

PART 3 THE ROLE OF TELECENTER MANAGEMENT¹

The telecenters that succeed do so, in the long run, because there is a community champion for whom the word failure doesn't exist.

Richard Fuchs, *If You Have Lemons, Make Lemonade*

The telecenter manager is essential for the success of the telecenter. As you can read in this *Handbook*, there is a broad range of skills necessary to make your telecenter work effectively. In this module, you will find an overview of issues that are important in the organization and daily functioning of your telecenter.

1. FIRST STEP: SETTING UP A STEERING COMMITTEE

One of the first steps in setting up a telecenter is to appoint a permanent **Steering Committee**. It will be responsible for guiding the whole process of starting the telecenter and then ensuring its continued success and development. Depending on the local legal requirements, the steering committee can serve as the governing body or in an advisory role. A steering committee will normally consist of members of the community who have a keen interest in starting a telecenter. Additional members of a steering committee may be appointed at a public meeting to which members of the community are invited.

It is usually not possible for a telecenter organizer or manager to have all the skills and experience necessary to set up a telecenter alone. So a good organizer must be able to select and recruit people who have the skills that are needed to plan, establish and guide the operations of the telecenter.

1.1 A steering committee should be:

- **Representative** of the community
- **Committed** to the community and to the telecenter
- **Active** – steering committee members who only attend meetings and do nothing else are of no use to the telecenter!

1.2 The Steering Committee should consist of at least:

- The telecenter manager

¹ This is adapted from Module 4 of Royal D. Colle and Raul Roman, *A Handbook for Telecenter Staffs*. The full *Handbook* is available at <http://ip.cals.cornell.edu/commdev/handbook.cfm>. Much of the original module is drawn from the *Telecenter Cookbook for Africa*, sponsored by UNESCO and written by Mike Jensen and Anriette Esterhuysen. Available online: <http://unesdoc.unesco.org/images/0012/001230/123004e.pdf>

- Representatives from the target group (or the broader community)
- Representatives from the local business sector
- Representatives from local institutions such as school, health and governmental organizations
- One or more other professionals, preferably people with technology expertise, experience in finance and marketing, and legal expertise.

1.3 How many people should there be on the Steering Committee?

It can be difficult to arrange meetings and make decisions if there are too many people on the steering committee. However, it is important to have people with different kinds of expertise so that the needs of the community are clearly identified. This will help to make decisions about what services to provide initially.

Recruitment of Committee members

Recruiting Committee members needs careful consideration. If there are gaps in expertise in the initial committee, people who have skills in that area should be approached to become members. Having some new blood on the committee can also provide new ideas. A cross-section of the community should be included.

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1.4 What kind of people will be on a telecenter steering committee?

Steering committee members can help the telecenter in different ways if they have the right mix of skills among them.

A. The manager

The manager is often the person who had the idea to establish a telecenter, but he or she can also be someone else appointed by the steering committee. The manager may come from any sector of the community.

B. Community representatives

You should remember that a telecenter must serve the residents of the immediate or surrounding community, so community voices need to be heard on the steering committee from the beginning. This is very important, not only for identifying the most appropriate services, but also for generating a sense of ownership of the telecenter. Community representatives may be from school governing bodies, local NGOs or CBOs, religious institutions, community service agencies or street committees.

C. Business community representative

Representatives from the local business community may be able to offer special skills and expertise, and possibly other business support. For example, a local technology manufacturer may be able to offer knowledge about computer hardware and software. A

representative from a human resources company may be able to help with recruiting staff and developing staff training programmes. A representative from an employment agency may be able to help with planning a job preparation and placement programme.

D. Professionals

A telecenter needs professional advice and services at different stages of its development. For this you will need:

- **A technician** who can solve technical problems, especially with computers, and who can assist with equipment maintenance and upgrades.
- **An accountant** will be needed to set up an accounting system for the telecenter. You need accurate accounting records to make sure that the telecenter keeps within its budget and plans properly to cover expected and unexpected costs. Only a full set of accounts will make it possible to set the prices for services to ensure that they are sustainable. The tracking and reporting of income and expenses will also be expected by any agency that provides a grant to a telecenter.
- **An attorney** will be needed to establish the telecenter according to the laws of the country; to advise on the terms and conditions of contracts and sub-contracts with partners; to review a telecenter lease; and to advise on insurance policies.
- **A marketing or public relations professional**, although rare in rural areas, would be an invaluable person to assist in the development of a marketing or community outreach plan and in long-term planning for the telecenter. He or she will also be able to assist with writing press releases, proposals and articles for magazines, and advise on how to approach local radio and television broadcasters.

Publicity

Publicizing the telecenter and what it offers is essential to its success. The committee needs to include people who have well developed connections with wide sections of the community. Word of mouth is one of the most effective marketing tools, and high profile business people or those in regular contact with the public during their daily activities can help achieve a strong result.

Publicity and promotions experience, such as the ability to write articles for newspapers and newsletters or help set up demonstrations and display stalls is also very useful.

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E. Representative from the educational community

Representatives from the educational community are important, because this sector is often one of the biggest potential customers of telecenter services. Representatives may come from local schools and their governing bodies; community colleges; universities; libraries; museums; or adult education programmes. Steering committee members from the educational community will offer an understanding of how this sector works and what the possibilities are. They may also be able to identify volunteer trainers for the telecenter.

F. Other steering committee members

After a few months, the Steering Committee may decide that other skills are needed. These may be fundraising skills or knowledge of equipment and the best equipment suppliers. You may also need people with the skills to help renovate or adapt the telecenter premises.

1.5 What does the steering committee do?

Steering Committee's tasks include:

- Set the directions, guidelines and strategies for the telecenter, insuring that the program framework is consistent with the community's culture
- Help to obtain and secure start-up and on-going funding for the telecenter.
- Seek new directions for the telecenter, when appropriate.
- Develop policies and procedures relating to membership, usage, data collection, financial management and other operations.
- Observe legal requirements.
- Provide specialist advice.
- Give credibility and visibility to the center.

The most successful telecenters are those that have a good working partnership between their Steering Committee and the manager. They work as a team. The Committee is responsible for the on-going operational policies of the telecenter. The manager is responsible for the telecenter's day-to-day operations within that policy framework.

1.6 Responsibilities of the Steering Committee:

A. Legal responsibility to the telecenter

It must develop an understanding of the structure of the telecommunications and Internet sectors in the country; develop the telecenter constitution and ensure that it is adhered to; take responsibility for any agreements with funding agencies and ensure that the telecenter adheres to local and national laws.

B. Responsibility as an employer

This includes signing contracts with the manager or other staff members; ensuring that tax deductions are made; negotiating arrangements with medical aid; providing funding schemes; ensuring that working conditions are safe; and seeing that staff are treated fairly and in accordance with legislation governing equal opportunity employment, unfair dismissal procedures, etc.

A telecenter manager will have more time for planning and undertaking new initiatives if members of the Committee also take responsibility for some of the telecenter

administrative and organisational functions. Organising meetings, preparing reports and ensuring that equipment is maintained can take a lot of time. If possible, Committee members should volunteer for some of these tasks.

C. Responsibility to the community as a service provider

The Steering Committee must provide safe conditions for public access to the telecenter; maintain insurance policies on the telecenter building and equipment; and arrange for other insurance coverage as required.

D. Financial responsibility

The Committee must ensure that there are proper accounting processes, that annual budgets are met and an annual audited statement is prepared. It must also ensure that a cash flow chart is maintained by the telecenter staff or manager and that monthly, quarterly and annual financial reports are prepared.

E. Responsibility for ensuring the on-going evaluation and monitoring of the telecenter.

To make sure that the telecenter continues to be sustainable and provide for and anticipate the needs of the community, there must be an on-going process of monitoring and evaluation. Agencies providing grant funds or donations will require this.

2. WHAT DOES A TELECENTER MANAGER DO?

A telecenter champion in South Africa

There are no roads to Gasaleka. The outside visitor spends two hours carefully and slowly driving on a path of swamped holes, stones and sand, surrounded by infinite extensions of palm trees, before reaching the first hut of the village near the borders of Botswana. This remote village of mud huts and red sand lanes accommodates the first telecenter established by the Universal Service Agency.

In spite of some infrastructure and economic problems, Gasaleka Telecenter remains as one of the most active and vibrant in South Africa. The main reason for that vitality in the midst of daily adversity is Masilo Mokobane, the director of the project and a genuine telecenter champion. Mokobane is a telecenter visionary. From the first day, Mokobane has not only been fighting for the survival of the telecenter, but he has been entertaining new ideas to better serve his community through the use of new communication technologies. He remembers the day the Gasaleka Telecenter was inaugurated. "It was a great day for us. Everybody came to celebrate it."

The early success of the centre is partly explained by the computer training offered. Another factor is that there is no other place in the area to make a phone call. However, according to Mokobane, "the business is going down due to the problems we have with the telephones. Sometimes the phones are not working. And the customers say the calls are very expensive." When I arrived in Gasaleka, the three telephones were not working due to days of heavy rain.

Mokobane is nevertheless optimistic about the future of the project. Hardships do not shadow his enthusiasm. He is full of new ideas, and he explains them with a wide smile. One of his most innovative plans is the publication of a community newsletter. The villages that make up the Gasaleka community are neither reached nor covered by any news service. "We have many news stories in Gasaleka, but they are not reported to the community," says Mokobane. The telecenter will not only work as a reference resource centre offering access to information and

communication technologies, but it will take on a new role as an organisation for the production and dissemination of local information. "The telecenter can become the memory, the history of this community," explains Mokobane.

Raul Roman, quoted in *Making Waves* by Alfonso Gumucio.

Obviously, not all of the manager's tasks will be the same for every telecenter. However, there are certain essential functions that need to be done. Here is a list of more than 30. Which do you see as essential? Can you rearrange them in order of priority, from highest to lowest?

1. Manage the day-to-day operations of the telecenter.
2. Assist the Steering Committee in activities to meet the objectives of the business plan.
3. Set up and maintain a logging system for using the computers, other equipment, and the services of the telecenter.
4. Supervise and maintain the telecenter security system.
5. Sign up users and introduce them to the telecenter.
6. Show users and other staff how to use all of the telecenter equipment.
7. Assist users who wish to enroll for distance education courses.
8. Link to educational and other organisations in the community.
9. Arrange tutorial and study assistance if needed.
10. Organize self-help groups, orientation programmes and social events.
11. Maintain suitable records for the telecenter.
12. Be responsible for the management, supervision and appraisal of staff members, ensuring that they perform their duties in accordance with their job descriptions, or as specified by the steering committee.
13. Keep up to date with new developments in the community concerning education, training, technology, health, government and business enterprises.
14. Periodically undertake staff training.
15. In consultation with the Steering Committee and other relevant people, negotiate and co-ordinate employment and training opportunities for telecenter users when needed.

16. Together with the Steering Committee, formulate, develop and review policies and procedures relating to membership of the telecenter, usage, data collection, financial management, and other operations of the telecenter.
17. Ensure that all policies and procedures are implemented and followed.
18. Build awareness in the community about the value of information and the role of the telecenter.
19. Plan and co-ordinate activities to increase the number of telecenter users.
20. Advertise the services offered by the telecenter.
21. Identify and develop a network of users or potential users of the telecenter.
22. Keep the community informed of the activities of the telecenter.
23. Purchase appropriate hardware and software for the telecenter in consultation with the committee.
24. Ensure that the facilities of the telecenter are maintained in good working order.
25. Advise the Steering Committee of any future equipment and service requirements.
26. Develop and maintain a database of community skills.
27. Develop and maintain a database of potential funding agencies.
28. Seek on-going funding for the telecenter by sending out fundraising messages, applying for government grants, etc.
29. Initiate and maintain revenue-generating (money-earning) programmes to achieve self-sufficiency for the telecenter.
30. Provide information, assistance and advice to telecenter users.
31. Take responsibility for the administration of any money collected by the telecenter on a daily basis.
32. Provide written reports to the Committee, funding agencies, and others, as required.
33. Together with the telecenter Steering Committee, be responsible for the on-going evaluation of the telecenter.
34. Attend Steering Committee meetings and present monthly reports on the activities, uses and achievements of the telecenter and manager.

35. Undertake additional tasks to benefit to the telecenter as directed by the Steering Committee.

Overall, the telecenter manager must analyze the community to judge how best to meet the community's information and training needs – in health, agriculture, education, government and other areas. An enterprising telecenter manager can take advantage of existing online services such as the one in the accompanying box and make the telecenter a link between them and relevant community organizations such as agricultural cooperatives and other groups. Similar opportunities will emerge in other specialized areas such as e-Governance that we have mentioned elsewhere and in the development of information gateways. The alert telecenter manager will explore opportunities in the growing e-Commerce field, as well as on-line distance learning. The manager will look beyond the excitement of computers and the Internet, and explore the potential of such ordinary information, education and entertainment media as CD, audio cassettes, and mobile phones.

Farmers sell their products online

In Punjab, India, farmers are selling their produce through online auctioning at www.farmerbazaar.com. The portal made a beginning with Himachal apples last year. 'The apple growers gained between Rs 5,000-10,000 a truck', claims Subeer Verma, who runs the site. An orchardist who sold *kinnoo* fruit through the site says that 'the biggest advantage is that you know the best price before clinching a deal. No longer can the *artya* (middleman) make a killing, knowing that the fruit grower is not in a position to shift his produce to another *mandi* [marketplace]. After all, transport accounts for 30 percent of the cost'. 'The transparency of the online process checks market manipulations. Fluctuations are arrested and prices are more uniform across the various *mandis*, each of which bids according to its demand. The produce gets evenly spread out instead of being dumped at one place, leading to a price crash', reasons Verma. The site also ensures payment guarantee to the farmer, and actually gives him a 15-day post-dated cheque the moment the deal is clinched.

—Vishal Thapar, 'The Mandi Goes Online', *The Hindustan Times*, 11 February 2001.

3. DAY-TO-DAY MANAGEMENT ISSUES

3.1 Daily maintenance activities

The telecenter should be inspected at opening and closing time as well as throughout the day. Make sure that the equipment is always working properly, that the facilities are clean and that the printers, fax machines and photocopiers are always filled with paper.

At the beginning and ending of each day, attend to the following tasks:

- Plug in and switch on all electrical equipment before the start of the business day. Check all telephones for a dial tone.
- Record the meter readings of the monitoring systems in the customer telephones, computers and photocopier.

- Check that the computers and printers are working.
- Record the number of spoiled photocopier and printer papers. Ensure that there is enough paper in the printer, photocopier and fax machine and that there is a spare supply of paper and toner.
- There should always be enough spare items for all the telecenter's needs for a period of time which is twice as long as the average delivery time.
- Service the equipment regularly; do not wait until it breaks. Request assistance if needed.
- Keep the telecenter clean, and have any needed repairs made immediately to the premises, furniture and equipment.

It is important that the telecenter manager and staff frequently check the equipment so that customers do not find that the telephone, fax or personal computers are not working properly. They may have travelled a very long way or urgently need the services. Those customers who encounter a breakdown may not report it. All customers should be asked when they leave if they are satisfied. They will know that their satisfaction is important, and, moreover, they might provide useful information.

A clean telecenter not only invites people to use it, but it also may lead to fewer breakdowns. Here are some important cleaning guidelines:

- Do not expose equipment unnecessarily to moisture, heat or water.
- Clean the equipment regularly with an anti-static cloth.
- Do not use cleaning fluid or furniture polish on the equipment.

The manager and staff need to know how to operate and maintain all the equipment in the telecenter. For example, they need to know how to replace a toner cartridge, carbon paper, and printer paper. They should also be able to recognise potential problems before they occur and, if possible, be able to fix them.

Servicing the equipment should be done on a regularly planned basis. Customers should be informed of the schedule so they can plan their visits accordingly. A technician should be called in to make repairs as a last option, but this action should not be delayed unnecessarily. This will keep "down time" (non-working time) to a minimum.

Three things must be done by closing time:

- Inspect and register the condition of the premises and equipment.
- Complete the daily report on the services rendered and the finances involved which will be submitted to the Steering Committee.
- Collect complaint and/or fault (breakdown) forms and add them to the daily report.

To ensure that a sufficient supply of toner, paper, floppy disks other materials can be maintained, follow these stock control and ordering guidelines:

- Record the use of and quantity of stock on hand.
- Keep track of delivery times after ordering. Keep a note of the delivery times for the various items because it will help you to maintain your stock.
- Order supplies early. Allow at least twice the expected delivery time. For example, if it usually takes two days to receive paper after ordering, you should place your order four days before you expect to run out of paper.
- Keep a list of suppliers, their addresses, telephone and fax numbers.

3.2 Telecenter client relations

A telecenter client (user) who is not satisfied with the telecenter service may complain to you. Deal with a complaint in the following way:

- Always stay calm and friendly when dealing with a person making a complaint; never become angry. The client is the most important person in the telecenter.
- Listen carefully and be apologetic. Acknowledge the customer's feelings and explain what action you will take to correct the problem. Thank the customer for bringing the problem to your attention.
- Learn to accept criticism — always stay friendly and try to solve the problem quickly. Be creative; apply emergency solutions as far as is reasonable.
- Don't avoid people who always seem to complain. Welcome them at all times. Do not regard complaints as a personal attack on yourself. Remain calm even if the customer is unreasonable. Focus on the problem, not on the person. Reward yourself for turning a difficult client into a happy one.
- If you cannot satisfy the client, do not hesitate to ask for help from the committee or the supplier concerned. Avoid delay. Act according to the guidelines in the section about equipment breakdown.
- Register all complaints on a daily basis.
- If the client does not receive the service that he or she wants, do not charge a fee. The client probably expects the services to be provided on a "service guaranteed" basis.
- If reasonable, compensate clients for the loss of service by giving them extra service, attention and assistance. For example, re-send faxes or make photocopies for the customer without charge.
- Treat clients well so that they will want to return to the telecenter, and so they will suggest to others that they come to the telecenter.

Although reporting complaints to the Steering Committee is done on a monthly basis, the Committee should be involved immediately if there is an emergency. Handling complaints may differ from one circumstance to another. If the clients complain about the behaviour of the telecenter manager, study the situation to see if the situation is warranted or whether it is a perception. Then the decision can be made as to how the manager should respond to improve situation. If the clients complain about poor service because the equipment is out of order, it is the responsibility of both the staff and the manager to correct this.

Recording and reporting complaints are very important because it is through information that problems can be resolved and service improved. See Appendix 3 for a sample complaint registration form.

3.3 How to handle equipment breakdowns

In order to keep the length of service breakdown to a minimum, you should deal promptly with faulty equipment. For example, telephone breakdowns should be reported to the telecom operator or equipment supplier (or servicing company) right away. The supplier concerned must respond immediately and clearly state how quickly he will attend to the problem. In this way, services will be restored as expeditiously as possible.

Examples of equipment failure follow:

- Telephone line(s) out of order.
- Telephone set(s) out of order.
- Monitoring system of telephone sets out of order.
- Fax-machine not working.
- Photocopier not working.
- Computers or printers out of order.

When equipment fails, standard breakdown procedures should be applied as much as possible. You must clearly register breakdowns and the date and time when you requested repair, as well as the time taken to repair the faulty equipment. This information should be included in the daily and monthly report to the Steering Committee. This is important because if a supplier fails to meet the agreed service level, management should apply pressure on them – there will be a penalty or financial compensation as indicated in the service agreement. Thereafter, the suppliers will be more likely to respond to repair requests.

When something goes wrong, follow the standard procedures below.

- | |
|---|
| <ul style="list-style-type: none">• Explain the problem clearly to the clients, indicating what can be offered them on a temporary basis. |
|---|

- Establish all steps necessary to resolve the technical problem such as phone line repair, fax repair, etc. This will include informing the supplier. The telecenter manager should try to solve small problems him or herself.
- If possible, use a temporary emergency solution so that client service can continue.
- Record and report breakdowns to the Steering Committee, who, in turn, can put pressure on the suppliers to hasten recovery of service.

Emergency steps are sometimes needed in order to avoid client dissatisfaction, especially when telephones or telephone lines are not available for the clients. Take the following steps to provide temporary emergency facilities:

- Temporarily dedicate the manager's telephone and fax lines (if working) for clients' use.
- Use a stopwatch to time and record clients' calls.

These procedures are important because clients should never be turned away if client telephones or lines are out of order, and other facilities are available. The client is the most important user of communication facilities. See Appendix 4 for a sample form to report a breakdown.

3.4 Keeping financial records

It is necessary to record all financial transactions in the appropriate records and to preserve receipts and statements.

- Record charges for all services separately (telephone, fax, copiers, computer usage, printouts, scanned pages, etc.), with the payments received.
- Keep a daily cash book indicating all payments and receipts.
- Keep bank statements in a file.
- Determine daily profit or loss in a daily report based on income and expenses.
- Create a daily income and expenditure statement for the Steering Committee.

Note: The entries **must** be done daily, weekly, monthly and annually. Refer to Appendix 1 for a sample daily report form on services and finances.

Other important duties related to the financial management of a telecenter are:

- Create a plan and a monthly budget.
- Open a dedicated bank account for the telecenter business.
- Pay all debts in a timely manor.
- Keep accurate records of all materials in stock and place reorders in proper time. In other words, know your inventory and always anticipate what you will need.

- Generate a simple management report daily.

Financial records

As you develop the financial records system for your telecenter, the best rule is to keep it as simple, yet complete, as possible. Bear in mind the level of financial expertise of those who will use the records and the time involved to maintain them. An annual audit of the telecenter's books is recommended; approach an accountant in your community to volunteer this service.

In terms of general financial management, it is recommended that forecasts and tracking be implemented for each area. In preparing fiscal forecasts, remember to make provisions for intermittent costs, such as repairs to equipment or furniture, replenishing supplies, and upgrades to hardware/software.

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3.5 Monthly reports

The Steering Committee will need monthly reports in order to make decisions and offer guidance to the telecenter. The report must detail the activities and finances, plans to improve the telecenter and its equipment, and problems such as complaints and frequent/serious faults, if there are any. Monthly reports should cover the following general categories:

- Services rendered.
- Revenues and expenses, specifying the different service categories.
- Overall financial statement.
- Summary of complaints and how they have been handled.
- Summary of faults or breakdowns and how they have been resolved.
- Status of premises and equipment.
- Any other relevant incidents and developments.

Create the monthly report from the daily reports and submit it to the Steering Committee. See Appendix 2 for a sample monthly report form.

From the information contained in the monthly report, the Committee will be able to determine the progress being made by the telecenter, if and to what extent it is contributing to the livelihood of the people it serves, or how to make the telecenter part of the fabric of the communication.

4. ESTABLISHING RULES

Every telecenter needs a list of rules for users and staff. The purpose of these rules is to ensure that every user gets the full benefit of the telecenter and that proper records are kept so that the telecenter can become sustainable. When users are made aware of rules, the manager and staff are relieved of repeatedly explaining them. The rules are to protect the telecenter and to protect telecenter users' rights to use the telecenter equipment productively and effectively.

Rules should make sense to the telecenter staff and to the community. For example, a rule stating there is to be no running in the telecenter is made to prevent accidents and avoid injuries. A no-eating or drinking rule near the fax machine, copying machine or computers will prevent food particles or liquids from spilling and damaging very expensive equipment!

Rules for using the telecenter should be displayed prominently on signs in the telecenter. For example, a sign stating the rules for using the computers, TV and telephones will be useful. Fees for photocopying, faxing, telephoning should be posted. Signs labelling rooms set aside for specific purposes will also be helpful. Each telecenter will be unique and will post signs differently.

Every telecenter user should sign and agree to a list of rules. Following is a sample list.

When you sign in, you agree to abide by the following:

1. All users must sign in before using the equipment.
2. All users must pay the appropriate rates for the services they receive from the telecenter.
3. No food or drink is allowed near the computers.
4. If the application you are using has a sound associated with it, turn off the sound or use headphones.
5. Users under the age of 14 are welcome to use the telecenter until 17:00 only.
6. An adult must accompany children under the age of 10.
7. Adults and youth have equal access rights to the computers when they are both present in the telecenter at the same time.
8. Telecenter staff and volunteers reserve the right to ask anyone to leave the telecenter at any time, for any reason.
9. Users who copy software from any of the computers or who intentionally delete or alter the contents of a computer's software will not be allowed to use the telecenter again.

10. Telecenter users should be sensitive at all times to other activities taking place. They should not make noise and should not interfere with other telecenter users.
11. At closing time, telecenter users should complete what they are doing quickly and leave the premises.
12. Computers can be used only during the hours prescribed. If you arrive too early, please wait in the reception area (or outside).

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