

SOUTH AFRICAN HISTORY ARCHIVE

ANNUAL REPORT

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1. MISSION

The South African History Archive (SAHA) is an independent archive dedicated to documenting and supporting the struggles for justice in South Africa. In South African parlance it is a Non-governmental Organisation (NGO). It is a registered trust, governed by a Board of Trustees, which appoints dedicated professionals to achieve its mission. Although in its early years it was closely connected to the United Democratic Front, the Congress of South African Trade Unions and the African National Congress, it has always been politically non-aligned and committed to collecting material from organisations and individuals across the political spectrum. Its founding mission was to strive to recapture our lost and neglected history and to record history in the making. This informed a focus on documenting the struggles against Apartheid. Today there is an equal emphasis on documenting the making of democracy. With its physical positioning at the University of the Witwatersrand, there is a special endeavour to weave the collections into processes of education for democracy.

2. OVERVIEW

2.1 Introduction

The year 2000 was not a good one for SAHA. Over a number of years funding sources had been drying up and operations had been sustained by a single full-time staff member. As the year drew to a close, SAHA was forced to release this staff member and to consider seriously the viability of the organisation. However, due to the vigorous efforts of certain Board members, towards year-end core funding was secured for the period 2001-2003 and an agreement struck with the University of the Witwatersrand's Graduate School for the Humanities and Social Sciences which would enable SAHA to attract to the position of Director a professional of sufficient experience and prominence to lead the organisation into a period of growth and development. The year 2001 began with a resolve to reposition SAHA through a thorough policy review and to appoint two full-time staff members to drive implementation processes.

2.2 Policy Review

The new Director, Verne Harris, was appointed in May 2001. Working closely with Board members, he took responsibility for spearheading the review process. By June a policy proposal had been produced, and in August the proposal was ratified by the Board.

The proposal was predicated on the assumption that the time had come to inject fresh energy into the organisation, at the same time as remaining faithful to its original mission and conceptual framework. The organisation must be committed to shaping its work of documenting South African struggles for justice around an engagement with present societal dynamics. And this engagement must articulate with the always continuing fight for justice.

What was agreed to was a repositioning of SAHA to facilitate articulation in two key areas related to the present work of the organisation. Firstly, the democratising of South Africa's archival system. Much of the essential groundwork, including the passing of new legislation, has been completed successfully. However, implementation of policy has been extremely slow. In many areas transformation has hardly begun. Given what SAHA has to offer in terms of pushing transformation processes, a two-pronged strategic intervention by SAHA is appropriate. On the one hand, advocacy work designed to highlight areas needing attention. On the other, the offering of skills and services, primarily to the state, which would assist in addressing needs. Secondly, the area of freedom of information. South Africa's Constitution guarantees South Africans a right of access to information, and the Promotion of Access to Information Act (2000) gives legislative expression to the right. This Act (PAIA), which came into operation in March 2001, defines parameters to the right in relation to information held both by public and private bodies. Effective and meaningful implementation will be hampered by three factors: Firstly, South Africans have been shaped by generations of an absence of the right to information. They have neither the expectations nor the skills to ensure that PAIA is utilised optimally. Secondly, access to records is dependent on the appropriate creation and subsequent management of records. In South Africa, in both public and private sectors, records environments are characterised by a wild west approach with few if any rules of the road. And thirdly, the state is not adequately resourced to ensure effective implementation. This applies to the governmental bodies which generate public records, the Human Rights Commission (which must monitor implementation), and the courts (which will

be responsible for interpreting PAIA and dealing with citizens' appeals against denials of access).

What South Africa desperately needs in this new era of freedom of information are organisations committed to the following: promoting public awareness of the opportunities provided by PAIA; supporting human rights requests for information; testing the parameters of access restrictions imposed by information-holding bodies; and building up an archive of material released to the public in terms of PAIA. Given SAHA's history and present positioning, the organisation is ideally placed to pursue these multiple objectives. It is especially well positioned to take on the last-mentioned, archival objective. In doing so it will be essential to establish partnerships with other organisations which are entering the field and which possess skills and resources not readily available to SAHA.

With this new policy framework in place, SAHA immediately began exploring avenues for effective implementation. Work in the areas of advocacy and service provision is outlined in paragraphs 3.2 and 3.3 of this Report. A dedicated Freedom of Information Programme (FOIP) was conceptualised and funding sought to support it. By year-end, core funding for FOIP in the period 2002-2004 had been secured. And, utilising existing resources, a firm platform for successful launching of the Programme in 2002 had been put in place (see paragraph 3.8 of this Report).

2.3 Organisational Management

Very early in the policy review process it was acknowledged that successful repositioning would hinge on a sound organisational base. It was also acknowledged that this base was not in place. Over several years inadequate resourcing had undermined the quality of the organisation's management fabric, both in support and line function spaces. Also, policy and procedural frameworks had been framed in the early 1990s and no longer meshed with the organisation's current dynamics. An assessment of organisational management, then, constituted a vital subsidiary element in the review process.

Attention was focused on five main areas. Firstly, closer liaison between the Board of Trustees and the Director was effected. A Steering Committee, on which the Director serves, was established to oversee the repositioning process. Secondly, financial management was tightened up, with certain key dimensions being outsourced to professionals. Thirdly, all management policy instruments were reviewed and either revised or expanded with professional assistance. Fourthly, existing information management instruments were updated or replaced. And lastly, the substantial backlogs in collection processing were brought under intellectual control and addressed systematically. For more detailed information on these interventions, see paragraphs 3.4 and 4 of this Report.

SAHA has a close and complex relationship with the Historical Papers Department (HP) of the University of the Witwatersrand's Library. The latter gives SAHA and the Gay and Lesbian Archives (GALA) physical space, infrastructural support and the assistance of Library members of staff. In significant ways the SAHA and GALA collections are integrated with the broader HP collections. Clearly, then, it is crucial that SAHA and GALA operations articulate with broader HP and University policies and processes. In 2001 weekly management meetings involving HP, SAHA and GALA staff were introduced to promote such articulation.

2.4 Resources

Since 1994 SAHA has benefitted in numerous tangible ways from its relationship with the University of the Witwatersrand. The provision of free physical space, infrastructural support and the assistance of Library staff has been critical to sustainability. In 2001 this remained of fundamental importance to SAHA operations.

However, 2001 saw the infusion of substantial additional resources. A generous grant from Atlantic Philanthropies formed the foundation for an operating budget of R420 000 (see paragraph 4.2 of this Report for a detailed account) - in comparison to actual expenditure of R162 734 in 2000. This enabled SAHA to transform what was essentially a holding operation into proactive endeavour (see, in particular, paragraphs 2.5, 3.1 – 3.3, and 3.8 of this Report). Supporting the transformation were factors such as an improvement in support services (notably financial management), the capacity to purchase new equipment, and the expansion of human resources. In 2001 SAHA drew on the services of a full-time Director, a remunerated Board

member (paid an honorarium for services rendered), two workers on short-term contracts, and four volunteer workers. Three of the latter were University of the Witwatersrand students, illustrating again the value of SAHA's linkages with the University. Substantial time and energy were devoted to training and capacity building. (See paragraph 4.3 of this Report for an account of human resources management.)

2.5 Reaching Out

In the period under review there were considerable constraints on SAHA's capacity to reach out to potential users and audiences. Apart from the range of management challenges outlined above, the organisation was also confronted by huge backlogs in its professional work. For instance, over 200 posters required processing, 19 archives groups – some unidentified, some acquired as long ago as 1991 – remained in the state in which they had been acquired, and the need for a published guide to the organisation's resources was urgent. Clearly, "getting the house in order" would have to be the top priority. Nevertheless, significant resources were allocated to promoting the organisation and making its resources more widely available and more extensively utilised. This on the assumption that for all archival institutions outreach should be regarded as a core function. Outreach activities ranged from those focused on the local university community to those utilising national media. They are outlined in paragraphs 3.1 – 3.3 and 3.8 of this Report. Also receiving attention was the acquisition of new materials, with 15 accumulations of records being acquired during the year (see paragraph 3.5 of this Report).

2.6 GALA

In 1997 the Gay and Lesbian Archives (GALA) was launched as an autonomous project of SAHA. For SAHA this was a valuable extension of its existing collections that echoed SAHA's historic commitment to documenting human rights struggles in South Africa. GALA has attempted to integrate acquisition and outreach programmes in order to raise public awareness about the archives and to fulfil its role as a community archive. Theatre, video and film productions and an innovative tour "Queer Johannesburg" have complemented more traditional exhibitions as part of the archive's outreach strategy. The bulk of the collections are organisational records dating from the 1960s. These document the history of

the lesbian and gay civil rights movement in South Africa. More “personal” records, including letters, scrapbooks and photograph albums, complement these collections. There is also an extensive oral narrative collection of both historical and contemporary material. While certain aspects of GALA’s professional work are integrated with that of SAHA, and while there is cross-representation on their policy-making bodies, GALA remains an autonomous undertaking and is separately funded. A separate Annual Report details its work in 2001.

3. PERFORMANCE REPORTS

3.1 Outreach

By “outreach” is meant endeavours designed to promote the organisation and to make its resources more widely available and more extensively utilised. Most such endeavours were focused in the areas of professional support and liaison (covered in paragraph 3.2), advocacy (paragraph 3.3) and freedom of information work (paragraph 3.8).

The key general outreach activity undertaken by SAHA in 2001 involved the production and distribution of the *Guide to the Resources of the South African History Archive*. Although since 1994 SAHA collections have been described in various descriptive tools of Historical Papers at the University of the Witwatersrand, until now the organisation has lacked a dedicated and comprehensive guide to its own resources. The *Guide* fills this gap. It provides an overview of the history and work of SAHA, as well as detailed descriptions of all its collections. The *Guide* was distributed free of charge to over 350 individuals and organisations in South Africa and overseas.

The SAHA website is a vital means of reaching wide national and international audiences. In 2001 work began on redesigning it to support better the organisation’s new policy directions. It is intended to make the *Guide* available online through the website in 2002.

SAHA contributed to a number of exhibitions of archival materials in the University of the Witwatersrand’s William Cullen Library.

Attending professional gatherings and writing professional articles are important means of organisational promotion, as well as contributing to professional discourse and securing capacity building. During 2001 the Director presented papers (including three keynote addresses) at eight conferences/seminars in Australia, Canada, New Zealand, South Africa and the United States. For a full listing of papers and articles produced by staff members see the Appendix to this Report.

The work of SAHA was publicised in internal University of the Witwatersrand publications, and SAHA's freedom of information work received substantial coverage in the South African media.

3.2 Professional Support and Liaison

Work in this area can be divided into seven main categories: support to University of the Witwatersrand teaching programmes; consultancy work; organisational participation; informal advisory services; institutional visits; advocacy work; and freedom of information work. The latter two are dealt with in paragraphs 3.3 and 3.8 of this Report respectively.

Since 1999 the University's Graduate School for the Humanities and Social Sciences has offered a postgraduate course in archives as part of its heritage studies programme. The Director of SAHA was appointed as co-ordinator of this course in 2001, and is exploring ways of ensuring that the SAHA collections are utilised effectively as a teaching resource. During the year three archives students did practical work at SAHA, and in October the Director ran a one-day workshop on archival arrangement and description for two students as well as SAHA and GALA staff. Also in October, he gave a lecture on SAHA work to journalism students. And, of course, the SAHA collections are available to University staff and students for research purposes.

In terms of consultancy work, SAHA provided the following services: the preparation of a Truth and Reconciliation Commission archives digitisation project proposal on behalf of the Institute for Justice and Reconciliation; the running of a week-long workshop on archival management for participants in the ANC archives project; assistance to the Nelson Mandela

Foundation in developing an archives and records management policy; and the delivery of lectures on freedom of information at Justice College workshops.

Through 2001 the Director served as chairperson of the Standards Generating Body for Archives and Records Management, the body responsible for developing national industry standards under the aegis of the South African Qualifications Authority. He was also re-elected as an Executive Board member of the Eastern and Southern Africa Regional Branch of the International Council on Archives (ESARBICA), served as editor of the *ESARBICA Journal*, and was a member of the editorial boards of the international journals *Archival Science* and *Comma*.

Informal advice and support was provided to: the Freedom of Expression Institute, a delegation of SWAPO officials from Namibia, archivists of the KwaZulu-Natal Provincial Archives Service, the Baileys African History Archive, a COSATU archives and records consultant, the Adler Museum, the National Archives, Umgeni Water records management consultants, and the InterPARES international project for the preservation of electronic records.

Formal institutional visits were undertaken to: the National Archives of Canada, New Zealand and South Africa; the Equality Project; the Baileys African History Archive; Australian Volunteers International in Sydney; South African History Online; the Nelson Mandela Foundation; and the National Security Archive in Washington DC.

3.3 Advocacy

The primary thrust of SAHA's advocacy work in 2001 was in the arena of freedom of information (see paragraph 3.8 of this Report). Beyond this, the many problem areas in the establishment of a new national archival system for South Africa (see also paragraph 2.2 of this Report) received attention. A number of meetings were held with the National Archivist to highlight SAHA's concerns. The Director was invited to contribute an editorial article on these concerns in the latest issue of the *South African Archives Journal*.

Energies were focused on two priority issues. Firstly, the fate of the Truth and Reconciliation Commission (TRC) archive. SAHA took the position that this archive should be placed in the custody of the National Archives directly following the TRC's dissolution. Powerful state players favoured control of the archive being exercised in the medium term by another organ of state, either the Department of Justice or the National Intelligence Agency. SAHA lobbied key roleplayers behind the scenes. Although concerns around control and access still remain, by year-end the decision had been taken to place the archive in the custody of the National Archives, and the greater part of the archive had already been transferred to the National Archives. Secondly, SAHA followed closely the appalling mismanagement of public archival resources in the Eastern Cape Province. In particular, it lobbied key roleplayers to address the problem of a virtually empty archival facility in King William's Town costing the taxpayer over quarter of a million Rand a month, and the problem of the Umtata archives being housed in a shed on the property of the Mandela Museum. By year-end the King William's Town facility had been closed, but the Umtata problem had not yet been resolved.

3.4 Custody, Control and Preservation

In terms of an agreement between SAHA and the University of the Witwatersrand, the SAHA collections are housed in the University's William Cullen Library. University infrastructure and human resources are made available to facilitate control and preservation.

The collections fall into two categories: the archives groups, arranged according to the creator of the group, and the special collections. There are six of the latter: the database collection (a huge accumulation of paper-based materials from diverse sources arranged by subject), the poster collection, the photograph collection, the ephemera collection (t-shirts, badges, stickers, banners, etc), the slide collection, and a collection of materials released under the Promotion of Access to Information Act. The vast majority of the materials document the struggles against Apartheid.

In 2001 a thorough review of existing control mechanisms was undertaken. All the collections were checked against these mechanisms. The acquisitions register, which had fallen into disuse in 1995, was revived and updated. Huge backlogs of unprocessed materials were identified, given a preliminary description and placed on a priority list for attention. All

the databases and electronic versions of records inventories were backed up. Technical problems with the databases were addressed. A new filing system for use in both paper and electronic environments was introduced. A *Guide to the Resources of the South African History Archive* was compiled and published. Nearly 300 unprocessed posters, t-shirts and banners stored in various locations were consolidated, processed, and added to the appropriate special collections. Photographs, sound and video recordings were removed from paper-based collections and added to the appropriate special collections. Approximately 7 linear metres of records were placed in archival boxes, and 89 boxes were re-labelled. (See paragraph 3.6 of this Report for an account of arrangement and description work undertaken.)

The deterioration of sound recordings on cassette tapes was identified as an area requiring priority attention. A joint digitisation project (involving conversion from tape to CD) was conceptualised by SAHA, GALA and Historical Papers. SAHA purchased the equipment and paid for staff training. Conversion work has begun, with the intention being to convert all sound recordings of the three organisations through a sharing of the human and other resources of the organisations.

3.5 Acquisition

For some years before 2001, SAHA had been acquiring far more records than it could process. Paragraphs 2.5, 3.4 and 3.6 of this Report demonstrate the consequences of this approach. The decision was taken, then, to effect a better balance between acquisition and other professional functions. The net result of this approach was a lowering in the priority accorded acquisition in the past. Nevertheless, a significant number of new acquisitions can be recorded:

- Anti-apartheid t-shirts donated by Laura Pollecutt
- Centre for the Study of Violence and Reconciliation records related to the Truth and Reconciliation Commission
- Anti-apartheid publications and papers donated by Hein Marais
- The “Aids in Context” Conference archive
- Anti-apartheid t-shirt donated by T. Adler
- Anti-apartheid t-shirts donated by Prema Naidoo

- T-shirt donated by Rina Potenza
- Anti-apartheid t-shirts and banner donated by Merle Favis
- Jean de la Harpe papers
- Copies of South African Defence Force (SADF) records related to the Apartheid military's programme for homosexuals
- Copies of SADF filing systems and records on document security
- Lists of the Apartheid military's records uncovered by the Truth and Reconciliation Commission
- Lists of Military Intelligence records from the Apartheid era
- Lists of Apartheid security establishment records uncovered by the Truth and Reconciliation Commission and now in the custody of the National Archives
- Copy of a document from the National Archives related to so-called "sensitive" records of the Truth and Reconciliation Commission

The last six were secured by purchase using the Promotion of Access to Information Act. For more information on the context to these purchases, see paragraph 3.8 of this Report.

3.6 Arrangement and Description

Arrangement and description are the key professional processes ensuring the accessibility of archival records. For 2001 three priorities were identified for this area of work. Firstly, training. The Director took the archives assistant, the volunteer worker, and three student workers through an intensive training programme. This included a one-day workshop and continuing in-service instruction and guidance. Secondly, the huge backlogs of unprocessed materials. A large volume of miscellaneous anti-apartheid materials were processed, added to the Database Collection, and the inventory to this collection updated accordingly. Nineteen unprocessed archives groups were identified, given preliminary descriptions, and placed on a priority list for attention. By year-end eight of these groups had been sorted and listed, with one of them taken through the full arrangement and description process and an inventory prepared. A total of 245 posters were described and the poster database updated accordingly. Almost 50 t-shirts, banners and other "ephemera" were described and the ephemera database updated accordingly.

The third priority was the compilation and publication of a guide to SAHA's collections. A repository guide is widely acknowledged as the fundamental instrument for introducing potential users to the contents of an archive. The *Guide to the Resources of the South African History Archive* was published in 2001. It provides an overview of the history and work of SAHA, a broad contextualisation of the archival resources, a detailed descriptive entry for each collection and archives group, and indexes.

3.7 Access and Use

SAHA and GALA are physically located in the Historical Papers Department of the University of the Witwatersrand at the William Cullen Library, East Campus. A single reading room accesses all three archives. It is serviced by Historical Papers professional staff who integrate knowledge of all three collections. SAHA and GALA staff provide expert support when required. It is open to the public on weekdays (except public holidays) between 08:30 and 16:00. Here guides, inventories, indexes and reference books are available for inspection. The SAHA special collections are searchable by computer, with the databases accessible in the SAHA office, which is close to the reading room. In 2001 a total of 1 685 research visits were recorded in the reading room. The great majority of the users were students or academics.

Reaching a wider audience is clearly an imperative for SAHA. The website provides remote users with a window into SAHA resources. It is planned to redesign and expand the site in 2002, including incorporation into it of the *Guide* described in the previous paragraph. In 2001 the *Guide* was distributed in hard copy free of charge to over 350 individuals and organisations in South Africa and overseas. Discussions with the National Archives were also initiated with a view to converting the *Guide* contents into entries on the automated and web-accessible National Register of Manuscripts.

The digitisation of SAHA's sound recordings, described in paragraph 3.4 of this Report, while motivated primarily by preservation concerns, is also designed to position SAHA to make the materials more widely available. For instance, publication in CD Rom format can be considered.

Hundreds of telephonic and email enquiries were dealt with during 2001. Many of these related to the materials secured through the freedom of information programme (see paragraph 3.8 of this Report).

SAHA contributed to a number of exhibitions of archival materials in the University of the Witwatersrand's William Cullen Library.

With the exception of the provision of copies of records, all SAHA access and use services are provided free of charge.

3.8 Freedom of Information Programme

The rationale and conceptual framework for the Freedom of Information Programme (FOIP) are explained in paragraph 2.2 of this Report. It should be stressed that in 2001 no more than a platform was laid for the launching of the Programme in 2002. This was done with the limited resources provided by SAHA's existing core funding. Before year-end generous grants from Atlantic Philanthropies and the Joseph Rowntree Charitable Trust had been secured to fund FOIP from 2002 to 2004.

In conceptualising the Programme, wide-ranging consultations were conducted with key role-players and potential partners in the field – the National Security Archive in Washington DC (NSA), the Open Democracy Advice Centre (ODAC), the Freedom of Expression Institute, and individuals in the following structures: the Human Rights Commission, the Justice College, the Legal Resources Centre, the Centre for the Study of Violence and Reconciliation, and the Schools of Law and Journalism at the University of the Witwatersrand. In November the Director visited the NSA in order to study their operations, particularly their information management systems. In February 2002 David Wallace, who designed the NSA systems, will be visiting SAHA in order to assist with the setting up of systems.

In 2001 two FOIP information-gathering projects were undertaken. Firstly, in partnership with GALA and the Equality Project, the South African National Defence Force (SANDF) was targeted for Promotion of Access to Information Act (PAIA) requests for records related to the Apartheid military's programme for homosexuals. Significant quantities of records

were secured. By year-end GALA had secured a grant to appoint a contract researcher to conduct a more comprehensive search in 2002. Secondly, it was decided to use PAIA to follow up on the Apartheid security establishment records uncovered by the Truth and Reconciliation Commission. A range of requests were submitted to the SANDF, the Department of Justice and the National Archives. Almost immediately SAHA demonstrated the potential value of PAIA by uncovering evidence which demonstrates that Military Intelligence hid substantial accumulations of its records from the Truth and Reconciliation Commission. This led to wide media coverage, a meeting with the Minister of Defence, and the launching by the Minister of an investigation into the circumstances of the cover-up.

A total of 23 PAIA requests were submitted in 2001. Of the 12 responded to by year-end, all were either successful or partially successful in securing access to relevant records of the state. Five appeals against decisions or administrative actions were mounted: three to the National Archives lapsed when records were released, albeit much later than the time-frames specified by statute; one is still pending; and one was successful in overturning a SANDF decision to charge SAHA for time spent by the SANDF on the declassification of records. SAHA also assisted other parties with the submission of four PAIA requests. Throughout the year SAHA was able to draw on legal advice provided by Jonathan Klaaren of the University of the Witwatersrand's School of Law.

Considerable work was undertaken in terms of public education and advocacy. SAHA contributed to the sharing of information in national and international information networks on freedom of information. The Director published two articles on PAIA in the press (one jointly with Michele Pickover), delivered a paper at a Department of Justice conference on PAIA, lectured frequently at Justice College workshops on PAIA, gave a lecture to University of the Witwatersrand journalism students, and incorporated instruction and research on PAIA into the University's postgraduate archives course. Inputs were made on the PAIA Guide to be utilised by the Human Rights Commission and on proposed new PAIA regulations. And in the public debates around the Military Intelligence records mentioned above, SAHA lobbied a wide range of role-players, including the Minister of Defence, Archbishop Tutu and officials of the Truth and Reconciliation Commission.

4. ORGANISATIONAL MANAGEMENT

4.1 Organisation

SAHA is a registered Trust. Politically independent, it is governed by a nine-member Board (the Director is an *ex officio* member of the Board). As is explained in paragraphs 2.3 and 2.6 of this Report, SAHA has a complex relationship with GALA and the Historical Papers Department of the University of the Witwatersrand. The Board met twice in 2001, as did the Board's Steering Committee.

As is outlined in paragraph 2.3 of this Report, a policy review process initiated early in the year highlighted shortcomings in SAHA's organisational base. Through the year both the Board and the Director worked hard to address these shortcomings. The Steering Committee was appointed to oversee SAHA's repositioning and to ensure effective policy implementation. Criteria were developed for the selection of new Board members. A new Management Policy was introduced, and the following management instruments approved: a staff disciplinary procedure, and prototype contracts with employees, independent contractors, and internees/students/volunteer workers. A role definition for the Head of Historical Papers (also a SAHA Board member and paid an honorarium for services rendered to SAHA) was agreed on. Job descriptions for all staff members were finalised. Weekly joint SAHA/GALA/Historical Papers management meetings were introduced. Financial management procedures were overhauled (see paragraph 4.2) of this Report. Existing information management instruments, including financial recordkeeping systems and the organisational filing system, were updated or replaced.

The year began with SAHA not having a single full-time member of staff. Day-to-day operations were sustained by Historical Papers under the direction of SAHA Board member and head of Historical Papers Michele Pickover. Managerial interventions to address the human resources challenges are dealt with in paragraph 4.3 of this Report.

For interventions designed to solve problems in the management of the archival collections, see paragraphs 3.4 and 3.6 of this Report.

4.2 Finance

Between 1994 and 2000 bookkeeping and broader financial management processes (with the exception of auditing) were undertaken by SAHA's single full-time worker. During the four-month interval between this worker's departure in December 2000 and the new Director's assumption of duty in May 2001, these functions were outsourced to the company Douglas and Velcich. In May and June this arrangement was thoroughly reviewed, and the decision taken to retain the services of Douglas and Velcich except insofar as day-to-day financial recordkeeping was concerned. New systems for the latter were introduced with the assistance of a bookkeeping consultant under the direction of Douglas and Velcich.

At the end of 2000 SAHA's financial resources were all but depleted. However, in January 2001 a grant of R381 647 from Atlantic Philanthropies for core functions came on stream. In addition, a sum of R85 000 was secured from the University of the Witwatersrand's Graduate School for the Humanities and Social Sciences in return for a third of the new Director's time being devoted to co-ordination of the school's postgraduate course in archives. An operating budget of R420 000 was approved by the Board, with R60 000 held in reserve to cover the Director's salary for the period January-April 2004. Expenditure against budget for 2001 was as follows:

	<u>Budget</u>	<u>Expenditure</u>
Salaries/honorarium	R240 000	R240 325
Training and capacity building	R30 000	R13 182
Outreach	R40 000	R24 724
Equipment/technical support	R20 000	R8 505
Accounting/auditing expenses	R10 000	R16 174
Acquisitions	R6 000	R4 249
Board meetings	R5 000	R657
Postage/stationery	R2 000	R1 051
Archival supplies/digital		
Conversion	R57 000	R39 084
Contingencies	R10 000	R12 199
Total	R420 000	R360 150

It should be noted that the delayed appointment of the Director (in May 2001) created a managerial hiatus which resulted in the organisation playing catch-up in terms of meeting budget targets. Overspending in terms of accounting/auditing is explained by the overhaul of the financial management system explained above.

4.3 Human Resources

SAHA's relationship with the University of the Witwatersrand ensures that William Cullen Library staff, particularly those of the Historical Papers Department, provide a range of support services to SAHA. Especially important is the reading room service, sustained largely by Historical Papers professional staff. The head of Historical Papers, Michele Pickover, is also a Board member of SAHA. She is paid an honorarium to ensure effective articulation between SAHA, GALA and Historical Papers operations, as well as to provide the SAHA Director with assistance and support. She takes directorial responsibility in the Director's absence.

The new Director, Verne Harris, commenced duty in May 2001. In terms of an agreement with the University's Graduate School for the Humanities and Social Sciences, a third of his time is dedicated to co-ordinating the School's postgraduate course in archives. An archives assistant, Olga Pickover, was appointed on a nine-month contract in April 2001. Another archives assistant, Zodwa Radebe, was appointed on a two-month contract in March/April 2001 specifically to process the backlogs in the Database Collection. Four volunteer workers supported operations – Laura Pollecutt, Helen Joannides, Vusi Khumalo and Sibusiso Mthembu, the latter three University of the Witwatersrand students.

Considerable training and capacity building work was done. Verne Harris undertook instructional visits to the National Security Archive in Washington DC, and to the National Archives of Canada and New Zealand. He also attended two workshops on standards writing in terms of the National Qualifications Framework and was trained in the conversion of sound recordings from tape to CD. Zodwa Radebe was given intensive in-service training in arrangement and description. Olga Pickover was trained in all aspects of office management and in archival arrangement and description. She attended a University workshop on financial management. Both she and Verne Harris were instructed in basic bookkeeping skills

by a consultant. A one-day workshop on arrangement and description run by the Director was attended by Olga Pickover and two of the volunteer workers. All the volunteer workers were given intensive in-service training.

5. EXPRESSION OF GRATITUDE

Many people have contributed to ensuring a successful year for SAHA, from funders to Board members to workers. To all of them I am profoundly grateful. However, I would like to single out two people in particular. Michele Pickover, before my appointment and during my many absences, held the reins with dedication. Olga Pickover, always tireless and cheerful, constituted the cement in all the building work accomplished. Thank you.

Verne Harris
Director, SAHA
2 January 2002

APPENDIX
PUBLICATIONS AND PAPERS BY STAFF MEMBERS

Verne Harris, Helen Joannides and Olga Pickover, with Kerry Harris:

Compilers and editors, *Guide to the Resources of the South African History Archive*

Verne Harris and Michele Pickover:

“Concerns Raised over Access to Information Act”, *Mail and Guardian* 11-17 May 2001

Verne Harris:

“Archives, Identity and Place: A Dialogue on What it (Might) Mean(s) to be an African Archivist” (with Sello Hatang), *The Canadian Journal of Information and Library Science* 25, 2/3 (2000)

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