

**MONITORING AND EVALUATION PRACTICES WITHIN CIVIL SOCIETY  
ORGANIZATIONS  
A CASE STUDY OF CCOAIB IN RWANDA**

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**ABSTRACT**

The new development paradigm strongly reconfirms and redefines the importance of M&E because of some newly incorporated principles like increased value attached to results-orientation, iterative learning and evidence-based policy-making. The study aimed to assess the Monitoring and Evaluation practices within Civil Society Organizations, the case study of CCOAIB in Rwanda. The study appraised the literature relating to M&E concepts M&E and provides also a conceptual framework of the research. The methodology used the case study approach. Primary data have been collected using a questionnaire and interview guide from a random sample of 11 CSOs out of 40 CSOs constituting the target population. The analysis of findings has shown the existence of M&E practices like the recruitment of the knowledgeable and skilled staff, the allocation of specific financial resources, the M&E reporting and restitutions of findings, among partners, decisions making based on M&E findings. However, some practices are not effective due to different challenges like insufficient M&E staff, the M&E department not fully integrated in the organizational structure, insufficient budget, M&E reports mainly focused to donors as 91% of respondents confirmed it. Recommendations have been made to the decisions makers and staff of the CSOs. The researcher proposed also for further study to be focused on effectiveness and impact of M&E in civil society organizations to help them in decision making processes and promoting strong evidence based advocacy.