



ECO-CLUB PROGRAMME MONITORING SYSTEM MANUAL

FORUM FOR NATURAL REGENERATION LBG (FONAR)
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FONAR Eco-club Programme Monitoring System

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Approved By: Executive Director, Forum for Natural Regeneration (FONAR)

Related Documents: Eco-club Programme Staff Job Descriptions; Safeguarding Policy; Monthly Monitoring Visit Checklist; M&E Framework (Appendix F); Quarterly Performance Report Template

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1. Introduction and Purpose

The FONAR Eco-club Programme engages primary and junior high school students in environmental education, FMNR practices, tree planting and community outreach. To ensure the programme achieves its intended outcomes, is implemented safely and continuously improves, a structured monitoring system is essential.

This **Eco-club Programme Monitoring System** provides a comprehensive framework for:

- Collecting consistent, high-quality data on club activities, membership and environmental impact.
- Tracking progress against indicators (outputs, outcomes and impact).
- Identifying challenges and support needs at individual school level.
- Informing adaptive management and decision-making.
- Reporting to donors, management and partners.

The system is designed to be practical for field staff (Eco-club Coordinators and Facilitators) while providing useful aggregate data for programme managers and donors.

2. Monitoring Framework Overview

The monitoring system operates at three levels:

Level	Focus	Responsible	Frequency
School Level	Individual club performance, attendance, activities, safeguarding, tree survival.	Eco-club Facilitator / Coordinator	Monthly (visit) + continuous (club meetings)
District / Regional Level	Consolidation of school data, identification of trends, support needs.	Eco-club Coordinator	Quarterly
National (Programme) Level	Overall programme performance against KPIs, donor reporting, strategic learning.	Eco-club Programme Manager	Quarterly / Annually

The system uses a mix of:

- **Quantitative data:** Membership counts, trees regenerated, survival rates, attendance percentages.
- **Qualitative data:** Success stories, teacher/student feedback, observation notes.
- **Safeguarding data:** Incident reports, compliance with Code of Conduct.

3. Monitoring Levels and Frequency

Monitoring Activity	Responsible	Frequency	Tool / Method
Weekly club meeting observation	Eco-club Facilitator	Weekly (when club meets)	Facilitator notes, attendance register
Monthly school monitoring visit	Eco-club Coordinator	Monthly (per school)	Monthly Monitoring Visit Checklist (Annex A)
Quarterly data compilation	Eco-club Coordinator	Quarterly	Excel summary template (Annex B)
Quarterly review meeting (with facilitators and coordinators)	Eco-club Programme Manager	Quarterly	Discussion, action planning
Annual school survey (teacher patron questionnaire)	Eco-club Coordinator	Annually	School Survey Form (Annex C)
Annual impact assessment (sample of schools)	M&E Officer	Annually	Sample survey, focus group discussions

4. Key Performance Indicators (KPIs)

Output Indicators (short-term, activity-based)

Indicator	Definition	Data Source	Target (per year)
Number of active Eco-clubs	Clubs meeting at least twice per month with ≥15 members.	Monthly visit checklist	Varies by donor/project
Number of students reached (disaggregated by gender)	Total registered members (boys/girls).	Attendance register	Varies
Number of trees regenerated or plant (by students)	Trees regenerated in school or community.	Club records, visit observation	Varies
Number of FMNR demonstration plots established	Active plots with regenerating trees.	Visit checklist	Varies
Percentage of clubs with up-to-date records	Attendance, minutes, inventory.	Visit checklist	≥90%
Percentage of clubs with signed parental consent forms for all members	Consent forms on file.	Visit checklist	100%

Outcome Indicators (medium-term)

Indicator	Definition	Data Source	Frequency
Average attendance rate (members present vs registered)	Total attendance across meetings ÷ (registered members × number of meetings).	Attendance register	Quarterly
Tree survival rate at 6 months	(Number of trees alive ÷ total regenerated) × 100.	Plot monitoring	Semi-annually
Percentage of clubs conducting at least one community outreach activity per term	Awareness campaigns, radio, community pruning.	Visit checklist, club minutes	Quarterly
Improvement in student environmental knowledge	Pre/post-test scores (sample).	Annual survey	Annually

Safeguarding Indicators

Indicator	Target	Data Source	Frequency
Percentage of club facilitators/teachers with signed Code of Conduct	100%	HR records, visit checklist	Annually
Percentage of clubs with no safeguarding incidents reported	100%	Incident log	Quarterly
Percentage of students who know how to report a concern	≥80%	Annual survey	Annually

5. Data Collection Tools

Tool	Purpose	Completed by	Frequency	Annex
Club Attendance Register	Track member attendance at each meeting.	Teacher Coordinator / student secretary	Weekly	(Standard school register)
Monthly Monitoring Visit Checklist	Assess club performance, activities, safeguarding, resources.	FONAR Eco-club Coordinator/Officer	Monthly	A
Quarterly Data Summary Template	Compile school-level data for programme reporting.	FONAAR Eco-club Coordinator	Quarterly	B

Tool	Purpose	Completed by	Frequency	Annex
School Annual Survey Form	Capture teacher coordinator feedback, challenges, needs.	Teacher coordinator (with FONAR Coordinator/Officer)	Annually	C
Tree Survival Monitoring Form	Record tree regenerated and survival data for each club.	FONAR Facilitator / Coordinator	Per pruning + 6 months	D
Safeguarding Incident Report Form	Report any safeguarding concerns.	Any staff	As needed	(Safeguarding Policy Annex 2)
Photo Log	Document activities (with consent).	Teacher Coordinator / FONAR Officer.	Monthly	E

All tools are maintained on FONAR's shared drive and provided in hard copy for field use.

6. Staff Roles and Responsibilities

Role	Monitoring Responsibilities
Teacher Eco-club Coordinator	– Complete attendance register at each meeting. – Observe weekly activities; note immediate issues. – Submit basic data to FONAR Coordinator monthly.
FONAR Eco-club Coordinator/Officer	– Conduct monthly monitoring visits using checklist. – Verify data quality (spot checks). – Compile quarterly data summary. – Provide feedback to teacher coordinators and patrons. – Report safeguarding concerns immediately.
Eco-club Programme Manager	– Aggregate data for quarterly and annual reports. – Analyse KPIs and identify trends. – Lead quarterly review meetings. – Use data for adaptive management and donor reporting.
M&E Officer	– Provide technical support on indicators and tools. – Conduct annual impact assessment (sampling). – Ensure data quality and consistency across regions.
Safeguarding Focal Point	– Receive and act on safeguarding reports. – Track safeguarding compliance (training, Code of Conduct).

7. Data Flow and Reporting

1. Weekly: Teacher Coordinator → Attendance register (kept at school; copy to FONAR Coordinator/Officer monthly).
2. Monthly: FONAR Coordinator → Monthly Monitoring Visit Checklist (submitted to Programme Manager)
3. Quarterly: FONAR Coordinator → Quarterly Data Summary (Excel) → Programme Manager
4. Quarterly: Programme Manager → Quarterly Performance Report (internal, to SMT)
5. Annually: Programme Manager → Annual Programme Report (to donors, Board)
6. Annually: M&E Officer → Impact assessment report (to Programme Manager, ED)

Timelines:

Report	Submission Deadline	Recipient
Monthly Monitoring Visit Checklist	Within 3 working days of visit	Programme Manager
Quarterly Data Summary	10th day after quarter end	Programme Manager
Quarterly Performance Report (programme section)	15th day after quarter end	SMT / ED
Annual Programme Report	31 January (after fiscal year end)	ED, donors, Board

8. Data Analysis and Use

- **Monthly:** Programme Manager reviews checklists for immediate red flags (low attendance, missing records, safeguarding concerns). Follows up with Coordinator within 5 days.
- **Quarterly:** Programme Manager compiles KPIs into dashboard (Annex F). Shares with SMT. Identifies:
 - Clubs performing below targets → additional support or refresher training.
 - Positive deviants → document success stories.
- **Annually:** M&E Officer analyses trends (e.g., survival rates, attendance over time). Produces learning brief.

Data use for adaptive management:

- If a club shows low attendance for two consecutive months, Coordinator conducts a root cause analysis (e.g., inconvenient meeting time, lack of engaging activities) and implements corrective action.
- If tree survival rates are low, facilitators receive additional training on post-management care.
- If a school reports safeguarding concerns, follow Safeguarding Policy protocol.

9. Adaptive Management and Learning

The Eco-club Programme Monitoring System is linked to FONAR's *Adaptive Management Guidance Manual*. Changes to work plans, budgets or strategies based on monitoring data must be documented using the Change Request Form (Level 2 or 3).

Examples of adaptations:

Monitoring Finding	Potential Adaptation
Consistently low attendance of girls	Introduce girls-only sessions, adjust meeting time, involve female mentors.
Poor tree survival due to lack of watering	Establish student watering rosters; install water-saving techniques (mulch, shade).
Teacher coordinator lacks FMNR knowledge	Organise refresher training or field exchange visit.
Clubs not using FMNR pruning techniques	Provide practical demonstration and pruning toolkits.

10. Quality Assurance

- **Data validation:** FONAR Coordinator rechecks a sample (20%) of attendance registers and club records during monthly visits.
- **Spot checks:** Programme Manager conducts unannounced visits to 10% of schools per quarter.
- **Annual data audit:** M&E Officer reviews a random sample of 5–10 clubs, comparing reported data with source documents (attendance, minutes, planting records).
- **Corrective actions:** Any discrepancy >10% triggers a root cause analysis and corrective action plan.

11. Documentation and Record Keeping

- **School files:** Each school has a physical file containing or logbook:
 - Club registration form.
 - Signed parental consent forms (for each member).
 - Signed Code of Conduct (teacher patron, facilitators).
 - Monthly Monitoring Visit Checklists (chronological).
 - Attendance register copies (quarterly).
 - Incident reports (if any).

- **Electronic database:** Programme Manager maintains an Excel-based or Google Sheets database with school-level data (updated quarterly). Access restricted to Programme Manager, Coordinator, M&E Officer.
- **Retention:** School files retained for 3 years after club closure; electronic database archived annually.

Approval

This Eco-club Programme Monitoring System was approved by the Executive Director of the Forum for Natural Regeneration (FONAR) on the 1st day of June 2026, and is effective from that date.

Executive Director:



Document Control

Version	Date	Author / Reviewer	Changes
1.0		Eco-club Programme Manager / M&E	Original issue

Related Documents:

- Monthly Monitoring Visit Checklist (FONAR/EDU/MON/001)
- FONAR Safeguarding Policy (FONAR/HR/003)
- Quarterly Performance Report Template (Appendix G of main manual)
- Adaptive Management Guidance Manual

This system is binding for all Eco-club Programme staff. Questions to the Eco-club Programme Manager.

Annexes (Templates and Tools)

Introduction to Annexes

This document contains all templates, checklists and tools referenced in the **FONAR Eco-club Programme Monitoring System**. All templates are designed to be downloaded from the FONAR shared drive and used as working documents.

The annexes included are:

- Annex A – Monthly Monitoring Visit Checklist
- Annex B – Quarterly Data Summary Template
- Annex C – School Annual Survey Form
- Annex D – Tree Survival Monitoring Form
- Annex E – Photo Log (with Consent)
- Annex F – Eco-club Programme Dashboard (Quarterly)
- Annex G – Data Quality Spot Check Form

Annex A: Monthly Monitoring Visit Checklist

Purpose: To be used by Eco-club Coordinators/Project Officers during monthly visits to schools to assess club performance, activities, safeguarding and resources.

Instructions: Complete one checklist per school per monthly visit. Submit to Eco-club Programme Manager within 3 working days.

FONAR Monthly Monitoring Visit Checklist

School Name	
District / Circuit	
Date of Visit	
Name of FONAR Monitor	
Name of Teacher Coordinator	
Contact of Teacher Coordinator	
Number of Eco-club Members (total)	Boys: ____ Girls: ____ Total: ____
Number of Members Present during visit	Boys: ____ Girls: ____ Total: ____

Part 1: Club Meeting and Activity Observation

Observation Area	Yes / No / Partially	Comments
1.1 Club meeting was held as scheduled (weekly / bi-weekly).	☐ Yes ☐ No	
1.2 Meeting had a clear agenda / topic.	☐ Yes ☐ No	
1.3 Student leaders were actively involved.	☐ Yes ☐ No	
1.4 Attendance register was completed and up to date.	☐ Yes ☐ No	
1.5 Teacher coordinator was present and actively supervising.	☐ Yes ☐ No	
1.6 Activities were participatory (not just lecturing).	☐ Yes ☐ No	
1.7 Safeguarding measures observed.	☐ Yes ☐ No	

Part 2: FMNR and Environmental Activities

Observation Area	Yes / No / Partially	Comments
2.1 School has an active FMNR demonstration plot.	☐ Yes ☐ No	
2.2 Trees / seedlings are healthy.	☐ Yes ☐ No	
2.3 Students are involved in plot maintenance.	☐ Yes ☐ No	
2.4 Trees have been pruned correctly (FMNR techniques).	☐ Yes ☐ No ☐	
2.5 Fire protection measures are in place.	☐ Yes ☐ No	
2.6 Club has conducted environmental outreach.	☐ Yes ☐ No	

Part 3: Club Records and Resources

Item	Available / Up to Date?	Comments
3.1 Club constitution / rules displayed or on file.	☐ Yes ☐ No	
3.2 Minutes of previous meetings (at least last 3 months).	☐ Yes ☐ No	
3.3 Attendance register (member signatures or marks).	☐ Yes ☐ No	
3.4 Inventory of club materials.	☐ Yes ☐ No	
3.5 FMNR training materials / posters available.	☐ Yes ☐ No	
3.6 Any materials damaged or missing.	☐ Yes ☐ No	

Part 4: Safeguarding and Child Protection

Question	Yes / No	Comments / Actions
4.1 Teacher coordinator and volunteers have signed FONAR's Code of Conduct.	☐ Yes ☐ No	
4.2 Parental consent forms obtained for all active members.	☐ Yes ☐ No	
4.3 Any safeguarding concerns reported during the month.	☐ Yes ☐ No	
4.4 Are students aware of how to report a concern?	☐ Yes ☐ No	
4.5 Any child safety risks observed?	☐ Yes ☐ No	

Part 5: Challenges and Support Needs

Challenge / Need	Description	Action Required	Responsible	Deadline
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Part 6: Photos and Evidence

Photo Description	Consent Obtained?	File Name
	☐ Yes ☐ No	
	☐ Yes ☐ No	

Part 7: Overall Assessment

Club Status	☐ Active and meeting expectations ☐ Needs minor support ☐ Requires significant intervention
Summary of strengths	
Summary of weaknesses / challenges	
Recommended follow-up actions	

Part 8: Signatures

FONAR Monitor Signature	Date
Teacher Patron Signature (acknowledgement)	Date

Annex B: Quarterly Data Summary Template

Purpose: To compile school-level data for programme reporting. Completed by FONAR Eco-club Coordinator and submitted to Programme Manager quarterly.

Instructions: Update after each monthly visit. Submit by 10th day after quarter end.

FONAR Eco-club Quarterly Data Summary

Quarter	☐ Q1 (Jan–Mar) ☐ Q2 (Apr–Jun) ☐ Q3 (Jul–Sep) ☐ Q4 (Oct–Dec)
Year	
District	
Coordinator Name	
Date Submitted	

School-Level Data

School Name	Active Members (M/F)	Meetings Held (this quarter)	Average Attendance (%)	Trees Regenerated (this quarter)	FMNR Plots Active? (Y/N)	Community Outreach Conducted? (Y/N)	Safeguarding Incidents (Y/N)	Challenges
	M:___ F:___							
	M:___ F:___							
	M:___ F:___							

Quarterly Summary

Indicator	Total
Number of active schools	
Total active members	Boys: ____ Girls: ____ Total: ____
Total meetings held	
Average attendance rate (%)	
Total trees regenerated (quarter)	
Number of schools with active FMNR plots	
Number of schools conducting outreach	
Safeguarding incidents reported	

Prepared by (Coordinator)

Signature

Date

Received by (Programme Manager)

Signature

Date

Annex C: School Annual Survey Form

Purpose: To capture teacher coordinator feedback, challenges and needs annually. Completed by the teacher coordinator with support from the FONAR Eco-club Coordinator.

Instructions: Complete once per year (end of academic year or fiscal year). Submit to Programme Manager.

FONAR Eco-club School Annual Survey

School Name	
District / Circuit	
Teacher Coord. Name	
Contact (phone/email)	
Date of Survey	

Section A: Club Performance (Rating 1–5: 1 = Very Poor, 5 = Excellent)

Question	Rating (1–5)	Comments
1. Student participation and attendance.		
2. Student leadership and initiative.		
3. Teacher coordinator support and supervision.		
4. FMNR / environmental activities.		
5. Community outreach impact.		
6. Overall club health and sustainability.		

Section B: Challenges and Support Needs

Challenge	Description	Support needed from FONAR
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Section C: Safeguarding

Question	Yes / No	Comments
Any safeguarding incidents reported this year?	☐ Yes ☐ No	
Are club members aware of reporting channels?	☐ Yes ☐ No	
Are parental consent forms on file for all members?	☐ Yes ☐ No	

Section D: Recommendations

Recommendation	For whom (FONAR / School / Community)
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Teacher Coordinator Signature	Date
FONAR Eco-club Coordinator Signature	Date

Annex D: Tree Survival Monitoring Form

Purpose: To record tree regeneration (growing) and survival data for each Eco-club.

Instructions: Complete at planting time and at 3-month and 6-month follow-up intervals.

FONAR Tree Survival Monitoring Form

School Name	
Regenerating/Planting Date	
Tree Species	
Total Regenerated/Planted	
Monitoring Interval	☐ 3 months ☐ 6 months ☐ 12 months
Monitor Name	
Date of Monitoring	

Survival Data

Plot / Section	Number Alive	Number Dead	Condition (Good / Fair / Poor)	Remarks
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Survival Rate Calculation

Total Regenerated	
Total Alive	
Survival Rate (%)	$(\text{Alive} / \text{Regenerated}) \times 100 = __\% $

Causes of Mortality (tick all that apply)

- ☐ Drought / lack of water
- ☐ Animal damage
- ☐ Fire
- ☐ Disease / pests
- ☐ Human damage
- ☐ Poor pruning technique
- ☐ Other (specify): _____

Corrective Actions

Action	Responsible	Deadline
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Monitor Signature

Date

Teacher Coordinator Signature

Date

Annex E: Photo Log (with Consent)

Purpose: To record details of photographs taken during field activities, including captions and consent status.

Instructions: Maintain one log per project or per quarter. Each photo (or batch of similar photos) should have a row.

FONAR Photo Log

Photo ID	Date Taken	Location	Description / Caption	Identifiable Individuals? (Y/N)	Consent Obtained? (Y/N – attach forms)	Photographer Name	File Name	Used In	Remarks
P-2026-001	15/07/2026	Yagzore Primary	Students pruning FMNR trees	Yes	Yes	M. Adams	IMG_1234.jpg	Q3 donor report	
P-2026-002	15/07/2026	Yagzore Primary	Group of students planting seedlings	No	N/A	J. Adjei	IMG_1245.jpg	Website	No faces visible

Consent Forms Attached? ☐ Yes ☐ No

Log Maintained by

Signature

Date

Annex F: Eco-club Programme Dashboard (Quarterly)

Purpose: To summarise programme performance for SMT and donor reporting.

Instructions: Completed by Eco-club Programme Manager using data from Quarterly Data Summary (Annex B).

FONAR Eco-club Programme Dashboard – Quarter ____, Year ____

Indicator	Target	Actual	Achievement (%)	Status  /  / 
Active Eco-clubs				
Total members (boys)				
Total members (girls)				
Total members (overall)				
Trees regenerated (quarter)				
Tree survival rate (6 months)	≥80%			
Average attendance rate	≥75%			
Schools with active FMNR plots				
Community outreach conducted				
Safeguarding incidents reported	0			

Highlights

Challenges

Recommended Actions

Prepared by (Programme Manager)	Signature	Date
Reviewed by (Programme Director)	Signature	Date

Annex G: Data Quality Spot Check Form

Purpose: To conduct spot checks on data quality (attendance, consent forms, records) during monitoring visits.

Instructions: Use randomly during monthly visits. Submit to Programme Manager.

FONAR Eco-club Data Quality Spot Check Form

School Name	
Date of Spot Check	
Spot Check Conducted by	

Part 1: Attendance Register

Check Item	Yes / No	Comments
Attendance register is up to date.	☐ Yes ☐ No	
Register includes all active members.	☐ Yes ☐ No	
Signatures/marks are present.	☐ Yes ☐ No	
Entries match reported data.	☐ Yes ☐ No	

Part 2: Consent Forms

Check Item	Yes / No	Comments
Parental consent forms on file.	☐ Yes ☐ No	
Forms match current members.	☐ Yes ☐ No	
Forms are signed and dated.	☐ Yes ☐ No	

Part 3: Records and Minutes

Check Item	Yes / No	Comments
Meeting minutes available.	☐ Yes ☐ No	
Minutes are complete.	☐ Yes ☐ No	
Inventory list available.	☐ Yes ☐ No	

Part 4: Overall Data Quality Rating

Rating	☐ Good (all checks passed) ☐ Fair (minor issues) ☐ Poor (major issues – corrective action required)
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Corrective Actions

Action	Responsible	Deadline
Spot Check Conducted by		Signature
Teacher Patron Acknowledged		Signature
		Date
		Date

Document Control for Annexes

Annex	Title	Version	Date	Approved By
A	Monthly Monitoring Visit Checklist	1.0	[Date]	Executive Director
B	Quarterly Data Summary Template	1.0	[Date]	Executive Director
C	School Annual Survey Form	1.0	[Date]	Executive Director
D	Tree Survival Monitoring Form	1.0	[Date]	Executive Director
E	Photo Log (with Consent)	1.0	[Date]	Executive Director
F	Eco-club Programme Dashboard	1.0	[Date]	Executive Director
G	Data Quality Spot Check Form	1.0	[Date]	Executive Director

These templates are part of FONAR's Eco-club Programme Monitoring System. Questions to the Eco-club Programme Manager.