“We rededicate ourselves to the enduring Pan African vision of an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena.”

- African Union’s Agenda 2063
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Message from our director

Remaining values-based and focused on decision-makers throughout a global pandemic in 2020.

For some organisations, their values are a nice-to-have piece tacked onto the end of a strategy. They are often dusty, lying forgotten. This is not how values work at the Africa Centre for Evidence (ACE). At ACE, our values are the foundation of who we are as a team and who ACE is as an organization. Since the end of 2016, when we were established as a research entity based at the University of Johannesburg, we have worked on crafting our identity based on our seven values. Our values guide the way we operate as an organization. They shape the behaviours expected of ACE employees. Our values filter the partners and funders we work with. Most importantly, we organise our work around the values we espouse.

Our seven values are that we work on being:

- Motivated by making a positive, rights-based, and socially-just difference
- Committed to equity and equality
- Focussed on building trust and relationships
- Dedicated to sharing capacity and opportunity
- Respectful of others’ expertise, experiences, and perspectives
- Committed to zero tolerance for any form of discrimination, harassment, or abuse and
- Unwavering in delivering high-quality work, on time, and to budget

These values intersect with ACE’s view of decision-makers as the most important stakeholders in the evidence-informed decision-making process. In years prior to COVID-19, ACE expressed this view of decision-makers as the central evidence-use stakeholders by aligning all our projects to various policy targets including the National Development Plan, the African Union’s Agenda 2063, and the United Nation’s Sustainable Development Goals. That focus continued in 2020, irrespective of the global pandemic.

All of these policy targets share a common foundation of ending poverty and inequality, although their emphases differ slightly. This common foundation is shared by ACE’s mission to contribute to reducing poverty and inequality in Africa by increasing the use of evidence in decision-making. These policy targets provide roadmaps to ACE’s vision of an Africa not haunted by the spectres of poverty or inequality.

So aligning our work, its outputs, and dissemination of these to various policy targets is how we at ACE have ensured, since our inception, that our work is the expression of our mission which moves us closer to our vision. Based on decades’ worth of expertise and experience in the evidence-informed decision-making space, ACE has identified four areas that we see as pivotal to successful evidence-use in decision-making. We have shaped our four strategic goals around these four areas, and our four portfolios of work come from these strategic goals.

The four pillars necessary for successfully supporting effective EIDM are:

- Having a greater understanding of the art and science of using evidence,
- Contributing to stronger evidence capacities
- Stewarding meaningful evidence communities and
- Producing and supporting rigorous and relevant evidence synthesis

We believe that when decision-makers are supported to use evidence to inform their decisions, there is great potential to support the reduction of poverty and inequality in Africa in a socially-just way. The key to achieving that potential is working with decision-makers.

At ACE, because of our vision, mission, and the values we espouse, we recognize the opportunity we have to support decision-makers as the most central role players in using evidence for decisions. And because of ACE’s identity and focus, our team at ACE was able to be agile in responding to the variety of challenges presented by the COVID-19 pandemic in 2020.

Prof Ruth Stewart
ACE Director
In 2021 we contributed to the use of evidence to tackle SDGs: 1, 2, 3, 4, 5, 6, 13, 14, 15, 16, 17
At the beginning of 2020, the World Health Organisation declared the existence of SARS-COV-2 and its associated disease COVID-19 a pandemic.

One of the implications of this declaration were worldwide lockdowns: the restricted movement of people outside their residences. In South Africa, President Cyril Ramaphosa announced a nationwide lockdown to take effect from 26 March 2020. All movements outside people’s residences were prohibited, except to secure food or medical attention. Irrespective of the challenges introduced by the COVID-19 pandemic, 2020 was still a year filled with accomplishments for ACE.

Among many more, the pandemic and its associated lockdown introduced two opportunities for ACE. First, our team had an opportunity to share our capacities and expertise to address the massive influx of COVID-19 related research that was being published to share what we were learning about this new disease and its impact on society. Second, our team had to immediately and without prior preparation or experience undertake remote work.

To make the most of the first opportunity, ACE dedicated resources to projects focused on supporting decision-makers in navigating the uncertainty presented by too much research on a topic everyone at the time understood too little about. ACE undertook nine COVID-19 dedicated projects (see table 1) which accounted for close to half of the total number of projects ACE managed in 2020.

### LIST OF PROJECTS FOCUSED ON SUPPORTING A COVID-19 RESPONSE

#### Living hub of COVID-19 knowledge hubs
- **February – December 2020**
- **Led by:** Promise Nduku
- **Team:** Laurenz Langer, Andile Mandonsela, Nkululeko Tshabalala, Shona Putuka, in partnership with colleagues from McMaster University, Canada.
- **Funded by:** Unfunded

We systematically collated a large number of evidence hubs dedicated to COVID-19 response across all sectors which are being produced around the world. This hub of hubs provides decision-makers and researchers with a one-stop-shop portal to navigate the large number of available evidence databases and repositories related to COVID-19.

#### Small, Medium-, and Micro-Enterprise COVID-19 Policy Support Database
- **March – May 2020**
- **Led by:** Promise Nduku
- **Team:** AndileMadonsela, Laurenz Langer, Nkululeko Tshabalala, Shona Putuka
- **Funded by:** International Development Research Centre and the William and Flora Hewlett Foundation through a grant to the Africa Evidence Network, under the umbrella of the Rapid & Responsive Evidence Partnership (RREP) grant to ACE

This rapid evidence synthesis response compiled an overview and brief on policy support option for Small-, Medium- and Micro-Enterprises during COVID-19. It was requested by the South African Department for Planning, Monitoring and Evaluation and the Department for Small Business Development.

#### COVID-19 government responses: A tracker of trackers
- **March – July 2020**
- **Led by:** Promise Nduku
- **Team:** Andile Madonsela, Laurenz Langer, Nkululeko Tshabalala, Shona Putuka
- **Funded by:** Department for Planning, Monitoring and Evaluation

This rapid evidence response compiled a tracker of policy response databases in request to support for the South African national Department for Planning, Monitoring and Evaluation’s COVID-19 response.
Evidence-informed decision-making during COVID-19
March – August 2020
Led by: Nasreen Jessani
Team: Linda Etale, Yvonne Erasmus
Funded by: The William and Flora Hewlett Foundation through a grant to the Africa Evidence Network

Via the Africa Evidence Network, our team curated new evidence, examples of evidence-use, and experiences of evidence-use on the African continent during COVID-19 to share with our and your networks throughout the region.

Participation in the COVID-19 Evidence Network to support Decision-Making (COVID-END)
March 2020 – ongoing
Led by: Laurenz Langer, Ruth Stewart
Team: Promise Nduku alongside over 50 international partners from around the world
Funded by: Unfunded

COVID-END is a time-limited network that brings together more than 50 of the world’s leading evidence-synthesis, technology-assessment and guideline-development groups around the world. It covers the full spectrum of the pandemic response, from public-health measures and clinical management to health-system arrangements and economic and social responses. It also covers the full spectrum of contexts where the pandemic response is playing out, including low-, middle- and high-income countries. Ruth Stewart and Laurenz Langer each play leadership roles within this consortium by co-chairing key working groups within COVID-END.

EVIDENCE 2020 ONLINE: the first fully virtual and free international conference on evidence-informed decision-making Africa
April – September 2020
Led by: Carina van Rooyen, Ruth Stewart, Siziwe Ngcwabe
Team: Andile Madonsela, Charity Chisoro, Laurenz Langer, Likhwa Ncube, Natalie Tannous, Nkululeko Tshabalala, Precious Motha, Promise Nduku
Funded by: The William and Flora Hewlett Foundation through a grant to the Africa Evidence Network

EVIDENCE 2020 ONLINE, the biennial in-person event of the Africa Evidence Network, was announced as going fully virtual in April 2020. In five months between the announcement and the event, the team planned, developed, and delivered an interactive, fully virtual, and participative event to over 400 registered delegates from around the world. To our knowledge, this event was the first of its kind in the evidence-informed decision-making space.

Webinars to support evidence-informed decision-making in the time of COVID-19
July – September 2020
Led by: Nasreen Jessani, Siziwe Ngcwabe
Team: Charity Chisoro, Likhwa Ncube, Precious Motha
Funded by: The William and Flora Hewlett Foundation through a grant to the Africa Evidence Network

We coordinated and hosted a series of webinars in 2020 for the evidence community across Africa to share experiences on the use of evidence to tackle issues in a wide range of sectors, including COVID-19.

ACE-3ie-GESI Evidence Synthesis Response service
April 2020 – ongoing
Led by: Laurenz Langer
Team: Partners at the International Initiative for Impact Evaluations and the Global Evidence Synthesis Initiative
Funded by: Unfunded

The International Initiative for Impact Evaluations, ACE, and the Global Evidence Synthesis Initiative launched an evidence synthesis response service in response to the COVID crisis. The service focuses on providing easy access to rigorous and timely syntheses to inform non-clinical COVID-19 responses in LMICs in the short and medium term.

July – November 2020
Led by: Ruth Stewart, Nicola Theunnissen (from Africa Check)
Team: Andile Mandonsela, Linda Etale, Irvine Manyukisa, Nkululeko Tshabalala, Yvonne Erasmus
Funded by: Konrad-Adenauer-Stiftung Media Programme for Sub-Sahara Africa (via Africa Check)

Working with Africa Check, we conducted rapid reviews of the evidence, a survey and interviews with WhatsApp users across Africa, as well as an analysis of misinformation reported to Africa Check since the start of the pandemic.

The second opportunity that ACE maximised was how to continue operating in a virtual, remote context using tools we were unfamiliar with in settings that were often not conducive to work. Like many people around the globe, ACE team members experienced dual challenge of trying to adapt to a completely new way of working – while we continued to work – and simultaneously trying to manage the overall mental and physical health effects of a stringent lockdown. So to support our greatest assets – our people – we implemented regular check-in meetings and an agile workplace wellbeing programme across our entire organisation.

Looking at where ACE is today, we can proudly say that we rose to the challenges presented by the COVID-19 pandemic and maximised the opportunities presented therein.
The teams within the ACE benefit from a diversity of expertise and academic backgrounds.

The common goal bringing all our people together is our collective dedication to making a difference to poverty and inequality through the use of evidence. Irrespective of the portfolio in which ACE team members’ core competencies lie, we work as a single group to advance to this shared goal.

The team members that carry out ACE’s daily work activities are supported by an extended network of people. These people include distinguished visiting professors, a committed advisory group, hard-working postgraduate students, dedicated research associates, and energetic interns. Each person that makes up this extended network of support shares ACE’s mission. Each person is one of our people.

TEAM MEMBERS IN 2020

Metoh Azunui  
Evidence capacities  
Evidence communities

Yvonne Erasmus  
Evidence communities

Linda Etale  
Evidence communities

Charity Chisoro  
Evidence communities

Christa Heyneke  
Operations

Laurenz Langer  
Art and science of using evidence; Evidence synthesis

Andile Mandomsela  
Evidence synthesis

Nasreen Jessani  
Evidence communities

Tanya Mdhalose  
Evidence synthesis

Irvine Manyukisa  
Evidence communities  
Evidence synthesis

Marcel Korth  
Operations

Aziza Modise  
Art and science of using evidence
Professor Sandy Oliver

Professor Sandy Oliver is a distinguished visiting professor at the Africa Centre for Evidence based at the Faculty of Humanities, University of Johannesburg.

She is Director of the Social Science Research Unit, and Deputy Director of the EPPI-Centre (Evidence for Policy and Practice Information and Coordinating Centre), at University College London (UCL) Institute of Education, London. For thirty years, her interests have focused on the interaction between researchers and people making decisions in their professional and personal lives. With this in mind she has been developing methods to collate knowledge from whole bodies of research – systematic reviews – not just single studies. Most recently this has been in the area of international health systems and development where she has conducted systematic reviews and built up a programme of support for research teams conducting reviews elsewhere. She is a member of the Board of the Campbell Collaboration, a Cochrane editor with their Consumers and Communication Review Group, and a member of the Centre for Excellence in Development Impact and Learning. She has been working with the UK Department for International Development, the Alliance for Health Policy and Systems Research at the World Health Organisation (WHO), and the Research, Evidence and Development Initiative (READ-It) to strengthen capacity in systematic reviewing in low- and middle-income countries.

Professor John Lavis

Professor John Lavis is a distinguished visiting professor at the Faculty of Humanities, University of Johannesburg.

He holds the Canada Research Chair in Evidence-Informed Health Systems. He is the Director of the McMaster Health Forum | Forum+; Co-Lead of Rapid-Improvement Support and Exchange (RISE), Co-Director of the World Health Organisation Collaborating Centre for Evidence-Informed Policy, and Professor in the Department of Health Evidence and Impact at McMaster University. John supports policymakers and stakeholders to harness research evidence, citizen values and stakeholder insights to strengthen health and social systems and get the right programs, services and products to the people who need them. He holds an MD from Queen’s University, an MSc from the London School of Economics, and a PhD from Harvard University. He is committed to helping policymakers and stakeholders to: 1) learn how to make decisions based on the best available research evidence; 2) find evidence through the McMaster Health Forum’s own products and the best available sources of pre-appraised, synthesised research evidence (including the Forum’s Health Systems Evidence, and Social Systems Evidence, and the Forum-supported and citizen-targeted McMaster Optimal Aging Portal); 3) spark action through stakeholder dialogues, citizen panels and more; 4) embed supports for evidence-informed decision-making, by institutionalising promising and proven approaches; and 5) evaluate innovations in supporting evidence-informed decision-making.
Professor Beryl Leach

Professor Beryl Leach is a Global Excellence and Stature (GES) Professor of Practice at the University of Johannesburg.

As a GES professor, she provides research and innovative leadership that supports UJ’s Fourth Industrial Revolution agenda. As an ACE senior advisor, she contributes to the delivery of ACE’s work, with a focus on advancing research and innovative practices to improve evidence-informed decision-making. She contributes 30 years of experience regionally and globally to support expanding ACE’s reach, impact, and institutional development. She has provided advice to the Vaccines for Africa initiative at UCT in the development of a new regional programme. She is the principal investigator on an ACE research project to develop a gender and equity index and other tools to improve gender- and equity-responsiveness in evidence appraisal and use in decision-making. She is currently the global technical lead for monitoring, learning and adaptation, and gender and equity in the United Kingdom’s Foreign, Commonwealth and Development Office-funded programme ‘Strengthening the use of Evidence for Development Impact in Ghana, Pakistan and Uganda’. She has a MSc in international public health (distinction) from the Liverpool School of Tropical Medicine.
ADVISORY COMMITTEE

The ACE advisory committee was formed in 2017. The members of the group were invited with a conscious awareness of reflecting different ACE stakeholders. As such, the group consists of three members from outside of Africa, three members from within wider Africa, three members from within South Africa, and one University of Johannesburg representative.

The members come from various sectors including academia, government, and civil society. The ACE advisory committee provides our senior management team with advice and guidance on our strategic direction, and on the design and implementation of ACE portfolios. Adapting our operations to the 2020 COVID-19 pandemic meant that we hosted a virtual meeting with our advisory committee members.

HARSHA DAYAL, South African National Department for Planning, Monitoring and Evaluation, South Africa
SHANIL HARICHARAN, Nelson Mandela School of Public Governance, South Africa
JOHN LAVIS, McMaster University, Canada
BERYL LEACH, International Initiative for Impact Evaluation, India
RHONA MJUMBI-DEVE, Makerere University, Uganda
KAMMILA NAIDOO, University of Johannesburg, South Africa
SANDY OLIVER, University College London, United Kingdom
ROSE ORONJE, African Institute for Development Policy, Kenya
JOSEPHINE WATERA, Parliament of Uganda, Uganda
TARYN YOUNG, Stellenbosch University, South Africa

RESEARCH ASSOCIATES

At ACE, we believe in breaking silos within research. Driven by this belief, we aim to nurture eclectic working relationships with researchers, civil servants, and private sector practitioners from all over the world. We do not limit ourselves to any specific sector or type of researcher. In 2020, we expanded the number of ACE research associates from six in 2019 to nine in 2020.

EKWARO OBUKU, Makerere University, Uganda
DESYREE LÖTTER, independent consultant, South Africa
MAPULA TSHANGELA, National Department of Environment, Forestry and Fisheries, South Africa
NEAL HADDAYAW, Stockholm Environment Institute, Sweden
SHANIL HARICHARAN, Nelson Mandela School of Public Governance, South Africa
HARSHA DAYAL, National Department for Planning, Monitoring and Evaluation, South Africa
CHRIS PENKIN, Digital Solution Foundry
YVONNE ERASMUS, Socio-Economic Rights Institute (SERI)
INGRID REINTEN, City of Johannesburg
POSTGRADUATE STUDENTS

Twenty-twenty was a difficult year for many students, including those whose postgraduate studies we supervise. Still, we were honoured to take on the supervision of two additional PhD candidates in 2020. Both new candidates are exploring different aspects of evidence-informed decision-making in African countries.

MASTERS STUDENTS

Nina Noyahi, co-supervised by Carina van Rooyen, MA Development Studies, UJ, Refugeeship as adaptation to a changing environment, ongoing.


INTERNS

Unable to welcome our usual cohort of McMaster University interns, ACE piloted a local intern programme, welcoming to the team Sthabile Ndlovu. Sthabile joined the ACE team from Damelin where she obtained a diploma in human resources. She joined the Operations portfolio as an office assistant. Because she did not gain much in-office experience during 2020 due to the national lockdown from COVID-19, Sthabile retained her internship into the following year.

DOCTORAL CANDIDATES


Suvania Naidoo, supervised by Carina van Rooyen, PhD Development Studies, UJ, Social constructions of water quality in the Blesbokspruit in the context of acid mine drainage and its treatment, ongoing.

Sebeka Plaatjie, supervised by Carina van Rooyen, PhD Development Studies, UJ, Contestations about the meaning of local economic development: A case of the Aerotropolis Project in the Ekurhuleni Metropolitan Municipality, revising following examination.

Luvuyo Jalisa, supervised by Laurenz Langer and Carina van Rooyen, PhD Development Studies, UJ, Understanding interventions that work in achieving developmental water management in South Africa, using systematic reviewing and interviews, ongoing.

Metoh Azuini, supervised by Carina van Rooyen and Laurenz Langer, PhD Development Studies, UJ, Implementation of climate change mitigation projects by local government: Learnings for the City of Johannesburg, ongoing.

Liya Woldemichael, supervised by Ruth Stewart, PhD Development Studies UJ, Evidence-informed policy-making in Ethiopia: Current status and future directions, ongoing.

Harsha Dayal, supervised by Ruth Stewart, PhD Development Studies UJ, Advancing knowledge brokering through coproduction for enhanced state capacity, ongoing.
Our work

The unique way in which ACE operates means that we have structured our work into four portfolios: the art and science of using evidence, evidence capacities, evidence communities, and evidence synthesis.

Projects may be owned by any one portfolio and may often draw expertise from any of the other portfolios. This ability to draw in expertise from different team members in any portfolio is one of ACE’s strengths. As one of our team remarked ‘it is in the overlap that the really exciting work takes place’. In 2020, ACE worked on a total of 28 new or ongoing projects.

THE ART AND SCIENCE OF USING EVIDENCE PORTFOLIO

The objective of art and science of using evidence portfolio is to research and review different elements of how best to support evidence-use. These elements include the practical experiences and tacit knowledge of people from across Africa; the research evidence about what interventions work for supporting evidence-use, how, and why; and the contexts in which evidence-informed decision-making takes place. This portfolio also includes monitoring and evaluating our own activities to ensure ACE’s work itself is evidence-informed. In 2020, this portfolio undertook four projects all of which were funded by donors external to the University of Johannesburg:


   **LED BY:** Ruth Stewart, Nicola Theunnissen (Africa Check)
   **TEAM:** Yvonne Erasmus, Linda Etale, Andile Mandomsela, Irvine Manyukisa, Nkululeko Tshabalala
   **DATES:** July 2020 – November 2020
   **FUNDED BY:** Konrad-Adenauer-Stiftung Media Programme for Sub-Sahara Africa (via Africa Check)

   Working with Africa Check, we conducted rapid reviews of the evidence, a survey, and interviews with WhatsApp users across Africa, as well as an analysis of misinformation reported to Africa Check since the start of the pandemic.

2. **History of the Africa Centre for Evidence and our contribution to evidence-informed decision-making in South Africa and across the continent**

   **LED BY:** Ruth Stewart
   **TEAM:** Aziza Modise
   **DATES:** March 2020 – ongoing
   **FUNDED BY:** University of Johannesburg Research Committee

   We are working to document the history of ACE’s work to support evidence-informed decision-making in South Africa and across the continent. In 2020, we had support from the University of Johannesburg’s University Research Committee to advance this work.
Measuring the impact of evidence-informed decision-making

**LED BY:** Nasreen Jessani and Ruth Stewart  
**TEAM:** Marcel Korth  
**DATES:** March 2020 – November 2020  
**FUNDED BY:** University of Johannesburg Research Committee

We conducted a scoping project to understand approaches for measuring evidence-informed decision-making activities and develop a preliminary Monitoring Evaluation and Learning framework for ACE.

Supporting the scoping of a Regional Scientific Hub (RSH) for vaccines in Africa

**LED BY:** Beryl Leach and Ruth Stewart  
**TEAM:** Linda Etale, Shona Putuka, Nkululeko Tshabalala  
**DATES:** March 2020 – October 2020  
**FUNDED BY:** University of Cape Town’s Vaccines for Africa team

We undertook quantitative and qualitative research to understand entities that are supporting evidence-informed decision-making on the African continent, as well as general technical input into the scope of the proposed hub.

EVIDENCE CAPACITIES PORTFOLIO

The evidence capacities portfolio is home to all of the postgraduate supervision that ACE team members undertake (see section entitled ‘Postgraduate students’). This portfolio also executed research two projects during 2020. The aim of the evidence capacities portfolio is to enhance the capacities of evidence ecosystems (sectoral, national, regional, and Africa-wide) to promote Africa’s transformational development.

The capacities for evidence production, evidence-use, and knowledge brokering are enhanced at three levels: individual, organisational, and systemic/institutional. Building capacities of individuals is mainly through training, mentorship, internships, offering accredited qualifications, and postgraduate supervision. Developing capacities at the organisational level, it is the aim of this portfolio to build relationships with partners to co-produce required evidence. Internally at the organizational level, ACE supports the professional development of our own team members. Lastly, we support evidence communities at the systematic level to not only learn from one another through working groups, communities of practice, and broader networks but also to institutionalise evidence-use across systems. All engagements under this portfolio are informed by a theory of change and ACE’s values, to build trusting long-lasting relationships through which we share capacities and learn together.

Postgraduate student support evidence map

**LED BY:** Carina van Rooyen  
**DATES:** Ongoing  
**FUNDED BY:** University of Johannesburg Innovation in Teaching fund

This project aims to develop an evidence base of effective postgraduate student support interventions that could be used to inform the design of our MA and short-learning programmes.
Development of short learning programmes

Providing the secretariat to the Africa Evidence Network

During the year, the evidence capacities team developed various short-learning programmes related to evidence-informed decision-making that would form the modules of a planned MA degree in evidence-informed decision-making. The short-learning programme ‘Practices of evidence-informed decision-making’ was approved within the University of Johannesburg, and exploration of an additional short-learning programme on monitoring and evaluation with a partner organisation was started also.

Training and capacity support looked very different in 2020 than it did the year before. In-person support sessions as we traditionally recognise them (workshops, lectures) were replaced with webinars, remote conferences, and online meetings. ACE draws across the team’s expertise to provide as wide a range of capacity support as possible, and to give up and coming team members experience in supporting capacity.

With the barriers of the expense of travelling and visa requirements removed, ACE team members redirected their efforts to support capacity development to online events or meetings after COVID-19 lockdown was implemented in South Africa. During 2020, ACE team members from different portfolios collectively supported 35 opportunities for training or capacity support. Details about what these training and capacity support opportunities can be found in our ‘Events’ section.

EVIDENCE COMMUNITIES PORTFOLIO

Relationships are central to effective evidence-informed decision-making. Within ACE, we have an entire portfolio of work dedicated to nurturing the relationships within communities to grow the evidence ecosystem in Africa and South Africa. In 2020, ACE coordinated two communities, each with their own projects and activities.

Providing the secretariat to the Africa Evidence Network

As the Secretariat for the AEN, ACE has worked towards fostering collaboration among those engaged in or supporting evidence-informed decision-making; increasing knowledge and understanding of evidence-informed decision-making; sharing capacities across the evidence-informed decision-making ecosystem and ensuring the Network’s own organisational excellence as a sustainable member-driven organisation. In addition to the regular advocacy activities of the Network, in 2020, the AEN secretariat conducted research to understand institutional capacity, demand, and opportunity for collaboration amongst EIDM organisations across the continent.

The secretariat also hosted the pan-African online event EVIDENCE 2020 ONLINE. The event saw participation from over 400 delegates from across the globe, 80% of which were from Africa. The event was well-received in a year when in-person events were impossible and achieved many of the AEN’s goals of fostering collaborations, further understanding of evidence-informed decision-making, and showcasing Africa’s contribution to the global evidence ecosystem.
Convening EVIDENCE 2020 ONLINE

LED BY: Nasreen Jessani, Siziwe Ngcwabe, Ruth Stewart
TEAM: Charity Chisoro, Yvonne Erasmus, Linda Etale, Laurenz Langer, Aziza Modise, Precious Motha, Likhwa Ncube, Natalie Tannous, Ruth Stewart, Carina van Rooyen
DATES: Ongoing
FUNDED BY: William and Flora Hewlett Foundation, CEDIL programme, University Research Committee

With the declaration of COVID-19 as a pandemic by the World Health Organisation, the ACE as the Africa Evidence Network secretariat had to pivot all its plans for what would have been EVIDENCE 2020 and begin preparing for what became EVIDENCE 2020 ONLINE. You can read the full report here reflecting on the event here. The fully online synchronous and asynchronous event drew 403 delegates from across the globe (321 of these delegates were from one of the 44 African countries represented). The event retained its initial two-part objective: to connect people who work in different areas of the evidence ecosystem in Africa and to share learning between people that may advance them closer to the ultimate objective of ending poverty. The event – as well as the activities leading up to the event – were coordinated around three work streams. These were: understanding the art and science of EIDM in Africa, enhancing evidence capacities, and making connections and building collaborations.

CEE Joburg is the South Africa centre of the Collaboration for Environmental Evidence (CEE). CEE is an open community of scientists and managers working towards a sustainable global environment and the conservation of biodiversity. As a team of experienced reviewers, CEE Joburg fulfills this mandate by offering support to environmental scientists, managers, and practitioners who wish to undertake or use systematic reviews.

EVIDENCE SYNTHESIS PORTFOLIO

The evidence synthesis team at ACE undertakes and supports rigorous and relevant evidence syntheses that are responsive to the needs and contexts of African decision-makers. ACE’s team members in the evidence synthesis portfolio also develop and refine technologies for evidence synthesis production suitable to African contexts. In 2020, the evidence synthesis team executed ten synthesis projects.

Coding support to global goods international development reviews

South African centre of the Collaboration for Environmental Evidence (CEE Joburg)

LED BY: Laurenz Langer, Nkululeko Tshabalala
TEAM: Andile Madonsela, Shona Putuka, Promise Nduku
DATES: Ongoing
FUNDED BY: International Initiative for Impact Evaluation (3ie)

This initiative is a long-standing collaboration between the ACE and 3ie synthesis teams to co-produce systematic reviews, evidence maps, and rapid responses. In 2020, we collaborated on a systematic review on social cohesion, an evidence gap map on food systems and nutrition, and a systematic review on women as agents of change.
The art and science of using evidence—an evidence map, synthesis, and evidence-informed guidelines for supporting the use of evidence in low-and middle-income countries (LMICs)

**NDP CHAPTER 10: PROMOTING HEALTH**

**LED BY:** Promise Nduku  
**TEAM:** Andile Madonsela, Promise Nduku, Nkululeko Tshabalala, Shona Putuka  
**DATES:** Ongoing  
**FUNDED BY:** United Kingdom’s Foreign, Commonwealth & Development Office via Oxford Policy Management as part of the Centre of Excellence for Development Impact and Learning (CEDIL) programme

This research project worked to identify what works in supporting evidence-informed policy-making in low- and middle-income countries (LMICs) and to develop evidence-informed guidelines for strengthening evidence-use in LMICs.

Small, Medium- and Micro-sized enterprise (SMME) COVID-19 policy support database

**NDP CHAPTER 11: SOCIAL PROTECTION**

**LED BY:** Promise Nduku  
**TEAM:** Laurenz Langer, Andile Madonsela, Nkululeko Tshabalala, Shona Putuka  
**DATES:** March 2020 – May 2020  
**FUNDED BY:** International Development Research Centre and the William and Flora Hewlett Foundation, under the RREP grant

This rapid evidence synthesis response compiled an overview and brief on policy support options for Small, Medium- and Micro-sized Enterprises during COVID-19. It was requested by the Department for Planning, Monitoring and Evaluation and the Department for Department of Small Business Development.

COVID-19 government responses: a tracker of trackers

**NDP CHAPTER 13: BUILDING A CAPABLE AND DEVELOPMENTAL STATE**

**LED BY:** Laurenz Langer  
**TEAM:** Andile Madonsela, Promise Nduku, Nkululeko Tshabalala, Shona Putuka  
**DATES:** Ongoing  
**FUNDED BY:** International Development Research Centre and the William and Flora Hewlett Foundation, under the RREP grant

This rapid evidence synthesis response compiled a tracker of policy response databases in response to a request to support for the South African Department of Planning, Monitoring and Evaluation COVID-19 response.

Urban agriculture programs on food security in low and middle-income countries: a systematic review update

**NDP CHAPTER 5: ENSURING ENVIRONMENTAL SUSTAINABILITY**

**LED BY:** Promise Nduku  
**TEAM:** Andile Madonsela, Promise Nduku, Nkululeko Tshabalala, Shona Putuka  
**DATES:** March 2020 – December 2020  
**FUNDED BY:** South African Department of Women, Youth and Persons with Disabilities

This project entailed the conceptualisation of a knowledge hub for the Department of Women, Youth and People with Disabilities (WYPD) to support evidence-based policy-making in the WYPD sector.
Living hub of COVID-19 knowledge hubs

The Living Hub of COVID-19 Knowledge Hubs aims to systematically collate all hubs of COVID-19-related knowledge into one platform, a one-stop-shop or hub of hubs. It allows users such as health and social systems decision-makers to rapidly identify the most relevant resources.

ACE-3ie-GESI evidence synthesis response

In partnership with the International Initiative for Impact Evaluation (3ie) and the Global Evidence Synthesis Initiative, ACE launched an Evidence Synthesis Response to the COVID-19 crisis that focused on providing easy access to rigorous and timely syntheses to inform non-clinical COVID-19 responses in low- and middle-income countries in the short- and medium-term.

Engaging stakeholders with evidence and uncertainty

The study explored stakeholder engagement models and their appropriate application with stakeholders who generate evidence and stakeholders who use evidence for making policy, management, and practice decisions.

South African environmental evidence map

The ACE evidence synthesis team are developing an evidence base as the foundation for a responsive evidence synthesis service to the South African national government Department of Environment, Forestry, and Fisheries (DEFF).
CROSS-PORTFOLIO PROJECTS

Many times, projects at ACE benefit from the expertise and experience of team members from different portfolios. ACE’s ability to draw on the expertise of a wide-range of professionals means the project outcomes we produce are fit for real-world purposes, include a complexity of perspectives, and are stifled to a solution from a single source. In 2020, ACE had four projects that were particularly good examples of how we work across, and not just within, our four portfolios. Read more about the details of the projects below.

Implementation of climate change mitigation in South Africa: A rapid evidence assessment
PORTOLIOS COLLABORATING: Evidence capacities & Evidence synthesis

LED BY: Carina van Rooyen
TEAM: Metoh Azunui
DATES: Ongoing
FUNDED BY: Unfunded

This project aims to be co-produced in partnership with policy-makers as a demand-driven Rapid Evidence Assessment of evidence on the implementation of climate change mitigation in South Africa.

Rapid and Responsive Evidence Partnership (RREP) (since renamed to PEERSS)
PORTOLIOS COLLABORATING: Evidence communities & Evidence synthesis

LED BY: Laurentz Langer, Ruth Stewart
TEAM: Andile Madonsela, Promise Nduku, Shona Putuka, Nkululeko Tshabalala, Carina van Rooyen
DATES: November 2018 – December 2022
FUNDED BY: International Development Research Centre and the William and Flora Hewlett Foundation

Building on their existing commitments to advance the timely and effective use of evidence in policy and decision-making, the William and Flora Hewlett Foundation and the International Development Research Centre (IDRC) have jointly increased their support to the Rapid and Responsive Evidence Partnership of teams in low- and middle-income countries. This partnership facilitates the use of evidence by policymakers and stakeholders to clarify priority development problems and causes, frame options to address them, and identify implementation considerations in Africa, Latin America and the Caribbean, and Asia. At ACE, various projects have been supported under the purview of this larger project, including the development of the South African Environmental Evidence Base and the support offered to the Department for Planning, Monitoring, and Evaluation for their COVID-19 response.
ACE’s role within the ‘Strengthening the Use of Evidence for Development Impact (SEDI)’ Consortia

PORTOLIOS COLLABORATING: Art and Science of evidence-use & Evidence synthesis

Participation in COVID-19 Evidence Network to support Decision-Making (COVID-END)

PORTOLIOS COLLABORATING: Evidence communities & Evidence synthesis

LED BY: Laurenz Langer, Ruth Stewart
TEAM: None
DATES: March 2020 – ongoing
FUNDED BY: Unfunded

COVID-END is a time-limited network that brings together more than 50 of the world’s leading evidence-synthesis, technology-assessment and guideline-development groups around the world. It covers the full spectrum of the pandemic response, from public-health measures and clinical management to health-system arrangements and economic and social responses. It also covers the full spectrum of contexts where the pandemic response is playing out, including low-, middle- and high-income countries. ACE’s participation in the Network from its inception has included leadership of working groups on the ‘Engaging’ WG and the ‘Accessing Evidence’ WG, and on the core oversight working group of chairs.

NDP CHAPTER 10: PROMOTING HEALTH

LED BY: Laurenz Langer, Ruth Stewart
TEAM: None
DATES: March 2020 – ongoing
FUNDED BY: Unfunded

SEDI was a Foreign, Commonwealth & Development Office-funded programme that worked to increase the use of evidence by policymakers in Uganda, Ghana and Pakistan, to contribute to more efficient and effective decision-making by partner governments.
Our interactions

ACE’s work reached diverse audiences in 2020.

We used different ways of reaching these various audiences. In addition to our team members attending events, some of our team also enjoyed a few media appearances in 2020 and we maintained our active engagement across all our social media platforms. Below, you will find information about each of these engagement mechanisms.

EVENTS

With the onset of the COVID-19 pandemic and associated lockdowns across the globe, many events took place in virtual space. Moving into the virtual world afforded members of the ACE team to participate in a whopping 66 conferences, webinars, high-level meetings, and online workshops throughout 2020. A few details about these events are available below. We’ve organised this list of events into different categories to describe what ACE set out to achieve at these different gatherings.

ACE advises

Read below about the various high-level meetings to which senior ACE team members have been invited in an advisory capacity.

1. **FEBRUARY:** Shared at the Blavatnik School of Government based at the Overseas Development Institute ‘Supporting evidence use and creation in government: reflections, insights, and ideas’.
3. **AUGUST:** Participated in the UC & ISC ROA experts meeting on African Platform for Science Advisors.
4. **OCTOBER:** Opened the international conference ‘Cynefin around the World’.

ACE discusses

This section captures the various webinars that ACE team members participated in as attendees.

1. **FEBRUARY:** Presented ‘The danger of single study: using evidence maps to inform policy-making in Africa’ at an Oxford University Department of Education seminar entitled.
2. **MARCH:** Participated in the South African Department of Planning, Monitoring, and Evaluation’s ‘Evidence in policymaking’ event.
3. **APRIL:** Presented a webinar for the Africa Evidence Network entitled ‘What do we know about impact evaluation capacity in Sub-Saharan Africa?’.
4. **MAY:** Attended the SAMEA EduCOVID TIG webinar.
5. **MAY:** Attended the International Association for Scientific Publications’ webinar entitled ‘Going digital: What we have learnt about online capacity development’.
6. **MAY:** Attended the ASSAf’s Presidential roundtable on ‘The future of universities in a post-COVID-19 world’ at the online event ‘Technology and the Future of Higher Education’.
7. **JULY:** Presented at Umalusi’s ‘Systems thinking and systematic review webinar’.
8. **JULY:** Attended the Centre for Evidence Based Health Care’s webinar entitled ‘Rapid review methods more challenging during COVID-19’.
9. **AUGUST:** Participated in the webinar entitled ‘Joint and co-badged qualifications as a means to continue innovative alliances with strategic partners during the ‘new normal’ and post COVID-19’, co-hosted by the Division for Internationalisation and the library at the University of Johannesburg.
10. **SEPTEMBER:** Participated in the University of Johannesburg’s webinar entitled ‘The how and why of the SLP’.
11. **SEPTEMBER:** Attended the Collaboration for Environmental Evidence’s webinar entitled ‘Evidence synthesis technology’.
12. **SEPTEMBER:** Participated in Universities South Africa’s event entitled ‘Unsettling paradigms in the faultlines of change: re-imagining a curriculum’.
13. **SEPTEMBER:** Attended the online conference of the Environmental Education Association of Southern Africa.
14. **SEPTEMBER:** Attended the South African National Department for Environment, Forestry and Fisheries’ annual ‘Research and Evidence Indaba’.

16. OCTOBER: Participated in a webinar hosted by the Centre for Learning on Evaluation and Results – Anglophone Africa entitled ‘Civil society evidence to improve sanitation services in Ghana (from the book Using evidence in policy and practice: lessons from Africa)’.

17. OCTOBER: Participated in ‘UP2U 2020 – Optimising the online experience’ hosted by the University of Johannesburg.

18. OCTOBER: Attended a webinar entitled ‘Developing generic theories of change as a basis for generating, accessing, and using evidence’ hosted by the Collaboration for Environmental Evidence.


ACE networks

In this section, you’ll find a list of conferences and launches that ACE team members participated in as either attendees or presenters.

1. FEBRUARY: Attended the launch of the International Initiative for Impact’s Evaluation Development Evidence Portal entitled ‘What is the state of evidence?’.


6. NOVEMBER: Facilitated a session at the Evidence Leaders in Africa conference, hosted by the African Academy of Sciences (AAS) and the African Institute for Development Policy (AFIDEP) hosted by the African Academy of Sciences and the African Institute for Development Policy.

ACE learns

Here, you can find information about the various training events that ACE team members participated in to enhance their own capacities.

1. FEBRUARY: Attended the Centre of Excellence for Development Impact and Learning (CEDIL) projects design clinic.

2. MAY: Participated at Contact North’s online event entitled ‘What are the Myths, Realities and Opportunities of Artificial Intelligence (AI) and Learning Analytics?’.

3. MAY: Participated in the Stanford Social Review’s webinar entitled ‘How to be the Chief Kindness Officer in volatile times’.

4. JULY: Attended the University of Johannesburg Dean for the Faculty of Engineering and the Built Environment’s webinar entitled ‘Towards a center for ecological intelligence’.

5. JULY: Attended KM4DEV’s online session entitled ‘Online collaboration, dialogue and interaction: What works in international development’.

6. JULY: Attended KM4DEV’s online session entitled ‘Conversational leadership’.

7. JULY: Attended the Centre for Evidence Based Health Care’s webinar entitled ‘Rapid review methods more challenging during COVID-19’.


9. SEPTEMBER: Attended the University of Cape Town’s 2020 Teaching and Learning Conference.

10. OCTOBER: Participated in the webinar entitled ‘Critical race perspectives on the use of research evidence’ hosted by the William T. Grant Foundation.
11. **THROUGHOUT THE YEAR:** All ACE staff undertook ‘Project management for development professionals’ short course.

ACE shares

This section of the report lists the various training events that ACE hosted or provided during 2020.

1. **FEBRUARY:** Presented ‘Evidence in policymaking’ for the Department for Planning, Monitoring and evaluation.

2. **FEBRUARY:** Internal evidence synthesis training provided to new research assistants.

3. **FEBRUARY:** Evidence mapping and rapid response services capacity-sharing with government personnel from the Department of Planning, Monitoring and Evaluation.

4. **JUNE:** Presented to the University of Johannesburg’s library team on ‘Why your stats matter: using stats for evidence-informed decision-making.

5. **JUNE:** Hosted an Africa Evidence Network webinar focused on ‘Spotlighting capacity enhancement activities, networks, and opportunities across EIDM organisations in Africa: an AEN study’.

6. **JULY:** Presented at a webinar entitled ‘The academic preparation programme’ hosted by the Centre for Academic Staff Development based at the University of Johannesburg.

7. **JULY:** Facilitated and attended the webinar for the Africa Evidence Network and Health Systems Global entitled ‘Evolving evidence, fake news, and emerging contexts: researchers at the nexus of EIDM for COVID-19’.

8. **JULY:** Attended the COVID-END partners’ meeting and presented ‘The living hub of COVID-19 knowledge hubs’.

9. **JULY:** Hosted a knowledge hub theory of change workshop for the Department for Women, Children and People with Disabilities.

10. **JULY:** Hosted a workshop entitled ‘Evidence mapping and outcome monitoring’ for the office of the Premier of the Eastern Cape.

11. **AUGUST:** Coordinated and chaired the Africa Evidence Network’s EVIDENCE 2020 ONLINE pre-event webinar entitled ‘Experiences around the ‘art’ and ‘science’ of evidence-use: stories from Africa’.

12. **SEPTEMBER:** Coordinated and chaired the Africa Evidence Network’s EVIDENCE 2020 ONLINE pre-event webinar entitled ‘Getting research into households (GRIH) through the eBASE family-centered evidence toolkit for disability’.

13. **SEPTEMBER:** Coordinated and chaired the Africa Evidence Network’s EVIDENCE 2020 ONLINE pre-event webinar entitled ‘We attain: using innovation and best practice to improve educational attainment in middle Africa’.

14. **SEPTEMBER:** Hosted the Africa Evidence Network’s biennial event EVIDENCE 2020 ONLINE.

15. **SEPTEMBER:** Coordinated and chaired the Africa Evidence Network’s EVIDENCE 2020 ONLINE pre-event webinar entitled ‘Replicable strategies for institutionalizing evidence-use: stories from Africa’.

16. **SEPTEMBER:** Coordinated and chaired the Africa Evidence Network’s EVIDENCE 2020 ONLINE pre-event webinar entitled ‘Exploring communities of practice for evidence-informed decision-making in Africa’.

17. **SEPTEMBER:** Hosted a consultative workshop on ‘The establishment of a knowledge hub’ for the Department for Women, Youth, People with Disability.

18. **OCTOBER:** Directed the programme of events at the Gauteng Department for Agriculture and Rural Development’s ‘Gauteng Environment Research Symposium’.

19. **OCTOBER:** Hosted a workshop entitled ‘Knowledge hub framework development’ for the Department for Women, Youth, People with Disability.

20. **OCTOBER:** Provided an introduction to evidence synthesis and evidence mapping for government personnel.

21. **OCTOBER:** Hosted a workshop on ‘The art and science of using evidence in Africa: an evidence map of what we know about supporting the use of evidence in African countries’ at EVIDENCE 2020 ONLINE.

22. **NOVEMBER:** Hosted the Africa Evidence Network’s biennial event EVIDENCE 2020 ONLINE.

23. **NOVEMBER:** Presented a panel entitled ‘The establishment of a knowledge hub’ at the Centre for Excellence in Development Impact and Learning webinar series.

24. **NOVEMBER:** Presented ‘Engaging stakeholders with evidence and uncertainty’ at the Centre for Excellence in Development Impact and Learning webinar series.

25. **DECEMBER:** Presented ‘What works, where and when: insights from evidence-use in South Africa’ at the Evidence for Policymakers Conference.

26. **DECEMBER:** Hosted a workshop entitled ‘Knowledge hub framework development’ for the Department for Women, Youth, People with Disability.
SOCIAL MEDIA

ACE maintains a public appearance on three different social media platforms: Twitter, LinkedIn, and YouTube.

The ACE communications team manages different projects’ public profiles using these platforms. On Twitter, our team manages profiles for the Africa Evidence Network (@Africa_Evidence), the South African centre for the Collaboration for Environmental Evidence (@CEEJoburg), and of course, the Africa Centre for Evidence (@ACE_UJ). The cumulative social media analytics for each account on each platform are reported below (as of 31 December 2020).

72,664
WEBSITE VIEWS

17,387
UNIQUE VISITORS ACROSS

www.africacentreforevidence.org
(21,469 website views & 2,354 unique visitors)

www.africaevidencenetwork.org
(51,195 website/page views & 15,033 unique visitor)

9 605
TWITTER FOLLOWERS ACROSS

@ACE_UJ (2,192)
@Africa_Evidence (6,650)
@CEEJoburg (763)

766
LINKEDIN ENGAGEMENTS ACROSS

Africa Centre for Evidence (358 views)
Africa Evidence Network (408 views)

485
YOUTUBE VIEWS ON

Africa Evidence Network channel

MEDIA ENGAGEMENT

Second to social media, the audience engagement platform most-used by ACE in 2020 was blog publishing.

During 2020, ACE team members wrote nine blogs; you can find their citations in the ‘Popular writing’ section of this report. ACE’s other media engagements included:

• A radio interview about what evidence-informed decision-making is with Stephen Grootes of SAfm Sunrise show;
• A policy response brief sharing with government colleagues the findings of the project on Small, Medium- and Micro-Enterprise COVID-19 Policy Support Database; and
• Three research reports that respectively share a rapid scoping review to assess models for knowledge hubs and repositories; a research study to explore institutional capacity, demand, and opportunity for collaboration with the Africa Evidence Network; and the mid-term review of the National Biodiversity Research and Evidence Strategy for 2015-2020.
• An opinion piece by ACE’s senior management team in The Thinker entitled ‘Evidence for decisions in the time of COVID-19: eyes on Africa’.
Our funding

ACE is grateful to all its funders.

As in previous years, the majority of ACE’s funding was received from grantees external to the University of Johannesburg. ACE had a total of seven funders in 2020, indicated below along with information about the cumulative value of the funding we received. The reporting of the rand and foreign currency values of ACE’s funding were calculated according to the exchange rate available via a Google search at the time of writing this annual report. Differences between reported and actual amounts are unintentional. This section reports the grants awarded to ACE during the year 2020 and does not reflect the value of grants that were awarded in earlier years and which were delivered during 2020.

UNITED KINGDOM’S FOREIGN, COMMONWEALTH & DEVELOPMENT OFFICE
United Kingdom’s Foreign, Commonwealth & Development Office, administered by Oxford Policy Management, funded ACE through three projects in 2020 to the total value of R3,708,473 (182600 GBP) as part of the Centre for Excellence in Development Impact and Learning (CEDIL) programme, the Strengthening Evidence Use for Development Impact (SEDI) project, and the project led by Professor Sandy Oliver on engaging stakeholders with evidence and uncertainty.

KONRAD-ADENAUER-STIFTUNG MEDIA PROGRAMME FOR SUB-SAHARA AFRICA
Konrad-Adenauer-Stiftung Media Programme for Sub-Saharan Africa (via Africa Check) funded ACE to the value of R374,500 to work on a project about health misinformation related to COVID-19.

INTERNATIONAL DEVELOPMENT RESEARCH CENTRE AND THE WILLIAM AND FLORA HEWLETT FOUNDATION
International Development Research Centre and the William and Flora Hewlett Foundation, under the umbrella of the Rapid & Responsive Evidence Partnership grant awarded ACE funds to the value of R263,577 (22,800 CAD).
SOUTH AFRICAN NATIONAL DEPARTMENT OF WOMEN, YOUTH AND PERSONS WITH DISABILITIES
South African National Department of Women, Youth and Persons with Disabilities (DWYPD) awarded ACE R398,150 to design and develop a gender knowledge hub for the department.

UNIVERSITY OF JOHANNESBURG
In addition to contributing the infrastructure for ACE to operate, the University of Johannesburg awarded ACE R1,508,800 in funding through the Teaching Innovation Fund, and the University Research Committee. This included R182,000 for a project exploring the intersection of evidence-informed decision-making, de-coloniality, and the fourth industrial revolution; R150,000 for measuring the impacts of supporting evidence-informed decision-making; R176,800 for updating a systematic review of the effectiveness of urban agriculture; and R1,000,000 for the upkeep of the centre.

THE UNIVERSITY OF CAPE TOWN’S VACCINES FOR AFRICA PROGRAMME
The University of Cape Town’s Vaccines for Africa programme provided ACE with a grant of R402,500 for research and design contributions in the development of a proposal for a Regional Scientific Hub for vaccines in Africa.
Our outputs

The following section details the range of outputs from ACE’s work done by team members and research associates.

ACADEMIC PUBLICATIONS
PUBLISHED BY ACE CORE STAFF


ACADEMIC PUBLICATIONS
PUBLISHED BY ACE RESEARCH ASSOCIATES


PROJECT REPORTS


PRESENTATIONS AND POSTERS


POPULAR WRITING

Haddaway N. 2020. 8 common problems with literature reviews and how to fix them. LSE Impact Blog. [Blog post]. Available at: https://blogs.lse.ac.uk/impactofsocialsciences/2020/10/19/8-common-problems-with-literature-reviews-and-how-to-fix-them/


Haddaway N. 1 November 2020. Eight common problems with literature reviews and how to fix them. [Blog]. The Conversation South Africa. Available at: https://theconversation.com/eight-common-problems-with-science-literature-reviews-and-how-to-fix-them-148544


