



TWENDE MBELE

Ten Years of African Peer Learning in Monitoring and Evaluation Governance

Lessons from the Twende Mbele Partnership

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Why evidence use still struggles in government

Evidence is widely produced

But unevenly used in decision-making

Shaped by political and institutional realities

Weak links to planning and budgeting

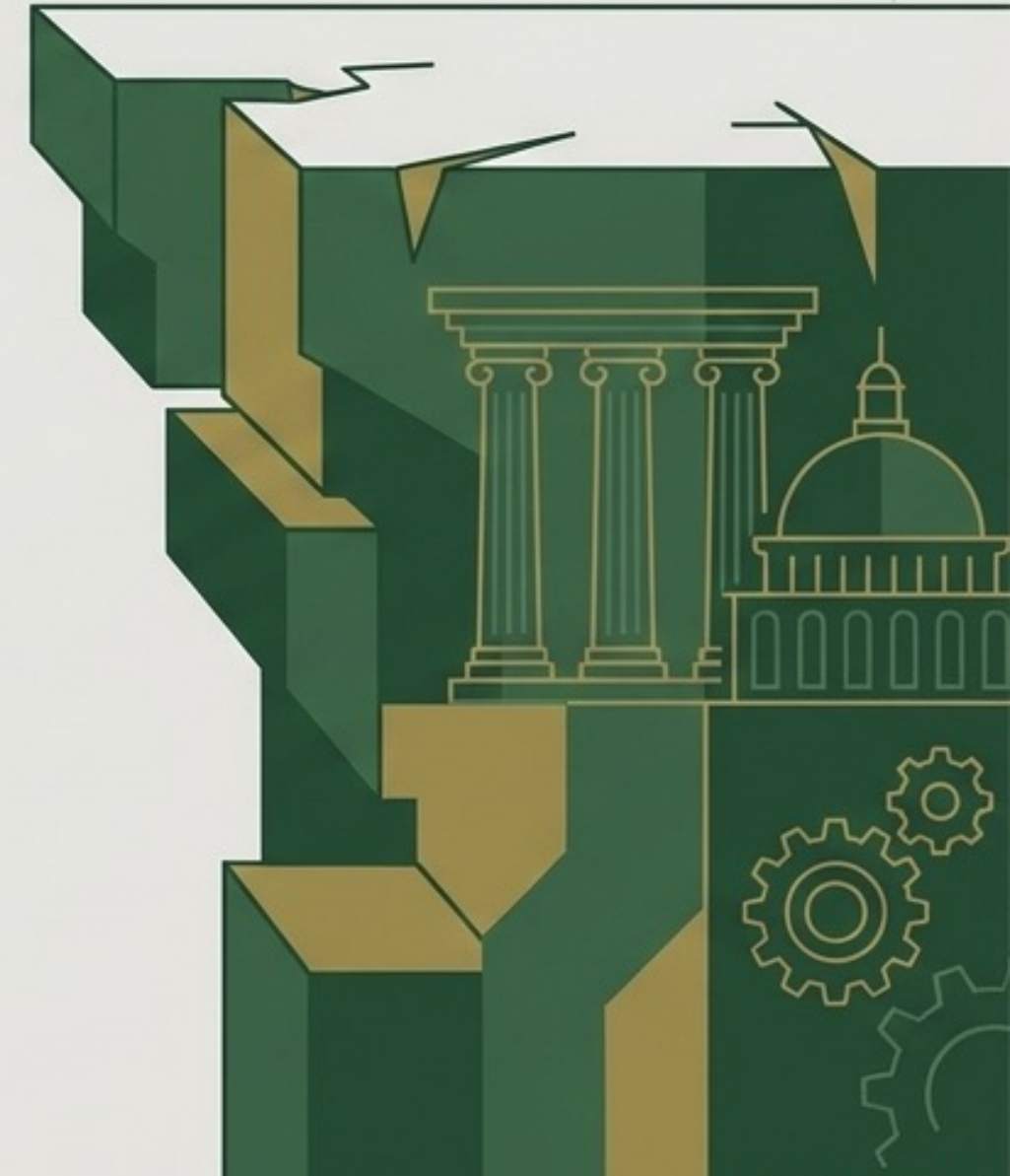
The persistent gap

- Evidence produced but not used

- Evaluations too slow or disconnected

- Limited ownership within government

- Fragmented systems



The Twende Mbele approach

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graph LR; A[Partnership of African governments] --- B[Peer learning across countries]; B --- C[Focus on use, not only production]; C --- D[Long-term collaboration];
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- Partnership of African governments

- Peer learning across countries

- Focus on use, not only production

- Long-term collaboration

What makes this model different

- African government-led

- Peer learning in comparable contexts

- Adaptation, not replication

- Long-term trust and continuity





Three governance contributions from ten years of practice

1. Legitimising M&E in government

2. Enabling practical peer learning

3. Building continuity and institutional memory

Rapid evaluation: shifting evidence use

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- 6–12 week timelines
 - Focus on implementation
 - Designed for decision-makers
 - Increasing demand

Rapid evaluation in practice: Uganda

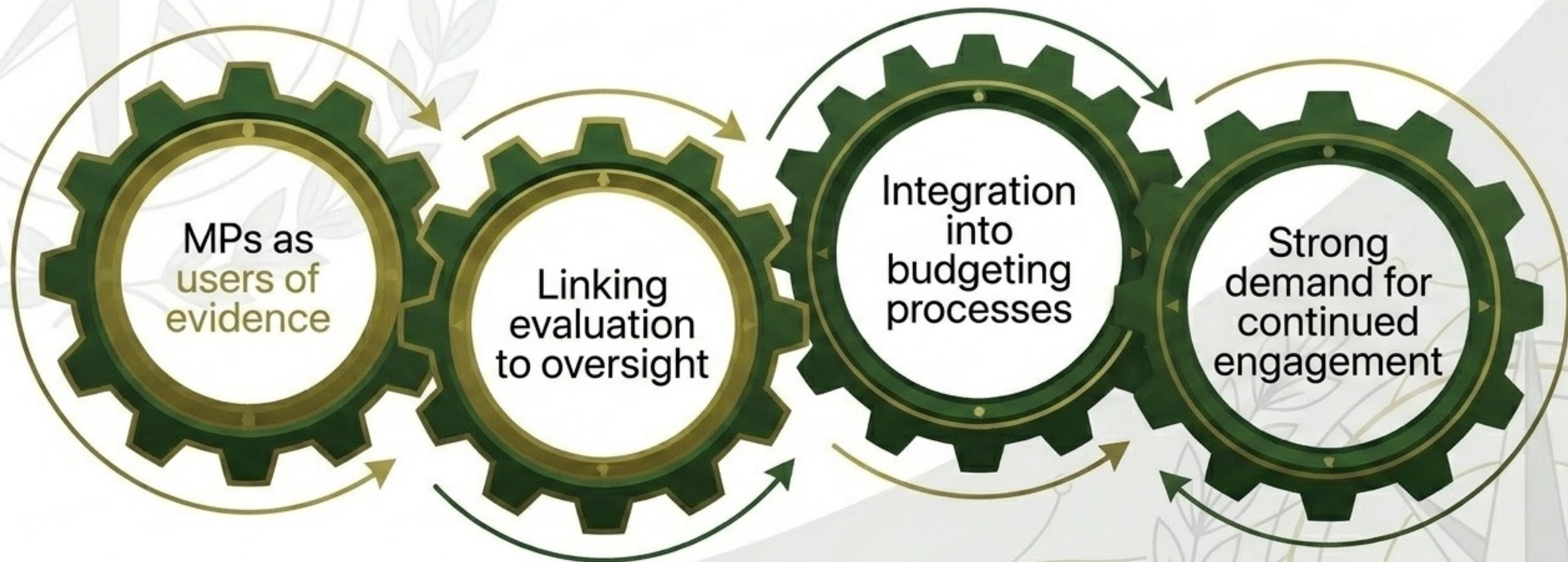
- 20% park revenue sharing model

- Delays in fund disbursement identified

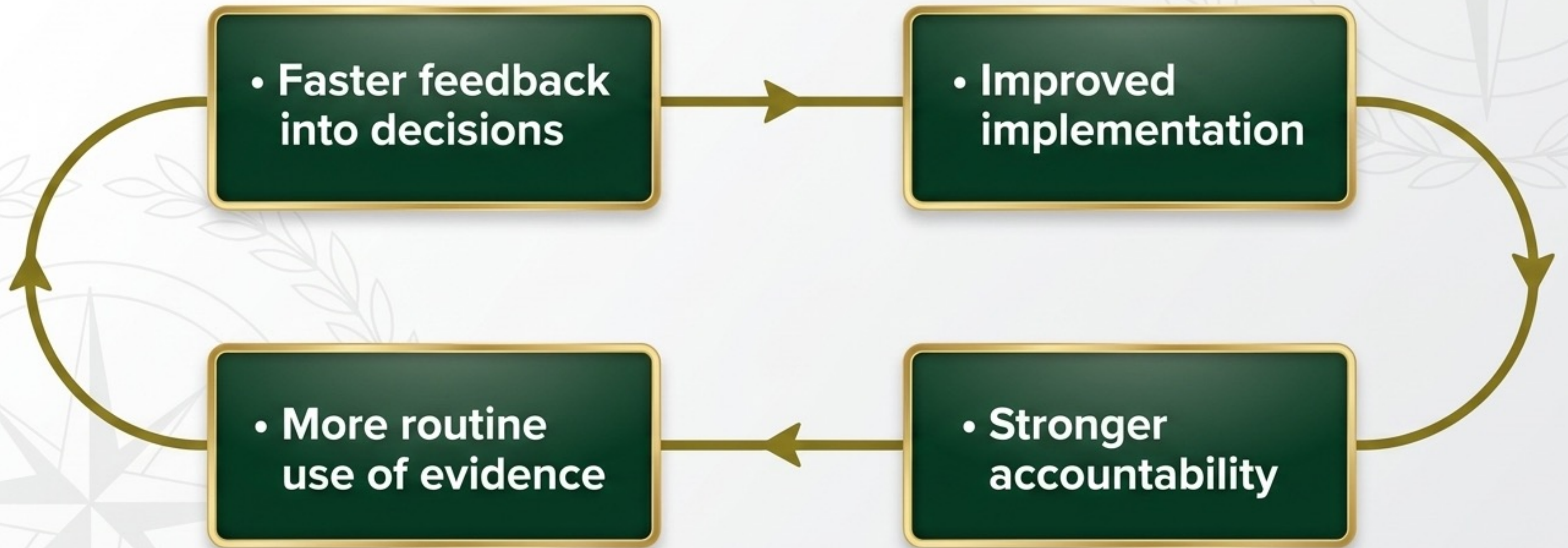
- Inefficiencies revealed

- Evidence used to inform improvements

Strengthening demand: Parliament



What changes in government practice





Core lesson from ten years

- Evidence use is institutional, not technical
- Learning requires trust and continuity
- Peer learning enables adaptation
- Government ownership is essential

What the next decade requires

- Scaling rapid evaluations

- Strengthening parliamentary demand

- Embedding evidence in planning and budgeting

- Integrating digital tools and AI





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Final message

- **Evidence alone does not change outcomes** →
- **Use of evidence in decisions does**

Moving Forward Together – because African governments can learn best from each other