

**ENHANCING VISIBILITY AND ACCESSIBILITY OF PUBLIC ARCHIVES  
REPOSITORIES IN SOUTH AFRICA**

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## ABSTRACT

Despite the importance of the visibility and accessibility of public archives repositories, various scholars agreed that these repositories in eastern and southern Africa are not known to and are accessed by few people. This study utilised the concept of soft power as a framework to examine the visibility and accessibility of public archives repositories in South Africa with the view to suggest ways to enhance it. A quantitative approach, informed by post-positivist paradigm was employed, using questionnaires, interviews, content analysis and observation of landmarks to collect data. Public archives repositories in South Africa, Friends of Archives, legislation, annual reports, and landmarks were the universe of analysis whereas archivists working in public programming sections, deputy director of Friends of archives, 2012 to 2016 annual reports, archival legislation, social media links and the public display signage of the Limpopo, Mpumalanga, National Archives and Records Services of South Africa (NARSSA), National Film, Video and Sound Archives (NFVSA), served as a unit of analysis or source of information. The study revealed that collaboration with a good partner, especially civil society, was a key for successful public programming at the lowest cost. Whereas the KwaZulu-Natal, Mpumalanga and Western Cape landmarks are visible, the study found that NARSSA, NFVSA, Free State, Limpopo, Northern Cape, North-West and Eastern Cape archives repositories could not easily draw potential users to archives. Furthermore, only Northern Cape and Western Cape provincial archive are active on social media through their departments. The study recommended a visibility and accessibility framework that will provide a foundation and insight on how best public archives could develop and implement integrated and yet impactful public programming activities with less expenses.

**Keywords:** Accessibility, Archives, Leadership, National Archives, Outreach, Provincial Archives, Public Archives Repositories, Public Programming, Soft Power, South Africa, Visibility

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**DECLARATION**

I declare that **ENHANCING VISIBILITY AND ACCESSIBILITY OF PUBLIC ARCHIVES REPOSITORIES IN SOUTH AFRICA** is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

.....

**SIGNATURE**

**(MR NJ MUKWEVHO)**

.....

**DATE**

## CONTENTS

ABSTRACT.....	ii
ACKNOWLEDGEMENTS.....	iii
DECLARATION.....	iv
LIST OF TABLES.....	x
LIST OF FIGURES.....	xi
LIST OF ABBREVIATIONS AND ACRONYMS.....	xiii
Chapter One.....	14
Introduction and background of the study.....	14
1.1 Introduction.....	14
1.2 Background to the study.....	15
1.2.1 Conceptual setting.....	16
1.2.1.1 Visibility of public archives repositories.....	16
1.2.1.2 Accessibility of public archives repositories.....	20
1.2.1.3 The link between accessibility and visibility of archives.....	21
1.2.1.4 The use of concept of soft power as a framework in this study.....	25
1.2.2 Contextual setting-public archives repositories in South Africa.....	27
1.2.2.1 Historical development.....	27
1.2.2.2 Visibility programmes in NARSSA.....	30
1.2.2.3 Visibility programmes in provincial archives repositories.....	31
1.3 Purpose of the study.....	33
1.3.1 Problem statement.....	33
1.3.2 Objectives of the study.....	35
1.3.3 Questions of the study.....	35
1.4 Scope and delimitations of the study.....	35
1.5 Justification for the study.....	36
1.6 Definitions of key terms.....	37
1.7 Research methodology.....	42
1.7.1 Research paradigm.....	42
1.7.2 Research approach.....	43
1.7.3 Research design.....	43
1.7.4 Population and sampling.....	44
1.7.5 Data collection method.....	44
1.7.6 Data analysis.....	46
1.7.7 Validity and reliability.....	47
1.7.8 Research ethics.....	48
1.8 Organisation of dissertation.....	48

1.9	Summary .....	49
Chapter Two: .....		50
Conceptual framework and literature review .....		50
2.1	Introduction.....	50
2.2	Conceptual framework of the soft power.....	52
2.2.1	Historical development of soft power .....	53
2.2.2	Relationship between soft power and hard power .....	54
2.2.3	Source of soft power .....	57
2.2.4	Discussion of the conceptual framework of this study .....	61
2.3	Literature review .....	65
2.3.1	Cultural strategies to improve the image of archives.....	66
2.3.2	Leadership qualities required at all levels to ensure visibility of archives repositories .....	71
2.3.3	Educational programmes as interactive tools for public engagement .....	73
2.3.4	Adoption of social media as an innovative tool to promote archives.....	76
2.4	The knowledge gap.....	80
2.5	Summary .....	82
Chapter Three.....		84
Research methodology.....		84
3.1	Introduction .....	84
3.2	Research paradigm .....	86
3.2.1	Positivism.....	86
3.2.2	Interpretivism .....	86
3.2.3	Post-positivism.....	86
3.3	Research approaches .....	88
3.3.1	Quantitative approach .....	88
3.3.2	Research design.....	89
3.3.3	Population and sampling .....	91
3.3.3.1	Population of the study.....	91
3.3.3.2	Sampling of the study population .....	92
3.3.4	Data collection.....	96
3.3.4.1	Standard questionnaire .....	97
3.3.4.2	Interview.....	100
3.3.4.3	Observation .....	101
3.3.4.4	Content analysis .....	103
3.3.5	Data analysis .....	104
3.4	Validity and reliability .....	107
3.4.1	Validity.....	107

3.4.2	Reliability .....	108
3.5	Research ethics .....	109
3.6	Evaluation of methodology .....	110
3.7	Summary .....	111
Chapter Four .....		113
Data analysis and presentation.....		113
4.1	Introduction .....	113
4.2	Data analysis .....	113
4.2.1	Cultural strategies adopted to improve the image of archives.....	114
4.2.1.1	Legislation governing archives and records management in South Africa .....	114
4.2.1.2	Inclusion of public programming in strategic objective .....	117
4.2.1.3	Recognition of the importance of public programming in ensuring visibility of archival holdings .....	120
4.2.1.4	Involvement of public archives repositories in public programming activities from 2014-15 to 2015-16.....	125
4.2.1.5	Most important and effective public programming activities in promoting archives services to the public.....	137
4.2.1.6	Most attractive and interesting aspects of exhibitions.....	141
4.2.2	Leadership qualities required at all levels to ensure visibility of archives repositories .....	142
4.2.1.1	The leadership representation of the ideals, values, mission or vision of the public archives repositories.....	142
4.2.2.2	Knowledge of archives and records management as an important attribute for leadership .....	145
4.2.2.3	The attributes of the leadership of the public archives repositories .....	146
4.2.2.4	Collaboration with good partner as key for successful public programming.....	147
4.2.2.5	Existing partnership with other organisations that pursue the same goal.....	149
4.2.2.6	The message communicated increase knowledge and understanding of the content to the intended audience.....	152
4.2.3	Educational programmes as interactive tools for public engagement.....	153
4.2.3.1	Facilitation of student exchanges as the most powerful tool for public engagement .....	153
4.2.3.2	Recognition of the importance of education and training in promoting their archival holdings and services .....	154
4.2.3.3	The public archives repositories' involvement in the educational activities.....	155
4.2.4	Adoption of social media as an innovative tool to promote archives .....	158
4.2.4.1	Social media tool which the public archives repository selected as appropriate to engage users .....	158
4.2.4.2	Proactive development of a social media strategy by institution .....	164
4.2.4.3	The objectives or aims of adopting social media tool .....	164
4.2.4.4	Social media target audience .....	165

4.2.4.5	Measuring the success of activities on the social media platform.....	167
4.3	Summary.....	169
	Chapter Five.....	171
	Data interpretation and discussion.....	171
5.1	Introduction.....	171
5.2	Data interpretation.....	172
5.3.1	Cultural strategies adopted to improve the image of archives.....	173
5.3.1.1	Legislation governing archives and records management in South Africa.....	173
5.3.1.2	Inclusion of public programming in strategic objective.....	174
5.3.1.3	The importance of public programming in ensuring visibility of archival holdings .....	175
5.3.1.4	Involvement of public archives repositories in public programming activities from 2014-15 to 2015-16.....	177
5.3.1.5	Most important and effective public programming activities in promoting archives services to the public.....	178
5.3.1.6	Most attractive and interesting aspects of exhibitions.....	179
5.3.2	Leadership qualities required at all levels to ensure visibility of archives repositories .....	180
5.3.2.1	The leadership representation of the ideals, values, mission or vision of the public archives repositories.....	181
5.3.2.2	Knowledge of archives and records management as an important attribute for leadership of the public archives repositories.....	182
5.3.2.3	The attributes of the leadership of the public archives repositories.....	183
5.3.2.4	Collaboration with good partner as key for successful public programming.....	184
5.3.2.5	Existing partnership with other organisation that pursue same goal.....	185
5.3.2.6	The message communicated increase knowledge and understanding of the content to the intended audience.....	186
5.3.3	Educational programmes as interactive tools for public engagement.....	186
5.3.3.1	Facilitation of student exchanges as the most powerful tool for public engagement .....	187
5.3.3.2	Recognition of the importance of education and training in promoting their archival holdings and services.....	187
5.3.3.3	The public archives repositories' involvement in the educational activities.....	188
5.3.4	Adoption of social media as an innovative tool to promote archives.....	189
5.3.4.1	Social media tool public archives repository selected as appropriate to engage users.....	189
5.3.4.2	Proactive development of a social media strategy by institution.....	191
5.3.4.3	The objectives or aims of adopting social media tool.....	192
5.3.4.4	Social media target audience.....	193
5.3.4.5	Measuring the success of activities on the social media platform.....	193
5.4	Summary.....	194



Chapter Six.....	196
Conclusion and recommendations .....	196
6.1 Introduction .....	196
6.2 Conclusion.....	196
6.2.1 The identification of cultural strategies adopted to enhance visibility and accessibility of the public repositories in South Africa .....	197
6.2.2 The leadership qualities required at all levels to ensure visibility of archives repositories.....	200
6.2.3 Educational programmes as interactive tools for public engagement.....	202
6.2.4 Adoption of social media as an innovative tool to promote archive.....	203
6.3 Recommendations .....	205
6.3.1 Proposed visibility and accessibility framework .....	214
6.4 Explanation of the of the public archives visibility reporting template .....	224
6.5 Future research .....	226
6.6 Summary .....	229
References.....	231

## LIST OF TABLES

Table 1.1: Definitions of key terms.....	38
Table 2.1: The relationship between soft power and archival repository visibility programme.....	52
Table 2.2: Knowledge gap from the literature reviewed.....	82
Table 3.1: Employees in the institution and in public programming section.....	96
Table 3.2: Respondents and non-respondents to the survey.....	100
Table 3.3: Labelling of the respondents as per public archives institutions.....	107
Table 4.1: Legislation on archives and records management in South Africa.....	117
Table 4.2: The inclusion of public programming in strategic objectives.....	122
Table 4.3: Involvement of public archives repositories in public programming activities in the past two years.....	128
Table 4.4: Collaboration with good partner on archives and records management.....	151
Table 4.5: Training in archival techniques and professional and technical support in aid of archival activities.....	159
Table 4.6: Appropriate and effective social media platform to engage users.....	161
Table 4.7: Social media target audience.....	168
Table 6.1: Public archives visibility programme reporting template.....	227

## LIST OF FIGURES

Figure 1.1: Relationship between visibility and accessibility of archives.....	23
Figure 2.1: Conceptual framework of concept of soft power.....	63
Figure 3.1: Diagram representing research methodology.....	87
Figure 4.1: NARSSA display signage.....	124
Figure 4.2: NFVSA display signage.....	125
Figure 4.3: Limpopo provincial archives display signage.....	126
Figure 4.4: Performance information on the programme designed to promote archival holdings and services from 2012 to 2015.....	131
Figure 4.5: The most important and effective public programming activities in promoting the archives services to the public.....	141
Figure 4.6: The most attractive and interesting aspects of exhibition.....	143
Figure 4.7: The public archives leadership representation of the vision, mission and values of the organisation.....	146
Figure 4.8: The attributes of the leadership of the public archives repositories.....	149
Figure 4.9: The public archives repositories' involvement in the educational activities.....	158
Figure 4.10: The objectives or aims of adopting social media tool.....	167
Figure 4.11: Measuring the success of activities on the social media platform.....	170
Figure 6.1: Visibility and accessibility framework for the public archives repositories in South Africa.....	220

## LIST OF APPINDICES

Appendix A: E-mail sent to respondents.....	251
Appendix B: Survey questionnaire on public archives visibility programme.....	253
Appendix C: Friends of Archives Interview Schedule.....	262
Appendix D: Social media links to relevant departmental websites.....	264
Appendix E: Posts posted on twitter account of a department.....	267
Appendix F: Posts posted on Instagram of the department.....	269
Appendix G: Posts posted on Google+ of the department.....	270
Appendix H: Posts posted on WordPress of the department.....	272
Appendix I: Posts posted on Facebook of the department.....	274

## **LIST OF ABBREVIATIONS AND ACRONYMS**

AGSA	Auditor-General of South Africa
CIIM	Common In-group Identity Model
ESARBICA	East and Southern African Regional Branch of the International Council of Archives
MOU	Memorandum of Understanding
NARA	National Archives and Records Administration (USA)
NARSSA	National Archives and Records Service of South Africa
NFVSA	National Film, Video and Sound Archives
PAIA	Promotion of Access to Information Act (South Africa)
PDI	Previously Disadvantaged Individuals
POPI	Protection of Personal Information Act (South Africa)
PSI	Para-Social Interaction
UGT	Uses and Gratifications Theory
UNISA	University of South Africa
USA	United States of America
USB	Universal Serial Bus
VAPARI	Visibility and Accessibility of the Public Archives Repositories Index

## **Chapter One**

### **Introduction and background of the study**

#### **1.1 Introduction**

The importance of promoting and maintaining the visibility and accessibility of archival holdings to the public by archives repositories in the digital era cannot be overemphasised (Blais & Enns 1991:103; Maidabino 2010:1). As the world continues on its rapid pace of constant change (including the development of new technologies such as internet and social media), the distinctions between local and global organisations are disintegrating across the planet with the increasing sameness of product offering and services. This makes it increasingly difficult for archivists to point to local archival materials as having value, when there are several others available to access and use (Mason 2016:1). A survey of resource allocators in the USA in 1984 concluded that archives failed to win financial support over other institutions because of a lack of visibility within the archives repositories (Goerler 1991:379). In this regard, archives repositories must generate positive relationships with their stakeholders in order to ensure continued financial and professional support from their community (Chute 2000:33). In other words, archivists must seek ways to justify and validate their existence, including expanding their customer/user base as it is no longer enough to point out the value in the safekeeping of old documents, important papers, photos and genealogical records (Chute 2000:33; Mason 2016:1). For example, user groups need to know that:

- public archives materials have value, both to themselves and to the larger communities in which they participate and belong,
- archival materials are accessible and are relevant to what they do,
- the archivist is an important resource (Chute, 2000:33).

Public archives repositories, including those in East and Southern African Regional Branch of the International Council of Archives (ESARBICA) have failed to foster, among the population at large, an appreciation for the importance of archives in society and their relevance in individuals' daily lives. ESARBICA is a forum in which to share insights regarding the importance and usage of archives in society (Saurombe 2015:28). Despite the importance of the visibility and accessibility of public archives repositories, several scholars such as Ngoepe and Ngulube (2011:17), Saurombe (2015:149), Venson, Ngoepe and Ngulube (2014:63),

Archival platform (2015:131), Njobvu, Hamooya and Mwila (2012:244), Ngulube and Tafor (2006:73), Wessels (1997:112) as well as Ngoepe and Ngulube (2014:5) concur that archives repositories in eastern and southern Africa are unknown to and are accessed by few people. This situation must change if archives are to play a greater societal role and maintain their resource levels in severe economic times (Chute, 2000:33; Blais, 1995:15). With all the different resources (for example, financial, human, information resources) that are currently available, public archives repositories should develop a programme and fight for a piece of the market by increasing their visibility as much as possible (Mason, 2016:1; Saurombe, 2015:126; Morgan, 2010:20). This study utilised the concept of soft power as a framework with which to examine the visibility and accessibility of public archives repositories in South Africa with the view of suggesting ways to enhance it. In this study, soft power is defined as an appeal of one's ideas or ability to set the agenda, persuade and bring forth positive liking in order to attain a desired outcomes or change the preference of others. The concept of soft power and other terms is discussed in section 1.7 "definition of key terms".

## **1.2 Background to the study**

Visibility and accessibility of archives could be considered a component of user studies. Rhee (2015:30) refers to user studies as investigative activities which collects, analyses and interprets data on users and use with empirical research methods. Blais (1995:15) views user studies as a vehicle to address: the usage of archives; understanding the significance of that use; promoting increased use; emphasising use as means of garnering programme support; reach out to the research community as well as expanding the concept of reference service to the broader notion of research service or public service. Furthermore, according to Murambiwa and Ngulube (2011) in Katuu (2015:442), the adoption of the user-centred approach by public archives aimed to shift the attention from the archival material to current and potential users and their needs, thereby justifying the preservation of the records. In fact, user studies are usually limited to reference services, access and use, which is the primary function of archives (Turnbaugh 1986:27).

The concept of user studies and the research mission of the archives can be traced back to the 1980s in the South African context. Almost four decades after it first appeared in the library

profession (Senturk 2011:67; Rhee 2015:29). In the late eighties, Dearstyne (1987) in Senturk (2011:67) for example, noted that:

“...the research use of the material is one important basis of convincing appeals for program resources and support – an important consideration, since many of the nation’s archival programs are underdeveloped and underfunded”.

During that time, the archival profession was criticised for focusing more on short stories about user studies based on an archivist’s personal experience, which was unsystematic and illogical. Since then user studies have been considered an important tool for the scientifically sound collection of information about users and their use. This included individuals who use archival materials and institutions, what users need, how they locate archival materials, what kind of archival materials and access tools they prefer and how they use the gathered archival materials. Factors such as new research developments, new research interest and new technology contributed immensely in changing the nature of archival user studies (Rhee, 2015:29).

User studies in the field of archives management are linked to promoting increased usage of archival holdings and services, taking archives to the people and expanding the concept of reference service to the broader notion of research service or public service (Blais 1995:15). Therefore, the discussion of user studies in this study is based on the notion that the development and implementation of an effective visibility programme depends on prior identification of the users’ needs. As Nengomasha and Nyanga (2015:92) express, when devising visibility and outreach programmes, archivists are encouraged to focus on specific user groups, determine users’ needs and tailor programmes to meet those needs.

### **1.2.1 Conceptual setting**

This subsection discussed visibility and accessibility of public archives repositories in general.

#### **1.2.1.1 Visibility of public archives repositories**

Visibility of the archival repositories is necessary to ensure that they attract sufficient resources



and get a piece of market share to do the work they are mandated to do (Blais & Enns 1991:104; Miller 2012:46). Furthermore, visibility will ensure the increased use of archives, increased awareness of their importance to society and improve the image of archives (Miller 2012:46).

Treem and Leonardi (2012:150) explain visibility as the means, methods and opportunities for making new products and services known to the people. The purpose of visibility in the field of archives and records management is to provide information about institutions, resources and public programming opportunities to the public (Potter 2011:5). Any attempt to bring more people into publicly funded archives in order to achieve visibility would often help justify funding at existing levels of operation (Mason, 2011:1). As Melville and Malao (2005:31) note, archival repositories as public spaces, offer people of all ages access to a nation's culture and heritage. Therefore, it becomes imperative that public archives institutions develop methods and means that ensure that archival resources are known to the public and increase their usage as a result.

There are a number of benefits that flow from increased usage of archival resources. Firstly, the demand of archive resources as a result of archival programmes that connect archival records to the current needs (such as university study fees and land issue in South Africa) of those in powers and in the community would enable the deficiencies in the archival institutions to become more visible. As a result, it would contribute towards decision making in favour of more funding for archival institutions (Saurombe 2015:270). The above notion can be linked to Gracy's argument (president of the Society of American Archivists) in Jimerson (2014:47), that archivists should emphasise the current importance and usefulness of archival records. He further suggested archivists should redefine how they viewed their holdings and how they explained the value of archival records to others. For instance, by giving a new meaning of archives as records, organically related to an entity and systematically maintained because they contain information of continuing value, could change how archivists thought of their important responsibilities. This may also improve how the public view archives in society (Jimerson 2014:47).

Secondly, increased usage of archives helps to justify and validate the existence of archival repositories (Chute 2000:33; Venson, Ngoepe & Ngulube 2014:63). Lastly, increased usage may also help archivists uncover deficiencies in important areas of archival management, such as appraisal, description and preservation (Ngulube & Tafor 2006:73). Use is what the archives

are mainly intended to achieve (Harris 2000:24; International Council Archives 2012:1). If archives are not accessible and used, they serve no purpose, lack substance and become wastage of budget (Ngoepe & Ngulube 2011:5; Maphorisa & Jain 2013:172; Garaba 2016:73).

Therefore, the public archives repositories should reach out to other public places where citizens are found in significant numbers. In other words, it is important for public archives repositories to focus on the goal of education, collaboration and public programming even when facing financial difficulties (Saurombe 2015:271) insufficient staff and large backlogs (Chute 200:37). The reason is that public programming increases public awareness of the importance of archives (Melville & Malao 2005:31; Miller 2012:46), improve the image of archives, create space to support archives financially and ensure their continual existence, thereby promoting the visibility and use of archives (Garaba 2016:73; Miller 2012:46; Lester 2006:86).

This study defines public programming as a function performed by public archives to communicate and create awareness of archives to the member of the public, educate those who fund the programme and others on how to use archives through harmonisation of various activities with the aim of developing an effective and efficient archival service. The definition above can be linked to the purpose of the visibility of archives which is to make known public archive resources and public programming opportunities to the public (Potter 2011:5). Therefore, for the purpose of this study the researcher will refer to public programming or outreach as visibility programmes or projects.

Mason (2016:1) expresses that archives should develop and drive visibility projects on an on-going basis. The process should be clearly stated in archival mission statements, thereby making the process one that has short and long-term goals attached to it. Potter (2011:3) identifies factors to consider when designing visibility programmes as follows:

- For whom are we producing programmes?
- At what level of sophistication?
- In what formats can they be supplied to the largest number at the lowest cost?
- Might there be a good partner with whom to collaborate?

One of the goals of the Society of American Archivists is to educate archivists about the kind

of visibility programme activities necessary for taking archives to the people (Georler 1991:379). Such activities include: exhibitions, publications, websites, blogs, educational programmes, public lectures, historical slide presentations, study packages for schoolteachers and services to the public which include an introduction to genealogical research (Georler 1991:379; Blais 1995:20; Harris 2000:27; Van der Walt 2011:133; Potter, 2011:3). For example, initiatives designed to create awareness and promote the use of archives, such as exhibitions and the attractive content of publications, convey a strong image of the archival institutions, ensure people know about new products and attract users (Gregor 2001:vi; International Records Management Trust 1999:47). Mason (216:1) for example, indicates that archival finding aids could be used as exhibits. In addition, historical slide presentations (most archival collections include photographs or other materials that could be made into slides) are just one of many inexpensive activities that archivists have available for reaching out to the people (Georler 1991:379).

The use of social media, such as YouTube, Facebook or Twitter, has enormous potential to increase the visibility of collections positively and, in doing so, advocate the value of the archives' resources (Mason 2014:158). Social media in this study is defined as an internet-based and mobile technology that provides users a platform to create online communities, edit, share and evaluate knowledge and information in real time. The focus on social media does not represent cultural strategies to promote archival holding and services, but innovation in an area of visibility programming. As for an archival educational programme, the focus must be on providing opportunities to work with the records themselves, as the purpose is to initiate students to archival research and increase their understanding of the value of archival records (Blais 1995:20).

Leadership plays a major role in communicating the value of archives to the citizens. Kingsley (2012:138) argues that advocating for the archives, articulating the value they give to society and speaking for them within government, is considered to be one of the qualities of leadership in public archives repositories. Mittal and Elias (2015:59) define leadership as the ability to influence others as the direct result of the use of social power, which is the resources a person has available so that they can influence another person to do what that person would not have done otherwise. In this case, any person, regardless of the position they hold and organisation regardless of its size, can possess and demonstrate the qualities of leadership required to take public archives repository to the people (Fan 2008:7). In order to remain relevant in a changing

archival landscape, public archives repositories should take practical steps and aggressively advocate the value of archival resources for use by the people (Ngulube, Sibanda & Makoni 2013:136). Nonetheless, such initiatives should rather support than undermine core archival functions such as arrangement and description and preservation (Harris 2000:27; Tom 2016:1).

An effective visibility programme enables archival repositories to become dynamic and vibrant organisations, worthy of support and able to fulfil the current and future informational and cultural needs of both official supporters and the general public (Blais & Enns 1991:104; Chute 2000:34; Njobvu, Hamooya & Mwila 2012:241). Subsequently, archives repositories can no longer be perceived as protecting and preserving the archives only, but also as promoting the richness of hidden collections to the public who might be encouraged to use archives (Palmer & Stevenson 2011:1). In this regard, through a robust visibility programme, archival repositories can increasingly become visible and accessible to the people (Ngoepe & Ngulube 2011:6; Trace & Ovalle 2012:77; International Council of Archives 2012:9; Venson, Ngoepe & Ngulube 2014:47).

### **1.2.1.2 Accessibility of public archives repositories**

The long evolution of the concept of the citizen's right-to-know has redefined the principles of governance and transparency. The citizens' right to know has earlier been formalised in legislation, proclaiming the individual's right of access to information created and held by public institutions (Blais 1995:3). In the then Sweden-Finland state in 1766, the right of citizens to know was first formalised in legislation proclaiming the individual's right of access to official records (Mustonen 2006:4; Wamukoya 2012:119). In France "the Declaration of Archival Right of Man, 'Archival Act of 1794'" (known as French Legacy) made accessibility an essential function of modern archival institutions (Maidabino 2010:3, Ngulube, Sibanda & Makoni 2013:136). The United States' Freedom of Information Act, first passed in 1966, inspired many countries to adopt similar laws (Blais 1995:3).

In South Africa, the Constitution of the Republic of South Africa of 1996 guarantees the right of access to information and, together with section 32(2) of the Constitution, parliament enacted the Promotion of Access to Information Act (PAIA) to give effect to the right of access to information (The United Nations Educational, Scientific and Cultural Organization,

2011:11; Arko-Cobbah 2008:184; Sebina 2009:149; Archival Platform 2015:123). In addition, the right of access to information held by public bodies is also given effect by the National Archives and Records Services of South Africa Act and other legislations (Archival Platform 2015:123). The International Council of Archives (2012:5) principles of access to archives provided an external baseline against which government can assess existing access laws and public archives repositories can review their access policies if required. When taken together, both PAIA and the National Archives and Records Services of South Africa Act have created viable, variable and comprehensive access to the information framework in South Africa (Sebina 2009:152).

However, public archives are required to act within the limitations on access to information imposed by relevant legislation such as Protection of State Information Bill (2013), Protection of Personal Information Act (PoPI) and other legislation in South Africa (Wamukoya 2012:122; Archival Platform 2014:124; Nengomasha & Nyanga 2015:88). Furthermore, restrictions placed upon access to archival materials by donors and access denied due to the poor conditions of the archives materials, led to resentment by researchers towards the archives (Nengomasha & Nyanga 2015:91). Rhee (2015:33) identified access problems in archival institutions such as geographic limits, political or governmental restrictions, lack of finding aids, copyright issues and problems with difficult-to-use formats. Besides, public archival institutions are expected to promote the right of the citizens to access records and other information in their repositories (Ngulube & Tafor 2006:76). It is clear from the above legislation that access to information has been regulated and reflects its importance for human survival in society. There is a link between accessibility and visibility of archives.

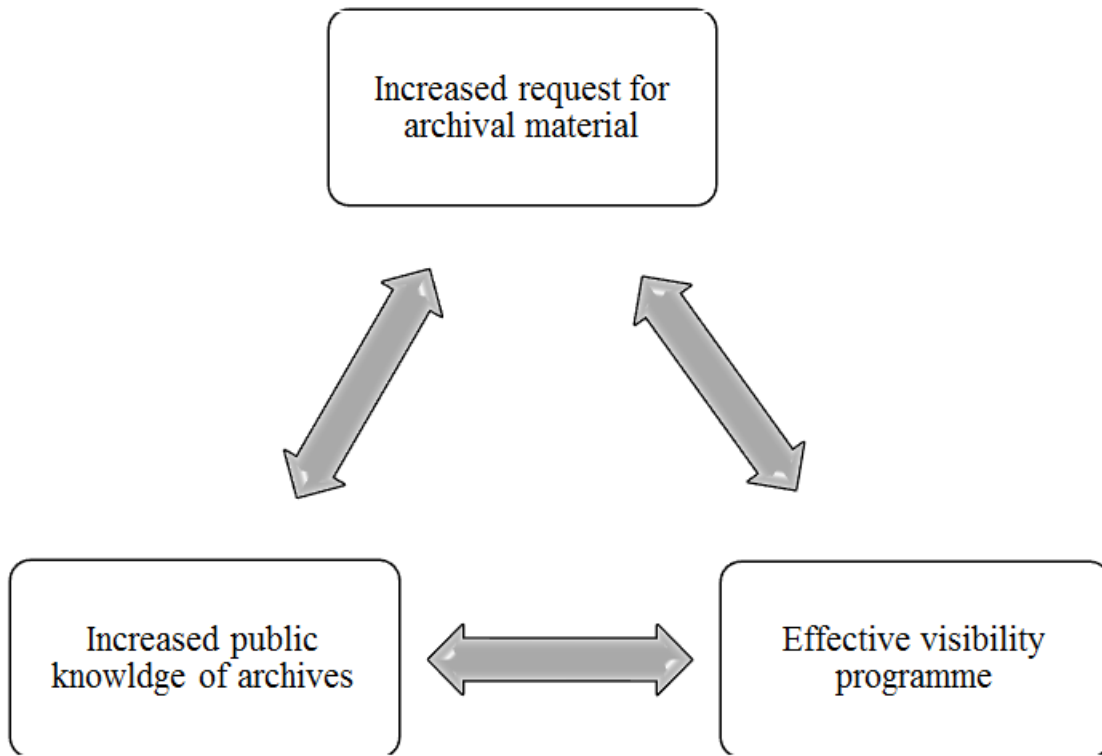
### **1.2.1.3 The link between accessibility and visibility of archives**

Visibility programmes are designed to make the public aware of the function, mission of archives and some fundamental familiarity with the material they hold (Blais 1995:20). Mason (2016:1) emphasises that activities to enhance visibility teach people of archives as places where they can access and use information. In other words, people become more knowledgeable and appreciate the archives work in general and of the institution in particular (Blais, 1995:19).

The assumption is that once a number of people become knowledgeable about archives and their values to human development, it is likely that they will become more curious and think of visiting or requesting archival resources. Their needs profile will enable archival institutions to evaluate and improve visibility programmes to ensure their services and systems meet users' needs (Garaba 2016:75). Figure 1.1 illustrates this thinking.

Katuu (2015:443) considers visibility programmes and outreach to constitute user studies, user education, exhibition programmes and publications programmes. Unlike Katuu's (2015:443) illustration which considers user studies a component of visibility programmes, this study considers visibility projects as a component of user studies. In order to be effective and efficient, one needs to identify the users' needs before one can think of developing a visibility programme. As Mason (2016:1), Saurombe (2015:26) and Ngoepe and Ngulube (2011:12) advised, archivists need to study their users (identify user community and client base) and devise a means or visibility programme to reach out to them. In addition, Maphorisa and Jain (2013:178) recommended that archival repositories should utilise user studies for identification of both its current and potential customers. Subsequently, they should conduct user needs assessment for their targeted audience, then segment them according to their similarity which will allow them to offer services and programmes specifically designed for information needs of the targeted audience.

Nengomasha and Nyanga (2015:92) also argue that knowledge about information needs and behaviour of most type of users, impacts on visibility programmes and other decisions to make archives more accessible to users. In that regard, the identification of the user community and client base is central to the planning of any visibility programme. As Miller (2012:46) expresses, when devising visibility and outreach programmes, archivists are encouraged to focus on specific user groups, determine user needs and tailor programmes to meet those needs.



**Figure 1.1: Relationship between visibility and accessibility of archives**

Figure 1.1 can be explained as follows:

- Visibility programmes are designed after identification of current and potential users' needs of an institution.
- Effective visibility programmes have the potential to increase public knowledge of archives and its importance.
- When the majority of people know and understand the value archives give to society, chances are people want to access and use the archival materials that best demonstrate their usefulness to society.
- Users' needs of archives assist the archives institution to review and improve their visibility programme and be supported in many ways.

Mason (2016:1) states "that in a democratic, information-based society, there exists a basic social right to equitable and free access to archival services, and archives must restructure their services to respond to this right". Blais (1995:23) identified three main principles under which user may gain access to archival records:

- Archives must be committed to equal terms of access.
- Access conditions must be clear to all concerned (i.e. the disclosure of older records containing information of a highly sensitive nature, 20 year old records

made accessible to public the assumption being that over time records become less sensitive).

- The citizens' rights to privacy should be strictly adhered to.

However, public archives are required to act within the limitations on access to information imposed by legislation such as Protection of State Information Bill (2013), and other legislation in South Africa (Wamukuya 2012:122; Archival Platform 2014:124). Public archival institutions are expected to promote the right of the citizens to access records and other information in their repositories (Ngulube & Tafor 2006:76). Promoting access to archival materials is recognised as the most basic element of a service-oriented society (Blais & Enns 1991:109; Maidabino 2010:3; Blais & Enns 1991:102; Society of American Archivists 2005:33; Kingsley 2012:137; Ngulube, Sibanda & Makoni 2013:136).

It is necessary to explain the term accessibility. The study defines accessibility as the characteristic or right of citizens to easily access public archives with minimum barriers, which is the ultimate goal of any archive policy. This definition does not refer to providing access to individuals with disabilities. Detailed explanation of the term accessibility is discussed in section 1.7 "definitions of key terms". Citizens are morally and legally allowed to access archival material to protect their right. At the same time, public archives repositories have the responsibility to make their archival resources available and accessible to the general public.

Various authors identified a number of benefits that flow from access to public archives. For example, according to Arko-Cobbah (2008:181), International Council on Archives (2012:8), Wamukoya (2012:121) and Ngulube, Sibanda and Makoni (2013:135), accessible public archives: enhance an institution's image; generate knowledge and understanding; enhance citizen participation in decision-making; facilitate research and education; enhance service delivery to citizens and other stakeholders; promote the exchange of ideas and economic growth as well as foster accountability and promote transparency and justice. Nonetheless, this will depend on the quality of data or information being made available to citizens and the quality of records used for decision-making (Wamukoya 2012:121). Without the freedom of access to information, the principle that everyone in a society is equally important and influential comes to nothing (Arko-Cobbah 2008:181).

Despite all efforts to promote archival holdings through various programmes as indicated



above, public archives repositories in South Africa and other sub-Saharan countries remained invisible and inaccessible (Kamatula, Mkeni-Saurombe & Mosweu 2013:114). For instance, Ngoepe and Ngulube (2011:17) conducted a study assessing the extent to which the National Archives and Records Service of South Africa (NARSSA) have fulfilled its mandate of taking the archives to the people. All their research participants indicated that NARSSA was not visible to the people and the members of the public were unaware of its existence. Venson, Ngoepe and Ngulube (2014:49) studied the role of public archives in national development in selected countries of the Eastern and Southern Africa Regional Branches of the International Council on Archives (ESARBICA). Their study revealed that, in South Africa and other ESARBICA countries, public archives repositories were not considered important and were not well known in the public, owing to social invisibility and a misunderstanding of the purpose of archives among ordinary people. More recently, in an analysis of South Africa's national archival system in 2014, Archival Platform (2015:131) concluded that public archival repositories failed to fulfil the mandate to make records accessible to the public, with a few exceptions. The question was then how public archives repositories could enhance visibility and accessibility of their archival holdings?

In view of the above, it becomes imperative for public archives repositories to develop a new approach and method to ensure visibility and open archives (Ketelaar, 1995:456). Visibility programmes are one of the functions and objects supporting the most important aim of the public archives repositories in South Africa (National Archives and Records Services of South Africa 2014:5; Van der Walt 2011:121). Therefore, it is important that this research be conducted to ensure that the challenge of ineffective visibility programmes can be identified and overcome.

#### **1.2.1.4 The use of concept of soft power as a framework in this study**

In order to provide a better explanation about increasing public knowledge and the use of archival material, this study used the concept of soft power as framework. The concept of soft power can be associated with visibility a programme which is key in influencing people in order to change their attitudes and behaviour (Garaba, 2016:74). With regard to the framework, soft power serves as a network or “a plane” of interlinked concepts or a related group of ideas, which together provide a comprehensive understanding of the phenomenon of study (Jabareen

2009:51; Ivy 2015:145). In addition, utilised as a mirror to check whether the findings agree with framework where discrepancies exist, a question is asked as to whether or not the framework can be used to explain them, once data is collected and analysed (Imenda 2014:188).

The qualities of soft power include being less expensive, attractive to people and legitimacy provide insight and better understanding of issues affecting visibility and accessibility of public archives. The researcher is convinced that these could be addressed such as statistics showing a continuously lower percentage of archival material being used (Chute, 2000:37; Onyancha, Mokwatlo & Mnkeni-Saurombe 2013:92; Maphorisa & Jain 2013:172); leaner budget for public engagement activities (Bountouri & Giannakopoulos 2014:511; Crymble 2010:126) and visibility programmes being perceived as of minor importance (van der Walt, 2011:118). As a result, they would provide opportunity for public archives repositories to develop and implement effective visibility programmes.

Furthermore, in order to build a conceptual framework, methods such as thematic analysis, conceptual analysis aimed at assessing the occurrence and presence of certain words, phrases, themes or constructs and concepts within a given text is used (Jabareen 2009:52). Themes generated from this assessment can be used to develop framework and group together literature in themes. In that regard such themes include identification of strategy adopted by public archives repositories to increase public knowledge of archives, leadership, adoption of new technology as well as educational programmes as framework to guide this research project.

The focus on social media in this study does not represent cultural strategies to promote archival holdings and services as such, but innovation in an area of visibility programming. With leadership, any person, regardless of the position they hold, and any organisation, regardless of its size, can possess and demonstrate qualities of leadership required to take archives to the people. More information on the proposed framework is discussed in Chapter Two.

The national archives repository and nine provincial archives repositories positioned in the national Department of Arts and Culture and relevant provincial departments are the population of this study. The decentralisation of archives services into ten individual institutions was established in terms of Schedule 5 of the Constitution of the Republic of South Africa, 1996

(Ngoepe 2014:2; Archival Platform 2015:53; Bopape 2015:1; Sulej 2014:21). On one hand, the National Archives and Records Services of South Africa Act, 43 of 1996, was promulgated. On the other hand, despite the provision of Schedule 5 of the Constitution for provinces to enact their own archival legislation, of all nine provinces North West is without legislation on archives and records services. An analysis of legislation governing archives and records services in South Africa will be provided in Chapter Four of this study. The focus of the research is archives services and not on library services, even though some institutions blend these two institutions. In other words, the public archives repositories are the context in which this study is based.

## **1.2.2 Contextual setting-public archives repositories in South Africa**

The historical development of public archives repositories in South Africa in general, national and provincial archives services in particular with special focus on their visibility projects are discussed in the following section.

### **1.2.2.1 Historical development**

The history of the public archives repositories in South Africa can be traced back to the legislative and administrative mechanisms that regulated colonial rule. In 1876, a centralised public archives operated until late 1970 when archives were established by newly declared homelands governments. During that era, extensive public and non-public records were generated and kept by missionaries and scholars (Archival Platform 2014:20). Because archives were generated and used by erudite and elite groups of people, public archives repositories were then perceived to be representing the interests of the powerful groups in society. The reason is that public archives repositories often gave the stories of these groups a privileged place and failed to listen to the voices of Previously Disadvantaged Individuals (PDIs). The PDI is a South African citizen who, due to the apartheid policy that was in place, had no voting rights in the national elections prior to the introduction of the Constitution of the Republic of South Africa, 1983 (Act No. 100 of 1983) or the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) (“the interim Constitution”), and/or who is a woman and/or who has a disability (Ibrahim, 2008:65). The origin of the term can be traced back in

1995. As Blumenthal (2010:1) pointed out that the term PDI was incepted in 1995 into a vocabulary of the South African legislative framework. Understanding this context will help in recommending visibility programmes that effectively ensure the need of this group are addressed in a balanced manner so that their rights and privileges are restored through access to the wealth of the archival materials.

South Africa had a unified system of public records administration since its creation in terms of the first archival legislation in 1922, within which physical decentralisation at provincial level was accommodated. In that era, public archives serve as a function in the Ministry of Interior under the control of a Chief Archivist (Ngoepe & Jiyane 2015:67; Archival Platform 2015:21).

In 1948, the National Party won the election and introduced nationalist policies (apartheid) that ushered in the carefully planned effort to separate and segregate non-white South Africans from the smaller, white population. Notable examples of early legislation that underpinned apartheid included the Population Registration Act that classified people into three 'races'. The inaugurated apartheid government retained the colonial style of centralised administration of archives (Archives Direct, 2016:1). The Archives Act No. 22 of 1953 strengthens the apartheid bureaucratic hold over South African society as it retained the centralised colonial structure by extending the powers of the Chief Archivist in terms of the managing and disposal of public records. For example, the archives repositories of the four provinces at that time were centrally controlled by State Archives Service (Sulej 2014:19). However, public archives had not remained under the Department of Interior. In that regard, after the Public Service Commission's inquiry, the apartheid government considered archives educational and cultural resources and transferred responsibility of public archives to the Department of Education, Arts and Culture (Archival Platform 2015:21).

In 1951, the Bantu Authorities Act laid the foundation for legal powers to forcibly remove black people into designated 'homelands' and refused to recognise black Africans as citizens. For instance, any previous rights for individuals to vote were removed and it was made illegal for a black African to enter the country without a work pass. In October 1976, Transkei became the first homeland to be declared independent, with Bophuthatswana following suit in 1977 and Venda in 1979 (Archives Direct 2016:1). After black people were separated from the white population into homelands, the designated homelands established limited archives services

such as own legislation and repositories until 1994 when homelands were disbanded and merged into the new democratic South Africa (Archival Platform 2015:22). Furthermore, the apartheid segregation policy created systematic barriers to accessing to information by alienating most South Africans from archives (Harris, 2000:27). Sulej (2014:18) expresses that access to archives during that time was exclusively for whites, completely excluding black South Africans from the process as it was considered a privilege and not a right for the majority of people. That was evident, for example, in 1996 when over 90% of the users of archival services in South Africa were white genealogists, academics and researchers with few previously disadvantaged people (Ngulube & Tafor 2006:73; Ngoepe & Ngulube 2011:4; Sulej 2014:19).

In 1994, the first democratically elected government came into power. One of the achievements of the elected government then was the adoption of world respected Constitution of the Republic of South Africa of 1996. The Constitution of 1996 changed the centralised structure of government into interdependent spheres of government, that is: national, provincial and local. The abovementioned Constitution guarantees and provides an equal and democratic right to access of information to every citizen of the nation-state without discrimination (Sulej 2014:19). However, the destruction of many archival records by the apartheid government had a great impact on social memory and a large number of records documenting the struggle against apartheid (Sulej 2014:20).

Furthermore, the regulation of public archives repositories was established in terms of the same Constitution which changed the South African archival landscape from being a centralised service into ten individual institutions, that is: the NARSSA, nine provincial archives and records management services positioned in the provincial Departments of Sport, Arts and Culture (Archival Platform 2015:53; Bopape 2015:1, Ngoepe & Jiyane 2015:68; Sulej 2014:19). In other words, the National Archives of South Africa Act No. 43 of 1996 sounded a death knell for archival legislation shaped by apartheid system and marked the beginning of a new phase of managing public archives. The NARSSA and provincial archives services hold rich collections of public and non-public resources (Wessels 1997:113; Archival Platform 2015:21). Besides the majority of the general public are still not fully aware of their rights and do not know how to exercise them to their own advantage (Sulej 2014:19).

The need to utilise all the country's resources in addressing the huge inequalities and

imbalances inherited from apartheid become a necessity (Harris, 2000:27). In that regard, people's archives programmes become necessary to ensure that the PDIs are empowered and treated as equals by the archives services in collaboration with other relevant organisations (Andor, 1997:2). As Ketelaar (1995:456) along with Ngulube and Tafor (2006:74) argued, making our archives into the archives of the people, by the people, for the people is possible only when we know our people, listen to our people and serve our people.

The above statement can be linked with the debate generated on use, availability and access to public records including the first attempts of taking archives to people (Sulej 2014:21). NARSSA and provincial archives and their people's archive programme are discussed below.

#### **1.2.2.2 Visibility programmes in NARSSA**

The National Archives and Records Services of South Africa Act, No. 43 of 1996, established NARSSA. The abovementioned Act gave NARSSA a mandate to make public and non-public records accessible and to promote their use (Archival Platform 2015:124). The same Act established a National Archives Advisory Council which advised the national archivist on promoting an awareness of archives and records management, among other objects and functions of public archives repositories (Archival Platform 2015:56; Ngoepe & Jiyane 2015:68).

In terms of section 7 (4) (a) of the Legal Deposit Act, No. 54 of 1997, the National Film, Video and Sound Archives (NFVSA) is an official publications depository that serves as a centre for promoting public awareness of and access to national heritage material held by government and other institutions to the public. NFVSA is one of the centres of NARSSA and had been run by the head of an official publication depository. Its activity is co-ordinated by the Legal Deposit Committee (Legal Deposit Act No. 54 of 1997; Sulej 2014:22).

In addition to having the power to authorise the disposal of records, the power to approve file plans and perform inspection on records of the public institutions (National Archives and Records Services of South Africa Act, No. 43 of 1996; Harris 2000:35), the national archivist is obliged to focus on designing people's archives programmes to ensure that the voiceless are empowered, treated as equals and to make known their archival holdings and services (Andor

1997:2; Harris 2000:26; Ngoepe & Ngulube 2011:8; Archival Platform 2015:125). Without public involvement and interest, generated in part through effective peoples programmes (explaining to the public what an organisation does so that they will understand and approve of it), public archives will become irrelevant and insolvent or disappear (Blais & Enns 1991:104; Chute 2000:37). The following subsection discusses the NARSSA people's archives programme.

As part of visibility projects, NARSSA initiated the Friends of Archives, which attracted thousands of supporters across the country in the 2012-13 financial year (Archival Platform, 2015:129). In the same year under review, NARSSA further: launched five outreach programmes; celebrated National Archives Week; International Archives Day; participated in four film festivals and five exhibitions displayed as well as guided visits of various social group such as students and school learners (Archival Platform, 2015:126; Sulej 2014:26). NARSSA also targets public holidays such as Heritage Day in order to exhibit its unique collections to the people while PDIs are targeted in NARSSA people's archive programmes (Ngoepe & Ngulube 2011:10).

It was clear that the NARSSA was attempting to bring archives back to the people, even though its effectiveness could be questioned. As Sulej (2014:25) notes, despite those few successful projects oriented towards improving the access to archives in South Africa, there are still many present and future challenges faced by NARSSA. However, some scholars believe that the decentralisation of archives could be a vehicle to achieve that. For instance, Ketelaar (1992:7) and Murambiwa and Ngulube (2011:90) state that archives could be brought back to the people by bringing archival services and their holdings at regional and provincial level.

### **1.2.2.3 Visibility programmes in provincial archives repositories**

In terms of Schedule 5 of the Constitution of the Republic of South Africa, archives other than national archives are a functional area of exclusive provincial competence positioned in the provincial Departments of Sport, Arts and Culture (Archival Platform 2015:53; Bopape, 2015:1; Ngoepe & Jiyane 2015:68). By virtue of this provision, each province should promulgate its own Act on archives and records services, as well as establish and maintain its

own archival infrastructure (Ngoepe & Keakopa 2011:152V). To this end, the Provincial Legislature of Mpumalanga enacted the Mpumalanga Archives Act, 1998; the Free State provincial legislature enacted the Free State Provincial Archives Act, 1999; The Legislature of Northern Province (currently Limpopo Province) passed the Northern Province Archives Act, 2001; the Legislature of the Province of the Eastern Cape enacted the Provincial Archives and Records Service Act, 2003; the Provincial Parliament of the Western Cape promulgated the Provincial Archives and Records Service of the Western Cape Act, 2005; Provincial Legislature of the Province of KwaZulu-Natal enacted KwaZulu-Natal Archives and Records Service Act, 2011; the Provincial Legislature of the Gauteng province passed the Gauteng Provincial Archives and Records Services Act, 2013 and the Provincial Legislature of Northern Cape Province promulgated the Northern Cape Provincial Archives Act, 2013. Of all nine provinces, North-West does not have its own Act on archives and records services (Ngoepe & Keakopa 2011:153; Ngoepe, 2016:2).

Provinces are not autonomous to work independently from the national archives. To ensure a coherent and compatible records management system, the National Archives and Records Service Act contains specific provisions that impact the archival and records management services delivered by provincial archival services (Ngoepe, 2016:2; Ngoepe & Jiyane 2015:68). The Provincial Archives Advisory Councils (currently Gauteng and the Western Cape have councils) are expected to advise the provincial archivists in promoting an awareness of archives and records management, among other objects and functions of provincial archives repositories (Archival Platform 2015:56).

Western Cape, KwaZulu-Natal and Free State inherited apartheid infrastructure. Gauteng, Limpopo and Mpumalanga built their own infrastructure (Ngoepe & Jiyane 2015:68; Ngoepe 2016:3). North-West, Eastern Cape and Northern Cape (currently have their own repository) did not have adequate infrastructure (Ngoepe & Jiyane 2015:68; Ngoepe 2016:3). Besides, it is the responsibility of the provincial archives to make their archival resources and services known to the people, as a result optimise its usage and ultimately remain relevant and supported.

In the 2012-13 financial year, as part of visibility programme, the Western Cape provincial archives entered into partnerships with local family history societies to promote the use of archival records and created fifteen awareness programmes. The KwaZulu-Natal provincial



archive created war rooms with personal archives boxes in which community members could store and hold safe personal records. The programme was aimed at raising an awareness of the importance of records and the provincial archives in a way that was of immediate relevance to citizens (Archival Platform, 2015:127-130). In the same year under review, Gauteng provincial archive and Limpopo provincial archives implemented one awareness programme and three awareness programmes respectively (Archival platform 2015:127).

### **1.3 Purpose of the study**

The purpose of this study is to examine how the visibility and accessibility of public archives repositories in South Africa can be enhanced with the view of increasing the usage for archives.

#### **1.3.1 Problem statement**

The success of the programme could not be guaranteed as the visibility and accessibility was still viewed as a major challenge by the public archives repositories of South Africa. This study's thesis statement is that, since it appears public archives repositories are without adequate financial and other resources to develop and implement effective visibility programme, the use of soft power could provide deep insight and better understanding on how to develop inexpensive visibility programmes, yet capable of attracting large number of people in a sustainable manner. Despite the importance of visibility and accessibility of public archives repositories, various scholars such as Ngoepe and Ngulube (2011:17); Saurombe (2015:149); Venson, Ngoepe and Ngulube (2014:63); Archival platform (2015:131); Njobvu, Hamooya and Mwila (2012:244); Ngulube and Tafor (2006:73); Wessels (1997:112); Ngoepe and Ngulube (2014:5) as well as Nengomasha and Nyanga (2015:96) concur that archives repositories in eastern and southern Africa are not known and are accessed by few people.

In their study, Ngoepe and Ngulube (2011:17) found that NARSSA was not visible in the public space and members of the public were unaware of its existence and mandate. For instance, 92% of interviewees in the study indicated that they had never visited the national archives (Saurombe, 2015:149). Venson, Ngoepe and Ngulube (2014:63) established that there was low visibility of public archives in the media. In the 2012-13 financial year, a paltry 661

people out of 54 million population of South Africa had accessed and used archives (Archival platform 2015:126). This is not only a challenge for South Africa. The available statistics at the National Archives of Zambia show that the majority of the population were still not accessing Zambia's heritage material as there were only around 120 registered users. This was a cause of concern as Zambia had a population of thirteen million (Njobvu, Hamooya & Mwila 2012:244). The statistics above confirmed the results of the studies by Ngulube and Tafor (2006:73); Murambiwa and Ngulube (2011:94) as well as Nengomasha and Nyanga (2015:96) which showed that the majority of the public archival institutions in eastern and southern Africa reported that they were experiencing a decline in the number of clients using their archival holdings.

More recently, in an analysis of South Africa's national archival system, Archival Platform (2015:131) concluded that public archival repositories have failed to fulfil their mandate to make records accessible to the public, with a few exceptions. In her study, Saurombe (2015:250) found that five (56%) of the public archives repositories did not use the information gathered of users' needs and their level of satisfaction to improve their public engagement programme. In other words, archives suffer from an image problem, social invisibility and the purpose of archives is misunderstood (Ngoepe & Ngulube 2014:5).

Some of the factors contributing to this situation include archivists having neglected or having being denied, the resources to sustain people's archive programme and teachers at every level of education having failed to exploit archives as an educative tool and resource (Wessels 1997:112). People's archive programme is a 'must', even during times of insufficient staff and large backlogs. Without these programmes, public archives risk losing visibility, support and possibly their very existence (Chute 2000:37).

When people who could benefit from the services of archives repositories do not know that such institutions exist (Venson, Ngoepe & Ngulube 2014:1), or they feel that they are deliberately not recognised by archives repositories, the relevance of archives will diminish and the archives will face budget cuts and other administrative penalties may follow (Van der Walt 2011:118). Even in the era of technological development, archives repositories fail to capitalise on this to take archives to the people. Archives serve no purpose unless they are used (Harris, 2000).

### **1.3.2 Objectives of the study**

The objectives of the study are as follows:

- 1) To identify cultural strategies adopted to enhance visibility and accessibility of the public repositories in South Africa.
- 2) To identify the leadership qualities required at all levels to enhance visibility and accessibility of public archives repositories in South Africa.
- 3) To determine the extent which public archives repositories have adopted social media as an innovative tool to promote archival resources.
- 4) To assess the educational exchange programmes used by public archives repositories in South Africa as interactive methods for public engagement, awareness and education.
- 5) To recommend a framework for enhancing visibility and accessibility of public archives repositories in South Africa.

### **1.3.3 Questions of the study**

The following research questions have been formulated to achieve the objectives of the study:

- What are the cultural strategies adopted to enhance visibility and accessibility of the public archives repositories in South Africa?
- What are the leadership qualities required at all levels to increase visibility and accessibility of public archives repositories in South Africa?
- Have public archives repositories adopted social media as an innovative tool to promote archival resources?
- To what extent are educational exchange programmes used by public archives repositories in South Africa as interactive methods for public engagement, awareness and education?

### **1.4 Scope and delimitations of the study**

The study covers issues concerning: the most effective cultural activities, educational programmes and performances to make archival material known to the public to ensure an increase of their statistical usage; the adoption of social media by public archives as tools to

promote the public image as well as the public relations of archival services to ensure the visibility of their material holdings to the public.

The Constitution of the Republic of South Africa decentralised the archives services into ten individual institutions, that is NARSSA and nine provincial archives and records management services positioned in the provincial Departments of Sport, Arts and Culture (Archival Platform 2015:53; Bopape 2015:1). There is limited literature that once focused on all public archives institutions of South Africa (i.e. National Archives and Eastern Cape, Gauteng, Kwazulu-Natal, Limpopo, Mpumalanga, North-West, Northern Cape and Western Cape Provincial Archives), especially on visibility of archives. The purpose of selecting the wider population of study is to increase the likelihood that participant groups represent the population under consideration and to provide a basis for the statistical generalisation of the findings.

The study is neither about prescripts governing archives and archives of social media messages or about legal authority and the finding aids for access to archives.

### **1.5 Justification for the study**

Research that investigates the standards and methods to be followed by public archives repositories in order to enhance visibility and accessibility of archival resources was imperative to ensure that the archives justify their existence by proving that they add value to society, ensuring that archives are well-known by prospective users and by improving the image of the organisation (Njobvu, Hamooya & Mwila 2012:241).

In the literature reviewed, the application of soft power concept in archives and records management was unclear, especially in area of people's archive programme. Therefore, the study sought to enable future scholars and researchers to debate the concept and the place of soft power in archives and records management, especially in public relations and consequently be seen as contributing to the body of knowledge. The research sought to provide useful, practical implications for public archives repositories as it would serve as a benchmarking tool to enable the development and reporting on visibility and accessibility of archival material. This would ensure an increased public knowledge of archives. The findings would also be helpful to those archival institutions that would not yet have developed and reported on visibility and accessibility of archival resources.

## **1.6 Definitions of key terms**

The importance of including definitions of key terms in a research study cannot be overemphasised. According to Saurombe (2015:42), it makes the concepts explored within the study more comprehensible. In addition, it eliminates ambiguity as certain terms can vary in meaning due to the different contexts they can be applied to. The key terms such as accessibility, bias, leadership, public archives repositories, public programming, social media, soft power and visibility are presented and discussed in Table 1.1.

**Table 1.1: Definitions of key terms**

<b>Terms</b>	<b>Explanations</b>
Accessibility	<p>Accessible public archives: enhance an institution’s image; generate knowledge and understanding; enhance citizen participation in decision-making; facilitate research and education; enhance service delivery to citizens and other stakeholders; promote the exchange of ideas and economic growth; foster accountability and promote transparency and justice (Arko-Cobbah 2008:181; International Council on Archives 2012:8; Wamukoya 2012:121; Ngulube, Sibanda &amp; Makoni 2013:135). Ketelaar (1995:456) described accessibility as the right of citizens to have access to public archives, which is the ultimate goal of any archive policy. However, Pearce-Moses (2005:3) refers to accessibility as the characteristic of being easily reached or used with a minimum of barriers.</p> <p>One might, therefore, say accessibility is the characteristic or right of citizens to easily access public archives with minimum barriers, which is the ultimate goal of any archive policy. This definition does not refer to providing access to individuals with disabilities.</p>

<p>Bias</p>	<p>Bias is referred to as the possibility of substantial changes to the overall research results occurring if non-respondents had responded (Creswell 2014:209). In that regard, a significant number of people in the survey sample do not respond to the questionnaire and have different characteristics from those who do respond, when those characteristics are important to the study (Park &amp; Fesenmaier 2012:341). It can also be described as the result of people who respond to a survey being different from sampled individuals who did not respond, in a way relevant to the study. When respondents differ from non-respondents, statistics based on responses alone often do not validly depict the population investigated and may result in predictions which are inaccurate, unreliable and misleading (Clotey &amp; Grawe 2013:413).</p> <p>One can say bias is the possibility of substantial changes to the overall research results occurring because a significant number of people in the survey sample do not respond to the questionnaire and have different characteristics from those who do respond, when those characteristics are important to the study.</p>
<p>Leadership</p>	<p>Leadership is the ability to influence others as the direct result of the use of social power, which is the resources a person has available so that they can influence another person to do what that person would not have done otherwise (Mittal &amp; Elias 2015:59).</p> <p>Awan and Mahmood (2009:254) defined leadership as a process of social influence through which one person is able to enlist the aid of others in reaching a goal.</p> <p>One can say leadership is a process of social influence through which one person can influence another person to do what that person would not have done otherwise.</p>

<p>Public archives repositories</p>	<p>Public archives repositories have the responsibility to promote access to archival materials as one of the main functions (Blais &amp; Enns 1991:109; Maidabino 2010:3; Blais &amp; Enns 1991:102; Society of American Archivists 2005:33; Kingsley 2012:137; Ngulube, Sibanda &amp; Makoni 2013:136). Understanding the meaning of the term ‘public archives repositories’ becomes necessary. According to Blais and Enns (1991:101), public archives are a storehouse of national history, containing documents from both private and public spheres. The main aim of public archives are acquiring and organising archival records of national, historical significance. Pearce-Moses (2005:343) defines repository as a place where things can be stored and maintained such as a storehouse.</p> <p>Combining the two concepts defined above, a public archives repository was viewed as a place where documents and records of national, historical significance were acquired, organised, stored, maintained and made available for use by the public.</p>
<p>Public programming</p>	<p>Gregor (2001:1) defines public programming as a function performed by archives in order to create awareness of themselves within society, as well as to promote their use and educate their sponsors and others on how to use them.</p> <p>Saurombe (2015:77) refers to public programming as a tool that enables public archives to communicate archives to citizens and receive feedback on services offered through a body of coordinated activities with the aim of developing an effective and efficient archival service.</p> <p>One can say public programming is a function performed by public archives to communicate and create awareness of archives to the member of the public, educate those who fund the programme and others on how to use them through harmonisation of various activities with the aim of developing an effective and efficient archival service.</p>



<p>Social media</p>	<p>Liew et al. (2015:378) refers to social media as internet-based technologies that provide a platform for knowledge sharing, content creation, content evaluation, content editing, and content contribution.</p> <p>Garaba (2015:24) defines social media or Web 2.0 as technologically driven and designed to allow people to communicate, share information and create online communities.</p> <p>Jain (2013:3) described social media as a group of web-based and mobile applications that allow users to share and create knowledge in a real time social interaction.</p> <p>Based on the above definitions, one can say social media is an internet-based and mobile technology that provides users a platform to create online communities, edit, share and evaluate knowledge and information in real time.</p>
<p>Soft power</p>	<p>The term “soft power” refers to the ability to affect the behaviour of others by influencing their preferences (Vuving 2009:6).</p> <p>Trunkos (2013:4) defines soft power as the organisational/national/individual resources that can lead to an individual/ organisation/country’s ability to win over others through means of framing the agenda, persuading, and eliciting positive attraction in order to obtain preferred outcomes.</p> <p>Thelle and Thylstrup (2011:580) define soft power as an appeal of one’s ideas or the ability to set the agenda in ways that shape the preference of others.</p> <p>One can define soft power as an appeal of one’s ideas or ability to set the agenda, persuade and bring forth positive liking in order to attain a desired outcomes or change the preference of others.</p>

<p>Visibility</p>	<p>Visibility of the archival repositories for the people is necessary to ensure that archivists attract sufficient resources to do the work they are mandated to do (Blais &amp; Enns, 1991:104). Various authors define the term visibility differently. Treem and Leonardi (2012:150) referred to visibility as the means, methods and opportunities for making new products and services known to the people.</p> <p>Longman Dictionary of Contemporary English (2003:1841) defines visibility as the situation of being noticed by people in general. Based on the abovementioned definitions visibility, can be viewed as situations, means, methods and opportunities for making new products and services noticed or known.</p>
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## 1.7 Research methodology

Research methodology is central to the research process because it is the lens through which a researcher looks when making decisions on acquiring knowledge about social phenomenon and getting answers to the research questions (Ngulube 2015:127; Sarantakos 2013:29). This section outlines research paradigm, approach, design, population and sampling, data collection methods, data analysis, validity and reliability, as well as research ethics.

### 1.7.1 Research paradigm

A research paradigm is a set of fundamental assumptions and beliefs of how the world is perceived, which then serves as a thinking framework that guides the behaviour of the researcher (Wahyuni 2012:69). It was generally believed that the paradigms people build in their minds have a powerful effect and influence on the practice of research and need to be identified (Creswell 2014:35; Shah & Al-Bargi 2013:254). Prominent paradigms are post-positivism, interpretive paradigm and pragmatism. This study followed the post-positivist paradigm, which holds true more for quantitative research than qualitative research. As a result, to explain how things are perceived and serves as a thinking framework that guides the behaviour of the researcher (Creswell 2014:35).

### **1.7.2 Research approach**

Research approach is a plan and procedure for a research that spans the steps from paradigm to research design, detailed data collection methods, analysis and interpretation. Three research approaches include: qualitative, quantitative and mixed methods (Creswell 2014:31). Quantitative research approaches are the application of natural science principles, particularly positivist principles such as striving for replication and establishing causality in explaining social phenomena (Masue, Swai & Anasel 2013:213). Qualitative research approaches seek to explain social phenomena in qualitative terms such as visual and verbal terms, rather than rely on numerical measurements (Masue et al. 2013:211). The mixed method research approach combines and integrates both quantitative and qualitative research approaches (Gelo et al. 2008:268). This study adopted the quantitative approach to test, confirm or contradict the conclusion drawn on the basis of an understanding of analysed data or understanding the truth about how the society works (Muijs 2010:4; Kumar 2011:13).

This section provides a brief overview of quantitative research design, population and sampling, data collection methods and data analysis, validity and reliability as well as ethical issues. For detailed information on research paradigm and approaches, refer to Chapter Three.

### **1.7.3 Research design**

A quantitative research design favoured the more restrictive option, precisely because it did not allow flexibility and freedom in the research process to determine and controls data collection and analysis procedures (Sarandakos 2013:123, Ngulube 2015:129). Yin (1994:6) identified experimental, survey, archival analysis, history and case study as the type of research design. He further identified type of research questions asked, the extent of control the researcher has over actual behavioural events, and the degree of focus on contemporary as opposed to historical events as conditions for using a particular research design over the other. The survey design asked the “what” questions among other questions; the researcher requires no control over the behavioural events and focused on contemporary events. This study is survey design as it asked the “what” questions; the researcher could not determine the behaviour of the respondents and focused on current issues. Moreover, a cross-sectional survey design, which collects data at one point in time and most popular design for quantitative

research in the social sciences, was followed because it was relatively inexpensive, took little time to conduct (Levin 2006:25; Kumar 2011:107; Creswell 2003:14; Bhattacharjee 2012:73).

#### **1.7.4 Population and sampling**

It is important for a research study to specify the characteristics of the population and the sampling procedure (Creswell 2009:147). The population of the study were the national archival repositories, including NFVSA, all nine provincial archival repositories (Eastern Cape, Free State, KwaZulu-Natal, Gauteng, Limpopo, Mpumalanga, Northern Cape, North-West and Western Cape), the Friends of Archives, annual reports, archival legislation, and social media platform of the public archives repositories. The identified population provided specific characteristics that the researcher was interested in generalising from sample results (McVilly, Stancliffe, Parmenter & Burton-Smith 2008:161; Bhattacharjee 2012:65; Dube, Mukura & David 2013:71; Johnson & Christensen 2014:251).

Archivists responsible for the visibility programme in the identified archival repositories, deputy director of the Friends of archives, 2012 to 2015 annual reports, archival legislation, social media and the Limpopo, Mpumalanga, NFVSA and NARSSA landmarks were identified and purposefully sampled to become a basis of estimation, because the researcher believed they were likely to have the required information. As Kumar (2011:193); Patel (2013:171) and Bhattacharjee (2012:56) posit that in order to improve reliability, questions should be posed to persons or observations are conducted against the artefacts likely to provide the required information. Purposive sampling is referred to as when the researcher deliberately decides to include people who, in his/her opinion, have the required information for the research project and would be willing to share it with the researcher (Kumar 2011:207; Sarantakos 2013:177; Dube et al. 2013:71).

#### **1.7.5 Data collection method**

Data were collected through methodological triangulation of the survey questionnaires, follow-up for clarity on responses obtained from the questionnaires, interview, physical observation, content analysis of official documents and web-based content analysis of social media presence of the public archive repositories. In the social sciences, triangulation refers to collecting

material in as many ways and from as many diverse sources as possible within the context of the same study to gain a better understanding of the phenomenon of interest. And it can be employed in studies following both quantitative and qualitative approaches (Yeasmin & Rahman 2012:156; Garaba 2012:24; Sarantakos 2013:159). Methodological triangulation combines several methods in the same study (Sarantakos 2013:159). This data could help generate the best possible insights about the phenomenon of the study (Sarantakos 2013:159; Bhattacharjee 2012:41).

Pre-testing of survey questions is important before implementation (Neuman 2006:312), because it helps detect potential problems in research instrumentation (e.g. questions asked) and ensures that the measurement instrument used in the study is reliable and produces valid measures of the constructs of choice (Bhattacharjee 2012:23; Kumar 2011:159).

Kumar (2011:393); Bhattacharjee (2012:23); Neuman (2006:312), and Picardi and Masick (2014:156) posit that a questionnaire and/or interview schedule should be critiqued by experienced, independent researchers before it could be sent to the respondents. The study supervisors, two archivists and an undergraduate Information Science student at the University of South Africa (UNISA) reviewed the questionnaire before it was sent to archivists working in public programming sections of various public archives repositories. Some of the comments were about public archives' own legislation on archives and the inclusion of public programming in organisational strategic objectives. The inputs were useful and incorporated into the questionnaire (see appendix B: Survey questionnaire on public archives visibility programme). On the other hand, interview schedule was designed and reviewed by the supervisor and undergraduate Information Science student at UNISA before it could be sent to the deputy director of the Friends of archives. Some of the comments were about the inclusion of questions regarding the achievement of the Friends of archives since its establishment, and the number of people who are currently the Friends of archives. The inputs were useful and included in the interview guide (see appendix C: Friends of Archives Interview Schedule). The deputy director was selected because the researcher believed that she was relevant and could provide the required information as she was the head of public programming at NARSSA and the Friends of archives, respectively.

To help maximise the response rate, follow-up phone calls and e-mails can be sent to the potential respondents reminding them to complete the survey (Neuman 2006:298; Muijs

2011:37). To clarify issues raised in the questionnaire, interviews should be conducted as follow-up measure to ensure that questions are explained when they have been misunderstood (Kumar 2011:150). Telephonic interviews, as follow-up, were conducted with relevant respondents seeking clarity on certain responses obtained from the questionnaires.

Furthermore, the study observed the public display signage that could be easily seen and direct the existing and potential users to the public archives repositories in South Africa. As Sarantakos (2013:241) posit that physical observation collects data on objects through vision as its main source. Sampling of observable signage refers to the place in which the observation is conducted (Sarantakos 2013:235). In this regard, places of observation included NARSSA, NFVSA, Limpopo provincial archives and Mpumalanga provincial archives. The reason for purposively identifying and selecting the above public archives repositories were its accessibility to the researcher. However, archivists selected in the Eastern Cape, Free State, KwaZulu-Natal, Northern Cape and Western Cape provincial archives were interviewed telephonically regarding visibility of their landmarks. An archivist from each institution was selected. The researcher believes the selected archivists could have necessary information including their accessibility and willingness to participate after explaining the purpose of conducting such interview.

The content analysis of official documents could be used as a source of information (Gelo, Braakman & Benetka 2008:275; Mason, 2014:158). This study analysed 2012-2015 annual reports, archival legislation and social media platform of the public archives repositories in South Africa, primarily establishing the existence of social media links to relevant department and if it existed, to check if there were posts related to archives and records management. Currently, annual reporting of the public archives repositories in South Africa is consolidated and available in the relevant department's annual report. The resulting data was coded by being assigned numeric values. Similarly, Gelo et al. (2008:275) stated that the resulting data should be coded by being assigned numeric values and successfully introduced into a data matrix, which was then used for the statistical analysis.

#### **1.7.6 Data analysis**

Data is the raw facts and statistics of certain phenomena in the study which can be analysed

and presented as evidence in a suitable form for drawing conclusions regarding the research questions of interest or those that researchers decide upon (Habib, Pathik & Maryam 2014:3). Whereas data analysis is referred to as a process of breaking up the whole study into its constituent parts or categories according to the specific questions under the problem statement, data presentation is considered a process of organising data into logical, sequential and meaningful categories and classifications to make them amenable to study and interpretation (Perez 2014:9). Numeric data collected in a research project can be analysed quantitatively using statistical tools, either in a descriptive or inferential way (Bhattacharjee 2012:119). This study followed a descriptive analysis by statistically describing, aggregating and presenting the constructs of interest or associations between these constructs. Data collected through a survey in this study was converted into numerical format such as in a spreadsheet. Content analysis of the 2012 to 2015 annual reports, existing archival legislation and social media was compared across many texts and analysed using quantitative techniques such as figures and tables (Neuman 2006:323). The results of the analysis were presented in the form of statements summarising the statistical results (Gelo et al. 2008:272). The data presented in figures and tables was interpreted to give it meaning, compared the data of the study with previous studies and then drew out their wider implications (Choy 2014:99).

### **1.7.7 Validity and reliability**

Validity and reliability were considered the yardsticks needed against which the adequacy and accuracy of the measurement were evaluated in scientific research (Bhattacharjee 2012:55). To ensure high levels of internal and external validity of research design, guard against spurious correlations (a correlation that does not hold when conditions change or another variable was introduced), ensure that the results drawn from a small sample were generalisable to the population at large, reduce the effects of extraneous variables, all heads of repositories, national archivist and provincial archivists of all public archives repositories were studied, because they were less than 100 in number (Sarantakos 2013:477; Garaba 2012:24; Johnson & Christensen 2014:267; Bhattacharjee 2012:38; Kumar, 2011:192).

To ensure reliability and consistency of measures and that it was repeated under similar conditions, data collection techniques were less dependent on subjectivity by avoiding ambiguous items in the measures so that they were not misinterpreted by respondents in the indicator (Bryman 2004:70; Neuman 2006:189; Bhattacharjee 2012:56). In that regard, the

study complemented data gathered or employed methodological triangulation to bridge issues of reliability and validity (Garaba 2012:24).

### **1.7.8 Research ethics**

Research ethics are considered a set of standards and principles displaying what was acceptable and what was unacceptable when conducting a research (Sarantakos, 2013:476). To ensure the highest standard and principles when conducting research, the researcher applied for ethical clearance from the University of South Africa through the departmental Higher Degrees Committee. The researcher also adhered to the University of South Africa's Policy on Research Ethics, inter alia, by ensuring that the interests of co-researchers and respondents were protected, including the participants' right to confidentiality when sharing or making public available data in any form (University of South Africa, 2013:4). The study ensured anonymity by analysing and presenting data as aggregate without mentioning or revealing the names of respondents. Permission and ethical clearance was obtained from the Department of Information Science Research Ethics Review Committee and the reference number is 2016\_IS31508715\_047.

## **1.8 Organisation of dissertation**

### **Chapter One: Introduction**

This chapter introduces the topic. The chapter also discusses the problem statements, purpose, objectives of the study and key concepts.

### **Chapter Two: Conceptual framework and literature review**

This chapter discusses the concept of soft power as framework and provides a literature review following the developed conceptual framework.

### **Chapter Three: Research paradigm and methodology**

The quantitative research methodology and survey design are discussed in this chapter. The study population, sampling techniques and data collection instruments are also outlined and discussed.



## **Chapter Four: Data analysis and presentation**

The data collected through questionnaires and content analysis will be analysed and assessed to give it meaning. The researcher uses tables and figures to present statistical data.

## **Chapter Five: Research interpretation and discussions**

The results of data collected in Chapter Four are interpreted and discussed.

## **Chapter Six: Conclusion and recommendations**

The conclusions of the study are presented based on the data collected using tools and methods outlined and discussed in Chapter Three, and analysed and presented in Chapter Four and Five. The conclusions and recommendations seek to answer the research questions that were posed in Chapter One of this study.

### **1.9 Summary**

The purpose of this study was to examine how the visibility and accessibility of public archives repositories in South Africa can be enhanced through visibility programmes.

The value of visible and accessible archival holdings and the need to enhance the same through visibility projects were discussed in this chapter. The development of public archives repositories in South Africa and a number of programmes developed to ensure that all sectors of society have equal access to their archival holdings and services was highlighted. The problem statement shed light on the need to investigate visibility and accessibility of public repositories in South Africa and the need for new approaches and methods to ensure visibility and open archives. The objectives the study sought to answer the research questions and the method to get the answers was discussed. This chapter clarified key concepts, defined the parameters of the project and justified why it was necessary to be conducted.

This chapter has introduced the topic. The following chapter presents a literature review and conceptual framework in order for researcher to synthesise the existing views in the literature concerning a given situation, both theoretical and from empirical findings about the topic.

## **Chapter Two:**

### **Conceptual framework and literature review**

#### **2.1 `Introduction**

The previous chapter introduced the topic. This chapter presents the conceptual framework and literature review.

A conceptual framework provides the researcher with guidance on which constructs or variables to include in the study design and represent an integrated understanding of issues, which enable researcher to address the research problem (Imenda 2014:189; Ivy 2015:145). A literature review is a systematic, explicit and reproducible method to identify, evaluate and interpret the existing published information by researchers, scholars and practitioners (Dube et al. & David 2013:63). The researcher considered soft power necessary to provide relevant constructs specifically and systematically to identify, evaluate and interpret existing literature in themes (Dube et al. 2013:63). In this regard, qualities of soft power and issues affecting visibility and accessibility of public archives that could be addressed, such as: statistics showing a continuously lower percentage of archival material being consulted (Chute 2000:37; Onyancha, Mokwatlo & Mnkeni-Saurombe 2013:92; Maphorisa & Jain 2013:172); leaner budget for public engagement activities (Bountouri & Giannakopoulos 2014:511; Crymble 2010:126; Tom 2016:1) and visibility programmes being perceived as of minor importance (van der Walt 2011:118). With regard to budget, the National Archivist in South Africa, Ms Dingayo, reported to the parliamentary Portfolio Committee on Arts and Culture that the budget was one of the challenges of the archive, because it was very minimal and the archive could not attain all it set out to achieve within this budget. For example, an estimate of income and expenditure for the 2016/2017 financial year was R40 343 000. From this estimate, R29 587 000 would be used to compensate the employees, with a remainder of R10 756 000 being used for the cost required for other archival programmes or activities (Tom 2016:1). It is important for archivists to acknowledge that resources are scarce in society. As Nantz and Miners (2007:5)'s presentation to accompany Principles of Economics, Fourth edition by N. Gregory Mankiw, emphasises that society has limited resources and therefore cannot produce all the goods and services people wish to have. Wilson as cited in Cook (1997:107) concludes that if archives wish to increase use without substantial financial and staff increases, must devise ways of making the archival experience less staff-intensive and requires small amount

of the financial support.

It is from this understanding that archivists should adapt and devise alternative means to effectively drive their programmes with little or no financial resources incurred. For example, archivists may politely and regularly communicate clear message regarding what archives are and the value of the archival resources for use by the people. This approach is soft and critical in persuading intended users to change their greater liking for one alternative over another. Furthermore, working jointly with other organisations in hosting visibility programmes such as exhibitions helps reduce cost through cost sharing or pooling resources together. As Potter (2011:3) identifies factors to consider when designing visibility programmes including finding good partners to collaborate with. Finally, the credibility of the organisation hosting the programme or individual communicating the message to the targeted audience has the potential to give legitimacy to the programme from the users’ perspective. Thus ensure visibility and accessibility of public archives repositories without investing a lot of money that is scarce in first place. Table 2.1 represents the relationship between qualities of soft power and issues affecting visibility and accessibility of archival repositories.

*Table 2.1: The relationship between soft power and archival repository visibility problem.*

<b>Visibility programme challenges</b>	<b>Soft power solution</b>
<i>Low percentage usage of archival holding (Chute 2000:37; Onyancha, Mokwatlo &amp; Mkeni-Saurombe 2013:92; Maphorisa &amp; Jain 2013:172)</i>	Influence user preferences
<i>Learner budget for public engagement (Bountouri &amp; Giannakopoulos 2014:511; Crymble 2010:126);(Tom 2016;1)</i>	Less expensive
<i>Visibility programmes perceived as of minor importance (van der Walt, 2011:118)</i>	Organisational activities considered legitimate

The thesis statement of this study is that, since it appears that archives repositories do not have adequate financial and other resources to implement visibility programme, the use of soft power could provide deep insight and better understanding on how to develop inexpensive visibility programme, yet capable of attracting large number of people in a sustainable manner.

As Antonenko (2015:55) emphasises, personal beliefs that influence the researcher's thinking about the research problem play a critical role in research conceptualisation because they reflect an individual's beliefs about knowledge, its structure and certainty, and about knowing, including sources and justification of knowledge.

## **2.2 Conceptual framework of the soft power**

Berman (2013:1) points out in her thesis that a successful conceptualisation in research most often than not depends on the conceptual framework. She further notes that evolving conceptual framework allows a move from the key concepts underpinning context of the study to the research themes and questions, to methodology, to implementation of the study, to the results and analysis and to the conceptual and practical outcomes of the study. Concepts are categories of the organisation of ideas and observation (Bryman 2004:65). They are word-like or image reflecting a single, mental or symbolic representation that defines a phenomenon within our world or abstract idea (Imenda 2014:188; Antonento 2015:56).

Ivy (2015:145) describes conceptual framework as a network of interlinked concepts or related groups of ideas that provide a comprehensive understanding of a phenomenon. For Imenda (2014:189) and Green (2014:35), conceptual framework is considered an end result of bringing together a number of related concepts to explain or predict a given event or give a broader understanding of the phenomenon of interest. This is as opposed to theoretical framework which is the application of theory or a set of concepts drawn from one theory to explain an event or shed light on a particular research problem. Whereas Jabareen (2009:54) suggests that a framework consists of four areas (that is, the names of the concepts; description of each concept; categorising each concept according to its ontological, epistemological, or methodological role, and lastly reference for each concept), this framework focused on two areas (that is, name of the concept and description of each concept) and their attributes.

Since every concept has a history, the development of the concept of soft power will be explained. The relationship between hard power and soft power will be discussed in order to better understand the latter. Source of soft power will be discussed, aimed at assessing the occurrence and presence of certain words, phrases, themes or constructs and concepts within a given text and as result selected to build the framework. Then a framework will be built and

explained to provide relevant constructs to evaluate and interpret existing knowledge on the topic identified through the literature review.

### **2.2.1 Historical development of soft power**

This study defines soft power as an appeal of one's ideas or ability to set the agenda, persuade and bring forth positive liking in order to attain a desired outcomes or change the preference of others. It is a form of civil persuasion as opposed to hard power which uses force, intimidation and aggressive threats (Hurn 2016:80) and last for a relatively short period of time (Rao 2016:8). For instance, where a person is coerced by another, through a threat of some kind of sanction, persuasion has since Aristotle been defined as verbal influence, classically analysed in the three rhetorical elements so central to narration such as ethos, pathos and logos (Thelle & Thylstrup 2011:574). Pathosethoslogos (2017:1) refers to ethos, pathos and logos as modes of persuasion used to convince audience and are explained as follows:

- Ethos or the ethical appeal means to convince an audience of the speaker/author's credibility or character.
- Pathos or emotional appeal, means to persuade an audience by appealing to their emotions, and
- Logos or the appeal to logic means to convince an audience by use of logic.

Similarly, the term “nudge” (which refers to any aspect of choice architecture/environment that changes people's behaviour in a predictable way) was first coined by Thaler and Sunstein in 2008. The concept was introduced because behavioural factor such as structural barriers; the decision making context; people's ability to discover or learn something for themselves, and cognitive biases were neglected, even though it was proven that they play an important role in the process of deciding what goods or services to acquire and how to use them. Thus, most recently attracted considerable attention because it offers potential means of ‘nudging’ human behaviour in a desirable direction (Michalek et.al 2016:2). Moreover, the above definition of soft power can be linked to Pederson's (2008) view in Garaba (2016:74) of visibility programmes as the relationship with people and influencing people to change their attitudes and behaviour.

Fan (2008:149) traced back the concept in ancient Chinese proverbial wisdom, which perceived

soft power as stronger and more powerful than hard power, for instance, to use soft and gentle means to overcome the hard and strong “yi rou keg and” and drips of water can penetrate a stone “di shui chuan shi” (Fan 2008:149).

It was not until the 1990s of the last century that the concept was first coined by the Harvard University Professor, Joseph Nye (Vuving 2009:2; Fan 2008:147; Kudryavtsev 2014:1; Purushothaman 2010:2). Its importance is driven by the rise of collaboration or networks in public space and digital revolution is a sign that public events are increasingly playing online (McClory 2015:11). It was used primarily in international relations and public diplomacy (Fan 2008:147) and is a popular concept both in the academic debate and policymaking (Vuving 2009:2; Judit 2013:1). As a result of continuous debate and revision, the concept has currently moved from a development to a quantification (measurement) phase (McClory 2013:4).

The first attempt at measuring soft power was by assessing the specific resources that determine it. In that regard, the Institute for Government and Monocle magazine was the first to measure soft power with the creation of the IfG-Monocle Soft Power Index. The index was the first of its kind, developed to assess the soft power of the nation-state according to five categories namely government, culture, diplomacy, education and business/innovation (McClory 2013:7; McClory 2015:19). The Soft Power 30 framework takes Nye’s three pillars (culture, foreign policy and political values) as point of reference and take great of inspiration from IfG-Monocle Soft Power Index: culture, government, diplomacy, education and business/innovation (McClory 2015:20).

### **2.2.2 Relationship between soft power and hard power**

“Power is of two kinds. One is obtained by the fear of punishment and the other by acts of love. Power based on love is a thousand times more effective and permanent than the one derived from fear of punishment.” That was a statement by Mahatma Gandhi as quoted by Rao (2016:2). Mittal and Elias (2016:58) categorise power into harsh/hard power (legitimate equity, legitimate reciprocity, legitimate position power impersonal reward, impersonal coercion and personal coercion) and soft power (expert, referent, informational, legitimate dependence and personal reward). They are both aspects of the ability to achieve one’s purpose by affecting the behaviour of others (Fan 2008:6) and their effectiveness depends on the accessibility of power

resources (Wagner 2014:2). Soft power is enhanced when the activities of an organisation are perceived to be legitimate and where the accessibility of its resources does not depend on the size of the organisation (Wagner 2014:2). Any person, group, country and culture can wield soft power (Fan 2008:7). In contrast, the accessibility of hard power resources depends greatly on the size of a state or organisation (Wagner 2014:2). Furthermore, hard power produces results quickly and is an expensive exercise, but the effects of soft power are more long lasting and they are achieved with less expense than those of hard power (Purushothaman 2010:3). Like soft power, those who advocate for nudging theory argued that nudging may be particularly useful and effective in the ‘pockets of behaviour’ where existing mechanisms have turned out to be practically ineffective or politically unfeasible. They further argued that nudges intervention is relatively low regarding implementation costs and has a high degree of compatibility with the values of modern individualistic societies (Michalek et.al 2016:2). From this discussion, and as indicated in Table 2.1, observable distinctive qualities of soft power are as follows:

- Inexpensiveness;
- Sustainability; and
- Legitimate dependence.

There are a number of studies that used the concept of soft power in different contexts. For instance, Skinns et al. (2017:601) conducted a study investigating how police authority in its “soft” form is used and understood by staff and detainees in police custody in England. The study was based on in-depth qualitative data collected between March 2014 and May 2015 in four custody suites such as Mill City, Stone Street, Combiville and Newtown. The physical conditions and the architecture of the police custody suite contributed to a sense of isolation, powerlessness and helplessness for detainees. The staff employed their authority “softly”. Firstly, they build a relationship with detainees, and through the use of humour and light-hearted conversation. Secondly, staff actively attempted to communicate respectfully with detainees by talking to them politely and by appearing to acknowledge and treat detainees as fellow human beings. Finally, “soft” power manifested itself as staff provided regular and accurate updates to detainees about what was to happen to them and when. To sum-up, these forms of “soft” power had a number of effects on detainee compliance with the law (Skinns et al. 2017:608).

A study by Cevik and Sevin (2017:399) sought to bring a communication management perspective to how nations might use their involvement in humanitarian responses to refugee crisis in attempts to improve their global standing through a case study of Turkish efforts during the Syrian Civil War. The study analytically deconstructs the Turkish discourse surrounding its humanitarian aid practice by identifying the frames constructed and disseminated through the speeches of high-ranking officials to foreign audience. The official speeches (as examples of informational public diplomacy outreach projects) were delivered at international conferences in 2016 as venues to share Turkey's story with the larger international community by Turkey's President Recep Tayyip Erdoğan and Minister of Foreign Affairs Mevlüt Çavuşoğlu. The analysis regarding the political discourse to the Syrian refugee crisis and Turkey's humanitarian approach revealed that:

1. Turkey is a benevolent country,
2. Turkey on the righteous side, and
3. Turkey as a global power.

On the whole, the dissemination of the message was exclusively under the control of Turkey targeting international audience such as public servants and politicians. The audience was expected to passively accept it as there were no interaction between sponsor of the message and audience. The message was disseminated using various channels of communication including official websites and social media. However, the study did not find any references to impact measurement. Rather, Turkey diverts target audiences' attention to its humanitarian relief efforts and not the long-term outcomes (Cevik & Sevin (2017:407). The study concluded that based on the Turkey's message dissemination strategy, a positive impact was not likely to be achieved (Cevik & Sevin 2017:408).

A study by Thelle and Thylstrup (2011:574) investigated the concept of persuasive technology in relation to the cultural politics of the digital sphere. Of importance is that the persuasive technologies, changes the behaviour of the user without using coercion or force. Through an analysis, the study contextualises the past decades' discussions on taxonomies (classification) and folksonomies (social bookmarking/collaborative tagging) and employ EU's digitization project, Europeana, to show the cultural political and economic interests invested in digitization of cultural heritage (Thelle and Thylstrup 2011:574). By and large, the study found that neutral and easy to use technology remain distinct and key in effecting the behavioural preferences of the European citizens and the international community, respectively. The authors further



concluded the discussion by suggesting a closing question in the field of persuasive politics: are persuasive technologies inherently linked to the pathos of the market and the ethos of the political or can they also instil the user with a critical awareness thereby advancing the logos of reasoned discourse? (Thelle and Thylstrup 2011:582). The researcher gleaned and extrapolates key issues from these three studies as follows:

- Smoothness (easygoingness, effortlessness, expertness, informality, flexibility, among other smoothness) is a powerful and effective tool in achieving whatever one wants to achieve;
- Regular, polite and accurate communication of the message is critical in positively changing the behavioural predilection and proclivity of the intended audience;
- Neutral and easy to use technology is effective in changing people's attitudes and perceptions of the state of things as they actually exist;
- Building relationship with both internal and external stakeholders or audience is key in achieving more with little cost charged; and
- Measuring the impact of any programme, in this case public programming is important if one want to assess the effectiveness of such programme with the intention to improve it thereafter.

Thus, the researcher believes the underlying features of soft power are smoothness, ethos, pathos and logos. These underlying distinctive attribute are the driving force behind the observable hallmark of soft power identified in this section, and shown in Table 2.1.

### **2.2.3 Source of soft power**

The study identified source of soft power as culture, leadership, education and innovation. They are considered core in this research as they determined how the research problem is formulated, how the problem is investigated and the interpretation of data gathered (Imenda 2014:185).

Firstly, mass production and quality of cultural material goods and services are fundamental in building soft power (McClory 2015:21; McClory 2013:7). Culture promotes universal values that others can readily identify with and are naturally attractive to them. Culture is a set of practices including, high culture such as writings published on a particular subjects, leaflets used to advertise products or give advice and works of art (McClory 2015:20). Such works of

art, documents or objects can be selected and ordered so that their interactions demonstrate an idea or theme for cultural purpose as exhibitions (Pearce-Moses 2005:154).

Furthermore, culture can be linked to Common In-group Identity Model (CIIM) which identifies things that existed before, such as different types of intergroup interdependence, cognitive, perceptual, linguistic, affective, and environmental factors can either independently or in concert, alter individual cognitive representations of the whole formed by combining several separate elements. This can be aligned with merging of cultures as result of prolonged contact. In that regard, people who identify more strongly with superordinate group have more favourable attitudes toward those formerly seen as member of other groups who have been categorised within this superordinate group identity. An example of superordinate group identity could be a national identity which includes groups of people under it or within it. The most recent variant of CIIM is a dual identity in which superordinate identity is prominent, but in conjunction with a main subgroup identity. The dual identity is a particular form of crossed categorisation in which the original group boundaries are maintained but within a major superordinate group identity that represents a higher level of inclusiveness (Dovidio, Gaertner, Pearson & Riek 2015:241). CIIM is relevant in this study as South Africa strives for unified or shared values, and at the same time takes into accounts various racial and ethnic groups that exist in the country. As Dovidio, Caertner, Pearson and Riek (2015:241) posit that dual identity may be relevant especially on interracial and interethnic group contexts.

Secondly, earlier on in this study leadership is defined as a process of social influence through which one person can influence another person to do what that person would not have done otherwise. The ability to influence others is the direct result of the use of social power which is the resource one person has available so that he or she can influence another person to do what person would not have done otherwise (Mittal & Elias 2015:59). In this case, any person regardless of position they hold, and any organisation regardless of its size, can possess and demonstrate qualities of leadership required to take public archives repository to the people (Fan, 2008:7). Chong, Fu and Shang (2013:54) express that a person without position or personal power can often convince others to comply with a job request as much as a person with position or personal power may not achieve the same outcome when making the same request. The same authors identified the effect of power force embedded in the relationship between an individual person and other people. Such relational power (an informal, particularistic personal connection between two individuals who are bounded by an implicit

psychological contract) could serve as power base on different influence strategies (Chong et al. 2013:54). In addition, the rapid movement of information across borders and proliferation of platforms to share that information has made individuals more powerful than they have been at any point in history (McClory 2015:12). In that regard, power is moving from state to non-state NGOs, multilateral organisations, civil society groups, and even individuals, play increasingly significant roles and wield greater influence in public affairs (McClory, 2015:11). Such resources include effective public speaking (speech), expert knowledge and collaboration.

Speech: quality of delivering a message by someone who represents visions with strong confidence and perseverance can be seen as a leadership issue. A Speech Act Theory (SAT) is relevant as it focuses on several acts at once, distinguished by different aspects of speaker's intention, such as what people say (locutionary acts); what people intend to achieve by saying something or what was meant (illocutionary acts); as well as the impact of the communication on an audience or how one is trying to affect one's audience (Perlocutionary effects). An example of locutionary in speech is what has been said, examples for illocutionary include requests, invitations, promises, just to name a few and examples for perlocutionary include persuading, convincing, inspiring, among other examples (Ludwig & De Ruyter 2015: 126). The use of speech act theory has had little prominence in the field of archives management. Yeo (2010:110) used the speech act theory in his study "Representing the Act: Records and Speech Act Theory" to bring forth the continuing debate about the nature and role of records. Mostly, records testifies to the power of dramatic or artistic performance, they are implicated in actions and in the morality of an action based on whether that action itself is right or wrong under the series of rules .

Moreover, when the agent can communicate through a credible source that deliver a repeated message that appeals to the emotion of the recipients and the target is open to communication, attitudinal change is most likely (Kroenig, McAdam & Webber 2010:417). Hudson et al. (2015:70) observe that emotions (person's positive and negative feelings) not only reasons, heavily influence human behaviour.

Expert knowledge: Kroenig et al. (2010:417) identify conditions that need to be present to be able to apply soft power more effectively, namely that the intended target exists in a functioning marketplace of ideas and that expert knowledge is more credible, attractive and more persuasive than non-expert or untrustworthy knowledge (Kroenig et al. 2010:414). Expert

knowledge, considered superior and attractive to the targeted audience is identified as attribute of leadership.

Collaboration: The ability to collaborate with like-minded people who pursue the same goal is considered source of soft power (Vuving 2009:9). Archer and Cameroon (2009:232) identify conditions required for collaborative leadership as: capacity to form new alliances fast, even with organisation that historically were disliked or distrusted; the ability to repair broken relationships with suppliers and customers and most importantly, capacity to handle and resolve the inevitable conflicts that will arise when resources are short. It can work well for any organisation regardless of size or budget to satisfy all stakeholders to achieve organisational excellence and effectiveness (Rao 2016:175).

Thirdly, an organisation's ability to attract foreign students or facilitate student exchanges is viewed as a source of soft power (McClory 2013:8). The effectiveness of exposure to the outside world is an instrument of soft power which is much higher than by military force or others (Armibek & Ydyrys 2014:515). According to McClory (2015:21), the ability of an organisation or institution to attract foreign students or facilitate student exchanges is a powerful tool of public engagement. There is empirical evidence on reputational gains for educational exchange host organisations when students return home. Furthermore, foreign students exchange have been shown to have positive wave effects when returning students, after having gained valuable social capital or power, advocate on behalf of their host institution of study. Similarly, Armibek and Ydyrys (2014:515) pointed out that after coming back home with acquired knowledge and personal relations, they are expected to become effective transmitters of the language and culture of the country where they had studied. As Hackman (2012:11) expresses, advocacy is an investment we make when we intentionally and strategically educate and engage individuals and organisations so they in turn support our work. He further emphasises that it is an activity consciously aimed to persuade individuals or organisations to act on behalf of a programme or institution (Hackman, 2012:11).

Lastly, innovation aims to capture the extent to which organisations have embraced technology, how well they are connected to the digital world and their use of digital, public engagement through social media platforms (McClory 2015:22; McClory 2013:8). Purushothaman (2010:3) points out that the organisations with the most access to multiple channels of communication and which are more influential over how issues are framed are in a good position to gain soft

power in the information age. Ngai, Tao and Moon (2015:35) acknowledge the significant influence that mass communication exerts on people's behaviour, as they find Para-Social Interaction (PSI) and Uses and Gratifications Theory (UGT) of mass communication to explain the use of social media. PSI was originally observed online to investigate websites visitation rates in which PSI was related to websites and their visitors (users), whereas UGT received considerable attention in social media research particularly in investigating how to satisfy customer's needs (Ngai, Tao & Moon 2015:35). In this regard, increasing prevalence and accessibility of social media communication and online discussions, together with their powerful influence on purchase decisions and product/service evaluations, have become central driving force for marketing decision makers (Ludwig 2015:124).

Furthermore, innovation is a priority and a key factor in achieving customer value. Whereas the main objective of innovation in the private sector is to develop a competitive edge over one's competitor, the key driver in the public sector is to increase customer value for the target groups and reduce costs to the taxpayer (Palm, Lilja & Wiklund 2014:37).

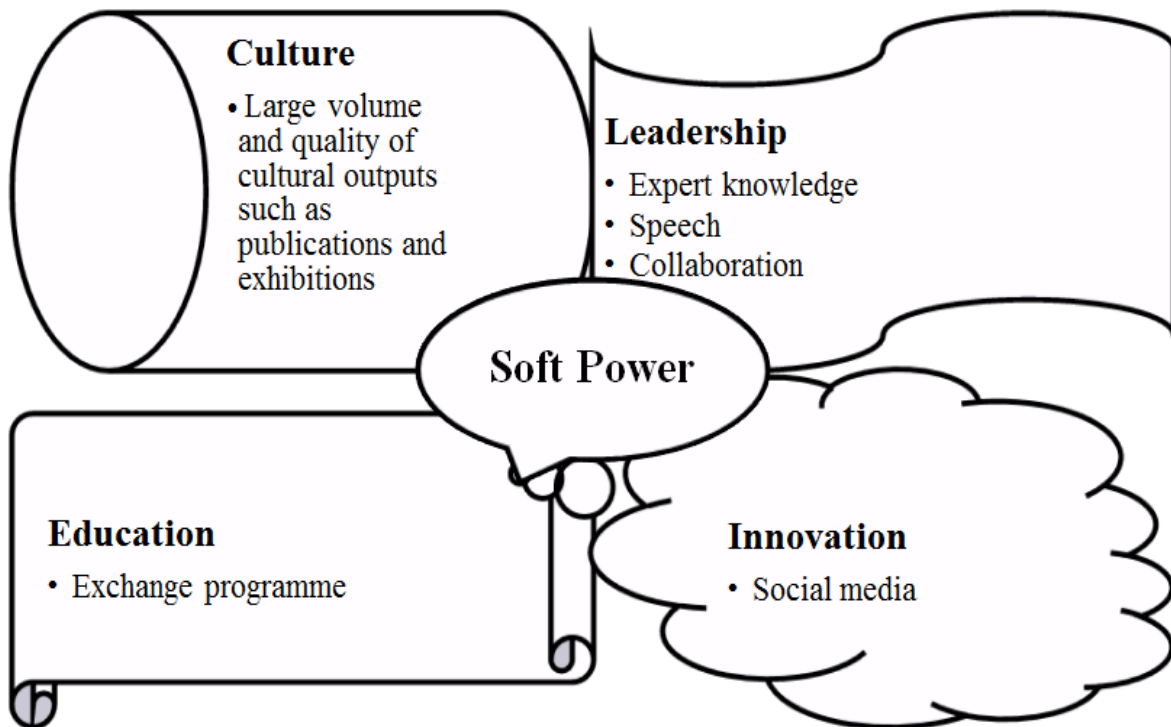
The above discussion on the concept of soft power provided the researcher implicitly and explicitly with constructs such as leadership, culture, education and innovation and their attributes to develop the framework.

#### **2.2.4 Discussion of the conceptual framework of this study**

In order to assist in directing and grounding this research process, a conceptual framework is important (Ngulube, Sibanda & Makoni 2013:138). The outline of the conceptual framework of soft power is discussed in text specifically narrowed and focussed to this study and illustrated in Figure 2.1. The researcher is convinced that the use of soft power as the framework will provide insight and better understanding on how archival repositories can develop less expensive visibility programmes that are effective in the long term and legitimate as supported by increased awareness and the utilisation of archival resources and services for public good. The concepts or constructs and their attributes gleaned from the concept of soft power are summarised as follows:

- Leadership
  - Expert knowledge

- Speeches/Presentations
- Collaborations
- Culture
  - Publications
  - Exhibitions
- Education
  - Exchange programmes
- Innovation
  - Social media



**Figure 2.1: Conceptual framework of concept of soft power**

- A construct culture with attributes, publication, exhibitions and promotes universal values that other people can readily identify with and are naturally attractive to them. A large volume and high quality cultural outputs are essential in attracting people in doing what they would not have done on their own. Juxtaposing cultural material goods and services of both dominant and less dominant cultures in a society is critical in attracting audience from various communities in a society.

In the context of this study, making a large volume of high quality exhibitions, publication of archival material and services available can be essential in attracting audiences. Finding a balance in making exhibitions, the publication of large volumes and quality of both white minority community and PDIs could go a long way in attracting people from all walks of life in South Africa. In terms of soft power, exhibitions are inexpensive, the quality, volume and display of diverse cultural material is attractive to potential users and considered legitimate.

- The researcher selected leadership as construct with expert knowledge, speech/presentation and collaboration as attributes because it is manifested by any person who can influence and motivate others, as well as enlist the aid and support of others in the accomplishment of a common task. Such a person has superior knowledge over and above other people and can impart or communicate regularly such knowledge in a manner that affect one's audience or that is impactful to the audience, as well as able to work well with partners efficiently and effectively.

In the context of this study, archivists need to be highly knowledgeable in the field of archives and records management, as well as knowledgeable of their archival holdings and archival services. In addition, the archivists should politely and regularly share or communicate such insight and understanding in a manner that moves the audience and changes their views of archives positively. The archivists need to relate to other people (other than archivists) and organisations (including informal) that share a common goal with them. In terms of soft power, becoming highly knowledgeable in the field is less expensive, the insight and expert knowledge communicated is more attractive to and credible in the eyes of the targeted audience.

- A construct education with exchange programmes as an attribute is manifested by the ability of an organisation, institution or country to attract foreign students or facilitate exchanges, is a powerful tool of public engagement. There is empirical evidence on reputational gains for educational exchange of host organisation when students return home. Foreign student exchange programmes have been shown to have positive, slight wave effects when returning students advocate on behalf of

their host institution of study (McClory 2015:21).

In the context of this study, having foreign students as interns or giving them scholarships is essential as returning students advocate on behalf of the archival institution in which they were based. As a result, this provides an opportunity to mobilise resource both domestically and offshore. In terms of soft power, student exchange programmes are less expensive since students returning home can freely and independently advocate for the archives repositories, as a result attract investment for the benefit of the organisation.

- A construct innovation seeks to capture the extent to which organisations have embraced technology, how well they are connected to the digital world and their use of digital, public engagement through social media platforms (McClory 2015:22; McClory 2013:8). Increasing prevalence and the accessibility of social media communication, an attribute of the construct innovation in this study, have become central driving force for marketing decision makers (Ludwig 2015:124). For example, social power in the context of easy to use social media as the blogger's capacity for influencing as many audiences as possible. In the context of this study, archival institutions can use social media to influence people's preferences of archival material and services to their own advantage and personal growth. In terms of soft power, the adoption and use of social media to market archival holding and services is inexpensive and can attract many followers and as a result, increase public knowledge of archives and is considered a legitimate tool.

Firstly, the researcher believes these four constructs (leadership, culture, education and social media) and their attributes can only be effective in changing people's behaviour if they are underlined by elements of smoothness, ethos, pathos and logos. Secondly, the study used the concept of soft power to narrow literature review to topics specifically relevant to the discussion of archives and records management. Therefore, text selected for conceptual framework analysis should effectively represent relevant literature (Jabareen, 2009:53; Maxwell 2012:40). A literature survey will be done based on the themes or constructs from the soft power framework and the identified knowledge gap this study sought to close. Finally, the constructs and underlying characteristics of soft power will be evident in the interpretation of



the findings, conclusion and recommendation of this study.

### **2.3 Literature review**

A literature review is a systematic, explicit and reproducible method for identifying, evaluating and interpreting the existing published information by researchers, scholars and practitioners (Dube et al. 2013:63). Kowalczyk and Truluck (2013:220) advise that literature should not be presented as a list of separate, unrelated summaries of other people's work, as the relevance of the topic of study is more important than the quantity of sources collected. It becomes imperative when conducting literature review prior to a piece of research, to systematically search, critique and combine the literature relating to the topic of enquiry in order to demonstrate a gap in the existing research base and justify the proposed research question. This justification falls within a positivist paradigm (Walker, 2015:3) discussed in detail in Chapter Three of this study.

In that regard, an evaluated literature will be integrated or combined according to predetermined, easy, clear and thorough criteria (Heyvaert, Maes & Onghena 2011:3). As Kowalczyk and Truluck (2013:220) observe, when conducting a literature review the author should clearly identify the inclusion of criteria for the review before the literature is selected and demonstrate that these criteria are followed in a consistent manner. The process of systematically reviewing literature in order to establish reliability or consistency when other researchers repeat the same research under identical conditions is important and relevant in this study (Walker 2015:3).

In view of the above statement, this literature review will focus on the following themes: cultural strategies that are effective in increasing the visibility of archives; effective leadership qualities to increase the visibility of archives; educational programmes as tools for public engagement as well as the use of social media to promote archives in an innovative manner. This literature review is given a position of privilege as it provides permission or not for the researcher to proceed with the inquiry, depending on what exists in the current literature (Walker 2015:3). Kwan (2006:32) notes that a literature review also justifies the value of and demonstrates why it is distinct from what is documented in the literature.

### **2.3.1 Cultural strategies to improve the image of archives**

A construct of culture represented by a large volume and quality of cultural outputs, including exhibitions and publication, is considered important in affecting the behaviour of others by influencing their preferences. It is important for the reader to note that the study focuses on physical exhibitions even though there would be some references to virtual exhibitions. Culture is a pervasive construct defined differently by various authors (Mittal & Elias 2016:61).

Culture is referred to as shared motives, values, beliefs, identities and interpretations or meanings of significant events that result from common experiences of members of collectives, which are transmitted across generations (Mittal & Elias, 2016:61). The meaning of significant events of society can be represented in archival materials that may include organisational records, personal papers such as letters, newspapers, treaties and government records as well as pictorial material such as architectural drawings, cartoons, posters, advertisements, maps, photographs and calendars as they convey information about a historical event, significant anniversary, person or institution (Allyn, Aubitz & Stern 1987:402). In 1949, a subcommittee report to the British Records Association, found by experience that the best means of arousing local interest in the preservation of records and demonstrating their educational value is by holding displays or exhibitions of documents, maps and photographs (Allyn et al. 1987:402). Although documents are commonly perceived as unattractive, many have extraordinary visual appeal and can be the sole subject of an exhibition. The fundamental mission of any exhibition is to make the institution's holdings accessible and available to the public (Allyn et al. 1987:402). Archivists have an obligation to educate a broad spectrum of constituents, from the scholar to the curious, from school children to adults in order to ensure that they better understand their cultural heritage through exhibitions, which can provide a visual counterpart to and relief from: textbooks, scholarly publications and other writings (Allyn et al. 1987:402).

In the field of archives and records management, exhibitions and publications make the public gain knowledge of the function and mission of public archives services and material holdings (Blais & Enns 1991:104; Ketelaar 1992:6). An exhibition programme is an interface between the institution and its stakeholders, through which a particular message can be conveyed, it is significant for its ability to bring the visitor closer to the archive service. In other words, archival material as material culture is valuable evidence of the past that communicate the importance and its value to the public through exhibition (Lester 2006: 86). Exhibits can also

be an effective means of teaching visitors what archivists do, how they do it and why they rely on the public for assistance, donations and financial support (Allyn et al. 1987: 404).

According to Katuu (2015:448), with exhibition programmes archivists prepare and display archival material to a specifically targeted audience, whereas in publication programmes, brochures and leaflets may be used to package and disseminate information on the archival mandate and activities often as broadcast to wide group of people. For example, exhibitions can effectively stimulate interest in the archives and create publicity (International Records Management Trust 1999:48). The appearance and content of publications can convey a strong image of the archival institution (International Records Management Trust 1999:48). As Allyn et al. (1987: 403) observe that visual appearance, written message and historical importance, combined with mythology, folklore or the ideals of an audience to give the document an importance that rises above its physical presence. In that regard, a carefully selected manuscript exhibited in conjunction with strong visual images can make a greater impact than a group of documents with accompanying texts. As a result, it is more likely to be absorbed by viewers (Allyn et al. 1987:403).

The following section discusses the adoption of exhibitions as cultural strategy by archival repositories, particularly in Southern Africa.

#### **a) Cultural activities adopted by archival repositories in general**

Exhibitions and publications are cultural strategies that help the public gain knowledge of the function, mission and some basic familiarity with public archives services and material holdings (Ketelaar 1992:6; Blais & Enns 1991:104). In Germany in the mid-seventies, state governments staged major exhibitions with more emphasis on history to convey a sense of unified regional identity. Major exhibitions were staged to change attitude of West Germans' towards history, which was marked by indifference and scepticism after the Second World War (Rauch & Schares 1991:192). The major exhibitions included the Staufer Exhibition of 1977, the Wittelsbacher Exhibition of 1980 and the Prussian Exhibition of 1981.

The Staufer exhibition was concerned with the dynasty of the Staufers and meant to create a unified regional identity. The exhibition had to document periods of about 200 years, which is why a detailed subdivision into historical periods could be dispensed, including historical artefacts from villages and towns. Furthermore, the exhibits were described in an exhaustive

catalogue, an additional four-volume set contained illustrations and relevant research papers and proceedings. The Wittelsbacher exhibition of 1980 was confined to presenting three periods of fateful importance in three separate exhibitions. Part of the exhibition placed special emphasis on the description of ordinary people's lives in rural as well as small-town and urban areas. Allyn et al. (1987: 404) state that in documenting ethnic communities in Philadelphia, the Balch Institute for Ethnic Studies frequently incorporates various materials such as photographs and pieces of papers of community members. The Prussian exhibition of 1981 focused on uncritical glorification and an indiscriminate public condemnation of Prussian history in a wide variety of exhibits covering topics by means of six major themes (Rauch & Schares 1991:192). Whereas, exhibition themes can range from choosing a historical event or celebrating a significant anniversary, to documenting a particular social practice, the challenge in each case is to choose materials that are exhibitable from a conservation standpoint and have strong documentary value as well as visual impact. Of importance is that exhibit items must be selected according to the purpose and type of projects undertaken (Allyn et al. 1987:402).

There was a comprehensive catalogue which was also sold in bookstores and addressed to the general public (Rauch & Schares 1991:192).

What one can deduce in these exhibitions is that:

- The exhibitions covered historical contents of those nation-states.
- Historical content told a story of ordinary lives of rural people as well as urban lives.
- Balance between good and bad history of the nation-states.
- Volume of catalogues and publications used in display of historical material.

The Stauffer exhibition attracted more than 700 000 visitors in less than 10 weeks. The exhibition proved to be an unexpected success (Rauch & Schares 1991:192). Public interest in the Wittelsbacher exhibition amounted to 600 000 visitors. The exhibitions were documented in an exemplary manner by means of a six-volume catalogue with additional research papers (Rauch & Schares 1991:193). Judging by the number of visitors (500 000 visitors registered in three months) the Prussian exhibition also proved as successful (Rauch & Schares 1991:194).

The authors concluded that the three historical exhibitions met with and fulfilled a keen public interest in history while at the same time intensifying this interest. This is contrary to Blais and Enns' (1991:105) experience of exhibition awareness activities, which were not as successful, perhaps due to the exhibition being effectively designed to appeal to other archivists rather than the general public. Similarly, through their familiarity and graphic quality, the Balch Institute with the co-sponsorship of the Anti-Defamation League of B'nai B'rith, mounted exhibitions such as "Ethnic Images in Advertising" and "Ethnic Images in the Comics" that have captured public attention and at the same time educated visitors about important issues related to ethnic stereotyping (Allyn et al. 1987:404).

In addition, even though limited to aspects of regional history, they inspired the wish for a comprehensive treatment of German history. Lastly, by showing the darker as well as brighter moments of German history, a real hope for Germans striking the right balance between pride in their country and tolerance towards other people could be realised (Rauch & Schares 1991:195).

Lester (2006:96) and Garaba (2016:81) conducted different studies in different times and geography on virtual exhibition. Lester's (2006:96) study analysed the nature of archival exhibition as a form of a visibility programme. The assumption was that regardless of what form the exhibition takes, the need to understand the audience, to engage with it and the need to interpret the exhibit so that individuals can understand and derive meaning from it, (despite their personal background and the context of the record) are essential criteria in any display. A critical question in the study was whether the virtual exhibition (records or photographic images of records, are digitised and stored as a computer file) was the natural successor to the physical exhibition (the display of original or copied records, accompanied by textual tables). The study concluded that the research and learning opportunities, rather than as a technique for advocacy (activities consciously aimed to persuade individuals or organisations to act on behalf of a programme or institution) of virtual exhibition are very great. In regard to the informational potential of exhibited records, the virtual exhibition is indeed a natural successor to the physical (Lester 2006:96). Garaba's (2016:81) study recommended that a rich, photographic heritage of the institution's corporate history in digital form should be used to create an interactive exhibit in an effort to raise awareness about archives. Using digital instead of analogue photographic copies will help in safeguarding their useable lifespan with regard to handling issues (Garaba 2016:81).

Rauch and Schares (1991:192) show that an exhibition with the historical content of ordinary people in a village as well as urban lives, balancing between bad and good history of the nation and volumes of publication along with catalogues could stimulate and at the same time intensify public interest in historical heritage material. Lester's (2006:96) study demonstrated that a virtual exhibition is prestigious in regards to providing the research and learning opportunities rather than as a technique for advocacy. However, Garaba (2016:81) expresses that a rich, photographic heritage of institution's corporate history in digital form should be used to create an interactive exhibit in an effort to raise awareness about archives.

A construct of culture, represented by a large quantity and quality of cultural outputs such as exhibitions and publication, is considered important in affecting the behaviour of others by influencing their preferences. Rauch and Schares' (1991:192) study confirms that the identified exhibitions attracted millions of visitors within a short space of time. Lester's (2006:96) and Garaba's (2016:81) study demonstrated that new technology can be used to display digitised archival material to stimulate public interest as an innovative tool which is discussed in the theme below.

#### **b) Cultural strategies adopted by archival repositories in Southern Africa**

Exhibitions and publications are cultural strategies that help the public gain knowledge of the function, mission and some basic familiarity with public archives services and material holdings (Ketelaar, 1992:6; Blais & Enns 1991:104). In South Africa, Ngoepe and Ngulube (2011:12) assessed the extent to which NARSSA has fulfilled its mandate to take the archives to the people. Interviews revealed that NARSSA now plans its exhibitions in advance, unlike what it has done in the past. The study further found that NARSSA involves provincial archives when exhibiting the archival holdings in provinces (Ngoepe & Ngulube 2011:12).

Njobvu, Haamoya and Mwila (2012:245) investigated the effectiveness of strategies to market the archives at the National Archives of Zambia. The study found that the majority of employees (80%) indicated that the only method used to market archival services was through exhibitions during World Archives Day and Library Week. Garaba (2016:79) conducted a case study on user perceptions about archives at Lutheran Theological Institute Library, Pietermaritzburg, South Africa. The study found that majority of users 17 out of 35 (59%) were aware of publications in the form of brochures provide a medium of communicating with users

of the archives because it provides impetus and information about their resources. Additionally, 19.2% of users identified exhibitions as a popular strategy in an effort to raise awareness of archives because are eye-catching (Garaba 2016:79).

Both studies mentioned show exhibitions as the method used by public repositories to promote their archival holdings. The above statement is confirmed by Saurombe (2015:285), as she indicated that the common methods of promotion mentioned were printed publications and exhibitions. However, both of the above studies failed to explain whether the exhibition had been the most effective cultural activity in enhancing the visibility of archival holdings. Neither study showed whether the most successful exhibition activities, in terms of attracting visitors, had led to their publication. According to Sanderson (2001:13), the Scottish Record Office provides extended access services to schools and members of the general public through a continuous exhibitions programme on a wider variety of historical theme, and then publishes the archival material from the exhibitions of the title which received the highest number of visitors.

The importance of the quantity and quality of exhibitions and publication in affecting the behaviour of others by influencing their preferences was never clarified in the above mentioned studies.

### **2.3.2 Leadership qualities required at all levels to ensure visibility of archives repositories**

The construct of leadership with attributes of expert knowledge, speech and collaboration is considered important in influencing people in order to change their attitudes and behaviour. In this study, any person irrespective of the position they hold and the size of the organisation, can possess and demonstrate qualities of leadership required to take public archives repository to the people (Fan, 2008:7). The International Council of Archives' (2012:8) principles of access to archives stipulate that institutions holding archives should show leadership with regard to access by making public knowledgeable of the vision, mission, ideals and values of the archives through various channels. Leadership is the ability to influence others as the direct result of the use of social power, which is the resources a person has available so that they can influence another person to do what that person would not have done otherwise (Mittal & Elias

2015:59).

Some scholars have identified qualities of leadership in archives. In South Africa, for example Ketelaar (1993:8) using a qualitative study, identified better contacts and co-ordination as leadership issues that could increase the efficiency and effectiveness of archives repositories. He further stressed the need for national archives to show leadership by acting with more authority, vision, enthusiasm and energy in the field of archives in South Africa (Ketelaar, 1993:8). Mariz, McCrea, Hackman, Kurtz and Jimerson (2011:115) argue that communicating the purpose, benefits and services provided by the archives and its staff is a leadership responsibility. Their study concludes that leadership possesses a collaborative spirit and demands that those who exercise it have full knowledge of structure, practice, personnel and the wider environment of the entities they lead.

Kingsley (2012:138) suggests that leadership implies working as an advocate for the sector, articulating the value the sector gives to society and speaking for the sector within government. It also implies showing the sector the way forward, translating the policy messages from government into sector context, facilitating the sharing of best practice and creating opportunities for the sector to flourish which might not otherwise exist.

The studies of Mariz et al. (2011:139), Kingsley (2012:138) and Ketelaar (1993:8) show that collaboration and constant communication of key messages are leadership issues. However, it appears that the public archives repositories in South Africa, especially the national archives service, have neglected to establish networking with international contacts and training (Ketelaar 1993:8).

Assessing the above studies against the construct of leadership explained earlier in the study, all studies appear to have neglected to clarify as to whether any person, irrespective of position and any organisation irrespective of its size, can possess and demonstrate the qualities of leadership necessary to take public archives repository to the people (Fan 2008:7). Even though all studies touched on characteristics of leadership such as expert knowledge, speech and collaboration, it was not clear if empirical evidence was used to arrive at the conclusion.



### **2.3.3 Educational programmes as interactive tools for public engagement**

Educational programmes are necessary in order to increase public awareness of the archivists' profession and utilisation of archival material, for the reason that many archives are neither as well understood nor as heavily used as they could be (Katu 2015:448; Senturk 2013:113). Users, such as learners or students, for example, can benefit from an educational programme as it could provide them with an interactive, dynamic learning experience that makes archival repositories tangible, real and alive (Melville & Malao 2005:32). Furthermore, student-centred education requires that learners in any given classroom will be provided with a range of resources of varying levels of difficulty and type so that student abilities and interests can be matched to promote learning (Cook 1997:107). Osborne as cited in Miller (2012:48) identified components of effective educational programmes, such as involving students in solving problems; working closely with teachers, teacher training programmes, and curriculum developers; and taking steps to ensure that programmes go beyond simply highlighting interesting documents. Moreover, Senturk (2013:108) notes that archival material has the ability to shed light on the past and the future and should, therefore, be used as part of primary, high school and university education programmes.

This section discusses collaboration between educators and the archivists, school programmes, students in archives and records management, and the public as a means to promote greater awareness of archives.

#### **a) Partnership between the archivists and educators**

Senturk (2013:113) emphasises that collaboration between archivists and educators is one of the most important educational strategies to promote the importance and use of archives. This statement supports Cook (1997:104) by suggesting that more consideration be given regarding issues of education and cooperation in order to make archival holdings more visible in the competitive public sphere. He further suggests that archivists can perform a major service to teachers and students by locating, collating, and publicizing relevant sources while senior teachers or other educational professionals, ideally working in partnership with archivists and archival institutions being called upon to attach teaching and learning strategies to them.

Van der Walt (2011:124) points out that the success of the partnership between archivists and educationalists depends on the end product, such as a teaching educational kit that can be used

at different levels and may include photographs, cartoons, paintings, drawings, recorded interviews, speeches, posters, private letters, government documents and previously published literature based on documents, for example newspaper articles. Of importance is that a teaching educational kit or archival kit would place at teachers' disposal to a very great degree an interesting and challenging primary documents to cover the curriculum for gifted or enriched students (Cook 1997:108). In this regard educational programme should be geared more directly toward fostering the participation of all those individuals whom the archives are required by mandate to assist (Blais & Enns 1991:106).

#### **b) Educational programme for archives and records management**

Van der Walt (2011:133) identified the most important visibility programme related to education and training as placements of practical training for students of Archival Studies and providing practical training for archivists and records managers from other African nations. Unfortunately, relatively little attention has been devoted to this area and, for this reason, the field of education is the most difficult visibility programme challenge for archives (Blais & Enns 1991:106). Fleming and Gerrard (2014:13) conducted the survey aimed at collecting information about visibility programme activities, including educational programming events at institutions of higher learning in the United States of America in 2012. The survey results show that themes or topics for educational programming were often related to a particular collection exhibit or dictated by department in the institution of higher learning and its curriculum with faculty, students and the general public as target audience. Senturk's (2013:113) study concluded by emphasising that, as a very important source for education, archival institutions should promote their holdings fully and should take more of a role in education processes as well as it being strategically important that archivists believe in the materials' positive impact on students' education.

#### **c) Educational programme for school communities**

School programme ensures and encourages educators and school stakeholders to view archival repositories as a crucial site of learning (Melville & Malao 2005:32). Therefore, extending access to archives to the school community has a number of distinct advantages for an archive. For a profession saddled with an exceedingly low and, some would say, damaged reputation, educational use permits an archives to create a positive "image" at the same time as awareness and appreciation of its services are promoted (Cook 1997:107; Senturk 2013:113). As Blais and Enns (1991:105) expresses that the school programme should appreciate the existence and

relevance of archival records as basic building blocks for the teaching of history so that people learn of the usefulness of archives. In support of this statement, Cook (1997:108) states that teaching and learning required by history teachers to deliver the curriculum is heavily dependent on a range of documentary sources. Similarly, Senturk (2013:111) notes that archivists at National Archives and Records Administration (NARA), a national archive of USA, collaborated with teachers to prepare primary source documents for use by schools.

Cook (1997:104) calls for renewed consideration of how archivists might productively contribute to the "educational life of the country," most particularly to the education of young people in elementary and secondary schools. He further outlined the possibilities of education projects, classroom units of instruction on the work and role of archives, archives-based teaching kits, learners' identification and collection of materials of interest to archives, the formation of school-based archives, and the establishment of formal organizational links between teachers and archivists. However, Van der Walt (2011:126) notes that although NARSSA has developed an educational kit, until recently not much has happened in South Africa as far as producing coherent or prominent programmes for education. In that regard, ignoring the importance of children as archives' users and the important contribution archives can make to the educational life of the country.

#### **d) Educational programme for the general public**

Miller (2012:46) laments that most educational programmes in archives are geared towards teachers and students, overlooking the importance of adult users. He further argues that while increasing visibility and awareness of archives is important to the profession, archivists should move beyond the goal of greater awareness to create visibility and outreach programmes that also benefit participants and perhaps even society at large. The general public can be educated about the value and potential use of the holdings, allowing the archival unit to claim some measure of financial support in return (Cook 1997:107).

The public gets a broad view of different services that archival institutions have to offer in order to expound on the number and variety of ways in which to explore archival resources, depending on users' information needs (Katu 2015:448). For example, archivists should create instructional programmes for adults that demonstrate how to conduct historical interpretation as a reasonable way to improve the quality of access to digital archives (Miller 2012:49). In addition, the genealogical exercise of mapping a family tree, and more rarely,

through viewing facsimiles or images of archival documents in the classroom or engaging in private research, the potential for effective display and use of archival resources through the educational system is far greater (Cook 1997:106).

Ngoepe and Ngulube (2011:107) emphasise that educating users and the general public about the value and potential use of archives is one of the components of public programming. Sulej (2014:34) further recommended the implementation of an educational programme in South Africa to increase awareness about archives within the general public and various communities by organising field related seminars, workshops and training programmes (Sulej 2014:34).

Exchange programmes are considered an important element of education in influencing people to change their attitudes and behaviour. In assessing the above studies, in respect of the construct education it is not clear if student exchange programmes were as salient in influencing people to change their attitudes and behaviour towards archival repositories.

#### **2.3.4 Adoption of social media as an innovative tool to promote archives**

Innovation is identified an important construct in influencing people to change their attitudes and behaviour through social media platform. Social media is the new and remarkable trend of the internet with many benefits for persons and organisations (Bountouri & Giannakopoulos 2014:516). Jain (2013:3) describes social media as a group of web-based and mobile applications that allow users to share and create knowledge in a real time social interaction. It enables communication and sharing of content with various stakeholder groups (Crumpton 2014:96). It is user centric, multi-purpose and not bound to time and location. It consists of various, user driven marketing channels such as Facebook, Twitter, blogs, YouTube and Flickr (Jain 2013:4).

Some of the benefits related to social media include: time saving, cost effectiveness, exciting and stimulating, instant interaction with the community, creative, a range of social media channels for marketing, bring users closer to the organisation, collaborative and interactive (Jain, 2013:4). Although social media may be perceived as low-cost undertakings, these initiatives require time and effort (Liew, King & Oliver 2015:3). Crumpton (2014:97) categorically explains in detail the cost associated with the use of social media as follows:

- Cost of time for content creation for materials to be posted.
- Cost of time for implementation.
- Cost of time for responding to users and interacting within the context of the topic including research.
- Cost of software for fee-based programs.
- Cost of alternative back-up systems needed in the event of primary system failure.

The use of social media, such as YouTube or Wikipedia, was found to have enormous potential to increase the visibility of archival collections positively (Mason 2014:158). Adoption of social media in general and locally is discussed below.

#### **a) Adoption of social media by archival repositories in general**

Social media use in archives engages new communities of users, provides powerful tools for advocacy, outreach and democratises the institutional management of cultural memory (Liew, Wellington, Oliver & Perkins 2015:379). Social media was widely adopted as mode of online engagement for archives only in late 2000s. Consistent with the growing use of social media in sub-Saharan Africa, there has been an increasing expectation among stakeholders that archives must demonstrate accountability by measuring performance against objectives, justifying costs and showing return on investment (Liew et al. 2015:3). According to Liew et al. (2015:3), ability to demonstrate success is a key step for archives to rationalise or win support for continuance of their social media efforts.

Liew et al. (2015:5), as well as Liew, Wellington, Oliver and Perkins (2015:383) conducted a study exploring decision-making and practices underpinning the implementation or non-adoption of social media in archives institutions across the world. Liew, King and Oliver's (2015:5) study findings show that consultation with stakeholders is an important factor in implementing social media in archives. Additionally, the findings of the study confirm that most archives are either operating in an experimental mode or are just beginning to move toward a more coordinated approach. Liew, Wellington, Oliver and Perkins' (2015:387) findings on major factors that led to organisations implementing social media include access to larger audience, reaching out to new audiences, rapid form of communication; similar organisations are using social media, low cost and stakeholder engagement. For institutions that does not implement social media, lack of support from senior management and lack of fit

between social media and the institutions strategic objectives as well as priorities appear to be the main reasons.

However, Liew et al. (2015:9) conclude that reliance on metrics showing the numbers of participants (web traffic) provides a partial or distorted view of success or impact of social media because it is difficult to know if people using social media are new users. Liew, Wellington, Oliver and Perkins (2015:392) conclude that the findings of the study reflect a very pragmatic attitude towards the use of social media in cultural heritage institutions, several grassroots activities, but little strategic vision and few strategic objectives. Motivations for use are predominantly opportunistic. The reason being that social media is considered a communication channel that is popular with users and should be used to promote services and showcase archival holding and services.

Griffin and Taylor (2013:256) conducted a research study aimed at understanding the special collection departments and archives and how they employ social networking tools, how and whether special collections and archives constituents use these tools to engage with each other and whether institutions receive a demonstrable return of investment (ROI) for their social networking efforts. The study envisaged that this type of analysis would help special collections and archives better understand their use of social networking tools which would facilitate larger conversations regarding the continued investment of institutional and staff resources (Griffin & Taylor 2013:257). The study found that on average, special collections and archives achieve moderate success when using social media to publicise institutional holdings, events and activities. Success, determined by a number of departmental posts and the resulting likes, shares and comments from external users, can be realised as potential gains to staff investment, whereby the special collections use of social media indicates demonstrable increases in visibility internally and externally to the parent organisation (Griffin & Taylor 2013: 268).

Griffin and Taylor (2013:268) determine the success of the use of social media by the number of departmental posts and the resulting likes, shares and comments from external users. Liew et al. (2015:3) found that 86% of respondents considered metrics on the number of fans, followers or subscribers to be useful means of gauging impact. However, Liew et al. (2015:3) acknowledge that, just as social media by archives is evolving or relative infancy, so too is the evaluation of its success. Griffin and Taylor (2013:269) concluded that by assessing social

media activity, special collections departments would be better able to analyse the platforms that yield the best results, thereby making the most of their investment in new technologies.

Four major points can be extracted from the synthesis of the above studies as follows:

- Ability to show success and rationalise support for continuance of social media efforts.
- Stakeholder engagement is an important factor in implementing social media.
- Use of social media in archives is still in experimental stage.
- Assessing the success of social media is also still at developmental stage.

#### **b) Adoption of social media by archival repositories in Southern Africa**

Social media is the new and remarkable trend of the internet with many benefits for persons and organisations (Bountouri & Giannakopoulos 2014:516). Several scholars conducted different studies on social media as new tool offering an opportunity for archives to make their archival holdings and services public.

Kamatula et al. (2011:120) are convinced that Facebook and Twitter can be used to increase the visibility of documentary heritage housed in archival repositories of South Africa and other parts of sub-Saharan Africa. However, their study revealed that the NARSSA and a few other selected African countries were not using a social media strategy to promote their collections, despite an increasing number of people in these countries having access to social networks through mobile technologies. In a study to establish the extent to which NARSSA uses social media to serve users, Ngoepe and Ngulube (2011:13) found that it does not use social media platforms such as Facebook, blogs, podcasts, wikis, YouTube or Twitter to reach out to people, especially the youth who use ICT tools in their daily lives.

Garaba (2012:23) examined the extent to which social media provides new opportunities for promoting access to archives and records. The study revealed that the national archives of South Africa, other national archives and organisations in sub-Saharan Africa were not using Facebook, Twitter or Wikipedia to market their services and holdings or to create a web presence for an archive. In her study, Saurombe (2015:319) found that the majority of the public archives repositories (78%) did not make use of social media to raise awareness about the archives. Only two (22%) national archives made use of social media (Saurombe,

2015:319). In the same study, four (44%) of the Directors of public archives in the eastern and southern Africa region thought that their visibility on social media platforms was affecting them negatively (Saurombe, 2015:281). According to Crymble (2010:145), archives repositories should continue to adopt and employ new technology as a tool to promote their archival holdings and services to the public.

In assessing the adoption of social media as an innovative tool in influencing people to change their attitudes and behaviour, the use of social media is still at an experimental stage in the field of archive and records management. Almost all public archives repositories are not implementing social media in promoting their archival holdings and services to the South African public.

## 2.4 The knowledge gap

This section presents the knowledge gap which is critically important to moving forward with this dissertation. The knowledge gap was identified in the literature surveyed as per construct and their attributes created to comprehensively explain the phenomenon of study. The summary of the identified knowledge gap, the authors and constructs used are illustrated in the Table 2.2. This could be referred to as a literature map which is a visual picture of the research literature on a topic that illustrates how a particular study contributes to the literature (Creswell 2014:292).

<b>Table 2.2: Knowledge gap from the literature reviewed</b>		
<b>Constructs and their attributes</b>	<b>Authors</b>	<b>Knowledge gap</b>
<b>Volume of quality cultural outputs</b> <ul style="list-style-type: none"> <li>• <b>Exhibition</b></li> <li>• <b>Publications</b></li> </ul>	Rauch and Schares (1991); Lester (2006:); Garaba (2016); Ngoepe and Ngulube (2011); Njobvu, Haamoya and Mwila (2012); Saurombe (2015)	Few studies were clear on the volume and historical content of exhibits and publications displayed to the public.



<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• <b>Expert knowledge</b></li> <li>• <b>Speech/presentation</b></li> <li>• <b>Collaboration</b></li> </ul>	<p>Ketelaar (1993); Mariz et al. (2011); Kingsley (2012)</p>	<p>All studies did not clarify whether any person regardless of position they held, and social status in their community can possess and demonstrate qualities of leadership.</p> <p>It was not clear if empirical evidence was used in studying leadership qualities in archives.</p>
<p><b>Education</b></p> <ul style="list-style-type: none"> <li>• <b>Exchange programme</b></li> </ul>	<p>Senturk (2013); Miller (2012); Fleming and Gerrard (2014); Katuu (2015); Melville &amp; Malao (2005:32); Van der Walt (2011), Sulej (2014); Venson, Ngoepe and Ngulube (2014); Ngoepe and Ngulube (2011)</p>	<p>It was not clear if educational exchange programmes can serve as an interactive tool for public engagement and awareness.</p>
<p><b>Innovation</b></p> <ul style="list-style-type: none"> <li>• <b>Social media</b></li> </ul>	<p>Liew et al. (2015); Liew, Wellington, Oliver and Perkins (2015); Griffin and Taylor (2013); Kamatula et al. (2011); Ngoepe and Ngulube (2011); Garaba (2012); Saurombe (2015)</p>	<p>Adoption of social media as an innovative tool was still at experimental mode in the field of archive and records management globally.</p> <p>All public archives repositories are not implementing social media in promoting their archival holdings and services to the South African public.</p>

In order to fill the identified knowledge gap as per Table 2.2, this study seeks to investigate:

- how cultural strategies such as exhibitions and publication in all ten public archives repositories in South Africa are implemented to attract more users of archives.
- whether any person, regardless of position they hold and size of the organisation, can possess and demonstrate qualities of leadership required to take public archives repository to the people.
- use of empirical evidence to identify the qualities of leadership essential in influencing people to change their attitudes and behaviour towards archives.
- if educational exchange programmes can serve as interactive tools for public engagement, awareness and education in public archives repositories in South Africa.
- how can public archives repositories in South Africa implement social media as an innovative tool in promoting their archival holdings and services to the South African public.
- recommend a framework for the successful designing of an effective visibility programme to ensure increased public knowledge of archives and usage statistics of archival material of public archives institutions in South Africa.

## **2.5 Summary**

This study explained the conceptual framework and literature review with great focus on public knowledge and use of archives, in general and South Africa in particular. The concept of soft power was identified and discussed from its historical development to quantification stage. As concepts contain bits or components or linked to other concepts, the identified concepts or constructs were interlinked in order to provide framework through which the occurrence and presence of certain words, phrases, themes or constructs in relevant literature could be assessed and ultimately used to develop research questions and analyse the research results. In other words, an accumulation of the components of the concept allows the development of soft power as conceptual framework.

The constructs provided a systematic, explicit and reproducible method for identifying, evaluating and interpreting the existing literature on how public knowledge of archives and use of archival holdings can be improved so that the public archives repositories could realise what they are mandated to do.

Key findings from the literature reviewed were summarised. In addition, the findings of the literature reviewed would help develop the objectives this study seeks to achieve and a framework through which the data collected will be analysed and interpreted. The insight and an understanding of the phenomenon of the study, provided by the concept of soft power and the literature opened a knowledge gap which this study seeks to fill.

This chapter discussed a literature review and conceptual framework. The following chapter presents the research paradigm and approach that guides the behaviour of the researcher in this study.

## **Chapter Three**

### **Research methodology**

#### **3.1 Introduction**

The previous chapter discussed the literature review and conceptual framework. This chapter presents the paradigm and methodology guiding this research.

Research is a systematic and methodical process that investigates a phenomenon, addresses an issue, answers a particular question and solves problems, all of which help increase existing knowledge (Shah & Al-Bargi 2013:253). In that regard, it becomes essential to systematically and methodically investigate issues related to visibility and accessibility of public archives repositories in South Africa. The purpose is to increase the existing knowledge on the topic.

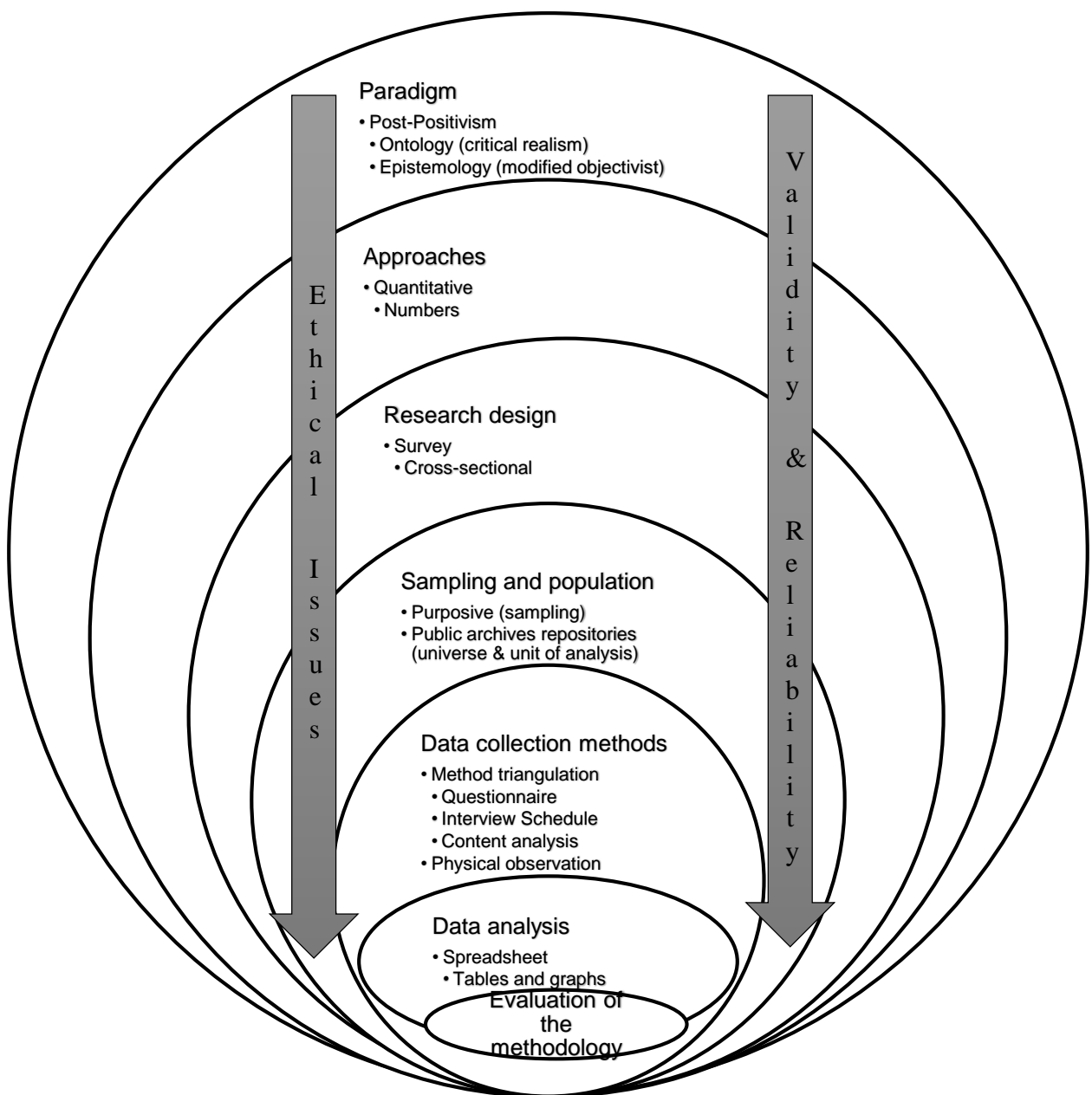
However, it is important to first ask questions about the research paradigm to be applied in conducting research. This substantially influences how one undertakes social science research from the way of framing and understanding social phenomena (Wahyuni 2012:69). Shah and Al-Bargi (2013:253) argue that paradigms are essential as they narrate the chosen approaches and data collection methods in connection with the findings of the study. As a result, it is impossible to engage in any form of research without committing, often implicitly, to an ontological and epistemological position (Scotland 2012:10). Some authors refer to positivism, post-positivism, interpretivism and pragmatism or critical paradigms (Scotland 2012:11; Wahyuni 2012:70; Shah & Al-Bargi 2013:253).

To this end, the following are explained in this chapter:

- The paradigm that is appropriate and relevant in explaining how things are perceived and serves as a thinking framework that guides the behaviour of the researcher.
- A research approach that serves as a plan and procedure for research that spans the steps from the research paradigm to research design, detailed methods of data collection, analysis and interpretation is explained (Creswell 2014:31).
- A research design that serves as total plan for the empirical collection of data and is aimed at answering specific research questions.

Then, the population as a universe of analysis with characteristics that a researcher wishes to

study or to generalise about from sample results is identified and a unit of analysis consisting of a group of persons, individuals, organisational documents and physical artefacts is discussed. The data collection methods that serve as the specific techniques and procedures followed to collect and analyse data are also explained in details. The study further discusses validity and reliability, which is the core of conducting quality research. Finally, the researcher explains the concept of research ethics, which is considered as a set of standards and principles displaying what is acceptable and right and what is unacceptable and wrong when conducting a research. The above explanation and what is included in this chapter is represented in Figure 3.1.



**Figure 3.1: Diagram representing research methodology**

## **3.2 Research paradigm**

A research paradigm is a set of fundamental assumptions and beliefs of how the world is perceived, which then serves as a thinking framework that guides the manner in which the researcher conducts himself (Wahyuni 2012:69). The term was first coined by Kuhn in his 1972 seminal work “The Structure of Scientific Revolution” referring to an overall theoretical framework (Mack 2010:5; Shah & Al-Bargi 2013:253). It is generally believed that the paradigms that are built in people’s minds have a powerful effect as they create the lens through which people see the world (Shah & Al-Bargi 2013:254).

Prominent paradigms include:

- positivism,
- post-positivism, and
- interpretivism (Scotland 2012:11; Wahyuni 2012:70; Shah & Al-Bargi 2013:253).

### **3.2.1 Positivism**

Positivism is considered scientific paradigm or science research (Mack 2010:6; Shah & Al-Bargi 2013:254). The purpose of research in this paradigm is to prove or disprove hypothesis or questions (Mack 2010:6).

### **3.2.2 Interpretivism**

The interpretivist paradigm was described as an “anti-positivist” paradigm because it was developed in reaction to positivism. It is also referred to as constructivism because of its emphasis on the ability of the individual person to construct meaning (Mack 2010:7).

### **3.2.3 Post-positivism**

The post-positivist paradigm emerged as an opponent of the positivist paradigm’s application of the scientific method in social science research (Mark 2010:7). This study is bound to the post-positivist paradigm. The theoretical and philosophical issues of post-positivism are addressed in view of ontological, epistemological and methodological positions/assumptions

(Shah & Al-Bargi 2013:253; Scotland 2012:9; Wahyuni 2012:69). and its underlying philosophical position to explain the phenomenon of this study.

Post-positivism became prominent during 20<sup>th</sup> century with similar ontological and epistemological beliefs as positivism even though they differ in many ways (Scotland 2012:10; Shah & Al-Bargi 2013:254). Post-positivism can be distinguished from the different variants of positivism mainly through the view that strong use of quantification, sophisticated statistical methods, one-sided interpretation of reality in itself and a priori does not enable the attainment of scientifically relevant insights. In that regard, triangulation should be generally accepted, which is sceptical of the appropriateness of using a single data collection method (Adam 2014:6). As Kirby (2013:98) claims that post-positivism is an appropriate paradigm for those researchers who wish to draw from some of the aspects of positivism, such as quantification, while being favourably disposed towards the more subjective interpretivist paradigm. Therefore, they wish to incorporate both quantitative and qualitative data collection methods. More information on triangulation is provided in the section on data collection method in this chapter.

Typical characteristics or feature of post-positivism is acceptance of the critical realist ontology which celebrates the existence of reality independent of human consciousness, ascribes causal powers to human reasons and social structures, rejects relativism in social and scientific discourses, and aligns the social sciences towards its liberating objectives. Critical realism recognises existence of reality independent of human consciousness that needs to be studied, but asserts that knowledge of that reality is socially constructed (Kirby 2013:104). Researchers need to take a stand regarding their perceptions of how things really are and how things really work (Scotland 2012:9). Since this study is bound to a post-positivist paradigm, public archives repositories could be seen as representative of human mind or abstract phenomena that exist externally and independently of one individual person.

Kirby (2013:99) considers “modified objectivism” as an epistemological underpinning of post-positivism. The emphasis is on the fact that researchers are aware that objectivity is an ideal that can never be achieved. In this regard, post-positivism recognises that perception is theory laden as far as a researcher’s background knowledge and experiences will affect his or her decisions around what to study, what elements of the data to emphasise and even the selection of the level of measurement is open to subjective choice. This study followed a modified

objectivist epistemological position, as the researcher believes that the background knowledge and experience of the researcher could affect the validity of knowledge generated. Hence, theories can never obtain the real truth, but only get closer to the truth (Mack 2010:7; Scotland 2012:10; Shah & Al-Bargi 2013:254).

### **3.3 Research approaches**

Research approaches are plans and procedures for research that span the steps from paradigms to research design, detailed data collection methods, analysis and interpretation. Predominant research approaches are quantitative, qualitative or mixed method research approaches (Creswell 2014:32; Sarantakos 2013:30; Wahyuni 2012:70; Creswell 2003:18; Creswell 2009:3). These terms were discussed earlier in Chapter One. They specify the types of research designs and inform or influence the choice and use of the data collection methods that may be employed to gain knowledge about a phenomenon (Ngulube 2015:127; Scotland 2012:9). The research design determines and controls data collection and data analysis procedures (Ngulube 2015:129), whereas data collection methods are concerned with data collection instruments such as observations, interviews, questionnaires, physical traces, document reviews and audio-visual materials (Bhattacharjee 2012:41; Ngulube 2015:129).

Research approaches underpinned by both positivist and post-positivist paradigms are directed at explaining relationships and making attempts to identify causes that influence outcome as opposed to an approach informed by interpretivism (Scotland 2012:12). Based on the paradigm chosen, which was post-positivism, the most research approach chosen was the quantitative approach.

#### **3.3.1 Quantitative approach**

The quantitative approach is essentially about collecting numerical data to explain a phenomenon. It asks questions that appear immediately suited to being answered using quantitative instruments (Muijs 2010: 2). In addition, it perceives reality as objective, simple and fixed, and human beings as rational individuals who are governed by social laws. Research is a tool for studying social events and for learning about them and their interconnections, so that general causal laws can be discovered, explained and documented (Sarantakos 2013:31).



Suffice it to say, the general causal laws or theories about these laws are tested, and either rejected or provisionally accepted, and, thus, a better understanding of the truth about how the society works is achieved (Muijs 2010:4).

The main aim of selecting the quantitative approach is, therefore, to test, to confirm or to contradict the conclusion drawn based on an understanding of analysed data or understanding the truth about how the society works (Muijs 2010: 4; Kumar 2011:13). In addition, data collected quantitatively generates knowledge that can be generalised to people other than just those who were involved in the study. In other words, the knowledge gained from a certain group of individuals can serve as a basis for making assertions about other individuals (Sverke 2007:24). For example, numerical data obtained will facilitate comparisons between organisations or groups and will allow the determination of the extent of agreement or disagreement among respondents (Choy 2014:101).

The drawback, however, is that the researcher may end up overlooking some potential explanations, especially if the base of knowledge within the area is not well developed (Sverke 2007:25). For example, identities, perceptions and beliefs cannot be meaningfully reduced to numbers or adequately understood without reference to the local context in which people live or work (Choy 2014:102). After assessing the validity of the classification system of knowledge work using a quantitative survey, follow-up qualitative studies are necessary to better understand the phenomenon (Ngulube 2015:129). Therefore, the identified weakness can be overcome by the triangulation of data to increase the credibility and validity of the results (Yeasmin & Rahman 2012:156). This will be discussed in the data collection method section of this study.

Research approaches prepare packages of appropriate research design to be employed by researchers, instructing them as to where to focus their research activity and how to recognise and extract knowledge (Sarantakos 2013:29). Therefore, the quantitative research design was necessary to answer the specific research questions in this study.

### **3.3.2 Research design**

A research design is a comprehensive plan for data collection in an empirical research project

aimed at answering specific research questions (Bhattacharjee 2012:35-38). In that regard, it is important in connecting research methodology and an appropriate set of research methods in order to address research questions that are established to examine social phenomena (Wahyuni 2012:72). On the other hand, it is constructed and guided by ontological, epistemological and methodological rules (Sarantakos 2013:29). The research design determines and controls data collection and analysis procedures (Ngulube 2015:129).

Based on the above statement, the research purpose and research questions are considered the starting point for developing the research design, simply because they provide important clues about the substance a researcher is aiming to assess (Wahyuni 2012:72). Hence, its purpose is to provide guidance that directs the research action and helps to rationalise the use of time and resources and reduce costs (Sarantakos 2013:121).

A quantitative research design favours the more restrictive option, precisely because it does not allow flexibility and freedom in the research process (Sarantakos 2013:123). The most common quantitative designs are experimentation, survey research design and case research study (Ngulube 2015:129; Bhattacharjee 2012:35-38). This study followed a survey research design, which is the most popular design for quantitative research in the social sciences (Creswell 2003:14; Bhattacharjee 2012:73).

Surveys are non-experimental research designs that do not control or manipulate independent variables or treatments, but measure these variables and test their effects using statistical methods. Surveys capture snapshots of practices, beliefs or situations from a random sample of subjects in field settings through a survey questionnaire or, less frequently, through a structured interview (Bhattacharjee 2012:39). A survey design provides a plan for a quantitative or numeric description of trends, attitudes or opinions of a population by studying a sample of that population (Creswell 2014:201). Its purpose is to generalise from a sample to a population so that inferences can be made about some attitudes and behaviours of the population (Creswell 2014:203; Creswell 2009:146).

A longitudinal survey is designed to collect data over time and a cross-sectional survey collects data at one point in time. According to Bhattacharjee (2012:39), in cross-sectional field surveys, independent and dependent variables are measured at the same point in time (e.g. using a single questionnaire), while in longitudinal field surveys, dependent variables are

measured at a later point in time than the independent variables. This study used a cross-sectional survey design (Creswell 2009:146). The purpose of using cross-sectional survey was that it is relatively inexpensive and it takes little time to conduct (Levin 2006:25; Kumar 2011:107). This is critical and relevant to the dissertation since it requires little time (that is, two years excluding proposal stage of the research) to complete.

The disadvantage, however, is that it is difficult to make causal inferences or to measure change (Levin 2006:25; Kumar 2011:107; Picardi & Masick 2014:4). The strength of the survey design is its external validity rather than its internal validity (Bhattacharjee 2012:39), and this is discussed fully in the next section. A plan for data collection is executed by selecting a population to answer the research question.

The following section discusses the population and sampling techniques.

### **3.3.3 Population and sampling**

This section explains the population and sampling techniques used in this study.

#### **3.3.3.1 Population of the study**

Quantitative studies seek to determine something about what characterises the population (Sverke 2007:26). The categorisation of the population into universe of analysis and unit of analysis become important. Johnson and Christensen (2014:251) refer to the population as a universe of analysis with the characteristics that a researcher wishes to study or to generalise about from sample results. In other words, the universe of analysis could be explained as the whole population with which the research is concerned. On the other hand, the unit of analysis is the major entity that the researcher is analysing in the study (Trochim 2006:1). It is considered a source of information which may include individuals, groups, organisational documents, artefacts, social interactions, geographical units (Yin 1994:2; Trochim 2006:1; Welman, Kruger & Mitchell 2005: 52; Sverke 2007:26; Bhattacharjee 2012:65). Of importance is that correctly specified questions help the researcher select relevant unit of analysis. In addition, a single study may use a single unit of analysis or more than one (multiple) unit of analysis (Yin 1994:38). It is, therefore, important for a research study to specify the characteristics of the population and the sampling procedure (Creswell 2009:147).

NARSSA, including the NFVSA, all nine provincial archives (i.e. Eastern Cape, Free State, KwaZulu-Natal, Gauteng, Limpopo, Mpumalanga, Northern Cape, North West and Western Cape), the Friends of archives, annual reports, archival legislation and social media of the public archives repositories in South Africa are the universe of analysis, from which the researcher is interested in generalising the conclusions (McVilly et al. & Burton-Smith. 2008:161; Bhattacharjee 2012:65; Dube et al. 2013:71). This study used multiple unit of analysis as a source of information. That is, groups of people, individuals, organisational documents and physical artefacts. Groups of people included archivists working in the public archives institutions and the members of Friends of archives. Organisational official documents included annual reports, existing archival legislation and social media links. Physical artefacts include public display signage directing existing and prospective users to the public archives repositories in South Africa.

A research represents a logical set of statements of which a researcher can judge the quality of research based on logical tests such as validity and reliability (Yin 1994:34). The purpose of selecting the abovementioned study population (universe of analysis) and unit of analysis is its relevance in ensuring the reliability and validity of the research. As Bhattacharjee (2012:56) posits that in order to improve reliability, questions should be posed to persons that possess relevant information to the study. Moreover, the use of multiple sources of information can increase validity of the study in a manner encouraging convergent lines of inquiry, and is relevant during data collection (Yin 1994:34).

### **3.3.3.2 Sampling of the study population**

Sampling is defined as the process of selecting a few from a bigger group to become the basis for estimating or deriving a conclusion of an unknown piece of information regarding the bigger group (Kumar 2011:193; Patel 2013:171). All quantitative sampling aims at approaches that draw a representative sample from the target population, hence, the results of studying the sample can be generalised to the population (Shah & Al-Bargi 2013:256).

The advantage of sampling is that it saves time as well as financial and human resources. The disadvantage is that you could only estimate or predict, but not discover the information about

the population's characteristics (Kumar 2011:193). One of the principles of sampling is, the greater the sample size, the more accurate the estimate of the true population could be (Kumar 2011:197; Patel 2013:172; Johnson & Christensen 2014:267). Dube et al. (2013:71) identify sampling techniques that include simple random, purposive and convenience sampling. This study followed purposive sampling to select persons and documents that could provide the best information to achieve the objectives of this study (Kumar 2011:207).

Purposive sampling is referred to as when the researcher deliberately decides to include people who, in his/her opinion, have the required information for the research project and would be willing to share it with the researcher (Kumar 2011:207; Sarantakos 2013:177; Dube et al. 2013:71). In short, the researcher would be able to determine the cases to include in the sample based on how relevant they are to the research questions, and the quantity and quality of information they are likely to provide (Picardi & Masick 2014:157).

In that regard, the annual reports of the national Department of Arts and Culture and relevant provincial departments were purposefully sampled from the 2012/13 to 2014/15 financial years (starting from 1 April of the current year to 31 March of the following year for national and provincial government, and starting from 1 July of the current year to 31 June of the following year for local government). Currently the public archives annual reporting information in South Africa is included in the relevant departments' consolidated annual performance reports. The study also sampled the existing archival legislation and archival contents in Facebook, Twitter, Google+, Instagram and WordPress. Furthermore, the study selected archivists working in public programming sections of the identified public archives institutions and the deputy director of the Friends of archives. The archivists provided their contact details to the researcher during the public programming workshop hosted by the University of South Africa in Mpumalanga province (Sabi River Sun in Nelspruit) from 29 to 30 September 2016. Each archives repository was represented, on average, by two archivists working in public programming section from their respective institutions. Finally, the study also selected the public display signage of Limpopo, Mpumalanga, NFVSA and NARSSA. The selection of these samples was necessary as it provided the researcher with pertinent information. As Kumar (2011:207) argued that in quantitative study, a predetermined sample is best positioned to provide the needed information.

The number of employees in the public archives repository and the number of those who work

in the public programming section are indicated in Table 4.2. The majority of respondents are archivists, except one respondent who indicated his/her position as an assistant manager: repository. Whereas the study sought to reveal the number of archivists working in public programming in terms of resources, their position in the public archives is not the focus of this study. The researcher was of the opinion that position should not be used as an excuse for non-delivery of services to the public or a reason for an organisation's failure to achieve its strategic objectives. Chong et al. (2013:54) state that a person without position or personal power can sometimes convince other people to comply with a job request in the same way a person with position or personal power may not achieve the same outcome when making the same request. In other words, any person, regardless of the position they hold, and any organisation, regardless of its size, can possess and demonstrate qualities of leadership required to take public archives repository to the people (Fan 2008:7).

<b>Table 3.1: Employees in the institution and in public programming section</b>		
<b>Name of the public archives institution</b>	<b>Total number of archivists in the institution</b>	<b>Number of archivists in public programming section</b>
<b>National Archives</b>	74	5
<b>Eastern Cape</b>	15	2
<b>Free State</b>	11	5
<b>Gauteng</b>	2	2
<b>Limpopo</b>	15	15
<b>KwaZulu-Natal</b>	52	9
<b>Mpumalanga</b>	No response	No response
<b>Northern Cape</b>	4	4
<b>North West</b>	13	4
<b>Western Cape</b>	42	2
<b>National Film, Video and Sound Archives</b>	17	4
<b>Total</b>	245	52

There are 74 archivists in NARSSA and five in public programming section, 17 archivists are working in the NFVSA and four archivists are working in public programming section.

Whereas Ngoepe and Ngulube (2011:10) revealed that four archivists were involved in public programming (two at NARSSA and two at the NFVSA), this study showed that five worked at NARSSA and four at the NFVSA, which represent an increase of two, respectively. There are 15 archivists in the Eastern Cape provincial archives and two working in the public programming section. This study shows that there are 11 archivists in the Free State provincial archives and five who works in the public programming section.

In addition, the study reveals that there are three employees in the Gauteng provincial archives and three working in the public programming section. Initially, the researcher identified a discrepancy, as one of the respondents indicated that there are two archivists in the Gauteng provincial archives and two who work in the public programming section. When doing a follow-up regarding the discrepancy mentioned above, the researcher found that the deputy director: Library, is also involved in archives activities, as a provincial archivist had not yet been appointed. It was also revealed that there is/are no employee/s dedicated to the public programming function, as they are all involved in anything that has to do with archives and records management.

Furthermore, the study reveals that 15 employees are working in the Limpopo provincial archives and 15 in the public programming section. However, initially a respondent indicated that there are five public servants working in the public programming section. When the researcher did a follow-up regarding the discrepancy, it was revealed that there are new (ten) recruits that increased the number of archivists to 15. It was further indicated that all 15 employees are involved in public programming activities because there are no staff dedicated to outreach programme.

The study shows that there are 52 archivists (21 in the Pietermaritzburg archives, 15 in the Ulundi archives and 16 in the Durban archives) in the KwaZulu-Natal provincial archives and nine (three in each of the provincial archives branches) working in the public programming section. There is also an intern working in the public programming section. These results were confirmed after the respondents initially provided contradictory figures.

A respondent indicated that there are four archivists and two interns in the Northern Cape provincial archives and four working in public the programming section. There are 13 employees in the North West provincial archives and four working in public programming

division. The study also shows that there are 42 employees in the Western Cape provincial archives and two archivists working in public programming section. There are no data available from Mpumalanga provincial archives due to non-responses. However, Ngoepe and Keakopa (2011:154) indicate that the Mpumalanga Provincial Archives has a staff complement of only three archivists (including the head of the archives) to service the entire province.

It is also worthy to note that Gauteng and the Western Cape have archives advisory councils. However, North West and the Northern Cape are represented at the national archives council. It is important to mention this because members of the council can speak on behalf of the repository to the politicians.

Taking everything into account, the total number of employees in public archives repositories is 245 and 52 working in the public programming sections. According to Ngoepe and Keakopa (2011:154), the resources of the archives systems in South Africa are inadequate to execute the mandate both in terms of level and capacity. They gave the example of the Mpumalanga provincial archives, which has a staff complement of only three archivists (including the head of the archives), to service the entire province, while the Free State provincial archives have 12 staff members from the original 22. In contrast, Ngoepe and Jiyane (2015:74) report the total number of employees was at 219 with 11 employees having left archives repositories in the 2014-15 financial year. Compared to the study by Ngoepe and Jiyane (2015:74), this study shows an increase of 26 employees from the 2014-15 financial year to the 2015-16 financial year.

### **3.3.4 Data collection**

Scotland (2012:10) defines data collection methods as the specific techniques and procedures used to collect and analyse data. The data collection methods informed by positivist and post-positivist paradigms and quantitative methodology seek predictions and generalisations; hence, they often generate quantitative data (Scotland 2012:10; Shah & Al-Bargi 2013:255). On the other hand, data collection methods informed by interpretivism paradigms and qualitative methodology produce insight into and understanding of behaviour, explain actions from the participant perspective and do not dominate the participants (Scotland 2012:12).



Data collection methods are concerned with data-gathering instruments such as observations, interviews, questionnaires, physical traces, document reviews and audio-visual materials (Bhattacharjee 2012:41; Ngulube 2015:129). Examples of data collection methods informed by the positivist and post-positivist paradigm and quantitative methodology include structured interviews, closed-ended questionnaires and descriptions of phenomena using standard observation tools (Scotland 2012:10; Shah & Al-Bargi 2013:255). Examples of data collection methods informed by interpretivist paradigm, on the other hand, include open-ended interviews, focus groups, open-ended questionnaires and open-ended observations, think aloud protocol and role-playing, and usually generate qualitative data (Scotland 2012:12).

In this study, data was collected using survey questionnaires including follow-up questions seeking clarity regarding responses obtained from questionnaires, interview using pre-established questions, content analysis of official documents and web-based content analysis of social media presence of public archive repositories, primarily assessing and monitoring social media links to relevant departmental website and presence of content about archives and records management. For instance, official documents include annual reports of the relevant departments in South Africa, dating back from the 2012-2013 to 2014-2015 financial year as well as archival legislation in South Africa. The aim was to collect as much and as diverse data as possible, that can help generate the best possible insights into the phenomenon of the interest (Bhattacharjee 2012:41).

#### **3.3.4.1 Standard questionnaire**

Quantitative methods characteristically refer to standardised questionnaires that are administered to individuals or organisations that are identified through various forms of sampling (Choy 2014:99). In fact, a questionnaire represents a common and concrete illustration of the operationalization of the research variable when the researcher asks questions as a way of obtaining data for analysis and interpretation (Babbie & Mouton 2001:233). A self-administered questionnaire consisting of a set of questions intended to capture responses from respondents in a standardised manner (Bhattacharjee 2012:74). The advantage of a self-administered questionnaire, among other things, is that it can be sent to many people, willing respondents complete the survey at their convenience and data collected can be standardised (Sverke 2007:48; Bhattacharjee 2012:74; Dube et al. 2013:71). One of the disadvantages,

however, is that the response rate tends to be quite low because most people tend to ignore survey requests (Neuman 2006:299; Bhattacharjee 2012:74; Dube et al. 2013:71), and, as result, the researcher may not be able to generalise the results (Neuman 2006:295). Furthermore, the opportunity to clarify issues is absent (Kumar 2011:149). Information about how the questionnaire was reviewed was explained in Chapter One.

A questionnaire can be distributed by ordinary mail or e-mail, or delivered by telephonic interview, to name a few possibilities (Picardi & Masick 2014:156). In this study, the survey questionnaire was sent via e-mail to the selected 25 (100%) staff members working in the public programming section of the identified public archives repositories in South Africa. The questionnaire was sent on 20 October 2016 and start analysing returned questionnaires on 28 November 2016. Babbie and Mouton (2001:261) argue that the body of inferential statistics used in connection with survey analysis assumes that all members of the initial sample complete and return their questionnaires. However, in this study, only 15 (60%) of the selected respondents responded and 11 (44%) of the prospective respondents did not respond to the survey, as indicated in Table 4.1`. The formula that was followed to convert the number of respondents and non-respondents into percentage form was as follows:

$$\frac{15 \times 100\%}{25}$$

15 (the number of respondents who responded), multiplied by (x) 100 (% of the total number of the respondents the survey was sent to), divided by (/) 25 (the total number of the respondents the survey was sent to). The same formula was used for non-respondents. The researcher continued to analyse the data as Babbie and Mouton (2001:261) establishes through a review of survey literature that a 60% response rate is good for analysis and reporting. Moreover, Creswell (2014:209) indicates that reporting information about the number of members of the sample who did and did not return the survey is the first step in analysing data. He further suggested that a table with numbers and percentages describing respondents and non-respondents is a useful tool to present this information. Table 4.1 captures those categories.

<b>Table 3.2: Respondents and non-respondents to the survey</b>			
<b>Public repository</b>	<b>Sample</b>	<b>Respondents</b>	<b>Non-</b>

			respondents
<b>National Archives</b>	2	2	0
<b>Eastern Cape</b>	3	1	2
<b>Free State</b>	2	1	1
<b>Gauteng</b>	3	2	1
<b>Limpopo</b>	4	2	2
<b>KwaZulu-Natal</b>	4	3	1
<b>Mpumalanga</b>	1	0	1
<b>Northern Cape</b>	2	1	1
<b>North West</b>	1	1	0
<b>Western Cape</b>	1	1	0
<b>National Film, Video and Sound Archives</b>	2	1	1
<b>Total</b>	<b>25 (100%)</b>	<b>15 (60%)</b>	<b>10 (44%)</b>

Bhattacharjee (2012:80) states that the survey research is often tainted with systematic biases that may render some of the inferences derived from such survey invalid. The study defines bias as the possibility of substantial changes to the overall research results occurring because a significant number of people in the survey sample do not respond to the questionnaire and have different characteristics from those who do respond, when those characteristics are important to the research project. Bhattacharjee (2012:80) and Creswell (2014:209) identify non-response bias as one of the survey research biases.

There are several strategies that can be employed to improve the response rate (Bhattacharjee 2012:80). For example, a researcher can check for response bias by contacting some non-respondents telephonically to determine if their responses would differ substantially from the responses of those who responded (Creswell 2014:209). In addition, multiple follow-up requests could be done to persuade some of the non-respondents to respond, even if their responses would be late. Lastly, non-monetary incentives, as well as assurance that respondents' private data or responses will not fall into the hands of any third party may also help improve the response rate (Bhattacharjee 2012:80).

In this study, the research respondents were sent three reminders including final reminder to

complete the survey. A respondent from the Northern Cape was contacted telephonically and indicated that, even if other colleagues responded to the survey, they would have provided the same responses. In addition, the researcher telephonically contacted some of the non-respondents using contact details provided at the public programming workshop in Mpumalanga, without success. Furthermore, in an e-mail sent to the respondents inviting them to participate in the study, the researcher assured respondents that their private data or responses would be kept confidential and private (see appendix A for the e-mail sent to the respondents inviting them to participate by responding to the survey). Lastly, informed consent, together with the survey to the respondents, included a clause about non-monetary incentives such as making available a copy to each public archive repository in South Africa upon completion of the study. Thus, a respondent from Limpopo requested the distribution of the copy of the finalised research report for the institution.

In addition, comments coming from the questionnaires were identified, evaluated and presented under relevant theme in this study.

#### **3.3.4.2 Interview**

Interviews are discussions employing questioning and answering between the researcher and selected respondents for the purpose of finding data and information from the respondent (Dube et al. 2013:71; Patel 2013:101). Unlike a questionnaire, the interview script may contain special instructions for the interviewer that are not seen by respondents. This could include space for the interviewer to record personal observations and comments. In addition, unlike the questionnaire, the interviewer can clarify any issues raised by the respondent or to ask probing or follow-up questions in an interview (Bhattacharjee 2012:78). Some advantages of an interview are that it could be adjusted to suit various situations, attract a high response rate and it did not require participants to read complex documents. The disadvantages of an interview are that it is less convenient, it lacks anonymity, it is also less suitable for sensitive issues, to name just a few (Sarantakos 2013:296).

There are structured interviews, where the interviewer reads the predefined questions and records the answers related to one or more issues relevant to research questions, and unstructured interviews which employ an interview schedule containing a few open-ended

questions, whose wording and order can be changed at any time allowing for an in-depth understanding of the participants' perspectives (Sarantakos 2013:278; Gelo et al. 2008:275). In his study Garaba (2012:24) performed a structured interviewing in which an interviewer asked a series of pre-established questions with a limited set of response categories. As the survey results showed that only 33% (5) respondents indicated that they were not involved in Friends of archives activities, in order to better understand Friends of archives, the researcher performed structured interview to collect data from the deputy director of the Friends of archives. The interviewee was identified during the Friends of archives seminar that was organised by the NARSSA and Friends of archives on 21 February 2017 in Arts and Culture Hall in Pretoria. The researcher was referred to the interviewee as the relevant participant because she was the head of public programming in the NARSSA and the leader of Friends of archives by three potential participants. The interview guide was sent on 21 February 2017 and returned on 30 May 2017 after several reminders.

The reason for using structured interviewing was that it provides the highest degree of objectivity and uniform information that assures comparability and the analysis of data, requires fewer interviewing skills than unstructured interviews, reduces the interpersonal bias factor and encourages respondents to feel more ready to participate (Kumar 2011:145; Dube et al. 2013:71; Sarantakos 2013:278). Similarly, Garaba (2012:24) used interviews in addition to a questionnaire to complement the data gathered, thus using triangulation to bridge the issues of reliability and validity. The author further wanted to ensure that all items in the questionnaire were considered and that respondents did not omit difficult questions.

### **3.3.4.3 Observation**

Observation is a data collection method that entails gathering data through vision as its main source. It may be used as the only data collection method or together with others. It is also one of the oldest data collection methods in social science research, which was first employed by social anthropologist and ethnologist (Sarantakos 2013:229). Advantages of observation include the ability to provide information in areas in which other methods are not suitable or effective, it offers first-hand information without relying on the reports of others and it is relatively inexpensive. Its disadvantages include its inability to provide control measures to balance the bias, attitudes and opinions of the researcher; it is relatively laborious and time-

consuming, and cannot provide information about the future. Despite these limitations, observation is one of the most popular data collection methods employed by researchers of both quantitative and qualitative domains (Sarantakos 2013:244).

Types of observation include participant observation and physical observation. Participant observation observes communication and interaction in an unstructured and natural fashion, where the design is developed and modified while observation is taking place. On the other hand, physical observation focuses on objects, some of which are part of the physical environment and others are the product of human behaviour (Sarantakos 2013:241). Regardless of methodological context, it is important to first identify the physical artefact to be discovered. In other words, in quantitative research and structured observation, the topic is precisely defined to ensure that the researcher is aware of the specific elements of the object to be observed (Sarantakos 2013:234). This study followed the physical observation as a method of collecting data. The object of observation was the landmark that is easily seen and draws the attention of the prospective users to the location of the public archives repositories in South Africa.

The researcher determines the way in which recording should be done during the observation (Sarantakos 2013:237). The researcher was interested in identifying the location, size of the landmark and the content created and displayed on the signage as well. The rationale for focusing on the location and size of the landmark was to assess if it could be easily seen and recognised by the potential users. On the other hand, the focus on content was to assess if the content can effectively and clearly address the needs of the prospective users other than the professional archivists who have prior knowledge of what archives is all about. Cell phone camera was used to take pictures of the landmarks. Images were downloaded via Universal Serial Bus (USB) to a laptop so that they could be easily manipulated.

Sampling which also refers to the place in which the observation was conducted (Sarantakos 2013:235), included NARSSA, Limpopo provincial archives and Mpumalanga provincial archives. The NARSSA, the NFVSA and the Limpopo provincial archives repositories were visited on 16 December 2016. The Mpumalanga provincial archive was visited on 30 September 2016. In terms of the location of the selected archives repositories, the Limpopo provincial archives repository is situated at Potgieter Avenue in Polokwane. NARSSA is located at 24 Hamilton Street and NFVSA on Stanza Bopape Street in Pretoria on the outer

part of the city. The Mpumalanga provincial archive is situated alongside the Provincial P9/2 Road (R40) outside Nelspruit city centre. The reason for purposively identifying and selecting the above public archives repositories were accessibility to the researcher and resources. Because this was a structured observation, the public archives institutions were not going to be informed of the fact of the observation and no arrangements would be in that regard.

The Eastern Cape, Free State, KwaZulu-Natal, Northern Cape, North West and Western Cape were not accessible to a researcher considering the limited time available, and cost. To generalise on public display signage, the researcher was also able to contact selected individuals from each of the institutions identified above via e-mail and telephonically regarding the location of the public archives landmarks in terms of their visibility and content.

#### **3.3.4.4 Content analysis**

Content analysis provides a way of obtaining data to measure the frequency and variety of messages; hence, it is viewed in this context as a method of data collection rather than data analysis (Franzosi 2007: xxvii). Content analysis focuses on the manifest or latent content of documents in a very detailed and analytic manner (Sarantakos 2013:304).

Some of the advantages of content analysis are that it involves already completed material, the absence of respondents eliminates researcher bias and it is a low-cost method. However, there are also some disadvantages, which include that some documents may not be accessible to the researcher who cannot study unrecorded events (Sarantakos 2013:323), hence the use of methodological triangulation to collect data in this study. The content analysis of official documents and social media accounts of public archives repositories in South Africa were employed in this study.

Firstly, the content analysis can be conducted of official documents (Gelo et al. 2008:275). Official records may include legislation and annual reports. The researcher analysed the annual reports from the 2012/13 to 2014/15 financial years of the national Department of Arts and Culture and relevant provincial departments as well as legislation on archives according to the relevant themes of the study.

In South Africa, a study of the South African Social Media Landscape 2014 by WorldWideWorx and Fuseware (2014:2) reveals that major brands use Facebook, Twitter, YouTube, LinkedIn and Pinterest to promote their products and services. Hence, an analysis of these social media was important in this study. According to Goswami et al. (2008:659) web content analysis includes the content of the home page of a particular website, and web link structure analysis includes “Inlinks” and “Outlinks”. Inlinks are the links that are used to connect the pages of the same website, whereas outlinks connect websites with other websites of the same subject. In addition, Almind and Ingwersen (1997:427) conclude that for social media analysis, a population to be investigated had to be defined and all relevant URLs collected. This study focused on the links of Facebook, Twitter, Google+, Instagram and WordPress on the relevant national and provincial departments. On the content side, the study sought to establish the availability and of posts related to archives and records management on the identified social media links.

Finally, the resulting data was coded by being assigned numeric values. As Gelo et al. (2008:275) advised that the resulting data should be coded by being assigned numeric values and successfully introducing them into a data matrix, which will then be used for the statistical analysis.

### **3.3.5 Data analysis**

Following data collection, the data are analysed and interpreted for the purpose of drawing conclusions about the research questions of interest. Depending on the type of data collected, data analysis may be quantitative or qualitative (Bhattacharjee 2012:23). Quantitative analysis is employed on data that have been assigned some numerical value and it can range from the examination of simple frequencies to the description of events or phenomena using descriptive statistics, and to the investigation of correlation and causal hypothesis using various statistical tests (Bhattacharjee 2012:119; Scotland 2012:10; Perez 2014:1). Bhattacharjee (2012:39) and Sarantakos (2013:404) consider quantitative analysis as a diverse and complex process that entails primary analysis that deals with unprocessed data freshly produced by the study and secondary analysis that involves previously analysed data collected and tabulated by other sources. In support of the above statement, Habib et al. (2014:3) point out that through a rigorous process using primary data, secondary data and statistical analysis, findings of the



study can be obtained and presented. On the other hand, qualitative analysis is the researcher’s interpretations, and is not based on precise measurement and quantitative claims. Consequently, researchers need to make their agenda and value-system explicit from the outset (Scotland 2012:12; Perez 2014:1).

This study followed a descriptive analysis by statistically describing, aggregating and presenting the constructs of interest or associations between these constructs. Data collected through a survey in this study were converted into numerical format such as in a spreadsheet. As Bhattacharjee (2012:119) argued that data collected through a survey should be converted into numerical format such as in a spreadsheet. Creswell (2014:138) identified important things to consider when analysing the collected data in quantitative research as follows:

- Investigators disassociate names from responses during the coding and recording process to respect the privacy of the respondents.
- Avoid disregarding data that proves or disproves research questions that the researcher may ask.
- The data analysis should reflect the statistical tests and not be underreported to avoid only disclosing positive results.

Confidentiality is commonly viewed as akin to the principle of privacy (Wiles et al. 2006:3). To ensure someone’s confidentiality it means that what has been discussed will not be repeated, or at least, not without permission. What researchers can do is to ensure they do not disclose identifiable information about respondents and to try to protect the identity of research respondents through various processes designed to anonymise them (Wiles et al. 2006:3). Social researchers need to remove the opportunities for others to infer identities from their data (Wiles et al. 2006:9). To remove the opportunity for the public to infer identities, the respondents were labelled as indicated in Table 3.1. The first column of the table represents the name of public archives institutions and the second column represent the label attached to the respondents. The labels were used to represent the respondents and linked to comments presented in Chapter Four and Chapter Five under the relevant themes.

<b>Table 3.3: Labelling of the respondents as per public archives institutions</b>	
<b>Public archives</b>	<b>Labels for each respondent</b>
<b>Eastern Cape provincial archives</b>	EC01

<b>Free State provincial archives</b>	FS01
<b>Gauteng provincial archives</b>	GP01
<b>Gauteng provincial archives</b>	GP02
<b>KwaZulu- Natal provincial archives</b>	KZN01
<b>KwaZulu- Natal provincial archives</b>	KZN02
<b>KwaZulu- Natal provincial archives</b>	KZN03
<b>KwaZulu- Natal provincial archives</b>	KZN04
<b>Limpopo provincial archives</b>	LP01
<b>Limpopo provincial archives</b>	LP02
<b>National Archives and Records Services of South Africa</b>	NARSSA01
<b>National Archives and Records Services of South Africa</b>	NARSSA02
<b>National Film Video and Sound Archives</b>	NVFSA01
<b>Northern Cape provincial archives</b>	NC01
<b>North West provincial archives</b>	NW01
<b>Western Cape provincial archives</b>	WC01

The results of the analysis were presented in textual (statements with numerals or numbers that serve as supplements to tabular presentation), tabular (a systematic arrangement of related ideas in which classes of numerical facts or data are each allocated a row and their subclasses are each allocated a column in order to present the relationships of the sets or numerical facts or data in a definite, compact and understandable form) and graphic (a chart representing the quantitative variations or changes of variables in pictorial or diagrammatic form) form of statements summarising the statistical results. As Gelo et al. (2008:272; Perez (2014:1) and Nalzaró (2012:18) posit that tables and figures can be used to present analysed data. Finally, the data presented in figures and tables were interpreted to give it meaning. Similarly, Choy (2014:99) points out that the data presented in figures and tables are interpreted to give it meaning and/or compared with the data of previous studies, and then its wider implications are extracted. According to Picardi and Masick (2014:5) in order to complete the research methodology, an in-depth discussion of validity and reliability is necessary

### **3.4 Validity and reliability**

The quality of the quantitative research depends on its validity and reliability (Shah & Al-Bargi 2013:255). An in-depth discussion of validity and reliability is the core of conducting quality research (Picardi & Masick 2014:4). In other words, validity and reliability are considered yardsticks against which the adequacy and accuracy of the measurement are evaluated in scientific research (Bhattacharjee 2012:55). This is necessary because concepts are often ambiguous, diffused or not directly observable (Neuman 2006:189). The validity and reliability of a measure are closely interrelated; therefore, reliability alone cannot assess the quality of an instrument fully without validity (Sarantakos 2013:107). Reliability and validity, however, have quite different meanings in relation to the evaluation of the nature and purpose of concepts (Bryman 2004:70; Sarantakos 2013:107).

For both positivists and post-positivists, research is considered good if its results are due to the independent variable (internal validity), can be generalised/transferred to other populations or situations (external validity) and different researchers can record the same data in the same way and arrive at the same conclusion (replicable and reliable). Furthermore, research needs to be as objective and robust to empirical refutation (Scotland 2012:11). On the other hand, for interpretivists, research is deemed good if it provides rich evidence and offers credible and justifiable accounts (internal validity/credibility), can be made use of by someone in another situation (external validity/transferability), and the research process and findings can be replicated (reliability/dependability) (Scotland 2012:12).

#### **3.4.1 Validity**

Validity pertains to the possibility of drawing meaningful and useful inferences using an instrument (Shah & Al-Bargi 2013:256). Validity refers to the issue of whether the indicator that is devised to gauge a concept actually measures that concept, or it refers to how well an idea fits with actual reality (Neuman 2006:188; Bhattacharjee 2012:58; Bryman 2004:72). The best research designs are those that can ensure high levels of internal and external validity, guard against spurious correlations (a correlation that does not hold when conditions change or another variable is introduced (Sarantakos 2013:477) and ensure that the results drawn from a small sample are generalisable to the population at large (Bhattacharjee 2012:37). Internal

validity is concerned with the contingency of generalising the results beyond a specific research context. External validity provides the precise description of an issue or an investigated event through the obtained data (Shah & Al-Bargi 2013:256).

Whereas in experimental research independent variable can be controlled to observe if change in dependent variable could be as result of change in a corresponding change independent variable, the same cannot be done in survey research. Thus, weakens survey research's internal validity (Bhattacharjee 2012:36). However, the effects of bias or extraneous variables would be zero if all heads of repositories, national archivist and provincial archivists of all public archives repositories were studied (Garaba 2012:24; Johnson & Christensen 2014:267) to ensure or improve the internal validity of research design (Kumar 2011:192; Bhattacharjee 2012:38). In addition, the presence of rival explanations (causes) may ensure that the concepts are adequately measured (Bhattacharjee 2012:28). Furthermore, a survey design is strong on external validity, which refers to whether the observed associations can be generalised from the sample to the population or other organisations (Bhattacharjee 2011:36).

### **3.4.2 Reliability**

Reliability is a state of consistency in test administration and scoring (Shah & Al-Bargi 2013:256). Different types of reliability include stability, internal and inter-observer. Stability reliability denotes that the outcomes are related to a sample's measurement and are consistent. Internal reliability examines whether the respondents' scores on different indicators are similar. Inter-observer consistency involves more than one observer in the process of categorisation of the data or recording of the observation (Shah & Al-Bargi 2013:256).

According to Bryman (2004:70) reliability refers to the consistency of measures. It further suggests that the same thing is repeated or recurs under similar conditions (Neuman 2006:189). For example, there would be reliability if the same scale is used to measure the same construct several times and the same result is obtained every time if the underlying phenomenon does not change. In contrast, when different researchers cannot record the same data in the same way and arrive at the same conclusions such data are considered unreliable. Various sources of unreliability include researcher subjectivity and asking questions about issues with which respondents are not very familiar or care little about. To overcome these challenges, data

collection techniques would be less dependent on subjectivity. For example, ambiguous items would be avoided in the measures so that they are not misinterpreted by respondents in the indicator (Bhattacharjee 2012:56). It is for this reason that the notion to complement data gathered or triangulation is employed to bridge issues of reliability and validity (Garaba 2012:24).

### **3.5 Research ethics**

Research ethics are a set of standards and principles displaying what is acceptable and right and what is unacceptable and wrong when conducting a research (Sarantakos 2013:476). They promote moral value and social value to protect the safety and health of human and animal subjects and to ensure that the public can trust the quality and integrity of the research (Stichler 2014:16). They also promote knowledge, truth, the avoidance of errors, and protection against the creation of data that are not collected through the actual research study, the distortion of data that are collected in a research study to appear a certain way or the misrepresentation of research data (Stichler 2014:16).

Universities and other institutions have developed specific codes of ethics related to research (Stichler 2014:16). In that regard, conformity to the standards of conduct is sometimes enforced by university committees (Bhattacharjee 2012:137). The University of South Africa requires all researchers to seek ethical clearance through the departmental Higher Degrees Committee to ensure that the research procedures are ethically sound (Saurombe 2015:195). In the current study, the researcher applied for ethical clearance from the University of South Africa through the departmental Higher Degrees Committee. Permission and ethical clearance was obtained from the Department of Information Science Research Ethics Review Committee with reference number 2016\_IS31508715\_047.

The researcher also adhered to the University of South Africa's Policy on Research Ethics, *inter alia*, by ensuring that the interests of co-researchers and respondents are protected, including the participants' right to confidentiality when sharing or making public available data in any form (University of South Africa 2013:4). Only relevant information was collected and processed, with the specific informed consent of the individuals involved (University of South Africa 2013:4). In other words, the researcher was able to tell the respondents what he wanted

to do and asked their permission to conduct the research (Mouton 2001:244).

The research respondents were allowed to respond without disclosing their identity or other identifying information (University of South Africa 2013:16), such as name, address and contact details. The identities of the respondents were not disclosed in the research report because there were no clear reasons for doing so (University of South Africa 2013:16). Thus, anonymity was ensured by analysing and presenting data as aggregate without mentioning or revealing the name/s of respondent/s.

### **3.6 Evaluation of methodology**

A systematic assessment of the worth or significance of the research methodology followed in this study was necessary to determine if rational and logical conclusion or inference can be made. This study followed a quantitative methodology informed by post-positivist paradigm in which critical realism (ontological assumption) and modified objectivist epistemology took a centre stage. In this regard, ontological assumptions informed epistemological assumptions, which informed methodology, and all these gave rise to methods the study employed to collect data. This was necessary to provide insight where objectivity failed; and subjectivity was an alternative to fill the gap by providing a better explanation of the study phenomenon.

A cross-sectional survey sought to find the prevalence of the outcome of interest that could be estimated, since a sample was usually taken from the whole population and considered inexpensive because it took little time to conduct. It was, however, difficult to make causal inferences or to measure change in that short space of time.

The universe of analysis was NARSSA and the nine provincial archives of South Africa and a unit of analysis was all archivists working in public programming sections, annual reports of the public archives in South Africa and their archival legislation. However, in other public archives there were no archivists working only on public programming but on many duties across the institution. The researcher also observed that public archives in South Africa are a programme within the relevant department. The use of the relevant department's social media platform by public archives makes it difficult to determine and draw a conclusion about the presence of the public archives on the same with vigour and certainty.

Essentially, numerical (quantitative) data and textual (qualitative) data were collected using a questionnaire, content analysis of annual reports of the relevant departments and their social media tools, as well as physical observation and interviewing of the public archives repositories to improve the quality of findings and present better insight on the phenomenon of interest. The fact that only archivists working in public programming sections were selected and not all responded, as well as the fact that content analysis, physical observation and interviewing were subject to human error, had the potential to impact on the presentation of findings of this study in one way or the other.

The identification of archivists working in public programming appeared easier as the researcher attended a public programming workshop of the public archives repositories, but not all attended the workshop. Furthermore, after sending the questionnaire asking prospective respondents to complete the survey was not easy. However, some of the archivists who attended the workshop assisted in identifying those archivists who did not attend. The researcher also attended the Friends of archives seminar where other archivists were identified. With continuous telephone and e-mail reminders to the respondents, the researcher was able to yield a 60% response rate. Observation was done with few accessible public archives repositories. However, interviews were conducted with those archives repositories that the researcher was not able to visit to ensure generalisation of data collected.

In addition, it was not easy to secure a meeting with people involved in Friends of archives to interview. The researcher had to send an interview guide to the deputy director, which was completed after several reminders.

### **3.7 Summary**

A research paradigm, which is considered fundamental assumptions and beliefs on how the reality is perceived and which serves as a thinking framework that guides the behaviour of the researcher was discussed. Various research paradigms were discussed, including the post-positivist paradigm selected to guide the study, because it considers context over the empirical evidence gathered to explain the reality in an objective manner, which is pertinent in South African context. The ontology and epistemology underlying the post-positivist paradigm guiding the study were identified and discussed to explain what the study considers as acceptable and valid knowledge.

A research approach that serves as a model to conduct research within the context of the selected paradigm, comprising the underlying sets of beliefs, helps guide the researcher to choose one set of the research design and research methods over the other. Out of all types of triangulation, method triangulation was used to increase the credibility and validity of the results. Following data collection, data were analysed and interpreted to draw conclusions about the research questions of interest. The Unisa code of ethics was complied with.

In the next chapter, data collected through the questionnaire and content analysis will be analysed and assessed to give it a meaning.



## **Chapter Four**

### **Data analysis and presentation**

#### **4.1 Introduction**

In the previous chapter, the research methodology necessary in influencing data collection; and data analysis and presentation of the same in this study were discussed.

The structure of this chapter includes an analysis of data collected through the survey questionnaire and interview data collected from the deputy director of the Friends of archives. In addition, data analysis of legislation governing archives and records management with special emphasis on visibility programme, social media adoption by the public archives and accountability instruments such as annual reports of the relevant departments in South Africa, dating back from the 2012-2013 to 2014-2015 financial year was carefully examined against each objective identified and discussed in Chapter One. In South Africa, the financial year starts from 1 April of the current year to 31 March of the following year for national and provincial government. It also starts from 1 July in the current year to 31 June the following year for local government. Finally, the observation of public display signage erected by a few selected public archives repositories to direct potential users to the archives also forms part of the data analysis section in this chapter.

#### **4.2 Data analysis**

It is important to break up the study into its constituent parts or categories according to the specific questions or objectives under the problem statement (Perez 2014:9). The purpose is to answer the research questions and to help determine the trends and relationships among the variables (Nalzaró 2012:3). In this regard, data collected through questionnaire, content analysis of legislation, annual reports and social media content, and physical observation of the public display signage directing potential and existing users to the public archives repositories in South Africa, will be analysed against the objectives identified in Chapter One of this study.

These objectives sought to:

1. identify cultural strategies adopted to enhance visibility and accessibility of the

public repositories in South Africa

2. identify the leadership qualities required at all levels to enhance visibility and accessibility of public archives repositories in South Africa
3. determine the extent to which public archives repositories have adopted social media as an innovative tool to promote archival resources
4. assess the educational exchange programmes used by public archives repositories in South Africa as interactive methods for public engagement, awareness and education.

A proposed framework for enhancing the visibility and accessibility of the public archives repositories in South Africa is included in Chapter Six (Conclusions and recommendations). Furthermore, data will be presented in a manner that enables the reader to understand the data presented without referring to the text, and the text will be written in a manner that allows the reader to understand the argument presented without referring to the table. Graphics such as bar, pie and linear charts will also be used to present the data (Perez 2014:8).

#### **4.2.1 Cultural strategies adopted to improve the image of archives**

This section discusses the legislation governing archives and records management in South Africa; the inclusion of public programming in the strategic objective of the public archives repositories; the recognition of the importance of public programming in ensuring visibility of the archival holdings; the involvement of public archives repositories in public programming activities for the past two years; the most important and effective public programming activities in promoting the archives services to the general public; and the most attractive and interesting aspects of exhibitions.

##### **4.2.1.1 Legislation governing archives and records management in South Africa**

In terms of Schedule 5 of the Constitution of the Republic of South Africa of 1996, archives other than national archives are a functional area of exclusive provincial competence positioned in the relevant provincial departments (Archival Platform 2015:53; Bopape 2015:1; Ngoepe & Jiyane 2015:68). By virtue of this provision, each province should promulgate its own Act on

archives and records services and should establish and maintain its own archival infrastructure (Venter 2007:24).

The survey sought to establish if the public archives repositories have their own legislation on archives and records management. Most of the respondents, that is 93% (14), indicated that the public archives repositories have own legislation on archives and records management, with only 8% (1) (North West), giving a negative response. Simply put, of all the nine provinces, it was only North West that did not have own legislation governing archives and records services. The studies of Ngoepe and Keakopa (2011:153) and Ngoepe (2014:2) revealed that North West and the Northern Cape (currently enacted) did not have the legislation governing archives and records management. Copies of these pieces of legislation were accessible and available on the Sabinet Legal database. This database provides legal products and services that cover South African legislative information from Gazettes and Bill Tracking to consolidated Acts.

A careful examination of the relevant legislation confirmed the above survey results regarding the laws governing archives and records management as shown in Table 4.1.

<b>Table 4.1 Legislation on archives and records management in South Africa</b>	
<b>Public archives repositories</b>	<b>Legislation</b>
<b>The NARSSA</b>	The National Archives and Records Services of South Africa act, 1996
<b>The Mpumalanga provincial archives</b>	The Mpumalanga Archives Act, 1998
<b>The Free State provincial archives</b>	The Free State Provincial Archives Act, 1999
<b>The Limpopo provincial archives</b>	The Limpopo Provincial Archives Act, 2001
<b>The Eastern Cape provincial archives</b>	The Eastern Cape Provincial Archives and Records Service Act, 2003
<b>The provincial archives of Western Cape</b>	The Provincial Archives and Records Service of the Western Cape Act, 2005
<b>The KwaZulu-Natal provincial archives</b>	The KwaZulu-Natal Archives and Records Service Act, 2011

<b>The Gauteng provincial archives</b>	The Gauteng Provincial Archives and Records Services Act, 2013
<b>The Northern Cape provincial archives</b>	The Northern Cape Provincial Archives Act, 2013
<b>The North-West provincial archives</b>	Only draft available

The legislative analysis showed that the National Archives and Records Services of South Africa Act, 43 of 1996, established NARSSA as a branch of the public service of the Republic (Archival Platform 2015:56; Ngoepe & Jiyane 2015:68). The NFVSA is one of the centres of NARSSA and had been run by the head of an official publication depository. Its activity is coordinated by the Legal Deposit Committee (Legal Deposit Act 54 of 1997; Sulej 2014:22).

Furthermore, all the provincial legislatures, excluding North West, enacted provincial archives Acts and established the provincial archives repositories managed by the provincial archivist appointed in terms of the Public Service Act, 1994, by the responsible Member of Executive Council (MEC) based on relevant experience and an appropriate archival qualification. The North West culture, arts and traditional affairs 2014-15 annual report (2015:48), however, showed that there was draft provincial legislation that have been submitted through Legal Services for the programme's comments.

The legislative analysis also sought to discover if the legislation provided guidelines about public programming or taking archives to the people. Key findings were that the national archivist or the provincial archivist has a responsibility to make public and non-public records accessible and to promote their use by the public and the office of origin. Furthermore, the national archivist or the provincial archivist makes available information concerning records by means such as publications, exhibitions of records, with special emphasis on activities designed to reach out to less privileged sectors of society.

The mandates of the national archivist and all the provincial archivists, as identified above, are the same, but only differ in terms of arrangement of words. For example, almost all legislation stipulates that the national archivist or the provincial archivist with special emphasis on activities designed to reach out to less privileged sectors of society, make known information

concerning records by means such as publications, exhibitions and the lending of records; except for the Free State Provincial Archives Act, 1999, and the Northern Cape Provincial Archives Act, 2013, which stipulate that the provincial archivist has a duty to make known information concerning records by means such as publications, exhibitions and the lending of records, with special emphasis on activities designed to reach out to less privileged sectors of society.

Furthermore, all legislation stipulates that one of the mandates of the national archives or provincial archives repositories is to make public and non-public records accessible and to promote their use by the public and the office of origin (Archival Platform 2015:124). To great degree, all legislation provided the framework in which public programming can be referred to as a legitimate programme to promote the social memory and identity of the South African society in general.

#### **4.2.1.2 Inclusion of public programming in strategic objective**

The survey results show that many of the public archives repositories included public programming in their strategic objectives as indicated in Table 4.2. The study reveal that nine public archives (NARSSA, Eastern Cape, Gauteng, Limpopo, KwaZulu-Natal, Northern Cape, North West and Western Cape) included public programming in their strategic objectives. There is no data available from Mpumalanga for that purpose due to non-response to a survey. Moreover, it is not clear whether the Free State incorporated the public programming into their organisational strategy as the respondent was not sure. However, an analysis of the annual reports of the relevant departments shows otherwise, as presented below.

One of the **national Departments of Arts and Culture's** strategic outcome-oriented goals included access to information. This goal focuses on enhancing access by citizens and public institutions to accurate, reliable and timely information in their language of choice through the provision of archives (Republic of South Africa: Department of Arts and Culture 2015:22). Relevant programmes include the annual national oral history conference and the national archives programme (Republic of South Africa department of arts and culture 2015:41). One of the strategic objectives is to strengthen strategic partnerships internally and externally to preserve and promote South African heritage (Republic of South Africa: Department of Arts and Culture 2015:193). However, none of the above explicitly refers to public programming as

such.

For the **Eastern Cape Sport, Recreation, Arts and Culture's** library and archives programme, archives matters are included in strategic goal three, which focuses on increasing access to information, promote a reading culture, improve good governance and increase preservation of heritage and social memory. Its goal statement is to provide a free, equitable and accessible library and information service and proper management and preservation of public and non-public records (Eastern Cape Department of Sport, Recreation, Arts and Culture 2015:39).

The purpose of the **Free State Sport, Arts, Culture and Recreation's** library and archives service programme is the development, transformation and promotion of sustainable library and archive services. On the other hand, the purpose of the archives service is to provide records management and archive services to ensure proper records management practices at government offices and accountable management of archival records at archives repositories (Free State Department of Sport, Arts, Culture and Recreation 2015:50).

The aim of the library, information and archival services programme in the **Gauteng Department of Sport, Arts, Culture and Recreation** is to provide effective and efficient functioning of community libraries, information and archival services in the province. (Gauteng Department of Sport, Arts, Culture and Recreation 2015:72). The goal of the provincial archival services is to preserve and create the archival records of the province accessible to the public. The Gauteng provincial archives centre, which is built and completed in Kagiso X12 but not yet functional would play a critical role in this regard in future (Gauteng Department of Sport, Arts, Culture and Recreation 2015:72).

The purpose of archives service sub-programme in **Kwazulu-Natal Department of Arts and Culture's** library and archives service programme is to acquire, preserve and manage public and non-public records to ensure public access to the national archival heritage (Kwazulu-Natal Department of Arts and Culture 2015:63). Similarly, the purpose of the **Limpopo Department of Sport, Arts and Culture's** library and archives services programme is to assist local library authorities in the rendering of library services and the providing of an archive service in the province in terms of the national archives act (Limpopo Department of Sport, Arts and Culture 2015:31).

The objective of **Mpumalanga Department of Culture, Sport and Recreation’s** library and archives programme is to provide and promote public libraries, archives and records management in the province. On the other hand, the aim of the archives service is to maintain good archival and records management practices (Mpumalanga Department of Culture, Sport and Recreation 2015:31). Similarly, the objective of **Northern Cape Department of Sport, Arts and Culture’s** library and archives services programme is to assist local library authorities in rendering public library services and providing an archive service in the province. On the other hand, the aim of the archives service is to render archive support services in terms of the national archives act and other relevant legislation. Its strategic objective is to promote, develop and transform archives services in a sustainable manner (Northern Cape Department of Sport, Arts and Culture 2015:51).

The objective of the **North West Department of Culture, Arts and Traditional Affairs’** library and archives services programme is to provide library, information, archives and record services in the North West province (North West Department of Culture, Arts and Traditional Affairs 2015:50). Similarly, the objective of the **Western Cape Department of Cultural Affairs and Sport’s** library and archives services programme is to provide comprehensive library and archive services in the Western Cape. The aim of the Western Cape archives and records service, on the other hand, is to ensure the proper records management service within governmental bodies, and preserve and provide access to archival material (Western Cape Department of Cultural Affairs and Sport 2015:70). The strategic objectives indicated above do not explicitly cover the content of the pieces of legislation, for example, that the national archivist or provincial archivist has a responsibility to make public and non-public records accessible and to promote their use by the public and the office of origin. Also, that the national archivist or provincial archivist, with special emphasis on activities designed to reach out to less privileged sectors of society, must make known information concerning records by means such as publications, exhibitions and the lending of records. On the other hand, pieces of legislation did not use the term public programming per se.

**Table 4.2: The inclusion of public programming in strategic objectives**

<b>Name of the public archives institution</b>	<b>Public programming included in strategic objective</b>

<b>National Archives</b>	Yes
<b>Eastern Cape</b>	Yes
<b>Free State</b>	Not sure
<b>Gauteng</b>	Yes
<b>Limpopo</b>	Yes
<b>KwaZulu-Natal</b>	Yes
<b>Mpumalanga</b>	Not applicable
<b>Northern Cape</b>	Yes
<b>North-West</b>	Yes
<b>Western Cape</b>	Yes
<b>National Film, Video and Sound Archives</b>	Yes
<b>Total</b>	<b>9</b>

#### **4.2.1.3 Recognition of the importance of public programming in ensuring visibility of archival holdings**

The importance of promoting and maintaining both the visibility and accessibility of archival holdings to the public by archives repositories in the digital era cannot be overemphasised (Blais & Enns 1991:103; Maidabino 2010:1). Public programming increases public awareness of the importance of archives (Melville & Malao 2005:31; Miller 2012:46), improves the image of archives, creates space to support archives financially and ensure their continual existence, thereby promoting the visibility and use of archives (Garaba 2016:73; Miller 2012:46; Lester 2006:86). Therefore, the public archives repositories should reach out to the rest of the public places where citizens are found in significant numbers. In other words, it is important for public archives repositories to focus on the goal of education, collaboration and public programming even when facing financial difficulties (Saurombe 2015:271), insufficient staff and large backlogs (Chute 200:37).

The survey was conducted to establish whether the archives repositories recognise the importance of public programming in ensuring visibility of archival holdings and services. Eighty-seven per cent (13) of the respondents indicated that the archives repositories do recognise the importance of public programming in ensuring visibility of archival holdings and



services, and only 7% (1) of the respondents was not sure. In other words, the majority of the respondents indicated that public programming was critical in ensuring the increased public knowledge of archives and statistical usage of archival holdings and services. The results confirmed the claim by Melville and Malao (2005:31) and Miller (2012:46) that the public programming increases public awareness of the importance of archives.

On the other hand, the physical observation of the study focused on landmarks directing existing and potential users to public archives repositories. As Sarantakos (2013:241) notes that physical observation focuses on signage of which some are the product of human behaviour. The objective of the observation was to discover if public display signs of the selected public archives repositories could be easily seen and recognised by prospective users of the archives. Sampling which also refers to the place in which the observation was conducted (Sarantakos 2013:235) included NARSSA, the NFVSA, Mpumalanga provincial archives and Limpopo provincial archives. The researcher recognises that the NFVSA is a branch of NARSSA; however, for physical observation, it was necessary to separate the two as they were housed on different premises. In addition, the reason for purposively identifying and selecting the above public archives repositories was accessibility of the repositories to the researcher. Taking into consideration that the observation in this study was not structured, public archives institutions were not informed of the fact of the observation and neither was prior arrangement made. The researcher determined the way in which recording should be done during the observation (Sarantakos 2013:237). The NARSSA, the NFVSA, Mpumalanga provincial archives and Limpopo provincial archives display signage and textual explanations are presented as follows:

### **I. Mpumalanga Provincial Archives**

To watch Mpumalanga Provincial Archives building and landmark click the YouTube link as follows: <https://www.youtube.com/watch?v=xpZI-9IM8HU>

In Mpumalanga, the signage content reads as follows: “Disaster Management Centre/Archives building”, with arrows showing both directions.

### **II. NARSSA**

The NARSSA display signage is presented in Figure 4.1.



**Figure 4.1: NARSSA display signage**

The researcher found that there was a large signage opposite NARSSA’s main entrance gate and a few meters away from the building where archives materials are kept. The content of the NARSSA signage read as follows:

“National Archives of South Africa 24 Hamilton street.”

### **III. NFVSA**

The NFVSA display signage is presented in Figure 4.2.



**Figure 4.2: NFVSA display signage**

The NFVSA signage was erected along Stanza Bopape Street (former Church Street), a few meters away from the premises' main entrance next to the Union buildings. It was enveloped by trees and was almost too small for a person coming from the city centre driving in an eastern direction to see it properly. The content of the NFVSA signage reads as follows: “Nasionale Film, Video & Klankargief National Film, Video and Sound Archives” with the name of the sponsor, their contact number and website on the display.

#### **IV. Limpopo Provincial Archives and Records Services**

Figure 4.3 present the Limpopo provincial archives display signage.



**Figure 4.3: Limpopo provincial archives display signage**

In Limpopo, two provincial archives signage were erected (two-sided board) at the main entrance and at the back of the building. The researcher observed that the message displayed on the Limpopo provincial archives signage was the same as the one displayed on the building itself, which was very close to the main entrance. The content of two boards of the Limpopo provincial archives reads as follows: “Limpopo provincial government Republic of South Africa Department of Sport, Arts and Culture Limpopo Provincial Archives and Records Services” with the contact details and a website of the department.

Based on the content of the display signage described above, the only question one could ask is whether the display messages would address the following question: “*What is it in for me?*” Saurombe (2015:364) concludes in her study that linking the archives with people’s needs is not one of the archives’ strong points.

To generalise on public display signage, the researcher was also able to contact the Eastern Cape, Free State, KwaZulu-Natal, Northern Cape, North West and Western Cape via e-mail and telephonically regarding the location of the public archives landmarks in terms of their visibility and content. In the Northern Cape, public display signage is inside the yard of the archives, whereas in the Western Cape, it is even visible through advertisement on radio. They

also have the support of the political leadership. In North West, the landmark is not visible or big enough for people to see, as it is located inside an archival building; in most cases people refer to it as a library building. The landmark reads as follows: "*Library & Archives Building*".

Gauteng province is currently constructing provincial archives, which is expected to be completed in July 2017 and officially opened to the public. Only signage inside the yard will be erected and the rest will be erected once the archive is operationalised. In the Eastern Cape, the landmark is not visible for people to see, as it is located inside an archival building. There are no landmarks leading to the Free State provincial archives repository, the sign most visible is the one outside the building at 29 Badenhorst street, Universitas, Bloemfontein. This includes the Bloemfontein Records Centre at 32 Elizabeth Street, Bloemfontein.

In KwaZulu-Natal, the Ulundi archives repository erected archives public display signage on the main road from Durban and another one on the main road from the local township. Thus, clear direction is given to the archives from approximately three kilometres away. The Pietermaritzburg archives repository, together with a service provider, has already identified a place to erect a landmark while awaiting approval from the provincial Department of Transport. It is clear that only in KwaZulu-Natal, Mpumalanga and the Western Cape public signage is visible to the public.

#### **4.2.1.4 Involvement of public archives repositories in public programming activities from 2014-15 to 2015-16**

The importance of educating the archivists about the different kinds of visibility activities relevant and effective in taking archives to the people cannot be overemphasised (Georler 1991:379). Such activities include exhibitions, publications, websites, blogs, educational programmes, public lectures, historical slide presentations, study packages for school teachers and services to the public, which include an introduction to genealogical research (Georler 1991:379; Blais 1995:20; Harris 2000:27; Van der Walt 2011:133; Potter 2011:3).

The survey results show the involvement of the public archives repositories in different public programming activities for the past two years as indicated in Table 4.3. Ninety-three per cent (14) of the respondents indicated that the public archives repositories were involved in

Archives Week activities for the past two years, whereas 7% (1) were not involved. Eighty-seven per cent (13) of the respondents indicated that the public archives repositories were involved in exhibitions activities for the past two years, whereas 13% (2) were not involved.

<b>Table 4.3: Involvement of public archives repositories in public programming activities in the past two years</b>			
<b>Activities</b>	<b>% of the public archives involved</b>	<b>% of the public archives not involved</b>	<b>% of not sure responses</b>
Exhibitions	87	13	0
Public lectures	53	20	13
Workshops	67	20	7
Records management training	73	13	0
Displays	80	27	13
Archives Week	93	7	0
Friends of Archives	47	13	20
International Archives Day	27	33	7
Guided visits	80	20	0
Publications	20	47	27
International relations	33	20	27
Seminars	67	13	13

Eighty per cent (12) of the respondents specified that the public archives repositories were involved in display and guided visits and 73% (11) were involved in records management training activities for the past two years. On the other hand, 27% (4) were not involved in displays and 13% (2) were neutral. In addition, 20% (3) of the respondents indicated that they were not involved in guided visits and 13% (2) were not involved in records management training.

Sixty-seven per cent (10) of the respondents pointed out that the public archives repositories were involved in workshops and seminars for the past two years, whereas 20% (3) and 13%

(2) of the respondents were not involved in workshops and seminars, respectively. In addition, 7% (1) and 13% (2) of the respondents were neutral about their involvement in workshops and seminars, respectively.

Fifty-three per cent (8) of the respondents stated that the public archives repositories were involved in public lecture activities for the past two years. On the other hand, 20% (3) of the respondents were not involved in public lectures, whereas 13% (2) were not sure. Furthermore, 47% (7) of the respondents indicated that the public archives repositories were involved in Friends of archives activities for the past two years. Thirteen per cent (2) of the respondents were not involved and 20% (3) were not sure. Combined, the number of those respondents who indicated that they were not involved in the Friends of Archives activities and those who were neutral represented 33% (5) of the public archives repositories. The fact that this number is almost equivalent to the number of the respondents who indicated that public archives repositories were involved in Friends of archives activities should be concerning. This was evident during a seminar held on 21 February 2017 in Arts and Culture Hall in Pretoria. The seminar was organised by NARSSA and Friends of Archives. The theme was *“Perspectives in the Archive: Matters on Chieftaincies and Land Claims”*. One of the attendees requested that provincial archives be invited to Friends of archives activities in the future so that they could understand and learn, particularly on issues related to land claims.

In order to better understand Friends of archives, an interview with its deputy director was conducted. It was revealed that Friends of archives is a non-governmental organisation established in 2014 with a mandate to assist and support the work done by archives. As a new initiative, an interim committee has been appointed, but not yet able to move forward. Any person who has an interest in the development of NARSSA is welcome or can become a member. It makes known its programmes via archives websites and the national Department of Arts and Culture’s website and hold annual seminars successfully; however, there is still room for improvement. The programme for the next five years is yet to be crafted. It does not have enough funds and is publicly funded to host meetings and seminars.

Twenty-seven per cent (4) of the respondents showed that the public archives repositories were involved in international Archives Day and 33% (5) international relations activities for the past two years. Thirty-three per cent (5) of respondents were not involved in international Archives Day activities and 20% (3) were not involved in international relations. Seven per

cent (1) of the respondents was neutral as far as the public archives' involvement in international Archives Day is concerned and 27% (4) were not sure of their involvement in international relations activities. The statistics indicated that a number of the public archives repositories were not involved in international Archives Day and international relations. These repositories are missing an opportunity to receive international exposure in order to obtain funding from prospective and existing international donors to support their programmes, including taking archives to the people.

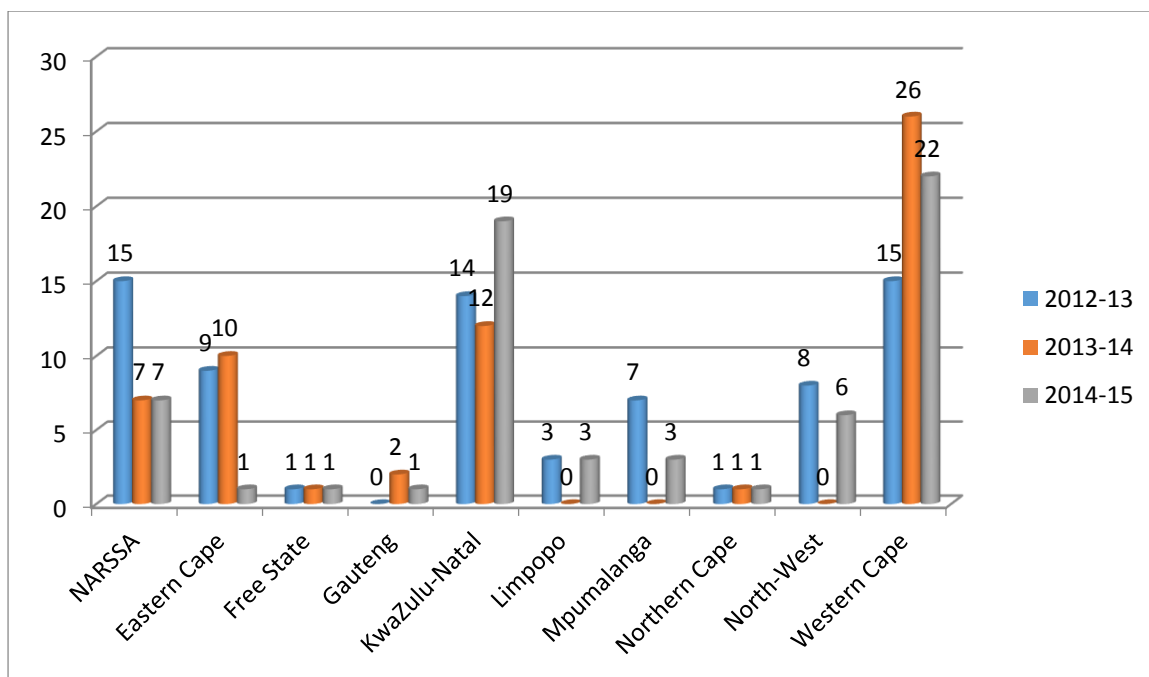
Twenty per cent (3) of the respondents showed that the public archives repositories were involved in publications activities for the past two years. Forty-seven per cent (7) of the participants were not involved in publications activities and 27% (4) were not sure. This data indicated that many public archives repositories did not consider publication to be an important platform to improve the image of archives holdings. It may also mean the respondents did not consider flyers and pamphlets as publication, among other publications.

An analysis of the annual reports of the relevant national department and all the provincial counterparts from 2012 to 2015 sought to establish the involvement of the public archives repositories in public programming. The reason being that the annual performance reporting of the public archives repositories was included in the relevant departments' annual reports. In addition, Archival Platform (2015:125) identified performance indicators used to determine the extent to which archives are accessed and used as follows:

- Number of researchers visiting the reading rooms
- Number of written and telephonic enquiries received and attended
- Public programmes
- Participation in national, provincial and local events

Figure 4.4 provides performance information on public programming/promotion programme/awareness programme/outreach programme activities rolled out by all public archives repositories in South Africa per relevant departments covering the financial year starting from 2012 to 2015.





**Figure 4.4: Performance information on the programme designed to promote archival holdings and services from 2012 to 2015**

### **I. The national Department of Arts and Culture**

This section presents performance information of the NARSSA’s promotion programme from 2012 to 2015 financial year. The performance information reflects some elements of the mandate for the national archivist or provincial archivist. That is, placing special emphasis on activities designed to reach out to less privileged sectors of society and by making known information concerning records by means such as publications, exhibitions and the lending of records. The NARSSA promotion programme is summarised in Figure 4.4.

The NARSSA planned to implement four outreach programmes in the 2012-13 financial year, but achieved five. For example, two provinces (Gauteng and Free State) were visited. The Archives Week took place from 7 to 11 May 2012 and international Archives Day took place on 12 June 2012; a presentation was given at Baviaanspoort correctional facility (Juvenile Section) and at the NARSSA; the Friends of the archives Seminar took place from 21 to 23 January 2013 (Republic of South Africa: Department of Arts and Culture 2013:144; Archival Platform 2015:126).

In the 2013-14 financial year, the NARSSA planned to implement four outreach programmes, but achieved seven. Outreach programmes in the NARSSA included:

1. Archives Week 6-10 May 2013
2. Outreach programmes in Western Cape during August
3. Mpumalanga during Women's Day
4. Eastern Cape, Mdantsane during the Heritage Day
5. Outreach programme undertaken in the Eastern Cape
6. Outreach in the Northern Cape (informing learners about archival services, functions and professions and available career options)
7. Outreach Project was undertaken in KwaZulu-Natal from 10-14 February 2014 (Republic of South Africa Department of Arts and Culture 2014:223)

The NARSSA hosted the 2013 annual national archives awareness week from 6-10 May 2013 at the NFVSA in Pretoria. The theme for the event was 'The role of Records/Archives in Deepening Democracy'. Students, researchers, historians, academics and the public visited the NARSSA and learnt how historical records and information are archived.

The public took a tour in and around the NARSSA building and were shown the facilities and materials used to keep and preserve documents. The then acting (2010-2013) National Archivist, Ms Mandy Gilder, officially opened the weeklong event and addressed learners from Tswelopele and JB Matabane secondary schools. Ms Gilder explained the importance of preserving South Africa's documentary and audio-visual heritage and highlighted career paths available in the archives and records management profession (Republic of South Africa Department of Arts and Culture 2014:38).

In the 2014-15 financial year, the NARSSA planned to implement one outreach programme and only hosted the 11th annual national oral history conference from 14 to 17 October 2014 (Republic of South Africa Department of Arts and Culture 2015:193).

In 2012-13 financial year, the NARSSA targeted and held five exhibitions, which were: SA Presidents, Rivonia Trial, Women's Exhibition, Archival Services and Film Archives Exhibition (Republic of South Africa department of arts and culture 2013:144). There was no performance information on the exhibitions hosted in 2013-14 financial year. Furthermore, the NARSSA planned to host five exhibitions in the 2014-15 financial year and hosted six. In terms of the actual achievement, six exhibitions were implemented, including Rivonia Trial Exhibition which was exhibited during the oral history annual conference in October 2014

(Republic of South Africa Department of Arts and Culture 2015:193).

Moreover, the NARSSA planned to host ten musical instruments exhibitions in 2012-13 financial year and only five were achieved (Republic of South Africa Department of Arts and Culture 2013:144). There was no performance information available on musical instruments exhibitions planned to be implemented in the 2013-14 and 2014-15 financial year. It was clear to the researcher that the NARSSA was involved in Archives Week, Friends of Archives, the annual national oral history conference and exhibitions, and attended several events in that regard for uninterrupted period of three years.

## **II. The Eastern Cape Sport, Recreation, Arts and Culture**

The Eastern Cape provincial archives repository's performance information on the programme designed to promote archival holdings and services from 2012 to 2015 is summarised in Figure 4.4 in this section.

The Eastern Cape provincial archives repository's strategic objectives were to provide sound records management practices, preservation of heritage and access thereto. Regarding performance indicators focusing on the number of archives awareness and promotional projects/programmes, nine awareness projects were planned for the 2012-13 financial year and nine were achieved. The archives repository initiated awareness campaigns in relation to archives and records management services during exhibitions on the national Archives Day celebrations. Roadshows were conducted to educate the communities and school-going pupils to ensure that citizens are well-informed about record-keeping issues (Eastern Cape Department of Sport, Recreation, Arts and Culture 2013:58; Archival Platform 2015:126). This was also emphasised to the Mphekwani Community in Ngqushwa local municipality during the launch of the Human Rights' Month in March 2013 (Eastern Cape Department of Sport, Recreation, Arts and Culture 2013:58).

Nine awareness projects were planned for the 2013-14 financial year and ten were achieved. The second Provincial Oral History Conference was held in East London in the Amathole District during the year under review with a very high number of delegates as expected, ranging from academics, students, schoolchildren, traditional leaders and traditional healers. Fifty DVDs with the proceedings of the conference were produced as part of archives awareness and promotional projects/programmes. Moreover, the attempts to market the archives' services

have been conducted through awareness programmes to communities during National Archives Week held at Idutywa and Human Rights Month Launch held at Intsika Yethu Local Municipality. Twenty rural schools benefited from the Provincial and National Rural School Project at Amathole, OR Tambo, Alfred Nzo and Chris Hani District Municipalities and Mbhashe, Nxuba Yethemba Local Municipalities.

Lastly, the audio-visual material collected from the Buffalo City Municipality and the Chris Hani District Municipality contributed to an increase in the collections and the number of enquiries in the repositories to 1311. Among researches that have been assisted are those of land claims for communities such as: Zimbane in Mthatha and Mgungundlovu in Mbizana and others were for chieftainship, for example, Amatshatshu and Amagqunukwebe (Eastern Cape Department of Sport, Recreation, Arts and Culture 2014:49). There was one awareness project planned and achieved in the 2014-15 financial year.

In addition, events for Promotion of Patriotism and National Identity were held as follows:

- National Archives Week was commemorated during the month of July 2014 as part of commemoration of the Mandela Month. The event took place at Jojo SSS, Mt. Ayliff, Alfred Nzo
- A records management seminar was held in East London on 14 August 2014 for all government departments and parastatals
- Provincial Records Management Seminar was held at East London in partnership with GIZ and Legal Services, focus was on mainstreaming PAIA in Records Management
- Created awareness of the national symbols and marketed the archives in educational institutions through the National Rural Oral History Programme at Amathole, Chris Hani, Alfred Nzo, Joe Gqabi, Inxuba Yethemba, Camdeboo municipalities. A total number of 4 736 learners benefited from this programme (Eastern Cape Sport, Recreation, Arts and Culture 2014-15 Annual Report 2015:55).

Lastly, the archives repository targeted 2 000 learners through educational programmes in the 2014-15 financial year and more than 2 354 learners were reached. Overall, the Eastern Cape provincial archives were involved in exhibitions on national Archives Day and National Archives Week, conducted roadshows, hosted the provincial Oral History Conference and

records management seminars, and attended other events for that purpose.

### **III. The Free State Sport, Arts, Culture and Recreation**

The Free State provincial archives repository's performance information on the programme, designed to promote archival holdings and services from 2012 to 2015, is summarised in Figure 4.4. A standardised performance indicator for the archives services included several awareness and promotional projects/programmes rolled out to communities.

The Free State provincial archives repository planned to implement only one awareness project in 2012-13 financial year and achieved one. However, the Archival Platform (2015:126) indicated that three public programmes and events were held. It also planned to implement only one awareness project in both the 2013-14 and 2014-15 financial years and achieved one. The results showed that there was no improvement regarding planning and execution of the awareness projects as reported from 2012 to 2015 financial years.

The Free State provincial archives repository reported on awareness projects conducted and the number of enquiries and visitors received.

### **IV. The Gauteng Sport, Arts, Culture and Recreation**

The Gauteng provincial archives repository's performance information on the programme, designed to promote archival holdings and services from 2012 to 2015, is summarised in the Figure 4.4.

The Gauteng provincial archives repository planned to implement two awareness projects in 2013-14 financial year and achieved all of them. One awareness project was planned for the 2014-15 financial year, which was achieved. The statistics above show that the archives repository met its target for both the 2013-14 and 2014-15 financial year even though the target for the 2014-15 financial year was lower than the previous year. There was no reporting on awareness project for the 2012-13 financial year. Archival Platform (2015:126) reported, however, that only one public programme was implemented because of the non-existence of the repository and no enquiries were reported. Whereas the whole purpose of marketing is to create, communicate, deliver and exchange offering of value to customers, its non-existence can be embarrassing and not good in building public trust. However, clear articulation of the vision, current and future programmes, and alternatives such as referring the public to national

archives repository can go a long way in building a pool of users who would ideally visit own repository once it becomes operational.

## **V. The KwaZulu-Natal Arts and Culture**

The KwaZulu-Natal provincial archives repository's performance information on the programme, designed to promote archival holdings and services from 2012 to 2015, is summarised in the Figure 4.4. The standardised performance indicator for archives services included several awareness and promotional projects/programmes rolled out to communities.

In the 2012-13 financial year, the KwaZulu-Natal provincial archives repository planned to implement 12 awareness projects, but implemented 14 projects. The rollout of awareness programmes to schools and the promotion of the "Family Tree" programme ensured that the archives repository's target reflected an overachievement by two. The archives repository recognises the contribution made by struggle icons towards the deepening of democracy through exhibitions and publications. The archives repository also conducted two oral history programmes. One specific programme that recorded the history of struggle icons culminated in a major publication and the France Awarding Ceremony (Community History Project) PMB (KwaZulu-Natal Department of Arts and Culture 2013:17; Archival platform 2015:126). Two schools required additional information and promotional material on the archive services (KwaZulu-Natal Department of Arts and Culture 2013:93).

In the 2013-14 annual performance report, only 12 projects were planned to be implemented and 12 promotional and awareness projects were rolled out by the archives service to schools with a view to sensitising the learners to all national symbols. In the 2014-15 financial year, 15 awareness projects were planned to be rolled out, but 19 were achieved. The increase of four was because of ad hoc requests by partners to roll out the programme (KwaZulu-Natal Department of Arts and Culture 2015:64).

Overall, the KwaZulu-Natal provincial repository reported on awareness projects conducted such as the family tree, exhibitions and publications. The KwaZulu-Natal Department of Arts and Culture leadership is working on a memorandum of understanding with the provincial Department of Education, hoping to produce a toolkit for learners and teachers after approval. The repository also reported on the number of enquiries and visitors received, respectively.

## **VI. The Limpopo Department of Sport, Arts and Culture**

The Limpopo provincial archives repository's performance information on the programme, designed to promote archival holdings and services from 2012 to 2015, is summarised in Figure 4.4. The standardised performance indicator for archives service included several awareness and promotional projects/programmes rolled out to communities.

Three awareness projects were planned for the 2012-13 financial year and three were achieved (Limpopo Department of Sport, Arts and Culture 2015:31; Archival Platform 2015:127). Three awareness projects were planned for the 2014-15 financial year and three were achieved. The statistics showed that the archives repository could meet its target consistently in both 2012-13 and 2014-15 financial years. There was no reporting on awareness projects for 2013-14 financial year.

## **VII. The Mpumalanga Culture, Sport and Recreation**

Reporting on the programme designed to promote archival holdings and services of the Mpumalanga provincial archives repository from 2012 to 2015 is summarised in the Figure 4.4. The standardised performance indicator for archives service included a number of awareness workshops on archives rolled out to communities in district municipalities and several archives and records management conferences hosted.

For the 2012-13 annual performance reporting, only three projects were planned to be implemented, but seven awareness campaigns rolled out were achieved due to partnership with other events (Mpumalanga Culture, Sport and Recreation 2013:49; Archival Platform 2015:127). For 2014-15 annual performance reporting, only three projects were planned to be implemented and three awareness campaigns were rolled out (in the Nkangala district, 251 people benefited; in the Ehlanzeni district, 210 benefited and in the Gert Sibande district, 194 people benefited) and recorded as actually achieved. There was also a conference hosted with the theme "Public Programming Outreach Advocacy" which 113 delegates attended (Mpumalanga Culture, Sport and Recreation 2015:37). No reporting on awareness projects were planned for the 2013-14 financial year.

## **VIII. The Northern Cape Department of Sport, Arts and Culture**

The Northern Cape provincial archives repository's performance information on the programme, designed to promote archival holdings and services from 2012 to 2015, is

summarised in Figure 4.4. The standardised performance indicator for archives service included several awareness and promotional projects/programmes rolled out to communities. For the 2012-13 annual performance reporting, only one project was planned to be rolled out and one was achieved (Northern Cape Department of Sport, Arts and Culture 2015:46) by hosting Archives Week activities that were described as a huge success (Archival Platform 2015:127).

For the 2013-14 annual performance reporting, only one project was planned to be rolled out and one was achieved (Northern Cape Department of Sport, Arts and Culture 2014:53). In other words, commitment to ensure that the provincial archives heritage is preserved culminated in the department hosting the National Oral History Conference which was attended by several luminaries and over 300 delegates. The Archives Week was celebrated successfully and focused primarily on the schoolchildren to create an awareness of the preservation of archives materials (Northern Cape Department of Sport, Arts and Culture 2014:13).

For the 2014-15 annual performance reporting, only one project was planned and one was achieved (Northern Cape Department of Sport, Arts and Culture 2015:51). Whereas, the statistics show that the archives repository achieved its target, it also tells about a lack of improvement in terms of planning around the awareness programme. To this end, the Northern Cape provincial repository hosted the National Oral History conference and the Archives Week.

#### **IX. The North West Department of Culture, Arts and Traditional Affairs**

The North West provincial archives repository's performance information on the programme, designed to promote archival holdings and services from 2012 to 2015, is summarised in Figure 4.4. The standardised performance indicator for archives services included several people using the repository and many awareness and promotional projects/programmes rolled out to communities. For the 2012-13 annual performance reporting, five awareness projects were planned to be rolled out, but eight were achieved involving 2 290 participants.

For the 2014-15 annual performance reporting, 12 awareness projects were planned to be implemented, but only six were achieved, which was below expectation by six projects. Of the 100 people expected to visit the repository, 156 people visited (North West Department of Culture, Arts and Traditional Affairs Culture 2015:50). No reporting on awareness projects



were planned in the 2013-14 financial year. To this end, the North West provincial repository reported on the awareness projects conducted.

#### **X. The Western Cape Department of Cultural Affairs and Sport**

The Western Cape provincial archives repository's performance information on the programme, designed to promote archival holdings and services of from 2012 to 2015, is summarised in the Figure 4.4. The standardised performance indicator for archives services included the national indicator such as several awareness and promotional projects rolled out to communities.

Of the 14 awareness projects planned to be rolled out in the 2012-13 financial year, 15 projects were achieved. The archives service also participated in seven national and provincial events. The annual celebration of National Archives Week from 7 to 11 May 2012 could be described as the key outstanding event. The theme "Voyage to the Cape" attracted 1 038 visitors who were provided with a glimpse of the unique value and functioning of the Western Cape archives and records service (Western Cape Department of Cultural Affairs and Sport 2013:41; Archival Platform 2015:127).

Fifteen awareness projects planned to be rolled out in the 2013-14 financial year, but 26 projects were implemented. The archives participated in seven national and provincial events, including the celebration of the National Archives Week from 6 to 10 May 2013. The theme "Voyage to the Cape" attracted 1 145 visitors who were provided with a glimpse of the unique value and functioning of the Western Cape Archives and Records Service (Western Cape department of cultural affairs and sport 2014:63). Twenty-two awareness projects were planned to be rolled out in the 2014-15 financial year, which were all achieved.

Some of the public archives repositories reported on the number of enquiries received and processed, the number of visits by researchers to the archives and the utilisation of the archival materials by researchers. This is important as it completes Figure 1.1, as discussed in Chapter One. Furthermore, this will be incorporated into and reflected on the visibility and accessibility framework under public knowledge and utilisation of the archival materials in Chapter Six.

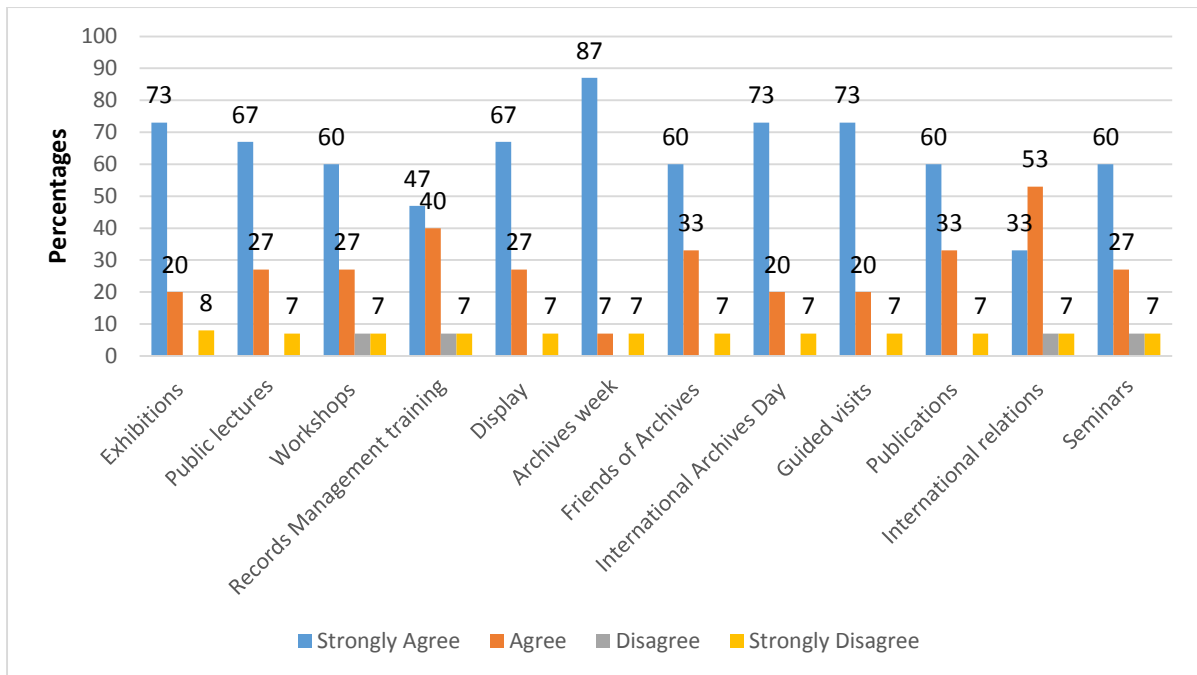
#### **4.2.1.5 Most important and effective public programming activities in promoting**

## **archives services to the public**

Publication programmes, brochures and leaflets may be used often to package and disseminate information on the archival mandate and activities in the form of a broadcast to a wide group of people. The appearance and content of publications can convey a strong image of the archival institution (International Records Management Trust 1999:48). Allyn et al. (1987: 403) observe that visual appearance, written message and historical importance, give the document an importance that rises above its actual physical presence. In this regard, a carefully selected manuscript exhibited in conjunction with strong visual images can make a greater impact and is thus more likely to be absorbed by viewers (Allyn et al. 1987:403).

An exhibition programme is significant for its ability to bring the visitor closer to the archives service. In other words, archival material as material culture is valuable evidence of the past that communicates the importance and value to the public through exhibition (Lester 2006:86). For example, exhibitions can effectively stimulate interest in the archives and create publicity (International Records Management Trust 1999:48).

In this study, the respondents were asked to establish the importance and effectiveness of public programming activities in promoting the archives services to the public as indicated in the Figure 4.5. Eighty-seven per cent (13) of the respondents strongly agreed that the Archives Week activity was the most important and effective in promoting the archives services to the public. Only 7% (1) disagreed and strongly disagreed.



**Figure 4.5: The most important and effective public programming activities in promoting the archives services to the public**

Seventy-three per cent (11) of the respondents strongly agreed that exhibitions, International Archives Day and guided visits activities were the most important and effective in taking archives to the people. In addition, 20% (3) of the respondents agreed that exhibitions, International Archives Day and guided visits activities were the most important and effective in making knowledge of the archival holdings and services public. Only 7% (1) of the people surveyed strongly disagreed that exhibitions, International Archives Day and guided visits activities were the most important and effective in promoting the archives services to the public.

Sixty-seven per cent (10) of the respondents strongly agreed that public lecture and display activities were the most important and effective in promoting the archives services to the public. Furthermore, 27% (4) of the respondents agreed that public lecture and display activities were the most important and effective in promoting the archives services to the public. Only 7% (1) of the respondents strongly disagreed that public lecture and display activities were the most important and effective in promoting the archives services to the public.

Sixty per cent (9) of the respondents strongly agreed that workshops, Friends of archives, publications and seminar activities were the most important and effective in promoting the

archives services to the public. Then, 27% (4) of the respondents agreed that workshops and seminar activities were the most important and effective in taking archives to the people. In addition, 33% (5) of the respondents agreed that Friends of archives and publications activities were the most important and effective in enhancing visibility of public archives repositories. Only 7% (1) of the respondents disagreed that workshops and seminars were the most important and effective in promoting the archives services to the public. In addition, 7% (1) of the respondents strongly disagreed that workshops, Friends of archives, publications and seminar activities were the most important and effective in taking archives to the people.

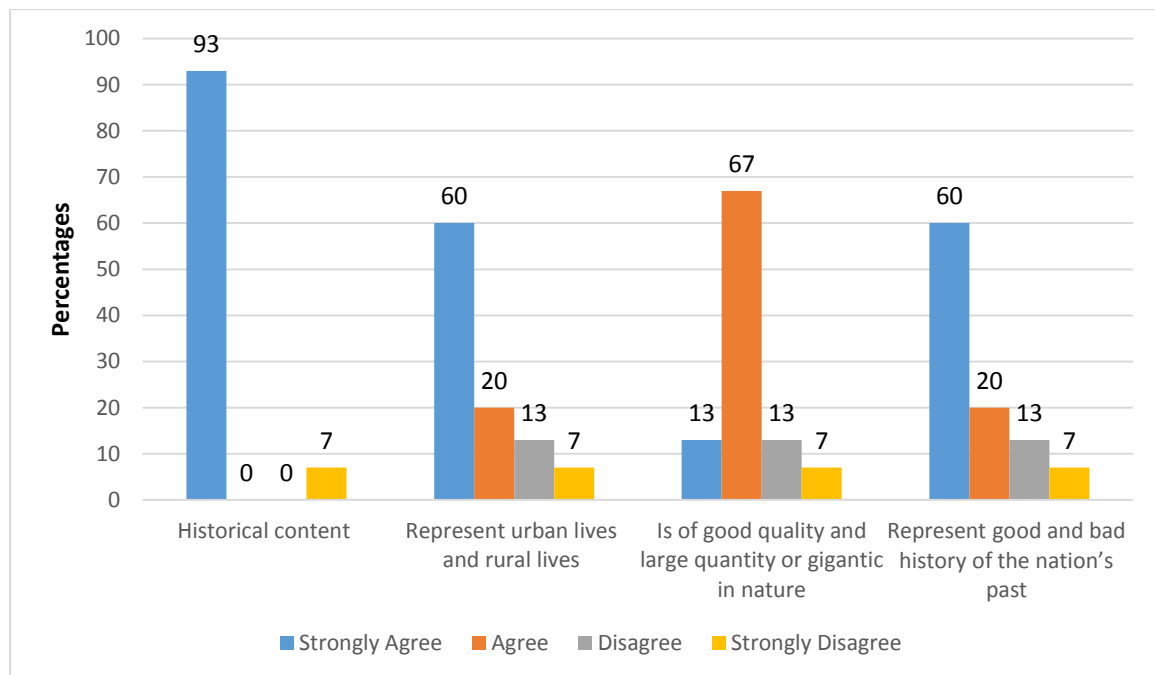
Forty-seven per cent (7) of the respondents strongly agreed that records management activities were the most important and effective in promoting the archives services to the public. Only 40% (6) of the respondents agreed that records management activities were the most important and effective in taking archives to the people. Only 7% (1) of the respondents disagreed that records management activities were the most important and effective in promoting the archives services to the public, similarly, 7% (1) of the respondents strongly disagreed that records management activities were the most important and effective in promoting the archives services to the public. There is an outlier respondent who strongly disagreed with the majority of respondents regarding the effectiveness of the identified number of public programming activities. There was no follow up questions to clarify this. However, one can only deduce that the respondent might not believe on the effectiveness of the programme based on how they are rolled out or he/she has alternative programmes that could better increase awareness of the archives or the respondent does not see tangible increased statistical usage of archival holdings despite a lot of energy and effort invested in these visibility programme. On the whole confirms the reason why the public archives are not known and accessed by few.

Thirty-three per cent (5) of the respondents strongly agreed that international relations activities were the most important and effective in promoting the archives services to the public. Fifty-three per cent (8) of the respondents agreed that international relations activities were the most important and effective in promoting the archives services to the public, as compared to 7% (1) of the respondents who strongly disagreed and disagreed.

#### 4.2.1.6 Most attractive and interesting aspects of exhibitions

The survey sought to establish the most attractive and interesting aspects of the exhibitions, as indicated in Figure 4.6. It is important to note that the survey was conducted with professional archivists and not researchers or users. Thus, the researcher assumes the archivists responses were based on their beliefs, learning, and experiences in that regard. Ninety-three per cent (14) of the respondents strongly agreed that the most attractive and interesting exhibitions should consist of the historical content, as compared to 7% (1) who strongly disagreed. Sixty per cent (9) and 20% (3) of the respondents strongly agreed and agreed that the most attractive and interesting exhibitions should represent urban lives and rural lives as well as the good and bad history of the nation’s past. On the other hand, 7% (1) of the respondents strongly disagreed and 13 % (2) disagreed that the most attractive and interesting exhibitions should represent urban lives and rural lives as well as the good and bad history of the nation’s past.

Sixty-seven per cent (10) agreed that the most attractive and interesting exhibition is of good quality and large quantity or gigantic in nature. Thirteen per cent (2) strongly agreed and disagreed that the most attractive and interesting exhibition is of good quality and large quantity or gigantic in nature, as compared to 7% (1) that strongly disagreed.



**Figure 4.6: The most attractive and interesting aspects of exhibition**

Some of the comments coming from the questionnaires identified and presented here because they are relevant to the theme about the most attractive and interesting aspects of exhibitions. A comment by KZN03 in KwaZulu-Natal read as follows:

*Marketing or promoting visibility of the archives is the most important tool to encourage the use of archivalia by the public. As archives are surrounded by different communities, with different information needs, communicating the content of the archives should be clear and meaningful to the target audience.*

Furthermore, GP01 in Gauteng wrote a note on the questionnaire as follows:

*My answers are based on the current status quo of the Gauteng Provincial Archives, not my knowledge or experience.*

*Archives repositories across South Africa need serious exposure on attracting the community to the repository and working together with other archival repositories across the province, more especially with national archives on what archivalia should be publicised and specific outreach programme to be rolled out.*

On the other hand, NARSSA02 at the NARSSA remarked on the questionnaire that:

*As much as we want to popularise the archives, we are told about the budget by leadership and the low esteem from ourselves.*

#### **4.2.2 Leadership qualities required at all levels to ensure visibility of archives repositories**

This section presents information regarding the leadership representation of the ideals, values, mission or vision of the public archives repositories; knowledge of archives and records management as an important attribute for leadership of public archives repositories; attributes of the leadership of the public archives repositories; collaboration with good partners as a key for successful public programming; currently existing partnership with other organisations that pursue the same goal and the message communicated increase knowledge and understanding of the content to the intended audience.

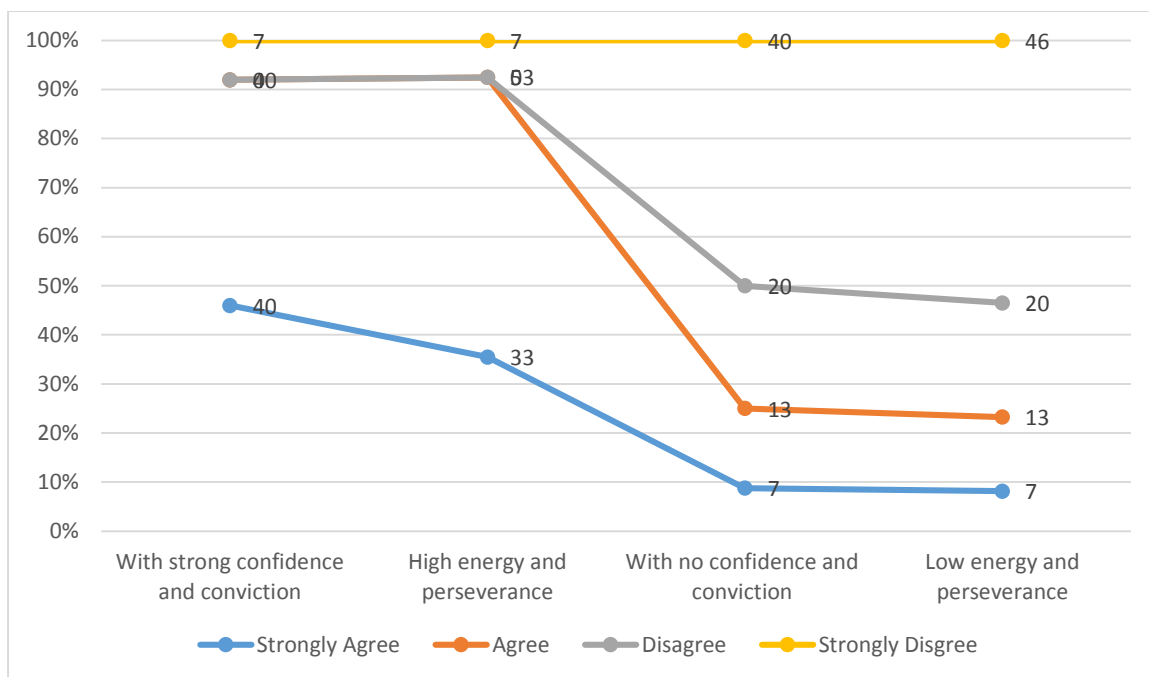
##### **4.2.1.1 The leadership representation of the ideals, values, mission or vision of the**

## **public archives repositories**

Earlier in the study leadership was identified as one of the construct of the soft power. Key to leadership is individual's possession of superior knowledge and vast experience in a desirable area of expertise and the ability to regularly and gently share or communicate such expertise to intended audience, as well as collaborate with other like-minded individuals or organisations. This is social resource a person regardless of position or smaller organisations without adequate budget may have and use to achieve the goals they want to achieve with ease. In this case, archivists can use their knowledge and expertise in archives and records management to regularly and politely communicate the value of archive to their peers and the general public with more confidence and convincingly. Thus, the argument presented appeals to the potential users because of the credibility of the archivist. And also by using logical argument and supporting evidence, the message evokes pity or sadness to the audience.

Similarly, Vuving (2009:8) identifies the qualities of soft power that make people who have them very attractive, which include the quality of the message communicated to others by someone who represents his/her ideals, values, missions or visions. In archives and records management, institutions holding archives should show leadership by articulating the vision, mission, ideals and values the archives gives to society and speaking for the archives within government within government with authority, enthusiasm and energy through various channels (The International Council of Archives 2012: 8; Kingsley 2012:138; Ketelaar 1993:8). The understanding is that by so doing people will be influenced and persuaded to visit archives to access their archival holdings and services. As a consequence of this, increases the usage of archives.

A survey sought to establish whether the leadership represent the ideals, values, mission or vision of the public archives repository. Ninety-three per cent (14) of the respondents indicated that the leadership represents the ideals, values, mission or vision of the public archives repositories, whereas only 7% (1) were not sure. When the respondents agreed to the above research question, the study further sought to establish the extent to which they agreed or disagreed that the public archives' leadership represents the vision, mission and values of the organisation. The results are presented in Figure 4.7.



**Figure 4.7: The public archives leadership representation of the vision, mission and values of the organisation**

Forty per cent (6) and 40% (6) of the respondents strongly agreed and agreed, respectively, that the public archives leadership represents the vision, mission and values of the organisation with strong confidence and conviction. On the other hand, 7% (1) of the respondents strongly disagreed that the public archives’ leadership represent the vision, mission and values of the organisation with strong confidence and conviction.

Seven per cent (1) of the respondents strongly agreed and 13% (2) agreed that the public archives’ leadership represent the vision, mission and values of the organisation with no confidence and conviction, respectively. On the other hand, 40% (6) and 20% (3) of the respondents strongly disagreed and disagreed, respectively, that the public archives’ leadership represent the vision, mission and values of the organisation with no confidence and conviction,.

Thirty-three per cent (5) and 53% (8) of the respondents, respectively, strongly agreed and agreed that the public archives’ leadership represents the vision, mission and values of the organisation with high energy and perseverance. On the other hand, 7% (1) of the respondents strongly disagreed that the public archives leadership represent the vision, mission and values of the organisation with high energy and perseverance.



Seven per cent (1) of the respondents strongly agreed and 13% (2) agreed that the public archives' leadership represents the vision, mission and values of the organisation with low energy and perseverance. On the other hand, 20% (3) and 40% (6) of the respondents respectively strongly disagreed and disagreed that the public archives' leadership represents the vision, mission and values of the organisation with low energy and perseverance.

The results show that almost 80% of the respondents agreed that the public archives' leadership represents the vision, mission and values of the organisation with strong confidence and conviction, whereas almost 87% of respondents are of the view that the public archives' leadership represents the vision, mission and values of the organisation with high energy and perseverance. The question one can ask is why then the public archives are not widely known when leadership represents the vision, mission and values of the organisation with strong confidence and conviction?

#### **4.2.2.2 Knowledge of archives and records management as an important attribute for leadership**

Kroenig et al. (2010:417) identify conditions that need to be present to be able to shape the preferences of others through appeal and attraction, namely that expert, trustworthy and attractive sources are more credible and persuasive than non-expert, untrustworthy and /or unattractive sources (Kroenig et al. 2010: 414). Expert knowledge can be linked to expert power one of the taxonomy of power, which relies on one's superior insight or knowledge (Chong et al. 2013:55; Mittal & Elias 2015:59). Based on expert power and referent power, the audience believes that the agent has some superior insight or knowledge and would likely identify with the agent or see the agent as a model that the target would want to emulate (Chong et al. 2013:55). Mariz et al. (2011:115) conclude that leadership possesses a collaborative spirit and demands that those who exercise it have full knowledge of structure, practice, personnel and the wider environment of the entities they lead.

The survey sought to establish the extent to which the respondents agree or disagree that knowledge of the archives and records management is an important attribute for the leadership of the public archives repository. Eighty-seven per cent (13) and 13% (2) of the respondents respectively strongly agreed and agreed that knowledge of archives and records management

is an important attribute for the leadership of the public archives repository. The respondents unanimously agreed that knowledge of the archives and records management was an important attribute for the leadership of the public archives. The research results confirm the conclusion of Mariz et al. (2011:115) that leadership demands that those who exercise it have full knowledge of structure, practice, personnel and the wider environment of the entities they lead.

A content analysis of the archives legislations also confirms this finding. The National Archives and Records Services of South Africa Act, 1996, and the Free State Provincial Archives Act, 1999, stipulate that national archivist or provincial archivist or advisory council “shall” possess relevant qualifications and knowledgeable on archives and records management. On the other hand, the Limpopo Provincial Archives Act, 2001, the Eastern Cape Provincial Archives and Records Service Act, 2003, the KwaZulu-Natal Archives and Records Service Act, 2011, the Gauteng Provincial Archives and Records Services Act, 2013, the Provincial Archives and Records Service of the Western Cape Act, 2005, and the Northern Cape Provincial Archives Act, 2013, stipulate that the national archivist or provincial archivist or the head of services or archives advisory council “must” possess relevant qualifications and knowledgeable on archives and records management.

The Limpopo Provincial Archives Act, 2001, stipulates that the archivist or council “will” possess relevant qualifications and knowledgeable on archives and records management. The Mpumalanga Archives Act, 1998, only emphasises the province’s demography, whereas the Eastern Cape Provincial Archives and Records Service Act, 2003, and the Provincial Archives and Records Service of the Western Cape Act, 2005, added demographic, geography and gender at the top of the relevant qualifications and knowledge on archives and records management that should be possessed.

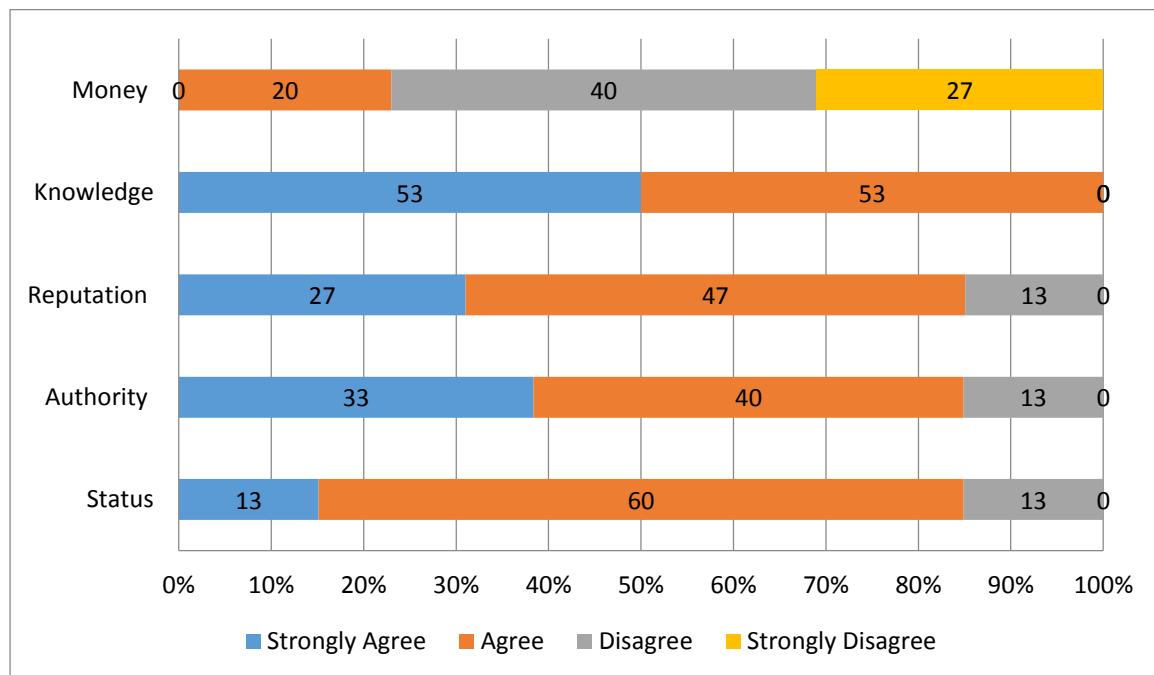
#### **4.2.2.3 The attributes of the leadership of the public archives repositories**

The survey sought to establish the extent to which the respondents agree or disagree that the leadership of the public archives repository possess the following attributes: status, authority, reputation, knowledge and money. The results are summarised in Figure 4.8. Fifty-three per cent (8) of the respondents strongly agreed and agreed that the leadership of the public archives repositories possess the knowledge as an attribute.

Thirty-three per cent (5) of the respondents strongly agreed that the leadership of the public archives repositories possess the authority and reputation as attributes. In addition, 47% (7) of the respondents agreed that the leadership of the public archives repositories possesses the reputation and 40% (6) indicated authority as an attribute. On the other hand, 13% (2) of the respondents disagreed that the leadership of the public archives repository possess the status, authority and reputation as attributes.

Twenty per cent (3) of the respondents agreed that the leadership of the public archives repositories possess money as an attribute. On the other hand, 40% (6) of the respondents disagreed and 27% (4) strongly disagreed that the leadership of the public archives repository possess money as an attribute.

Thirteen per cent (2) and 60% (9) of the respondents respectively strongly agreed and agreed that the leadership of the public archives repositories possesses status as an attribute.



**Figure 4.8: The attributes of the leadership of the public archives repositories**

#### 4.2.2.4 Collaboration with good partner as key for successful public programming

Another attribute of leadership is the ability to collaborate with like-minded people who pursue the same goal (Vuving 2009:9). In this regard, collaborative leadership perform their duty in coalitions, alliances and partnership. Hence, it can work well for any organisation, regardless of its size or budget, to satisfy all stakeholders to achieve organisational excellence and effectiveness (Rao 2016:175).

The survey sought to establish the extent to which the respondents agreed or disagreed that collaboration with a good partner is fundamental to successful public programming at the lowest cost. Ninety-three per cent (14) of the respondents strongly agreed and 7% (1) agreed that collaboration with the good partner was the key for successful public programming at the lowest cost. Most of the respondents were of the view that collaboration with a good partner was fundamental for successful public programming at the lowest cost.

Similarly, the national and all provincial archives legislation were reviewed in line with objective two of this study. The key findings were that the public archives repositories cooperate with organisations interested in archival matters or the management of records, and that the national archivist or provincial archivist or the head of services have relevant qualifications and knowledgeable on archives and records management. This is summarised in Table 4.4. In legal terms, “shall”, “must”, “may” and “will” have a unique meaning or interpretation. In Evershed’s guide to legal drafting in English, Smith (2011:60) refers to “can” to mean possibility; “must” to mean obligation; “may” to mean permission; “might” to mean probability and “shall” to mean there are very strong reasons to do. In that regard the researcher find it necessary to reflect that in this analysis.

The Mpumalanga Archives Act, 1998, the Eastern Cape Provincial Archives and Records Service Act, 2003, the KwaZulu-Natal Archives and Records Service Act, 2011, the Gauteng Provincial Archives and Records Services Act, 2013, the Provincial Archives and Records Service of the Western Cape Act, 2005 and the Northern Cape Provincial Archives Act, 2013, stipulate that the provincial archivist or the head of services “may” cooperate with organisations interested in archival matters or the management of records. The Mpumalanga Archives Act, 1998, went as far as providing examples of areas of cooperation such as exchanges and joint projects.

**Table 4.4: Collaboration with good partner on archives and records management**

<b>Legislation</b>	<b>Key categories</b>
	Cooperate with organisations interested in archival matters or the management of records
The National Archives and Records Services of South Africa act, 1996	Yes
The Mpumalanga Archives Act, 1998	Yes
The Free State Provincial Archives Act, 1999	Yes
The Limpopo Provincial Archives Act, 2001	Yes
The Eastern Cape Provincial Archives and Records Service Act, 2003	Yes
The Provincial Archives and Records Service of the Western Cape Act, 2005	Yes
The KwaZulu-Natal Archives and Records Service Act, 2011	Yes
The Gauteng Provincial Archives and Records Services Act, 2013	Yes
The Northern Cape Provincial Archives Act, 2013	Yes
section 7 (4) (a) of the Legal Deposit Act 54 of 1997, the National Film, Video and Sound Archives (NFVSA)	No

#### **4.2.2.5 Existing partnership with other organisations that pursue the same goal**

Archer and Cameroon (2009:232) identify collaboration as one of the leadership qualities. However, Potter (2011:3) recognises collaboration with a good partner as one of the factors to consider when designing visibility programmes: The legislative analysis earlier on shows that the existing legislation on archives gave the public archives mandate to cooperate with organisations interested in archives and records management matters.

The survey sought to establish if the public archives repositories have an existing partnership with other organisations that pursue the same goal. The question was based on the assumption that existing relationship, if any, with organisation that pursue the same goal either goal of

public programming or leadership or archives and records management should be viewed by public archives as a resource. Building new relationship where there is an existing one is not necessary. Thus, if there is an existing relationship regarding archives and records management with other organisations, the public archives could review such collaboration to include matters concerning public programming. For example, the NARSSA may have currently entered into partnership with the Auditor-General of South Africa (AGSA) on proper records management in public sector. When the AGSA host records management seminars to capacitate the public sector information professionals and to sensitise the executives in government regarding proper records management to improve the audit outcomes, the NARSSA can use the same event to organise a stand to promote their archival products and services to the attendees with little cost involved. Moreover, the NARSSA may also use the platform to present about what archives are and their value of archives to the society as a whole. The idiom “to kill two birds with one stone” is relevant as the organisation can succeed in achieving two things in a single event. In that single action or event through collaboration, the AGSA may convey the message regarding the importance of proper recording keeping to improve audit outcome, at the same time the public archives institution may communicate what the archives are and its value to the society is.

Eighty per cent (12) of the respondents indicated that the public archives repositories have a partnership with other organisations that pursue the same goal, as compared to 20% (3) of the respondents who were not sure. The result provided a positive outcome in relation to the purpose of the question asked. And also brought to light the opportunity the archivists may use to reconfigure the existing relationship towards public programming if the goal is not public programming, and if the goal is public programming to use the deep insights provided by the concept of soft power to redesign the programme to be effective in increasing public knowledge of archives. Because of this, increase statistical usage of archives so that the programme can get more funding in future from the potential sponsors.

Furthermore, rapid movement of information across borders and proliferation of platforms to share information have made individuals more powerful than they have been at any point in history (McClory 2015:12). In this regard, power is moving from governmental organisations to non-governmental organisations, multilateral organisations, civil society groups; even individuals play increasingly significant roles and wield greater influence in public affairs (McClory 2015:11). Archival Platform (2015:129) reports that some public archives

repositories resorted to forming partnerships with civil society organisations to facilitate a lack of resources to implement large-scale outreach projects. In this regard, those participants who indicated the existence of a relationship with other relevant organisations were requested to list those organisations. Forty-seven per cent (7) of the respondents indicated that public archives repositories have partnership with civil society organisations that pursue the same goal, as compared to 7% (1) that said no and were not sure, respectively. Similarly, Saurombe's (2015:127) study indicated that partnerships between local or community organisations and the archives are encouraged, simply because it could lead to extra funding, records donations and increased usage. For example, the KwaZulu-Natal Department of Arts and Culture, in collaboration with the Genealogical Society of Utah, digitised a total of 669 456 items in the archives (KwaZulu-Natal Department of Arts and Culture 2013:17).

Twenty-seven per cent (4) of the respondents indicated that public archives repositories have partnerships with international organisations that pursue the same goal. On the other hand, 20% (3) said no and 13% (2) were not sure. In addition, 60% (9) of the respondents indicated that public archives repositories have partnerships with national departments, whereas 7% (1) said no.

Forty-seven per cent (7) of the respondents indicated that public archives repositories have partnerships with Chapter Nine Institutions. Chapter Nine Institutions are independent institutions established in terms of chapter nine of the Constitution of the Republic of South Africa of 1996. On the other hand, 7% (1) said no and 13% (2) were not sure. Moreover, 60% (9) of the respondents revealed that the public archives repositories have partnerships with information professional associations, as compared to 20% (3) that were not sure.

Forty-seven per cent (7) of the respondents indicated that public archives repositories have partnership with the Auditor-General of South Africa, as compared to a 7% "No" response and 13% (2) who were not sure. The national Department of Arts and Culture's annual report (2015:193) also confirmed that through interdepartmental partnership it arranged an annual records management seminar together with the Auditor-General of South Africa, which was held on 7 April 2014. In addition, the Auditor-General of South Africa was separated from other Chapter Nine Institutions simply because of its direct interest in records and archives, which was evident when they hosted several national and provincial records management seminars between 2011 and 2016. As Tom (2016;1) shows that NARSSA had a Memorandum

of Understanding (MOU) with the Auditor General of South Africa on the issue of records management and worked with a lot of role players that they met with on regular basis to discuss the issues of records management. Twenty per cent (3) of the respondents indicated that public archives repositories have partnerships with other institutions, as compared to 7% (1) who were not sure.

Whereas, Saurombe's (2015:315) study revealed that lectures, seminars and workshops (4 or 44%) followed by joint exhibitions (3 or 33%) and student tours (3 or 33%) were mentioned as common means for collaboration, this study revealed that 60% (9) of the respondents indicated that public archives repositories formed partnerships with information professionals and departments, followed by 47% (7) with civil society organisations, Chapter Nine Institutions and the Auditor-General of South Africa. These partnerships could serve as a resource the public archives repositories could use in taking archives to the people. Saurombe (2015:357) posits that partnerships enable organisations to achieve more by sharing resources and expertise.

#### **4.2.2.6 The message communicated increase knowledge and understanding of the content to the intended audience**

Mariz et al. (2011:115) argue that communicating the purpose, benefits and services provided by the archives and its staff is a leadership responsibility. Kingsley (2012:138) suggests that leadership implies working as an advocate for the sector, articulating the value the sector gives to society and speaking for the sector within government. It also implies showing the sector the way forward, translating the policy messages from government into sector context, facilitating the sharing of best practice and creating opportunities for the sector to flourish which might not exist otherwise.

The survey sought to establish the extent to which the respondents agreed or disagreed that the message communicated or speech is critical in increasing knowledge and understanding of what was communicated to the target audience. Seventy-three per cent (11) of the respondents strongly agreed and 20% (3) agreed that the message communicated or speech is critical in increasing knowledge and understanding of what was shared with the target audience. The respondents unanimously agreed that the message communicated is essential in changing the



mind and understanding of the audience at whom the message is directed.

There are some comments recorded from the questionnaires that relate to this theme. For instance, FS01 from Free State commented that:

*Our archive needs direction*

In addition, GP01 from Gauteng made remark as follows:

*The National Archives and Records Services of South Africa Act 43 of 1996 should be reviewed with emphasises on specific qualification the national and provincial archivist, archivist or records manager or records practitioners should have.*

### **4.2.3 Educational programmes as interactive tools for public engagement**

This section presents information regarding firstly, on the facilitation of foreign student exchanges as the most powerful tool for public engagement. Secondly, recognition of the importance of education and training at schools levels in promoting archival holdings and services. Finally, the public archives repositories' involvement in the educational activities with special emphasis on students of archives and records management.

#### **4.2.3.1 Facilitation of student exchanges as the most powerful tool for public engagement**

Education focuses on the student exchange programmes and contribution to global scholarship and excellence in teaching (McClory 2015:22). The ability of an organisation/institution/country to attract non-native students or learners from abroad is a powerful tool of public engagement. In this regard, foreign student exchange programmes have been shown to have a positive slight wave effect when returning students advocate on behalf of their host institution of the study (McClory 2015:21). Hackman (2012:11) expresses that advocacy is an investment we make when we intentionally and strategically educate and engage individuals and organisations so they in turn support our work. He further emphasises that it is an activity consciously aimed at persuading individuals or organisations to act on behalf of the programme or institution.

The survey sought to establish the extent to which the respondents agreed or disagreed that the organisation's ability to attract foreign students or facilitate student exchanges is the most powerful tool for public engagement. Twenty-seven per cent (4) of the respondents strongly agreed and 47% (7) agreed that the organisation's ability to attract foreign students or facilitate student exchanges is the most powerful tool for public engagement. On the other hand, 27% (4) of the respondents disagreed that the organisation's ability to attract foreign students or facilitate student exchanges is the most powerful tool for public engagement.

#### **4.2.3.2 Recognition of the importance of education and training in promoting their archival holdings and services**

The studies of Senturk (2013:111), Miller (2012:46) and Fleming and Gerrard (2014:13) recognised the importance of primary source documents in education and training. Senturk (2013:111) notes that archivists at the National Archives and Records Administration (NARA), a national archive of the USA, collaborated with teachers to prepare primary source documents for use by schools in the seventies before the internet became the classroom resources. Blais and Enns (1991:105) express that school programmes should appreciate the existence and relevance of archival records as one of the basic building blocks for the teaching of history so that people can learn about the usefulness of the archives.

The survey sought to establish whether the public archives repository recognises the importance of education and training in promoting their archival holdings and services. Eighty per cent (12) of the respondents indicated that the public archives repositories recognise the importance of education and training in promoting their archival holdings and services, as compared to 13% (2) who said no and were not sure. Similarly, one of Saurombe's (2015:358) recommendations on public programming framework included the need for more training opportunities to be organised by ESARBICA or the national archives, which could lead to the implementation of more public programming projects.

The results show that several respondents considered education and training essential for ensuring visibility and accessibility of the public archives repositories. This is important for public archives repositories in many ways, including curriculum development especially for

history teachers and learners.

#### **4.2.3.3 The public archives repositories' involvement in the educational activities**

Blais (1995:20) states the purpose of an archival educational programme as to provide students with opportunities to work with the records themselves in order to induct them to archival research and increase their understanding of the value of archival records. Van der Walt (2011:133) identifies the most important educational activities such as placements of practical training for students of archival studies and providing practical training for archivists and records managers from other African nations.

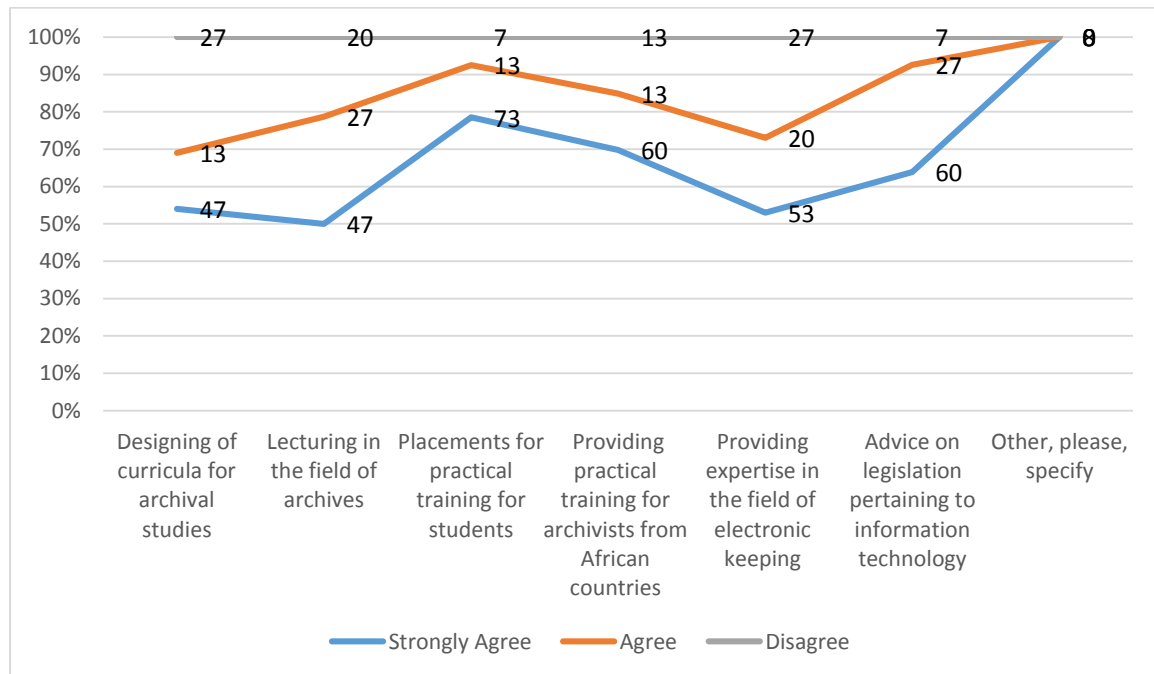
The survey sought to establish the extent to which the respondents agreed or disagreed that the public archives repositories are involved in the educational activities. The results are summarised in Figure 4.9. Seventy-three per cent (11) of the respondents strongly agreed that the public archives repositories were involved in the provision of placements for practical training of students for archival studies and 60% (9) advised on legislation that pertains to information technology. In addition, 13% (2) of the respondents agreed that the public archives repositories were involved in the provision of placements for practical training for students of archival studies, as compared to 27% (4) agreed on advice on legislation pertaining to information technology. On the other hand, 7% (1) of the respondents disagreed that the public archives repository was involved in the provision of placements for practical training for students of archival studies and advice on legislation pertains to information technology.

Furthermore, 60% (9) of the respondents strongly agreed and 13% (2) agreed that the public archives repositories were involved in the provision of practical training of archivists and records managers from African countries, as compared to 53% (8) that strongly agreed and that 20% (3) agreed on providing expertise in the field of electronic record-keeping. On the other hand, 13% (2) of the respondents disagreed that the public archives repositories were involved in providing practical training for archivists and records managers from African countries and 27% (4) disagreed on the provision of expertise in the field of electronic record-keeping.

Forty-seven per cent (7) of the respondents strongly agreed that the public archives repositories were involved in designing curricula for archival studies and lecturing in the field of archives.

In addition, 13% (2) of the respondents agreed that the public archives repositories were involved in designing curricula for archival studies and 27% (4) agreed on lecturing in the field of archives. On the other hand, 27% (4) of the respondents disagreed that the public archives repositories were involved in designing curricula for archival studies and 20% (3) disagreed on lecturing in the field of archives. Finally, 7% (1) of the respondents strongly agreed that the public archives repository was involved in the other activities not mentioned above.

The key finding was that 73% (11) indicated that the public archives repositories were involved in the provision of placements for practical training of students for archival studies and 60% (9) provided advice on legislation that pertains to information technology and practical training for archivists and records managers from African countries. This was an important finding the public archives could use as reference point to capacitate students and develop interest in as far as making archival material available to the largest number of people as possible. For example, according to the national Department of Arts and Culture’s annual report (2015:193), the department trained Nkangala high school learners in Oral History methodologies from 6 September 2014 to 13 October 2014.



**Figure 4.9: The public archives repositories’ involvement in the educational activities**

A systematic evaluation of the legislation on archives and records management was conducted against objective three of this study. The key findings in this regard included provision of

training in archival techniques and the management of records and professional and technical support in aid of the archival activities and the archival community. Such analysis is summarised in the Table 4.5. All existing legislation governing archives and records management in South Africa stipulates that the national archivist or provincial archivist or the head of services “may” provide training in archival techniques and the management of records. On the other hand, the National Archives and Records Services of South Africa Act, 1996, and the Eastern Cape Provincial Archives and Records Service Act, 2003, stipulate that the advisory council “shall” provide training in archival techniques and the management of records, whereas other legislation are silent on the role of advisory council in this regard. The Legal Deposit Act 54 of 1997, which established the NFVSA, does not provide guidance on this matter.

<b>Table 4.5: Training in archival techniques and professional and technical support in aid of archival activities</b>		
<b>Legislation</b>	<b>Key categories</b>	
	<b>Provide training in archival techniques and the management of records;</b>	<b>Provide professional and technical support in aid of archival activities and the archival community</b>
<b>The National Archives and Records Services of South Africa Act, 1996</b>	Yes	Yes
<b>The Mpumalanga Archives Act, 1998</b>	Yes	Yes
<b>The Free State Provincial Archives Act, 1999</b>	Yes	Yes
<b>The Limpopo Provincial Archives Act, 2001</b>	Yes	Yes
<b>The Eastern Cape Provincial Archives and Records Service Act, 2003</b>	Yes	Yes
<b>The Provincial Archives and</b>	Yes	Yes

<b>Records Service of the Western Cape Act, 2005</b>		
<b>The KwaZulu-Natal Archives and Records Service Act, 2011</b>	Yes	Yes
<b>The Gauteng Provincial Archives and Records Services Act, 2013</b>	Yes	Yes
<b>The Northern Cape Provincial Archives Act, 2013</b>	Yes	Yes
<b>Section 7 (4) (a) of the Legal Deposit Act 54 of 1997, the National Film, Video and Sound Archives (NFVSA)</b>	Yes	Yes

#### **4.2.4 Adoption of social media as an innovative tool to promote archives**

This section presents information about the social media tool which the public archives repository selected as appropriate to engage users; proactive development of a social media strategy by institution; the objectives or aims of adopting social media tool; social media target audience; and measuring the success of activities on the social media platform.

##### **4.2.4.1 Social media tool which the public archives repository selected as appropriate to engage users**

Mason (2014:158) notes that the use of social media, such as YouTube or Wikipedia, has enormous potential to have a positive impact on the visibility of archival collections. The survey sought to establish which platform the public archives repository selected as appropriate and effective to engage users. The results are summarised in Table 4.6. Twenty-seven per cent (4) of the respondents indicated that they have selected Facebook as appropriate and effective to engage users. On the other hand, 7% (1) said no and 7% (1) were not sure. Furthermore, 7% (1) of the respondents indicated that they have selected Twitter as appropriate and effective to engage users, as compared to 7% (1) that said no and were not sure.

Seven per cent (1) of the respondents indicated that they have selected LinkedIn and other platforms as appropriate and effective to engage users and 7% (1) said no. In addition, 13% (2) of the respondents indicated that they have not selected LinkedIn, Pinterest, Instagram and Blog as appropriate and effective to engage users, as compared to 7% (1) who were not sure.

The results show a lack of interest in the working of social media in archives and records management. The respondents that showed interest in social media indicated that some of the public archives repositories selected Facebook as appropriate and effective to engage users. The presentation of data generated through social media analysis below confirms this finding.

<b>Table 4.6: Appropriate and effective social media platform to engage users</b>			
<b>Social media platform</b>	<b>% appropriate and effective</b>	<b>% not appropriate and effective</b>	<b>% of not sure responses</b>
Twitter	7	7	7
Facebook	27	7	7
LinkedIn	7	13	7
Pinterest	0	13	7
Instagram	0	13	7
Blog	0	13	7
Other	7	7	0

The social media analysis was done on 2 January 2017, in line with objective four of this study. The analysis sought to establish the existence of links on departmental websites of the identified public archives repositories. Thereafter, it sought to establish the availability of contents or posts related to archives and records management programmes within the departments. The number of posts on archives and records management was not the focus of this analysis. The presentation of data was presented per social media platform identified and categorised according to the name of the department, posts, links and date posted.

The study found that there were links to almost all departments, except for the North West Department of Cultural, Arts and Traditional Affairs website as illustrated in appendix D (social media links to relevant departmental websites). For instance, the national Department of Arts and Culture, the Free State Department of Sport, Arts Culture and Recreation, the

Department of Arts and Culture KwaZulu-Natal and the Western Cape Department of Cultural Affairs and Sport websites had links to Twitter accounts. The Free State Department of Sport, Arts Culture and Recreation Twitter account had no archives and records management contents.

Only the KwaZulu-Natal Department of Arts and Culture website had a link to Instagram. The national Department of Arts and Culture website had links to WordPress and Google+, and the same Google+ link of the national Department of Arts and Culture was accessible from the Department of Arts and Culture KwaZulu-Natal website.

The websites of the national Department of Arts and Culture, the Free State Department of Sport, Arts Culture and Recreation, the Gauteng Department of Sport, Arts, Culture and Recreation, the Department of Arts and Culture KwaZulu-Natal, the Limpopo Department of Sport, Arts and Culture, the Mpumalanga Department of Culture, Sport and Recreation, and the Northern Cape Department of Sport, Arts and Culture had links to Facebook.

After identification of social media links, the study sought to establish the availability of contents or posts related to archives and records management programmes within the departments' social media platform. Such media platform included Twitter, Instagram, Google+, WordPress and Facebook. In this regard, data were presented as per the identified social media platform and categorised according to the name of the relevant department, posts, links and date posted.

#### **a) Twitter**

The presentation on Twitter is summarised and attached as appendix E (posts posted on twitter account of a department).

The KwaZulu-Natal Department of Arts and Culture and the Western Cape Department of Cultural Affairs and Sport contained contents in that regard. For example, the KwaZulu-Natal Department of Arts and Culture posted the content on 10 September 2015 and it reads as follows:

*“Role of Archives in the province of KwaZulu-Natal proudly powered by the Department of Arts & Culture. Visit our website for more information [www.kzndac.gov.za](http://www.kzndac.gov.za)”.*

The focus of the post was on the repository, its main objectives, archives and records management. The content that the Western Cape Department of Cultural Affairs and Sport



posted on 21 April 2017 reads as follows:

<https://twitter.com/WCGovCas/status/855385127504969731?s=03>

Discover your #Archives #OldPhotograph of fish market, Rogge Bay #CapeTown  
#WesternCapeArchives Ref R1007 <http://bit.ly/2ogKZNQ> [pic.twitter.com/1HXyGt7cL1](http://pic.twitter.com/1HXyGt7cL1)

In addition, content posted on 11 May 2017 reads as follows:

Efficient recordkeeping is a pillar of good governance & great weapon against corruption:  
<http://bit.ly/2q5OEPP> @ivan2meyer #ArchivesWeek [pic.twitter.com/RPsVEchpyS](http://pic.twitter.com/RPsVEchpyS)

However, it appears as if contents on archives and records management were not posted on a regular basis. This was evident, as it took long for the researcher to find contents on the same subject. Finally, there were no contents related to archives and records management in the Free State Department of Sport, Arts and Culture and Recreation's Twitter account.

#### **b) Instagram**

The results of Instagram are summarised and attached as appendix F (posts posted on Instagram of the department). Of all selected departments, only the KwaZulu-Natal Department of Arts and Culture had a presence on Instagram. One of the available contents on archives was posted on 8 October 2015. That is:

*"Artskzn The annual National Oral History Conference takes place next week. It aims to assist communities to retrieve neglected indigenous and community knowledge as a way of promoting social, economic and cultural development, among other things. Theme: "Freedom Charter, Memories, and Other (Un) Freedoms" #archives #history #heritage"*

#### **c) Google+**

The results of Google+ are summarised and attached as appendix G (posts posted on Google+ of the department). Of all selected departments, only the national Department of Arts and Culture had a Google+ account, and the same link was accessible from the KwaZulu-Natal Department of Arts and Culture's website. There were contents on archives with one posted on 6 May 2014. That is:

*"Celebrating South African Records Collection and Preservation in 20 Years of Freedom 7th Annual National Archives Week (05-09 May 2014) - "Archives for democracy, transparency and accountability"*

#### d) WordPress

The results of WordPress are summarised and attached as appendix H (posts posted on WordPress of the department). Of all the selected departments, only the national Department of Arts and Culture had WordPress account. There were contents posted on issues related to archives. Some examples of the posts read as follows:

1. Posted in speeches on 13 July 2016, the speech included an announcement on:

*“The 2016 Annual national Oral History Conference will take place on 11-14 October at the University of Venda in partnership with Limpopo Provincial Archives and the Oral History Association of South Africa. The theme is “Chanted Memories and Anniversaries: Celebrating Our Common Past(s)”.*

2. Posted in media advisory on 8 June 2017, contents of the post included:

*“The Department of Arts and Culture through the National Archives and Records Service of South Africa will celebrate International Archives Day tomorrow, Thursday, 09 June 2016 at The National Archives Building in Arcadia, Pretoria. The event will be celebrated under the theme: “Archives for Harmony and Friendship”.*

3. Posted in media advisory 12 May 2016:

*“Arts and Culture Deputy Minister, Ms Rejoice Mabudafhasi through the National Archives and Records Service of South Africa will on 12 May 2016 in Msukaligwa Local Municipality Hall in Ermelo continue the National Archives Awareness Week under the theme: “**Archives for the protection of human rights, transparency and good governance**”. The 2016 Archives Awareness Week forms part of the 2<sup>nd</sup> annual Africa Month celebrations under the theme, “**Building a Better Africa and a Better World**”.*”

#### e) Facebook

Finally, findings on Facebook are summarised and attached as appendix I (posts posted on Facebook of the department). The websites of the national Department of Arts and Culture, the Free State Department of Sport, Arts, Culture and Recreation, the Gauteng Department of Sport, Arts, Culture and Recreation, the Department of Arts and Culture of KwaZulu-Natal, the Limpopo Department of Sport, Arts and Culture, the Mpumalanga Department of Culture, Sport and Recreation, and the Northern Cape Department of Sport, Arts and Culture had links to Facebook. Almost all had contents on issues related to archives and records management,

except for the Limpopo Department of Sport, Arts and Culture.

For example, **the national Department of Arts and Culture** on 27 October 2016 posted the following content:

*“The Department of Arts and Culture celebrates the World Day for Audiovisual Heritage <http://www.dac.gov.za/.../department-arts-and-culture-celebra...>”.*

The **Free State Department of Sport, Arts Culture and Recreation** on 30 September 2015 posted the following content:

*“DSACR EMPLOYEE ACHIEVES NATIONAL RECOGNITION*

*“It is with pride that the Department announces that The Head of Archives in the Department of Sport, Arts, Culture and Recreation – Mr. Tshitso Challa – has achieved national recognition for his research work when his paper titled “The development of municipal policies towards the Coloured communities in Bloemfontein around the early 50s to the 90s” was accepted for presentation at the national conference of Oral History Association...” of South Africa (OHASA).”*

The **Gauteng Department of Sport, Arts, Culture and Recreation** on 10 May 2016 posted the following content:

*Gauteng Celebrates Archives Week*

*As the provincial Archives Week programme draws to a close, the Gauteng Department of Sport, Arts, Culture and Recreation will this coming Friday, 13 May 2016, host the main event to outline the state of archives and records and how the public could use and benefit from these...”*

The **Department of Arts and Culture KwaZulu-Natal** on 13 May 2016 posted the following contents:

*“Provincial Archivist Dr V Khumalo, Judge Chris Nicholson & Peter Nel at the inaugural Annual Archives Lecture in Pietermaritzburg”.*

The **Mpumalanga Department of Culture, Sport and Recreation** on 14 September 2016 posted the following contents about 3<sup>rd</sup> Mpumalanga oral history conference:

*“The Gathering of Great Minds - It's happening tomorrow!”*

The **Northern Cape Department of Sport, Arts and Culture** on 14 September 2016 posted the following content:

*“The Provincial Archivist Ms. Elizabeth Manong delivering a presentation on the importance of archive services in government.”*

There was no content related to archives and records management on **Limpopo Department of Sport, Arts and Culture’s** Facebook account.

It was evident that those departments that had links to Facebook made available contents pertaining to archives and records management, even though it appears as if it was done after a long period. This further raised a question as to whether the archivists were providing applicable and relevant contents to the communication section or unit within their respective departments. For the reason that some of the respondents were not sure if public archives have social media presence to begin with, only the Limpopo Department of Sport, Arts and Culture was not posting content on Facebook at all.

#### **4.2.4.2 Proactive development of a social media strategy by institution**

The study by Kamatula et al. (2011:120; Ngoepe & Ngulube (2011:13) and Garaba (2012:23) revealed that the national archives of South Africa and those of a few other selected African countries were not using a social media strategy to promote their collections, despite it providing new opportunities for promoting access to archives and records.

The survey sought to establish whether the public archives repositories proactively developed a social media strategy. Thirteen per cent (2) of the respondents indicated that their institutions proactively developed the social media strategy. Seventy-three per cent (11) of the participants responded negatively and 13% (2) were neutral. The study indicated that a number of the public archives repositories did not proactively develop the social media strategy.

#### **4.2.4.3 The objectives or aims of adopting social media tool**

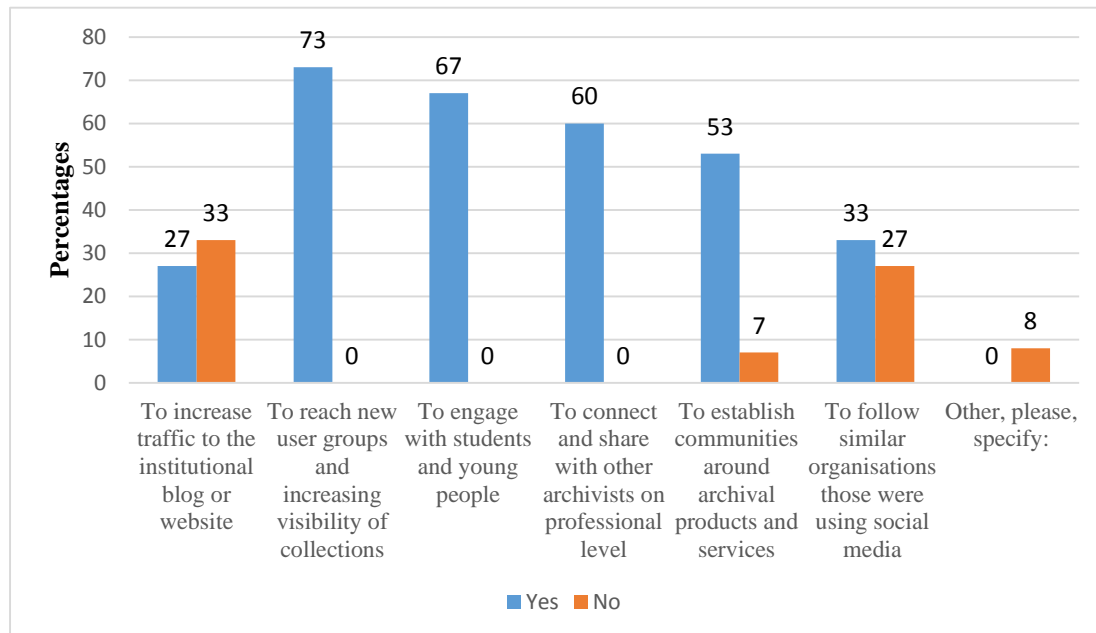
Liew, Wellington, Oliver and Perkins (2015:392) study showed lack of strategic vision and objective regarding use of social media by cultural heritage organisations.

The survey sought to establish from the respondents what the objectives or aims of adopting a

social media tool were. The results are summarised in Figure 4.10. Seventy-three per cent (11) of the respondents indicated that the objectives or aims of adopting a social media tool were to reach new user groups and increasing visibility of the collections. Sixty-seven per cent (10) of the respondents indicated that the objectives or aims of adopting a social media tool were to engage with students and young people and 60% (9) indicated that the objectives were to connect and share with other archivists at a professional level.

Fifty-three per cent (8) of the respondents indicated that the aims of adopting a social media tool were to establish communities around archival products and services, and 7% (1) responded negatively. Thirty-three per cent (5) of the respondents indicated that the objectives of adopting social media tool were to follow similar organisations using social media and 27% (4) gave negative responses.

Twenty-seven per cent (4) of the respondents indicated that the objectives of adopting a social media tool were to increase traffic to the institutional blog or website with 33% (5) responding negatively. Seven per cent (1) of the respondents indicated that there were no other objectives or aims of adopting a social media tool



**Figure 4.10: The objectives or aims of adopting social media tool.**

#### 4.2.4.4 Social media target audience

The survey sought to establish who the target audience for the use of the social media was. The results are summarised in Table 4.7. Eighty per cent (12) of the respondents indicated that one of the targeted audiences were researchers. On the other hand, 67% (10) of the respondents showed that they targeted historians and 7% (1) did not target historians.

Seventy-three per cent (11) of the respondents indicated that they targeted genealogists and 13% (2) did not target genealogists. On the other hand, 53% (8) of the respondents revealed that they targeted politicians, only 7% (1) responded negatively and 20% (3) were neutral. Forty-seven per cent (7) of the respondents indicated that they targeted journalists, 13% (2) responded negatively and 20% (3) were neutral.

Sixty-seven per cent (10) of the respondents' targeted audience included young people and teachers. Seven percent (1) of the respondents' targeted audience did not include young people and teachers. Seven per cent (1) of the respondents were not sure if their targeted audience included young people and teachers. Seven per cent (1) of the respondents' targeted audience was the other people.

The study showed that the group of people most targeted was researchers, followed by historians, genealogists, young people and teachers, politicians and journalists.

<b>Table 4.7: Social media target audience</b>			
<b>Audience</b>	<b>% of the public archives target audience</b>	<b>% not the public archives target audience</b>	<b>% of “not sure” responses</b>
Young people	67	7	7
Researchers	80	0	0
Journalists	47	13	20
Teachers	67	7	7
Genealogists	73	13	0
Historians	67	7	0
Politicians	53	7	20
Others	7	0	0

#### **4.2.4.5 Measuring the success of activities on the social media platform**

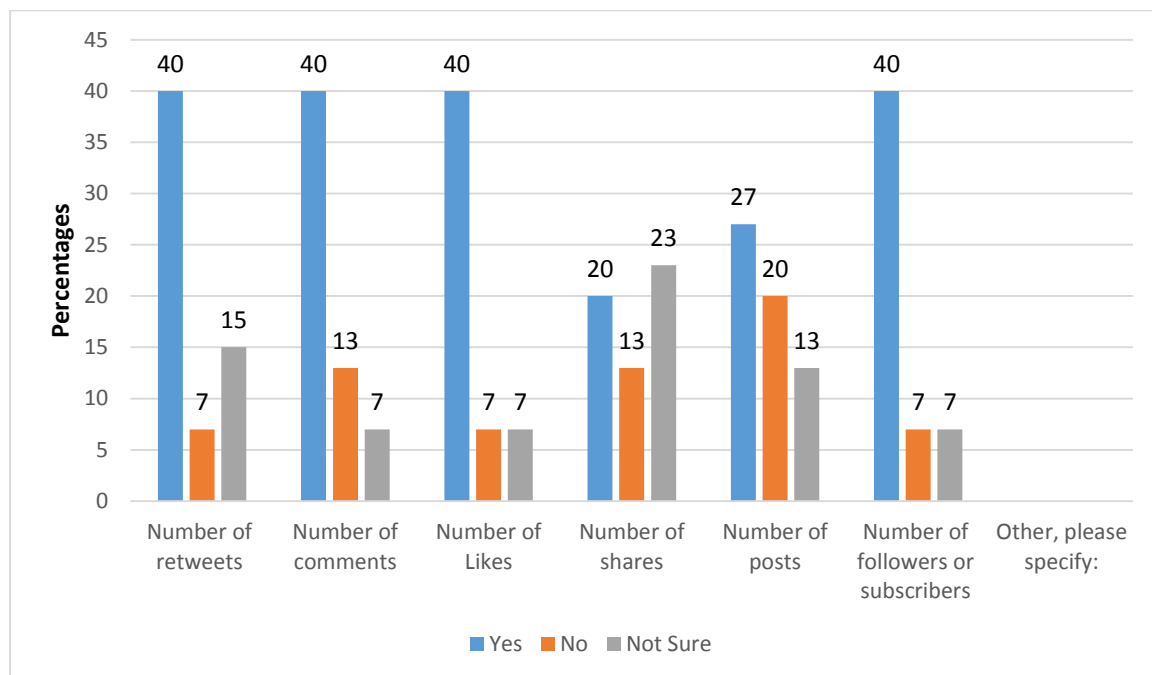
Griffin and Taylor (2013:256) conducted research study aimed at understanding the special collection departments and archives; how they employ social networking tools, how or whether special collections and archives constituents use these tools to engage with each other; and whether institutions receive a demonstrable return of investment (ROI) for their social networking efforts. The study envisaged that this type of analysis would help special collections and archives to understand their use of social networking tools better and that this understanding would, in turn, facilitate more conversations regarding the continued investment of institutional and staff resources (Griffin & Taylor 2013:257). The study found that, on average, special collections and archives achieve moderate success when using social media to publicise institutional holdings, events and activities. Success, determined by the number of departmental posts and the resulting likes, shares and comments from external users can be realised as potential gains to staff investment, whereby special collections' use of social media indicates demonstrable increases in visibility within and external to the parent organisation (Griffin & Taylor 2013:268).

Unlike the study done by Griffin and Taylor (2013:268), the study done by Liew et al. (2015:3) found that 86% of respondents considered metrics on the number of fans, followers or subscribers to be a useful means of gauging impact.

The survey sought to establish how the success of activities on the social media platform was measured. The results are summarised in Figure 4.11. Forty per cent (6) of the respondents indicated that they measure success of activities on the social media platform by the number of re-tweets, comments, likes and followers or subscribers. On the other hand, 7% (1) of the respondents indicated that they did not measure the success of activities on social media by the number of re-tweets, likes and followers or subscribers. Moreover, 13% (2) of the respondents indicated that they did not measure success of activities on social media by the number of comments. Twenty per cent (3) of the respondents indicated that they were not sure if they measured success of activities on social media by the number of retweets. Seven per cent (1) of the respondents indicated that they were not sure if they measured success of the activities on social media by the number of comments, likes and followers or subscribers.

Twenty-seven per cent (4) of respondents indicated that they measured success of the activities on social media by the number of posts, 20% (3) responded negatively and 13% (2) was neutral.

On the other hand, 20% (3) of the respondents indicated that they measured success of activities on social media by the number of shares, 13% (2) responded negatively and 20% (3) were neutral. The study showed that the measure of the success of public programming activities on social media platform was the number of re-tweets, comments, likes and followers or subscribers followed by the number of posts.



**Figure 4.11: Measuring the success of activities on the social media platform.**

There are some comments recorded from the questionnaires related to this theme. For example, WC01 from Western Cape made remarks confirming the use of the Twitter account in a limited way as follows:

*Our use of social media is restricted to Twitter, as it is the only avenue open to us through our Communications section in the Western Cape Department of Cultural Affairs and Sport.*

*Once again, we are beginning to try to use whatever social media avenues we can depend our Communications section (which is very little and restricted).*

*We will not control the Twitter account but only supply information and photographs to Communications so we cannot link to other websites or follow other organisations etc. ourselves – that is done by Communications in the Department.*

In addition, KZN01 from KwaZulu-Natal had written down what they could do if they have social media platform as follows:



*If we had a social media platform, it would have a strong focus on our record management clients, and then also across the community to create awareness and increase access.*

On the other hand, NC01 in the Northern Cape had written a comment as follows:

*This survey is an eye opener, clearly shows what must be done with regards to public programming to enhance archives visibility. We have a department Facebook page that we use for public programming as well as promotional material.*

Furthermore, NW01 in the North-West made a comment that:

*The most important aspect of archives repository is access and use. If usage is to be increased in archives, the repository must adapt. There has been an increase in technological trends and Archives should be up to speed with technology. To lure young people to the Archives, Social media should be the most important part of public programming so that Archives are accessible to the majority of people. Technology should be seen as a tool to enhance public programming rather than a competitor to archives holdings.*

Finally, GP02 in Gauteng remarked that:

*The Gauteng Provincial Archives is still busy building its archives repository, there we have not yet started developing a social media strategy, but will form part of our outreach strategy once the building has been completed and operationalized*

### **4.3 Summary**

In this chapter, the data collected through questionnaires, physical observation and document analysis, including social media, were analysed and assessed to give it a meaning so that the purpose of the study was achieved.

The objectives of the study identified in the literature review discussed in Chapter Two and clearly presented in Chapter One of this document, were used to analyse the data against the data collected through data collection tools identified in Chapter Three.

An analysis of data pertaining to public programming activities such as the Archives Week, provided insight and better understanding of the most effective and useful programme in taking archives to the people, especially the PDIs in South Africa.

The qualities of leadership that were considered important in advocating and directing modern public archives, even during financial difficult periods, were discussed. It was highlighted that the importance of educational programmes in ensuring increased public engagement and utilisation of archival material is not well understood or used as much as it could be.

In this constantly changing technological environment, the importance of innovation in ensuring that public archives repositories remain relevant and serve the daily needs of the ordinary people on the street in South Africa is, therefore, critical. In this regard, it is becoming imperative to systematically examine the social media used by the public archives repositories in making publicly known the archival holdings and archival services.

An analysis of data collected was presented in this chapter and in the next chapter the interpretation of the analysed data to make sense of them, will be discussed.

## Chapter Five

### Data interpretation and discussion

#### 5.1 Introduction

In the previous chapter, data collected through questionnaires, interview schedule, physical observation and content analysis were analysed and assessed so that it could be interpreted and discussed. In this chapter, data analysed and presented in Chapter Four of this study will be interpreted and discussed. Nalzaró (2012: 21) points out that interpretation of data comes after an analysis of data and the appropriate statistical procedure implemented from data collection to data validation. Nalzaró further emphasises that data interpretation summarises the result of data analysis by reviewing the stated problem and tie up with the result of your data analysis.

According to Perez (2014:14), this chapter answers the question, “So what?” in relation to the results of the study. She further indicates that the focus of this chapter is on the meaning of the results of the study and is the most critical aspect of the research report. In this regard, it is also often considered the most difficult to write because it is the least structured and demands extraordinary perceptive and creative researcher (Perez 2014:15).

Perez (2014:17) further suggests the appropriate processes necessary in interpreting the result(s) of the study including:

- the ability to integrate the results of the study in both theory and application by pulling together, firstly, the conceptual/theoretical framework and, secondly, the review of literature. Finally, the study’s potential significance for application.
- the ability to examine, interpret and justify the results, and then draw inferences. Perez suggests that in order to achieve the above activities, the researcher should take into consideration, firstly, the technique that would enable the reader to get the total picture of the findings in summarised form and help adapt a reader to the discussion that follows. Secondly, questions on the meaning of the findings, the methodology, the unexpected results and the limitations and shortcomings of the study should be answered and interpreted. Thirdly, an attempt to bring the findings together to extract meaning and principles. Finally, by including a number of related findings in the

study, it occasionally becomes possible to theorise (Perez 2014:19).

The problem statement of this study is that, despite the importance of visibility and accessibility of public archives repositories, various scholars such as Ngoepe and Ngulube (2011:17); Saurombe (2015:149); Venson, Ngoepe and Ngulube (2014:63); Archival platform (2015:131); Njobvu, Hamooya and Mwila (2012:244); Ngulube and Tafor (2006:73); Wessels (1997:112); Ngoepe and Ngulube (2014:5) and Nengomasha and Nyanga (2015:96) agree that archives repositories in eastern and southern Africa are not known and are accessed by only few people. The interpretation and the discussion of findings presented in Chapter Four of this study will integrate the reviewed problem statement mentioned above and discussed in Chapter One of this document. Furthermore, the interpretation of data will summarise and integrate with the conceptual framework and literature review discussed in Chapter Two of this study. Finally, questions on the meaning of the findings, the methodology, the unexpected results and the limitations and shortcomings of the study will be answered and interpreted.

## **5.2 Data interpretation**

The data analysis in Chapter Four will be interpreted according to the objectives identified in Chapter One of this study.

These objectives sought to:

1. identify cultural strategies adopted to enhance visibility and accessibility of the public repositories in South Africa
2. identify the leadership qualities required at all levels to enhance visibility and accessibility of public archives repositories in South Africa
3. determine the extent which public archives repositories have adopted social media as an innovative tool to promote archival resources
4. assess the educational exchange programmes used by public archives repositories in South Africa as interactive methods for public engagement, awareness and education.

### **5.3.1 Cultural strategies adopted to improve the image of archives**

In this objective, results are summarised and explained, firstly, in relation to the legislation governing archives and records management in South Africa, secondly, in relation to the inclusion of public programming in the strategic objective of the public archives repositories, thirdly, the recognition of the importance of public programming in ensuring visibility of the archival holdings, fourthly, the involvement of public archives repositories in public programming activities for the past two years, fifthly, the most important and effective public programming activities in promoting the archives services to the public and, finally, the most attractive and interesting aspects of exhibitions.

#### **5.3.1.1 Legislation governing archives and records management in South Africa**

Information about the public archives repositories with and without own legislation on archives and records management was presented in sub-section 4.2.1.1. It was necessary to understand if the public archives repositories have own legislation to guide their activities including the visibility programme so that their right of existence could not be easily questioned or challenged. The majority of the respondents (93% or 14) indicated that the public archives repositories have their own legislation on archives and records management, except for the North West provincial archives at 8% (1). This survey outcome was also confirmed through the analysis of the legislation of the national parliament and all the provincial legislatures, excluding North West, which has draft provincial legislation. This finding validates the findings of the studies of Ngoepe and Keakopa (2011:153) and Ngoepe (2014:2) that North West and the Northern Cape (currently have relevant legislation) do not have legislation governing archives and records management. However, this is not significant since, in terms of section 3(g) of National Archives and Records Service of South Africa Act (Act No. 43 of 1996) as amended, the national archives shall assist, support, set standards for and provide professional guidelines to provincial archives services.

The NARSSA and the provincial archives services hold rich collections of public and non-public resources (Wessels 1997:113; Archival Platform 2015:21). Besides the fact that the majority of the public are still not fully aware of their rights, they usually do not know how to exercise these rights to their own advantage (Sulej 2014:19). An analysis of the relevant

legislation sought to discover if the legislation provide guidelines as far as taking archives to the people or public programming is concerned. Key findings were that the national archivist or provincial archivist has a responsibility to make public and non-public records accessible and to promote their use by the public and the office of origin. Another key finding was that the national archivist or provincial archivist, with special emphasis on activities designed to reach out to less privileged sectors of society, must make known information concerning records by means such as publications and exhibitions and the lending of records.

Overall, the survey results and all relevant pieces of legislation provide a framework in which public programming can be referred to as a legitimate programme to promote the social memory and identity of the South African society in general. In view of the problem statement, the result shows that the archivists may not be politely and regularly communicating their public programming as stipulated in the relevant legislation. Thus, lack smoothness, credibility and logic which are necessary ingredients for the programme to be acceptable as legitimate to the target audience. In turn, the results provide necessary insight on how soft power could be applied in designing public programming activities that are inexpensive but legitimate and effective in attracting prospective users to public archives repositories.

### **5.3.1.2 Inclusion of public programming in strategic objective**

Table 4.2 presents information about a number of the public archives repositories that included public programming in their strategic objectives. Mason (2016:1) posits that public programming should be clearly and continuously included in the organisational strategic goals and objectives, so that the programme could have short and long-term goals attached to it. The study revealed that nine public archives (NARSSA, NFVSA, Eastern Cape, Gauteng, Limpopo, KwaZulu-Natal, Northern Cape, North West and Western Cape provincial archives) included public programming in their strategic objectives. Data were not available on the incorporation of the public programming in the Free State organisational strategy, as the respondent was not sure. There were no data from the Mpumalanga provincial archives because of non-response. An analysis of the annual reports of the relevant departments from 2012 to 2015 financial years also showed the inclusion of public programming activities in their strategic objectives. The researcher noticed that the concept promotion of access to information was used frequently, as opposed to public programming.

Moreover, the strategic goals were not consistent among the public archives repositories and in terms of the relevant Act of parliament as presented in Chapter Four. For example, for Free State and Mpumalanga the purpose of the archives service was to provide records management and archive services to ensure proper records management practices at government offices and accountable management of archival records at archives repositories. Whereas the aim of the Western Cape archives and records service was to ensure the proper records management service within governmental bodies, and preserve and provide access to the archival materials. This has a potential to impact negatively when assessing if the objective has been met or not if it was not clearly articulated in first place.

It could, however, mean that since the public archives do not table their separate annual reports as stipulated in the legislation on archives, the consolidated departmental annual reports with various programmes within the department including public archive, led to under reporting, for example, due to space limit. Accordingly, public archives are unable to have their intent regarding the visibility objective recorded or captured in the departmental annual performance plans. As the Archival Platform (2017:1) on its analysis of the Annual Report of the Department of Arts and Culture found that indicators and targets for activity bear little relation to the legislated mandate. They further opine that this can be misleading as it may mean that good work is not reported on or it may be difficult to prove that no effort has been made to deliver on a particular aspect of the mandate. On the other hand, the result may also mean public archives have highly pressing matter to focus on other than public programming.

In addition, it is also not clear as to whether public programming has short and long-term goals attached to it. The identified issues above provide an opportunity for public archives to rethink on how best they can develop and include public programming objective in consistent with the legislation so that public archives can measure what is supposed to measure effectively of which in this case is the visibility programme.

### **5.3.1.3 The importance of public programming in ensuring visibility of archival holdings**

Information on whether the archives repositories recognise the importance of public programming in ensuring the visibility of the archival holdings and services was presented in

sub-section 4.2.1.3. The assumption is that if the archivists recognise the importance of public programming they would like to give it necessary attention and time so that it attains what it supposed to achieve. Most respondents (87% (13)) indicated that public programming was critical in ensuring the increased public knowledge of archives and statistical usage of the archival holdings and services. This result validates a claim of Melville and Malao (2005:31) and Miller (2012:46) that public programming increases public awareness of the importance of archives. In view of the problem statement, the finding suggests that public programming is necessary if public archives institutions seek to make their archival holdings and archival services known to the majority of people.

The purpose for conducting both physical observation and interview regarding landmarks was to discover if erected public display signage clearly direct existing and prospective users to the public archives repositories. The study revealed that the signage of Mpumalanga and the Western Cape are visible, whereas public display signage of the NARSSA, the NFVSA, the Eastern Cape, Free State, Limpopo and the Northern Cape are not clearly visible. Gauteng does not have landmarks in this regard. This finding registers positive correlation in view of the problem statement, as many scholars concur that archives repositories in eastern and southern Africa are not known and are accessed by few people. For instance, the fact that the NARSSA's display signage is located in front of the entrance had a negative impact on the NARSSA's visibility.

The study also showed that the contents or messages on the display signage did not communicate the purpose, benefits and services provided by archives to the public. The result could either mean there is existing standard or rules to be adhered to when creating the content for the public display signage or just a lack of creativity on the side of the archivists. Worse though, archivist may not have even got involved in creating and developing the content to start with. In terms of the soft power, archivists should regularly get involved and gently show their superior knowledge and understanding in crafting or creating the content that talks to the real issue or needs of the community they serve and society in general. As the study by Cevik and Sevin (2017:408) concluded that the Turkey's message dissemination strategy was not designed in a manner that positive impact was likely to be achieved. Consequently, failed to address the question of the potential users that "What is it in for me?" Public archives need to use the insight provided by the concept of soft power to address this shortcoming, if they want to attract more people to use the archival materials stored in their collections. If public archives



institutions fail to do this, they will remain invisible and continue to attract few people.

#### **5.3.1.4 Involvement of public archives repositories in public programming activities from 2014-15 to 2015-16**

Table 4.3 presented information about the involvement of the public archives repositories in different public programming activities for the past two years. It was necessary to find out if archivists followed their recognition of the importance of public programming with action. Ninety-three per cent (14) of the respondents' indicated that the public archives repositories were involved in Archives Week activities, followed by exhibitions at 87% (13), display and guided visits at 80% (12), records management training at 73% (11), workshops and seminars at 67% (10), public lecture at 53% (8), Friends of Archives at 47% (7), international relations at 33% (5), international Archives Day at 27% (4) and publications at 20% (3). Overall, the results indicate that a number of public archives repositories were involved in public programming activities over the past two years. This is in line with findings presented above wherein the majority of respondents revealed that public programming is critical in ensuring increased public knowledge of archives.

Furthermore, an analysis of the annual reports of the relevant national department and all the provincial counterparts from 2012 to 2015 revealed that the public archives repositories were involved in all the above activities, including roadshows, Oral History Conferences, Family Tree and visitors received in those awareness projects. Many of enquiries received and processed, several visits by researchers to the archives, as well as the utilisation of the archival materials by researchers were recorded. In contrast, Ngoepe and Keakopa (2011:154) revealed that both the national and provincial archives use open days, visits to schools and communities, screening of archival films, Memory of the World Register, website and the National Archives Automated Information Retrieval System (NAAIRS) to market the activities of the archives.

In view of the problem statement, the question, however, remains as to why public archives are largely not known and accessed by few people when the institutions are involved in so many public programming activities every year? In terms of soft power, one can only draw logical conclusion that lack of credibility and rationality regarding the development and implementation of such activities or projects as a root cause. These are key aspects to consider

if public archives are inclined and eager to design an effective programme.

Furthermore, the researcher developed an impression to greater extent regarding lack of leadership qualities such as collaboration with other organisations to ensure effective programme in taking archives to the people. This is evident as GP01 suggested the need for collaboration between public archives institutions especially in identifying and rolling out specific public programming activities. Thus, increase statistical usage as more communities will be attracted to the public archives repositories at lower cost.

Broadly, the public archives repositories in South Africa are doing what they are supposed to do as far as promoting social memory of the country, its preservation and use for the benefit of the citizenry is concerned, even though the impact of the programmes is a key in taking archives to the people by making them accessible.

#### **5.3.1.5 Most important and effective public programming activities in promoting archives services to the public**

Figure 4.5 presented information about the most important and effective public programming activities in promoting the archives services to the public. The understanding was that with limited resources it is important to mobilise resources to support the most effective programme. Ninety-three per cent (14) of the respondents revealed that the Archives Week, exhibitions, international Archives Day and guided visits, public lecture and display, Friends of Archives and publications activities were the most important and effective in promoting the archives services to the public, followed by workshops, seminars, records management and international relations activities at 87% (13) of the respondents. However, in all instances, respondents only differ in terms of their degree of agreement as some strongly agreed and others just agreed.

This finding validates the findings of Saurombe (2015:285) that the most common methods of promotion mentioned were printed publications and exhibitions, even though other activities were added as indicated above. This result further confirms what a subcommittee report to the British Records Association found by experience that the best means of arousing local interest in the preservation of records and demonstrating their educational value is by holding displays or exhibitions of documents, maps and photographs (Allyn et al. 1987:402). What the study

found interesting is that in sub-section 5.2.1.4, publications are shown as the least activity that public archives get involved in, whereas, in this section, publications are considered one of the most important and effective public programming activities in taking archives to the people by 93% (14) of the respondents. However, one can draw a logical conclusion that the publication as the visibility programme is not clearly understood by the respondents hence inconsistencies in this regard. This is insignificant, but worthy to note, since the literature review, content analysis of the legislation and the later survey responses confirm publication as one of the most important and effective public programming activities in promoting archives services to the public.

Taking into consideration the levels of agreement, these findings show that public archives repositories consider the Archives Week, not exhibitions and publications, the most important and effective public programming activity in promoting the archives services to the public. This refutes the statement of Allyn et al. (1987: 403) that a carefully selected manuscript exhibited in conjunction with strong visual images can make a greater impact and is, therefore, more likely to be absorbed by viewers. In addition, the International Records Management Trust (1999:48) notes that exhibitions can effectively stimulate interest in the archives and create publicity, and the appearance and content of publications can convey a strong image of the archival institution. Again, in view of the problem statement, this finding suggests ineffectiveness of the public programming activities in taking archives to the people.

However, in relation to the conceptual framework of this study, the above public programming activities can be realigned to ensure that the archival holdings are widely known and accessed by the majority of people, especially from the PDIs. For example, cultural material that represents shared values and those of various ethnic groups should be displayed side by side. This is dual identity strategy, which is considered crossed categorisation in which the original group boundaries are maintained, but within a salient superordinate group identity that represents a higher level of openness and inclusiveness (Dovidio et al. 2015:241). In this regard, every person will realise that their interests and needs are taken into consideration when public programming activities are designed and implemented.

#### **5.3.1.6 Most attractive and interesting aspects of exhibitions**

Figure 4.6 presented information about the most attractive and interesting aspects of the exhibitions. It was important to establish the key aspects to consider in hosting an effective exhibition. The majority of the respondents ( 93% (14)) indicated that the most attractive and interesting exhibitions should consist of the historical content, whereas 80% (12) revealed that these exhibitions should represent urban lives and rural lives as well as the good and bad history of the nation's past. The exhibitions should be of good quality and large quantity or gigantic in nature. This result validates conclusion made by Rauch and Schares (1991:194) that the three historical exhibitions (the Staufer, the Wittelsbacher and the Prussian) indeed met with and fulfilled a keen public interest in history while, at the same time, intensifying this interest. This is in contrast to Blais and Enns' (1991:105) experience of exhibitions awareness activities that are not as successful as expected, the reason for which might be that the exhibition is effectively designed to appeal to other archivists rather than the public. However, overall, the content of what is exhibited is important in regularly and politely communicating the message effectively to the intended audience. As KZN03 from KwaZulu-Natal noted that archives are surrounded by different communities, with different information needs, communicating the content of the archives should be clear and meaningful to the target audience.

In view of the problem statement, the result suggests that when the public archives engage in public programming activities such as exhibitions should consider historical content that represents the urban and rural lives, as well as the good and bad history of the nation's past. Thus, the targeted audience will find the content sending the message that is credible and relevant to them. Furthermore, the exhibition should be of good quality and large quantity or gigantic in nature if they want their archival holdings and archival services known and accessible to the public. Dovidio et al. (2015:241) argue that cultural material that represents shared values and those of various ethnic groups should be displayed side by side as they represent a higher level of inclusiveness in a society. Furthermore, in relation to soft power, the researcher got the impression that many and gigantic exhibitions are necessary to ensure the visibility and accessibility of the public archives repositories as they will be easily noticed and appeals to the potential users.

### **5.3.2 Leadership qualities required at all levels to ensure visibility of archives repositories**

In this objective results are summarised and explained in relation to the leadership

representation of the ideals, values, mission or vision of the public archives repositories; knowledge of archives and records management as an important attribute for leadership of public archives repositories; attributes of the leadership of the public archives repositories; collaboration with good partners as key for successful public programming; currently existing partnership with other organisations that pursue the same goals and the message communicated increase knowledge and understanding of the content to the intended audience.

### **5.3.2.1 The leadership representation of the ideals, values, mission or vision of the public archives repositories**

Information about the leadership representation of the ideals, values, mission or vision of the public archives repository was presented in sub-section 4.2.2.1. The assumption was that leadership at all levels that represent the ideals and values of archives will always strive to ensure that public archives achieve its objectives. Ninety-three per cent (13) of the respondents indicated that the leadership represents the ideals, values, mission or vision of the public archives repositories. Furthermore, the results summarised in Figure 4.7 showed that almost 80% (12) of the respondents agreed that the public archives leadership represents the vision, mission and values of the organisation with strong confidence and conviction, whereas almost 87% (13) of respondents are of the view that the public archives leadership represents the vision, mission and values of the organisation with high energy and perseverance. The results mostly established the fact that the leadership that represents the ideals, values, mission or vision of the public archives repositories is necessary in taking archives to the people. This finding validates a call made by Ketelaar (1993:8) using a qualitative study, that national archives needed to show leadership by acting with more authority, vision, enthusiasm and energy in the field of archives in South Africa. However, such leadership appears hollow since the archives are mostly not known and accessed by few individuals. This is evident as FS01 lamented about the lack of direction in the public archive concerned.

With this result and in view of the problem statement, the public archives remain largely unknown entity even though the majority of the respondents showed that the leadership represents the ideals, values, mission or vision of the public archives repositories. The result could mean the audience of the leadership is the archivists or information professionals not the general public. It may also mean lack of gentleness, regularity, trustworthiness, as well as lack

of systematic argument to support the idea or action, in this case visibility programme. These are some of the underlying qualities of soft power necessary to consider in improving the visibility of the public archives repositories. Thus enable archivists or public archives to develop the valid, inexpensive and sustainable programme that appeal to the prospective users.

For the most part, advocating for the archives, articulating the value the archives gives to society and speaking for the archives within government is not enough in enhancing its visibility and accessibility. In terms of soft power, leadership should be accompanied by smoothness, ethos, pathos and logos to effectively persuade the targeted audience towards the desired outcome. In this case, the desired outcome is for the public to become aware of the archives and the values of the archives to the society in general. In addition, building relationship with other organisation is also a key ingredient for leadership required to successfully and with ease mobilise resources for the programme. Without a credible leadership that the public can believe in, public archives face sustained dullness and a gloomy future as lamented by FS01.

### **5.3.2.2 Knowledge of archives and records management as an important attribute for leadership of the public archives repositories**

Sub-section 4.2.2.2 presented information regarding the extent to which respondents agreed or disagreed that knowledge of the archives and records management is an important attribute for the leadership of the public archives repository. There is an old adage which says “knowledge is the power”. The assumption is that those who possess superior knowledge in their respective area of specialisation have power and influence. All respondents (100% or 15) indicated that knowledge of archives and records management is an important attribute for the leadership of the public archives repository. In other words, the respondents unanimously agreed that knowledge of the archives and records management is an important attribute for the leadership of the public archives. In the same study through an analysis of the legislation, almost all archives legislation stipulates that the national archivist or provincial archivist or the head of archives services have relevant qualifications and are knowledgeable about archives and records management.

The results validate the finding of Saurombe (2015:224) that all the Directors of the National

Archives (9 or 100%) indicated that staff knowledge and skills ranked as the highest factor that had a positive effect on the public's awareness of the national archives. The results further validate the conclusion of Mariz et al. (2011:115) that leadership demands that those who exercise it have full knowledge of structure, practice, personnel and the wider environment of the entities they lead. The results also confirm the existence of the legislative framework that support recruitment and employment of knowledgeable people in the field of archives and records management. Mostly, lack of adequate knowledge of archives and records management by archivists could be an issue affecting the visibility and accessibility of the public archives repositories.

It may also mean archivists are more knowledgeable but not regularly and politely disseminating interactively such expertise with the potential users of archives using various platforms. Simply put, the public archives could have been operating at a different level as far as the visibility is concerned if the opposite is the case in this regard. This is evident as GP01 suggested that the National Archives and Records Services of South Africa Act 43 of 1996 be reviewed with emphasis on specific qualifications of the national archivist, the provincial archivist, the archivist, the records manager or records practitioners should have. As the National Archivist of South Africa reported to the parliamentary Portfolio Committee in Arts and Culture that the NARSAA was facing a skills gap or lacking skilled individuals who would be key in the archival processes (Tom 2016:1). This issue relates to expertness or smoothness which is an underlying feature of soft power. In that regard, requires of the public archives repositories to relook and reposition themselves if they genuinely aspire to be publicly known and accessible by the majority of the people.

### **5.3.2.3 The attributes of the leadership of the public archives repositories**

Figure 4.8 presents information on the extent to which the respondents agreed or disagreed that the leadership of the public archives repository possesses status, authority, reputation, knowledge and money as an attribute. The study showed knowledge of archives and records management as an important attribute for the leadership of the public archives repositories, followed by reputation, authority, status and money. For example, 100% (15) of the respondents indicated that the leadership of the public archives repositories possesses the knowledge as an attribute, followed by status and authority at 73% (11) and money at 20% (3).

The results again confirm the importance of having knowledgeable leadership in as far as archives and records management is concerned to effectively take archives to the people. In terms of soft power knowledge and expertness are essential elements required to effectively attract the prospective and retaining the existing users of the archival holdings and services. In view of the problem statement the superior knowledge of the archives and records management by the archivists might be lacking as the use of archives is considered low as compared to the South African population (more or less 55 million people).

#### **5.3.2.4 Collaboration with good partner as key for successful public programming**

Information was presented in subsection 4.2.2.4 about the extent to which the respondents agreed or disagreed that collaboration with good partners is fundamental to a successful public programming at a lowest cost. All respondents (100% or 15) indicated that collaboration with good partners was the key to successful public programming at lowest cost. An analysis of the legislation on the same topic showed that almost all legislation stipulate that the public archives repositories should cooperate with organisations that are interested in archival matters or the management of records. The results suggest that partnership with relevant organisations is important in ensuring the visibility and accessibility of the archives repositories at the lowest cost. In terms of the soft power the result indicates that collaboration with any organisation, regardless of size or budget, can work well to satisfy all stakeholders to achieve the organisational excellence and effectiveness (Rao 2016:175). Similarly, the study by Saurombe (2015:127) indicates that partnerships between local or community organisations and the archives are encouraged, simply because it could lead to extra funding, records donations and increased usage. In other words, working jointly with other organisations could help public archives address issue of funding that is not adequately made available to support the public programming initiatives. In turn the success of such programmes could encourage sponsors to make funds available for the programme designed to enhance the visibility and accessibility of the public archives repositories. In that regard help address the lack of budget to popularise the archives as NARSSA02 lamented.



### **5.3.2.5 Existing partnership with other organisation that pursue same goal**

The ability to collaborate with people or organisations that share same ideas or interest is considered the source of soft power. Information on whether the public archives repositories have existing partnerships with other organisations that pursue the same goal was presented in sub-section 4.2.2.5. Of importance, working jointly in an activity or project is not limited to leadership, archives and records management or public programming as explained in the previous chapter. But to ascertain existence of such consociation as a social resource or soft power that public archives can either reconfigure, upgrade or establish new ones regarding the visibility programme.

Eighty per cent (12) of the respondents indicated that the public archives repositories have partnership with other organisations that pursue the same goal. In addition, 60% (9) of the respondents revealed that the public archives repositories have partnerships with information professional associations and departments, followed by civil society organisations, Chapter Nine Institutions and the Auditor-General of South Africa at 47% (7), international organisations at 27% (4) and other institutions at 20% (3). In contrast, the study by Saurombe (2015:315) revealed that lectures, seminars and workshops (4 or 44%), followed by joint exhibitions (3 or 33%) and student tours (3 or 33%) were mentioned as a common means for collaboration.

This finding suggests that public archives repositories consider collaboration with other organisations that share same interest important. However, in relationship to the problem statement the results may mean that the currently existing relationship is not focused on the visibility programme or if it is, then it is not effective. This outcome provides the valuable insight and an opportunity for the public archives to reconsider or rethink the existing relationships or form new ones in as far as taking archives to the people is concerned with ease. Archival Platform (2015:129) reported that some public archives repositories resorted to forming partnerships with civil society organisations to facilitate a lack of resources to implement a large-scale outreach projects.

In terms of soft power civil societies or third sectors are so powerful on public affairs that forming partnership with them is considered strategic and important in increasing the public knowledge about the archives and its services. The underlying qualities could be flexibility and

informality of these non-governmental organisations which are one of the elements of soft power. Saurombe (2015:357) notes that partnerships enable organisations to achieve more by sharing resources and expertise. For example, the KwaZulu-Natal Department of Arts and Culture, in collaboration with the Genealogical Society of Utah, digitised a total of 669 456 items in the archives (KwaZulu-Natal department of arts and culture 2013:17).

### **5.3.2.6 The message communicated increase knowledge and understanding of the content to the intended audience**

Information was presented in subsection 4.2.2.6 about the extent to which the respondents agreed or disagreed that the message communicated or speech is critical in increasing knowledge and understanding of what was communicated to the target audience. Ninety three per cent (14) of the respondents agreed that the message communicated is essential in changing the mind of and understanding of the audience to whom the message is directed. The results suggest the importance of communicating or the dissemination of information about the value of archives in attracting the potential users to the archives. As a consequence of this, effectively make the archives known to the public. However, linking the result to the problem statement communication of the message about the value of archives to society is either not gently and regular or is not effective or appealing to the intended audience. In terms of soft power, the archivist need to communicate through a credible source that can deliver a repeated message that appeals to recipients at an emotional level. In that regard attitudinal change is likely to occur. The intended audience would most probable believe in the archivist as having some superior knowledge in this regard. Thus, most likely identify with the archivist as a model that the target audience would want to emulate.

### **5.3.3 Educational programmes as interactive tools for public engagement**

In this objective, results are summarised and explained in relation to the facilitation of student exchanges as the most powerful tool for public engagement. Furthermore, recognition of the importance of education and training in promoting their archival holdings and services in schools, and the public archives repositories' involvement in the educational activities for students of archival studies are explained.

### **5.3.3.1 Facilitation of student exchanges as the most powerful tool for public engagement**

The ability of an organisation to attract non-native students or facilitate student exchanges is a powerful tool of public engagement. Subsection 4.2.3.1 presented information about the extent to which the respondents agreed or disagreed that an organisation's ability to attract international students is the most powerful tool for public engagement. Seventy-three per cent (11) of the respondents indicated that the organisation's ability to attract foreign students or facilitate student exchanges is the most powerful tool for public engagement. The finding suggests that foreign student exchanges are necessary if the public archives seek to be relevant and secure funding for their programme in order to attract more users of the archives. Hackman (2012:11) says that advocacy is an investment we make when we educate and engage individuals and organisations intentionally and strategically so that they could support our work. He further emphasises that it is an activity consciously aimed at persuading individuals or organisation to act on behalf of the programme or institution.

In relation to the problem statement the outcome may mean the public archives acknowledge the importance of the programme in attracting potential supporters or funders for the visibility projects, but not actually involved in providing scholarship to non-native students. And if they do it, the programme might not be effective in achieving what it was intended to achieve. This could be attributed to lack of serenity, emotional appeal to students in this case and not assessed according to strict principles of the validity or based on sound reasons and ideas. These are the qualities underlying the soft power and are essential in providing better understanding regarding issue pertaining to taking archives to the people. Moreover, if they facilitate student exchange programme it is either still at an early stage and have not as yet yielded tangible results for all to brag about.

### **5.3.3.2 Recognition of the importance of education and training in promoting their archival holdings and services**

Information on whether the public archives repositories recognise the importance of education

and training in promoting their archival holdings and services was presented in subsection 4.2.3.2. Eighty per cent (12) of the respondents revealed that the public archives repositories recognise the importance of education and training in promoting their archival holdings and services. This finding validates Saurombe's (2015:358) recommendation on public programming framework as it suggests more training opportunities to be organised by the ESARBICA or the national archives, which could lead to the implementation of more public programming projects. The results show that a number of the respondents considered education and training for schools essential for ensuring the visibility and accessibility of the public archives repositories. This is important for the public archives repositories in many ways, including curriculum development for teachers and learners, especially for history subject.

However, viewing the result in terms of the problem statement the public archives might not as yet have been involved in developing curriculum or produced educational toolkit for learners and for history teachers in collaboration with the Department of Basic Education in South Africa. The Department of Basis Education is one the governmental departments in South Africa which oversees primary and secondary education portfolio. Similarly, Senturk (2013:111) notes that archivists at the NARA collaborated with teachers to prepare primary source documents for use by schools. Again collaboration is a social resource public archives may use in developing the educational programme that is effective in persuading learners and teachers to use the archives. And it is an invaluable source of the soft power that the public archives may use to effectively promote archives in schools at lower cost.

### **5.3.3.3 The public archives repositories' involvement in the educational activities**

Figure 4.9 showed that eighty-seven per cent (13) of the respondents indicated that public archives repositories were involved in providing advice on legislation that pertains to information technology and provision of placements for practical training for students of the archival studies, followed by 73% (11) that were involved in the provision of practical training for archivists and records managers from African countries and provision of expertise in the field of electronic record-keeping and lecturing in the field of archives and 60% (9) that were involved in the designing of curricula for archival studies. An analysis of the archival Acts on the same subject revealed that almost all legislation included provision of training in archival techniques and the management of records, and professional and technical support in aid of the

archival activities and the archival community. As one of the future plans, the National Archivist of South Africa, Ms Dingayo, reported about providing training on archival functions, including in-house training of upcoming archivists on their archival functions (Tom 2016:1). Furthermore, few academic institutions are currently offering archival qualifications. That is, the University of South Africa (UNISA), Fort Hare University, and the University of the Western Cape. UNISA is the only key institution driving the process in archival studies (Tom 2016:1).

However, in relation to the problem statement it may simply mean the programme is not effective in achieving the set goal in this case the visibility and accessibility of the public archives repositories. Of importance, is that these programmes should be regularly, objectively and ethically conducted so that they can appeal to the targeted audience. Moreover, the educational programme should be presented in such a manner that can appeal to the emotions of the audience so that they can develop interest in the archival materials and services. In this case improve greater liking for the archival materials over other information resources available.

### **5.3.4 Adoption of social media as an innovative tool to promote archives**

In this objective, the results are summarised and explained in relation to the recognition of social media as a tool to improve the image of the organisation; proactive development of a social media strategy by institution; the objectives or aims of adopting social media tool; social media target audience and measuring of the success of activities on the social media platform.

#### **5.3.4.1 Social media tool public archives repository selected as appropriate to engage users**

Social media use in archives engages new communities of users, provides powerful tools for advocacy and outreach, and democratises the institutional management of cultural memory (Liew, Wellington, Oliver & Perkins 2015:379). Mason (2014:158) notes that the use of social media, such as YouTube, Facebook or Twitter, has enormous potential to increase the visibility of archival collections positively. In terms of the soft power, public archives should embrace

social media as a new method to support their visibility programme. Table 4.6, showed that a few public archives repositories selected Facebook 27% (4), and followed by Twitter and LinkedIn at 7% (1) as appropriate and effective tool to engage users. As NC01 from the Northern Cape, confirmed from the questionnaires the use of Facebook for public programming, as well as promotional material. On the other hand, WC01 from the Western Cape commented in the questionnaires regarding the use of the Twitter account in a limited way, by only supplying information and photographs to communication section within the department. However, to be effective archivists should not work in silos, but constantly and consistently work together with the communication sections within their respective departments to ensure trustworthiness of their content and have it posted regularly. These are key elements of soft power and necessary to persuade potential users to access and use the archival materials for their own benefit in particular and society at large.

With this result, the researcher got the impression that few public archives recognise the importance of social media as a promotional tool for the archival holdings and services. On one hand, the result may be a reflection or mirror of the internal social media policy dictating what need to be done or not done. It is important to note that, it was not the purpose of this study to investigate how the departmental social media policy impact on the use of social media by the public archives. On the other hand, it could be an indication of the lack of interest, knowledge and/or creativity on how to use the social media as a tool to effectively promote the archives. This robs public archives of an opportunity to adopt and use social media as persuasive tool and the key driver in public sector, to increase customer value for the target groups and reduce costs to the taxpayer (Lilja & Wiklund 2014:37). In addition, this finding undermines a claim by Kamatula et al. (2011:120) that Facebook and Twitter, which have become very popular, can be used to increase the visibility of documentary heritage housed in archival repositories of South Africa and other parts of sub-Saharan Africa.

A summary of what the study found with regard to the examination of the existence of social media links on departmental websites of the relevant public archives repositories is presented and attached as appendix D (social media links to relevant departmental websites). The study found that there were links to almost all departments' websites, except for the websites of the Eastern Cape Sport, Recreation, Arts and Culture and the North West Department of Cultural, Arts and Traditional Affairs website. For the most part, the links were to Twitter, Facebook, WordPress, Instagram, Pinterest, YouTube, Tumblr and Google+ as presented in subsection

4.2.4.1, and were distributed unevenly from one department to the other. In addition, in view of this, it can be stated that almost all relevant departments have a social media platform that the public archives can use to competitively promote their archival holdings and services to the public. Of importance is that the public archives should start to use this easy to use technology to their own advantage.

Furthermore, a summary of the availability of contents or posts related to archives and records management programme within the departments' social media platform was presented in Chapter Four. Almost all social media links, to some extent, have posts or contents related to archives and records management. With this result, the researcher got the impression that contents on archives and records management were not posted on a regular basis. This was evident, as it took long for the researcher to find contents on this subject. In terms of the soft power, regular posting of trustworthy content to intended audience is a key in changing their attitudes towards archival holdings and services. Hence, it is important that public archives consider making it a habit to objectively and smoothly post credible contents through currently available departmental social media platform. However, the researcher did not sift through each social media in detail, as it was not the focus of this objective, which is regarded as a shortcoming of the study.

### **5.3.4.2 Proactive development of a social media strategy by institution**

Information on whether the public archives repositories proactively developed a social media strategy was presented in subsection 4.2.4.2. Thirteen per cent (2) of the respondents indicated that their institutions proactively developed the social media strategy, compared to 69% (9) of the respondents that did not have one. The study indicated that a number of the public archives repositories did not proactively develop the social media strategy. This finding validates finding of the study done by Kamatula et al. (2011:120) that the NARSSA and a few other selected African countries were not using a social media strategy to promote their collections, despite more and more people in these countries having access to social networks through mobile technologies. The outcome also confirms the findings of Saurombe (2015:319) that the majority of the public archives repositories (7 or 78%) did not make use of social media to raise awareness about the archives. She further indicates that only two (22%) national archives made use of social media. Whether this could be attributed to the lack of the support by the

executive is unknown. As Liew, Wellington, Oliver and Perkins (2015:385) note that for institutions that did not implement social media, a lack of support from senior management and a lack of fit between social media and the institutions' strategic objectives and priorities appear to be the main reasons.

This finding further suggests that public archives do not recognise and accept that they are a core function and a programme within the department; hence it becomes difficult to use the available social media at no cost to market the archival materials and services. For instance, GP01 from Gauteng in a questionnaire stated that the Gauteng provincial archives have not yet started developing a social media strategy, but will form part of our outreach strategy once the building has been completed and operationalised. This statement is made while the department in which the provincial archives belong has the social media platform that they can use in that regard. Again it is important for the public archives to start considering the use of persuasive technology such as social media to attract users to use the archival materials and archival services. In relation to soft power, the use of social media as a new method of public engagement will help public archives enhance their visibility at a lower cost and considered legitimate over a long period of time, if public archives want to remain viable and relevant in this technological changing environment.

### **5.3.4.3 The objectives or aims of adopting social media tool**

Figure 4.10 presented information related to the public archives repositories' aims of adopting social media tool. Seventy-three per cent (11) of the respondents indicated that the objectives of adopting the social media tool was to reach new user groups and increasing visibility of the collections, followed by 67% (10) whose aim was to engage with students and young people, 60% (9) whose aim was to connect and share with other archivists at professional level, 53% (8) whose aim was to establish communities around archival products and services, 33% (5) whose aim was to follow similar organisations using social media and 27% (4) whose aim was to increase traffic to the institutional blog or website. The result is encouraging, unlike the findings of the study done by Liew, Wellington, Oliver and Perkins (2015:392) that reflect very pragmatic attitudes toward the use of social media in cultural heritage institutions, with many grassroots activities, but little on strategic vision and few strategic objectives. In other words, this result shows that public archives recognise the importance of having purpose in adopting



the social media as a tool to make known archives to the public.

In view of the visibility and accessibility of public archives, the result suggests that archives should consider completely adopting social media as a tool to attract new users and increase the visibility of the archival holdings and archival services. Crymble (2010:145) argues that archives repositories should continue to adopt and employ new technology as a tool to promote their archival holdings and services to the public. Failing this, the public archives will remain behind other public institutions, and thus risk their existence and relevance.

#### **5.3.4.4 Social media target audience**

Social media use in archives engages new communities of users, provides powerful tools for advocacy and outreach, and democratises the institutional management of cultural memory (Liew, Wellington, and Oliver & Perkins 2015: 379). Table 4.7 presented information about the target audience for the use of the social media. Eighty per cent (12) of the respondents indicated that one of the targeted audiences was researchers, followed by genealogists at 73% (11), historians, young people and teachers at 67% (10), politicians at 53% (8) and journalists at 47% (7). Surprisingly, young people are still not the number one targeted audience regarding marketing using social media platform. Ngoepe and Ngulube (2011:13) found that national archives do not use social media platforms such as Facebook, blogs, podcasts, wikis, YouTube or Twitter to reach out to people, especially the youth who use ICT tools in their daily lives. In addition, NW01 from the North West noted in the questionnaire that there has been an increase in technological trend, and archives should be up to speed with technology to lure young people to the archives. KZN01 from the KwaZulu-Natal in the questionnaire also reasoned that If they had a social media platform, it would have a strong focus on their records management clients, and then also across the community as a whole in order to create awareness and increase access. This reasoning also suggests that some public archives repositories are not as yet comfortable in providing content to the existing departmental social media platform to influence or persuade the users to use their rich archival holdings.

#### **5.3.4.5 Measuring the success of activities on the social media platform**

Figure 4.11 present information on how the success of activities on the social media platform were measured. Forty per cent (6) of the respondents indicated that they measure success of activities on the social media platform by the number of retweets, comments, likes and followers or subscribers, followed by a number of posts at 27% (4) and number of shares at 20% (3). The study shows that the measure of the success of public programming activities on social media platform is the number of re-tweets, comments, likes and followers or subscribers followed by the number of posts.

These results validate the suggestion of the studies of Griffin and Taylor (2013: 268) and Liew et al. (2015:3) that success is determined by the number of departmental posts and the resulting likes, shares and comments, the number of fans, followers or subscribers from external users, can be realised as potential gains to staff investment, whereby special collections' use of social media indicates demonstrable increases in visibility within and external to the parent organisation and useful means of gauging impact. In view of the problem statement, this finding provides insight into how the social media metric can be used to provide evidence to the sponsors and supporters of archives to get resources. In that regard, measuring the impact of these social media activities is important in revising the programme to increase its effectiveness. As the study by Cevik and Sevin (2017:407) could not find any references to impact measurement in the Turkey communication strategy which could have been one of the reason for the lack of positive impact to the targeted audience.

#### **5.4 Summary**

In this chapter, data that was analysed and presented in Chapter Four of this study was interpreted and discussed.

The analysed data was interpreted to provide insight and better understanding of the phenomenon of interest in this study. The validity of the study was confirmed with the use of multiple sources, but at the same time, takes ethical aspect of the study into consideration. The universe of analysis and the unit of analysis were of the utmost importance in considering the significance of the study in relation to the problem statement the study sought to address.

Data were interpreted in relation to the objective of the study indicated in Chapter One of this study. The existence of legislation governing archives and records management, inclusion of

public programming as strategic objective and involvement thereof of the public archives repositories in South Africa was critical. It was clear that public archives were involved in public programming activities such Archives Week, Oral History Conference, to name just a few, but their success and impact on the majority of people can be debated considering that archives are not known and accessed by few people.

That knowledge of archives and records management, forming partnership with other organisations such as civil society that shares and pursues the common goal, and the ability to communicate the message effectively to the intended audience with vision, determination and confidence was confirmed as key elements of effective leadership in advocating the value of archives in society for the benefit of the citizens.

The importance of student exchange programmes with foreign students and innovation through the adoption of social media as the method and channel for effective public engagement was discussed.

In the next chapter, the conclusion and recommendations will be made based on the summary of the findings of this study.

## **Chapter Six**

### **Conclusion and recommendations**

#### **6.1 Introduction**

In the previous chapter, data analysed and presented in Chapter Four of this study was interpreted and discussed. This chapter presents a conclusion drawn from a summary of findings and make recommendations based on the conclusion drawn. It further shares future studies for potential new researchers.

A conclusion is drawn from the summary of findings and focuses on the answers to the problem or to the objectives of the study (Nalzaró 2012:21; Saurombe 2015:331). It also comprises a summary and explanation of the process and its significance to research. Validity of the findings is also tested and explained in order to establish their quality, performance or reliability, especially before they are taken into widespread use (Habib et al. 2014:45).

The research findings are also analysed to formulate recommendations as a matter requiring resolution to the research problems or suggestions about what should be done (Habib et al. 2014:46). Recommendations are based on the result of the conclusions and its main goal is geared towards improvement or development or suggests alternatives (Nalzaró 2012:24; Perez 2014:19; Saurombe 2015:331). Topics for future research can be identified based on the limitations, methodologies, statistical tools, challenges, and findings of the study (Habib et al. 2014:46).

#### **6.2 Conclusion**

This section presents a summary of findings in line with each objective of this study, and then conclusions drawn from them.

### **6.2.1 The identification of cultural strategies adopted to enhance visibility and accessibility of the public repositories in South Africa**

Culture has been identified as one of the sources of soft power. Cultural material such as exhibitions, leaflets used to advertise products or give advice, amongst other cultural products and services, promotes universal values that others can readily identify with and are naturally attractive to them. In the context of archives and records management cultural activities will most likely affect the behavioural preferences of prospective users to visit and use the available archival materials and archival services. Provided such activities are underlined by distinctive elements of soft power such as smoothness, credibility, appealing to the intended audience's feelings and are based on sound and thought through processes. It is against this background that this research sought to identify cultural strategies adopted to enhance visibility and accessibility of the public archives repositories in South Africa. The results of which would provide insight as to whether the identified strategies are effective, if not what could be lacking and how to improve them.

The public archives repositories in South Africa have their own legislation on archives and records management, except for the North West provincial archives, for which the legislation is still in draft format. Legislative framework on archives is a body of fundamental principles or established precedents according to which public archives is acknowledged to be governed. This body of law is also necessary in governing how public archives should develop and implement their public programming activities. The fact that North-West does not have own legislation is insignificant as they can still comply with the National Archives and Records Services of South Africa Act of 1996.

Almost all public archives included public programming in their strategic objectives even though the concept promotion of access to information was used often. Nonetheless, this is insignificant as it cannot affect the legitimacy of public programming initiatives public archives may have developed to promote their archival holdings and archival services to the public. In addition, the inclusion of public programming in the strategic document of the organisation is to sustain and treat the programme as on going so that public archives can get necessary financial support. As Ericson (1991:114) argues that public programming should be on-going and tied to a written declaration of an organisation's main purpose and values. He further suggested that public programming activities should be built on learning more about users,

enhancing image, promoting awareness of archives, and educating potential users about archives. This demonstrates the importance of public programming to visibility and accessibility of public archives repositories. Because it communicates and create awareness of archives to the member of the public, educate those who fund the programme and others on how to use them through harmonisation of various activities with the aim of developing an effective and efficient archival service. As Miller (2012:46) and Mason (2016:1) argue that public programming activities ensure increase in the use of archives, improve the image of archives, increasing awareness of the importance of archives and ensures that more donors become aware of the services offered by archives.

According to Mason (2016:1) if public archives intend to increase the use of their facilities, they must get involved in public programming to inform the public about their holdings and reference procedures for the reason that everything must be justified these days. A number of public archives repositories had been involved in public programming activities from 2015 to 2016. This is important as it provide a better understanding regarding effectiveness or ineffectiveness of those programmes. The fact that a number of public archives are involved in public programming activities and yet various scholars lament that public archives repositories are largely unknown and accessed by few people is telling. Then archivists need to start thinking of what soft power can offer to address the challenge.

Most of the public archives repositories consider Archives Week, among other activities the most important and effective in promoting the archives services to the general public. This must be because the activity is hold for more than a day or for the whole week and the number of attendees to the event. This was evident from the content analysis of the social media and annual reports wherein reporting on Archives Week was most prominent.

A gap was identified through a literature review that few studies were clear on the volume and historical content of exhibits and publications displayed to the public. In this study the majority of archivists consider good quality gigantic exhibitions consisting of the historical content, representing urban lives and rural lives, as well as the good and bad history of the nation's past most attractive and interesting. This finding provides insight as to how the archivist could host exhibitions that promotes universal values that others can readily identify with and are naturally attractive to them. In addition, public archives are also reporting annually on a number of enquiries received and processed; a number of visits by researchers to the archives, as well as

the utilisation of the archival materials by researchers. The question is, if the public archives repositories are involved in public programming projects and considered critical in ensuring visibility of the public archives repositories, why public archives are still generally not known and inaccessible to the majority of the people? Are the exhibitions not of good quality and gigantic in nature consisting of content representing complete history of South Africa which is necessary to be attractive and of great interest to the intended users?

One can only deduce that firstly, perhaps the credibility of those hosting the programmes or institution is questionable. Hence, the programme is not appealing to the prospective users of archives. Secondly, or it may just be a sign of the lack of serenity that negatively impact on the effectiveness of the programme that at the end no prospective users find it necessary, as well as comfortable to visit the archives repositories to learn more about the past. Thirdly, or the material exhibited are not appealing to the emotions of the audience. And finally, perhaps there is no logic and sense of purpose in those events arranged to showcase what the archives have in store to ensure that the audience develop the desire to visit the archives. It is important for archivists developing and rolling out public programming activities to ensure smoothness of the programmes, increase its credibility and maintain objectivity so that it appeals to the hearts and minds of the intended audience. By so doing will ensure that public programming become effective, and as result improve the visibility and accessibility of the public archives repositories in South Africa.

Furthermore, the public display signage of the repositories of the NARSSA, the NFVSA, the Eastern Cape, Free State, Limpopo archives, the Northern Cape and North West could not be easily seen and recognised, whereas the KwaZulu-Natal, Mpumalanga and Western Cape public display signage are clearly visible. The result shows that public display signage are not clearly visible in such a manner that potential users will be able to know with certainty about the location of the public archives, if it exist at all, and what could be the benefit for him or her visiting the repositories. This is because the study also shows that the contents or messages on the display signage do not communicate the purpose, benefits and services provided by archives to the public. To ensure the visibility of the public archives repositories public archives institution should erect visible public display signage with clear message communicating the needs of the existing and prospective users. This will in all likelihood help increase the number of enquiries which could potentially lead to visits by users to archives repositories, ultimately request for archival material for use.

Taking everything into account one can conclude that public programming activities that the public archives repositories are involved in are not effective. Also the public display signage and its content are not helping either. This is evidenced by the survey, observation and statistical usage recorded in the annual reports and review of the literature. Furthermore, there is no concrete evidence that those few people who access and use archival holdings are there as a result of public programming activities. To be effective, public archives repositories should redefine and refocus these cultural activities in line with soft power distinctive qualities such as smoothness, ethos, pathos and logos. If not, public programming activities will remain ineffective and a tick box in the end of annual performance reviews, and ultimately remains invisible and inaccessible to the public.

### **6.2.2 The leadership qualities required at all levels to ensure visibility of archives repositories**

Leadership was identified as one of the sources of soft power. In this context leadership is viewed as the direct result of the use of social power. Thus, serves as the resource one person or organisation has available to use to influence other people to do what they would not have done in other respects. Distinctive qualities of leadership identified for the purpose of this study include effective public speaking (speech), expert knowledge and collaboration with other organisations. To be effective leadership should be underpinned by elements of smoothness, ethos, pathos and logos. It is for these reasons that the study sought to establish appreciation of the leadership qualities required at all levels to ensure the visibility of public archives repositories in South Africa.

Most of the archivists believe leadership in public archives represents principles, moral values and the desired future position of the public archives repositories with strong confidence and conviction, and with high energy and perseverance. Knowledge of the archives and records management is regarded an important attribute for the leadership of the public archives. This view is supported by the legislation on archives as listed in Table 4.1 that leadership in public archives should possess relevant qualifications and knowledgeable on archives and records management. In addition, knowledge of archives and records management is considered most important as compared to other leadership attributes such as reputation, authority, status and



money.

Public archives are also working jointly with good partners. This is necessary if public archives seek to implement successful public programming at the lowest cost as the resources can be pooled together. This is a legislated responsibility to ensure that public archives cooperate with organisations interested in archival matters or the management of records. Accordingly, most of the public archives repositories have partnerships with other organisations such as information professional associations, national departments, civil society organisations, Chapter Nine Institutions including the Auditor-General of South Africa, international organisations and other institutions for that matter. The archivists also believe that the message communicated is essential in changing the mind of and understanding of the audience to whom the message is directed. This is significant because the effectiveness of the message communicated is of crucial importance to persuade or gently attract the potential users to use the archival holdings and services.

With regard to the knowledge gap identified in Chapter Two, the study did attempt to clarify whether any person regardless of position they held and social status in their community can possess and demonstrate qualities of leadership. For instance, the study used the concept of soft power to ascertain that regardless of the position one held one can influence policy direction and programme within the organisation. This could be possible if one possesses superior knowledge in their area of specialisation, regularly and politely communicate credible message and update the intended audience of issues affecting them in that regard. In addition, the study provides some empirical evidence used in studying leadership qualities in archives. For example, the majority of the respondents indicated that the leadership represents the principles aimed at and moral values of the public archives repositories. Almost all respondents respectively strongly agreed that knowledge of archives and records management is an important attribute for the leadership of the public archives repository.

However, of interest is the relationship between the result and the problem statement discussed in Chapter One. One can only, therefore, conclude that largely leadership in the context of this study needed to be relooked if public archives consider the promotion of access to archives important for their survival. Archivists should gently and regularly communicate the trustworthy message about what the archives are and the benefits archives have for the potential users. In addition, public archives should consider reconfiguring or redefining their existing

collaboration with other organisations to include public programming. By so doing they can share the cost but still develop and implement effective programme to take archives directly to the people by making them accessible. If not the public archives will remain behind other cultural heritage institutions such as libraries and museums, to name just a few. As a worst case scenario, public archives may risk their very existence as government may have to allocate resources on other projects that appears critical and immediate to them.

### **6.2.3 Educational programmes as interactive tools for public engagement**

An organisation's ability to attract foreign students or facilitate student exchanges is viewed as a source of soft power. It is considered a powerful tool for public engagement. For instance, there is a reputational gain for educational exchange host organisations when students return home. In addition, there is a positive wave effects when returning students advocate on behalf of their host institution of study. The aim of the programme is to consciously persuade students to act on behalf of the programme or institution. Thus mobilise resources including funding from the international donors or funders to support the programme. Hence, the study sought to establish if the educational programmes of the public archives are used as an interactive tool for public engagement.

Most of the public archives believe that organisation's ability to attract international students is the most powerful tool for public engagement. However, there is no indication as to whether currently the public archives are engaged in those student exchange programmes. This could be listed as a limitation to the study. Besides, the purpose of the study might have been to explore as to whether student exchange programme are something that public archives can think of in future to mobilise for the financial support, if not something only applicable to the academic institutions. Thus provides insight in which public archives may choose to take up to ensure that public engagement is improved for public good.

Public archives repositories in South Africa recognise the importance of education and training in promoting their archival holdings and archival services. Such educational activities include providing advice on legislation that pertains to information technology, the provision of placements for practical training for students of the archival studies, to name just a few. Almost all legislation on archives include provision of training in archival techniques and the

management of records, as well as professional and technical support in aid of the archival activities and the archival community.

With regard to the knowledge gap the study attempted to clarify if educational exchange programmes can serve as an interactive tool for public engagement and awareness. For instance, an average of the respondents agreed that the organisation's ability to attract students from abroad is the most powerful tool to invites average citizens to get involved in deliberation, dialogue and action on the importance of archives in society. In other words, the study confirms the importance of student exchange programme in promoting greater awareness of archives to the public.

Generally, public archives educational activities are not designed and implemented in a manner that effectively brings potential users to archives. Public archives are also not facilitating student exchange programmes to easily coax donors to invest in archives programmes, even though they recognise the importance of exchange programme as a robust method of public engagement. Public archives need to revise and redefine their educational activities bearing in mind the underlying factors of soft power such as flexibility, informality, regularity, credibility and objectivity of these programme, if they want to improve the visibility and accessibility of public archives repositories in South Africa.

#### **6.2.4 Adoption of social media as an innovative tool to promote archive**

Organisations with the most access to multiple channels of communication and which are more influential over how issues are framed are in a good position to gain soft power in the information era. In addition, neutral and easy to use technology remains distinct and key in effecting the behavioural preferences of the citizens and the international community, respectively. Increasing prevalence and accessibility of social media communication and online discussions, together with their powerful influence on decisions to put money into and product or service evaluations, have become central driving force for decision makers to promote their products and services. It is against this background that the study sought to establish if the public archives repositories embraced social media as a new mechanism to promote the archival holdings and archival services, respectively.

A number of the public archives repositories do not recognise social media as a tool to improve the image of the organisation. This is evident as only few public archives have selected Facebook and Twitter as appropriate and effective tool to engage users. For instance, Northern Cape is using departmental Facebook account and Western Cape using departmental Twitter account in collaboration with communication section within their respective department. The only impression one get is that the public archives are not using the available departmental social media such as Twitter, Facebook, WordPress, Instagram, Pinterest, YouTube, Tumblr and Google+ as an innovative tool to promote the archives. This is also evident as almost all the identified social media links to some extent contained content related to archives and records management. Moreover, few public archives repositories proactively developed their social media strategy. It is also surprising that most of the public archives' main objectives of adopting a social media tool is to reach new user groups and to increase visibility of the collections. The reason being a number of the public archives repositories do not recognise social media as a tool to improve the image of the organisation. Again the most targeted group of people by the public archives are the researchers. Public archives also measure the success of the implementation of public programming activities on the social media platform by the number of re-tweets, comments, likes and followers. The result may largely indicate what the public archives wishes to do if they fully recognise the importance of social media in promoting archives. Mostly, this is not currently happening.

With regard to the knowledge gap the adoption of social media to promote greater awareness of the archival holdings is still growing in the field of archive and records management in South Africa. For example, few public archives selected Facebook and Twitter as appropriate and effective form of users' engagement. Furthermore, most of the public archives repositories are largely not implementing social media tool in promoting their archival holdings and services. For example, contents on archives and records management are currently not posted on a regular basis. This is evident, as it took long for the researcher to find contents on the same subject.

Considering the above, one can infer that the public archives repositories in South Africa have not as yet embraced the social media as a new strategy to promote archives. Public archives are therefore, missing out an opportunity to increase the visibility of the archival materials through use of the social media. In a process, pose a risk to their survival in this ever changing technological environment. As the neutrality and easy to use of social media remain distinct

and key in persuading the prospective users of archives. In this case increasingly bring the potential users to archives.

To sum up, through an extensive literature review, the success of the public programming could not be guaranteed as the visibility and accessibility is still regarded as a major challenge by the public archives repositories of South Africa. In view of the problem statement, the evidence collected through the survey, interview, content analysis of the legislation on archives, annual reports of the public archives repositories, social media, and physical observation of the landmarks, to certain extent demonstrated that, firstly, public programming activities that the public archives repositories are involved in are not effective in greatly promoting the archival holdings and archival services. Secondly, largely the issue of leadership in public archives repositories in South Africa particularly regarding the promotion of access to archives is concerning as knowledge and understanding of archives is not interactively and regularly shared in the public space. Thirdly, generally public archives educational activities are not effectively and gently persuading the prospective users to archives because at present statistical usage of the archival materials is low. And lastly, the public archives repositories in South Africa have not as yet fully chosen to take up the social media as a new tool in promoting greater awareness of archives. For the reason that, posting of content related to archives and records management is not regular and constant. As a way of recognising that public archives repositories are without adequate financial and other resources, the insight provided by the concept of soft power could help archivists develop inexpensive visibility programmes, yet in the long run strikingly and greatly increase the usage of the archival materials.

### **6.3 Recommendations**

To enhance the visibility and accessibility of public archives repositories in South Africa the study offers the recommendations for action as follows:

- 1) The study recommends that public archives develop and implement the visibility programme that promotes an all-inclusive national identity while maintaining both the original interracial and inter-ethnicity group identities so that public archives could be of great interest to potential users from both groups. The suggestion is modelled from Dovidio's dual identity, the variant of CIIM. To refresh, the dual identity is a promotion of an all-inclusive high level group identity while maintaining the minority and majority

group identity under or within it (Dovidio, Gaertner, Pearson & Riek 2015:241).

In South African context minority is viewed as the previously privileged group, which turned to be from a white community, and majority as the PDI's explained earlier in this document. In the context of archives and records management, these group categories could be mirrored or reflected on the archival holdings. For example, possibilities are high that the archival materials available in the public archives repositories could have been written in Afrikaans (one of South Africa's official language). On the other hand, little available archival collection could have been presented in PDI's languages. One of the researchers during the annual workshop organised by Friends of archives, reported elsewhere in this document, argued that the majority of the NARSSA's archival holdings are written in Afrikaans. He further suggested that people must learn Afrikaans in order to decode what has been written in this language. It is, therefore, not surprising that one of the goals of the NARSSA is to improve access by citizens and the public institutions to accurate, reliable and timely information in their language of choice through the provision of archives (Republic of South Africa: Department of Arts and Culture 2015:22).

It is important to promote an all-inclusive national identity that accommodates the entire original groups equally. By so doing the majority of the PDI's will be able to have favourable attitude towards the white minority and their culture. Thus, become easier to promote the archival holdings and where necessary translate the archival materials to the language of their choice for use. The national identity that every person from different communities can identify with reduces schism and sundering which could negatively affect the visibility of the public archives repositories. As Dovidio, Gaertner, Pearson and Riek (2015:241) state that people who identify more strongly with all-inclusive group identity have more favourable attitudes toward those formerly seen as member of the other groups who have been categorised within this all-inclusive group identity. In fact, some of the most important functions of the archives include preservation of history and social memory, making it accessible to the public, and the promotion of social cohesion, social justice and human rights (Tom 2016:1). Friends of archives or any other forum can be reconfigured and refocused to champion or enhance all-inclusive mantras such as national identity, nation building or social cohesion and empowerment so that at the end the attitude of the PDI's can be effectively changed on

how they perceive the white minority and their cultural material positively. As a result, softly and in nudging manner drive them to archives.

On the other hand, since archival collection of the PDIs could be limited considering the South African history, the promotion of their story is critical. This is a lot easier because the existing legislative framework support this. For example, the oral history programme which includes the training of learners, the collection of histories and hosting annual conferences is one of the archives repositories functions and can be optimised or any other platform used to drive this call. As the National Archivist in South Africa, Ms Dingayo reported to the parliamentary Portfolio Committee on Arts and Culture that the aim of annual oral history conference is to fill up the gaps in the records of enduring value that were currently in the NARSSA custody (Tom 2016:1). The PDIs will then feel that their interests are also highly considered and represented by the public archives repositories. The redefined and refocused cultural strategies should be underpinned by the soft power distinctive qualities of smoothness, rationality, credibility, and positive effect to emotional responses of the targeted audience. This could be applied as well when conducting the exhibitions and designing publications in a manner that effectively promote archival holdings and archival services.

Furthermore, public archives may develop a database of people who attend the public programming events in compliance with the PoPI. This will ensure further processing of such information is done in accordance with the purpose for which it was first collected. The database can be compared with a database of users of archival materials to ascertain if users of archival holdings are the same as those who attend the public programming activities. Therefore, provide archivists with the resource to assess the effectiveness of the public programming activities with the intention of improving them.

- 2) The study further recommend that public archives should erect the public display signage at the right place and large enough so that it could be easily seen and direct both existing and potential users to archives. In other words, the display signage of the public archives repositories should be erected strategically in a visible area. For example, in Limpopo it would make sense if one signage board is erected on the corner of Landdros Mare Street and Potgieter Avenue, North of the archives repository

premises, and the other one on the corner of Grobler Street and Webster on the South. The archives facility is at Potgieter Avenue. The reason for this is that people driving out of the Polokwane City to the East via Grobler Street on the South of the premises would be able to be directed to the archives repository, and the same would apply for people driving in and out of the city on Landdros Mare Street on the North of the premises. A landmark can also be erected along the N1 highway (a public national road) leading to the Polokwane city from both the North and South of the city.

In addition, the project of erecting public display signage could be done in phases starting from strategic areas around or next to the premises, moving away from the same. As the saying says charity begins at home, which means that people should deal with the needs of people close to them before they think about helping others. This is a social power public archives should exploit to their own advantage. Because once the people close by or neighbours know about what archives are, and their benefits to the society in general, they can indirectly serve as human landmarks directing people to archives. This is an inexpensive exercise; for instance, when a person next door knows about archives and happens to meet someone who needs the services of archives could then direct him/her to archives. This is cost effective and sustainable because it takes place independent of the public archives' immediate effort or intervention.

- 3) It is suggested that public archives institutions redesign the public display signage with special focus on packaging the message or content that is relevant so that it appeals to the needs of the community it serves. Otherwise, the impact of the message cannot be positive and guaranteed. As the study by Cevik and Sevin (2017:408) conclude that based on the Turkey's message dissemination strategy, a positive impact was not likely to be achieved. The message was not relevant and conveyed regularly in an interactive manner. Public archives could, therefore, create content of the message that is sound and reasoned to, credible, and appeals to the people's emotions.

Public archives may firstly seek to understand and identify issues that are pertinent to the needs of communities they serve or are of public interest whether national or provincial and link that to relevant cultural material available in their collections and accessible in terms of language, and format in which they are preserved. If land and family history is of public interest, for instance, the public display signage contents



could read as follows: *Are you struggling with land claim issue? Did you know your family history? And many more... Please, contact archives at (telephone number, Twitter or Facebook, and name of the relevant department if it is a requirement to have it on the boards, then website).* This message tells the potential users what archives are and the value of archives to them, unlike the current one as presented in Chapter Four that appears designed to appeal to archivists who already know what archives are. Certainly, this message has the potential to resonate well with people or appeal to people in a personal or emotional way. Thus more likely to drive them into action whenever they have time to do so, be it through enquiries or by physically visiting the public archives or by engaging on social media platform for that purpose.

- 4) It is recommended that the public archives regularly, interactively and publicly communicate superior understanding and knowledge about archives, as well as the benefits of archives to the society using various platforms. One can argue that when the archivist communicates and greatly demonstrate superior knowledge of what archives are in a logical manner, and with clear purpose for conveying such understating help shape the perceptions of the targeted audience in a meaningful way. This argument is modelled from SAT which was discussed earlier on in this document. For example, SAT focuses on different aspects of communicator's intention, such as what the communicator say; what the communicator intend to achieve by saying something or what was meant; as well as the impact of the communication on the intended audience or how the communicator is trying to affect one's audience (Ludwig & Ruyter 2015:125). In terms of the soft power the communicator need to be credible, rational and engage the audience at emotional level if he/she wants to effect change to the desired outcome. As Kroenig, McAdam and Webber (2010:417) observe that when the organisation communicate through a credible source/person that deliver a repeated/regular message that speaks to recipients/audience at an emotional level and the intended audience is open to communication, their feeling about archives is most likely to change.

In that regard, the prospective users or targeted audience of the public archives will most probably see value of such engagement; as a result, improve the public knowledge of the public archives or image. As Cevik and Sevin (2017:401) point out that one can either interact meaningful with audience to build mutually beneficial relationships or

inform others and manage public perceptions, by disseminating new narratives or history and craft an organisational image or brand. By so doing the archivists will be able to influence and motivate “softly” the intended audience or potential users to use archival holdings and archives services for public good. Thus, increase statistical usage of archives in the long term.

- 5) It is also suggested that public archives informally relook or adapt their partnership to include collaboration on cultural strategies such as annual archives week, national oral history, among other strategies. As Pairo (1982:5) suggests that if archives want to attract potential users even during budgetary constraints period, archivists must begin to foster and adopt a coherent course of action or strategy to make widely known what archives are to the public and why they are valuable. Partnership is a language of persuasion and influencing people to change their mind and appropriate to promote smaller organisation with tight budget (Thelle & Thylstrup 2017:581). Without so much money involved as a result of cost sharing, public archives could develop and implement effective programme in taking archives to the people by making them accessible easily. The MOU can be concluded and signed by all parties involved. In turn public archives can build and manage a database of the MOUs to use as a resource for their own survival and sustainability. Furthermore, such MOUs can be used as one of indicators for the VAPARI. In other words, to assess the social power that public archives have in their disposal, a number of the MOUs could provide specific information on the state of social power public archives could use to adapt their visibility programmes.

Ideally, public archives could start by relooking or establishing the relationship with the civil society and non-governmental organisations in that regard. In this modern society these organisations hold social power to influence a public discourse or agenda. Enlisting their support could help in promoting greater awareness of archives in society at lower cost as the resources will be pooled together. As McClory (2015:11) posits that civil society groups, and even individuals, play increasingly significant roles and wield greater influence in public affairs. For example, forming partnership with the Right2Know Campaign (a civil society organisation that claims to be committed to Access to Information as one of their principles, both in their own policies, practices and in the vision they propagate throughout society) could be a good starting point for

that matter

- 6) It is recommended that the public archives should start providing scholarship to the international students or other forms of facilitating student exchange programme. It has been shown that students going back home are most likely to advocate for the host organisations back home. Thus promote the public archives including the need of the financial support for the public archives to effectively implement their programmes. As McClory (2015:21) argues that foreign students exchange have been shown to have positive wave effects when returning students advocate on behalf of their host institution of study. Moreover, Hackman (2012:11) expresses, advocacy is an investment we make when we intentionally and strategically educate and engage individuals and organisations so they in turn support our work. He further emphasises that it is an activity consciously aimed to persuade individuals or organisations to act on behalf of a programme or institution (Hackman, 2012:11).
  
- 7) It is further recommended that public archives work jointly with the Department of Basic Education and /or Department of Higher Education or institution of higher learning in South Africa in developing the curriculum for history teachers and learners or curriculum for the archives and records management students even though currently few institutions of higher learning are providing learning and teaching on the subject. The collaboration between archivists and educators is one of the most important strategies to promote the importance and use of archives. As Schellnack-Kelly (2016:4) calls for the public archives to collaborate with the educational sector to ensure collections are more broadly used. In that regard important primary sources could be identified so that teachers and learners, students and lecturers may use them regularly to improve their critical thinking skills. On one hand, archivists are the ones to know the content of the archival materials best. On the other hand, teachers/lectures can determine which archival materials help students, support course objectives and are appropriate for student levels of skills (Senturk 2013:113; Miller 2012:45). Osborne in Senturk (2013:110) suggests collaboration in which archives staffs could be represented on appropriate curriculum committees, among other areas of collaboration. If an individual person can have musical collections used to develop a course at University level, why not public archives collections which are greatly of national importance? For example, according to Marie Claire (2017:1) the University of Copenhagen now offers

a class in Beyoncé for its students that look at issues of gender and race through an analysis of her songs and music videos. The University of Copenhagen's new semester course is called 'Beyoncé, Gender, and Race'. Fan and academic, Professor Erik Steinskog, had the following to say about the new course:

"We will analyse her songs and music videos. There will be a focus on gender, sexuality, and race. One of the goals of the class is to introduce Black feminist thought, which is not well known in Scandinavia. We want to explore the kind of entity feminism is."

Again with seventy-five students already signed up, Professor Erik Steinskog as cited in Marie Claire (2017:1) pointed out that:

"Beyoncé is important in understanding the world we live in... Beyoncé is one of the biggest pop artists today, which makes her important in an analysis of contemporary times." This is soft power at work for the reason that the University and Professor are advocating for a person without her direct involvement which cost less but impactful in a long term as the knowledge gained by the students and teachers will be shared voluntarily and continuously in different forums.

With such a rich collections in their custody, public archives in South Africa should be inspired and encouraged to identify collection that can be used in both basic education and higher education by forming partnership with relevant stakeholders in this regard. How about developing a course regarding the Rivonia Trial Dictabelt collection? The dictabelt is a thin floppy cylinder made of vinyl, red, blue or purple in color stretched between two rollers and set in rotation in a dictaphone machine used for sound carriers. Rivonia trial is a landmark in South Africa's fight for freedom: It was a trial in which Nelson Mandela together with Walter Sisulu, Govan Mbeki, Raymond Mhlaba, Elias Motsoaledi, Denis Goldberg, Andrew Mlangeni and Ahmed Kathrada were accused of trying to overthrow the state and ended in all the above being sentenced to life imprisonment. During the trial, no discussions were taken down on paper. Instead, the proceedings were recorded on 591 dictabelts. In December 2006 these were inscribed on UNESCO's Memory of the World register. These precious documents were loaned to the Ina (Institut national de l'audiovisuel) in October 2014 by the NARSSA where they will be returned soon (Republic of South Africa 2017:1). As Matthew Lyons cited in Senturk (2013:109) noted that:

‘Providing schools with digital access to archival materials can strengthen both student learning and archival practice. It can help students learn to approach history actively, creatively, and critically, and it can help archival institutions broaden and deepen their public service and community ties.

If not, the educational programme will remain ineffective and in the long run threaten the very existence of the public archives.

- 8) The study recommends that public archives, to the fullest extent, adopt and use departmental social media platform to regularly post accurate and trustworthy content pertaining to the archives and records management. The ease to use technology such as social media is most likely going to coax and gently persuade potential users of archives in a cost effective manner. As the study by Thelle and Thylstrup (2011:574) generally found that neutral and easy to use technology remain distinct and key in effecting the behavioural preferences of the European citizens and the international community, respectively. Ngai, Tao and Moon (2015:35) acknowledge also the significant influence that social media exerts on people’s behaviour. Thus embracing social media will most likely increase customer value for the target groups and reduces costs to the taxpayer (Palm, Lilja & Wiklund 2014:37).

The most recent example of the effectiveness of the social media is the campaign of the winner of the South African ruling party internal party election in 2017. According to du Toit and Haffajee (2017:1) the campaign went live in January 2017, with a sophisticated and energetic strategy on Twitter and Facebook quickly helping to establish a community of the winner’s supporters in the parallel world of social media. The community enabled the campaign to effortlessly and cheaply push out its message regularly and effectively. The campaign very quickly developed its own identity. As a result, change the perception of the intended audience to achieve the desired outcome, in this case to win the party presidential election. Public archives should, therefore, learn from these campaigns and start embracing and using social media to promote their archives.

Other suggestions of what should happen are as follows:

- 9) Friends of archives needed to consult properly and appoint governance structure in a democratic and open manner so that a programme with a clear future position, principles aimed at and moral values is developed if it seeks to be a force to be reckoned with as far as taking archives to the people is concerned.
  
- 10) Public archives should post content on social media about school visits programme before they actually visit the schools, and give feedback on the event after getting parents' informed consent in compliance with the PoPI. For the reason that material posted on the social media could include learners' photos and personal identifiable information. This strategy is similar to the one used in Skinns et al. (2017:608) wherein there was undeniable and perceptible effect of soft power when police officials provided regular and accurate updates to detainees about what was to happen to them and by when. Because the strategy help detainee voluntarily comply with the law, it is believed by posting regularly and giving feedback about school visits via social media platform, archivists could greatly promote archives to teachers and learners. As a result, help increase the statistical usage of the archival materials and services when they use them to complete their assignments or school projects.

### **6.3.1 Proposed visibility and accessibility framework**

The study recommends a visibility and accessibility framework. The framework is a basic underlying structure that will serve as a benchmarking tool by the public archives repositories or archivists that seek to adapt or develop effective visibility programme in this information era. The framework is important to the archivists and the public archives because, firstly, it will help archivists develop an integrated yet impactful programme. Secondly, it will help the public archives develop the visibility programme in compliance with the legislation on archives. Thirdly, help archivists adapt existing programme in line with the distinctive qualities of soft power so that it becomes effective in the long run. Fourthly, help archivist prioritise important visibility programmes by including them in the strategic document of the department they report under. Fifthly, provides archivists with an opportunity to monitor and measure the effectiveness of the programme internally. Finally, provides archivists with an insight on how to link increased or decreased statistical usage of the archival holdings to effectiveness or ineffectiveness of the visibility programme. Similarly, Pairo (1982:4) asks if increased usage

of the archival holdings by the ordinary people can with certainty linked to the archival visibility programmes or other forces in a society.

The framework was build and based on concepts such as the visibility programme, public knowledge and increased requests for the archival materials presented in Figure 1.1 in Chapter One. The concepts can be explained in stages starting from the development and roll out of the visibility programme to usage of the archival holdings and services. For example, stage one is concerned with identification of the potential users' needs when archivists develop and implement the visibility programme. Stage two is for the archivists to ascertain if there are people out there who know what the archives are and the values of the archival resources as a result of the effectiveness of the visibility programme. Archivists need to dig deeper and figure out how many people need to know what archives are and how many out of those who know are going to use the archives. This is not a simple exercise but important if archivists are interested in assessing the impact the programme has on the usage of archives as asked by Pairo (1982:4). Stage three is concerned with increased or decreased usage of the archival holdings and services as a result of the visibility programme. Again this is not ease but something archivists can start thinking about when recording the requests of the archival materials by the researchers. It is for this reason the study recommends the development of visibility programme reporting template as illustrated in Table 6.1. Moreover, archivists can start anywhere in the cycle to develop an effective programme. It will serve as an attempt by public archives or archivists towards linking usage of archival material to the visibility programme outcome.

Furthermore, the framework is informed by the conceptual framework discussed in Chapter Two which provide constructs such as cultural activities, leadership, educational programme and social media (innovation). These constructs provide deeper insight and better understanding on how best the visibility and accessibility of the public archives can be enhanced. Of importance are the underlying factors such as credibility, objectivity, regularity to gradually persuade potential users to believe in what archives does and the value of archives to the society. Cultural strategies or activities such as Archives Week, exhibitions reported on in Chapter Four also form part of the framework. In that regard, important cultural activities can be identified and operated in an impressively smooth and efficient manner. The legislation on archives also forms part of the framework. The legislation provides a legislative framework from which the visibility programme can be framed. Figure 6.1 provides a visual representation of the framework and narration in text so that it can be understood by those who are required

by relevant legislation and professions to make archives accessible and known to the PDIs, among other patrons of the archives.

Apart from internal monitoring tools, external assessment regarding the effectiveness of the programme is also important. That archives have a low visibility is a good start, but not fair without standard criteria or metrics generally acceptable by the relevant stakeholders in that regard. For example, in their study about the role of public archives in national development in selected countries in the ESARBICA, Venson, Ngoepe and Ngulube (2014:59) establishes that there is low visibility of archives in the public arena. Then the question would be “What is the baseline of zero, low, medium or high visibility of the provincial archives repositories, as compared to that of the NARSSA and the NFVSA?” These public archives have different population, in terms of numbers, to serve. Therefore, low visibility cannot be the same unless there is criteria justifiable and general acceptable by those who have stake on the visibility of the public archives. Without the metrics we would not know how many public archives are low in visibility or how many were highly visible but regressed and what could have been the root causes of such return to low visibility. Otherwise, public archives will remain at low visibility depending on what the agenda the scholar will be driving. The criteria for assessing low visibility will remain pluralistic because of different opinions especially between the scholars and the archivists, as practitioners. As a result, lack a buy-in from those who are supposed to act on the programme as they will see their programme effective and working on the other hand. A typical example of this is when the majority of the respondents in this study believe archives week is most effective, but the literature out there indicates otherwise. Or else the scholars need to disseminate their findings in a manner that resonate well with the practitioners so that they will find comfort and persuaded to adopt the recommendations as suggested. And scholars could do that by ensuring that the content used in their research report is not hard and lacking in objectivity, if not those smoothness, ethos, pathos and logos associated with the concept of soft power. Otherwise, scholars’ recommendations will most probably only close the existing knowledge gap (remain academic) but largely not applied by those who are supposed to apply them for public good.

It is for this reason, among other reasons that this study recommends the development and publication of Visibility and Accessibility of the Public Archives Repositories Index (VAPARI). This tool will ensure that visibility and accessibility of the public archives repositories can be independently measured and given assurance on their effectiveness or



ineffectiveness for the public to see in that regard. The framework could be used to develop such a tool. Among other criteria the size of the population served under each public archives can be used to determine the level of the visibility. For example, for the NARSSA assessments can be done based on the national population statistics and provinces based on provincial population statistics. The last population statistics shows South Africa as having more or less than 55 million people. For the NARSSA the baseline for low visibility could be 50 000 users per year; medium visibility 100 000 users annually and high visibility at 150 000 users per year. This will provide fair assessment and shared understanding of what is meant by low visibility. Otherwise, every study will report visibility differently due to the lack of generally agreed upon measures and criteria. The contrasting information may not inspire confidence to those who are supposed to take action for the survival and sustainability of the public archives.

An independent individual or organisation can develop such an indexing instrument. This will help public archives assess their visibility in a most competitive manner. Furthermore, it will ensure that those who consider archives important to contribute in improving archives for public good. Lastly, it will help stimulate and shape the debate in public space for that matter.

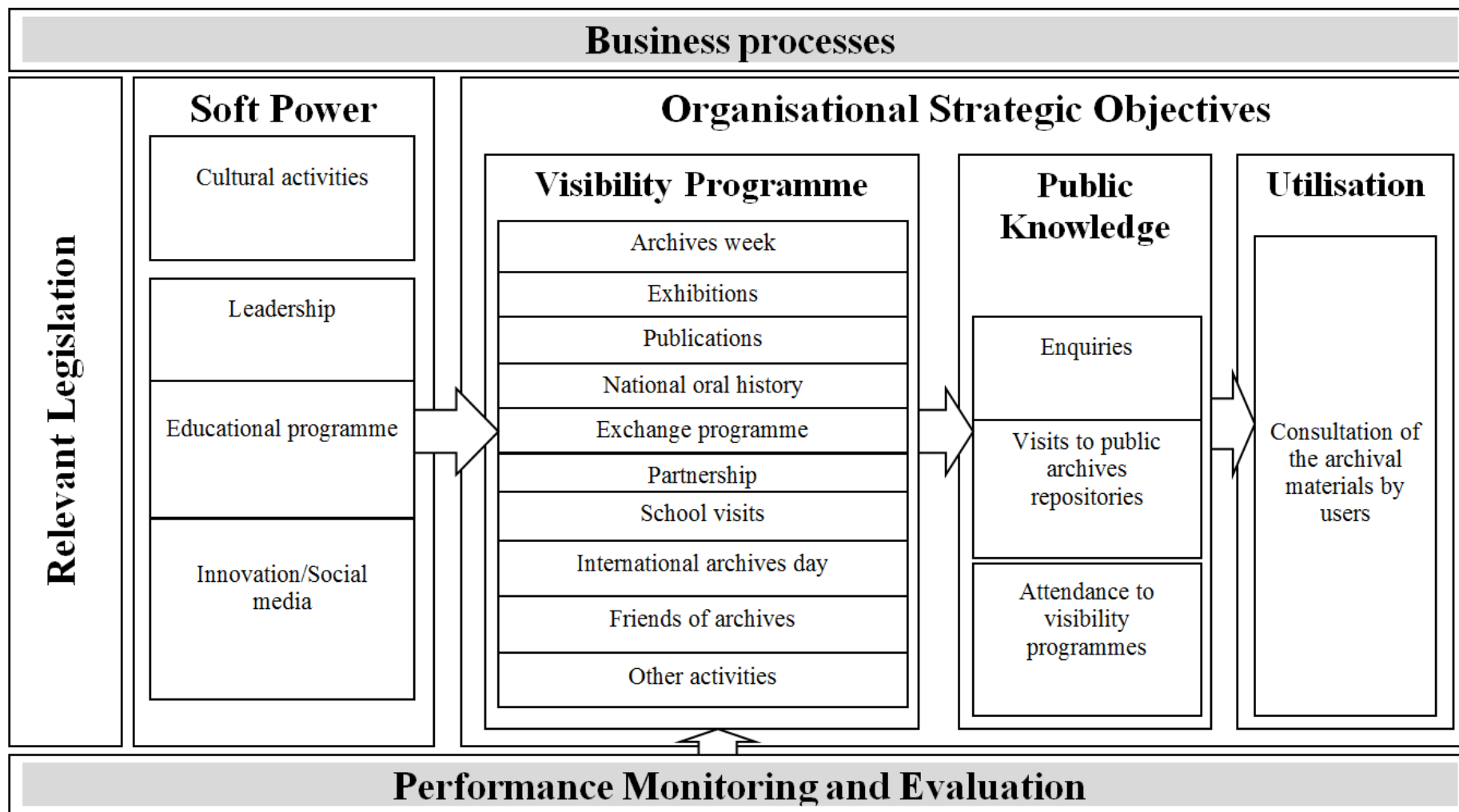


Figure 6.1: Visibility and accessibility framework for the public archives repositories in South Africa

The textual explanation of the framework is as follows:

**a) Business processes**

The study recognises that the visibility programme is designed to support the core business processes. A business process is a collection of linked tasks which find their end in the delivery of a service or product to a customer or stakeholder. It is a set of activities and tasks that once completed, will accomplish an organisational activities. During the regular course of business condition may allow archivists to express an interest in promoting greater awareness of the archival holdings and archival services. Thus ensure increase in statistical usage of archives and create support for funding archives. In this case the core business process originates from the relevant department the public archives report to. For instance, the NARSSA is a component of the national Department of Arts and Culture and reporting to the Heritage Protection and Preservation branch (Tom 2016:1).

Archivists should, therefore, take cognisant of this arrangement when designing the visibility programme and at best target the departmental staff as their audience of the programme. As the saying says “charity begins at home”. Actually, it is inexpensive to promote archival products and services to the departmental staff on one hand. On the other hand, it is effective and sustainable to market archival materials and services to the departmental staff as they can serve as the ambassadors of the public archives when engaging their significant others ( people who have great influence in one’s behaviour), and communities they live on matters related to archives. Thus, help increase public knowledge and ultimately, increase statistical usage of archives.

**b) Relevant legislation governing visibility and accessibility of public archives**

The framework recognises the importance of the legislation in providing guidance regarding the development of the visibility programme. The understanding is that archivist will be able to have the basis to request funding for the programme. One could say the legislation may guarantee legitimacy of the programme to the potential users of archives. The study revealed that all existing legislation provide the framework in which the visibility programme can be referred to as a legitimate programme to promote the social memory and identity of the South African society at large. For instance, the national archivist or provincial archivist has been mandated to make public and non-public records accessible and to promote their use by the public and the office of origin. Also, that the national archivist or provincial archivist, with

special emphasis on activities designed to reach out to less privileged sectors of society, must make known information concerning records through various means including exhibitions and publication.

Nonetheless, this study argues that ineffectiveness of the visibility programme cannot currently be attributed to the gap on the legislation on archives. In terms of the soft power, it appears credibility, pathos, ethos, and logos are the underlying missing link that needed to be relooked and deliberately introduced to enhance the visibility and accessibility of the public archives repositories in South Africa. For instance, lack of expertness, flexibility, reciprocal action between programme sponsors and the targeted audience; irregularity, inconsistent and inaccurate message communicated could be one among other issues affecting the effectiveness of the programme. As the National Archivist in South Africa, Ms Dingayo, alluded to that the NARSSA is facing a skills gap or lacking skilled individuals who would be key in the archival processes (Tom 2016:1).

However, if the archivist believes and convinced that ineffectiveness of the visibility programme can be attributed to the gap in the legislation, they can initiate a process to ensure a review of the legislation in that regard. This may be included as one of the organisational strategic objectives that needed to be measured, tracked and reported on until it gets accomplished. Ms Dingayo, reported to the parliamentary Portfolio Committee on Arts and Culture in the 2016/2017 financial year, that the department will be reviewing, amending, and costing the National Archives and Records Services of South Africa Act of 1996 (Tom 2016:1). The researcher is not sure if this amendment will also include the issue pertaining to public programming. Besides, extensive consultation with the public in that regard could provide an opportunity to heighten greater awareness of archives.

### **c) The concept of soft power as a framework**

The archivists needed to consider distinctive qualities of soft power when developing and putting to effect the visibility programme. In other words, the underlying features of the programme should be smoothness, ethos, pathos, nudging, logos, and regularity if public archives seek to develop effective visibility programme in this information era. As Michalek et al. (2016:2) argue that nudging or smoothness is a kind of intervention that may be particularly useful and effective in changing others behaviour where existing programmes have turned out to be virtually ineffective and/or not possible to do easily. This is something

archivists needed to think about hard and deeply when developing or revising the visibility programme during the severe cuts in the budget. This is evident as Ms Dingayo, reported to the parliamentary Portfolio Committee on Arts and Culture that the budget is one of the challenges of the NARSSA, because it is very minimal and the NARSSA cannot accomplish all it set out to accomplish within the budget. For example, the budget for the 2016/2017 financial year was R40 343 000. And R29 587 000 would be used for compensation of employees, with a remainder of R10 756 000 going to the archival projects (Tom 2016:1).

The persuasive features of soft power should underlie every aspect of the cultural strategies, educational programme, and leadership at all levels of the organisation, as well the public archives' adoption and use of social media as a way of effectively promote the archival holdings and archival services. For example, the study by Skinns et al. (2017:608) provides deeper understanding on how to effectively infuse distinctive features of soft power in the programme to influence detainee's perceptions to ensure compliance. All in all, the police personnel employed their authority "softly" by building a close and harmonious relationship with detainees, and through the use of laughter and light-hearted informal talks respectfully, as well as by providing regular and accurate updates to detainees about what was to happen to them and when. These forms of "soft" power had a number of effects on detainee compliance. Elsewhere, through an analysis of 14 speeches delivered by President Recep Tayyip Erdogan and Foreign Minister Mevlüt Çavuşoğlu at various international platforms, Cevik and Sevin (2017:407), Turkey projected herself as warm-hearted, on the righteous side of the refugees and a super power in the political discourse regarding the Syrian refugee crisis and Turkey's universal respect of human rights. These messages have been shared with target audiences in various occasions since the earlier days of the civil war in Syria.

Suffice it to say these studies provide a pattern, archivists may use to develop effective visibility programme in the context of archives and records management underpinned by the distinctive qualities of soft power to persuade or attract potential users to archives.

#### **d) Organisational strategic objectives**

Strategic objectives describe the main thrust of the organisation and its ultimate goal that can only be achieved by successfully carrying out the business. It provides a sense of direction and outlines measurable goals. In addition, it is a tool that is useful for guiding the day to day decisions and also evaluating progress and changing approaches when moving forward.

According to Mason (2016:1) the identification and clarification of the goals and objectives in terms of which performance will be assessed are critical for effective performance monitoring of the programme. This helps improve programme efficiency and effectiveness, and build public trust. In that regard, the public archives should clearly state the visibility programme in an archival mission statements and strategic objectives, thereby making the process one that has short and long-term goals attached to it.

In South African context, public archives should include the visibility programme in their departmental strategic objectives. This will enable archivists prioritise what to do on a day to day business in order to achieve the objective within the timeframe. It will also provide the archivists with an opportunity to measure progress with an intention to improve the programme in that regard. As the saying says what get measured gets done as a result of regular measurement and reporting which keeps one focused by using the information to make decisions to improve the outcome.

**e) Visibility and accessibility programme**

Public archives repositories should use user studies to identify both its actual and potential customers, conduct user needs assessment for their targeted audience and then segment them according to their similarity, which it will make it possible for them to have the visibility programmes designed specifically for information needs of the targeted audience. The knowledge about the information needs and seeking behaviour for most types of users has an impact on the visibility programme and other decisions to make archives more accessible to users. Of importance is that archivists are encouraged to focus on specific user groups, determine users' needs and tailor programmes to meet those needs (Nengomasha & Nyanga 2015:92; Saurombe 2015:26; Mason 2016:1; Miller 2012:46; Maphorisa & Jain 2013:178; Ngoepe & Ngulube 2011:12).

Visibility programme activities include exhibitions, publications, websites, blogs, educational programmes, public lectures, historical slide presentations, study packages for school teachers and services to the public, which include an introduction to genealogical research (Georler 1991:379; Blais 1995:20; Harris 2000:27; Van der Walt 2011:133; Potter 2011:3).

**f) Public knowledge of archives**

An effective visibility programme has the potential to increase public knowledge of the archives and its importance. When the majority of people know and understand the value

archives give to society, chances are that people would want to access and use that archives which best demonstrates their usefulness to society. For example, an increased public knowledge of archives will manifests itself through increased number of enquiries, visits to public archives, and attendance to events about public engagement.

**g) Utilisation of archival holdings and services**

Use is what the archives are mainly intended to achieve and if archives are not accessible and used, they serve no purpose, lack substance and are wastage of budget. Therefore, the visibility programme of the public archives institutions should ensure that archival resources are known to the public and increase their usage. Increased usage of archives helps to justify and validate the existence of archival repositories and helps archivists uncover deficiencies in important areas of archival management, such as appraisal, description and preservation (Ngulube & Tafor 2006:73; Harris 2000:24; International Council Archives 2012:1; Ngoepe & Ngulube 2011:5; Maphorisa & Jain 2013:172; Garaba 2016:73; Chute 2000:33; Venson, Ngoepe & Ngulube 2014:63).

**h) Performance monitoring and evaluation**

The performance of the visibility programme could be found in the network of inputs, activities, outputs and outcome, whether intended or unintended, intermediate or end outcome, that are most important from the perspectives of the programme's key stakeholders. The well-performing visibility programme should provide, in the most cost-effective manner, the intended results and benefits that continue to be relevant, without causing undue intended effects. Critical initial steps in effective performance monitoring of the programme are the identification and clarification of the goals and objectives in terms of which performance will be assessed. Performance can be monitored either through department and visibility programme data systems, or through customer surveys or rating by trained observers or through evaluation studies in order to help improve the visibility programme efficiently and effectively and build public trust (Mayne & Zapico-Goni 2009:Viii).

Monitoring and evaluation help to provide an evidence base for public resource allocation decisions and help to identify how challenges should be addressed and successes replicated. While monitoring is aimed at providing the programme managers, decision makers and other stakeholders a regular feedback on progress in an implementation and results, and early indicators of problems that need to be corrected, and often report on actual performance against

what was planned or expected, evaluations may assess relevance, efficiency, effectiveness, impact and sustainability of programmes or projects (The Presidency 2007:1).

#### **6.4 Explanation of the of the public archives visibility reporting template**

The study also discovered that reporting related to public programming is not consistent for all public archives repositories. Moreover, from the researcher's experience and listened carefully over the radio, scholars are lambasted for compiling research reports that cannot be implemented. Furthermore, it is important to assess the relationship between public programming activities and statistical usage of the archival holdings in a meaningful and credible manner as Pairo asked. Based on this understanding and experience, the template presented and illustrated in Table 6.1 is an ideal attempt in addressing the matter.

The purpose of the reporting template is to assist the public archives repositories to consistently report on the visibility programme, especially on their departmental annual performance report. Similarly, the Archival Platform (2017:1) analyses the Department of Arts and Culture Annual Report 2014/2015 to get some insight into the extent to which the NARSSA is delivering on its mandate. One of the findings was that there was no coherent or comprehensive account of the performance of the NARSSA. The little information about archives was subsumed into the reports on the Heritage Promotion and Preservation and other programmes and scattered throughout the document. It is for this simple reason the study offers the reporting template to help public archives model their reporting in that regard.

Moreover, the template offers a basis from which a link between the usage of the archival holdings and services with the public programming activities can be established. As Pairo (1982:4) observes and asks that the use of archival institutions has strikingly increased over the past ten years so that the public, non-professional user is now the most frequent archives patron. However, has this increased usage by the "common man" been the result of archival outreach programs or the result of other forces in our society?



**Table 6.1: Public archives visibility programme reporting template**

<b>Project</b>	<b>Activities</b>	<b>Public knowledge</b>	<b>Utilisation</b>
Cultural activities	<i>(Exhibitions, Archives Week, National Oral History Conference, Friends of Archives, Publication)</i>	<i>(Number of attendees, Visitors to archives)</i>	<i>(Number of materials consulted in different format, number of times material is consulted, number of individual users)</i>
	<i>(Signage)</i>	<i>(Number of signage and their location)</i>	
Leadership	<i>(Public speaking, Presentation, Feedback on knowledgeability of the presenter via survey, partnership)</i>	<i>(Number of attendees, number of memorandum of understandings)</i>	
Educational programme	<i>(Exchange programme)</i>	<i>(Number of students and their country of origin)</i>	
Innovation	<i>(Social media platform)</i>	<i>(Number of social media platform, retweets, comments, likes, followers, subscribers and posts)</i>	

Explanations of the main headings of the template are as follows:

**a) Visibility activities**

Visibility activities include cultural, leadership, educational programmes and innovation.

Examples of cultural activities include exhibitions, Archives Week, National Oral History Conference, Friends of Archives, publications and signage.

Examples of leadership activities include public speaking or lecture, presentation, feedback on knowledgeability of the presenter via survey, partnership.

Examples of educational programmes include an exchange programme.

Examples of innovation include adoption of social media as tool to promote archival collection.

**b) Public knowledge**

Examples of public knowledge of cultural activity measure include a number of attendees and visitors to archives. In addition, erecting signage at strategic location as a phased project can be done starting next to the public archives premises and ending further away.

Examples of public knowledge of exchange programmes can be measured in terms of the number of students and their country of origin.

Examples of public knowledge in terms of innovation are the number of adopted social media tools and the number re-tweets, comments, likes, followers, subscribers and posts)

**c) Utilisation of archival material**

Examples of the measure of utilisation of the archival material may include several materials consulted in different formats, number of times the material was consulted and several individual users.

## **6.5.Future research**

The study identified the knowledge gap that it sought to close as follows:

- 1) All studies did not clarify whether any person regardless of position they held, and social status in their community can possess and demonstrate qualities of leadership.
- 2) It was not clear if empirical evidence was used in studying leadership qualities in archives.
- 3) It was not clear if educational exchange programmes can serve as an interactive tool for

public engagement and awareness.

- 4) Adoption of social media as an innovative tool was still at experimental mode in the field of archive and records management globally.
- 5) All public archives repositories are not implementing social media in promoting their archival holdings and services to the South African public.

To some certain extent the study attempted to close the gap as follows:

- a) Through the use of power the study provided useful insight that with superior knowledge, regular effective communication of the credible message and building relations with like-minded person regardless of the position they held, and social status in the organisation can possess and demonstrate qualities of leadership.
- b) To certain degree empirical evidence was collected through survey regarding leadership qualities in archives. As all respondents (100% or 15) indicated that knowledge of archives and records management is an important attribute for the leadership of the public archives repository. And any person or archivist regardless of position they held can possess knowledge about archives and records management, for instance. Also all respondents (100% or 15) indicated that collaboration with good partners was the key to successful public programming at lowest cost. Even though one of the respondents to the questionnaire lamented lack of direction within the public archives repository.
- c) The study also revealed that educational exchange programme can serve as an interactive tool for public engagement and awareness. For instance, 73% (11) of the respondents indicated that the organisation's ability to attract foreign students or facilitate student exchanges is the most powerful tool to bring together average citizens to deliberate on issues of common importance and to bring about positive social change.
- d) The study confirmed that adoption of social media as an innovative tool is still at the experimental mode in the field of archive and records management in South Africa. As thirteen per cent (2) of the respondents indicated that their institutions proactively developed the social media strategy as compared to 73% (11) of the respondents that said "No" and 13% (2) were not sure.
- e) Few public archives repositories are to some limited extent and indirectly implementing social media in promoting their archival holdings and services to the South African public. As the study showed that few public archives repositories selected Facebook 27% (4), followed by Twitter and LinkedIn at 7% (1) as appropriate and effective to

engage users.

The study is, however, not without some limitations which are recorded as follows:

- The researcher only attended and participated in Friends of archives workshop
- The use of leadership qualities identified in this study was never investigated as to how is applied in the public archives repositories in South Africa.
- The study did not investigate prospects and challenges public archives faces regarding the adoption of social media strategy considering current structural arrangement as they are one among programmes within the relevant department.
- Moreover, the study did not investigate the feasibility of public archives having own social media strategy independent from the relevant department.
- The study did not investigate whether archivists or the public are adept at social media tools, nor is there any discussion about whether the ease, or lack of ease, with this technologies may have influenced the adoption and use of social media.
- In addition, the study did not use webometrics to measure the volume of social media contents and the visibility and impact of these web publications.
- Finally, this study excluded digitisation projects about the existing archival holdings, whether in small scale or large scale, as a way of enhancing the visibility and accessibility of the public archives repositories for public good. According to Miller (2012:52) the time is now for archivists to develop new programmes that capitalise on greater public access to the primary sources through digitisation. Similarly, Kramer-Smyth (2016:70) shows that the World Bank Group Archives' records were primarily paper-based and only accessible to researchers who physically visit their Archives in Washington, Dc. To make the holdings more accessible to the public, the archives launched the programme, including the new platform for publishing archival descriptions and digitised records, to make its large collection of resources easier to discover and available in a way that serves the whole world and not just a few.

In light of the above limitations, the study proposes future studies for the prospective researchers as follows:

- 1) As the researcher only participated in Friends of archives annual workshop, the study proposes a participatory action research focusing on cultural strategies such as annual archives week, annual national oral history, and international archives day, to name just

few. This will provide future researchers with clear and situated understanding as to whether those programmes have or lack qualities of soft power such smoothness, ethos, pathos and logos to be effective.

- 2) Since the study provided a valuable insight that any person regardless of position they held, and social status in the organisation can possess and demonstrate qualities of leadership, it, therefore, becomes imperative that future research be conducted on how credible, rational and regular communication by archivists regardless of the position they held can further improve the visibility and accessibility of the public archives repositories in South Africa. This will help shed more light on how soft power could be applied so that leadership can be effectively used in as far as public programming is concerned.
- 3) Further study can be conducted on how best the public archives can use their relevant department's social media strategies given the fact that they are not independent to them especially considering how cumbersome reporting structure in South Africa is. Perhaps this will help unearth the real root causes related to poor usage of the relevant department social media platform by the public archives repositories in that regard.
- 4) A feasibility study maybe conducted in future on how public archives can craft and implement own social media strategy independent of their relevant department social media strategy to be precise. Perhaps this could help address the reason why the public archives in South Africa are not using social media to attract potential users to use their archival holdings.
- 5) Finally, future study on the feasibility of digitisation projects of the existing archival holdings, whether in small scale or large scale, as a way of enhancing the visibility and accessibility of the public archives repositories may be conducted.

## **6.6 Summary**

In this chapter, conclusions and recommendations were made based on the interpretation and discussion made in Chapter Five of this study. The summary of findings of this study was made to draw a conclusion regarding making archives visible and accessible to the public. The validity and reliability of the findings were assessed in terms of generalisability and its application to the universe of analysis and consistency.

A conclusion was drawn and presented in accordance with the objectives of the study and the knowledge gap identified in Chapter Two. Firstly, a conclusion was drawn about the identification of cultural strategies such as Archives Week, oral history conference, exhibitions, Friends of archives, to name just a few, to enhance the visibility and accessibility of the public repositories in South Africa. Secondly, superior knowledge on archives and collaboration with like-minded organisations, especially civil organisations, were identified as the leadership qualities required at all levels to enhance the visibility and accessibility of the public archives repositories in South Africa. Thirdly, the educational exchange programmes are effective interactive methods for public engagement, awareness and education. Finally, the public archives repositories could adopt and use social media as an innovative tool to promote the archival resources for the public well-being. The recommendations were made to provide alternatives to the status quo.

Recommendations included the visibility and accessibility framework, standard reporting template on the visibility and accessibility activities, as well as the VAPARI using cultural activities, leadership, educational exchange programmes and innovation as pillars for ranking the public archives repositories in that regard. The future researches were presented to close the knowledge gap identified in this study.

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## **Appendix A: E-mail sent to respondents**

Dear participant

I am currently studying Masters in Information Science at Unisa. I received an email from you with your consent and understanding. My study is about enhancing visibility and accessibility of public archives repositories in South Africa (SA). I would like to invite you to participate in this study by completing and returning the attached survey questionnaire and consent form to participate in this study.

The outcome of this study will have a practical implication for public archives repositories in SA as a benchmarking tool to enhance development and reporting on public programming activities to ensure increased visibility and accessibility of their archival holding and services to the general public, and help those archival institutions that have not yet developed and reported on public programming activities.

The survey takes approximately 10 minutes to complete and each question is accompanied by instructions in brackets. After completing the questionnaire please print, scan and e-mail it back to me or, if completed electronically, send back immediately after completing.

The survey is voluntary and there is no compensation for participating. I do not ask you for personal information that could identify you and the results are interpreted collectively or at an aggregated level. The survey is anonymous and will remain confidential. You will only be able to complete the survey once and immediately send it back to me on the same e-mail address or one provided below.

Permission and ethical clearance were obtained from the Department of Information Science Research Ethics Review Committee and the reference number is as follows: 2016\_IS31508715\_047. If you have any questions, you can email the researcher at [31508715@mylife.unisa.ac.za](mailto:31508715@mylife.unisa.ac.za) or [nndwaj@gmail.com](mailto:nndwaj@gmail.com) or [jonathanm@agsa.co.za](mailto:jonathanm@agsa.co.za) , or call me at 073 111 1507.

Thank you in anticipation of your participation in this survey.

Kind regards

Jonathan Mukwevho, Masters Student in the Department of Information Science, Unisa.

073 111 1507

## Appendix B: Survey questionnaire on public archives visibility programme

### General Information

#### 1. What is your current position in the organisation?

*(Please mark only one choice).*

<b>National Archivist</b>	
<b>Provincial archivist</b>	
<b>Archivist</b>	
<b>Information and Communication Technology</b>	
<b>Other, please specify:</b>	

#### 2. What is the name of the institution?

*(Please mark only one choice).*

<b>National archives of South Africa</b>	
<b>Eastern Cape provincial archives</b>	
<b>Free State provincial archives</b>	
<b>Gauteng provincial archives</b>	
<b>Kwazulu-Natal provincial archives</b>	
<b>Limpopo provincial archives</b>	
<b>Mpumalanga provincial archives</b>	
<b>Northern Cape provincial archives</b>	
<b>North-West provincial archives</b>	
<b>Western Cape provincial archives</b>	
<b>National Film, Video and Sound Archives</b>	
<b>Other, please specify:</b>	

#### 3. How many are you within the organisation?

--

**4. How many people are working in outreach/public programming/marketing section?**

--

**5. Does your organisation have own legislation on archives?**

*(Please mark only one choice).*

<b>Yes</b>	
<b>No</b>	
<b>Not Sure</b>	

**6. Is public programming included in the organisation strategic objectives?**

*(Please mark only one choice).*

<b>Yes</b>	
<b>No</b>	
<b>Not Sure</b>	

**Cultural activities**

**7. Does the archives repository recognise the importance of public programming in ensuring visibility of archival holding and services?**

*(Please mark only one choice).*

<b>Yes</b>	
<b>No</b>	
<b>Not Sure</b>	

**8. Did the public archives repository get involved in any of the following activities for the past two years?**

*(Please mark "Yes" or "No" or "Not sure" next to each activity listed below).*

<b>Activities</b>	<b>No</b>	<b>Yes</b>	<b>Not Sure</b>
<b>Exhibitions</b>			
<b>Public lectures</b>			

<b>Workshops</b>			
<b>Records Management training</b>			
<b>Display</b>			
<b>Archives week</b>			
<b>Friends of Archives</b>			
<b>International Archives Day</b>			
<b>Guided visits</b>			
<b>Publications</b>			
<b>International relations</b>			
<b>Seminars</b>			

**9. To what extent do you agree or disagree that the following public programming activities are the most important and effective in promoting the archives services to the general public.**

*(Please mark 1=Strongly agree or 2=Agree or 3=Disagree or 4=Strongly Disagree next to each activity listed below)*

<b>Activities</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Exhibitions</b>				
<b>Public lectures</b>				
<b>Workshops</b>				
<b>Records Management training</b>				
<b>Display</b>				
<b>Archives Week</b>				
<b>Friends of Archives</b>				
<b>International Archives Day</b>				
<b>Guided visits</b>				
<b>Publications</b>				
<b>International relations</b>				
<b>Seminars</b>				

**10. To what extent do you agree or disagree that the most attractive and interesting exhibitions should consist of the following aspects.**

*(Please mark 1=Strongly agree or 2=Agree or 3=Disagree or 4=Strongly Disagree next*

to each activity listed below)

Description	1	2	3	4
<b>Historical content</b>				
<b>Represent urban lives and rural lives</b>				
<b>Is appealing and of large quantity or gigantic in nature</b>				
<b>Represent good and bad history of the nation's past</b>				

### Leadership

**11. Does the leadership represent the ideals, values, mission or vision of the public archives repository?**

*(Please mark only one choice).*

<b>Yes</b>	
<b>No</b>	
<b>Not Sure</b>	

**11.1 If yes, to what extent do you agree or disagree that the public archives leadership (you and or other archives employees) represent the vision, mission and values of the organisation?**

*(Please mark 1=Strongly agree or 2=Agree or 3=Disagree or 4=Strongly Disagree next to each activity listed below)*

Description	1	2	3	4
<b>With strong confidence and conviction</b>				
<b>High energy and perseverance</b>				
<b>With no confidence and conviction</b>				
<b>Low energy and perseverance</b>				

**12. To what extent do you agree or disagree that knowledge of archives and records management is an important attribute for the leadership of public archives repository?**

*(Please mark only one choice).*

<b>Strongly agree</b>	
-----------------------	--

Agree	
Disagree	
Strongly disagree	

**13. To what extent do you agree or disagree that the leadership of the public archives repository possess the following attributes.**

*(Please mark 1=Strongly agree or 2=Agree or 3=Disagree or 4=Strongly Disagree next to each activity listed below)*

Description	1	2	3	4
Status				
Authority				
Reputation				
Knowledge				
Money				
Other, please specify:				

**14. To what extent do you agree or disagree that collaboration with good partner is key for successful public programming at lowest cost.**

*(Please mark only one choice)*

Strongly agree	
Agree	
Disagree	
Strongly disagree	

**15. Does the public archives repository have partnership with other organisations that pursue the same goal?**

*(Please mark only one choice)*

Yes	
No	
Not Sure	

**15.1. If, yes, which are they?**

*(Please mark "Yes" or "No" or "Not sure" next to each activity listed below).*

Description	Yes	No	Not Sure
Civil society's organisations			
International organisations			
National departments			
Chapter nine institutions			
Auditor-General of South Africa			
Information professional associations			
Other, please specify:			

**16. To what extent do you agree or disagree that the message communicated or speech is critical in increasing knowledge and understanding of what was communicated to the target audience?**

*(Please mark only one choice).*

Strongly agree	
Agree	
Disagree	
Strongly disagree	

**Educational programme**

**17. To what extent do you agree or disagree that organisation's ability to attract foreign students or facilitate exchanges is the most powerful tool for public engagement?**

*(Please mark only one choice).*

Strongly agree	
Agree	
Disagree	
Strongly disagree	

**18. Does the public archives repository recognise the importance of education and training in promoting their archival holdings and services?**

*(Please mark only one choice).*



Yes	
No	
Not Sure	

**19. To what extent do you agree or disagree that the public archives repository is involved in the following activities?**

*(Please mark 1=Strongly agree or 2=Agree or 3=Disagree or 4=Strongly Disagree next to each activity listed below)*

Description	1	2	3	4
Designing of curricula for archival studies				
Lecturing in the field of archives				
Providing placements for practical training for students of archival studies				
Providing practical training for archivists and records managers from African countries				
Providing expertise in the field of electronic keeping				
Advice on legislation pertaining to information technology				
Other, please, specify				

<b>Social Media</b>
---------------------

**20. Does public archives repository recognise social media as tool to improve the image of the organisation?**

*(Please mark only one choice).*

Yes	
No	
Not Sure	

**20.1. If Yes, which platform have you selected as appropriate and effective to engage users?**

*(Please mark “Yes” or “No” or “Not sure” next to each activity listed below).*

Description	Yes	No	Not Sure
Twitter			
Facebook			
LinkedIn			
Pinterest			
Instagram			
Blog			
Other, please, specify:			

**21. Has the institution proactively developed a social media strategy?**

*(Please mark only one choice).*

Yes	
No	
Not Sure	

**22. What are the objectives or aims of adopting social media tool?**

*(Please mark only one choice).*

Description	Yes	No
To increase traffic to the institutional blog or website		
To reach new user groups and increasing visibility of collections		
To engage with students and young people		
To connect and share with other archivists on professional level		
To establish communities around archival products and services		
To follow similar organisations those were using social media		
Other, please, specify:		

**23. Who is your target audience?**

*(Please mark “Yes” or “No” or “Not sure” next to each activity listed below).*

Description	Yes	No	Not Sure
Young people			
Researchers			
Journalists			
Teachers			
Genealogists			
Historians			
Politicians			
Other, please specify:			

**24. How do you measure success of activities on the social media platform?**

*(Please mark “Yes” or “No” or “Not sure” next to each activity listed below).*

Description	Yes	No	Not Sure
Number of retweets			
Number of comments			
Number of Likes			
Number of shares			
Number of posts			
Number of followers or subscribers			
Other, please specify:			

**General comments:**



## Appendix C: Friends of Archives Interview Schedule

### Title: Enhancing visibility and accessibility of public archives repositories in South Africa

Questions	Responses
1. What is your position within the Friends of Archives?	
2. What is the Friends of Archives (non-governmental or governmental organisation)?	
3. When it was first established?	
4. What was the mandate of Friends of Archives?	
5. Does the Friends of Archives have an office?	
6. How the Friends of Archives is structured?	
7. What are the terms of office of its members?	
8. Who qualifies as Friend, and how do you become a Friend?	
9. How many people are Friends of archives currently?	
10. Does the Friends of Archives have a formal programme on the promotion and making awareness of archives to the public?	
11. Which platform the Friends of Archives use to make known of its programme?	
12. What were the activities implemented in the past five years?	
13. How successful those activities were in the past five years	
14. What has the Friends of Archives achieved since its establishment?	
15. What is the programme for the next five years?	
16. Are resources, both financial and human resources, adequate enough for the Friends of Archives to execute its programme successfully?	
17. What is its funding model?	
18. Do you have any additional information to share with an Interviewer?	

#### Appendix D: Social media links to relevant departmental websites

Relevant departments	Websites	Social media links
The Eastern Cape Sport, Recreation, Arts and Culture	<a href="http://www.ecsrac.gov.za/">http://www.ecsrac.gov.za/</a> Library and Archives Services <a href="http://www.ecsrac.gov.za/Libraries/Pages/Home.aspx">http://www.ecsrac.gov.za/Libraries/Pages/Home.aspx</a>	Not available
The Free State Department of Sport, Arts, and Culture and Recreation		1. Twitter  <a href="https://twitter.com/FSSACR">FSSACR @FSSACR 19 Jul 2013</a> 2. Facebook <a href="https://www.facebook.com/Free-State-Department-of-Sport-Arts-Culture-and-Recreation-193132277520493/">https://www.facebook.com/Free-State-Department-of-Sport-Arts-Culture-and-Recreation-193132277520493/</a>
The Gauteng Sport, Arts, Culture and Recreation	<a href="http://www.sacr.gpg.gov.za/">http://www.sacr.gpg.gov.za/</a>	1. Twitter <a href="https://twitter.com/GautengSACR">https://twitter.com/GautengSACR</a> 2. Facebook <a href="https://www.facebook.com/GautengSACR">https://www.facebook.com/GautengSACR</a> 3. YouTube
The KwaZulu-Natal Department of Arts and Culture	<a href="http://www.kzndac.gov.za/">http://www.kzndac.gov.za/</a>	1. Twitter <a href="https://twitter.com/ArtsKZN">https://twitter.com/ArtsKZN</a> 2. Facebook <a href="https://www.facebook.com/artskzn/">https://www.facebook.com/artskzn/</a> 3. Instagram <a href="https://www.instagram.com/artskzn/">https://www.instagram.com/artskzn/</a>
The Limpopo Sport, Arts and Culture	<a href="http://www.sac.limpopo.gov.za/">http://www.sac.limpopo.gov.za/</a>	Facebook <a href="https://www.facebook.com/pages/Department-of-Sport-Arts-and-Culture-">https://www.facebook.com/pages/Department-of-Sport-Arts-and-Culture-</a>

		<u><a href="#">Limpopo/195105413873215</a></u>
The Mpumalanga Department of Culture, Sport and Recreation	<u><a href="http://dcsr.mpg.gov.za/">http://dcsr.mpg.gov.za/</a></u>	1. Twitter <u><a href="http://dcsr.mpg.gov.za/twitter.com/@DCSROfficial">http://dcsr.mpg.gov.za/twitter.com/@DCSROfficial</a></u> 2. Facebook <u><a href="https://www.facebook.com/DCSR.Official">https://www.facebook.com/DCSR.Official</a></u>
The Northern Cape Department of Sport, Arts and Culture	<u><a href="http://www.ncsac.gov.za/">http://www.ncsac.gov.za/</a></u>	Facebook <u><a href="https://www.facebook.com/DepartmentOfSportArtsAndCulture/?hc_ref=PAGE_S_TIMELINE&amp;fref=nf">https://www.facebook.com/DepartmentOfSportArtsAndCulture/?hc_ref=PAGE_S_TIMELINE&amp;fref=nf</a></u>
The North West Department of Cultural, Arts and Traditional affairs	<u><a href="http://www.nwpg.gov.za/dcata/index.htm">http://www.nwpg.gov.za/dcata/index.htm</a></u>	
The Western Cape Department of Cultural Affairs and Sport	<u><a href="https://www.westerncape.gov.za/dept/cas">https://www.westerncape.gov.za/dept/cas</a></u>	Twitter <u><a href="http://twitter.com/WCGovCas">http://twitter.com/WCGovCas</a></u>
The national Department of Arts and Culture	<u><a href="http://www.dac.gov.za/">http://www.dac.gov.za/</a></u>	1. The Google+ <u><a href="https://plus.google.com/103381995942655168161">https://plus.google.com/103381995942655168161</a></u> 2. Twitter <u><a href="https://twitter.com/ArtsCultureSA">https://twitter.com/ArtsCultureSA</a></u> 3. Facebook <u><a href="https://www.facebook.com/ArtsCultureSA">https://www.facebook.com/ArtsCultureSA</a></u> 4. WordPress <u><a href="https://artsculturesa.wordpress.com/">https://artsculturesa.wordpress.com/</a></u> 5. Tumblr <u><a href="http://artsculturesa.tumblr.com/">http://artsculturesa.tumblr.com/</a></u> 6. Pinterest

		<p><a href="https://za.pinterest.com/artsculturesa/12th-national-oral-history-conference/">.https://za.pinterest.com/artsculturesa/12th-national-oral-history-conference/</a></p> <p>7. YouTube</p> <p><a href="http://youtube.com/user/ArtsCultureSA">http://youtube.com/user/ArtsCultureSA</a></p>
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**Appendix E: Posts posted on twitter account of a department**

Department	Post Link	Date posted
Free State Department of Sport, Arts Culture and Recreation	No post on archives and records management	
KwaZulu- Natal Department of Arts and Culture	<p><a href="#">artskzn#kzndac</a> <a href="#">#Proudlykzn</a> <a href="#">#siyaqhuba</a> <a href="#">#sikulentoyokusebenza</a>. Role of Archives in the province of KwaZulu-Natal proudly powered by the Department of Arts &amp; Culture. Visit our website for more information <a href="http://www.kzndac.gov.za">www.kzndac.gov.za</a></p> <p>Repository: <a href="https://www.instagram.com/p/7cFJfJGMv3/">https://www.instagram.com/p/7cFJfJGMv3/</a> and our main objectives are:</p> <p><a href="https://www.instagram.com/p/7cFF4ZmMvx/">https://www.instagram.com/p/7cFF4ZmMvx/</a> The KwaZulu-Natal Archives <a href="https://www.instagram.com/p/7cFD2umMvs/">https://www.instagram.com/p/7cFD2umMvs/</a> Records management <a href="https://www.instagram.com/p/7cFH1OmMv1/">https://www.instagram.com/p/7cFH1OmMv1/</a></p>	10 September 2015
Western Cape Department of Cultural Affairs & Sport	<p>Efficient recordkeeping is a pillar of good governance &amp; great weapon against corruption:</p> <p><a href="http://bit.ly/2q5OEPP">http://bit.ly/2q5OEPP</a> @ivan2meyer</p> <p><a href="#">#ArchivesWeekpic.twitter.com/RPsVEchpyS</a></p>	11 May 2017
	<p><a href="https://twitter.com/WCGovCas/status/855385127504969731?s=03">https://twitter.com/WCGovCas/status/855385127504969731?s=03</a></p>	21 April 2017
	<p><b><a href="#">CulturalAffairsSport @WCGovCas 28 Jun 2016</a></b></p> <p>Oral History Initiative rolls out in Bonteheuwel</p> <p><a href="http://bit.ly/2982NWh">http://bit.ly/2982NWh</a></p>	28 June 2016
	<p><b><a href="#">Western Cape Gov @WesternCapeGov 3 May 2016</a></b></p> <p>Love history? Good news, it's <a href="#">#NationalArchivesWeek</a> from 9-13 May. <a href="#">#history</a> <a href="#">#record</a> <a href="#">#archive</a></p>	3 May 2016

	<p>The theme for <u>#NationalArchivesWeek</u> is Archives for the Promotion of Human Rights, Transparency &amp; Good Governance</p> <p><a href="http://ow.ly/4noU7h">http://ow.ly/4noU7h</a></p> <p><a href="http://pic.twitter.com/AYcShlix6O">pic.twitter.com/AYcShlix6O</a></p>	
	<p><b><u>Marist Archives @MaristArchives 10 Jun 2013</u></b></p> <p>Next up we take a look at Processing for <b><u>#NationalArchivesWeek</u></b>:</p> <p><a href="http://ow.ly/IT8gi">http://ow.ly/IT8gi</a></p>	<p>It appears that the first post on archives was on 10 June 2013</p>

## Appendix F: Posts posted on Instagram of the department

Department	Post & link	Date posted
<b>KwaZulu-Natal Department of Arts and Culture</b>	<p><a href="https://www.instagram.com/p/8k3tKRmMjj/">artskzn</a> The annual National Oral History Conference takes place next week. It aims to assist communities in retrieving neglected indigenous and community knowledge as a way of promoting social, economic and cultural development, among other things. Theme: "Freedom Charter, Memories, and Other (Un) Freedoms" <a href="#">#archives</a> <a href="#">#history</a> <a href="#">#heritage</a> <a href="https://www.instagram.com/p/8k3tKRmMjj/">https://www.instagram.com/p/8k3tKRmMjj/</a></p>	8 Oct 2015
	<p><a href="https://www.instagram.com/p/75JupHGMpH/">artsKzn</a> 21 September 2015 Media Alert Anti-apartheid activist Ben Turok to deliver a lecture on the Freedom Charter Anti-apartheid activist and retired South African Member of Parliament Professor Benjamin Turok will deliver a lecture on the Freedom Charter in Durban on 22 September 2015. The 88-year-old legendary academic played an instrumental role in the drafting of the document, which is the foundation for South Africa's Constitution. The Freedom Charter was produced in Soweto in 1955. The lecture was organised by the KwaZulu-Natal Arts and Culture Department's Oral History Unit, which aims to preserve heritage and memory, record untold stories, collect historical relics as well as promote social cohesion. MEC Ntombikayise Sibhidla-Saphetha and other dignitaries are expected to attend the lecture. Venue: KZN Music House, Greyville Date : 22 September 2015 <a href="https://www.instagram.com/p/75JupHGMpH/">https://www.instagram.com/p/75JupHGMpH/</a></p>	21 September 2015
	<p><a href="https://www.instagram.com/p/7cFQVvmMgC/">artskzn</a> Oral History Unit within the Department of Arts &amp; Culture <a href="#">#kzndac</a> <a href="#">#history</a> <a href="https://www.instagram.com/p/7cFQVvmMgC/">https://www.instagram.com/p/7cFQVvmMgC/</a></p>	10 September 2015

**Appendix G: Posts posted on Google+ of the department**

Department	Post & Link	Date posted
<p><b>The national Department of Arts and Culture</b></p>	<p>Mandy Guilder, the Acting National Archivist, explained the Memory of the World, an international programme located within UNESCO, which registers both written and audio-visual collections of international significance to inform the world of their history &amp; importance. South Africa has five collections accepted in this register. They are the Bleek Collection, the VOC (Dutch East India Company) Collection, the Rivonia Trial Collection, Doxa Living Apartheid Collection &amp; the Codesa Multi-Party Negotiating Forum Collection.</p>	<p>8 October 2013</p>
	<p>Celebrating South African Records Collection and Preservation in 20 Years of Freedom</p> <p>7th Annual National Archives Week (05-09 May 2014) - "Archives for democracy, transparency and accountability”.</p> <p>Celebrating South African Records Collection and Preservation in 20 Years of Freedom   Department Of Arts and Culture  <a href="http://bit.ly/1inZHVv">http://bit.ly/1inZHVv</a></p>	<p>6 May 2014</p>
	<p>South Africa participates at the 11th Western Sahara Film Festival (FISAHARA)</p> <p>South Africa participates at the 11th Western Sahara Film Festival (FISAHARA)</p>	<p>2 May 2014</p>

	Department Of Arts and Culture <a href="http://bit.ly/RbxBXf">http://bit.ly/RbxBXf</a>	
	National Archive Information Retrieval  The National Automated Archival Information Retrieval System (NAAIRS) is an archival information retrieval system that has the aim of identifying archival material on a given subject, irrespective of whether it is public or non-public and regardless of its location or type. <a href="http://ow.ly/qJFu6">http://ow.ly/qJFu6</a>	13 November 2013

## Appendix H: Posts posted on WordPress of the department

Department	Post and Link	Date posted
<b>The national Department of Arts and Culture</b>	<p>Posted in speeches, the speech included announcement on “The 2016 Annual national Oral History Conference will take place on 11-14 October at the University of Venda in partnership with Limpopo Provincial Archives and the Oral History Association of South Africa. The theme is “Chanted Memories and Anniversaries: Celebrating Our Common Past(s)”.</p> <p><a href="https://artsculturesa.wordpress.com/2016/07/13/speech-delivered-by-deputy-minister-rejoice-mabudafhasi-on-the-occasion-of-the-sitting-of-national-house-of-traditional-leaders-the-ncop-in-parliament-cape-town/">https://artsculturesa.wordpress.com/2016/07/13/speech-delivered-by-deputy-minister-rejoice-mabudafhasi-on-the-occasion-of-the-sitting-of-national-house-of-traditional-leaders-the-ncop-in-parliament-cape-town/</a></p>	Posted on 13 July 2016
	<p>Posted in media advisory, content of the post included “The Department of Arts and Culture through the National Archives and Records Service of South Africa will celebrate International Archives Day tomorrow, Thursday, 09 June 2016 at The National Archives Building in Arcadia, Pretoria. The event will be celebrated under the theme: “Archives for Harmony and Friendship”.”</p> <p><a href="https://artsculturesa.wordpress.com/2016/06/08/arts-and-culture-supports-the-celebration-of-international-archives-day/">https://artsculturesa.wordpress.com/2016/06/08/arts-and-culture-supports-the-celebration-of-international-archives-day/</a></p>	Posted 8 June 2016
	<p>Posted in Media advisory 12 May 2016</p> <p>“Arts and Culture Deputy Minister, Ms Rejoice Mabudafhasi through the National Archives and Records Service of South Africa will on 12 May 2016 in Msukaligwa Local Municipality Hall in Ermelo continue the National Archives Awareness Week under the theme: <b>“Archives for the protection of human rights, transparency and good governance”</b>. The 2016 Archives Awareness Week forms part of the 2<sup>nd</sup> annual Africa Month celebrations under the theme, <b>“Building a Better Africa</b></p>	12 May 2016

	<p><i>and a Better World”.</i>”</p> <p><a href="https://artsculturesa.wordpress.com/2016/05/12/deputy-minister-mabudafhasi-to-continue-the-national-archives-awareness-week-in-ermelo/">https://artsculturesa.wordpress.com/2016/05/12/deputy-minister-mabudafhasi-to-continue-the-national-archives-awareness-week-in-ermelo/</a></p>	
	<p>“Arts and Culture Deputy Minister, Ms Rejoice Mabudafhasi, will launch the 2016 National Archives Awareness Week on Monday, 09 May 2016 at the Provincial Archives Building in Nelspruit, Mpumalanga.</p> <p>The MEC of the provincial Department of Culture, Sport and Recreation, Ms Norah Mabhena-Mahlangu, will join the Deputy Minister during the launch. The 2016 National Archives Awareness Week will be celebrated from 09 – 13 May 2016 under the theme: <b>“Archives for the protection of human rights, transparency and good governance”</b>.</p> <p><a href="https://artsculturesa.wordpress.com/2016/05/04/deputy-minister-mabudafhasi-to-launch-the-national-archives-awareness-week-in-mpumalanga/">https://artsculturesa.wordpress.com/2016/05/04/deputy-minister-mabudafhasi-to-launch-the-national-archives-awareness-week-in-mpumalanga/</a></p>	2016/05/04
	<p>Posted in Advertisements 24 may 2016</p> <p><a href="https://artsculturesa.wordpress.com/2016/05/24/personal-assistant-office-of-chief-director-national-archives-and-libraries/">https://artsculturesa.wordpress.com/2016/05/24/personal-assistant-office-of-chief-director-national-archives-and-libraries/</a></p>	24 may 2016

## Appendix I: Posts posted on Facebook of the department

Department	Posts and Links	Date posted
<b>The national Department of Arts and Culture</b>	<p>Audiovisual archives are a valuable source of knowledge, since they reflect the cultural, social and linguistic diversity of our communities. Conserving this heritage and ensuring it remains accessible are vital goals for all memory institutions as well as the public at large.</p> <p>The World Day for Audiovisual Heritage is an international endeavour to promote the value of precious audiovisual collections and holdings. Audiovisual archives tell stories about people’s lives and cultures from all over the world, which is an affirmation of our collective memory.</p> <p>Today is the World Day for Audiovisual Heritage under the theme "It’s your story – don’t lose it."</p>	27 October 2016
	<p>The Department of Arts and Culture celebrates the World Day for Audiovisual Heritage  <a href="http://www.dac.gov.za/.../department-arts-and-culture-celebra...">http://www.dac.gov.za/.../department-arts-and-culture-celebra...</a></p>	27 October 2016
<b>Free State Department of Sport, Arts Culture and Recreation</b>	<p>DSACR EMPLOYEE ACHIEVES NATIONAL RECOGNITION</p> <p>“It is with pride that the Department announces that the Head of Archives in the Department of Sport, Arts, Culture and Recreation – Mr. Tshitso Challa – has achieved national recognition for his research work when his paper titled ‘The development of municipal policies towards the Coloured communities in Bloemfontein around the early 50s to the 90s’ was accepted for presentation at the national conference of Oral History Associatio...”</p>	30 September 2015



<b>The Gauteng Department of Sport, Arts, Culture and Recreations, Culture and</b>	<b>Gauteng Celebrates Archives Week</b> As the provincial Archives Week programme draws to a close, the Gauteng Department of Sport, Arts, Culture and Recreation will this coming Friday, 13 May 2016, host the main event to outline the state of archives and records and how the public could use and benefit from these...” <a href="http://www.sacr.gpg.gov.za/media/news/Pages/Gauteng-Celebrates-Archives-Week-.aspx">http://www.sacr.gpg.gov.za/media/news/Pages/Gauteng-Celebrates-Archives-Week-.aspx</a>	10 May 2016
<b>Department of Arts and Culture KwaZulu-Natal</b>	Provincial Archivist Dr V Khumalo, Judge Chris Nicholson & Peter Nel at the inaugural Annual Archives Lecture in Pietermaritzburg <a href="https://www.facebook.com/artskzn/photos/a.1683243185245619.1073741828.1683243121912292/1746435075593096/?type=3">https://www.facebook.com/artskzn/photos/a.1683243185245619.1073741828.1683243121912292/1746435075593096/?type=3</a>	13 May 2016
<b>The Limpopo Department of Sport, Arts and Culture</b>	First post: Listen out for the acting HOD's interview going on now on MLFM Last post: 5 December 2014	23 June 2012
<b>The Mpumalanga Department of Culture, Sport and Recreation</b>	The Gathering of Great Minds - It's happening tomorrow! Was about 3 <sup>rd</sup> Mpumalanga oral history conference Employment Opportunity - Puff & Pass! Was about call for nomination of candidates to serve on National Archives Advisory Council, Pretoria 2016-2018	14 September 2016 24 August 2016
<b>The Northern Cape Department of Sport, Arts and Culture</b>	The Provincial Archivist Ms. Elizabeth Manong delivering a presentation on the importance of archive services in government. <a href="https://www.facebook.com/DepartmentOfSportArtsAndCulture/photos/pcb.1047881165320881/1047880601987604/?type=3">https://www.facebook.com/DepartmentOfSportArtsAndCulture/photos/pcb.1047881165320881/1047880601987604/?type=3</a>	14 November 2016