. The government, through NADFOR, has taken AHA very seriously and monitors all the triggers as part of its normal activities.

Fuel Pillar *Financing pathways understood and integrated into Anticipatory Action Plans*

The WAHAFA partnership structure included NADFOR, CARE, and Shaqodoon, with SRCS providing technical support. The efficiency and effectiveness of the programme was enhanced by having clearly defined roles and budgetary allocations among the partners, based on their strategic strengths. The

programme moved into the Fuel phase right after the Build phase ended, so the protocols, steps, and responsibilities were still "fresh".

Intermediate Change 2

Capacity Pillar *Partners begin to lead or actively contribute in AHA planning and coordination spaces*

The WAHAFA project catalysed the establishment of the Somaliland Anticipatory Action Technical Working Group/Community of Practice that is chaired by NADFOR with rotating NGO co-chairs and relevant sub-groups e.g. policy and advocacy; financing of AHA; harmonization of AHA plans and tools; and communications

Build Pillar *AAPs progress to finalisation and validation*

The stakeholders selected the systems and processes to use during the Build phase, based on their comparative strengths in order to enhance efficiency and effectiveness.

Fuel Pillar *Partners are approved for financing and ready to release funds once triggers are met*

AAPs are operationalised under NADFOR with government-paid employees monitoring the triggers (through community contribution of data) and communicating with community representatives the data and information about the prioritised hazards.

Outcome

Capacity Pillar *AHA becomes embedded into organisational systems*

NADFOR has taken a lead role in AHA and chairs the Somaliland Anticipatory Action Working Group/Community of Practice (its establishment catalysed by the WAHAFA project), monitors the data and information on triggers, announces when the trigger threshold is reached, communicates through community monitors who are paid by the government.

Build Pillar *Validated AAPs are in place, trigger-ready, and institutionally recognised*

The AAP was finalised but not yet validated by NADFOR and the communities with the Build Phase resulting in a clear division of labour and resources among the stakeholders, including a selection of the lead stakeholder for the various processes, with the partners sharing resources such as vehicles to enhance efficiencies.

"To enhance effectiveness, [organisations] are implementing the activities collectively; where one organisation is stronger, they take the lead and the other organisation supports." Partner staff member

Fuel Pillar *Financing mechanisms institutionalised and scaled by partners*

Communities have a deeper understanding of the role of government agencies, including NADFOR and local government structures, and the resources available for AHA among themselves and agencies such as WFP. There is still a level of mistrust among the stakeholders, e.g., NGO partners

were hesitant to inform the government about the available Fuel funds from WHH.

3.5 Zimbabwe

***Partners**: WHH and Farm Community Trust of Zimbabwe (FCTZ) and Mvuramanzi Trust (MT); Action Contre la Faim (ACF) and Nutrition Action Zimbabwe (NAZ); World Vision (WV) and Caritas Zimbabwe*

***Funding**:*

- *€150,000 for WHH-FCTZ for AHA on drought*
- *€190,000 for WHH-MT for AHA on drought*
- *€428,400 for ACF-NAZ for Build and AHA on drought (2 Fuel activations for drought €150.000 each)*
- *€80,000 for WV-Caritas for Build for drought and floods*

***Anticipatory Action Plans**:*

- *WHH-FCTZ – 1 for drought, activated*
- *WHH-MT – 1 for drought, partially activated*
- *ACF-NAZ – 1 for drought (activated twice)*
- *WV-Caritas – 1 for drought*

Inputs

***Capacity Pillar**: WAHAFA co-designs and delivers capacity sharing support with partners*

WAHAFA was implemented through three partners with their respective local humanitarian partners (WHH-FCTZ and WHH-MT, ACF-NAZ, WV-Caritas) in seven drought-prone districts of Zimbabwe. Being a country that is prone to diverse natural hazards including droughts, floods, cyclones, and disease outbreaks, the Zimbabwe KIIs appreciated support for resource intensive capacity sharing processes that facilitated communities to articulate and prioritise their anticipatory actions. Notable among the tools used was the People First Impact Method (P-FIM). This community engagement tool is used to make crisis-affected communities active co-creators of solutions, rather than passive recipients. However, some capacity sharing activities were rushed because the project areas were in the throes of a drought at the start of the WAHAFA project.

"It was not easy to convince government to have anticipatory action within their DRM system. They have had to lobby the government. When you introduce a new concept, it is often met with resistance." Partner staff member

***Build Pillar:** WAHAFA supports partners to design AAPs*

WHH and the stakeholders identified appropriate tools and sources of data for AHA, including the World Food Programme (WFP) tool on drought, and forecast data from the ministers of the 16 country regional cooperation organisation, Southern Africa Development Community (SADC) and from the Zimbabwe national meteorological department. However, some KIIs pointed to the need for additional capacity building of stakeholders due to the technical nature of the tools and the short WAHAFA project timeframes. AAPs were developed for all the seven districts and activated in four districts (Mbire, Mount Darwin, Mwenezi, and Chiredzi), with the latter two being finalised after the Fuel Phase was implemented due to the on-going drought at the

beginning of the WAHAFA project. In Nkayi District, the AAPs for the 10 Wards were developed but none had triggered by the end of the project.

Fuel Pillar *Fuel funding, guidance, and tools provided to partners*

Partners participated in identifying, localizing, and enhancing the capacities of stakeholders in the use of appropriate trigger models, such the WFP's Platform for Real-time Impact and Situation Monitoring (PRISM), which is a drought monitoring and impact visualization platform, and the African Risk Capacity's (ARC) Africa RiskView (ARV) model which Zimbabwe has adopted. Some tools were found to be ineffective. For example, programme staff used the Global Flood Awareness System (GloFAS) to predict flash floods, even though it is originally designed to forecast riverine floods, which develop more gradually. As a result, it failed to trigger for flash floods, which are typically more sudden and localized. ACF continues to test and validate alternative approaches in several countries to improve flash-flood forecasting for anticipatory action.

Intermediate Change 1

Capacity Pillar *Capacity support is seen as practical and usable*

The stakeholders established an AHA Community of Practice (CoP) at the national level to ensure that the stakeholders are not competing but are collaborating, including using the same trigger models. Tracking the triggers is now left for WFP to do on a sustainable basis. The CoP includes the Metrological Department, as a permanent chair with development partners co-chairing on a rotational basis.

Build Pillar *Partners lead inclusive, risk-based AAP processes*

The Community of Practice platform has come up with an anticipatory action road map that is about to be launched and that guides partners and the government to achieve milestones for the next five years.

Fuel Pillar *Financing pathways understood and integrated into Anticipatory Action Plans*

The Community of Practice convinced the government to include AHA in the National Contingency Plan and within the Disaster Risk Management Bill that is about to be enacted.

Intermediate Change 2

Capacity Pillar *Partners begin to lead or actively contribute in AHA planning and coordination spaces*

Some government officers have taken up AHA and are even implementing principles of AHA in their home districts, for example with cholera outbreaks. They now know when they are likely to have an outbreak, such as after heavy rains, so they are preparing for this.

Build Pillar *AAPs progress to finalisation and validation*

WAHAFA support catalysed the creation of a National Committee on Anticipatory Action that is housed within the Civil Protection Unit. The Department of Civil Protection is responsible for coordinating the relevant departments to respond to disasters.

Fuel Pillar *Partners are approved for financing and ready to release funds once triggers are met*

The budget was tight, so the stakeholders of all three WAHAFA projects in Zimbabwe designed strategies for being more efficient, including aligning their financial systems and selecting geographical locations where WHH and the other stakeholders had existing infrastructure such as offices. They also shared costs between projects and bought ingredients and made their own livestock feed as opposed to buying the readymade feeds. They realised that the government already had seed for fodder, so they used that seed and used the budgeted amount for other activities.

In a workshop with WHH staff and partners, one participant noted that "In Zimbabwe the government stakeholders were the ones in the lead and greatly involved to make sure that sustainability is there. They have already created committees that will be active going forth, communication channels were clarified and made clear in case of any disaster."

Outcome

Capacity Pillar *AHA becomes embedded into organisational systems*

Due to civil society advocacy, allocations for DRR and AHA are now required to be included in the budgets of government departments before they can be approved by the relevant ministers. However, sometimes these funds are re-directed to other priorities.

Build Pillar *Validated AAPs are in place, trigger-ready, and institutionally recognised*

The AHA stakeholders developed a roadmap for AHA at a national level. They also triangulate the data and information at the national level. They assess which trigger systems have been used and how effective they are.

Fuel Pillar *Financing mechanisms institutionalised and scaled y partners*

In anticipation of drought, the programme released funds for €150,000 WHH-FCTZ, €190,000 for WHH-MT, €300,000 (2 x 1€50,000) for ACF-NAZ. The Government of Zimbabwe also subscribes to the Africa Risk Capacity macro-insurance scheme, from which Zimbabwe got $32 million total payment for largely triggered by the prevailing El Niño drought conditions in the region, of which the government received $16.8 million, WFP $6.1 million and the Start Network $8.9 million.[3] The Start Network is made up of 134 NGOs in six continents that deliver humanitarian action.

3.6 Summary of Pathways to Change

Table 1 summarises the conclusions of this analysis. **Green** shading indicates that the pathway proposed originally by the programme has in fact been **confirmed** as taking place; **yellow** indicates **significant progress** along those pathways, while **red** shows areas where the programme made **little progress**. Inputs such as funds and training activities have been implemented smoothly in all sample countries, and the first set of intermediate changes of understanding and planning are well under way, if not

[3] African Risk Capacity, "The ARC Group makes a total of US$32 million climate insurance payouts to assist people affected by drought in Zimbabwe," 04 July 2024, https://www.arc.int/news/arc-group-makes-total-us32-million-climate-insurance-payouts-assist-people-affected-drought

completed. Progress on the second set of intermediate changes are more uneven, and varies by country, with three plans have been formally validated at the time of writing - two plans for Mozambique, and one plan in Madagascar, though all are completed. Outcomes show that there has been a cultural shift in the sample countries to make AHA a part of normal practice in the sector, though challenges remain to support it adequately in the future.

Table 1 Summary of Programme-wide Pathways to Change (combined across pillars)

Inputs: WAHAFA provides partners with appropriate capacity, Build support, and Fuel financing across contexts	**Analysis of this stage confirmed that the programme followed the intended pathways.** *Good progress made* • WAHAFA has provided a coherent and complementary package of capacity, planning, and financing support across countries and globally. • INGOs emphasised that WAHAFA filled a long-standing gap in AHA knowledge and systems integration, while local NGOs viewed it as a crucial entry point into a new and otherwise inaccessible area of practice. • The programme adjusted its methods to partner capacities, offering hands-on simulations and participatory tools that balanced technical depth with accessibility. • Few programmes advanced to the 'Fuel' stage, reflecting either that triggers were still under development or that no forecasted hazards warranted activation during the period.
Intermediate Change 1: Practical support enables partners to understand and coherently apply AHA concepts, begin leading inclusive planning processes	**This stage is confirmed with some caveats, showing strong progress**. *Good progress made* • Across all four countries, WAHAFA strengthened both conceptual understanding and practical application of AHA. • WHH and partners co-designed AAPs with local, regional, and national authorities. • Contextualised methods (such as P-FIM in Zimbabwe, and community marker systems in Madagascar) deepened engagement and helped partners internalise AHA principles. • INGOs and local NGOs in many places showed AHA leadership in their countries • While only three AAPs are formally validated, all are at advanced stages awaiting validation. *Needs more attention* • Compressed timelines rushed the activities of several Build phases.
Intermediate Change 2: Partners integrate financing pathways and contribute to AHA coordination	• **Changes in this stage partially confirm that the programme followed intended pathways.** *Good progress made* • WAHAFA introduced partners to anticipatory, trigger-based financing models.

	• Overall, this stage reflects genuine systems change in understanding and design, but operationalisation of financing and coordination at scale remains incomplete. *Needs more attention* • The translation of financial design into practical activation steps remains incomplete. • Delays in disbursement and limited capacity at subnational levels weakened some actors' confidence in activation systems. • Coordination quality varied. Some countries achieved strong institutional collaboration, while others remained reliant on external facilitation.
Outcome: Anticipatory action is institutionalised globally and sustained across systems	**This outcome is partially confirmed but fragile**. *Good progress made* • WAHAFA has catalysed measurable institutional shifts toward anticipatory approaches within government, NGO, and donor systems in both Germany and Africa. • WAHAFA partners now hold more central roles in coordination structures, and anticipatory language and planning tools have become part of mainstream disaster management discourse. *Needs more attention* • The durability of these gains depends on continued investment and national ownership. Institutionalisation remains uneven. • While WAHAFA has successfully demonstrated proof of concept for integrated anticipatory systems, long-term sustainability will require deeper anchoring within government budgets, stronger national leadership, alongside peer learning to maintain momentum beyond the life of the programme.

4. Lessons Learned

4.1 Programme Design and Planning

1. **The distinctions between Capacity, Build, and Fuel are more clear on paper then they are in practice.** In implementation, one pillar phase is not necessarily concluded before another one starts, and capacity sharing is an important element of the Build and Fuel pillars.

2. **The long chains of funding slow progress. An integrated WAHAFA programme – where Capacity, Build, and Fuel are not strictly separated – could streamline funding.** All participating organisations need to build realistic time frames for disbursement of funds, recognising the need for staff throughout the system to follow accountable decision making procedures.

4.2 Implementation and Operations

3. **Most successful outcomes occurred when Anticipatory Humanitarian Action was integrated into the way organisations and emergency management systems work** (like ADRA's National Emergency Management Plan (NEMP) system), rather than operating as standalone projects, enabling long-term uptake and scaling. Governments are central to making Anticipatory Humanitarian Action effective and sustainable. WAHAFA participants achieved the most when governments took steps to institutionalise AHA within its systems.

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.** Stakeholder mapping that clearly identifies the different capacities needed for effective AHA and the stakeholders to support them is an excellent tool.

5. **Several enabling factors supported the uptake and success of AHA**, including strong government engagement, integration into national disaster risk frameworks, active working groups, and donor flexibility. Local ownership, strategic stakeholder mapping, and access to non-WAHAFA funding have further reinforced momentum, while success stories have helped build credibility. **However, progress remains constrained by limiting factors**: lack of a diversified donor base , short-term staffing models, frequent staff turnover, fragmented approaches, and limited monitoring capacity. Political and security challenges in some places such as Mozambique also continue to hinder deeper institutionalisation and long-term sustainability.

4.3 Localization and sustainability

6. **Open knowledge sharing beyond direct funding relationships** (like including staff from Somaliland in Mozambique training) creates significant multiplier effects, enabling independent replication and adaptation across organisations and contexts. The creation of working groups or networks of AHA practitioners – including government departments – builds capacity, promotes joint funding, and promotes cooperation in implementation.

4.4 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 flexibility of the programme allows partners to adapt the concepts to their existing systems and contexts. Longer term mentorship builds on brief training events to produce stronger plans and relationships.

5. Recommendations

The evaluation team and WHH staff co-created these recommendations together. This process ensures recommendations are as useful as possible by increasing relevance and ownership and enhancing feasibility and uptake.

Lessons Learned	Importance (high, medium, low)	Rec Needed? (yes, no)	Proposed Recommendation
Programme Design and Planning			
Lesson 1. The distinctions between Capacity, Build, and Fuel are more clear on paper then they are in practice.	High (due to proposal development)	Yes	**Restructure the programme** 1. **Consolidate the structure into two pillars: Build and Fuel**, integrating the concept of *Capacity* within both. This refinement better reflects the project's current and future operational reality, where capacity development is not a standalone stream but rather a **cross-cutting enabler** embedded within each functional area.
Lesson 2. The long chains of funding slow progress. An integrated WAHAFA programme – where Capacity, Build, and Fuel are not strictly separated – could streamline funding.	High		**Ease administrative burdens** 2. **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			
Lesson 3. Most successful outcomes occurred when AHA was integrated into the way organisations and emergency management systems work.	Medium (with start of potential new project)	Yes	**Integrate AHA into organisation structures and practices** 3. To ensure AHA is embedded sustainably in organisational structures for future initiatives, the WAHAFA team should **support organisational change from the proposal development stage onward** to ensure organisational ownership by partners, reinforced through **capacity-sharing mechanisms**. **Specifically:** 4. **Integration of AHA from the time of proposal development**

Lessons Learned	Importance (high, medium, low)	Rec Needed? (yes, no)	Proposed Recommendation
			a. Provide strategic support for organisational integration of AHA in Disaster Risk Management workstreams. This support can start with sections in proposal templates and feasibility studies, prompting applicants to describe **how AHA principles are or will be embedded** in their organisational processes, decision-making, and response mechanisms. For example, this can include demonstration of **linkages between AHA and existing contingency planning, early warning systems, and operational frameworks.** b. Encourage organisations to outline measurable **organisational and procedural changes** that will enhance anticipatory readiness as part of project outcomes. 5. **Capacity-sharing and learning** a. Design and deliver **joint learning sessions or peer-exchange workshops** on integrating AHA into organisational systems (e.g., finance, human resources, logistics, and decision-making structures). b. Facilitate WAHAFA **technical support and mentorship** with partner organisations during proposal preparation and implementation to strengthen internal integration of AHA. c. Strengthen support and mentorship for **strategic positioning of AHA** within an organisation, a country, partner organisations, and WHH Country Offices.
Lesson 4. Programmes work best where WHH and the different WAHAFA stakeholders identify their strategic areas of strength and	Medium (with start of potential new project)	Yes	**Strategic mapping and role definition** 6. Simplify and strengthen support for the **WAHAFA capacity assessment, adding reflections on expertise/skills/strategic advantages** during the proposal

Lessons Learned	Importance (high, medium, low)	Rec Needed? (yes, no)	Proposed Recommendation
collaborate with other stakeholders to deliver AA more effectively.			phase or early in the Build phase to identify where each stakeholder adds the most value (e.g., technical expertise, local presence, policy influence, community engagement, operational capacity, or other areas). 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.
Lesson 5a. The uptake and success of Anticipatory Action (AA) have been supported by several enabling factors: • strong government engagement • integration into national disaster risk frameworks • active working groups, and donor flexibility • local ownership • strategic stakeholder mapping • access to non-WAHAFA funding • success stories		Yes	**Emphasize shared learning eorums** 8. 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 AA work.
Lesson 5b. However, progress remains constrained by limiting factors: • donor dependency • short-term staffing models • frequent staff turnover • fragmented approaches • limited monitoring capacity	High	Yes	**Overcoming constraints** 9. Create a **'maintenance mechanism'** between Build and Fuel phases. The mechanism could be **small annual grants** (€3k–10,000) for updating plans, retraining staff, revising risk analyses, or aligning with new government priorities. Alternatively, this could mean **extending the project period beyond the Build phase** to allow smaller scale WAHAFA

Lessons Learned	Importance (high, medium, low)	Rec Needed? (yes, no)	Proposed Recommendation
• political and security challenges			funding on the scale of €10,000 during this maintenance/trigger monitoring phase. 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, **all development actors should be encouraged to utilize the analysis conducted and trigger monitoring skills gained for development programming**. Training and integrated planning including both emergency response and development staff can make AA 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			
Lesson 6. Open knowledge sharing beyond direct funding relationships (like including staff from Somaliland in Mozambique training) creates significant multiplier effects	Medium (with start of potential new project)	Yes	**Cross-regional learning mechanisms** 13. 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.
Community Engagement and Participation			
Lesson 7. Dedicated personnel for each partner organisation combined with suggestive rather than prescriptive methodology enables successful capacity building that builds on existing systems rather than replacing them		No	

6. ANNEXES

Annex 1: Terms of reference (mandatory)

Annex 2: Evaluation matrix (mandatory)

As presented in the inception report

Evaluation questions	Evaluation Questions	Design	Methods of data collection and analysis	Sources of information
Relevance & Appropriateness 1. To what extent was WAHAFA's overall approach (across Capacity, Build, and Fuel) appropriate to the diverse needs, capacities, and operating contexts of its partners, particularly local and national NGOs?	**Capacity Pillar Field of Observation** **C1. Relevance & Appropriateness**: To what extent is WAHAFA's capacity support relevant to the diverse needs and operational realities of local and international NGOs? **Build Pillar Field of Observation** **B1. Relevance**: To what extent was the Build support appropriate to partners' hazard risks, operating contexts, and AHA maturity? **Fuel Pillar Field of Observation** **F1. Relevance & Appropriateness**: To what extent were WAHAFA's financing mechanisms tailored to the needs, capacities, and AHA maturity of partner organisations?	Contribution pathway analysis of how WAHAFA's strategies, tools, and delivery models responded to diverse partner needs and contextual realities across the Capacity, Build, and Fuel pillars	Thematic analysis of KIIs; desk review of capacity assessments, AAPs, training plans; triangulation with MEL indicators	WAHAFA ToC, capacity self-assessments, partnership agreements, WAHAFA team and partner KIIs, contextual docs from DRM/national systems
Coherence 2. How well did WAHAFA's strategy align with and complement existing anticipatory action mechanisms, national platforms, and global initiatives—and to what extent did it contribute to improved coordination and synergies across actors and levels?	**Capacity Pillar Field of Observation** **C2. Coherence**: How well does WAHAFA's capacity support align with and complement existing AHA mechanisms, national coordination platforms, and donor initiatives—including efforts to build synergies across actors and levels? **Build Pillar Field of Observation** **B2. Coherence**: How well did WAHAFA's approach align with national disaster risk management systems and foster synergies with existing AHA initiatives, platforms, and other donor-supported efforts? **Fuel Pillar Field of Observation** **F2. Coherence**: How well were WAHAFA's financing strategies integrated with national disaster financing systems and aligned with other donor mechanisms to foster synergies and coherence?	Contribution pathway analysis to assess WAHAFA's alignment with existing AHA mechanisms and systems, and the extent to which it enabled vertical and horizontal coherence across partners and platforms	Comparative review of WAHAFA support versus existing DRM/AHA systems; KIIs with relevant stakeholders; coding of alignment and complementarity in programme docs	National DRM strategies, AAP validation processes, coordination meeting records, WAHAFA tools, donor/grant framework, KIIs
Efficiency 3. To what extent were WAHAFA's resources, tools, and processes (administrative and programmatic) delivered in a timely, cost-effective, and	**Capacity Pillar Field of Observation** **C3. Efficiency**: Was the capacity support delivered in a timely, efficient, and cost-effective manner? **C4. Efficiency**: Were tools, processes, and delivery methods user-friendly, actionable, and well-tailored to stakeholder needs and constraints?	Contribution pathway analysis to examine whether WAHAFA resources, processes, and tools were delivered in a	Budget review; MEL data (timelines, utilisation); KIIs on administrative and programmatic experience; qualitative	Project budgets, SOPs, workshop feedback, partner KIIs, WAHAFA

Evaluation questions	Evaluation Questions	Design	Methods of data collection and analysis	Sources of information
user-friendly manner that enabled partners to design, operationalise, and finance anticipatory action? 4. To what extent was WAHAFA's resource allocation (financial, human, technical) efficient in enabling its partners to develop and operationalise Anticipatory Action mechanisms?	**Build Pillar Field of Observation** **B3. Efficiency:** Were the AAP development processes and support provided by WAHAFA timely, user-friendly, and appropriately resourced? **B4 Efficiency:** Did WAHAFA's tools and technical support enable streamlined AAP development that responded to context-specific constraints and capacities? **Fuel Pillar Field of Observation** **F3. Efficiency**: Were WAHAFA's financial tools, guidance, and support delivered in a timely and user-friendly manner to enable partners to plan for and access Anticipatory Action financing? **F4. Efficiency**: Was WAHAFA's financial support allocated in a way that maximised readiness across diverse partners and contexts?	timely, fit-for-purpose, and cost-efficient manner that enabled progress toward AHA readiness	coding of user feedback	finance/admin records, Build/Fuel grant cycles
Effectiveness 5. How effective has WAHAFA been in strengthening the capacities of local and international NGOs to design and implement Anticipatory Action mechanisms? 6. To what extent did WAHAFA establish links and facilitate cross-learning between partner organisations?	**Capacity Pillar Field of Observation** **C5. Effectiveness**: To what extent has WAHAFA strengthened partner capacity to meaningfully engage in and lead anticipatory planning and decision-making? **C6. Effectiveness**: Has the programme fostered cross-learning and peer-to-peer exchange between partner organisations? **Build Pillar Field of Observation** **B5. Effectiveness:** To what extent has WAHAFA enabled partners to design and finalise quality, context-specific AAPs that are technically sound and institutionally anchored? **B6. Effectiveness:** Has the Build support helped partners strengthen internal systems and planning processes for operationalising anticipatory action? **Fuel Pillar Field of Observation** **F5. Effectiveness**: To what extent has WAHAFA's financial support enabled partners to prepare for and activate anticipatory action when triggers are met? **F6. Effectiveness**: How has the availability of financing influenced strategic planning and coordination for AHA at partner and system levels?	Contribution pathway analysis to assess whether WAHAFA inputs contributed to meaningful capacity shifts and enabled partners to independently design, lead, and implement Anticipatory Action	KIIs with partners; MEL indicator tracking; document review of SOPs, plans, and integration evidence	Capacity pillar MEL tools, AAPs, validation reports, partner documentation, KIIs with field staff and coordinators

Evaluation questions	Evaluation Questions	Design	Methods of data collection and analysis	Sources of information
Sustainability 7. To what extent has WAHAFA created an environment for international and specifically local NGOs to get engaged in Anticipatory Humanitarian Action and therefore achieve its intended objectives under the Capacity, Build, and Fuel pillars? 8. To what extent are the anticipatory action systems, practices, and financing mechanisms supported by WAHAFA likely to be maintained, adapted, and scaled by partners beyond the programme's duration?	**Capacity Pillar Field of Observation** **C7. Sustainability**: Are capacity gains being sustained and institutionalised over time within partner systems? **C8. Sustainability**: What internal or external factors support or hinder the long-term uptake of AHA practices, and how can they be reinforced or mitigated? **C9. Sustainability:** To what extent has WAHAFA created an environment for international and specifically local NGOs to get engaged in Anticipatory Humanitarian Action and therefore achieve its intended objectives under the Capacity pillar? **Build Pillar Field of Observation** **B7. Sustainability:** Are AAPs positioned to be maintained, updated, and activated beyond the end of WAHAFA support? **B8. Sustainability:** What factors are enabling or limiting institutional uptake of AAPs and how can WAHAFA's contribution be reinforced or adapted for long-term sustainability? **B9. Sustainability:** To what extent has WAHAFA created an environment for international and specifically local NGOs to get engaged in Anticipatory Humanitarian Action and therefore achieve its intended objectives under the Build pillar? **Fuel Pillar Field of Observation** **F7. Sustainability**: Are financial systems, tools, and agreements likely to be retained and adapted by partners post-WAHAFA? **F8. Sustainability**: What enabling or limiting factors affect the durability of financial readiness within AHA systems? **F9. Sustainability:** To what extent has WAHAFA created an environment for international and specifically local NGOs to get engaged in Anticipatory Humanitarian Action and therefore achieve its intended objectives under the Fuel pillar?	Contribution pathway analysis focused on the durability of AHA systems, processes, and behaviours supported by WAHAFA, and how internal/external factors are shaping the potential for long-term uptake	KIIs with custodians; review of transition plans, funding diversification strategies, integration into national platforms	AAPs, partner strategies, sustainability statements, WAHAFA MEL & programme docs, KIIs

Annex 3: Pathways to Change Aligned with the Evaluation Questions

Capacity Pillar

Capacity Pathway		Pillar Level Questions
Inputs	WAHAFA co-designs and delivers capacity sharing support with partners. This includes: • Technical training and workshops on AHA concepts and tools • Peer learning exchanges and coaching • Guidance on integrating AHA into policies, plans, and SOPs • Contextual tailoring of delivery methods	**C1. Relevance & Appropriateness**: To what extent is WAHAFA's capacity support relevant to the diverse needs and operational realities of local and international NGOs? **C2. Coherence**: How well does WAHAFA's capacity support align with and complement existing AHA mechanisms, national coordination platforms, and donor initiatives—including efforts to build synergies across actors and levels?
Intermediate Change 1	Capacity support is seen as practical and usable. Partners report improved technical confidence and understanding of AHA forecasting, early warning, and planning tools and begin to apply knowledge in real-world settings.	**C3. Efficiency**: Was the capacity support delivered in a timely, efficient, and cost-effective manner? **C4. Efficiency**: Were tools, processes, and delivery methods user-friendly, actionable, and well-tailored to stakeholder needs and constraints?
Intermediate Change 2	Partners are able to take on increasingly independent roles in coordination spaces, AAP development, or peer mentoring.	**C5. Effectiveness**: How effective has WAHAFA been in strengthening the capacities of local and international NGOs to design and implement Anticipatory Action mechanisms? **C6. Effectiveness**: Has the programme fostered cross-learning and peer-to-peer exchange between partner organisations?
Outcome	AHA becomes embedded into organisational systems. Partners institutionalise practices via internal SOPs, training programs, and staff onboarding and continue to engage in AHA implementation with less external facilitation.	**C7. Sustainability**: Are capacity gains being sustained and institutionalised over time within partner systems? **C8. Sustainability**: What internal or external factors support or hinder the long-term uptake of AHA practices, and how can they be reinforced or mitigated? **C9. Sustainability:** To what extent has WAHAFA created an environment for international and specifically local NGOs to get engaged in Anticipatory Humanitarian Action and therefore achieve its intended objectives under the Capacity pillar?

Build Pillar

Build Pathway		Pillar Level Questions
Inputs	WAHAFA supports partners to design AAPs, offering: • Technical guidance on risk analysis, triggers, and anticipatory actions • Templates, tools, and facilitation support for AAP co-design • Resources for inclusive stakeholder engagement and validation processes • Encouragement to align AAPs with national DRM systems and policies	**B1. Relevance**: To what extent was the Build support appropriate to partners' hazard risks, operating contexts, and AHA maturity? **B2. Coherence**: How well did WAHAFA's approach align with national disaster risk management systems and foster synergies with existing AHA initiatives, platforms, and other donor-supported efforts?
Intermediate Change 1	Partners lead inclusive, risk-based AAP development processes, engaging local actors and DRM stakeholders. AAPs are built on sound forecasting,	**B3. Efficiency:** Were the AAP development processes and support provided by WAHAFA timely, user-friendly, and appropriately resourced?

	contextual triggers, and defined anticipatory actions.	**B4 Efficiency:** Did WAHAFA's tools and technical support enable streamlined AAP development that responded to context-specific constraints and capacities?
Intermediate Change 2	AAPs progress to finalisation and validation. Partners report increased confidence in AHA planning, institutional alignment, and integration into country systems	**B5. Effectiveness:** To what extent has WAHAFA enabled partners to design and finalise quality, context-specific AAPs that are technically sound and institutionally anchored? **B6. Effectiveness:** Has the Build support helped partners strengthen internal systems and planning processes for operationalising anticipatory action?
Outcome	Validated AAPs are in place, trigger-ready, and formally recognised within institutional frameworks. Ready for activation.	**B7. Sustainability:** Are AAPs positioned to be maintained, updated, and activated beyond the end of WAHAFA support? **B8. Sustainability:** What factors are enabling or limiting institutional uptake of AAPs and how can WAHAFA's contribution be reinforced or adapted for long-term sustainability? **B9. Sustainability:** To what extent has WAHAFA created an environment for international and specifically local NGOs to get engaged in Anticipatory Humanitarian Action and therefore achieve its intended objectives under the Build pillar?

Fuel Pillar

Fuel Pathway		Pillar Level Questions
Inputs	WAHAFA provides partners with Fuel funding to support the implementation of anticipatory actions once hazard-based triggers are met. This includes: • Budget templates and guidance for AAP cost planning • Partner agreements outlining financial responsibilities and activation conditions • Technical assistance to establish disbursement mechanisms and link financing to validated triggers	**F1. Relevance & Appropriateness**: To what extent were WAHAFA's financing mechanisms tailored to the needs, capacities, and AHA maturity of partner organisations? **F2. Coherence**: How well were WAHAFA's financing strategies coordinatedwith national disaster financing systems and aligned with other donor mechanisms to foster synergies and coherence?
Intermediate Change 1	Partners understand available finance pathways, communicate that triggers are met in a timely manner, and begin linking AAPs to fund triggers. They begin incorporating financing into their overall disaster preparedness plans.	**F3. Efficiency**: Were WAHAFA's financial tools, guidance, and support delivered in a timely and user-friendly manner to enable partners to plan for and access anticipatory action financing? **F4. Efficiency**: Was WAHAFA's financial support allocated in a way that maximised readiness across diverse partners and contexts?

Intermediate Change 2	Partners are approved for financing and ready to release funds once triggers are met. Financial planning becomes embedded into AAP workflows.	**F5. Effectiveness**: To what extent has WAHAFA's financial support enabled partners to prepare for and activate anticipatory action when triggers are met? **F6. Effectiveness**: How has the availability of financing influenced strategic planning and coordination for AHA at partner and system levels?
Outcome	Financing mechanisms are institutionalised, and partners are equipped to sustain and scale them for future AHA efforts.	**F7. Sustainability**: Are financial systems, tools, and agreements likely to be retained and adapted by partners post-WAHAFA? **F8. Sustainability**: What enabling or limiting factors affect the durability of financial readiness within AHA systems? **F9. Sustainability:** To what extent has WAHAFA created an environment for international and specifically local NGOs to get engaged in Anticipatory Humanitarian Action and therefore achieve its intended objectives under the Fuel pillar?

Annex 4: Methodology and Data-collection instruments, including information on informed consent handling (mandatory)

As presented in the inception report

Sampling

Given the scope and diversity of WAHAFA's implementation across Sub-Saharan Africa, the evaluation adopted a purposive, criteria-based sampling strategy designed to capture variation in delivery models, partnership modalities, programme maturity, and contextual environments. The original sampling framework proposed a five-country sample drawing on key dimensions such as WHH presence, AAP lifecycle stage, hazard type, and coordination structures. During the inception phase, and in consultation with the WHH team, this was refined to a four-country sample to ensure feasibility and depth of inquiry. Based on WAHAFA's implementation footprint and strategic relevance, Nigeria and Kenya were replaced by Somaliland region. This updated sample serves to ensure continued representation across language groups, institutional arrangements, and AHA typologies, while maintaining a manageable workload aligned to the evaluation's timeline and scope.

Table 1: Sampling of Four Countries

Country	WHH	Partnership Model	Language	AAP Status	Hazard Type	Multiple Partners	Rationale
Somaliland	Present	Care + Shaqodoon	English	In progress	Drought	No	Offers great perspective on a partnership model where technical lead is with local partner
Madagascar	Present	WHH, DKH, SAF-JKM	French	Validated	Drought /Flood /Cyclone	Yes	Madagascar is the most mature site in the WAHAFA portfolio with completed AAPs. It also provides a francophone context and enables review of what long-term anticipatory capacity looks like under direct WHH implementation. Further offers news perspective with INGO partner not having an office in-country (DKH operates regional office in Mozambique)
Zimbabwe	Present	WHH + FCTZ and MNT; ACF + NAZ; World Vision + Caritas	English	Different stages; validated, in progress	Drought /Flood /Disease Outbreak	Yes	Zimbabwe represents a more complex partnership structure with multiple local actors and INGOs, useful for assessing coordination, peer learning, and risk of duplication.
Mozambique	No	INGO (ADRA) via local partner (Seppa)	Portuguese	Near Validation	Cyclone /Flood	No	Brings in a Lusophone context and a relatively advanced AAP. Offers a view into how linguistic and administrative environments affect implementation, and how INGOs are supporting anticipatory action through national partners.
% of Diversity across Variables	100%	83%	100%	100%	100%	100%	N/A

Limitations to the evaluation design/methodology

This evaluation was conducted across multiple, diverse country contexts, each with distinct institutional structures, partnership arrangements, and hazard profiles. While

this diversity strengthened the evaluation's learning potential, it also presented challenges. While the team has taken care to outline these key risks/mitigations (see Table 3 below) alongside the design of a flexible, contribution-focused approach, certain limitations are inherent and should be acknowledged:

- Partial Pathway Visibility: In several contexts, implementation has not yet progressed through all WAHAFA pillars, limiting the ability to assess full contribution trajectories, particularly for the Fuel pillar.
- Reliance on Self-Reported Data: As a qualitative evaluation, much of the evidence comes from interviews with programme stakeholders, which may reflect selective or positively biased perspectives.
- Cross-Country Comparability: While a shared evaluation matrix and contribution framework guided synthesis, substantial variation in country context and programme maturity at times limited comparability across sites.
- Document Availability and Consistency: Varying levels of documentation across countries and partners constrained our ability to triangulate evidence consistently or reconstruct decision-making pathways.
-

Table 2: Risks and Mitigation Measures

Concern	Risk	Mitigation
Contextual sensitivity and institutional fragility	Political, environmental, or institutional sensitivities may limit access to key informants or constrain open discussion on topics such as coordination or financing.	We will adopt a conflict-sensitive, do-no-harm approach to KIIs; tailor language, sequencing, and modalities to support safe and candid participation. We will ask WHH and partner staff to introduce us to prospective informants in a way that builds trust.
Cross-country comparability	Differences in implementation models, timing, and local systems may limit the comparability of findings across countries.	We will use a consistent evaluation matrix and contribution pathways framework to anchor analysis; synthesize findings with careful attention to context.
Variation in programme maturity	Some partners may not have progressed through all pillars (e.g. Fuel), limiting the ability to assess full pathways of contribution.	We will tailor questions to pillar relevance and explore partial contribution trajectories where full data is unavailable.
Remote data collection limitations	Remote data collection limitations	We will use low-bandwidth platforms, flexible scheduling, and local language facilitation; triangulate with document review to fill evidence gaps.
Risk of over-reliance on self-reporting	Risk of over-reliance on self-reporting	We will cross-validate KII findings with document review and apply contribution analysis principles to explore plausibility and alternative explanations.
Limited access to independent informants	Limited access to independent informants	We will try to use program participant relationships to smooth the way for interviews with those outside the programme and allow sufficient time to schedule them according to their convenience.

Data collection and analysis

Data collection for the evaluation took place between mid-June and August 2025, and included two primary methods: document review and Key Informant Interviews (KIIs). These methods were sequenced intentionally, with document review preceding interviews to provide evaluators with contextual grounding and to surface areas for targeted inquiry.

- **Document Review**

The evaluation's document review was structured in two phases. During the Inception phase, we reviewed global and strategic-level documentation including WAHAFA's programme guidance, strategic documentation, and MEL architecture. This informed our development of Pathways to Change, provided insight into the initiative's operational design and expectations, and guided the framing of our evaluation tools. The next document review phase focused on country-level documentation, including AAPs, country strategies, partner agreements, and progress reports. This review served as both a standalone evidence source and a preparatory step for KIIs, enabling contextual grounding and identification of areas for deeper inquiry. Team members were assigned specific countries to ensure that document review and KII implementation were closely aligned. All documents were reviewed and coded against the same document analysis framework used for KIIs to enable triangulation of findings across methods and sources. In total we reviewed 134 documents.

In line with our approach to analysis, the document review was used to verify the presence or absence of key activities and milestones within each pillar's contribution pathway (e.g. Was training delivered? Was the AAP validated?). These "black and white" data points were then complemented by evidence captured against the DAC-aligned evaluation questions to assess how these contributions were delivered, exploring their relevance, effectiveness, efficiency, and sustainability in context.

- **Key Informant Interviews**

KIIs played a central role in generating qualitative evidence for the evaluation. Two tailored interview guides have been developed and are included below, one for programme implementers (e.g. WHH country teams, KoA NGOs, and Local Humanitarian Partners) and another for stakeholders engaged at a more strategic or systems level (e.g. WHH global staff, coordination actors). Both guides were grounded in WAHAFA's pathways to change and aligned with the evaluation questions aligned with OECD-DAC criteria and the evaluation matrix. The guides were designed to explore experiences across the Capacity, Build, and Fuel pillars, while remaining open-ended and flexible to allow informants to surface what they saw as most relevant. The questions were non-prescriptive and framed to capture both intended contributions and any unintended effects. Interviews were tailored to reflect the informant's perspective and area of engagement. As with the document review, KIIs were coded against pathways across our analysis matrix to verify whether expected changes occurred and to assess the degree, quality, and conditions of WAHAFA's contribution using DAC-aligned evaluation questions. All responses are anonymous to support confidentiality and cross-cutting analysis.

We conducted 27 interviews with 37 people across four countries and strategic stakeholders, including WHH HQ, WHH country office staff, and local humanitarian partners including government staff. Sampling was targeted and purposive, designed to ensure diverse perspectives across WAHAFA's three pillars, with attention to partnership roles, institutional level, and geographic diversity. WHH staff provided us with a list of 33 potential people to interview. We have added five slots for other informants in the disaster risk reduction community in each country and globally to generate independent views of the contributions of various stakeholders, but ultimately only two were available.

All KIIs were conducted remotely using low-bandwidth platforms, with flexibility for local language use and scheduling needs. Interviews were conducted in line with do-no-harm and informed consent principles, with a focus on accessibility, safety, and participant comfort. An Informed Consent Form is in Annex 5. Critically, interviews

prioritised contribution-focused inquiry, exploring not just what WAHAFA did, but how change occurred, what difference WAHAFA made.

- **Analysis and Synthesis**

As discussed above, all evidence collected through document review and Key Informant Interviews was analysed across a common document analysis framework aligned to the evaluation's three pillar-specific pathways that have been structured to trace WAHAFA's intended inputs, intermediate changes, and end outcomes. Coding was applied at the country level by team members assigned to each country, enabling tailored analysis of how WAHAFA has contributed to results in distinct settings. Following country-level analysis, findings were synthesised across contexts to identify patterns, draw comparative insights, and surface context-specific or cross-cutting learning. This layered approach ensures both depth of analysis at the country level and coherence in evaluating WAHAFA's performance system wide.

A central feature of the analysis was the verification of WAHAFA's pathways to change where we assessed whether the intended sequence of inputs, intermediate changes, and outcomes played out in practice. This pathway-focused approach allowed the evaluation to go beyond simple output tracking, enabling us to explore not only *what* happened, but also *how*, *why*, and *under what conditions* change occurred. By systematically triangulating evidence from documents and KIIs, the evaluation assessed the plausibility and strength of WAHAFA's contribution to anticipatory humanitarian action across pillars. This supported evidence-based conclusions about efficiency, effectiveness, relevance, and sustainability, while also illuminating enabling factors, barriers, and contextual variations that matter for future programming.

Informed Consent form

This study is an evaluation of WAHAFA (Welthungerhilfe Anticipatory Humanitarian Action Facility). It is implemented by Welthungerhilfe, with support from the German Federal Foreign Office (GFFO). the programme works with Anticipatory Humanitarian Action projects in nine countries, seven German aid organizations, and 16 local partner organizations The evaluation team has been hired by Welthungerhilfe to facilitate learning and improve future Anticipatory Humanitarian Action programs similar to WAHAFA.

Participation in this evaluation is entirely voluntary. If you decide to participate, please review the conditions outlined below. By signing this form, you confirm that you understand and agree to these terms.

I understand that there is no direct benefit to me for participating in the study. I voluntarily agree to participate in this review and give my time freely. I understand money, gifts, or favours will not be offered by the evaluator.

I understand that even if I agree to participate now, I can refuse to answer any question without any consequences of any kind. I can withdraw permission to use data from my interview within one week after the interview.

I understand that the purpose of the study is an evaluation of Welthungerhilfe Anticipatory Humanitarian Action Facility, and I can ask questions about the evaluation.

I understand that no one outside of the PPOL and Ajabu Advisors evaluation team will have access to the transcript or interview notes, and these notes will not be shared with anyone outside this independent evaluation team. Direct quotes from the interview may be used in the report or other media, however no names or identifying details will be used and the quotes will not be attributable to me, in order to protect my confidentiality.

I understand that this interview is being audio recorded. If I do not wish to be recorded, I can inform my interviewer at the time of the interview. All recordings will be deleted within 60 days.

If I have any complaints, questions, or feedback about the interview or the evaluation, I may contact the Programme Manager, Chris Allan, directly at chris@ajabuadvisors.com, or +1-720-841-0277. Alternatively I may contact Welthungerhilfe staff member Julia Burakowski at Julia.Burakowski@welthungerhilfe.de.

WAHAFA KII Guide: Implementation Level

This guide is intended as a flexible conversation tool, not a checklist. It has been structured to include two overarching questions for each DAC criterion, supported by intentionally direct, pillar-specific prompts that can be used as needed. These prompts are provided to help guide deeper exploration but should be applied selectively, based on the informant's role and knowledge of WAHAFA. Please remember to:

- **Adapt the flow and phrasing** of questions based on the role, perspective, and experience of the key informant. Not all informants will have visibility over every aspect of WAHAFA or anticipatory action processes. Feel free to re-order sections or questions depending on the flow of the conversation.
- **Draw on insights from your document review** to tailor questions or add probes. Use what you've learned to explore areas that may be especially relevant to the informant or country context.

Introductory Script for Key Informant Interviews

We're conducting an external evaluation of the **WAHAFA programme**, which aims to understand how the Capacity, Build, and Fuel pillars have contributed to advancing anticipatory humanitarian action. The evaluation looks at how WAHAFA has supported different organisations, what's worked well, where challenges have emerged, and what can be sustained going forward.

This conversation is an opportunity to hear your perspective. We're especially interested in your experience with WAHAFA-supported activities, what felt relevant, useful, or difficult and any changes you've observed in your organisation's approach to anticipatory action.

This conversation is expected to take about **60 minutes**. We're using a flexible interview guide, so while we'll ask questions across a few broad themes, please feel free to highlight what you believe is most important based on your role and experience.

Before we begin, I'd like to confirm a few things:

- Your participation is completely voluntary, and you're free to skip questions or stop the interview at any time.
- Your responses will be confidential. We may include insights or quotes in the final report, but these will never be attributed to you by name or organisation without explicit permission.
- The findings will be analysed across interviews and combined with other data sources (like documents) to ensure anonymity and triangulate insights.
- With your permission, may take some notes or record the call for internal transcription purposes only?
- Do you have any questions before we begin? And are you happy to proceed with the conversation?

Introduction

Can you please tell me about your role and how you have been involved with WAHAFA's AHA support?

Relevance & Appropriateness:

Exploring whether WAHAFA's approach met the needs, priorities, and realities of partners.

1.1 How well did WAHAFA's support respond to your organisation's context, priorities, and existing systems?

1.2 Where did the approach feel especially relevant (or not) and why?

- *Capacity:* Were training, mentoring, and exchanges meaningful for the challenges your team faces?
- *Build:* Did AAP processes reflect local risk patterns, planning needs, or institutional roles?
- *Fuel:* Did the financing model align with your systems and funding constraints?

Coherence:

Exploring how WAHAFA aligned with existing systems and promoted coordination.

2.1 How has WAHAFA fit within broader coordination or anticipatory action efforts you're involved in?

2.2 In what ways did WAHAFA support (or not support) alignment and joint efforts across actors or levels?

- *Capacity:* Did it support your participation in coordination platforms or joint planning?
- *Build:* Was aligning AAPs with national systems or donor frameworks straightforward?
- *Fuel:* How did WAHAFA funding interact with other sources (e.g. pooled funds, national mechanisms)?

Efficiency:

Exploring timeliness, predictability, and usability of WAHAFA systems and support.

3.1 How would you describe the ease and timeliness of working with WAHAFA's systems and processes?

3.2 Were the tools, timelines, and administrative processes manageable for your team?

- *Capacity:* Did training and support fit with your bandwidth and operational realities?
- *Build:* What aspects of AAP development went smoothly—or caused delays?
- *Fuel:* Was the pre-arranged financing system predictable and realistic?

Effectiveness:

Exploring how WAHAFA contributed to operational change and capacity strengthening.

4.1 How has WAHAFA contributed to changes in your organisation's ability to design and deliver Anticipatory Action?

4.2 Where have you seen concrete shifts in practice, decision-making, or coordination?

- *Capacity:* What influence did training or exchanges have on staff skills or systems?
- *Build:* Are planning tools, triggers, or validation processes actively used?
- *Fuel:* Does your team feel equipped to activate your AAP if a trigger is reached?

Sustainability:

Exploring potential for long-term uptake and ownership of anticipatory systems.

5.1 What elements of WAHAFA's support are most likely to continue, scale, or evolve over time?

5.2 What would help (or hinder) the sustainability of Anticipatory Action in your organisation or context?

- *Capacity:* Will the skills, processes, or tools introduced continue to be used and adapted?
- *Build:* Are AAPs being updated or embedded into long-term planning?
- *Fuel:* Is your organisation pursuing new resources or systems to maintain AHA readiness?

Closing Questions

- What do you think has been WAHAFA's most meaningful contribution to Anticipatory Action?
- Are there any areas we haven't covered today that you feel are important to highlight?

WAHAFA KII Guide: Strategic/Systems Level

This guide is intended as a flexible conversation tool, not a checklist. It has been structured to include two overarching questions for each DAC criterion, supported by intentionally direct, pillar-specific prompts that can be used as needed. These prompts are provided to help guide deeper exploration but should be applied selectively, based on the informant's role and knowledge of WAHAFA. Please remember to:

- **Adapt the flow and phrasing** of questions based on the role, perspective, and experience of the key informant. Not all informants will have visibility over every aspect of WAHAFA or anticipatory action processes. Feel free to re-order sections or questions depending on the flow of the conversation.
- **Draw on insights from your document review** to tailor questions or add probes. Use what you've learned to explore areas that may be especially relevant to the informant or country context.

Introductory Script for Key Informant Interviews

We're conducting this interview as part of an independent evaluation of the WAHAFA programme. The aim of this evaluation is to understand how WAHAFA has contributed to advancing anticipatory humanitarian action, particularly through its support to partners across the Capacity, Build, and Fuel pillars.

Your perspective as someone involved at a strategic/systems level is especially valuable. We're interested in hearing your views on WAHAFA's relevance, coordination with other initiatives, use of resources, contributions to lasting change, and any lessons for the future.

This conversation is expected to take about **60 minutes**. We're using a flexible interview guide, so while we'll ask questions across a few broad themes, please feel free to highlight what you believe is most important based on your role and experience.

Before we begin, I'd like to confirm a few things:

- Your participation is completely voluntary, and you're free to skip questions or stop the interview at any time.
- Your responses will be confidential. We may include insights or quotes in the final report, but these will never be attributed to you by name or organisation without explicit permission.
- The findings will be analysed across interviews and combined with other data sources (like documents) to ensure anonymity and triangulate insights.
- With your permission, may take some notes or record the call for internal transcription purposes only?
- Do you have any questions before we begin? And are you happy to proceed with the conversation?

Introduction

Can you briefly describe your role and how you have been involved with WAHAFA or broader anticipatory action efforts?

Relevance & Appropriateness:

Exploring whether WAHAFA's design and support met partner needs, capacities, and systems.

1.1 In your view, how well did WAHAFA's overall approach (across Capacity, Build, and Fuel) align with the diverse needs and operating models of partners?

1.2 Where did WAHAFA's support feel particularly appropriate or misaligned, and why?

- **Capacity**: Was capacity support tailored to varying maturity levels or institutional roles?
- **Build**: Were AAP requirements realistic and responsive to national and local systems?
- **Fuel**: Was the financing model appropriate for partners' financial management capabilities?

Coherence:

Exploring WAHAFA's fit with existing systems, platforms, and investments.

2.1 How well did WAHAFA complement or integrate with other anticipatory action initiatives or coordination mechanisms?

2.2 Where have you seen WAHAFA promote alignment, synergy, or duplication across actors?

- **Capacity**: Did WAHAFA support partner participation in national platforms or technical working groups?
- **Build**: How well did AAPs align with national DRM systems, policies, or donor frameworks?
- **Fuel**: Was WAHAFA financing linked to broader national or pooled funding systems?

Efficiency:

Exploring the timeliness, usability, and resource allocation of WAHAFA processes.

3.1 From your vantage point, how efficient was WAHAFA's support in terms of timelines, administration, and responsiveness?

3.2 Were the programme's tools and processes user-friendly and feasible for partners to implement?

- **Capacity**: Was the delivery model (e.g. peer learning, technical assistance) appropriate for different partner capacities?
- **Build**: Did the AAP development process feel streamlined or burdensome?
- **Fuel**: Was funding easy to access and disburse once triggers were met?

Effectiveness:

Exploring how WAHAFA contributed to system and partner-level changes.

4.1 Where have you seen WAHAFA contribute to strengthened systems, strategies, or coordination capacity?

4.2 In your opinion, how has WAHAFA influenced how anticipatory action is understood or practiced?

- **Capacity**: Have you seen evidence that organisations are applying AHA principles in planning or operations?
- **Build**: Are AAPs actively used or cited in coordination and planning discussions?

- **Fuel**: Has WAHAFA financing enabled more timely or coordinated Anticipatory Action?

Sustainability:

Exploring the likelihood that WAHAFA-supported systems and practices will endure.

5.1 What aspects of WAHAFA's model feel most likely to be sustained, scaled, or adapted going forward?

5.2 What factors—internal or external—will influence whether anticipatory action continues to grow or fade?

- **Capacity**: Are there signs that partner organisations are institutionalising AHA learning?
- **Build**: Will AAPs continue to be used, updated, or linked into national systems?
- **Fuel**: Is there momentum to secure ongoing anticipatory financing beyond WAHAFA?

Closing Questions

- What do you see as WAHAFA's most meaningful or distinctive contribution to the field of Anticipatory Action?
- Is there anything we haven't asked about that you think is important for us to understand?

Annex 6: Training Survey Results

Approach

The objective of this exercise was to capture aggregate perceptions of the training, rather than assess specific workshop components. The WHH team provided the evaluation team with 24 survey datasets (245 total responses) collected across multiple trainings primarily between April 2024 and July 2025, with four earlier surveys from October 2022 capturing cross-country Trigger training. These were organised into four distinct survey types, each containing its own set of questions, in both English and French. Guided by targeted lines of inquiry, we extracted and organised the relevant questions and responses from each survey, translating all French responses into English. For each line of inquiry, we compiled a combined response set and applied quantitative analysis to measure the distribution of response types per question.

Targeted lines of Inquiry

- I have gained access to contacts and resources during the training to engage in AHA in future. How strongly do you agree?
- To what extent do you feel that the training increased your readiness to implement AHA (for you personally)?
- The training included appropriate and varied methods. How strongly do you agree?
- The training offered enough space and time for questions and discussions. How strongly do you agree?
- Overall, for me, the training was: (satisfying, very satisfying, etc.)

Overview of Survey Parameters

AHA Capacity Training Survey (n=18)

- Survey included a mix of countries, with a total of 208 respondents
- 5 of the questions aligned to our target lines of inquiry:
    - I have gained access to contacts and resources during the training to engage in AHA in future. How strongly do you agree?
    - To what extent do you feel that the training increased your readiness to implement AHA (for you personally)?
    - The training included appropriate and varied methods. How strongly do you agree?
    - The training offered enough space and time for questions and discussions. How strongly do you agree?
    - Overall, for me, the training was: (satisfying, very satisfying, etc.)

Burkina Faso Formation AHA Survey (n=1)

- Survey included 1 country, with a total of 11 respondents
- 4 of the questions aligned to our target lines of inquiry:
    - To what extent do you feel that the training increased your readiness to implement AHA?
    - The training included appropriate and varied methods. How strongly do you agree?
    - The training offered enough space and time for questions and discussions. How strongly do you agree?
    - Overall, for me, the training was: (satisfying, very satisfying, etc.)

Somaliland Workshops Survey (n=2)

- Survey included 1 country, with a total of 15 respondents
- 2 of these questions aligned to our target lines of inquiry:
    - In general, this first in-person workshop included appropriate and varied methods. How strongly do you agree?
    - In general, the sessions offered enough space and time for questions and discussions." How strongly do you agree?

Trigger Training Survey (n=3)

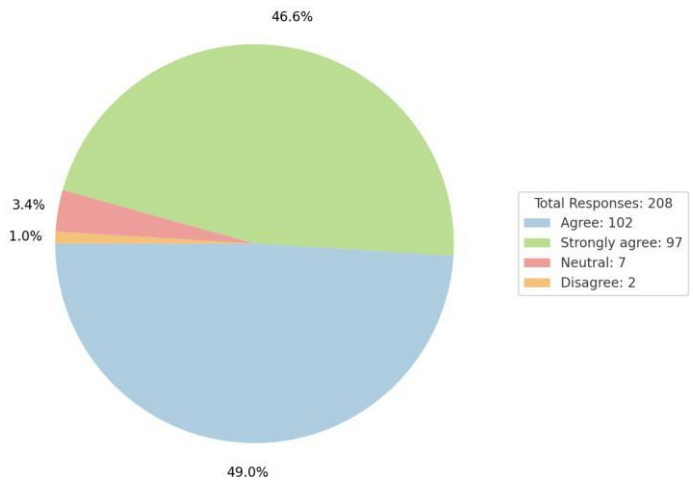
- Survey included a mix of countries, with a total of 11 respondents
- 1 of the questions aligned to our target lines of inquiry:
    - "How helpful was this exchange?" to measure general satisfaction (eg "Overall, for me, the training was")

Survey Results Analysis

Overall, the survey results indicate a strongly positive perception of the training across all assessed dimensions. Nearly all respondents reported gaining access to valuable contacts and resources for future AHA engagement (95.6% agreeing or strongly agreeing) and feeling that the training increased their readiness to implement AHA (93.5% selecting "increased" or "increased a lot"). Similarly, the vast majority agreed the training used appropriate and varied methods (96.5%) and offered sufficient space and time for questions and discussion (93.1%). Overall satisfaction was also very high, with 98.2% rating the training as either "satisfying" or "very satisfying,". Neutral or negative responses were minimal, suggesting broad endorsement of both the training content and delivery, as well as its perceived relevance and utility to participants. This snapshot points to a training programme that has not only been well-received but also seen as directly supporting participants' future engagement and application of learning.

Survey Results

Training Contacts and Resources Support Future Engagement

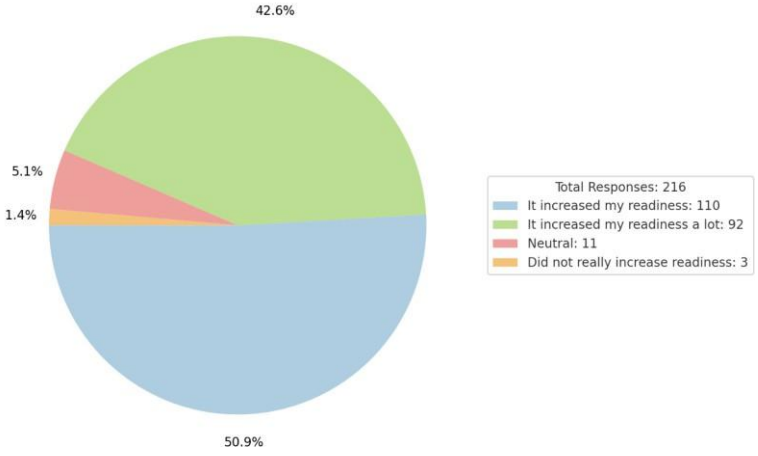


I have gained access to contacts and resources during the training to engage in AHA in future.

- **Agree:** 102 (49.0%)
- **Strongly agree:** 97 (46.6%)
- **Neutral:** 7 (3.4%)
- **Disagree:** 2 (1.0%)

Total responses: 208

Training Increased Readiness to Implement AHA

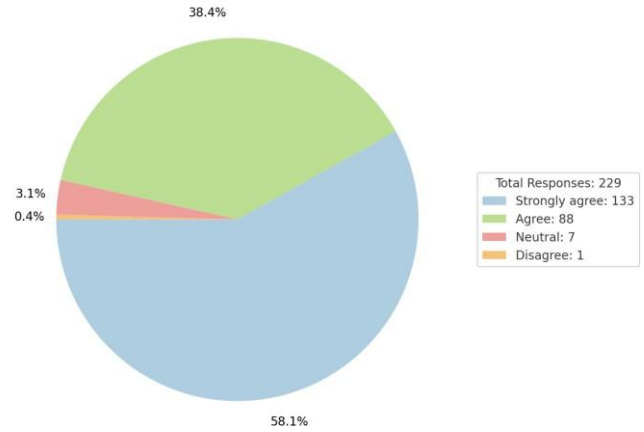


To what extent do you feel that the training increased your readiness to implement AHA?

- **It increased my readiness**: 110 (50.9%)
- **It increased my readiness a lot**: 92 (42.6%)
- **Neutral**: 11 (5.1%)
- **Did not really increase readiness**: 3 (1.4%)

Total responses: 216

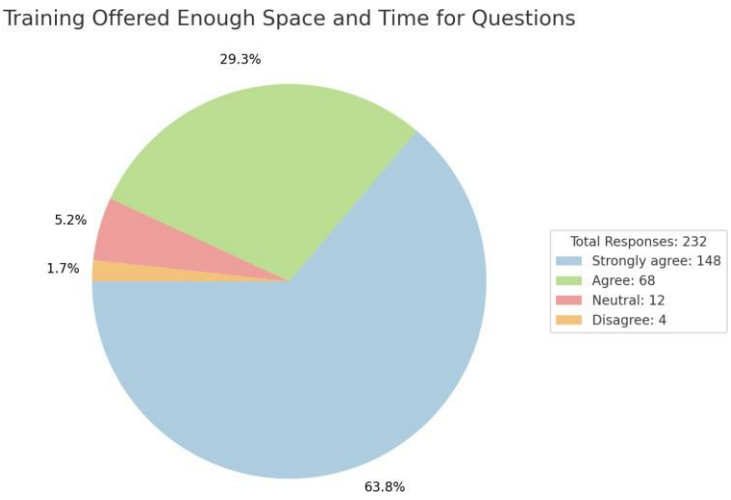
Training Included Appropriate and Varied Methods



The training included appropriate and varied methods.

- **Strongly agree**: 133 (58.1%)
- **Agree**: 88 (38.4%)
- **Neutral**: 7 (3.1%)
- **Disagree**: 1 (0.4%)

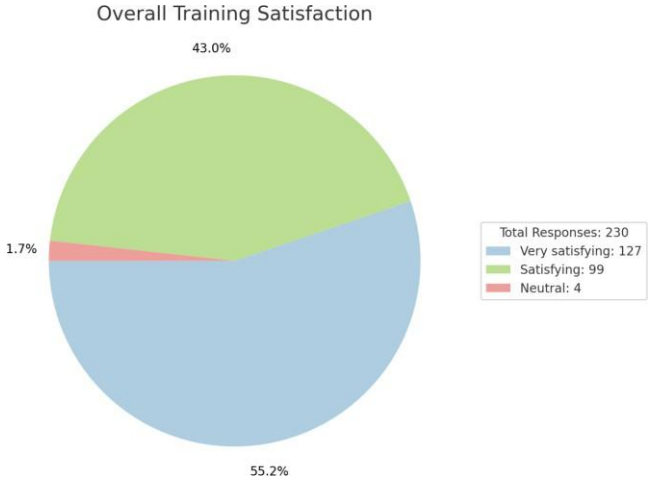
Total responses: 229



The training offered enough space and time for questions and discussions.

- **Strongly agree**: 148 (63.8%)
- **Agree**: 68 (29.3%)
- **Neutral**: 12 (5.2%)
- **Disagree**: 4 (1.7%)

Total responses: 232



Overall, for me, the training was:

- **Very satisfying**: 127 (55.2%)
- **Satisfying**: 99 (43.0%)
- **Neutral**: 4 (1.7%)

Total responses: 230

Annex 7: Sources (e.g. bibliography, people interviewed) (mandatory)

Document Review

02.Document Review

1. 6thSept_Zimbabwe--WAHAFA Coding matrix-Dropbox.xlsx
2. 12th_Global_Dialogue_Platform_report.pdf
3. 14thSept_Zimbabwe-WAHAFA Coding matrix.xlsx
4. 14thSept-Somalia_WAHAFA Coding matrix.xlsx
5. Blank.WAHAFA Coding matrix.xlsx
6. Global.WAHAFA Coding matrix Chris.xlsx
7. Global.WAHAFA Coding matrix.xlsx
8. Madagascar.WAHAFA Coding matrix.xlsx
9. MOZ_WAHAFA Coding matrix.xlsx
10. Number of documents reviewed.xlsx
11. Scoping Synthesis.docx
12. Somalia_WAHAFA Coding matrix.xlsx
13. Stakeholder codes.docx
14. Titos Languene - One hour meeting.docx
15. WAHAFA Country Snapshots.xlsx
16. WAHAFA Questions.docx

02.Document Review\Capacity\Capacity_Surveys

17. AHA 1-Day Onboarding WAHAFA - ACF and Partners (1-5).xlsx
18. AHA 1-Day Onboarding WAHAFA (1-10).xlsx
19. AHA Capacity 101 Training (FRENCH) (1-20).xlsx
20. AHA Capacity 101 Training _ Roll Out 3 ENG (1-18).xlsx
21. AHA Capacity 101 Training Roll Out 3 (FRENCH) (1-13).xlsx
22. AHA Capacity Training ToGETHER (1-24).xlsx
23. ASIA AHA Capacity 101 Training (1-13).xlsx
24. Formation AHA Burkina Faso (1-11).xlsx
25. HOA AHA Capacity 101 Training (1-10).xlsx
26. Malawi AHA Capacity 101 Training - Build Projects - In Person (1-2).xlsx
27. Malawi AHA Capacity 101 Training - WHH In Person (1-7).xlsx
28. Malawi AHA Capacity 101 Training (1-10).xlsx
29. MIX AHA Capacity Training (FRENCH) (11.5).xlsx
30. Post Survey_Minimum and Advanced Readiness Activities Tracking Forms (1.3).xlsx
31. Post Survey_Trigger Evaluation Cross-Country Exchange Feedback (14).xlsx
32. Post Survey_Trigger Evaluation Cross-Country Exchange (14).xlsx
33. Somalia AHA Capacity Workshop July 2025 WAHAHA Team (19).xlsx
34. Somaliland AHA Capacity Workshop April 2025 WAHAHA Team (16).xlsx
35. Simulation of AHA_WAHAHA April 2025 (10.10).xlsx
36. WAHAHA AHA Capacity 101 Training - In Person Somaliland - CARE & Shaqodoon (11.11).xlsx
37. WHH AHA Capacity 101 Training - In Person Cameroon (11.21).xlsx
38. WHH AHA Capacity 101 Training - In Person Ethiopia - ToGETHER (116).xlsx
39. WHH AHA Capacity 101 Training - In Person Somaliland (11.12).xlsx
40. Zimbabwe AHA Capacity 101 Training (12).xls

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41. Agenda WAHAFA Somaliland Capacity Sharing CARE Shaqodoon_Dec 1-2, 2024.docx
42. Method Brief Crisis Calendar for AA_May2025.pdf
43. Method Brief P-FIM_June2025.pdf
44. Method Brief Risk Analysis for AA_May2025.pdf
45. WHH_RollOut3_CapacityTraining_2025.pptx

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46. Capacity_Overview.xlsx
47. Capacity_TheoryOfChange_WAHAFA.xlsx
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02.Document Review\Global_Overall WAHAFA Program

51. Overview WAHAFA project list 26 June 2025 (1).xlsx
52. WAHAFA Round 3 - regions, hazards and partners (1).png

02.Document Review\Global_Overall WAHAFA Program\interim donor reports\1st interim report

53. First Interim Report_WAHAFA_Oct23.docx
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55. Interim Report No 2 WAHAFA_Apr 2024_ENG.docx
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61. Interim Report No. 4 WAHAFA_May 2025_ENG.docx
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64. AAP_template WAHAFA_2025-03.docx
65. Acronyms.docx
66. AHA Glossary WAHAFA.docx
67. P-FIM_Zimbabwe
68. Story Anticipating Impacts before Disaster in Zimbabwe.pdf
69. WAHAFA Program Brief_April2025.pdf
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71. Zimbabwe Activation July 2024.pdf

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72. 2024_04_Report scoping visit WAHAFA projects MDG.docx
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74. 1st Project Progress Report_MW (2).pdf
75. Capacity Assessment WAHAFA - DKH + SAF_FJKM MDG_response 2.0_WHH (002)-1 (1).xlsx
76. Final Project Report.pdf

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77. 1st Project Progress Report_MW (2).pdf
78. Capacity Assessment WAHAFA - DKH + SAF_FJKM MDG_response 2.0_WHH (002)-1 (1).xlsx
79. Final Project Report.pdf

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80. Bulletin de suivi sécheresse Grand Sud et Sud Est N°3.pdf
81. Draft-1 Cyclone EAP MDG.docx
82. Draft-1 Drought EAP MDG.docx
83. Draft-1 Flood EAP MDG.docx
84. FinalEvaluation_Summary_BuildMDG_PMU.docx
85. LearningSessionReport_Summary_BuildMDG_PMU.docx
86. MDG_WHH_CapacityAssessment_update February 2024.xlsx
87. Pause and reflect meeting report.docx
88. Rapport Evaluation Finale WAHAFA_MDG 1104 23 (Version définitive 16072024).pdf
89. RAPPORT FINAL WHH.pdf

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90. 15-04-2025_DEU 1140-24_Final report.docx
91. 2024-05Mission_report_Cabo_Delgado.docx
92. 20250317_AAP_Flood_Mozambique_ADRA_DRAFT.docx
93. 20250331_EAP_Cyclones_by_ADRA_edited1scenario_DRAFT.docx
94. ADRA_CapacityAssessmentWAHAFA ADRA Moz.xlsx

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96. DUPLICATE_Report Jan. 2025.docx
97. EAP Validation and simulation Report.docx
98. Final Deliverables WAHAFA.docx
99. Milestone Achievement Tracker.xlsx
100. Vulnerability Assessment and Mapping of Climate Risks and Disasters.pdf

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103. 202411-12_Report visit SOM (1).docx
104. 202504_Report visit SOM.docx
105. Activity.docx
106. Anticipatory Action Plan-evaluation.docx
107. CARE Somalia - WAHAFA progress report #1 (1).pdf
108. DRR COMMITTEES LIST.docx
109. Final Narrative Report_v2.docx
110. Kopie von CARE_Somalia_CapacityAssessmentWAHAFA_Somalia_revised 1.10.24.xlsx
111. OCT-NOV2024- NARRATIVE REPORT.xlsx
112. Somalia-CARE Shaqodoon - workplan update April 2025.xlsm
113. The Somali Red Crescent Society (SRCS) Drought EAP.pdf
114. UNOCHA Somalia AA- Humanitarian Framework.pptx
115. WAHAFA.docx
116. WFP- AA FEASIBILITY STUDY REPORT FOR SOMALILAND.pdf

02.Document Review\SOM\Current AAP draft - still some writing and harmonizing to be done

117. 20250314 DRAFT Fuel Budget CARE SOM.xlsm
118. AAP_Somaliland WAHAFA_2025-05 - draft 2_MW.docx
119. WAHAFA Multipurpose cash transfer registration form_WAHAFA comments (1).docx
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121. 24 09 Zimbabwe Workshop Outline.docx
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123. 20250224_WAHAFA ZIM_Interim Report 2_JG.pdf
124. AAP_Drought_Mbire_WHH_Zimbabwe_DRAFT.docx
125. Capacity Assessment WAHAFA_ACF_WAHAFAcommented.xlsx
126. Handover Activity report WAHAFA Project 19 to 20 March 2025.docx
127. WHH P-FIM ToT 8-9 Jan 2024 Summary Report DRAFT.docx
128. WHH P-FIM Zimbabwe Full Report DRAFT - December 2023.docx_EDITJulia.docx
129. WHH P-FIM Zimbabwe Summary Report - DRAFT_EditJulia.docx
130. WVZ_Zimbabwe_Capacity Assessment WAHAFA (WVZ and Caritas) review.xlsx
131. ZWE_WHH_CapacityAssessmentWAHAFA_FeedbackVC_012024.xlsx

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132. 25 02 WAHAFA Guidelines - AA in Complex Settings.pdf
133. Draft_WAHAFA_FR_La complexité des considérations autour l'AA et les déplacements et les conflits.PDF
134. WAHAFA_AAP Development Step by Step_2025.pdf

Key Informants

Country	Organisations Participating in Interviews
Global	WHH - 6 staff

Country	Organisations Participating in Interviews
Madagascar	SAF/FJKM - 2 staff
Madagascar	DKH Germany – 1 staff
Madagascar	DKH Mozambique – 1 staff
Madagascar	WHH Country Office – 1 staff
Mozambique	ADRA Mozambique – 2 staff
Mozambique	SEPPA – 1 staff
Mozambique	ADRA Mozambique – 2 staff
Mozambique	ADRA Deutschland – 2 staff
Somalia/Somaliland	CARE Global in Somalia/Somaliland – 1 staff
Somalia/Somaliland	CARE Somalia – 3 staff
Somalia/Somaliland	Shaqodoon – 1 staff
Somalia/Somaliland	NADFOR – 1 staff (submitted comments in writing)
Somalia/Somaliland	Somali Red Cross Society – 1 staff
Zimbabwe	Mvuramanzi Trust – 1 staff (MT)
Zimbabwe	Caritas Zimbabwe – 1 staff
Zimbabwe	WHH Zimbabwe – 1 staff
Zimbabwe	World Vision Zimbabwe – 2 staff
Zimbabwe	ACF Zimbabwe – 2 staff
Zimbabwe	Nutrition Action Zimbabwe (NAZ) – 1 staff
Zimbabwe	Farm Community Trust of Zimbabwe (FCTZ) – 1 staff
Zimbabwe	Provincial Directorate Office, Ministry of Local Government – 1 staff
Zimbabwe	WFP Zimbabwe Country Office – 1 staff

Annex 9: Assessment according to the evaluation questions organised by OECD/DAC criteria (mandatory)

Evaluation Questions	Capacity Pillar	Build Pillar	Fuel Pillar
Relevance & Appropriateness	*C.1 To what extent is WAHAFA's capacity support relevant to the diverse needs and operational realities of local and international NGOs?*	*B.1 To what extent was the Build support appropriate to partners' hazard risks, operating contexts, and AHA maturity?*	*F.1 To what extent were WAHAFA's financing mechanisms tailored to the needs, capacities, and AHA maturity of partner organisations?*
Coherence	*C.2 How well does WAHAFA's capacity support align with and complement existing AHA mechanisms, national coordination platforms, and donor initiatives?*	*B.2 How well did Build align with national DRM systems and foster synergies with existing AA initiatives, platforms, and donor efforts?*	*F.2 How well were WAHAFA's financing strategies coordinated with national disaster financing systems and aligned with donor mechanisms?*
Efficiency	*C.3 Was the capacity support delivered in a timely, efficient, and cost-effective manner?* *C.4 Were tools, processes, and delivery methods user-friendly, actionable, and well-tailored to stakeholder needs and constraints?*	*B.3 Were the AAP development processes timely, user-friendly, and appropriately resourced?* *B.4 Did WAHAFA's tools and technical support enable streamlined AAP development that responded to context-specific constraints and capacities?*	*F.3 Were WAHAFA's financial tools, guidance, and support delivered in a timely, user-friendly way to enable access to early action financing?* *F.4 Was financial support allocated in a way that maximised readiness across diverse partners and contexts?*
Effectiveness	*C.5 To what extent has WAHAFA strengthened partner capacity to meaningfully engage in and lead anticipatory planning and decision-making?* *C.6 Has the programme fostered cross-learning and peer-to-peer exchange across stakeholders and countries?*	*B.5 To what extent has Build enabled partners to design and finalise quality, context-specific AAPs that are technically sound and institutionally anchored?* *B.6 Has Build support helped partners strengthen internal systems and planning for operationalising anticipatory action?*	*F.5 To what extent has WAHAFA's financial support enabled partners to prepare for and activate anticipatory action when triggers are met?* *F.6 How has the availability of financing influenced AHA planning and coordination at partner and system levels?*

Evaluation Questions	Capacity Pillar	Build Pillar	Fuel Pillar
Sustainability	*C.7 Are capacity gains being sustained and institutionalised over time within partner systems?* *C.8 What internal or external factors support or hinder the long-term uptake of AHA practices, and how can they be reinforced or mitigated?* *C.9 To what extent has FFF's capacity support contributed to a more locally led, system-wide shift in how anticipatory action is understood, valued, and practiced?*	*B.7 Are AAPs positioned to be maintained, updated, and activated beyond WAHAFA support?* *B.8 What factors support or hinder institutional uptake of AAPs, and how can WAHAFA's contribution be reinforced?* *B.9 To what extent has Build created an environment for NGOs to engage in AHA and meet objectives?*	*F.7 Are financial systems, tools, and agreements likely to be retained and adapted beyond WAHAFA?* *F.8 What factors support or hinder the durability of financial readiness in AHA systems?* *F.9 To what extent has WAHAFA created an environment for NGOs to engage in AHA and achieve Fuel pillar objectives?*

Global Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
Relevance & appropriateness: High demand (dozens of applications, large training uptake) suggests WAHAFA is meeting a strong need across NGOs. HQ staff characterise the model as broadly relevant balancing technical training with contextual adaptation. Partners confirm trainings were valued for clarifying AA concepts and for integrating local knowledge with scientific tools, reinforcing both relevance and legitimacy. Recognized risk that some organisations join opportunistically because of funding scarcity, raising questions about depth of commitment.	**Relevance & appropriateness:** Strong demand for Build projects (30+ applications per round) confirms sector-wide relevance, and partners attest that plans were grounded in community realities. HQ views Build as broadly appropriate but acknowledges that some NGOs applied opportunistically, raising risks of shallow engagement. Calibration between technical triggers and local perceptions remains critical to maintaining both rigor and legitimacy.	**Relevance & appropriateness:** WAHAFA's financing mechanisms were designed to be structured and trigger-linked, offering a more cost-effective alternative to traditional humanitarian response. In practice, however, activations often relied on donor flexibility and decision-based triggers (e.g., Zimbabwe, South Sudan, Madagascar), showing relevance in intent but uneven institutionalisation of the model.

Global Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
Alignment & coherence: Evidence of alignment with global platforms (Anticipation Hub, Start Network) and in-country structures (Somaliland NADFOR, Zimbabwe Red Cross/UN links) shows WAHAFA can integrate effectively. At the same time, HQ warns of systemic risks from fragmentation and multiple competing models, echoed in Madagascar where WAHAFA was "next to" other actors rather than embedded.	**Alignment & coherence:** Build activities integrated effectively in some contexts (e.g., Somaliland, Zimbabwe) where WAHAFA plugged into national working groups and donor platforms, but in others (e.g., Madagascar) it risked sitting "next to" existing initiatives. HQ stresses that fragmentation remains a systemic challenge, as multiple AA models create coordination risks. The overall picture is of meaningful contributions to coherence in some settings, but persistent parallelism in others.	**Alignment & coherence:** Financing has partially aligned with donor mechanisms (e.g., food security warnings in Zimbabwe, flood alerts in South Sudan) and gained recognition internationally (e.g., WRSI model). Yet coherence remains largely donor-driven rather than nationally embedded, and fragmented financing models (WFP vs. WAHAFA) risk duplication rather than harmonisation.
Efficiency & delivery: Initial delays in contracting, staff recruitment, and fund flows slowed implementation and caused underspending, while staff turnover repeatedly disrupted continuity. Later rounds and regional trainings improved delivery, showing adaptability. Once running, however, large regional trainings reached scale and tools were praised for combining scientific and local knowledge. Overall, efficiency improved over time but remains vulnerable to administrative bottlenecks and short project cycles.	**Efficiency & delivery:** Build processes were slowed by systemic delays in contracting, staffing, and fund transfers, compressing timelines and reducing implementation quality, particularly for local NGOs without reserves to pre-finance. Once administrative hurdles were resolved, however, efficiency improved, with smooth examples in Zimbabwe and Somaliland. Partners valued Wahafa's flexible, adaptive support and user-friendly tools, but uneven efficiency remains a structural constraint.	**Efficiency & delivery:** Early finance bottlenecks within WHH have now been eased, and activations in Zimbabwe and Somaliland were coordinated smoothly. Nonetheless, reliance on decision-based triggers shows that usability and timeliness are not yet consistently linked to validated AAPs, leaving gaps between design and practice.

Global Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
Effectiveness in strengthening capacity: Document and KII evidence shows WAHAFA's trainings and exchanges have enabled partners to move from passive recipients to active leaders, with some creating AA-dedicated roles and using new credibility to influence governments. HQ sees a cultural shift across NGOs from confusion about AA to more confident application. However, reliance on decision-based activations (Zimbabwe, South Sudan) suggests organisational capacity is advancing faster than the institutionalisation of credible trigger-linked activations.	**Effectiveness & institutional anchoring:** Evidence shows partners moved from reliance on consultants to building in-house AA expertise, with some creating dedicated roles and integrating anticipatory planning into strategies. HQ notes a cultural shift among NGOs from initial confusion (AA vs. DRR) to clearer operational understanding. AAP quality has improved over successive rounds, though the lag in formal validation risks undermining credibility. Experiential learning is strong, but institutional anchoring is still incomplete.	**Effectiveness & activation:** WAHAFA financing enabled real anticipatory actions in several contexts, but only one activation (Somaliland) was tied to a formal trigger. Most others were decision-based, useful for responsiveness but undermining the credibility of the AAP–Fuel model. The availability of finance has strengthened organisational learning and planning, but system-wide readiness is still partial.
Effectiveness in Cross-learning and peer exchange: WAHAFA played an important convening role globally, using multiple regional and international platforms to promote anticipatory action and facilitate peer exchange. The creation of the **Localization Working Group within the Anticipation Hub** formalised dialogue on locally led approaches, reflecting WAHAFA's influence in shaping sector-wide learning structures. Partners engaged through global forums such as **Preparedness Cluster meetings** and **KoA workshops,** which strengthened cross-country visibility and exchange of practice. Within-country learning also deepened, as partners and communities collaborated directly with meteorological services and national institutions, translating technical processes into local application. HQ KIIs	**Effectiveness in Strengthening Internal Systems and Planning:** Evidence suggests WAHAFA contributed to a clear shift in how partners organise and plan for anticipatory action. Across contexts, Build support strengthened advocacy and integration with government planning, linking AA to national systems in countries such as Zimbabwe and Cameroon. INGOs and NGOs reported greater internal clarity on AA versus DRR, reflected in faster decision-making and fund transfers. Local NGOs developed in-house expertise, reducing dependence on external consultants, while partners emphasised the need to retain and document this knowledge to embed anticipatory action as a sustained organisational function rather than a project-based approach.	**Effectiveness & Influence on strategic planning and coordination:** Although no AAPs have been fully validated to date, several are in advanced stages, and there is broad recognition that considerable learning and experience have emerged through these processes. HQ KIIs acknowledge that validated AAPs are lagging, while highlighting staff capacity and AA mindset are growing though there is a noted difficulty in quantifying these kind of gains. KIIs further contend that evidence suggests influence is strongest at the level of organisational learning and planning practices, weaker on system-wide coordination.

Global Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
highlighted a cultural shift among INGOs and NGOs — from early confusion between AA and DRR to clearer understanding, faster fund transfers, and greater operational alignment — showing tangible learning gains across the network.		
Sustainability & uptake: Evidence of institutionalisation is emerging, with partners embedding AA into SOPs and WHH adapting internal finance/admin systems. Governments in several contexts have begun to take up AA concepts. Yet staff turnover, donor dependency, and fragmented models keep gains fragile. HQ stresses redundancy and non-WAHAFA funding, while partners call for stronger harmonisation and continuity mechanisms.	**Sustainability & uptake:** Build has helped partners strengthen systems, create AAPs, and connect with government frameworks, but staff turnover and donor dependency continue to undermine continuity. HQ and partners alike stress the need for a "maintenance mechanism" (e.g., small annual grants to refresh plans and train staff) to keep AAPs operational. Without such support, plans risk dormancy between phases. Sustainability will depend on embedding AAPs into government and NGO systems with clear exit pathways, not prolonged reliance on WAHAFA funding.	**Sustainability & enabling environment:** Evidence shows emerging institutionalization. NGOs embedding AA into plans (e.g., ADRA Mozambique), governments engaging through working groups, and WHH calling for small "maintenance grants" to keep AAPs updated. At the same time, high staff turnover, donor dependency, and lack of bridging resources between Build and Fuel undermine continuity. WHH HQ stresses that AA is the "future of humanitarian response," while partners highlight the value of visibility and legitimacy gained through their association with AA. Evidence also suggests regional embeddedness is growing, with partners proud to give workshops and identify with a broader movement. However, inequities in financing (delayed disbursement, pre-financing barriers) continue to constrain local NGO participation.

Madagascar Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
Relevance & usability: WAHAFA's capacity support in Madagascar was widely viewed as highly relevant, building on earlier FbF and	**Relevance & appropriateness:** Build support was widely viewed as highly relevant, expanding the earlier drought-only focus to cover Madagascar's	**Relevance:** WAHAFA's financing mechanisms are characterized by the WHH team as essential for making

Madagascar Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
FbA programmes while closely adapting to local realities. Tools such as community flood markers were described as simple, visible, and practical for areas lacking advanced meteorological infrastructure. Partners valued the balance between technical quality and accessibility — INGOs used the support to strengthen coherence and quality assurance, while local NGOs and communities benefited from hands-on, field-based learning. Continuous WAHAFA presence in target regions enhanced contextual understanding and reinforced community trust, though occasional funding delays compressed timelines and limited the participatory depth of training cycles.	three main hazards of drought, floods, and cyclones. The approach was designed with national and regional authorities and reflected operational realities at both national and community levels. Partners described stronger local engagement compared to earlier FbF/FbA phases, with community DRR committees actively involved in AAP validation. Government adoption of the drought monitoring tool under the **UN Early Warning for All** initiative linked national relevance with global frameworks. KIIs agreed that Build was foundational across the **Capacity–Build–Fuel** pillars ("can't separate them"). Partners also pointed to value in formal drought triggers being triangulated with community perceptions to avoid mismatches.	anticipatory action viable and cost-effective in a constrained funding environment. The WRSI drought model, transferred to the Directorate of Meteorology (DGM), provided a credible, evidence-based activation tool adapted to national capacities. Partners viewed the approach as realistic and context-sensitive, linking local drought monitoring to national systems while aligning with the UN Early Warning for All initiative. However, high donor dependence and the absence of dedicated national budget lines limited institutional readiness for long-term financial autonomy.
Alignment & coherence: WAHAFA capacity support aligned strongly with Madagascar's national DRM architecture. It was integrated into the national contingency plan and anticipatory action framework, and embedded within the National Technical Working Group on Anticipatory Action, which brings together over 30 government, UN, and NGO actors. The model complemented existing donor and agency tools (WAHAFA's WRSI drought model aligned with WFP's rainfall anomaly system) reducing duplication and fostering multi-actor coordination. Partners credited the programme with improving their visibility and credibility in national coordination platforms, though alignment at subnational level depended heavily on continued facilitation from WHH.	**Alignment & coherence:** Build was fully embedded in Madagascar's disaster risk management (DRM) system. Activities were co-designed with BNGRC and the General Directorate of Meteorology (DGM), ensuring integration within national plans and frameworks. At local level, Build worked through existing community DRR committees (CLGRC/CCGRC), connecting commune and national structures and reinforcing vertical coherence. KIIs highlighted strong national alignment but noted parallel trigger systems operated by FAO and WFP, creating calls for harmonisation ("we must have one threshold"). The development of a National Anticipatory Action Strategy under BNGRC leadership further demonstrated institutional uptake, even as validation remained pending.	**Alignment & Coherence:** Financing strategies show partial alignment with national systems and global initiatives (e.g., Early Warning for All), and the WRSI model has gained international recognition and adoption by INGOs. However, the WHH team contends coherence is undermined by fragmented donor models (e.g., WWW vs. WFP triggers), which complicate coordination and create risks of duplication rather than harmonization. The reliance on external support is also noted as a key limitation, with up to 90% of meteorological operations remaining donor-funded. WHH country team calls for **lighter integration options** (e.g., embedding indicators into routine bulletins) to reduce

Madagascar Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
		the burden on overstretched national institutions
Efficiency & delivery: Delivery was generally timely and characterised as good value for money. Partners highlighted WAHAFA's responsiveness and adaptive facilitation as major strengths, noting that activities remained operationally efficient despite administrative and logistical delays. Delays in fund release and logistics occasionally pushed activities beyond the anticipatory window, especially in remote areas. The **two-level training model** (staff and community) maintained efficiency and consistency, while WHH's continued field presence ensured problem-solving and follow-up despite resource constraints. Local NGOs highlighted WAHAFA's delivery style was **adaptive and not top-down,** making training more usable and aligned with bandwidth realities.	**Efficiency & delivery:** Delivery was efficient overall but constrained by funding delays that compressed implementation from eight to five months. Logistical hurdles (including translation needs, vehicle shortages, and extended travel) increased costs and reduced field time. Despite these challenges, facilitation by WHH and DKH was described as flexible and adaptive, with teams adjusting schedules and tools to local realities. Technical inputs were practical and valued for supporting stakeholder mapping, coordination, and network-building. Efficiency also improved through participatory methods and resource-sharing, though community GRCs often received information sessions rather than full training, limiting post-project autonomy.	**Efficiency & delivery:** Efficiency is mixed. The WHH team contends that the WRSI model provide structure and credibility, but coordination gaps and varied trigger timings limit usability. Logistical barriers (e.g., short lead times, remote access) also risk limiting the timeliness and usability of financing in practice. While financing tools are seen to be clear and structured, the absence of rapid-release mechanisms is also seen to risk constraining timely activation.
Effectiveness in Strengthening Capacity: WAHAFA's support contributed to a marked shift from implementation to leadership among local and national actors. Partners such as SAF and FJKM moved from recipients of technical input to recognised contributors in anticipatory planning and decision-making. Stakeholder mapping and risk analyses conducted with BNGRC, ministries, and district officials demonstrated growing technical competence and institutional confidence. The establishment of community-	**Effectiveness & institutional anchoring:** Build produced three hazard-specific **AAPs (cyclone, flood, drought)** (under advanced validated stages by national authorities) and embedded in existing DRM structures. The **Anticipation Group,** coordinated by BNGRC, advanced a national framework for anticipatory action with stakeholder-derived trigger thresholds, while coordination meetings with WFP, Start Network, CRS, and the Red Cross promoted alignment. Community engagement deepened through vulnerability analyses and consultations that	**Effectiveness and Activation:** Financing is seen by WHH team to have strengthened evidence-based planning and coordination, particularly for drought, but readiness for rapid-onset hazards like floods and cyclones remains constrained. The absence of consistent domestic funding streams means effectiveness is still donor dependent.

Madagascar Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
based associations and their inclusion in risk and vulnerability assessments further anchored decision-making at local level. National institutions, including the Office for Disaster Risk Management, are now regarded as leaders in anticipatory action, signalling meaningful capacity gains beyond project boundaries.	shaped AAP design and improved understanding of anticipatory roles. The process also increased partner credibility, several organisations noted that participation in AAP design enhanced their visibility and reputation within national coordination spaces ("**we are now known because we have done an AAP.**")	
Effectiveness in Cross-learning and Peer Exchange: Cross-learning in Madagascar was supported through the National Technical Working Group, which provided regular coordination and peer exchange among more than 30 actors. The platform fostered national dialogue between government, NGOs, and UN agencies, while community-level associations created parallel channels for local exchange and mutual support. Local NGOs reported being **consistently included in national platforms and coordination forums**, reflecting a shift toward inclusion and legitimacy. Internationally, Madagascar contributed to regional and global learning spaces, including the African Regional Dialogue on Anticipatory Action and the Berlin Dialogue Platform. However, some KIIs **suggested** international learning remained largely ad hoc rather than systematically structured.	**Effectiveness in Strengthening internal systems and planning:** WAHAFA support strengthened organisational systems for anticipatory planning. Partners such as **SAF** and **FJKM** embedded technical expertise internally, reducing reliance on external consultants and positioning themselves as anticipatory action specialists. Tools such as the **WRSI drought model** were operationalised, producing regular bulletins since late 2023, while trained focal points coordinated with local stakeholders and meteorological services. However, short-term staffing and limited community-level training constrained full institutionalisation. District officials often prioritised immediate relief over anticipatory planning, underscoring the need for continued system-wide reinforcement.	**Effectiveness & Influence on strategic planning and coordination:** The WHH team contends that availability of trigger-based financing improved **strategic planning and** coordination across partners. Evidence indicates the funding model encouraged partners to incorporate anticipatory components into existing programmes and adapt strategies amid shrinking humanitarian budgets. Notably, differences in model design created challenges for joint decision-making but also opened opportunities for layered responses between drought and rainfall systems. Overall, evidence suggests that the availability of Fuel financing increased system-wide dialogue on early action and resource prioritisation.
Sustainability & uptake: Stakeholders contend that WAHAFA has catalysed a locally led, system-wide shift in how anticipatory action is understood and practiced. Evidence indicates growing institutionalisation of	**Sustainability & uptake:** Sustainability prospects are mixed. AAPs are institutionally anchored and communities motivated, but long-term viability depends on stable financing, stronger reporting chains, and retention of trained staff. AAPs and the	**Sustainability & uptake:** Sustainability remains fragile. Although financing systems and technical capacity are now embedded in national institutions, up to 90 % of operational budgets rely on

Madagascar Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
capacity gains, though sustainability remains fragile. Anticipatory action has been embedded in national DRM frameworks, contingency plans, and organisational SOPs, with technical tools like the WRSI model formally transferred to the General Directorate of Meteorology. These shifts signal progress toward national ownership, supported by active government leadership through BNGRC and the NTWG. However, durability is constrained by a high dependency on donor funding (up to 90% of operational budgets), limited resources at subnational level (equipment, staffing, connectivity), and weak continuity plans.	WRSI model are now at advanced stages of validation by national authorities and integrated into contingency plans, giving the system technical legitimacy and visibility. Regional authorities have expressed intent to extend Build practices to non-targeted municipalities, while communities have shown motivation to sustain tools like flood markers. However, structural risks persist as up to 90% of institutional capacity remains donor-funded, staff turnover undermines continuity, and weak reporting chains limit feedback between local and national levels. Still, the Build pillar has created an enabling environment for both local and international NGOs to engage in anticipatory action, positioning Madagascar as a leader in the field.	external donors. Without domestic budget allocations, models like WRSI risk stalling despite institutional endorsement. Alignment with Early Warning for All offers a pathway for long-term integration, but fragmented donor frameworks and limited financial planning capacity hinder continuity. The WSRI model's international recognition (adopted by multiple INGOs) signals legitimacy, yet enduring uptake will depend on reducing donor dependency and securing predictable national financing.

Mozambique Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
Relevance & appropriateness: WAHAFA's capacity support was widely regarded as highly relevant. INGOs described it as filling a critical gap by providing both conceptual frameworks and practical tools, enabling them to develop competencies they had long aspired to but lacked the expertise to implement. Support was also seen as strategically valuable, aligning with donor trends and helping organisations like ADRA reposition within the humanitarian sector. Local NGOs valued WAHAFA as an entry point, but faced steeper adaptation demands and	**Relevance & appropriateness:** Evidence suggests build support was highly relevant to partners' hazard risks and broadly aligned to AHA maturity, with inclusive processes (hazard mapping, prioritisation, community consultations) and clear definitional guidance on anticipatory action. Geographic targeting (e.g., cyclone/flood-prone districts) proved sound, though the €40,000 budget envelope was widely viewed as insufficient, and local NGOs noted more monitoring and tailored support would have strengthened contextual understanding.	**Relevance & appropriateness:** WAHAFA's financing mechanisms were relevant in offering a structured, trigger-linked alternative to traditional response, but the €300,000 fuel budget was misaligned with most partners' capacities, requiring scaled-down approaches. Partners valued the dual build + fuel structure for linking training with implementation, but questioned whether both streams could be maintained simultaneously. Delayed disbursements and consequent pre-financing requirements placed strain on

Mozambique Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
community expectations for tangible benefits. Integration with existing systems (e.g., National Emergency Management Plans) and validation by government actors such as INGD reinforced its legitimacy.		organisations with limited liquidity, showing the model was not fully tailored to all levels of AHA maturity.
Alignment & coherence: WAHAFA worked through national and regional coordination platforms, notably Mozambique's INGD and the AA Working Group, ensuring alignment with government processes. Partners valued its advocacy role in donor forums, which smaller NGOs could not access independently. Local NGOs highlighted benefits of access to coordination groups and materials, which improved visibility and learning. Multi-level engagement linked grassroots committees with global platforms, though communication hurdles sometimes limited coordination.	**Alignment & coherence:** Partners see value in WAHAFA working through existing community and institutional frameworks. Projects aligned closely with national DRM systems through INAM, INGD, INAS, SDPI and disaster committees, and linked to coordination platforms such as the AAWG (co-led by WFP/INGD). Coordination with INDG seen as essential. Processes avoided parallel structures by working through existing structures including community disaster committees (CBDRRCs), INGD, and district-level emergency centres (COE), complemented donor initiatives (e.g., FAO, ECHO), and extended to regional/global AA forums. Private sector engagement was initiated through supplier agreements.	**Alignment & coherence:** Financing was embedded in Mozambique's AA architecture through the AAWG (INGD/WFP), with ECHO emphasising complementarity to avoid duplication. Technical alignment with INGD/INAM was strong, though EAPs were not yet integrated into national budgets. Donor coherence extended through ADRA's global network (pilots in Asia and Somalia), but systemic cash flow gaps and fragmented donor models limited seamless coordination. Partners characterized the model as conceptually coherent, while flagging difficulty running both streams across donors and managing simultaneous flood/cyclone protocols.
Efficiency & delivery: WAHAFA support was valued for flexibility, responsiveness, and user-friendly tools. INGOs found administrative processes manageable and noted that cascade training and blended theory/practice sessions were effective, with tools resilient to staff transitions. A major issue that was flagged, delays in fund disbursement forced some partners to pre-finance activities, creating strain especially for smaller NGOs without resources to pre-finance. Frustrations	**Efficiency & delivery:** Build efficiency was mixed. All EAPs were completed, but slowed by systemic delays in contracting, staffing, and fund transfers, compressing timelines and straining local NGOs without reserves to pre-finance. Early phases felt overly burdensome, but efficiency improved over successive rounds as feedback loops and informal communication strengthened collaboration. ADRA Germany developed bridging mechanisms (advances,	**Efficiency & delivery:** While protocol budgets were considered well-designed, disbursement delays undermined timeliness, forcing ADRA to establish multi-tiered pre-financing chains and supplier agreements to bridge gaps. Administrative complexity increased when multiple hazard protocols (flood + cyclone) overlapped. Tools and guidance were user-friendly, and pre-negotiated supplier agreements supported rapid downstream

Mozambique Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
were also noted around delays in plan review feedback, and lack of incentives for community volunteers undermined sustained engagement. Local NGOs stressed that a single short training (~2 days) with no follow-up was insufficient for complex tasks like trigger development, highlighting the need for more sustained exchanges. Partners noted WAHAFA has since shifted toward more intensive, multi-session capacity building. External disruptions, including Cabo Delgado insecurity, also caused delays, though most activities were delivered within budget and sustained through community ownership.	supplier agreements) to keep work moving, while SEPPA struggled more due to limited flexibility. Working relationships with WAHAFA staff were described as highly collaborative and flexible, sustaining commitment. Wahafa's tools and methods were praised as flexible, user-friendly, and adaptable, with simulations, consultations, and inception workshops providing practical entry points. Larger INGOs managed requirements more easily, while local NGOs faced steeper learning curves and reported that limited training depth left gaps requiring corrections. Community-focused participatory approaches enhanced ownership but added time and complexity, highlighting uneven efficiency across contexts.	spending once funds arrived, but the absence of a rapid release mechanism (1–2 days) remain a critical weakness. **Local NGOs valued participatory financial planning processes,** which linked community-level preparedness (e.g., hazard mapping, supplier pre-positioning) with national coordination structures, increasing perceived readiness.
Effectiveness in Strengthening Capacity: Capacity support was characterized as transformative for INGOs, shifting anticipatory action from an abstract concept to a core organisational capacity. ADRA reported that training and protocol development embedded AA as a permanent function, with staff gaining ownership of design processes and cascading knowledge to government partners. Local NGOs confirmed the establishment of disaster committees with basic readiness to act when hazards occur, though limited training created quality gaps.	**Effectiveness & institutional anchoring:** Build advanced two AAPs, refined via simulations and validated with national authorities. ADRA Mozambique described the process as transformative, shifting from no AA capacity to independent protocol design. Local NGOs report gaining sufficient knowledge to draft local-level AAPs and participate in coordination platforms, though gaps in training quality meant heavy corrections were needed.	**Effectiveness & activation:** Financing enabled strong preparatory work including detailed trigger definition, supplier agreements, and simulation exercises built robust activation readiness aligned with seasonal risk patterns. **System preparation was emphasised as a core achievement**, with readiness structures in place to support timely activation once triggers are reached. However, most AAPs were not activated during the project period, and partners stressed that the real test of the model will only come with future activations.
Effectiveness in Cross-learning and peer exchange: Partners consistently highlighted WAHAFA's role in fostering cross-learning at local, national,	**Effectiveness in Strengthening Internal Systems and Planning:** Build informed ADRA Germany's internal EAP guidelines, now applied across multiple offices, and embedded AA into	**Effectiveness & Influence on strategic planning and coordination:** WAHAFA financing supported preparatory work and catalysed replication. ADRA Germany

Mozambique Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
and international levels. INGOs credited the programme with positioning them as knowledge hubs and giving visibility in global dialogues and donor spaces, while regional exchanges (e.g., Asia and Africa offices piloting initiatives based on Mozambique's experience) demonstrated spillover beyond direct projects. Local NGOs valued the coordination and knowledge-sharing functions, seeing them as opportunities to learn from peers and strengthen their own AAPs. Coordination challenges with platforms like the Anticipation Hub were noted but did not overshadow overall gains.	NEMP frameworks, avoiding parallel systems. In Mozambique, ADRA became a sector leader, with skills on triggers and vulnerability assessments transferred across organisations (e.g., World Vision). Local NGOs like SEPPA built capacity to design AAPs and join coordination groups, though partners contend sustaining effectiveness depends on continued resources and technical support.	funded a parallel project in Somaliland, while ADRA expanded anticipatory programming in Indonesia, Somaliland, and India. Financing also strengthened ADRA's advocacy role with international coordinating bodies and regional offices, extending WAHAFA's influence beyond Mozambique.
Sustainability & uptake: Evidence shows emerging institutionalization of capacity gains. ADRA integrated AA into its five-year strategy and National Emergency Management Plan, while SEPPA embedded AAPs in long-term programming. Community committees continue to revise plans annually, though effectiveness depends on reinforcement and resources. Across stakeholders, WAHAFA's support was seen as adaptable rather than static, with organisations tailoring tools to their own systems. Enablers included strong government support and donor interest; barriers included weak forecasting data, cultural inertia, and lack of incentives for local volunteers. Partners recommended pairing AA with livelihood support, strengthening forecasting systems, and demonstrating cost-effectiveness to build donor confidence.	**Sustainability & uptake:** AAPs were embedded in ADRA's NEMP and local SOPs, and described as "a program that came to stay." Integration into ADRA's five-year planning cycles supports continuity, but replication is constrained by the mismatch between WAHAFA's €300,000 fuel model and what NGOs can sustain (~€20,000). Formal national approvals remain pending, donor dependency is high, and staff turnover undermines continuity. Multiple partners flagged uncertainty about whether organisations can maintain both build (capacity) and fuel (implementation) funding streams. Nonetheless, WAHAFA fostered regional uptake (e.g., ADRA India/Philippines pilots, eight-country AA Working Group), positioning Build as a catalyst for wider NGO engagement.	**Sustainability & uptake:** Sustainability remains fragile. Current activations rely heavily on WAHAFA funding, and operational gaps between activations risk leaving protocols dormant. ADRA is embedding anticipatory approaches within its National Emergency Management Plan (NEMP) and diversifying fundraising, while SEPPA is actively seeking resources through partnerships. Supplier agreements and a planned procurement mapping exercise in 2025 could provide continuity, but sustainability ultimately depends on securing rapid-release funds and embedding financing into national systems.

Somaliland Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
Relevance & appropriateness: WAHAFA support was broadly relevant, with trainings, ToTs, and tools (e.g., Gender-sensitive Climate Assessment) seen as practical and adaptable. Integration of local indicators (pasture levels, animal behaviour) helped anchor triggers in community realities. KIIs noted the use of the Somali term *Tabaaushe* helped to foster ownership. However, some communities initially confused AA with DRR or with long-term infrastructure projects, highlighting the need for clear communication. Stakeholder mapping clarified what could be leveraged, and partners' prior preparedness experience (CARE, SRCS, Shaqadoon) provided a solid base.	**Relevance & appropriateness:** Build support matched Somaliland's hazard profile and operational context. Prioritising drought was realistic given limited systems, while epidemics, locusts, and floods were noted as secondary risks. The benefits of multi-hazard planning were acknowledged but seen as premature in the absence of stronger foundations. AAPs combined scientific datasets (FEWSNET, ICPAC, NADFOR) with local knowledge (pasture, livestock behaviour), making them grounded and usable. CARE and Shaqadoon helped clarify AA vs. DRR, though communities sometimes expected large-scale infrastructure, showing a gap between expectations and AA's short-term focus.	**Relevance and appropriateness:** WAHAFA's Fuel funding was seen as broadly relevant, with financing tied to food insecurity and drought triggers endorsed by government. Cash transfers are set to reach 1,200 households, prioritising women-headed households and PWDs, showing sensitivity to vulnerability. However, the fixed €300,000 budget is viewed as modest compared to the widespread scale of drought, creating persistent mismatches between funding and community needs.
Alignment & coherence: The programme aligned well with NADFOR and national DRM systems, linking triggers to ICPAC, FEWSNET, and NADFOR's drought index. Regular coordination through the AA Technical Working Group connected NGOs, ministries, and NADFOR, strengthening coherence. Some external tools, such as German drought models, proved difficult to apply, highlighting the limits of importing global approaches without adaptation.	**Alignment & coherence:** WAHAFA aligned strongly with national systems. NADFOR endorsed food insecurity as a main trigger and now monitors thresholds routinely. The Build phase convened government, NGOs, and communities, surfacing underused resources like WFP reserves. Triggers were formally tied to ICPAC, FEWSNET, and NADFOR data. Community Vulnerability Plans linked into CARE's broader programming, reinforcing coherence. Some external tools (e.g., German drought model) proved hard to adapt, highlighting the need for localisation.	**Alignment & Coherence:** Fuel pathways are well integrated with NADFOR's early warning and decision-making structures, ensuring activation is embedded in government systems. Stakeholder mapping and AA Committees helped connect INGOs, local NGOs, and government actors. Locally, the concept of *Tabaabushe* ("being ready for whatever happens") embedded AA in cultural practice, strengthening coherence between WAHAFA's design and indigenous systems.

Somaliland Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
Efficiency & delivery: Efficiency gains came from role-sharing. CARE handled fiduciary and procurement-heavy processes, while Shaqadoon led on community mobilisation and training. Costs were reduced by using University of Hargeisa experts, local volunteers, and shared facilities. Some implementation delays were noted, linked to contract delays and election disruptions while bureaucratic bottlenecks linked to channeling funds through multiple layers slowed disbursements necessitating pre-financing on the part of CARE. Reliance on CARE pre-financing mitigated donor transfer lags but also exposes cash-flow risk.	**Efficiency & delivery:** The Build phase was efficient in some respects but constrained in others. CARE managed fiduciary-heavy processes, while Shaqadoon led community mobilisation and training. Costs were reduced by using University of Hargeisa experts, local ministries, and shared resources. But bottlenecks in fund flows through multiple CARE offices slowed disbursement and required pre-financing on the part of CARE. The compressed four-month Build phase was also considered too short compared to the two years normally needed for anticipatory planning.	**Efficiency & Delivery:** Funding processes were described as slow and piecemeal, with CARE often pre-financing to bridge donor delays. Bureaucratic bottlenecks reduced efficiency, while small allocations spread across too many needs diluted impact. That said, a clear division of roles supported delivery. CARE handled logistics and cash systems, while Shaqadoon focused on community-level training and mobilisation. The 40/60 budget split between Shaqadoon and CARE allowed each to focus on areas of comparative strength, though disbursement has yet to be fully tested in practice.
Effectiveness in strengthening capacity: Partners demonstrated stronger leadership over time. CARE, Shaqadoon, and NADFOR co-developed AAPs; Shaqadoon capacitated local disaster committees; and NADFOR embedded trigger thresholds into official systems. Communities also began monitoring and reporting through NADFOR structures. The AA Technical Working Group provided a forum for shared learning, though community expectations at times exceeded what AA could deliver.	**Effectiveness & institutional anchoring:** AAPs were finalised and institutionally anchored through handover to NADFOR who integrated trigger monitoring into routing gov workflows. Gender-sensitive Climate Assessment tools ensured inclusivity, and Red Cross/WHH support strengthened trigger design. Community Vulnerability Plans are now feeding into broader programmes, embedding AA beyond WAHAFA. Stakeholders valued clearer scenario planning and distinction between AA and humanitarian response. NADFOR's adoption of AAPs signals government uptake, though uneven community understanding and lingering confusion on thresholds remain.	**Effectiveness & activation:** Fuel financing demonstrated operational readiness and a functioning activation chain under NADFOR leadership. When triggers were met, NADFOR convened partners to validate data, communicate decisions, and mobilise communities. CARE's cash-transfer mechanisms ensured accountability and reach, while Shaqdoon's community mobilisation strengthened local engagement. The use of *Tabaabushe* embedded anticipatory logic within community language and practice, boosting legitimacy. However, small funding envelopes—covering roughly 1,200 households—limited scale, and pre-financing demands placed strain on NGO liquidity. Local partners had minimal influence over disbursement

Somaliland Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
		processes, reducing perceptions of inclusivity despite overall procedural success.
Effectiveness in Cross-learning and Peer Exchange: WAHAFA helped revive coordination via NADFOR-chaired AA TWG/CoP with rotating NGO co-chairs and sub-groups, supporting structured peer learning. Exchanges linked local NGOs (e.g., Shaqadoon) with Red Cross technical expertise and fostered multi-directional flows among government, NGOs, and communities. Cross-country collaboration (CARE Germany–Somali teams) and UN/INGO interfaces broadened uptake. Momentum improved, though depth of community understanding lagged, requiring ongoing orientation.	**Effectiveness in Strengthening internal systems and planning:** The Build phase enabled credible, technically grounded AAPs aligned with both scientific and community data sources (FEWSNET, ICPAC, NADFOR indices, and indigenous coping indicators). Collaboration with the Red Cross and WHH coaching improved trigger design capacity and introduced gender-sensitive planning tools that increased inclusivity. CARE and Shaqadoon's facilitation ensured AAPs were endorsed by NADFOR and adopted into government systems, demonstrating institutional anchoring. However, the short project duration limited deeper organisational change, and many stakeholders requested more sustained technical accompaniment and clarity on thresholds. Appetite for more intensive training and stronger Community of Practice engagement indicates progress alongside space for future growth.	**Effectiveness & Influence on strategic planning and coordination:** Fuel mechanisms were operationalised through NADFOR workflows, with communities involved in validating selection criteria and anticipating plans. This strengthened ownership and ensured readiness to act when triggers are met. The availability of funding also reinforced coordination. AA Committees chaired by NADFOR provided a procedural chain from trigger monitoring to mobilisation. However, the limited budget and donor dependency meant effectiveness is capped at small-scale responses, raising questions about whether WAHAFA's financing model can drive a system-wide shift.
Sustainability & systemic impact: NADFOR now leads coordination, pays community monitors, and manages thresholds, signalling real institutionalisation. Local ownership of AAPs and integration into national systems suggest momentum is building toward sustainability. Nonetheless, financial fragility and high community expectations remain risks. WAHAFA strengthened NADFOR's authority and credibility, laying groundwork for a wider	**Sustainability & systemic impact:** Signs of sustainability are emerging but fragile. NADFOR chairs AA platforms, monitors triggers, and embeds thresholds, while Shaqadoon showed strong capacity gains. Community Vulnerability Plans continue through CARE's longer-term work. Yet short funding phases leave staff insecure, budgets remain below community needs, and responsibility for resourcing AAPs is unclear. Still, WAHAFA helped strengthen NADFOR's authority and created national AA	**Sustainability & systemic impact:** Some strong signals of institutionalisation are evident. NADFOR embedded Fuel processes into its SOPs, ministries and universities provided expertise, and communities named and recognised AAPs within their own cultural framing. Local NGOs like Shaqadoon gained financial leadership, managing 40% of the Fuel budget. Still, sustainability risks remain high. Heavy reliance on WAHAFA donor funds, fragmented financing, and short-term contracts constrain durability. CARE's systems still

Somaliland Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
system shift from reactive to anticipatory action.	platforms, laying foundations for wider NGO and government engagement.	dominate disbursement, limiting full local ownership. Ambitions for cross-country exchanges show appetite for scaling learning, but without dedicated long-term funding and greater localisation of financial control, Fuel gains remain fragile.

Zimbabwe Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
Relevance & appropriateness: WAHAFA's capacity support was widely seen as relevant, aligning with government priorities and recurring drought risks. Partner and district selection drew on hazard vulnerability and existing operational footprints, ensuring contextual credibility. Local knowledge (e.g., Zunde raMambo, drought-tolerant crops) and people-centred tools such as P-FIM brought community priorities into AAP design, validated by traditional leaders and ward councillors. Structured tools (monitoring templates, simulations) were valued, though shortened timelines and missed trainings limited participatory depth.	**Relevance & appropriateness:** WAHAFA's Build support was seen as highly relevant, grounding AAPs in Zimbabwe's hazard profile and existing organisational footprints. Hazard mapping, P-FIM consultations, and CPU vulnerability assessments ensured AAPs reflected both community knowledge and scientific data. WFP's drought dashboard worked well, but the reliance on GloFAS for floods undermined contextual fit, as it failed to capture flash flooding realities. Compressed timelines, especially under El Niño, sometimes forced "crash" AAPs with less participation.	**Relevance & appropriateness:** WAHAFA's financing mechanisms were most relevant in drought contexts, where WFP/MSD triggers provided seasonal lead time and supported timely mobilisation of food, fodder, and veterinary inputs. Community hazard profiles informed design, with local NGOs directing funds to priorities such as livestock survival, showing strong alignment with local realities. However, reliance on international models undermined relevance in flood-prone areas, where GloFAS missed Zimbabwe's frequent flash floods, leaving communities unsupported. Centralised procurement also reduced appropriateness for some partners, who argued their own systems could have delivered faster and more locally responsive actions.
Alignment & coherence: WAHAFA integrated closely with government systems. CPU and line ministries co-facilitated	**Alignment & coherence:** Build support aligned well with national and global frameworks, including Zimbabwe's	**Alignment & coherence:** WAHAFA made strong progress embedding AAPs into government systems and harmonising

Zimbabwe Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
workshops, provided data, and joined budgeting processes. National influence was visible through AA's inclusion in the DRM Bill, the adoption of an AA roadmap, and the establishment of a national AA committee. WHH chaired the national AA platform, reducing duplication of trigger models, though weak information-sharing across actors and Zimbabwe's under-representation in regional fora were noted gaps.	DRM strategy, Sendai, SDGs, and SADC. CPU integrated AA into its command centre, cascading forecasts down to villages, while MoUs tied NGOs directly into government processes. WHH's Community of Practice, co-chaired with the Meteorological Department, clarified roles and cut duplication. Organisations dropped competing trigger models and adopted WFP's. However, coherence was uneven at local levels, where DRR plans often dominated and AAPs were seen as externally driven. Weak information-sharing further undermined coherence. KIIs noted that national actors and agencies withheld details on budgets and plans, with WFP noting it was not obliged to disclose programme data. While some districts enforced transparency through MoUs, this was not mirrored nationally, fuelling mistrust and fragmented planning.	drought triggers across actors, fostering coherence and reducing duplication. Coordination through the Community of Practice and WFP dashboards brought some harmonisation, with partners converging on a single drought model. However, political restrictions on cash transfers and reliance on ill-fitting flood models undermined full coherence. Transparency across NGOs on financing availability also remained limited, reducing system-wide coordination, while contributing to community mistrust. For example, one KII reported that mistrust arose when communities were told that all three districts had triggered but only one received funds, causing confusion and frustration at local level.
Efficiency & delivery: Efficiency was strongest where WAHAFA leveraged existing infrastructure, hosted low-cost trainings, and cascaded skills through government officers. Direct transfers to local NGOs avoided overheads, but intermediary arrangements (e.g., INGO layers) created delays. Many local NGOs lacked vehicles or liquidity, forcing reliance on WHH pre-financing. Compressed El Niño timelines undermined depth, and some partners viewed P-FIM as too resource-intensive under these conditions. **Usability** was consistently	**Efficiency & delivery:** Efficiency was strongest where WAHAFA leaned on existing systems such as government offices, staff, and community centres. Simulations of triggers, finances, and MEAL systems offered practical entry points, while resource-sharing (like locally made livestock feed) kept costs down. But rigid partnership contracts, lean budgets, and the lack of vehicles for local NGOs slowed momentum. In some districts, compressed timelines meant AAPs were rushed through, cutting depth and limiting	**Efficiency & delivery:** Efficiency of delivery was mixed. WAHAFA introduced procedural clarity, with ProMIS/FundsPro enabling approvals within 24–72 hours and pre-signed agreements creating readiness. Simulations and dashboard training supported user uptake. However, efficiency was undermined by over-centralised procurement, which delayed inputs such as seeds and fodder until after project close. Local NGOs reported inadequate training to interpret trigger data, creating reliance on intermediaries and mistrust when activation decisions were unclear.

Zimbabwe Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
praised. Participatory and context-sensitive methods like P-FIM, coupled with structured tools and trusted facilitators, made the approach accessible and actionable.	buy-in. Though tools were often recognised as carrying a steep learning curve, KIIs note these became more usable over time through training and simplification for different levels	Administrative requirements were also heavy for INGOs, with up to 30 reporting lines each month. Allocation matched immediate survival needs and enabled some adaptive use, but readiness was uneven. Drought contexts were well covered, while flood-prone areas remained underserved. Communication gaps and small envelopes constrained equity and multi-hazard preparedness.
Effectiveness in strengthening Capacity: WAHAFA was credited with shifting discourse from reactive response to anticipatory preparedness, formalised through a national AA committee and roadmap. Partners gained confidence and skills to engage in planning, with examples of NGOs integrating AA into ongoing work and staff applying lessons in other institutions. However, capacity growth was uneven, with missed trainings and dependence on WHH systems limiting full ownership.	**Effectiveness & institutional anchoring:** AAPs were technically solid, stress-tested through simulations, and aligned with policy frameworks. Community consultations and P-FIM grounded them locally, with some protocols translated into vernacular languages. Cyclone Chido proved triggers could work (evacuations happened on time) but the system failed to catch Harare's flash floods. Strong participatory design built confidence, but ownership on the ground was uneven, with many still defaulting to DRR norms.	**Effectiveness & activation:** Fuel support enabled targeted anticipatory action in drought contexts, with rapid mobilisation of €150,000 per district supporting food, fodder, and water systems that communities linked directly to reduced losses. CPU-led evacuations during Cyclone Chido further demonstrated operational effectiveness when triggers aligned. However, flood financing proved ineffective. GloFAS models missed flash floods, leaving validated AAPs un-activated. Constraints also arose from rigid envelopes, late procurement, and restrictions on cash.
Effectiveness in Cross-learning and peer exchange: Peer exchange was supported through workshops, ToTs, and simulations, linking NGOs, government, and communities. P-FIM in particular enabled communities to validate priorities and influence planning. Evidence from El Niño response informed national financing debates, while links to the Anticipation Hub and planned exchange visits expanded learning beyond Zimbabwe. There were, however, noted gaps in visibility	**Effectiveness in Strengthening internal systems and planning:** Partners reported strengthened planning systems through MoUs with government, integration of AAPs into organisational portfolios, and uptake of anticipatory approaches beyond WAHAFA, such as cholera preparedness. National roadmaps triangulated data into system-wide planning tools, and training cascades equipped local officers to translate technical inputs into community processes. Some NGOs	**Effectiveness & Influence on strategic planning and coordination:** The presence of Fuel financing (and a common drought trigger) nudged partners and government toward earlier, more coordinated planning. CPU officers began integrating AA into broader workflows, with examples beyond drought (e.g., cholera preparedness), while BMZ's €3.5m expansion signals donor recognition of strategic impact. However, weak transparency on fund allocation, inconsistent communication on envelopes, and the absence of a nationally

Zimbabwe Analysis Aligned to Evaluation Questions		
Capacity Pillar	**Build Pillar**	**Fuel Pillar**
across consortium partners which was seen to limit the quality of exchange at district level. KIIs revealed that learning across the WHH consortium itself was seen to be limited. Several partners noted weak visibility of one another's work and an absence of consolidated documentation on consortium activities, contrasting with stronger coordination during the earlier pilot phase.	demonstrated strong uptake, embedding AAPs into ongoing development work. Some fragilities remain, including under-resourced NGOs, staff turnover, and over-reliance on external models.	owned flash-flood trigger limited coherence and undermined trust, particularly among local NGOs.
Sustainability & uptake: Institutional uptake was visible through CPU's leadership of the AA committee, the Meteorological Department's role in the Community of Practice, and community testimonies of increased ownership. However, political interference, resource asymmetries, allowance expectations, and staff turnover made progress fragile. Sustainability gains in capacity remains donor-dependent, though policy integration and government co-ownership provide a base for longer-term uptake.	**Sustainability & uptake:** Sustainability was supported by CPU integration of AAPs into command centre workflows, MoUs with government, and growing community ownership. Anticipatory planning is now embedded in national roadmaps and frameworks, showing policy uptake. sustainability is shaky. Only about 40% of financing comes from government, the Ministry of Finance has no dedicated preparedness line, and projectised NGO funding leaves staff retention uncertain. At the community level, KIIs contend sustainability depends on aligning AAPs with locally prioritised actions	**Sustainability & uptake:** WAHAFA left behind important building blocks. CPU integrated AA monitoring into command centre systems, government officers were trained in trigger interpretation, and some NGOs (e.g., WV, FCTZ) embedded anticipatory financing into longer-term portfolios. Community ownership, seen through voluntary labour and local resource mobilisation, reinforced uptake at grassroots level. However, sustainability is fragile without legal codification or dedicated national financing reserves. Government currently contributes ~40% of AA resources, leaving the system highly donor-dependent, while rigid funding rules, staff turnover, and procurement bottlenecks threaten continuity. The model created space for both INGOs and local NGOs to engage in financing, but enduring uptake will depend on resolving systemic gaps in financing, policy, and hazard coverage.

Annex 10: Suggested adaptations to the terms of reference

As presented in the inception report

The suggested adaptations to the Terms of Reference (ToR) are grounded in learning generated through the inception phase. Inception included client consultations to clarify expectations, identify priority data sources, and define the evaluation scope, alongside internal team sessions to synthesise learning and co-develop tools. A central focus was a structured scoping exercise that reviewed strategic documentation and programme guidance to map how WAHAFA is designed to deliver change across its three pillars. This mapping informed the building and refinement of Contribution Pathways, the Evaluation Matrix, and data collection tools, including Key Informant Interview guides aligned to the OECD-DAC criteria and designed to surface stakeholder perspectives within each contribution pathway.

Table 3: Overarching Review Questions

OECD-DAC Criteria	Overarching Review Questions
Relevance	1. To what extent was WAHAFA's overall approach (across Capacity, Build, and Fuel) appropriate to the diverse needs, capacities, and operating contexts of its partners, particularly local and national NGOs?
Coherence	2. How well did WAHAFA's strategy align with and complement existing anticipatory action mechanisms, national platforms, and global initiatives—and to what extent did it contribute to improved coordination and synergies across actors and levels?
Efficiency	3. To what extent were WAHAFA's resources, tools, and processes (administrative and programmatic) delivered in a timely, cost-effective, and user-friendly manner that enabled partners to design, operationalise, and finance anticipatory action? 4. To what extent was WAHAFA's resource allocation (financial, human, technical) efficient in enabling its partners to develop and operationalise Anticipatory Action mechanisms?
Effectiveness	5. How effective has WAHAFA been in strengthening the capacities of local and international NGOs to design and implement Anticipatory Action mechanisms? 6. To what extent did WAHAFA establish links and facilitate cross-learning between partner organisations?
Sustainability	7. To what extent has WAHAFA created an environment for international and specifically local NGOs to get engaged in Anticipatory Humanitarian Action and therefore achieve its intended objectives under the Capacity, Build, and Fuel pillars? 8. To what extent are the anticipatory action systems, practices, and financing mechanisms supported by WAHAFA likely to be maintained, adapted, and scaled by partners beyond the programme's duration?

Building on our inception learning, we then reviewed the original Terms of Reference (ToR) questions to assess their evaluability and relevance. Through this process, we have distilled and reorganised the ToR evaluation questions (EQs) into a streamlined set of overarching evaluation questions aligned to the OECD-DAC criteria (see Table 1). These revised questions serve as the backbone for assessing WAHAFA's performance and are explicitly designed to cut across pillars and stakeholder perspectives, while remaining closely tied to WAHAFA's own design logic. To better understand how the original ToR EQs have been interpreted and synthesised into our overarching evaluation questions, we encourage reference to Annex 1, Terms of Reference Evaluation Question Alignment Across Pillars. This annex maps the original ToR questions onto the three WAHAFA pillars and OECD-DAC criteria. This structured

mapping informed the development of tailored pillar-level evaluation questions, which were then distilled into the overarching review questions that guide this evaluation.

Annex 11: Evaluation Team and Profile

This evaluation brought together experienced teams from PPOL Studio and Ajabu Advisors, with strong track records in evaluation, climate resilience, and locally led development. With deep regional knowledge and a focus on practical results, we ensure both clear strategic direction and effective implementation on the ground.

- Chris Allan, Team Lead Chris provided strategic oversight and quality assurance across the evaluation, ensuring that framing, analysis, and deliverables meet agreed standards and reflect strong thematic and contextual insight. Chris also led on Madagascar and Global Data collection.
- Danielle Freed, Technical Methods Dani offered methodological guidance throughout the design and synthesis phases of the evaluation, and led the analysis of data, and supported development of the evaluation report.
- Lea Corsetti, Evaluator (Mozambique). Lea led the remote data collection for Mozambique. She will also assist in adapting data collection tools to ensure they were contextually appropriate, contributed to their validation to accurately reflect local perspectives, and supported the development of the evaluation report.
- Violet Matiru, Evaluator (Somaliland / Zimbabwe). Violet led remote data collection in Somaliland and Zimbabwe, drawing on her regional and thematic expertise. She supported the adaptation of data collection tools to ensure contextual relevance, contributed to their validation to accurately capture local perspectives, and assisted in drafting the evaluation report.
- Maria Pomes-Jimenez, Project Director and Manager is PPOL's Founder and Director, and she ensured that deliverables meet high standards while timelines, resources, and stakeholder coordination are effectively managed. Maria will also supported data collection in Madagascar and supported content and production of the evaluation report.