Locally Led Leadership

Humanitarian National CSOs Forum

ORGANIZATIONAL MONITORING AND EVALUATION MANUAL

For the Ethiopian Humanitarian National CSOs Forum (EHNCF)



EVIDENCE.
ACCOUNTABILITY.
LEARNING.
IMPACT.

Stronger Together for Humanitarian Impact.

May 2026

Humanitarian National CSOs Forum

Locally Led Leadership

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1. Introduction

1.1. Organizational Background

The **Ethiopian Humanitarian National CSOs Forum (EHNCF)** is a premier umbrella organization and coordination platform dedicated to empowering local humanitarian actors across Ethiopia. Established to strengthen the voice and capacity of national Civil Society Organizations (CSOs), EHNCF serves as a bridge between local frontline responders, the government, and the international humanitarian community.

Unlike individual implementing agencies, EHNCF focuses on **coordination, advocacy, resource mobilization, and policy influence**. Our primary aim is to ensure that humanitarian response in Ethiopia is locally-led, efficient, and accountable. By fostering collaboration among diverse member CSOs, EHNCF ensures that the collective efforts of national actors result in a resilient and self-reliant society.

Vision

Empowering local civil society organizations in Ethiopia to lead humanitarian efforts, ensuring responses that are contextually relevant, community-driven, and sustainable.

Mission

To advocate for the humanitarian localization agenda by strengthening the capacity of humanitarian actors in localization and leadership, working collaboratively with key stakeholders, and representing its members across various platforms to promote locally led leadership in all humanitarian settings.

Values

- Adding Values
- Integrity
- **Respect**
- Collaboration
- Inclusiveness

1.2. Rationale for the MEL Manual

As a forum, EHNCF requires a specialized Monitoring, Evaluation, and Learning (MEL) system to track not just individual projects, but the **collective progress of its membership and the effectiveness of its advocacy**. This manual is driven by the following rationales:

- **Consistency in Coordination:** To ensure a unified approach in how EHNCF monitors the performance of the forum and the impact of its member-led initiatives.
- **Evidence-Based Advocacy:** To systematize data collection that proves the value of localization and informs EHNCF's policy recommendations to the government and international partners.
- **Data Quality & Compliance:** To provide a framework for member organizations on reporting standards, ensuring that data flowing through the forum is reliable and audit-ready.
- **Accountability to Members and Donors:** To respond to the need for transparency in resource use and to demonstrate the efficiency of the "Forum" model in the humanitarian landscape.
- **Knowledge Management:** To institutionalize a "Learning Culture" that captures lessons from across different regions and sectors to improve future humanitarian responses.

1.3. Scope of the MEL Manual

This manual applies to all EHNCF operations, including its Secretariat and its thematic working groups. It covers the full cycle of the Forum's interventions: from **Strategic Planning and Member Capacity Assessments** to **Advocacy Campaign Evaluations** and **Impact Reporting**. It provides the standards for tracking "Localization Progress" and ensures that the Forum's information management systems are secure, ethical, and user-friendly.

2. Basic Concepts

For EHNCF, MEL is a strategic tool to manage the health of the network. It requires managing the linkage between the Secretariat, member organizations, and external stakeholders (UN agencies, Government, and Donors).

2.1. Definition of Terms

- **Monitoring:** The routine tracking of Forum activities (e.g., number of coordination meetings held, advocacy papers published, or training sessions delivered). It asks: *Are we supporting our members as promised?*
- **Evaluation:** The periodic assessment of the Forum's strategic goals. It asks: *Has the EHNCF succeeded in shifting more funding to local actors? Has our advocacy influenced national policy?*
- **Learning:** The process of using data to adapt. It involves hosting "Learning Labs" or "Reflection Sessions" with member CSOs to share what works in the Ethiopian context.
- **Indicator (SMART):** A unit of information to measure change (e.g., "% increase in direct funding to EHNCF members").
    - **Specific:** Targeted to humanitarian localization.
    - **Measurable:** Quantifiable (e.g., number of members).
    - **Attainable:** Feasible within the Ethiopian CSO context.
    - **Relevant:** Aligned with the Forum's mission.
    - **Time-bound:** Defined by the strategic planning cycle.

The Results Chain (The Forum Perspective)

1. **Inputs:** Funding for the Secretariat, staff expertise, member contributions.
2. **Activities:** Coordination meetings, capacity-building workshops, policy dialogues.
3. **Outputs:** Training reports, position papers, established regional hubs.

4. **Outcomes:** Improved capacity of local CSOs to manage large-scale grants; increased influence in the Humanitarian Country Team (HCT).
5. **Impact:** A localized humanitarian system where Ethiopian CSOs lead sustainable, high-quality responses.

2.2. Elements/Components of the EHNCF MEL System

1. **Forum MEL Structure:** A dedicated MEL Unit within the Secretariat that coordinates data from all member organizations and thematic working groups.
2. **Collective Human Capacity:** Ensuring that not only Secretariat staff but also MEL focal points within **member organizations** have the technical skills to report accurately.
3. **Thematic Logical Frameworks:** Developing frameworks that link the Forum's strategic pillars (Advocacy, Capacity Building, and Coordination) to measurable indicators.
4. **Advocacy for an M&E Culture:** Promoting the importance of data among member organizations, encouraging them to move beyond "activity reporting" to "impact reporting."
5. **Routine Network Monitoring:** Constant tracking of the humanitarian situation in Ethiopia and the Forum's responsiveness to emerging crises.
6. **Peer-to-Peer Supportive Supervision:** Implementing a "Peer Review" mechanism where member CSOs can support each other in data auditing and quality assurance.
7. **Localization Research:** Conducting specialized research and evaluations on the state of the "Localization Agenda" in Ethiopia to provide evidence for the Forum's existence.
8. **Data Dissemination & Policy Use:** Ensuring that MEL outputs are turned into "Policy Briefs" and "Annual State of the Sector" reports to be shared with the government and international donors.

2.3 MEL Implementation Strategy and Coordination

Data Collection Strategy

The EHNCF MEL system defines standardized indicators for humanitarian intervention areas (e.g., Protection, WASH, Food Security) to ensure data comparability across its member CSOs. The system identifies data sources, measurement tools, and the frequency of collection for collective reporting. Standardized tools will be provided to all member organizations to ensure the quality and consistency of humanitarian data. Data will be sourced from:

- **Member CSO Primary Data:** Field-level data collected by member organizations.
- **Secondary Sources:** Cluster reports, UN OCHA data, and government humanitarian updates.

Humanitarian Information Management System (HIMS)

The Forum will maintain a centralized, secure database system to track the collective impact of its members. This database will house indicators aligned with the **National Humanitarian Response Plan (HRP)**. Templates will be shared with member CSOs to ensure that data reported from various regions and crisis-affected areas can be aggregated at the EHNCF Secretariat level for national advocacy.

2.4 Reporting Levels and Information Flow

Member CSOs and regional cluster leads within the Forum are expected to report regularly on standard humanitarian indicators. The reporting hierarchy within EHNCF is as follows:

1. **Field Level:** Social workers and field officers from member CSOs gather data from affected communities and local government offices, submitting monthly reports to their respective **Member Project Coordinators**.
2. **Member CSO Level:** Project coordinators compile data into organizational reports, submitting them to the **EHNCF Regional/Cluster Focal Points**.
3. **Secretariat Review:** The **EHNCF Program Director** reviews compiled regional reports and submit them to the **National MEL Unit**.
4. **Collective Reporting:** The MEL Unit organizes these reports for submission to the **Ethiopian Disaster Risk Management Commission (EDRMC)**, international donors, and the EHNCF Board on a quarterly basis.
5. **Annual Impact Profile:** The MEL unit produces an annual "State of National CSO Response" report, analyzing the collective contribution of the Forum to the national humanitarian landscape.

2.5 MEL Coordination Functions

Efficient implementation within a forum structure requires high-level horizontal coordination between independent CSOs. EHNCF ensures that common standards for monitoring are upheld across the network.

2.5.1 MEL Coordination at Secretariat Level

The EHNCF Secretariat will sensitize member CSOs on the **Harmonized MEL Framework**. The MEL unit will provide technical support and quality assurance through joint monitoring missions and peer-to-peer learning sessions. Bi-annual **Learning Labs** will be held to address data gaps and share best practices among members.

2.5.2 MEL Coordination at Member Level

Member Project Coordinators are responsible for domesticating the EHNCF MEL tools within their own organizations. They ensure that field staff and volunteers understand the

data privacy and protection protocols essential in humanitarian contexts. Members are encouraged to report technical challenges to the Secretariat to ensure the "National Voice" is backed by robust data.

2.5.3 Resource Allocation for Collective MEL

Recognizing that national CSOs often face funding gaps, EHNCF will advocate with international partners for **pooled M&E funding**. This ensures that the costs of data collection, digital tools, and capacity building are integrated into humanitarian appeals at the planning stage.

2.5.4 M&E Mechanisms

EHNCF will utilize:

- **Joint Monitoring Visits:** Collaborative field visits by Secretariat and Member staff.
- **Peer Reviews:** Members auditing each other's data quality to foster transparency.
- **Evaluations:** Mid-term and terminal evaluations of the Forum's Multi-Year Strategic Plan.

2.5.5 Information Dissemination & Advocacy

The Forum will hold **National Humanitarian Review Meetings** twice a year. The resulting annual MEL reports will highlight:

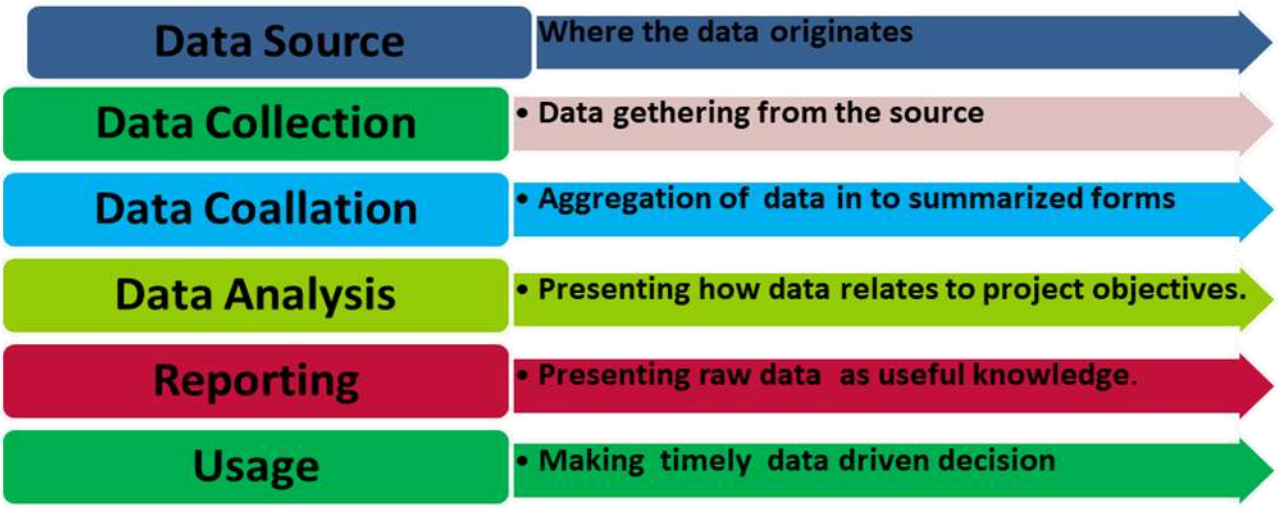
- **Localization Progress:** Evidence of how national CSOs are leading responses.
- **Accountability to Affected Populations (AAP):** Feedback from beneficiaries.
- **Lessons Learned:** To influence national policy and the **Humanitarian Country Team (HCT)** strategies.

This data-driven approach will enable EHNCF to provide evidence-based feedback to the government and donors, highlighting the critical role of Ethiopian CSOs in the humanitarian sector.

3. Data Management Framework

Data Management within the EHNCF refers to the collective standard operating procedures (SOPs) and protocols established to track data flow across the Forum's membership. The goal is to ensure that humanitarian data remains accurate, secure, and representative of the local response without being corrupted or misrepresented at any stage.

The EHNCF adheres to the 6 key processes in the data management chain:



To ensure the "National Voice" is credible, the Forum has developed harmonized SOPs to maintain data quality across all six levels, ensuring that member CSOs provide evidence-based insights for humanitarian advocacy.

3.1. SOPs to Ensure Data Quality at the Source

In the EHNCF context, the **Source** is the crisis-affected community or the primary field activity of a member CSO. Issues often arise regarding the validity of humanitarian

indicators or inconsistent recording across different regions. To ensure quality at the source, the Forum will:

- **Harmonize Instruments:** Design standardized data collection templates (aligned with Cluster requirements) to be used by all member CSOs.
- **Participatory Design:** Involve member CSOs and community leaders in drafting instruments to ensure they are culturally appropriate and feasible in the Ethiopian context.
- **Standardized Training:** Provide "Training of Trainers" (ToT) for member MEL officers to ensure a uniform understanding of indicators.
- **Digital Preparedness:** Ensure members have the necessary tools (KoboToolbox, tablets, or standardized paper forms) to capture data accurately in remote areas.

3.2. SOPs to Ensure Data Quality during Collection

Collection involves gathering data from member organizations and transferring it into the Forum's central database. To ensure quality during this stage, the EHNCF will:

- **Establish Data Protection Protocols:** Ensure all data collection complies with "Do No Harm" principles and protects the identity of vulnerable beneficiaries.
- **Quality Spot-Checks:** The Secretariat will conduct routine monitoring visits to member project sites to verify that collection instructions are followed.
- **Change Management:** Maintain a centralized log for any changes made to harmonized indicators to ensure all members are using the most current version.
- **Peer-to-Peer Reviews:** Organize inter-member field visits to validate collection methods.

3.3. SOPs to Ensure Data Quality during Collation

Collation for the Forum involves aggregating diverse datasets from multiple member organizations into a unified national report. To ensure quality during collation, the EHNCF will:

- **Centralized HIMS (Humanitarian Information Management System):** Create a secure digital portal where members can upload their data in a pre-approved format.
- **Data Validation Checklists:** Implement automated and manual checks to identify outliers or inconsistent data entries from specific members.
- **Data Cleaning Protocols:** Ensure the Secretariat's MEL unit conducts rigorous cleaning to remove duplicates (e.g., when two members are operating in the same wereda).

3.4. SOPs to Ensure Data Quality during Analysis

Analysis at the Forum level involves interpreting collective data to understand the overall impact of Ethiopian CSOs on the humanitarian response. To ensure quality during analysis, the EHNCF will:

- **Cluster-Aligned Analysis:** Ensure analysis techniques align with the **Ethiopian Humanitarian Response Plan (HRP)** variables.
- **Triangulation:** Cross-reference member data with secondary sources (e.g., EDRMC or UN OCHA reports) to ensure reasonableness.
- **Transparency of Assumptions:** Disclose all limitations (e.g., lack of access to certain conflict zones) that may affect the interpretation of the data.

3.5. SOPs to Ensure Data Quality During Reporting

Reporting for the EHNCF is a critical tool for advocacy, aimed at donors, government bodies (EDRMC), and the international community. To ensure reporting quality, the EHNCF will:

- **Audience-Specific Synthesis:** Produce high-level "Advocacy Briefs" for policymakers and detailed technical reports for clusters and donors.
- **Joint Validation:** Prior to publication, share draft reports with the **Forum's Steering Committee** and member representatives to ensure the narrative accurately reflects the field reality.
- **Integrity and Accountability:** Report on both successes and challenges/failures to maintain the Forum's credibility as a transparent national actor.
- **Standardized Feedback Loops:** Ensure that analyzed data is shared back with member CSOs and the communities they serve to close the loop on accountability.

3.6. Standard Procedures to Ensure Data Quality during Usage

In the EHNCF context, **Usage** refers to data-driven advocacy, resource mobilization, and strategic positioning of national CSOs within the humanitarian cluster system.

- **Evidence-Based Advocacy:** Consistently use aggregated member data to influence the **Humanitarian Country Team (HCT)** and **EDRMC** policy decisions.
- **Spatial Representation:** Use Geographic Information Systems (GIS) to map the footprint of national CSOs, identifying "blind spots" in the humanitarian response across different regions of Ethiopia.
- **Strategic Decision Points:** Ensure data is a standing agenda item in Forum General Assemblies, Board meetings, and Regional Cluster coordination meetings.

- **Standardized Interpretation:** Acknowledge the diverse capacities of member CSOs when interpreting data, ensuring that results from smaller local NGOs are weighted appropriately within the national narrative.

4. Data Security and Humanitarian Ethics

For the EHNCF, data ethics is rooted in the **Core Humanitarian Standard (CHS)** and the principle of **Accountability to Affected Populations (AAP)**.

- **Ethical Data Protocols:**

- **Informed Consent in Crisis:** Ensure member CSOs provide information in local languages (Amharic, Oromiffa, Tigrinya, Somali, etc.) so that displaced or vulnerable communities can truly provide informed consent.
- **Privacy & Protection (Do No Harm):** Given the sensitivity of humanitarian data in conflict or disaster zones, the Forum strictly mandates the use of **anonymized datasets**. Personal identifiers of beneficiaries must never be shared across the Forum's database.
- **Non-Coercion:** Participation in data collection must never be a prerequisite for receiving humanitarian aid (Food, WASH, Protection).
- **Feedback Loops:** The Forum commits to sharing analyzed findings back with member CSOs, who in turn must provide simplified feedback to the communities that provided the data.
- **Ethical Storytelling:** Strict guidelines apply to the use of photos and success stories, ensuring the dignity of the subjects is maintained and written consent is obtained for any public advocacy material.

- **Data Security:**

The EHNCF Secretariat utilizes a **role-based access control (RBAC)** system. Member CSOs can access their own raw data, while the Forum-level analysts access only aggregated, cleaned, and protected datasets. All cloud-based storage must comply with international humanitarian data encryption standards to prevent unauthorized access by external parties.

5. Data Quality Assessment (DQA) Framework

The EHNCF uses the **VIP-RT** (Validity, Integrity, Precision, Reliability, and Timeliness) criteria to evaluate the collective data submitted by its members. This ensures that the "National Voice" is scientifically and statistically defensible.

A. Validity

Does the aggregated data accurately represent the humanitarian footprint of national CSOs?

- **Face Validity:** Is there a logical link between a member's reported activities and the Forum's strategic objectives?
- **Construct Validity:** Are the tools used by members (e.g., KoboToolbox templates) designed to minimize "social desirability bias" or "self-presentation bias" in crisis reporting?

B. Integrity

Ensuring the data is free from manipulation, especially when reporting to international donors.

- **Manipulation Safeguards:** The Forum implements cross-verification checks to ensure data isn't "inflated" for funding purposes.

- **Willful vs. Unconscious Bias:** The Secretariat provides training to minimize unconscious bias where members might over-report positive outcomes of their own interventions.

C. Precision

Does the data have an acceptable margin of error for high-level advocacy?

- The EHNCF defines acceptable margins of error for different sectors (e.g., higher precision is required for Nutrition/Health data than for general awareness-raising activities).

D. Reliability

Are data collection processes stable across the various regions of Ethiopia?

- **Inter-Member Consistency:** Ensuring that a "beneficiary reached" in Afar is defined the same way as a "beneficiary reached" in Gambella.
- **Transparency:** All data cleaning and analysis procedures used by the Secretariat are documented and available for audit by member organizations.

E. Timeliness

Is the data current enough to inform the **Flash Appeals** or the **Humanitarian Response Plan (HRP)**?

- **Frequency:** Data is collected at a frequency that matches the humanitarian cycle (e.g., monthly for rapid-onset disasters, quarterly for protracted situations).
- **Currency:** The Forum prioritizes real-time data entry via mobile tools to ensure that advocacy is based on the most recent field realities rather than outdated assessments.

6. Data Quality Assessment (DQA) Template: EHNCF Collective Response

Name of Forum: Ethiopian Humanitarian National CSOs Forum (EHNCF)

Name of Member Organization (Reporting Entity): _____

Name of Strategic Result (Outcome Level): _____

Name of Harmonized Indicator:_____

Criterion	Definition/Checklist Question	Yes	No	Further Comments	Other Notes
Validity	Is there a direct relationship between the local CSO activity and the Forum's collective indicator?				
	Is the data disaggregated by Gender, Age, Disability (WGQs), and **Location (Wereda/IDP Site)**?				
	Are the member staff collecting data trained in the Harmonized MEL Toolkit?				
	Are steps taken to correct errors before data is uploaded to the EHNCF central database?				
	Were humanitarian access constraints or security issues appropriately assessed as factors in				

	data quality?				
	Do the data clearly represent the intended result? Consider: - **Face Validity:** Would a Cluster Lead or EDRMC official agree this measure is logical? - **Attribution:** Does this accurately isolate the contribution of National CSOs vs. International agencies?				
Reliability	Is a consistent data collection process used across all EHNCF member organizations for this indicator?				**Note:** Verify if the operational definition is understood identically by members in different regions.
	Are there procedures for the Secretariat to conduct periodic review of member data files?				
	Are the data collection tools (e.g.,				

	Kobo/ODK) stable and updated across the Forum?				
Precision	Is the data precise enough to be used in **National Advocacy Briefs** or Flash Appeals?				
	Is there a method for detecting **duplicate beneficiaries** (e.g., when two members serve the same community)?				
	Is there a method for detecting missing data from specific regional clusters?				
	Are mechanisms in place to ensure that data isn't "inflated" to meet donor expectations or localization targets?				**Note:** Check for safeguards against willful or unconscious bias in self-reporting.
	Are there proper encryption/safeguards to prevent unauthorized changes to the Forum's database?				
	Is there a need for a peer-to-peer review or independent audit of these results?				
Timeliness	Are the data available in time for the **Monthly Cluster Meetings** or HRP revisions?				
	Is the reporting schedule aligned				

	with the humanitarian cycle (Monthly/Quarterly)?				
	Is the data stored in the EHNCF central repository and readily available for member advocacy?				

Rating for Each Criterion and Overall Rating

Criterion	Acceptable	Acceptable with Corrections	Not Acceptable
Validity			
Reliability			
Precision			
Integrity			
Timeliness			
Overall Rating			

Summary of Key Issues and Recommendations for the Forum

Key Localization/Data Issues: _____

Key Recommendations for Capacity Building/Advocacy:_____

Prepared by (Secretariat MEL Officer): _____ ***Date:*** _____

Member Org Representative: _____ ***Date:*** _____

Approved by (EHNCF Program Director): _____ ***Date:*** _____

7. The EHNCF MEL Cycle

The MEL cycle is the heartbeat of the Forum's coordination. It ensures that the collective actions of Ethiopian CSOs are evidence-based and aligned with the **National Humanitarian Response Plan (HRP)**.

The Stages of the Forum MEL Cycle:

1. **Joint Needs Assessment:** The cycle begins by identifying humanitarian gaps. EHNCF members collaborate to ensure assessments represent the "local voice," identifying underlying causes that international actors might overlook.
2. **Collaborative Intervention Design:** Based on the assessment, the Forum helps members design credible interventions. This is the stage where solutions are vetted against humanitarian principles (Do No Harm, Protection).
3. **Harmonized MEL Planning:** A critical stage for the Forum. Members decide on **standardized indicators** so that data from different CSOs can be aggregated. Planning includes setting baselines and deciding on joint mid-term reviews.
4. **Ongoing Coordination & Monitoring:** During implementation, the Secretariat tracks the "Forum Footprint." Routine checks ensure members are following the agreed-upon data collection templates.
5. **Collective Evaluation (Mid-term & Final):** The Forum evaluates whether the combined efforts of its members brought about real change in crisis-affected communities.
6. **Learning & Advocacy Input:** Once evaluations are complete, the EHNCF reviews the findings to capture "Lessons Learned." This is then used as evidence for **National Advocacy** to influence donors and the Ethiopian government.

7.1. Key Elements of MEL: Forum Definitions

When planning as a Forum, these terms help us speak a common language with partners like EDRMC, UN OCHA, and the Cluster system.

Terminology	EHNCF Definition
Goals (Aims)	The long-term impact the Forum hopes to achieve (e.g., "Increased resilience of disaster-affected communities through localized leadership").
Outcomes	The specific changes resulting from the collective work of member CSOs. This includes expected changes (e.g., improved health status) and unexpected shifts in the sector.
Outputs	The direct, tangible results generated by member activities (e.g., number of dignity kits distributed, number of staff trained). These are within the Forum's control.
Activities	The actual humanitarian actions performed by members (e.g., drilling boreholes, conducting food distributions, holding workshops).

7.2. MEL Planning Tools for National CSOs

The EHNCF utilizes visual tools to represent the logic of its collective interventions. These tools help the Forum prove that local CSOs are strategically driving change.

7.2.1. The Weaver's Triangle (Forum Adaptation)

For many national CSOs, the **Weaver's Triangle** is a primary tool for strategic alignment. Within the EHNCF, it is used to ensure that a member's specific project contributes directly to the Forum's broader humanitarian goals.

- **The Top (Goal):** The high-level impact (e.g., "National CSOs lead the WASH response in the Afar region").

- **The Middle (Outcomes):** The specific shifts in behavior or status (e.g., "Improved access to clean water for 50,000 IDPs").
- **The Base (Outputs/Activities):** The foundation of the work—what is being delivered on the ground to support the layers above.

7.2.2. Log Frame, Results Framework, and Theory of Change

- **Logframe (Logical Framework):** Used primarily for reporting to institutional donors, linking indicators to risks and assumptions.
- **Results Framework:** A "big picture" map used by the Secretariat to track progress against the Forum's Multi-Year Strategic Plan.
- **Theory of Change (ToC):** A visual map that explains *why* and *how* the Forum believes that empowering local CSOs will lead to a more effective humanitarian response in Ethiopia.

7.2.3. The EHNCF Weaver's Triangle

The Weaver's Triangle is a foundational planning tool that helps member CSOs align their individual project goals with the Forum's collective humanitarian strategy. By using this triangle, members can demonstrate exactly how their local actions (outputs) lead to changes in lives (outcomes) and contribute to the long-term resilience of the country (goal).

The Components of the Triangle

- **The Goal (The Apex):** This represents the "Why" of the Forum. In the EHNCF context, the goal is often long-term and national in scope.
    - *Example:* "Enhanced dignity and resilience for disaster-affected populations in Ethiopia through local leadership."
- **Outcomes (The Middle Layer):** These are the specific changes in behavior, status, or condition that the project aims to achieve.

- *Example:* "Increased access to safe water and sanitation for 10,000 households in the Tigray region."

- **Outputs (The Base Layer):** These are the direct, tangible results of your activities. They are the products, goods, or services delivered.
  - *Example:* "50 shallow wells rehabilitated and 200 community hygiene promoters trained."
- **Activities (The Foundation):** While the traditional triangle focuses on the three levels above, the EHNCF adaptation includes **Activities** as the operational foundation. These are the specific tasks performed to generate the outputs.
  - *Example:* "Conducting technical site assessments for well rehabilitation" or "Facilitating hygiene education workshops."

Why the Weaver's Triangle is Essential for the Forum

1. **Logical Consistency:** It forces member organizations to check if their activities actually lead to their stated goals. If a member is drilling wells (Activity) but the goal is "Improved Education," the triangle reveals a logical gap that needs to be addressed during the planning phase.
2. **Harmonized Advocacy:** When multiple members use the same triangle structure, the Secretariat can aggregate their "Apex" goals into a single, powerful message for international donors and the **EDRMC**.
3. **Simplicity for Local CSOs:** For smaller national NGOs within the Forum, the Weaver's Triangle is more accessible than a complex 4x4 LogFrame, making it an ideal starting point for capacity building in M&E.

Using the Triangle for Monitoring and Evaluation (M&E)

- **Monitoring:** Use the base (Activities and Outputs) to track daily and monthly progress. Are the wells being drilled? Are the trainees attending?

- **Evaluation:** Use the top layers (Outcomes and Goals) to assess impact. Six months later, is the water-borne disease rate lower (Outcome)? Is the community more resilient to drought (Goal)?

By domesticating this tool, EHNCF members ensure that their localized responses are not just a series of tasks, but a structured contribution to Ethiopia's national humanitarian self-reliance.



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7.3. The EHNCF Logical Framework (Logframe)

The Logical Framework is a 4x4 matrix that provides a structured, "at-a-glance" summary of a humanitarian intervention. For EHNCF members, the Logframe is essential for aligning local projects with the **National Humanitarian Response Plan (HRP)** and the **Core Humanitarian Standard (CHS)**.

The EHNCF Logframe Matrix Structure

Project Logic	Indicators	Means of Verification (MoV)	Assumptions & Risks
Impact (Goal): The long-term change at the national or regional level.	How we measure long-term change in the humanitarian sector.	Where the Forum can find the data (e.g., National Cluster Reports).	External conditions needed to achieve the long-term impact.
Outcomes: The specific changes in the lives of the affected population.	Quantifiable measures of change (e.g., % reduction in malnutrition).	Member CSO records, Post-Distribution Monitoring (PDM) reports.	Assumptions about regional stability or government cooperation.
Outputs: The direct products or services delivered by the CSO.	Number of items delivered or people reached (e.g., # of dignity kits).	Distribution lists, photos, and attendance sheets.	Assumptions about supply chain and logistics in crisis areas.
Activities: The tasks performed to produce the outputs.	(Optional in some formats) Tracking completion of tasks.	Activity reports and financial liquidations.	Assumptions about security and humanitarian access.

Key Customizations for the Forum context:

8. Standardized Humanitarian Indicators:

EHNCF members are encouraged to use **harmonized indicators** from the Global Humanitarian Clusters (e.g., WASH, Nutrition, Protection). This allows the Secretariat to

aggregate data from 50 different member Logframes into one "National CSO Impact Report."

- **The "Means of Verification" (MoV) for Localization:**

  For the Forum, the MoV column is critical for proving localization. It should prioritize **locally-generated data**, such as feedback from Community-Based Organizations (CBOs) and local government (Wereda) offices, to ensure the narrative is driven from the ground up.

- **Risk-Based Assumptions:**

In the Ethiopian humanitarian context, the **Assumptions** column must be used for proactive risk management. Members must identify risks such as:

Security: "Assumption: Humanitarian corridors remain open for aiddelivery."

Inflation: "Assumption: Market prices for construction materials remain stable."

Climate: "Assumption: The 'Belg' rains do not delay project implementation."

- **Cross-Cutting Themes:**

  EHNCF Logframes must integrate cross-cutting indicators, specifically:

Gender and Disability (GEDSI): All indicators must be disaggregated by sex, age, and disability.

Accountability to Affected Populations (AAP): At least one outcome should measure the community's satisfaction with the aid received.

Why the Logframe Matters for the Forum

For national CSOs, a well-designed Logframe is a powerful **Resource Mobilization tool.** It speaks the "language of donors," making member organizations more competitive for international funding. By mastering the Logframe, EHNCF members demonstrate that their local knowledge is matched by professional, results-based management standards.

EHNCF Logical Framework Example: Emergency Education & Protection

Project Title: Strengthening Localized Crisis Response for Internally Displaced Children

Member Organization: [Member Name]

Level	Project Description	Indicators (Harmonized)	Data Sources (MoV)	Assumptions & Risks
Impact (Goal)	To ensure crisis-affected children in Ethiopia exercise their right to safe, inclusive, and quality education.	% increase in primary school completion rates among IDP children in target zones.	National Cluster Reports, EDRMC Annual Statistics.	Political stability and regional security allow for long-term educational programming.
Outcome	IDP children (girls and boys) in [Region X] access protective learning environments that improve their wellbeing and transition to formal schooling.	# of IDP children (disaggregated by sex/disability) re-enrolled in formal or non-formal education.	Enrollment registries, Post-Distribution Monitoring (PDM) surveys.	No major surge in conflict or climate-induced displacement that forces further migration.

Output 1	Established/Rehabilitated Temporary Learning Spaces (TLS) meeting humanitarian standards.	# of TLS established that meet minimum WASH and Protection standards.	Site visit reports, Engineering completion certificates.	Local wereda authorities provide land and permits for temporary structures.
Output 2	Local teachers and community volunteers trained in Psychological First Aid (PFA) and inclusive pedagogy.	# of educators (m/f) demonstrating increased knowledge in child protection and PFA.	Pre/Post-training assessments, Training attendance logs.	Trained staff remain in the project area and are not reassigned.
Activities	1. Construct/Rehabilitate 10 TLS in IDP sites. 2. Procure and distribute "School-in-a-Box" kits. 3. Conduct PFA training for 50 local teachers.	# of kits distributed. # of training sessions held. % of budget utilized per activity.	Warehouse stock cards, Activity reports, Financial liquidations.	Humanitarian corridors remain open for the transport of educational supplies.

Key EHNCF Customization Points:

- **Localization of Data Sources:** Note the shift from general "National Statistics" to **"National Cluster Reports."** As an EHNCF member, your data feeds into the

national cluster system (e.g., Education Cluster), which validates the role of local NGOs.

- **Protection-Integrated Indicators:** In the Ethiopian context, education and protection are linked. The indicators now include **Psychological First Aid (PFA)** and **WASH standards**, reflecting an integrated humanitarian approach.
- **Conflict and Climate Assumptions:** The assumptions are tailored to the Ethiopian reality, specifically mentioning **Humanitarian Corridors** and **Internal Displacement (IDP)** dynamics.
- **Disaggregation:** To meet EHNCF standards, all indicators must be disaggregated not just by gender, but also by **disability status** and **age**, ensuring no child is left behind in the response.

9. Standard MEL Operation Guidelines

The EHNCF Standard Operation Guidelines establish the collective protocols for monitoring and evaluation across the membership. These procedures ensure that the Forum can aggregate data to demonstrate the unique value of national CSOs in the Ethiopian humanitarian landscape.

9.1. Indicators

In a humanitarian context, indicators are the tools used to measure the effectiveness of the "localization agenda." For the EHNCF, performance indicators track inputs, processes, outputs, and outcomes across various clusters (WASH, Protection, Food Security, etc.). Participation of member CSOs and affected communities in defining these indicators is mandatory to ensure they are culturally relevant and contextually accurate.

9.1.1. Indicator Selection

Indicator selection within the Forum must be harmonized with the **National Humanitarian Response Plan (HRP)**. Selection is based on:

1. **Relevance to Crisis:** Does the indicator track a life-saving intervention or a protection risk?
2. **Feasibility:** Can local CSOs realistically collect this data in conflict-affected or remote areas?
3. **Clarity:** Is the indicator unambiguous (e.g., using the standardized definition of "access to safe water" as defined by the Ethiopian WASH Cluster)?

- **Guiding Questions for EHNCF Members:**

1. **Result Alignment:** Does this indicator directly measure a result specified in the Forum's Strategic Plan or a specific Cluster objective?
2. **Standardization:** Is the indicator defined consistently across different member organizations to allow for national aggregation?
3. **Data Accessibility:** Can this data be obtained safely and ethically in the current humanitarian context?
4. **Advocacy Value:** Will this indicator provide evidence strong enough to convince donors of the efficiency of national CSOs?

9.1.2. Needs Assessment and Baseline Setting

- ***Humanitarian Needs Assessment (HNA)***

The EHNCF prioritizes Joint Needs Assessments. This process identifies the specific vulnerabilities of a community and informs the Forum whether a localized intervention is the most appropriate response.

- **The Role of the Secretariat:** The EHNCF MEL Unit will provide standardized assessment templates and checklists to ensure data quality across different regions.
- **Methodology:** Assessments should combine primary field data (Key Informant Interviews with community leaders, Focus Group Discussions) with secondary data from the **Multi-Cluster Initial Rapid Assessment (MIRA)** or EDRMC reports.
- **Approval:** Before a member initiates a large-scale assessment, the EHNCF Secretariat should be informed to avoid "assessment fatigue" in affected communities and to ensure coordination with the relevant government bureaus.

➢ *Baseline Assessment*

A baseline assessment sets the benchmark for tracking the progress of the Forum's collective impact. For EHNCF members:

- **Timing:** Baselines must be established before or within the first 30 days of a humanitarian intervention.
- **Data Sources:** Where primary data collection is restricted due to security, members may use validated secondary data from the most recent **Drought or Conflict Impact Assessments**.
- **Benchmark Integrity:** The baseline data must correspond exactly to the indicators selected in the Project Logframe.

By following these guidelines, EHNCF members ensure that their data is "audit-proof" and credible, strengthening the Forum's position as a leading voice for Ethiopian civil society in the humanitarian sector.

9.2. MEL Plan Preparation

The EHNCF MEL Plan serves as the strategic roadmap for the Forum's coordination. It ensures that data collected from diverse members across Ethiopia is standardized, comparable, and ready for high-level advocacy with the **EDRMC** and **UN OCHA**.

A. Definition of Indicators: All indicators in a member's MEL plan must align with the **EHNCF Harmonized Indicator Registry**. Detailed narrations are mandatory to ensure that a "households reached" in a drought-affected region is defined identically to one in a flood-affected area.

B. Unit of Measurement: Units must be standardized across the Forum. While individual CSOs may use different internal metrics, for Forum reporting, units must align with **Humanitarian Cluster standards** (e.g., "individuals," "metric tons," or "cubic meters of water").

C. Baseline: Baselines are critical for proving the "added value" of local CSOs. EHNCF recommends establishing a benchmark at the start of a humanitarian appeal (e.g., at the onset of a displacement crisis). For multi-year strategies, a mid-term baseline update is required to account for shifting humanitarian dynamics in Ethiopia.

D. Targets: Targets should be set in alignment with the **National Humanitarian Response Plan (HRP)**. While qualitative change is important, the EHNCF requires all targets to be quantified to enable the aggregation of the "National CSO Footprint." Targets should be revisited quarterly during Forum review meetings.

E. Data Source: To maintain the credibility of the "National Voice," data must be triangulated. Each indicator should have at least two sources:

- **Primary:** Member CSO field records, post-distribution monitoring (PDM), or community feedback logs.

- **Secondary:** Cluster reports, wereda-level government statistics, or satellite imagery (for WASH/Agriculture).

F. Data Collection Frequency: Frequency must match the speed of humanitarian decision-making:

- **Output Indicators:** Tracked **monthly** to allow for rapid course correction in emergencies.
- **Outcome Indicators:** Tracked **bi-annually** or **annually** to measure shifts in resilience or community wellbeing.

G. Data Collection Methodology/Tools: Methodologies must adhere to **"Do No Harm"** principles. For outcome-level data, the Forum encourages participatory methods (e.g., Focus Group Discussions with affected populations) to ensure that the data reflects the actual lived experience of the community.

9.3. Indicator Tracking Table (ITT)

The **Indicator Tracking Table (ITT)** is the primary tool for real-time monitoring of the Forum's collective progress.

For EHNCF members, the ITT is more than an internal tracking sheet; it is a **Reporting Deliverable**.

- **Monthly Synchronization:** Member CSOs submit their updated ITTs to the EHNCF Secretariat monthly. This allows the Secretariat to produce "Snapshot Reports" on the collective impact of national CSOs.
- **Gap Analysis:** The ITT enables the Forum to identify "under-performing" or "under-funded" sectors in real-time, allowing for evidence-based appeals to donors.

- **Transparency:** The ITT serves as a transparent record for the EHNCF Board and signatory government offices, showing planned vs. actual achievements at the regional and national levels.

By standardizing the ITT across the membership, the EHNCF ensures that the contribution of Ethiopian civil society is visible, measurable, and audit-ready for the international humanitarian community.

9.4. Follow-up and Monitoring

For the EHNCF, monitoring is a continuous function that tracks the transformation of humanitarian inputs (funding, supplies) into life-saving outputs.

- **Monitoring focuses on:** Operational efficiency, adherence to humanitarian principles, and the immediate correction of implementation gaps.
- **Evaluation focuses on:** The strategic impact—did the intervention actually save lives, reduce vulnerability, and strengthen the local humanitarian ecosystem?

Four Major Monitoring Scenarios for EHNCF Members

A. **Periodic Strategic Monitoring:** Scheduled visits by the EHNCF Secretariat to member sites to ensure alignment with the Forum's 3-year strategic plan and technical standards. B. **Performance-Driven & Fact-Checking Missions:** Triggered by data anomalies in the Indicator Tracking Table (ITT) or feedback from the community. In sensitive humanitarian contexts, **surprise visits** may be necessary to verify the "Do No Harm" principle and the protection of vulnerable groups. C. **Joint Multi-Stakeholder Monitoring:** Collaborative visits involving EHNCF, the **relevant Government Bureau (e.g., Health, Agriculture)**, and Donor representatives. This is the Forum's primary tool for demonstrating transparency and building trust with the Ethiopian government. D. **Post-Distribution Monitoring (PDM):** Critical for EHNCF members. Within 14 days of any aid

distribution (food, cash, or non-food items), CSOs must verify that the aid reached the most vulnerable and that the distribution process was safe and dignified.

9.5. General Procedures of Monitoring Visits

Stage 1: Preparation (The "Accountability" Phase)

- **ToR Development:** Must include a section on **"Humanitarian Context,"** detailing the current security and access situation.
- **Team Composition:** Should prioritize a mix of technical experts and **Protection focal points** to ensure cross-cutting issues are monitored.
- **Documentation Review:** Review previous **Cluster Dashboards** and Wereda-level reports to ensure the visit adds value rather than duplicating effort.
- **Notification:** Notify local authorities (Wereda/Zone) and community leaders to ensure safe access and community participation.

Stage 2: During the Visit (The "Field" Phase)

- **Community Engagement:** Use participatory tools. Do not just talk to staff; hold separate sessions with women, children, and persons with disabilities to capture diverse perspectives on the aid received.
- **Verification of Standards:** Check if Temporary Learning Spaces (TLS), health posts, or water points meet the **Sphere Minimum Standards**.
- **On-site Feedback:** Provide immediate, appreciative, and constructive feedback. In the fast-moving Ethiopian humanitarian context, waiting for a formal report might be too late; verbal "action points" should be agreed upon before leaving the site.
- **Contextual Flexibility:** If a security incident occurs or a new displacement wave arrives during the visit, the team must be prepared to pivot from "monitoring" to "rapid needs assessment."

Stage 3: Post-Monitoring (The "Learning" Phase)

- **Standardized Reporting:** Use the EHNCF standard template to ensure data can be uploaded to the national database.
- **Action Point Tracking:** The EHNCF Secretariat will track "Critical Findings" (e.g., protection risks) to ensure they are resolved within a specified timeframe (usually 72 hours for high-risk issues).
- **Knowledge Sharing:** Anonymized findings and lessons learned should be shared during **Monthly Forum Meetings** to help other members avoid similar challenges and improve the collective quality of national CSO responses.

➢ **EHNCF Monitoring Logic Check**

1. **Are we reaching the right people?** (Targeting accuracy)
2. **Is the aid safe?** (Protection & Do No Harm)
3. **Is the community satisfied?** (Accountability to Affected Populations)
4. **Are we spending resources wisely?** (Efficiency)
5. **What is the "Localization" value-add?** (The unique benefit of a national CSO over an international one)

To customize the **Evaluation Guidelines** for the **Ethiopian Humanitarian National CSOs Forum (EHNCF)**, the focus shifts from general project assessment to **Strategic Impact Measurement** of localized humanitarian action.

For the Forum, evaluation is the primary evidence base used to prove that national CSOs are not only faster and more cost-effective but also capable of achieving sustainable resilience in the Ethiopian context.

10. Evaluation

For the EHNCF, evaluation is the systematic and objective assessment of an ongoing or completed humanitarian intervention. It aims to determine the relevance and fulfillment of objectives, as well as the developmental efficiency, effectiveness, impact, and sustainability of the Forum's collective work.

While monitoring tracks the "process," evaluation investigates the **"change"**—specifically how localized aid has altered the welfare of disaster-affected households and the capacity of local institutions to respond to future shocks.

10.1. Types of Evaluation in the Forum Context

The EHNCF adopts the distinction between **Formative** and **Summative** evaluations to ensure continuous improvement of the national humanitarian response.

- ***Formative Evaluation (Improving the "National Voice")***

These are used during the life of a strategic plan to "form" and strengthen the Forum's operations.

- **Needs Assessment:** Specifically, the **Joint Multi-Cluster Needs Assessment (JMCNA)** to ensure member projects target the most acute vulnerabilities in Ethiopia.
- **Evaluability Assessment:** Determining if a member CSO has the data systems in place to be successfully audited by international donors.
- **Implementation/Process Evaluation:** Investigating how efficiently aid (e.g., seed distribution or water trucking) is being delivered in hard-to-reach areas like the Borena or Afar regions.

➢ *Summative Evaluation (Proving the "Localization" Value)*

These occur at the end of a project or strategy cycle to "sum up" the impact of national CSOs.

- **Outcome Evaluation:** Did the intervention reduce the prevalence of water-borne diseases in the target IDP camp?
- **Impact Evaluation (Strategic Level):** Conducted every 3-5 years to assess the EHNCF's long-term contribution to Ethiopia's **National Resilience Framework.**
- **Cost-Effectiveness Analysis:** Critically important for the Forum to demonstrate that national CSOs provide a higher "Return on Investment" (ROI) compared to international agencies due to lower overheads and local procurement.
- **Meta-Analysis:** Integrating data from multiple member evaluations (e.g., 20 different WASH projects) to produce a **State of Localized Humanitarian Action** report for the Forum.

10.2. EHNCF Evaluation Framework

Given the resource constraints of national NGOs, the EHNCF advocates for a **Prioritized Evaluation Framework**. We cannot evaluate everything, so we must evaluate what matters most to our stakeholders (Government, Donors, and Communities).

➢ *Core Decision Factors for EHNCF Managers:*

1. **Strategic Alignment:** Does the evaluation focus on a "Flagship" project that represents the Forum's core mission?
2. **Resource Optimization:** If funding is decreased, do we prioritize a "Deep Dive" into one high-performing region (Depth) or a "Snapshot" of the entire national membership (Breadth)?

3. **Accountability to Affected Populations (AAP):** Every EHNCF evaluation must prioritize the perspective of the beneficiaries. Does the evaluation provide evidence of community satisfaction and dignity?
4. **Learning for Advocacy:** Is the evaluation designed to generate "Learning Points" that can be used to influence national humanitarian policy at the **EDRMC** level?

➢ *The EHNCF "Breadth vs. Depth" Trade-off:*

- **The Breadth Approach:** Ideal for the Secretariat's annual reports—gathering high-level data from all 50+ members to show national coverage.
- **The Depth Approach:** Ideal for "Technical Learning"—evaluating a specific innovative model (e.g., a new cash-transfer methodology) in one specific zone to see if it can be scaled up across the Forum.

By applying this framework, the EHNCF ensures that every evaluation is a tool for **Institutional Learning** and a weapon for **Evidence-Based Advocacy**, ultimately strengthening the position of Ethiopian CSOs in the global humanitarian arena.

To customize the **Evaluation Questions and Methods** for the **Ethiopian Humanitarian National CSOs Forum (EHNCF)**, the methodology must be adapted to the rapid, often unpredictable, and high-stakes environment of humanitarian response in Ethiopia.

For the Forum, these methods are used to prove the **"Localization Advantage"**—demonstrating that national CSOs have the cultural nuance, access, and cost-efficiency that international actors may lack.

10.3. Evaluation Questions and Methods

EHNCF evaluators utilize a range of methodologies tailored to the Ethiopian context, ensuring that evaluation findings are credible to both the **EDRMC** and international donor communities.

A. Formative Evaluation: Strengthening the Local Response

These questions help the Forum and its members refine interventions in real-time.

1. **What is the scope of the humanitarian gap?**
    - *Context:* Identifying unmet needs in "forgotten" crises or remote weredas.
    - *Methods:* **Stakeholder Analysis** (including local traditional leaders/Abba Gadaas), **Brainstorming** with field staff, and **Concept Mapping** to visualize the link between conflict/drought and community vulnerability.
2. **Where is the most acute need?**
    - *Context:* Prioritizing resources during a surge in displacement or a failed harvest.
    - *Methods:* **Rapid Needs Assessments (RNA)**, analysis of secondary data from the **Ethiopian Humanitarian Response Plan (HRP)**, and **Key Informant Interviews** with local government health and agriculture bureaus.
3. **How can we deliver aid most effectively in this specific context?**
    - *Context:* Choosing between cash transfers, in-kind food aid, or voucher systems based on local market functionality.
    - *Methods:* **Market Analysis**, **Decision-Making Matrices**, and **Simulation Techniques** to test how different delivery models might work in insecure areas.
4. **Is the response reaching the most vulnerable?**
    - *Context:* Ensuring gender-age-disability inclusion (GEDSI) in the aid process.
    - *Methods:* **Real-time Monitoring (RTM)**, use of the Forum's standardized **Management Information Systems (MIS)**, and **Focus Group Discussions** specifically for women and marginalized groups.

B. Summative Evaluation: Proving Impact and Efficiency

These questions allow the Forum to "sum up" its collective success and advocate for more direct funding to national CSOs.

1. **Can we evaluate this project rigorously given the security constraints?**
    - *Context:* Assessing if a full impact study is possible in a volatile region.
    - *Methods:* **Evaluability Assessments** and the selection of **Non-Experimental Designs** (like "Success Case Method") when traditional control groups are unethical or impossible in an emergency.
2. **How effective was the local response?**
    - *Context:* Attributing improvements in community resilience specifically to the member CSO's work.
    - *Methods:* **Quasi-experimental designs** (comparing "Intervention" vs. "Non-Intervention" weredas) and **Qualitative Outcome Harvesting** to identify both intended and unintended changes in the lives of the affected population.
3. **What was the "Localization Dividend" (Net Impact)?**
    - *Context:* Showing that for every $1 invested, the national CSO delivered more impact than an international agency.
    - *Methods:* **Cost-Effectiveness Analysis** (cost per person reached) and **Qualitative Case Studies** that capture the full range of impact, such as strengthened local governance and community ownership.

11. Methodological Adaptability for the Forum

The EHNCF recognizes that in Ethiopia, "changing circumstances" (such as sudden floods or shifts in security) are the norm. Therefore, our evaluation methods must remain:

- **Agile:** Capable of switching to mobile-based data collection when physical access is limited.

- **Culturally Nuanced:** Utilizing local languages and traditional communication structures for data gathering.
- **Evidence-Based:** Supported by robust research to ensure the Forum's "National Voice" is respected on the global stage.

By mastering these methods, EHNCF members transform from "implementers" into "thought leaders" in the Ethiopian humanitarian sector.

To customize the **Learning** component for the **Ethiopian Humanitarian National CSOs Forum (EHNCF)**, the focus must transition from "internal organizational knowledge" to **"Collective Sectoral Intelligence."**

In the Ethiopian humanitarian context, learning is the engine that drives the **Localization Agenda**. It is not just about what one CSO learns, but how that learning is synthesized across the Forum to influence national policy and improve the dignity of affected populations.

11.1. Learning: Driving the Localization Agenda

The "L" in MEL is often the most neglected, yet for the EHNCF, it is the most strategic. Learning represents the process of turning raw data into actionable evidence that proves the effectiveness of Ethiopian-led humanitarian action.

- *Learning at the Project level*

For EHNCF members, project-level learning identifies the "local nuance" that makes an intervention successful.

- **Contextual Adaptation:** Understanding why a specific livelihood project worked in the Somali region but might need adjustment for the Highlands.

- **Replicability:** Identifying "Best Practices" in emergency response that can be shared with other Forum members through the Secretariat.
- **Course Correction:** Admitting where a strategy failed—such as an inappropriate distribution method—and documenting it to ensure other national CSOs do not repeat the same mistake.

Learning at the Forum (Collective) Level

This is where the EHNCF adds unique value. By aggregating data from across the membership, the Forum can:

- **Demonstrate National Reach:** Combine results from 50+ members to show the massive "National Footprint" of local CSOs to the **EDRMC** and international donors.
- **Identify Cross-Cutting Trends:** Spot emerging humanitarian gaps (e.g., a sudden spike in protection risks across three different regions) before they become national crises.
- **Strategic Growth:** Use collective evidence to design large-scale, multi-member consortium bids for international funding, shifting the role of national CSOs from "sub-grantees" to "prime partners."

Facilitating Reflection and Accountability

Learning is maximized when it is shared openly. The EHNCF facilitates this through:

- **Member Reflection Meetings:** Quarterly "Learning Circles" where members present both successes and "productive failures" in a safe, peer-to-peer environment.
- **Stakeholder Transparency:** Sharing results—both positive and negative—with the affected communities. This reinforces the **Accountability to Affected Populations (AAP)** mandate of the Forum.

- **Public Advocacy:** Using the EHNCF website and "State of the Sector" reports to share findings with the general public and international community, building the brand of Ethiopian civil society.

Knowledge Management: Safeguarding the "National Voice"

In the humanitarian sector, staff turnover is high. To prevent "Institutional Amnesia," where critical knowledge leaves with an individual, the EHNCF mandates:

- **Digital Knowledge Hub:** All MEL outputs, project photos, human-interest stories, and evaluation reports must be uploaded to a centralized (secure) electronic filing system managed by the Secretariat.
- **Standardized Documentation:** Moving beyond paper reports to include video testimonials from beneficiaries and "Success Case" photo-essays that capture the qualitative impact of localization.
- **Exit Protocols:** Ensuring that MEL focal points conduct a "Knowledge Handover" session as part of their clearance process, preserving the intellectual capital of the Forum.

By prioritizing Learning, the EHNCF ensures that every project contributes to a **Living Body of Knowledge**, empowering Ethiopian CSOs to lead the humanitarian response with evidence, innovation, and local expertise.

Annex A: Data Collection Methods for Humanitarian Contexts

These methods are tailored to the realities of Ethiopian field operations, where security, literacy levels, and cultural nuances influence data quality.

Method	Overall Purpose (EHNCF Context)	Advantages (Localization)	Challenges (Field Reality)
Questionnaires & Surveys (Mobile/Kobo)	Rapidly gathering large-scale data from IDP sites or drought-affected communities.	- Inexpensive and fast via mobile tools (Kobo/ODK). - Easy to aggregate for **Cluster Reporting**. - Anonymity encourages honest feedback on sensitive aid.	- Low literacy may require enumerators to read questions. - "Survey fatigue" in heavily assessed woredas. - Risk of "biasing" responses toward more aid.
Key Informant Interviews (KII)	Deeply understanding context from **Abba Gadaas**, Religious Leaders, or Wereda Officials.	- Gets full depth of local political/security dynamics. - Builds vital relationships with local gatekeepers. - Highly flexible for sensitive protection issues.	- Time-consuming in remote areas. - Hard to compare results across different regions. - Risk of "elite capture" (leaders speaking only for their group).
Documentation Review	Verifying project fidelity via **Distribution Lists**,	- Comprehensive historical trail for	- Info may be incomplete in rapid-

	Financial Liquidations, and Wereda MoUs.	audits. - Non-intrusive; doesn't interrupt life-saving activities. - Provides the "hard evidence" required by **EDRMC**.	onset emergencies. - Restricted to what was recorded during the chaos of crisis. - Requires high technical literacy from field staff.
Observation (Direct/Shadow)	Gathering bjective proof of how aid is delivered (e.g., at a water point or food drop).	- Sees the "actual" reality versus the "reported" reality. - Essential for checking **Sphere Standards** (e.g., latrine distances).	- Hard to interpret behaviors without local language fluency. - The "Hawthorne Effect" (staff/beneficiaries act differently when watched).

Annex B: Field Monitoring Template

This template ensures that monitoring data is compatible with Ethiopia's administrative structure and the Forum's reporting requirements.

i. Project Details

- **Member Organization:** _____
- **Project Title:** _____
- **Donor/Cluster:** _____
- **Date of Visit:** _____

ii. Project Locations Visited

This section aligns with the Ethiopian Government's administrative hierarchy to ensure data can be shared with the relevant Regional and Federal bureaus.

No.	Name of Region	Name of Zone	Name of Woreda	Name of Kebele / Site (e.g., IDP Camp Name)
1				
2				
3				

iii. Monitoring Findings Summary

Indicator	Target	Actual (To Date)	Variance / Gap	Corrective Action Needed

iv. Humanitarian Standards & Protection Check

- **Adherence to Sphere Standards:** [ ] Yes [ ] No (Explain: _____)
- **Gender/Disability Inclusion Observed:** [ ] Yes [ ] No (Explain: _____)
- **Community Feedback Mechanism Present:** [ ] Yes [ ] No (Method: _____)

v. Key Challenges & Security Issues

- *(e.g., Road access blocked, Inflation of local material costs, Sudden influx of new IDPs)*

vi. Sign-Off

- **Monitoring Lead:** _____ **Member Field Lead:** _____

These annexes serve as the technical backbone for the EHNCF's collective monitoring system, ensuring that every member—regardless of size—produces data that is credible, professional, and impactful.

1. Project Information

This section identifies how the specific project fits into the broader EHNCF and National Humanitarian Response Plan (HRP).

i. **Implementing Member Organization:** [Name of EHNCF Member]
ii. **EHNCF Tracking Number:** (Unique ID provided by the Forum Secretariat)
iii. **Project Title:**
iv. **Funding Source:** (e.g., EHF, UN OCHA, Private Donor, or Forum Joint Fund)
v. **Total Budget (ETB/USD):**
vi. **Project Location(s):** (Region, Zone, Woreda)
vii. **Cluster/Sector:** (e.g., WASH, ESNFI, Protection, Nutrition)
viii. **Previous EHNCF Monitoring:** (Date of last Secretariat or Peer-to-Peer visit)
ix. **Start Date:** DD.MM.YYYY
x. **End Date (as per Contract):** DD.MM.YYYY
xi. **Extension Status:** [ ] No [ ] Yes (Reason: Security/Access/Climate)
xii. **Budget Revision:** (Briefly explain if shifts were made to address emerging crisis needs)
xiii. **Reported Expenditures:** (Financial burn rate vs. implementation progress)

2. Monitoring Details

2.1. Timeliness of Implementation

Is the project keeping pace with the rapid needs of the humanitarian context?

Timeliness	Score	✓
On schedule: High-performance, meeting HRP milestones.	4	
Moderate delays: Requires attention from EHNCF Secretariat/Cluster.	2	
Significant delays: Critical concern; risk of failing affected populations.	1	

Specific Reasons for Delays (Contextualized to Ethiopia):

- **a) Access/Security:** Blocked humanitarian corridors or active conflict.
- **b) Financial:** Late transfer of funds from international partners.
- **c) Regulatory:** Delays in signing MoUs with Regional/Zonal bureaus.
- **d) Logistics:** Shortage of trucks, fuel, or inflation in local market prices.
- **e) Pipeline:** Delays in receiving supplies from the Global Cluster (e.g., RUTF, Dignity Kits).
- **f) Environmental:** Seasonal flooding or drought-related movement.

2.2. Appropriateness/Relevance

Comments: (Explain if the intervention still aligns with the **most recent** cluster needs assessment. In Ethiopia, needs change rapidly—is a "Water Trucking" project still relevant if the rains have started, or should it pivot to "Seed Distribution"?)

2.3. Implementation/Performance Review (Result Tracking)

Aligning local results with National Cluster Indicators.

Indicators	Target	Achieved	%	Status	Comment (Localization Value)
Outcome 1:					
Output 1.1:					
Output 1.2:					

2.4. Performance Measurement Index (PMI)

Quantifying the operational status of key activities.

NO.	Project Activities	Status [1]	Comments on the Progress
1			
2			
3			

[1] Status Scale for EHNCF:

- **1 (0%):** Not initiated (Specify if due to "Red" security status).
- **2 (20%):** Initiated (Community mobilization/Procurement started).
- **3 (50%):** Partially completed (Mid-way through distribution or construction).
- **4 (80%):** Near completion (Final quality checks/Post-distribution monitoring).
- **5 (100%):** Activity completed (Handed over to local community/Wereda).

3. Localization & Accountability (EHNCF Exclusive)

- **Accountability to Affected Populations (AAP):** Briefly describe how the community was involved in this period's monitoring.
- **Sustainability:** How is the project involving local Wereda government structures to ensure the intervention lasts beyond the funding?

Monitoring Team Members: _____

Field Lead Sign-off: _____

To customize the final sections of the MEL manual for the **Ethiopian Humanitarian National CSOs Forum (EHNCF)**, the assessment criteria are refined to reflect **Sector-Wide Accountability**, **Localization value**, and the **Core Humanitarian Standard (CHS)**. This ensures that when an EHNCF member is monitored, the data collected validates their standing as a high-quality local actor.

1. Assessment of Results & Coordination

This section measures the "success" of the intervention relative to the collective EHNCF mission.

Result Rating	Score	✓
Outstanding: Exceeds HRP targets; serves as a "Best Practice" for the Forum.	4	
Meets Expectations: On track with project goals and Cluster requirements.	3	
Below Expectations: Limited objectives achieved; requires Forum technical support.	2	
Alarming: Project at risk of failure; urgent Secretariat intervention required.	1	

1.1. Beneficiary Appreciation & Feedback

To what extent are the affected populations satisfied with the quality and dignity of aid?

- **Scale:** 4 (Highly Appreciative) to 1 (Not aware of project/Unsatisfied).
- **Summary of Interviews:** (Must include disaggregated feedback from women, youth, and persons with disabilities).

1.2. Synergy & Local Coordination

How well does the member work with the Woreda-level government and other EHNCF members?

- **Scale:** 4 (Strong collaboration/Joint monitoring) to 1 (No collaboration/Duplication of effort).
- **Comment:** (Focus on participation in Woreda-level coordination meetings).

2. Monitoring & Reporting (M&R) Standards

Does the member's setup contribute to the Forum's collective data integrity?

- **2.1. MEL Allocation:** Did the project budget at least 5-10% for M&E activities? [Yes/No]
- **2.2. Self-Monitoring:** Does the member use EHNCF-standard field visit logs and PDMs? [Yes/No]
- **2.3. Data Disaggregation:** Are beneficiaries tracked by sex, age, and disability (SADD)? [Yes/No]
- **2.4. Audit Readiness:** Are data source documents (distribution lists) filed for EDRMC/Donor audit? [Yes/No]

3. Accountability to Affected Populations (AAP)

This is the core of the EHNCF Localization mandate.

AAP Criteria	Fully (4)	Partially (2)	No (0)
3.1. Participation: Involvement in design/needs assessment.			
3.2. Information Sharing: Clear communication on aid entitlements.			
3.3. Complaints/Feedback: Functional mechanism (box, hotline, or committee).			

4. Technical & Operational Compliance (Staff Interviews)

- **4.1. Planning:** Is there a visible Annual/Monthly Work Plan in the field office? [Yes/No]
- **4.2. Reporting:** Are monthly cluster reports filed and accessible? [Yes/No]
- **4.3. Review Meetings:** Does the staff facilitate "Learning Circles" with local stakeholders? [Yes/No]
- **4.4. Capacity Building:** Did recent EHNCF trainings improve staff technical performance? [Yes/No]
- **4.5. Manuals:** Are EHNCF Operational and MEL Guidelines available for reference? [Yes/No]

5. Challenges & Lessons Learned

- **Internal Challenges:** (e.g., Staff turnover, internal liquidity, technical gaps).
- **External Challenges:** (e.g., Insecurity, road closures, government permit delays, currency inflation).
- **Best Practices:** (Highlight innovations, e.g., "Use of local elders to mediate aid distribution in conflict areas").

6. Financial Performance & Efficiency

How well does the money follow the mission?

Financial Alignment	Score	✓
Expenditures fully match activities and are verified by distribution logs.	4	
Expenditures partially match activities; some variances noted.	2	
Expenditures do not match activities; potential for misuse or mismanagement.	0	

7. Overall Performance Index (OPI)

The final score determines the member's "Quality Rating" within the Forum.

Final Calculation: (Average Score of Sections 1–6) = **Overall Performance Index**

Performance Level	OPI Range	Forum Recommendation
Exceeding Standards	3.5 - 4.0	Recommended as a lead for future consortium bids.
Acceptable	2.5 - 3.4	Continues regular implementation.
Needs Improvement	1.5 - 2.4	Mandatory Technical Assistance from Secretariat.
Critical	< 1.5	Probationary status; immediate management review.

8. Stakeholder Interview Guide (Annex)

- **Questions for Beneficiaries:**
    1. Were you consulted about what you needed most before the project started?
    2. Did you feel safe while receiving the services or supplies?
    3. If you had a problem with the service, do you know how to complain?
- **Questions for Partners (Govt/Donors):**

1. Does the member organization attend Woreda/Zonal coordination meetings?
2. Is the member's reporting timely and accurate?
3. Does this project duplicate any government or other NGO activities?