PREFACE

Parent volunteers play a very important role in the parent empowerment programme. As “peer tutors” and discussion leaders for the programme, they are intended to serve a critical leadership function. The quality of the leadership they provide will determine the extent to which the community will be mobilised to support their children and the schools they attend.

This module is designed to prepare parent volunteers to undertake their responsibilities as parent volunteer leaders. The module outlines the responsibilities of parent volunteers, and it provides a series of experiential activities and exercises to enable parent volunteers to develop the required leadership skills.

We anticipate that parent volunteer leaders are, or will become, community leaders. This module is an interlocutory training module to build the capacity of parents to undertake leadership responsibilities.

GODWIN KHOSA
CEO, NECT
Parent Volunteer Training Module
Parent Empowerment Programme
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Introduction:
Parent Empowerment Programme
An Overview

The parent empowerment programme is a training and support programme that is designed to provide parents with the knowledge and skills they need to support their children at school.

When parents are involved in their children’s education, and when they know what to do at home for children to succeed academically, their children perform better at school.

Most of the knowledge and attitudes that are needed to succeed at school are learnt at home. In this respect, parents play a critical role in the performance and success of their children at school.

What does the Parent Empowerment Programme do?
1. It teaches parents the importance of education.
2. It teaches parents to monitor how their children are doing at school.
3. It teaches parents how to ensure that their children’s performance in school improves.
4. It assists parents in helping to make their children’s experience at school pleasant and rewarding.
5. It teaches parents how to support their children through difficult times.
6. It teaches parents to motivate and inspire their children.
7. It teaches parents what they can do at home to instil discipline and responsibility in their children.
8. It teaches parents how to use the home as an environment for learning in which children can learn some of the essential skills which they need at school.
9. It teaches parents how to instil confidence and courage in their children.
10. It teaches parents how to know and realise when their children experience difficulties which prevent them from earning as well as they should.

**What are the benefits of the Parent Empowerment Programme?**

1. Learners perform better in school.
2. Parents are more capable and confident in supporting their children.
3. Parents support each other in supporting children.
4. Children are more confident and comfortable with school.
5. Children are easier to teach because they are more disciplined.
6. Parents receive support from the community and their peers in assisting their children with school.
7. Attitudes of the community towards their schools become more positive.
8. More effective use is made of community resources for children’s welfare and learning.
9. Closer bond develops between the school and the community.
10. Parents become less fearful about engaging with their children’s schools and their children’s teachers.
Activity 1:
The Responsibilities of Parent Volunteers

Parent volunteers play a critical role in the implementation of the parent empowerment programme.

They serve as “peer tutors” and take the responsibility for training other parents in the modules to be delivered.

Parents will prefer to be trained by other parents in the community. But this training must not be too formal. The training must be conducted as informal discussions with a group of parents which is led by the parent volunteer.

In the table which follows, we have outlined the core set of roles and responsibilities of parent volunteers. Please read and review each of the 12 responsibilities noted.

For each responsibility, please state whether you are prepared or ready to undertake the responsibility or whether you need training to be able to undertake the responsibility.

The NECT and its coaches in the field are able and ready to provide training and support for undertaking all of the responsibilities outlined.
## The Responsibilities of Parent Volunteers

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>Are you ready? Can you do it?</th>
<th>Yes/No/Need Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Tell other people about the value of parents helping their children at school.</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>2. Encourage other parents to be volunteers.</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>3. Assist coaches in training other parents – serve as peer tutors.</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>4. Provide support to other parents in assisting their children at school.</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>5. Encourage parents to volunteer to support their children’s schools.</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>6. Convene parental support groups to assist parents in supporting their children at school.</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>7. Present on parent empowerment programme to school and community groups.</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>8. Assist in collecting information on the success of the parent empowerment programme.</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>9. Volunteer to implement projects at the school.</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>10. Participle in training to be able to train on each of the parent empowerment modules.</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>11. Take notes on issues and concerns which arise in training other parents.</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>12. Keep a record of the parents you have trained.</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>
The Responsibilities of Parent Volunteers

Are you able and ready to undertake most of the responsibilities listed?

Yes  No

In what other role do you believe you can serve as a parent volunteer?

1. ............................................................................................................

2. ............................................................................................................

3. ............................................................................................................

4. ............................................................................................................
Activity 2: Providing Leadership and Support to other Parents

As a parent volunteer you will be seen as a leader of other parents in the school, and as a leader in the community. For this reason, we see parent volunteers as leaders.

We want you to be a successful leader. You will be more effective in assisting other parents to support their children, if you are able to lead their children, if you are able to lead them well.

As a parent volunteer you will be successful in leading, teaching and supporting other parents if:

1. They have confidence in you
2. You make them feel safe and secure
3. They respect and admire you
4. They believe in the vision you bring
5. They learn from you and your behaviour
Providing Leadership and Support to other Parents

Features of your leadership as a parent volunteer

As a parent volunteer you will be successful in leading, teaching and supporting other parents if:

- Other parents have CONFIDENCE in you
- Other parents feel SAFE and SECURE with you
- Other parents ADMIRE you for who you are and what you bring
- Other parents believe in the VISION you bring and the future you see
- Other parents LEARN from you and from your BEHAVIOUR
Providing Leadership and Support to other Parents

Exercise 1

In the table which follows, look at the five attributes which make you a successful leader as a parent volunteer.

Read the examples provided of the manner in which people may respond in your group. There are examples of what you may have to contend with, or examples of what you mean to them as a leader.

You have to demonstrate behaviour which will overcome lack of confidence and feelings of insecurity in the people you lead.

You will also have to exhibit or show the positive behaviours that are in line with what people expect of you.

In the last column of the table, write some of the behaviours you will show.
Providing Leadership and Support to other Parents

<table>
<thead>
<tr>
<th>Things which will make me a successful leader as a parent volunteer</th>
<th>Evidence and examples of how people may respond</th>
<th>The things I should do to lead parents well</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Parents have confidence in me.</td>
<td>• People are afraid to speak up.</td>
<td><strong>The things I should do to build their confidence in me</strong></td>
</tr>
<tr>
<td></td>
<td>• They are shy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• They hold back information</td>
<td></td>
</tr>
<tr>
<td>2. Parents feel safe and secure with me.</td>
<td>• People are uncomfortable with you.</td>
<td><strong>The things I should do for people to feel safe and secure in my group</strong></td>
</tr>
<tr>
<td></td>
<td>• They rely on other parents to feel secure.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• They do not want to speak.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• They feel threatened</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• They feel that you do not understand</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• They feel you will be critical</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• They see you as one of them</td>
<td></td>
</tr>
<tr>
<td>3. They admire you for who you are and what you bring to them.</td>
<td>• They want to be like you.</td>
<td><strong>The things I should do to make them admire me for who I am and what I bring to them</strong></td>
</tr>
<tr>
<td></td>
<td>• They also want to volunteer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• They express their appreciation for you and what you have to say</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• They thank you for making them understand</td>
<td></td>
</tr>
<tr>
<td>Things which will make me a successful leader as a parent volunteer</td>
<td>Evidence and examples of how people may respond</td>
<td>The things I should do to lead parents well</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
</tbody>
</table>
| 4. They believe in the vision you bring and the positive future you see. | - They did not know that this was possible  
- They see how they can change  
- They are more positive about their children  
- You inspire them by the vision you share  
- They believe that the sky is the limit | **The things I should do to make them believe in the vision I bring and the positive future I see** |
| 5. They learn from you and your behaviour. | - They see you as a model  
- They try to be who you are  
- They begin to behave like you in being professional  
- They want their children to be like you | **The things I should do to make them learn from me and model my behaviour** |
Providing Leadership and Support to other Parents

Do you now demonstrate these behaviours as a parent volunteer leader?

Yes  No

In what areas do you have to improve as a parent volunteer leader?

………………………………………………………………………………………………………………………………………………
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Activity 3: Building Confidence

Other parents will have confidence in you based on who you are and based on what you do. Parents will have more confidence in you if you are:

- Seen as one of them and they can relate to and communicate with you because you know them and their circumstances

- Seen as someone with important knowledge to share which can assist them in many ways

- Confident in what you say and do because you are certain about who you are and what you know

- They trust you in doing what is right for them
Building Confidence

Exercise 1

In the table which follows, there are several examples of situations where confidence was either restored or threatened.

For each example, a rule or principle which leaders should observe is noted. The more these rules are observed, the more confidence parents will have in your leadership.

In the last column of the table write the other things you will do to build or gain the confidence of the parents you serve.
## Building Confidence

<table>
<thead>
<tr>
<th>Situation</th>
<th>Rule or Principle</th>
<th>Things you will do to lead well</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Complaint</strong></td>
<td><strong>Speak their language</strong></td>
<td><strong>All must understand:</strong></td>
</tr>
<tr>
<td>&quot;I went to the meeting but did not understand anything that was said ...&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2. Headman’s Residence</strong></td>
<td><strong>Know the community and its customs</strong></td>
<td><strong>You must fit in:</strong></td>
</tr>
<tr>
<td>&quot;She did not know where the headman lives. She is not from here ...&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>3. Grade 6 Teacher</strong></td>
<td><strong>Know the school</strong></td>
<td><strong>Know and be aware of what is happening:</strong></td>
</tr>
<tr>
<td>&quot;I had to tell her the name of the Grade 6 teacher is Mrs Nkosi; and the teacher has been here for so many years ...&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>4. Know your People</strong></td>
<td><strong>Know people in the community</strong></td>
<td><strong>Know who can help:</strong></td>
</tr>
<tr>
<td>&quot;She knows our people. She knows who we are. She has worked with all of us before ...&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5. Never Late</strong></td>
<td><strong>Be reliable</strong></td>
<td><strong>Punctuality in every way:</strong></td>
</tr>
<tr>
<td>&quot;I have never seen her late, not even once. She is always on time. You can’t be late ...&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Situation</td>
<td>Rule or Principle</td>
<td>Things you will do to lead well</td>
</tr>
<tr>
<td>-----------------</td>
<td>----------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td><strong>6. Listen</strong></td>
<td><strong>Know what you teach</strong></td>
<td><strong>Prepare and be ready:</strong></td>
</tr>
<tr>
<td>“She has a lot to give us. She knows what she is saying. If we listen we will do well …”</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>7. Doubtful</strong></td>
<td><strong>Be confident</strong></td>
<td><strong>Build and nurture certainty:</strong></td>
</tr>
<tr>
<td>“I am not sure because she is not sure. Should we do that … we must find out to be certain …”</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>8. Let’s Wait</strong></td>
<td><strong>Keep your word</strong></td>
<td><strong>Walk your talk every time:</strong></td>
</tr>
<tr>
<td>“We will see it when it happens. We have been disappointed before. Let’s wait and see …”</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>9. On our Side</strong></td>
<td><strong>Seek their interest</strong></td>
<td><strong>People depend on you to serve:</strong></td>
</tr>
<tr>
<td>“She is one of us. She is on our side. She will serve us well. She wants what we want …”</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>10. We will wait</strong></td>
<td><strong>Seek answers to their questions</strong></td>
<td><strong>Seek to inform:</strong></td>
</tr>
<tr>
<td>“Let’s not panic; she will get answers for us from the school … all will be well …”</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Building Confidence

Do you act or behave in a way to build or gain the confidence of parents?

Yes  No

What are some of the things you must do to build or gain the confidence of the parents you serve?
Activity 4:
Making People Safe and Secure

If people do not feel safe and secure in your company and in the situation, they will not contribute to the discussion and they may not learn as much from the meeting.

It is important that people feel safe and secure when you lead. They must be comfortable. The more comfortable they are, the better it is for all who are there.

As apparent volunteer leader, you must make other parents feel safe and secure. They must be comfortable.

They will be comfortable if you act and respond in a manner which makes them feel safe and secure.

How will you do it in the many situations which arise?

Exercise 1:
Please refer to the table which follows. In this table, a variety of situations are presented in the first column of the table, and the rule or principle to observe is presented in the middle column.

In the last column of the table, please say what you will do if such a situation arises in the group of parents which you lead.
# Making People Safe and Secure

<table>
<thead>
<tr>
<th>Situation</th>
<th>Rule or principle</th>
<th>What will you do as a leader to make parents feel safe and secure?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Ndumi Knows</strong></td>
<td><strong>Listen</strong></td>
<td></td>
</tr>
<tr>
<td>Ndumi, as a parent, was excited to be trained as a parent volunteer. She thought that she had a lot of information to share with other parents. At the first meeting she spoke a lot, and she interrupted a lot during discussions. At the second meeting she was still speaking and interrupting too much. Other parents lost confidence and began keeping quiet.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2. Councillor Knows</strong></td>
<td><strong>Ask for help when needed</strong></td>
<td></td>
</tr>
<tr>
<td>There was a lot of work to do to mobilise other parents. Many parents who would be interested in the training did not know about it. Our parent volunteer councillor told us that she would get more parents to attend. She wanted to do it on her own. The councillor for the area was in attendance and felt that he could help a lot if asked.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>3. It’s my Son</strong></td>
<td><strong>Protect those who need your support</strong></td>
<td></td>
</tr>
<tr>
<td>At one of the meetings with parents, an issue came up about young children in the community who drink alcohol. There was very open and bold discussion. One of the parents in attendance has a young son who is known in the community for drinking too much alcohol. Parents in the meeting started to refer to her son, and asked why she allows this to happen. The meeting was getting out of control.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Situation</td>
<td>Rule or principle</td>
<td>What will you do as a leader to make parents feel safe and secure?</td>
</tr>
<tr>
<td>----------------------------</td>
<td>--------------------------------------------------------</td>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>4. I will be Quiet</td>
<td>Recognise the talent of those you lead</td>
<td></td>
</tr>
<tr>
<td>We, as parents, were having some discussion on helping our children to do their homework. Some of the parents were already volunteering at the school assisting children with their homework. One of them had even suggested having a homework centre at the school. I was surprised that throughout the discussion these parents had nothing to say.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. It’s my Clothes</td>
<td>Show people respect</td>
<td></td>
</tr>
<tr>
<td>I was excited to attend the meeting so that I can learn how to support my children to succeed at school. When I arrived at the school no-one greeted me. I could not wear good clothes to the meeting because I cannot afford them. I spend all my money on my children. At the meeting, I felt like an outsider, as if I should not be there. I was quiet for the entire meeting. I left and returned home without saying a word.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Unsafe Environment</td>
<td>Meet in safe and secure environments</td>
<td></td>
</tr>
<tr>
<td>I did not feel comfortable with where we were meeting. I must be honest. I am afraid of these schools. I am not educated and I do not know what to do and what to expect around here. All the educated teachers were walking around us. I was nervous all the time.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Situation</td>
<td>Rule or principle</td>
<td>What will you do as a leader to make parents feel safe and secure?</td>
</tr>
<tr>
<td>-----------</td>
<td>------------------</td>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>7. Managing the Politics</td>
<td>Let people feel free to express their opinions</td>
<td></td>
</tr>
<tr>
<td>I really did not want to speak up here. Some of the people here belong to another party, and they are not comfortable with my views on the education system and this school. I will be much safer if I do not speak. But really, there are some things that we all need to know.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Confidentiality</td>
<td>Keep confidential information confidential</td>
<td></td>
</tr>
<tr>
<td>My leader here, in making an example for us, referred to an argument I had with my son sometime last year which caused my son to leave school. We do not always agree with what our children do. Yes, I had an argument with him, but we get along fine now. There are other people here who have done wrong things. Will we now hear about them?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Knowing Better</td>
<td>Do not judge</td>
<td></td>
</tr>
<tr>
<td>Our leader told me that I was wrong to argue with my son. I was wrong to say the things I said. I admit that I was wrong. I regret it. We are not always right as parents. If I know better, I will be better.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. No Self-Confidence</td>
<td>Inspire self confidence</td>
<td></td>
</tr>
<tr>
<td>I know the parents who have attended my meeting. They all have so much to share. I have learnt so much from them in the past. At our meetings, they do not speak much at all. They seem so shy. It will be so much better if all who attend can be honest and open with their ideas. I am not sure how to change this.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Making People Safe and Secure

As parent volunteer leaders, did you agree on how you will respond to each situation?

Please indicate below.

<table>
<thead>
<tr>
<th>Situation</th>
<th>Did you agree as a group</th>
<th>How will you avoid such a situation from arising?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ndumi knows</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>2. Councillor Knows</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>3. It’s my Son</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>4. I will be Quiet</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>5. It’s my Clothes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>6. Unsafe Environment</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>7. Managing the Politics</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>8. Confidentiality</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>9. Knowing Better</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>10. No Self-Confidence</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>
Parent volunteers must earn the respect and admiration of those they lead. Other parents will follow you as their leader, listen to you, and submit to your guidance only if they respect and admire you.

As a parent volunteer, you want the people you lead to respect and admire you. You want to be a leader who can inspire and motivate people to support schools, and to support their children’s education.

Respect and admiration comes from:

<table>
<thead>
<tr>
<th>Who you are as a person</th>
<th>This means how you are seen or perceived by others based on your values and your character</th>
</tr>
</thead>
<tbody>
<tr>
<td>What you do</td>
<td>Your actions and decisions are the clearest indicators of who you are, the values you hold, and what you believe. Your actions must “speak” for you as a leader. If you do the right things you will be seen as someone who must be respected.</td>
</tr>
<tr>
<td>How you lead</td>
<td>You can win or lose support from your followers based on how you lead. People must feel free to express their opinions; their advice and counsel must be considered; they must participate in important decisions; and, among others, they must have confidence that you will do what is right.</td>
</tr>
</tbody>
</table>
**Exercise 1: How I want to be perceived**

In the first table, examine the list which states how people may perceive their leaders.

Give each item a score from 1 to 10 based on whether you would like to be perceived that way or not. Score of 1 means you **would never like to be perceived that way**; score 10 means that you **really want to be perceived that way**.

When you have completed this, go to the last column of the table, make a list of the 10 most important ways you wish to be perceived by other parents. The items with the highest score will be the most important to you.

Discuss your answers with other parents in your group.

Answer the questions which follow.
**Earning Respect and Admiration**

**Exercise 1:**

*How do I want to be perceived by others?*

<table>
<thead>
<tr>
<th>Ways people perceive their leaders</th>
<th>Feelings and values expressed in leaders belief and behaviour</th>
<th>How I want to be perceived How I want people to see me (Rank 10 for the most important to you)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Popular</td>
<td>“Everybody likes me …”</td>
<td></td>
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<tr>
<td>Honest</td>
<td>“I have to tell it like it is … I will not tell a lie so that we can benefit …”</td>
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<tr>
<td>Courageous and willing to stand up for what is right</td>
<td>“Let’s stand up for what is right. It is our responsibility as parents. We must set an example to our children …”</td>
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<tr>
<td>Intelligent</td>
<td>“People admire my intelligence …”</td>
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<tr>
<td>Kind</td>
<td>“I want to help. I want to make sure everybody is okay and comfortable …”</td>
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<tr>
<td>Always helpful</td>
<td>“The strong must help the weak … I support people where I can …”</td>
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<tr>
<td>A good speaker</td>
<td>“When she speaks she is so convincing … I want her to speak for us …”</td>
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<tr>
<td>Rich</td>
<td>“Money matters … if I have money I do not have to worry … people will love me”</td>
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<tr>
<td>Ways people perceive their leaders</td>
<td>Feelings and values expressed in leaders belief and behaviour</td>
<td>How I want to be perceived (Rank 10 for the most important to you)</td>
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<td>9. A good neighbour</td>
<td>“My neighbours believe that I am such a good member of the community …”</td>
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<td>10. A good listener</td>
<td>“It comforts me when my leader listens …” “I must hear the full story before I act …”</td>
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<td>11. Well-dressed and fashionable</td>
<td>“I love to look good. How I look tells who I am …”</td>
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<td>12. Willing to teach others</td>
<td>“I have a responsibility to help others to know what I know if it could help them to help their children …”</td>
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<td>13. Could solve problems through discussion</td>
<td>“If we can talk about it, we can reach a solution … Let’s talk, not fight …”</td>
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<td>14. Connected</td>
<td>“She knows a lot of important people. She will do a lot for us …”</td>
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<tr>
<td>15. Shows the way to success</td>
<td>“She helps me to see what I can be to my children …”</td>
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<tr>
<td>16. Dependable</td>
<td>“My leader will be there … on time … every time … trust me. My leader keeps her promises …”</td>
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<tr>
<td>17. Truthful</td>
<td>“I will not tell a lie to other parents only to get their support …”</td>
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<tr>
<td>Ways people perceive their leaders</td>
<td>Feelings and values expressed in leaders belief and behaviour</td>
<td>How I want to be perceived (Rank 10 for the most important to you)</td>
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<tr>
<td><strong>18. Make people feel welcome</strong></td>
<td>“I want people to feel comfortable with me … I want to talk to them and really know them … and I want them to know me”</td>
<td></td>
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<tr>
<td><strong>19. Sees everyone as important</strong></td>
<td>“No-one is better than anyone else here … we are here together to work together to help each other …”</td>
<td></td>
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<tr>
<td><strong>20. Encourages people to succeed</strong></td>
<td>“She inspires me. I want to be the best I can be for my children. Every time I see her speak and every time she talks with me, I think that I can do better …”</td>
<td></td>
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<tr>
<td><strong>21. Shows respect for others</strong></td>
<td>“Everyone deserves respect … the older adult, the smallest child … respecting others shows your appreciation for their presence in your life …”</td>
<td></td>
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<tr>
<td><strong>22. Always on time</strong></td>
<td>“I manage my time. Time is important. We cannot get back the time we have lost … I cherish every minute … being on time shows respect and concern for others”</td>
<td></td>
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<tr>
<td><strong>23. Represents our interest</strong></td>
<td>“I want to know what everyone thinks and what we all want. My decision as a leader must represent what we all want, to the extent possible, and what we have agreed …”</td>
<td></td>
</tr>
<tr>
<td>Ways people perceive their leaders</td>
<td>Feelings and values expressed in leaders belief and behaviour</td>
<td>How I want to be perceived (Rank 10 for the most important to you)</td>
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<tr>
<td>24. Brings people together</td>
<td>“She brought us together as one community with a common interest and a common goal. We are stronger because we are together, because we care and because we are motivated to help our children…”</td>
<td></td>
</tr>
<tr>
<td>25. Gives good advice</td>
<td>“I listen to her because she knows what she is saying… I trust her advice. She has never led us on the wrong path before…”</td>
<td></td>
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<tr>
<td>26. Motivating and inspiring</td>
<td>“I am inspired by her. She makes me feel important and capable of doing more to help my children. I feel that I can conquer the world for my children so that they can be whatever they want to be…”</td>
<td></td>
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<tr>
<td>27. Approachable – not boastful and arrogant</td>
<td>“They all feel that they can come to me with their problems or freely talk to me… they greet and support me; they want me to know that their children are doing well…”</td>
<td></td>
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<tr>
<td>28. Determined</td>
<td>“I will not quit until I succeed … I will give it all my attention until we are all successful in supporting our children…”</td>
<td></td>
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<tr>
<td>Ways people perceive their leaders</td>
<td>Feelings and values expressed in leaders belief and behaviour</td>
<td>Rating 1 to 10</td>
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<td>29. Can be firm when necessary</td>
<td>“This is a serious time; we have important things to do ... we cannot play ...”</td>
<td></td>
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<tr>
<td>30. Organised</td>
<td>“We must know where we are going and what we are doing. We will leave nothing to chance. Let’s plan for every step of the way ...”</td>
<td></td>
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<tr>
<td>31. Friendly</td>
<td>“I talk and laugh with everyone. People are wonderful. I feel good being with people. I enjoy working with other parents ...”</td>
<td></td>
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<tr>
<td>32. Brave</td>
<td>“They say that I face danger without fear; but sometimes I am fearful. I just know that I should stand up strong when I have to. My fear will not stop me ...”</td>
<td></td>
</tr>
</tbody>
</table>
Earning Respect and Admiration

*How do I want to be perceived by others?*

Are you currently seen by others the way you want to be seen?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

Are there similarities in the way you and your colleagues want to be seen by others?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

Use the next table to note whether choices are similar or different.

- **What are the areas of similarity?**
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- **What are the areas in which you are different?**
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Activity 6:  
Showing a Better Future  
Wanting the best for yourself and others

Leaders want the best for others.

Leaders keep their focus on what the best could be, and they strive to attain the best in all that they do.

As a parent volunteer, you will want the best for:

- **The school**
  - “The best school ever for our children ...”

- **Learners**
  - “Learners who succeed because they are supported...”

- **Teachers**
  - “Teachers who are good to our children and try their best to make them successful...”

- **The Community**
  - “A community of parents who care for children and who support their success by being involved in their schooling ...”

- **Yourself as a parent volunteer**
  - “A leader who can teach, inspire and provide good leadership to other parents so that we can change the lives of our children and change our community...”
Showing a Better Future

Exercise: Being the best

Do you want the best for the school, the community, your children as learners, their teachers and yourself as a parent volunteer leader?

Yes
No

As a group, discuss what you want for the school, your children as learners, the community, teachers and yourself as a parent volunteer, to do the best.

Write your ideas in the table which follows.

Discuss your ideas. Share your ideas with parent volunteers in your group.

Make a pledge on your vision for leadership as a parent volunteer. Write your pledge in the space provided.
Showing a Better Future

**Being the best**

<table>
<thead>
<tr>
<th><strong>Being the best</strong></th>
<th><strong>A vision of what you want as parent volunteers</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>What do you want for the <strong>SCHOOL</strong> to be the best school?</td>
<td></td>
</tr>
<tr>
<td>What do you want for your <strong>CHILDREN AS LEARNERS</strong> for them to be the best they can be?</td>
<td></td>
</tr>
<tr>
<td>What do you want for the <strong>TEACHERS</strong> of your children so that they can be the best at what they do?</td>
<td></td>
</tr>
<tr>
<td>What do you want for your <strong>SCHOOL COMMUNITY</strong> so that the community is supportive to its children and their schools</td>
<td></td>
</tr>
<tr>
<td>What do you want for yourself as a <strong>PARENT VOLUNTEER LEADER</strong> so that you can lead and inspire parents to support their children?</td>
<td></td>
</tr>
</tbody>
</table>
Vision for Leadership as a Parent Volunteer Leader

PLEDGE

I want our children’s SCHOOL to be:

I want our children’s TEACHERS to be:

I want our children as LEARNERS to be:

I want our COMMUNITY to be:

I want myself as a PARENT VOLUNTEER LEADER to be?
Activity 7: Modelling Behaviour

You have to model the behaviours you expect from the parents you lead.

As other parents learn to respect and admire you, they will seek to “be like you” in what you do and how you behave.

You must reflect on what you expect from the parents you lead, and on what you do and say as a leader, so that they can follow your actions.

Exercise 1: I do what I expect of you

In the table that follows, some leaders have presented what they expect of their followers. If you expect this behaviour from other parents what will you say and do?
Modelling Behaviour

<table>
<thead>
<tr>
<th>Behaviours parent volunteer leaders expect from the parents they lead</th>
<th>Do you expect these from the parents you lead?</th>
<th>If you expect this behaviour from other parents, what will you say and do? What else do you do to encourage it?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Respect</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>2. Tolerance</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>3. Punctuality</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>4. Openness and transparency</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>5. Patience</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>6. Fairness</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>7. Courage</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>8. Truthfulness</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>9. Honesty</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Behaviours parent volunteer leaders expect from the parents they lead</td>
<td>Do you expect these from the parents you lead?</td>
<td>If you expect this behaviour from other parents, what will you say and do? What else do you do to encourage it?</td>
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<td>10. Sticking firmly to principles</td>
<td>Yes</td>
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<td>11. Dependable</td>
<td>Yes</td>
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<tr>
<td>12. Organised</td>
<td>Yes</td>
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</tr>
<tr>
<td>13. Commitment to the community</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>14. Commitment to children as learners</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>15. Serous about being empowered</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

What other behaviours do you expect from the parents you lead?

……………………………………
……………………………………
……………………………………
……………………………………
……………………………………
……………………………………
……………………………………
……………………………………
Modelling Behaviour

Do you now model these behaviours in what you say and do?

Yes  No

In what areas do you need to improve to be a good role model?
Activity 8: Sharing Knowledge

One of the important roles parent volunteers must assume is sharing information which will assist other parents to support their children’s learning.

Some of the information we want parent volunteers to share is presented in the left hand column of the table on the next page.

As a parent volunteer do you believe that this information is important knowledge that other parents should have to support their children’s learning in school?

Exercise 1:
Please rate the level of importance of each item.
What topics did you identify as most important?
What topics did you identify as least important?

Discuss your choices with your colleagues.
Do you think that you now have the knowledge to present this information to other parents?
Please answer “yes” or “no” to each item to indicate whether you have the knowledge to present this information.
## Sharing Knowledge

The knowledge parents need to succeed

<table>
<thead>
<tr>
<th>Some critical information needed by parents to manage their success</th>
<th>Your assessment of importance as a parent volunteer</th>
<th>Can you assist other parents with information on this? (Circle your response)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>1</td>
</tr>
<tr>
<td>1. The importance of education</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2. Teaching time management</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>3. Communicating with teachers about your child’s progress</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>4. Teaching values in the home</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>5. How to get resources for children’s development and welfare</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>6. Understanding how children are assessed</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>7. Helping with homework</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>8. Giving children a sense of responsibility</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>9. Encouraging reading and writing in the home</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>10. Use of community resources</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>11. Giving children guidance on subject choice and careers</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Some critical information needed by parents to manage their success</td>
<td>Your assessment of importance as a parent volunteer</td>
<td>Can you assist other parents with information on this? (Circle your response)</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>---------------------------------------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Low 1 2 3 4 5</td>
<td>Yes No</td>
</tr>
<tr>
<td>12. Identifying problems affecting children’s learning</td>
<td>1 2 3 4 5</td>
<td>Yes No</td>
</tr>
<tr>
<td>13. Communicating with your child about school</td>
<td>1 2 3 4 5</td>
<td>Yes No</td>
</tr>
<tr>
<td>14. Helping children to plan their study schedule</td>
<td>1 2 3 4 5</td>
<td>Yes No</td>
</tr>
<tr>
<td>15. Teaching children the joy of reading</td>
<td>1 2 3 4 5</td>
<td>Yes No</td>
</tr>
<tr>
<td>16. Importance of regularity and punctuality at school</td>
<td>1 2 3 4 5</td>
<td>Yes No</td>
</tr>
<tr>
<td>17. Understanding how the school works</td>
<td>1 2 3 4 5</td>
<td>Yes No</td>
</tr>
<tr>
<td>18. Teaching children to manage money</td>
<td>1 2 3 4 5</td>
<td>Yes No</td>
</tr>
<tr>
<td>19. Importance of games and recreation for children’s learning</td>
<td>1 2 3 4 5</td>
<td>Yes No</td>
</tr>
<tr>
<td>20. Making a safe and secure environment for children to grow</td>
<td>1 2 3 4 5</td>
<td>Yes No</td>
</tr>
<tr>
<td>21. Understanding children’s rights and responsibilities</td>
<td>1 2 3 4 5</td>
<td>Yes No</td>
</tr>
<tr>
<td>22. Helping your children to avoid substance abuse</td>
<td>1 2 3 4 5</td>
<td>Yes No</td>
</tr>
<tr>
<td>23. Using resources in the community for children’s learning and welfare</td>
<td>1 2 3 4 5</td>
<td>Yes No</td>
</tr>
<tr>
<td>24. Seeking assistance for problems affecting children’s learning</td>
<td>1 2 3 4 5</td>
<td>Yes No</td>
</tr>
</tbody>
</table>
Is there any other information that you believe parents should have in order to provide support to their children at school?

Yes  No

List below any other information you believe parents should have in order to support their children at school:

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