Acknowledgments

BIBLIOGRAPHY


Cuban, L. 2004. Meeting challenges in urban schools: Rhetoric about leadership often obscures the fact that school leadership is rooted in the realities of place, roles and resources. *Educational Leadership*, 61(7), 64-69.


Dieker, L. A. 2001. What are the characteristics of effective middle and high school co-taught teams for students with disabilities. *Preventing School Failure, 46*(1), 14-23.


Rix, J., & Simmons, K. 2003. A culture for inclusion, Unit 14 Inclusive Education: learning from each other. Milton Keynes: The Open University.


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ANNEXURE A

GAUTENG DEPARTMENT OF EDUCATION:
RESEARCH REQUEST FORM
RESEARCH REQUEST FORM

REQUEST TO CONDUCT RESEARCH IN INSTITUTIONS AND/OR OFFICES OF THE GAUTENG DEPARTMENT OF EDUCATION

1. PARTICULARS OF THE RESEARCHER

<table>
<thead>
<tr>
<th>1.1</th>
<th>Details of the Researcher</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Surname and Initials:</strong></td>
<td>Kalenga, C. R.</td>
</tr>
<tr>
<td><strong>First Name/s:</strong></td>
<td>Rosemary</td>
</tr>
<tr>
<td><strong>Title (Prof / Dr / Mr / Mrs / Ms):</strong></td>
<td>Mrs</td>
</tr>
<tr>
<td><strong>Student Number (if relevant):</strong></td>
<td>12 69 38 12-2</td>
</tr>
<tr>
<td><strong>ID Number:</strong></td>
<td>64 10 14 077 80 80</td>
</tr>
</tbody>
</table>

1.2 | Private Contact Details |

<table>
<thead>
<tr>
<th><strong>Home Address</strong></th>
<th><strong>Postal Address (if different)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>No. 74, Holzner, Rd.</td>
<td>University of Kwazulu Natal, Edgewood Campus</td>
</tr>
<tr>
<td></td>
<td>P/bag X 03,</td>
</tr>
<tr>
<td></td>
<td>Edgewood Campus</td>
</tr>
<tr>
<td></td>
<td>P/bag, X 03,</td>
</tr>
<tr>
<td></td>
<td>Marrianhill Park,</td>
</tr>
<tr>
<td></td>
<td>Ashwood,</td>
</tr>
<tr>
<td></td>
<td>Postal Code: 36 11</td>
</tr>
<tr>
<td></td>
<td>Postal Code: 36 05</td>
</tr>
<tr>
<td></td>
<td>Tel: 031 260 75 83</td>
</tr>
<tr>
<td></td>
<td>Cell: 072 701 33 70</td>
</tr>
<tr>
<td></td>
<td>Fax: 031 260 70 03</td>
</tr>
<tr>
<td></td>
<td>E-mail: <a href="mailto:Kalenga@ukzn.ac.za">Kalenga@ukzn.ac.za</a> or <a href="mailto:rckalenga@yahoo.com">rckalenga@yahoo.com</a></td>
</tr>
</tbody>
</table>
2. PURPOSE & DETAILS OF THE PROPOSED RESEARCH

### 2.1 Purpose of the Research (Place cross where appropriate)

<table>
<thead>
<tr>
<th>Undergraduate Study – Self</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Postgraduate Study – Self</td>
<td>X</td>
</tr>
<tr>
<td>Private Company/Agency – Commissioned by Provincial Government or Department</td>
<td></td>
</tr>
<tr>
<td>Private Research by Independent Researcher</td>
<td></td>
</tr>
<tr>
<td>Non-Governmental Organisation</td>
<td></td>
</tr>
<tr>
<td>National Department of Education</td>
<td></td>
</tr>
<tr>
<td>Commissions and Committees</td>
<td></td>
</tr>
<tr>
<td>Independent Research Agencies</td>
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<tr>
<td>Statutory Research Agencies</td>
<td></td>
</tr>
<tr>
<td>Higher Education Institutions</td>
<td></td>
</tr>
</tbody>
</table>

### 2.2 Full title of Thesis / Dissertation / Research Project

An ecosystemic programme for strategically managing inclusion in schools

### 2.3 Value of the Research to Education (Attach Research Proposal)

### 2.5 Student and Postgraduate Enrolment Particulars (if applicable)

<table>
<thead>
<tr>
<th>Name of institution where enrolled:</th>
<th>North-West University, Vaal Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree / Qualification:</td>
<td>Doctorate of Philosophy</td>
</tr>
<tr>
<td>Faculty and Discipline / Area of Study:</td>
<td>Educational Management</td>
</tr>
<tr>
<td>Name of Supervisor / Promoter:</td>
<td>Prof. Elsa Fourie</td>
</tr>
</tbody>
</table>

### 2.6 Employer (where applicable)

<table>
<thead>
<tr>
<th>Name of Organisation:</th>
<th>University of Kwazulu Natal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position in Organisation:</td>
<td>Lecturer</td>
</tr>
</tbody>
</table>
### Head of Organisation:

<table>
<thead>
<tr>
<th>Street Address:</th>
<th>N0.1, Corner of Marrian Rd &amp; Richmond Rd, Pinetown.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postal Code:</td>
<td>P/bag x 03, Ashwood, 3605.</td>
</tr>
<tr>
<td>Telephone Number (Code + Ext):</td>
<td>031 260 75 83</td>
</tr>
<tr>
<td>Fax Number:</td>
<td>031 260 70 03</td>
</tr>
<tr>
<td>E-mail:</td>
<td><a href="mailto:Kalenga@ukzn.ac.za">Kalenga@ukzn.ac.za</a> or <a href="mailto:rckalenga@yahoo.com">rckalenga@yahoo.com</a></td>
</tr>
</tbody>
</table>

#### 2.7  **PERSAL Number (where applicable)**

|  |  |  |  |  |

---

### 3. PROPOSED RESEARCH METHOD/S

(Please indicate by placing a cross in the appropriate block whether the following modes would be adopted)

#### 3.1  **Questionnaire/s** *(If Yes, supply copies of each to be used)*

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
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#### 3.2  **Interview/s** *(If Yes, provide copies of each schedule)*

<table>
<thead>
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#### 3.3  **Use of official documents**

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<tr>
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*If Yes, please specify the document/s:*

<p>| | | |</p>
<table>
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<tr>
<th></th>
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</table>
3.4 *Workshop/s / Group Discussions (If Yes, Supply details)*

<table>
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<tr>
<th>YES</th>
<th>NO</th>
<th>X</th>
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</thead>
</table>

If Yes, supply details...

3.5 *Standardised Tests (e.g. Psychometric Tests)*

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>X</th>
</tr>
</thead>
</table>

If Yes, please specify the test/s to be used and provide a copy/ies.

4. INSTITUTIONS TO BE INVOLVED IN THE RESEARCH

4.1 *Type of Institutions (Please indicate by placing a cross alongside all types of institutions to be researched)*

<table>
<thead>
<tr>
<th>INSTITUTIONS</th>
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<td>Secondary Schools</td>
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<td>ABET Centres</td>
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<td>Other</td>
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### 4.2 Number of institution/s involved in the study (Kindly place a sum and the total in the spaces provided)

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</thead>
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<tr>
<td>Other</td>
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### 4.3 Name/s of institutions to be researched (Please complete on a separate sheet if space is found to be insufficient)

<table>
<thead>
<tr>
<th>Name/s of Institution/s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suncrest School</td>
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<tr>
<td>El-Shadai Christian School</td>
</tr>
<tr>
<td>Sancta-Maria Junior School</td>
</tr>
<tr>
<td>Phakhamani Primary School</td>
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</table>
### 4.4 District/s where the study is to be conducted. (Please indicate by placing a cross alongside the relevant district/s)

<table>
<thead>
<tr>
<th>District</th>
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<tbody>
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</tr>
<tr>
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<td>Ekhuruleni West</td>
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<td>Sedibeng East</td>
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<tr>
<td>Sedibeng West</td>
<td></td>
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</tbody>
</table>

**NOTE:**

If you have not as yet identified your sample/s, a list of the names and addresses of all the institutions and districts under the jurisdiction of the GDE is available from the department at a small fee.

### 4.5 Number of learners to be involved per school (Please indicate the number by gender)

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<thead>
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<th>2</th>
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<table>
<thead>
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</table>

<table>
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<td>B</td>
<td>G</td>
<td>B</td>
<td>G</td>
</tr>
</tbody>
</table>
4.6 **Number of educators/officials involved in the study (Please indicate the number in the relevant column)**

<table>
<thead>
<tr>
<th>Type of staff</th>
<th>Educators</th>
<th>SMT</th>
<th>Parents</th>
<th>Principal</th>
<th>Lecturers</th>
<th>Office Based Officials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
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<td>40</td>
<td>40</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.7 **Are the participants to be involved in groups or individually?**

- Groups: X
- Individually: X

4.8 **Average period of time each participant will be involved in the test or other research activities (Please indicate time in minutes)**

45 minutes per participant/group

4.9 **Time of day that you propose to conduct your research.**

- School Hours: X
- During Break: X
- After School Hours: X

4.10 **School term/s during which the research would be undertaken**

- First Term: X
- Second Term: X
- Third Term: X

---

**DECLARATION BY THE RESEARCHER**

I declare that all statements made by myself in this application are true and accurate.

I have taken note of all the conditions associated with the granting of approval to conduct research and undertake to abide by them.

Signature: Kalenga Rosemary

Date: 03/02/2006
**DECLARATION BY SUPERVISOR / PROMOTER / LECTURER**

I declare that:

1. The applicant is enrolled at the institution / employed by the organisation to which the undersigned is attached.

2. The questionnaires / structured interviews / tests meet the criteria of:
   - Educational Accountability
   - Proper Research Design
   - Sensitivity towards Participants
   - Correct Content and Terminology
   - Acceptable Grammar
   - Absence of Non-essential / Superfluous items

<table>
<thead>
<tr>
<th>Surname:</th>
<th>Prof. J.E. Fourie</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Name/s:</td>
<td>Elsa</td>
</tr>
<tr>
<td>Institution / Organisation:</td>
<td>NWU Vaal Triangle</td>
</tr>
<tr>
<td>Faculty / Department (where relevant):</td>
<td>School for Educational Sciences</td>
</tr>
<tr>
<td>Telephone:</td>
<td>016 910 3066</td>
</tr>
<tr>
<td>Fax:</td>
<td>016 910 3098</td>
</tr>
<tr>
<td>E-mail:</td>
<td><a href="mailto:Elsa.fourie@nwu.ac.za">Elsa.fourie@nwu.ac.za</a></td>
</tr>
<tr>
<td>Signature:</td>
<td></td>
</tr>
<tr>
<td>Date:</td>
<td>03/02/2006</td>
</tr>
</tbody>
</table>

N.B. This form (and all other relevant documentation where available) may be completed and forwarded electronically Nomvula Ubisi (nomvulau@gpg.gov.za). The last 2 pages of this document must however contain the original signatures of both the researcher and his/her supervisor or promoter. These pages may therefore be faxed or hand delivered. Please mark fax - For Attention: Nomvula 011 355 0512 (fax) or hand deliver (in closed envelope) to Nomvula Ubisi (Room 525), 111 Commissioner Street, Johannesburg.
ANNEXURE B

REQUEST FOR PERMISSION TO CONDUCT RESEARCH:
CONSENT FORM
ATTENTION: DISTRICT MANAGERS/SCHOOL GOVERNING BODIES/PRINCIPALS

Dear Sir/Madam,

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH: CONSENT FORM

I am Rosemary C. Kalenga, a Ph.D (student) in Educational Management at the North-West University, Van Der Bijl Park Campus and I am currently involved in the research project entitled: ‘An ecosystemic programme for strategically managing inclusion in schools’.

I am conducting the research under the supervision of Prof. Fourie, E. (the promoter and supervisor/director of the faculty of education sciences).

The aims of the study are to:

- Investigate the nature of challenges that South African educators, Senior Management Teams and parents face in managing the implementation of White Paper 6 on the inclusive education; and

- Make suggestions on the eco-systemic strategies that could be used to help educators, Senior Management Teams and parents develop the necessary capacity to effectively implement and manage the inclusive education policy as propounded in White Paper 6 on inclusive education.

Request:

In order to complete this study, I need to interview the educators, the Senior Management Team and the parents of the learners who are classified as 303.
possible failures at your schools. They will be invited to participate voluntarily in this study. Each interview will be audio taped. I will transcribe verbatim and an independent observer will verify the findings. The parents’ interviews will be noted on the prescribed case history form. Although the structure of the questions will be different, the questions are derived from the key questions. They are simplified so that the parents can understand them better and answer to the questions appropriately. These answers of the three categories of participants will shed light on the complexity of the ecology the school operate in and thus guide the managers on how they should strategically manage inclusive schools in an eco-systemic environment.

The researcher will ensure the anonymity of the participants and their schools by omitting the names of the participants, their schools or their districts. Only the independent observer and the researcher will peruse the transcribed material. The participants are under no obligation to take part in this study. The participants reserve the right to withdraw assent or consent at any stage during the research process if they so wish.

Benefits of the study to the participants:

- The participants will be able to verbalize their experiences of the inclusive phenomenon.

- The long-term benefit of the research project is that the research findings and recommendations will be used to develop and implement effective management strategies for inclusive schools.

- A summary of the research findings will be available to the schools on request.
The interviews will not interfere with the teaching time of the participants.

Signed at......................on the..................day of.................................2006

Signature:...............................

Thank you for your support.

________________________
R. C. Kalenga
Diploma in Teaching (French, Physical Education)
Advanced Certificate in Education (Mathematics)
B. ed. Hons. (Teaching and Learning)
M.Ed in Educational Psychology (Inclusive Education specialization)
Ph.D. Student (Educational Management - Inclusive Education)

________________________
Fourie, E.: PROFESSOR AND PROMOTER
ANNEXURE C

LETTER OF PERMISSION GRANTED
FROM THE FORMER MODEL ‘C’ SCHOOL

Dear Rosemary Kalenga,

This letter serves to inform you that the permission to carry out your research in our school has been granted.

We hope that as a school, we will be able to contribute positively to the study and that the answers you seek on the investigations on the nature of challenges that South African educators, Senior Management Teams and parents face in managing the implementation of the White Paper 6 on the inclusive education; and suggestions on the eco-systemic strategies that could be used to help educators, Senior Management Teams and parents develop the necessary capacity to effectively implement and manage the inclusive education policy as propounded in White Paper 6 on inclusive education will be found through our contribution.

We look forward to the positive influence this study will have on our school.

Yours in Tirisano,

The principal
07-08-2009.

To whom it may concern.

Re: Letter of consent.

This serves as a confirmation that consent has been granted to Rose-Mary Kalenga to include information sourced from the school in her articles or whatever publication she may be required to submit such information.

I hope this is in order,

Yours faithfully,

PB Morake
(Principal).
Dear Rosemary Kalenga,

You are hereby granted permission to research in our school. In our school, we have learners with diverse learning needs from diverse backgrounds. Most of the learners come from informal settlements. They come from very poor families. We hope that your research will highlight the plight of our learners and their determination to come to school mainly on hungry stomachs so that Department of Education can provide us with a feeding scheme.

Thank you for choosing our school as a research field for your studies.

Yours truly,

The School principal
29 JULY 2009

Ms. Rosemary Kalenga
University of Kwa - Zulu Natal
EDGEBWOOD CAMPUS

FAX: 031 - 260 - 7003

Letter of Consent

I hereby granted permission to assist you in your research work and field.

J. E. Redelinghuys (Principal)
Dear Rosemary Kalenga,

Permission to research in our school is hereby granted.

We appreciate the fact that you are researching on an investigation of eco-systemic management strategies for inclusive schools. We are battling with the implementation of the White Paper 6 on Inclusive Education, and we hope that your study will shed light on how to run the Inclusive Schools.

We hope that our participation will be beneficial to your study.

Yours faithfully,

THE SCHOOL PRINCIPAL
ANNEXURE F

LETTER OF PERMISSION GRANTED FROM GOVERNMENT AIDED CATHOLIC PRIVATE SCHOOL

Dear Rosemary Kalenga,

We thank God for choosing us as participants to your study. We have a wide diverse of needs and we hope that our contribution will benefit you and that we in turn will benefit from this study.

We request that a summary of the research findings be availed to our schools. We request you to come and give a presentation on a day when it is most suitable to you. We desperately need to how to run the Inclusive Schools, what worked in our leadership and management does not seem to work any more.

Permission as been granted with pleasure.

Yours In-Christ Jesus,

THE SCHOOL PRINCIPAL
Kalenga Rose Mary
P/Bag X03
Ashwood
3305

Dear Rose

LETTER OF CONSENT

We hereby give our consent for you to use any information arising from your interviews with us concerning Inclusive Education.

If you get a chance, some time, we would appreciate a copy of the section concerning our input, just for interest's sake. Thank you.

God bless.

Sincerely

[Signature]

Mrs V McLaren
PRINCIPAL
ANNEXURE G

INTERVIEW SCHEDULE

Interview questions for the Senior Management Schools

1. What challenges do South African educators, Senior Management Teams and parents face in managing the implementation of the White Paper 6 on Inclusive Education?

2. What eco-systemic strategies can be employed to help educators, Senior Management Teams and parents to develop the necessary capacity to effectively implement and manage the Inclusive Education policy?

Interview questions for the educators

1. What challenges do South African educators, Senior Management Teams and parents face in managing the implementation of the White Paper 6 on Inclusive Education?

2. What eco-systemic strategies can be employed to help educators, Senior Management Teams and parents to develop the necessary capacity to effectively implement and manage the Inclusive Education policy?

Interview questions for the parents

1. What challenges do South African educators, Senior Management Teams and parents face in managing the implementation of the White Paper 6 on Inclusive Education?

2. What eco-systemic strategies can be employed to help educators, Senior Management Teams and parents to develop the necessary capacity to effectively implement and manage the Inclusive Education policy?