



REPORT OF MID-TERM REVIEW

PER/76/003 - "Capacitación Masiva Audiovisual para  
el Desarrollo Rural"

14 - 23 May 1979

Lima, Peru

W/N2425

## REPORT OF MID-TERM REVIEW

PER/76/003 - "Capacitación Masiva Audiovisual para el Desarrollo Rural"

### BACKGROUND INFORMATION

#### 1. The Project

The above-mentioned project, financed by UNDP and executed by FAO, has as its national counterpart agency the Centro Nacional de Capacitación e Investigación para la Reforma Agraria (CENCIRA). Its prime objective is to develop and apply on a massive scale a methodology of training for campesinos using audiovisual means. The methodology is to be suited to the particular socio-economic conditions in Peru, and to the need to train large numbers of campesinos, both within and outside associative production enterprises. In addition, it is to overcome the barrier of local languages and relatively low literacy levels among the campesino population. The project grew out of a previous UNDP/FAO assistance to CENCIRA (Per/71/544). This was a programme of broad-based assistance to CENCIRA, whereas PER/76/003 (1 January 1977 - 31 December 1980) concentrates heavily on the question of farmer training with audiovisual means. This concentration was a decision taken by the Government of Peru, and it led to the creation of the Centro de Producción Audiovisual para la Capacitación (CEPAC) within the Directorate of Communication of CENCIRA.

Most of the international inputs provided under PER/76/003 have gone into developing and reinforcing the activities carried out by CEPAC, and so Peru became the only country in the world where such an activity exists, and where video tape recording is the principal audiovisual means used for farmer training.

The closed-circuit TV programmes are produced and played with highly portable video recording equipment. This allows for easy programme production in the field and also enables the courses to be taken to campesino groups at, or very close to, their normal place of work. Production of courses is carried out at CENCIRA's CEPAC in Lima and by five regional programme production centres spread throughout the country. Two of these centres, Cuzco, and Piura, are supported by bilateral aid inputs from Holland and the Friedrich Ebert Foundation respectively.

Farmer training courses consist of a number of TV classes each of about 25 minutes duration. In addition, each TV class is supported by printed material, a practical demonstration and practical work when feasible.

## 2. The Mid-Term Review

The primary purpose of the Review was to :

- a) Review the progress of the project since its inception and determine to what extent its objectives and programme of work are being achieved.
- b) Identify any special problem that may be hampering effective implementation and make recommendations for overcoming them.

- c) Recommend what further UNDP assistance or other technical assistance is required to facilitate a fuller realization of the original project objectives or subsequent follow up action.

The Review was held from 14 - 23 May and was attended by representatives of CENCIRA, OSPA (Ministry of Agriculture), INP, UNDP, FAO and the international and national staff of the PER/76/003 project. (See list attached).

Meetings were held in Lima, and field visits were made to Huaral, Arequipa and Puno.

In addition to discussions and visits to the field, the Review Mission based its findings on the following documentation :

- 1) Revised Project Document - PER/76/003
- 2) The Project Manager's progress reports (1 January 1977-April 1979)
- 3) Programme of Work for 1979
- 4) A selection of training manuals and documents
- 5) A series of video programmes produced by the project from 1976 to 1979

The Review Mission was also provided with the summary report of a Technical Analysis prepared by FAO for this review. The Technical Analysis covered three major aspects of the project's activities :

- the media design, that is the communication media selected, the theory and the practice of their use ("Which media are used, why and how ?");
- the field application of audiovisual programmes produced in the project, and in particular farmer and subject specialist reactions to them ("How do farmers react at particular courses and to what extent have these courses affected actual practices. Are subject matter specialist satisfied with the technical content of these programmes ?")

- the methodology developed in the project for training the trainers of farmers : theory and practice ("What training methodology has been proposed, and how is this actually carried out ?")

A three man team carried out this analysis in the autumn of 1978, on the basis of a Preparation Report by FAO Consultant Dr Louk de la Rive Box. The team consisted of Mr Gerard Van Alkemade, Media Specialist; Mr Chris Van Dam, Training Evaluation Officer, EXTRACO, FAO, and Mr Héctor Martínez, Professor of Community and Rural Development, San Marcos University, Lima.

### 3. PROJECT ACHIEVEMENTS

This section of the report will examine the project's activities under four separate headings :

- i. The audiovisual equipment and technology used
- ii. The training of counterpart staff in the production and application of farmer training programmes
- iii. The production of audiovisual training courses for farmers
- iv. The application of courses in the field

#### i. The audiovisual equipment and technology used

As mentioned earlier, the project has opted for the use of small gauge sub-professional video-tape recording as its audiovisual medium. Under the previous project, PER/71/544, about 90 slide sets were produced, but the experience showed that the movement provided by video, even if in black and white, was more useful than were still, colour photographs with campesino audiences. In addition, film processing in Peru posed problems

both in terms of quality and the time required. The immediacy of video recording and playback was a major advantage.

The project bases its use of video technology on the concept of what is called shuttle circuit TV. This is to say that TV programmes can originate in several ways with the purpose of transmitting information in different directions. For example, the Ministry of Agriculture can make a programme centrally to transmit information on a new agricultural technique; or, a TV programme made in a community, with community participation, can be used to inform the government of the conditions in that community; or, finally, a programme made in a community showing how that community has overcome a certain problem can be shown in communities with a similar problem in order to demonstrate a solution.

The decision to use video, and the need to import relatively sophisticated electronic equipment from abroad, resulted in a good deal of criticism in certain Peruvian quarters. It was believed by some that the video equipment itself would not withstand the rigours of field use and that such importations of technology would necessarily lead to long-term technological dependency.

From information made available to it, and from its own observations, the Review Mission concludes that the project has gone a long way in proving that video technology is appropriate for the socio-economic conditions prevailing in Peru and that the worst fears about long-term technological dependency are not justified. The project has experimented with no less than 8 different models of TV monitors, 5 different models of video tape recorders, and 3 different types of video tape in reaching its conclusions regarding the most appropriate equipment for use in Peru.

It is worth noting that the UNDP/FAO inputs to the project have not included any electronic engineering expertise, with the exception of a 1 month consultancy for an engineer from Sony Corporation who helped to install the original batch of equipment when it first arrived. Despite this fact, a good deal of technological development work has been done by the project in modifying and sometimes adapting equipment to make it more suitable for field use. One example is the development and manufacture by the project of an inverter which takes 12 v. DC from an automobile battery and converts it to the 130 v.A.C. required by some of the video equipment. This allows farmer training courses to be presented wherever an automobile battery is available or can be carried. These inverters cost \$200 each whereas the purchase of a similar unit would have cost \$1 200 each.

Much of the equipment being used is now over three years old but is still giving excellent service. When breakdowns do occur, they can be rectified by CEPAC's local maintenance team, usually with spare parts easily available in Lima. This situation led one of the consultants who carried out the technical analysis of the project to conclude that, despite its intensive use, the equipment could last 10 years, rather than the 5 years write-off period one would consider normal for such equipment.

In summary, the Review Mission was impressed by the suitability of the technology applied by the project and by the national capacity to absorb it. To date, the project has imported equipment to a total value of about \$500 000; of this, about \$300 000 was UNDP financed, and the remainder was financed by FAO's Technical Cooperation Programme, Dutch Bilateral assistance and the Friedrich Ebert Foundation.

ii. The training of counterpart staff in the production and application of farmer training programmes

The project has held 4 training courses to date for the counterpart staff, in the production and application of farmer training programmes. A fifth is planned for later this year for participants from other countries of Latin America.

The training in the production of audiovisual courses for farmers and in their field application is based on two basic precepts. The first is "to learn while doing", and the second is to train people as generalists in the field of audiovisual methodology rather than as specialists. Thus, a person completing a course should be capable of carrying out every phase of the farmer training process from planning a course, scripting it, shooting it, editing it etc., through to actually presenting the course to groups of campesinos. So far, the project has trained 85 Peruvians and 5 foreigners in this work.

Unfortunately, only 35 of these trained people are still working with CENCIRA, and not all of these are working in the area of audiovisual farmer training. CEPAC, which started out in 1976 with 30 staff, now only has 15.

This serious loss of trained staff can be attributed to several factors, not the least of which is that they can expect to receive only 20 - 25% as much salary as those working in, say, professional TV. It is worthy of note that CENCIRA salaries are very low, even compared to other institutions within the agricultural sector. And this is despite the fact that the life of a farmer-trainer in the field is always demanding and often uncomfortable.



There is general agreement that the methodology used in training national staff has given remarkable results in terms both of technical competence as well as in dedication to the cause of farmer training. (The excellent condition of the video equipment being used by the graduates of the courses is just one testimonial to the carefulness of the training they received). The training courses, which have varied in length, now seem to be settling down to an average duration of 70-90 days. Since the course working day is usually from 12 - 14 hours, and a working week is usually 6 or 6 1/2 days, it is evident that the intensity of the training contributes much to both the knowledge and the dedication acquired.

iii. The production of audiovisual training courses for farmers

In the project's order of priorities to-date, the training of staff has been of more importance than has the production of high quality video programmes. The Review Mission believes this priority to have been correct and it would have led to an extremely strong and numerous national team of producers and appliers of farmer training courses had there not been the aforementioned loss of trained staff from CENCIRA. Despite the project's principle that programme quality is of only relative importance, the Review Mission was able to see that, with the passage of time, there has been a considerable improvement in the visual quality of programmes being produced.

To-date, the project has completed 33 courses and has a further 10 in final stages of production. Each course, on average, is made up of between 9 and 10 classes. Courses are produced along the lines established by CENCIRA's Department of Training. Some sample titles, which illustrate the variety are : Irrigation, Seed potato selection and storage, Citrus

Production, Weed Control, Book-keeping, Women's Health, First Aid, Parasites in Humans, etc. Though the majority of the courses originate in Spanish, some have also been produced in Quechua and Aguaruna and others have been translated into Quechua and Aymara.

The Review Mission was favourably impressed by the quantity of programmes produced and, in general, by their quality. However, it seems evident that the programmes would benefit from more pre-production research and from more campesino participation in the planning and production. Another weak area in project activities hitherto is the evaluation of the programmes' impact among campesino audiences.

iv. The Application of Farmer Training Courses in the Field

Although the title of the project refers to "massive" training, the application of courses is still a very long way from reaching such a level. At the time of writing there are 34 video presentation modules spread among CENCIRA field offices. A minority of these is working at a fairly satisfactory rhythm but the majority are not. A few figures will support this view.

In a trial period between March and July 1978, the project used 13 video presentation modules in the field for a period of 195 module/weeks. They succeeded in presenting 159 courses to 5 700 campesinos using the 13 modules. On the other hand, in the first three months of 1979, using over 30 modules and in 403 module/weeks CENCIRA's field staff succeeded in reaching only about 2 000 campesinos. And of these, almost 1 000 were in one CENCIRA zone. It must be remembered that CENCIRA field staff have only quite recently taken over the application of the courses. However, if the rhythm of their work in applying the courses cannot be very considerably improved, the whole economic justification for the activity will be in doubt.

For the continuation of the project activities, it is absolutely necessary to analyse the factors which lead to that situation and find the appropriate solutions.

It has been calculated that at the rhythm of course application achieved by CEPAC in 1978, the cost of producing and presenting a complete course and assuming a total audience of 1 000 campesinos is about \$ 12 per campesino. This figure also includes all the international inputs under the project.

Obviously, the costs would be reduced once there are no international inputs and if economy of scale can be achieved by a more massive application of the courses. Everything possible must therefore be done to improve the rhythm of field application of the courses.

The fact that at present CEPAC staff produces courses, and CENCIRA field offices staff apply them, seems to result in insufficient feedback to the course producers. It is especially important that producers have a chance to apply courses at least on a limited scale so that they can determine the reaction to them and modify them if necessary. It could also be argued, on the basis of experience with other communication projects elsewhere, that the course production and application should be the responsibility of the same personnel.

The Review Mission has doubts regarding the training activities that are designed to support the TV programmes. More specifically, the Technical Analysis of the project drew attention to weaknesses in the practical work and demonstrations that are supposed to form part of the lessons. And the printed material given to course participants is apparently not used by them very much.

The training programmes have been applied to widely varying audiences, from shepherds in the Sierra to college graduates in the Costa. Although the technology does permit the audience heterogeneity to be taken into account, more attention needs to be paid to making or adapting programmes for specific target groups, if the maximum effectiveness of courses is to be achieved. CENCIRA with its CEPAC in Lima and its five regional programme production centres should be in a position to guarantee the specificity of course for particular audience and situations, but so far the necessary coordination has been lacking between the various production units.

Although over 80% of campesinos indicate a positive attitude towards the courses they had received, the Review Mission believes that course application is by far the weakest area of the project's activities so far.

It must be remembered that this is the newest part of the project's activities, and it is without doubt also the most difficult to organize. However, without an intense rhythm of course application, the project will never reach its prime objectives of training campesinos. Therefore, a great deal of effort must be devoted to this aspect in future.

#### 4. DIFFICULTIES ENCOUNTERED BY THE PROJECT

The most serious problems of the project are a direct reflection of the economic situation prevailing in Peru, which have resulted in CENCIRA's inability to meet its obligations in terms of counterpart support.

The national counterpart costs presently are financed by the regular CENCIRA budget, which is subject to all the legal dispositions on austerity.

Although there are no real problems in the area of the technology being used by the project, the physical conditions in which CEPAC is working are far from satisfactory. The building is too small and it is located in a particularly humid part of Lima. This causes maintenance problems with the equipment.

Much more serious problems, however, are those concerned with human and financial resources. Whereas CEPAC started out in 1976 with 30 staff and CENCIRA meeting all running costs, today CEPAC has 15 staff and the UNDP/FAO inputs cover the running costs. The inherent danger in this situation is that economic dependency has been created, which goes against the long term interests of Peru and the basic precept of UN Technical Assistance programmes.

The audiovisual training activity has demonstrated that it can generate income by recovering some of its cost from enterprises that use its services, and this could help to overcome some of the economic problems. Unfortunately, however, to-date this income has not reverted totally to CEPAC, but has been used by CENCIRA for other purposes.

The fact that CENCIRA does not have personnel to provide the subject matter inputs for the training courses, obliges it to rely on other institutions, such as the Agricultural University of La Molina, IVITA, CRIA, FAO projects, etc. for the subject-matter expertise required for the courses.

As mentioned earlier, the slow rhythm of course application by CENCIRA field staff to-date is a matter of great concern as it could put in doubt the whole concept of the project.

## 5. CONCLUSIONS AND RECOMMENDATIONS

The Review Mission concludes that the project has so far in great part succeeded in accomplishing its primary objectives. It has developed a methodology for training of farmers using an audio-visual technology which promises to be effective, economical and suitable for the conditions prevailing in the rural areas of Peru as well as in other countries in Latin America. It has developed a suitable methodology for the training of national staff in the production and application of audiovisual courses.

The results so far obtained, however, still need to be consolidated, further developed and expanded. In particular, the Mission feels that the project should expand its efforts in the area of field application, and on the training of farmers on a larger scale. More participation of farmers in the identification of needs, production and application of training programmes is also desirable. In-service training of staff needs to be continued and a methodology for research and evaluation further developed and applied.

In order to achieve the above, the Review Mission recommends more specifically that :

- 1) UNDP provide additional funds to enable the project to achieve its objectives completely and continue at full operational level until the end of 1980 (inflation has seriously reduced the real value of the original project budget). The funds to be provided by UNDP would cover: operational costs for in-service and group training, local personnel, some additional equipment, consultant services and, if possible, an additional 12 man months of expert time. For, after June 1979, the international director will be the only expert provided by the project.

The FAO representative on the Mission expressed the need to provide him with additional help, if the project is to consolidate and develop its activities along the lines recommended by the Review Mission. The UN representatives on the Mission felt that the additional funds to be provided by UNDP should not exceed the amount of \$ 150 000. The exact figure and its distribution within the budget will be established by UNDP and INP taking into account the proposals of CENCIRA and OSPA, and incorporated in a budget revision. The Review Mission also recommends that FAO intensify its efforts to identify and provide the project with an associate expert, as discussed in the past. CENCIRA will present as soon as possible the corresponding terms of reference.

- 2) CENCIRA and international project staff should find ways of improving the coordination and integration of the various training activities, and that CENCIRA fulfill certain conditions that will allow the audiovisual activities to consolidate and further develop.

In particular, the Review Mission suggests that :

- a) CENCIRA obtain an adequate building for the audiovisual production and training activities carried out by its CEPAC. The Review Mission was informed that the Agricultural University of La Molina had officially requested closer cooperation with the FAO/UNDP project.

In view of La Molina's situation in a better climatic zone than that of CEPAC's present location, and in view also of the University's ability to provide subject matter content for training programmes, and perhaps also to provide a suitable building, the Review Mission recommends that CENCIRA pursue the possibility of drawing up a tripartite agreement between itself, the University of La Molina and FAO.

This agreement would cover the regular production of CENCIRA audiovisual training courses within facilities provided by La Molina, drawing on and using the University's technical expertise.

Other forms of closer cooperation with the University of La Molina should also be explored in the light of the University's need to have audiovisual materials for training agricultural technicians. A first concrete step towards closer cooperation could be to install a programme production unit at La Molina and for the University to host CEPAC's international course beginning in September.

- b) The income generated by the audiovisual production and training activities should revert completely to the project and be used to carry out further activities of the same nature.
- c) CENCIRA do everything within its power to hire personnel to replace the staff which has left CEPAC in the last three years.
- d) In view of the need to improve the level of the production and application of programmes in the field, CENCIRA must find ways and means of strengthening the cooperation between the programme production staff of CEPAC and the staff of its other departments. More attention must be paid to the problems of field application, and ways found to provide support and additional training to field staff responsible for the use of the audiovisual programmes with the farmers.



- e) The Deputy Executive Director of CENCIRA, the Directors of the Training and Communication Departments of CENCIRA and the PER/76/003 Project Manager with the support of the zonal Directors, identify the problems in the area of field application, propose solutions and issue directives to ensure that the audiovisual training system receive the necessary support and assistance from CENCIRA zonal offices.
  - f) Special briefing sessions on the audiovisual training methodology be organized for the CENCIRA zonal directors.
  - g) One or two CEPAC officers be appointed to assist in field application of the audiovisual methodology and to secure the coordination and liaison with a selected number of CENCIRA field offices.
  - h) CENCIRA encourage CEPAC to carry out on, an experimental basis, field application of training programmes in areas where CENCIRA in general does not have intensive activities. This would enable CEPAC staff to obtain the necessary feedback for the evaluation of its programmes and for any necessary modification. If necessary, the work of improving field application should take precedence over the further production of courses.
- 3) One of the major problems which emerged is the present inability of the counterpart agency to provide the agreed financial support for the project and the consequent economic dependence on international assistance.

The implied risk is that if conditions do not improve, the Government will not be in a position to operate the project once international assistance terminates.

Since the Government of Peru considers the training of campesinos as a high priority, and to overcome the financial problems, the representative of INP suggested that the project be considered in the Investment Programme of the Agrarian Sector and that, for this purpose, a feasibility study be formulated. Considering it as investment project with the corresponding priority assigned by INP, the State would be in such a position to give it the financial and operational support it needs, enabling it to consolidate its methodology and to provide an institutional structure for this innovative training methodology for farmers.

The new investment project would have as its primary objectives, the consolidation of the methodology developed during the PER/76/003 project, and the application on a massive scale of the training programmes to farmers.

In order to formulate the proposal a feasibility study is required to determine the technological, economic, financial and institutional aspects of the project and the implications for Government support, contemplating also in the study the incorporation into the system of the project CENCIRA/F.Ebert Foundation in Piura, and of the audiovisual training component of the agreement CENCIRA / Holland in the region Cuzco - Puno. At the same time, the feasibility study would identify the requirements for any further international assistance and a possible second phase to follow the PER/76/003 project.

The Review Mission recommends that UNDP, CENCIRA and INP organize this feasibility study as soon as possible, so that the results will be available by October at the latest and can be contemplated in the 1980 National Investment Programme. The terms of reference and budget for the study should be defined

jointly by INP, CENCIRA, UNDP and FAO. The cost of this study should be financed by UNDP and included in the budget revision of PER/76/003. The study team should include at least one international communication planner, capable of identifying the requirements for international assistance, and drawing up the related project document. The technological expertise would be available within CEPAC, and INP and OSPA would provide the financial and economic expertise. It is possible that the executing agency would need to send a representative for one or two weeks to participate in drawing up the conclusion of the study.

4. The FAO and UNDP members of the Review Mission drew attention to the fact that the audiovisual training methodology developed by the project for farmer training is creating considerable interest in other countries of Latin America. Indeed, project personnel have already provided advisory and training services outside Peru. Once the experience in Peru has been further consolidated and expanded, there will doubtless be a need to add a Latin American regional dimension to the project in order to finance training and advice to other countries. Attempts would be made to obtain funds from UNDP's Latin American regional allocation for this purpose. CENCIRA agrees to this general proposal.

LIST OF PARTICIPANTS MID-TERM REVIEW

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**"Video in the Field in Peru (Articles)" letter from Dr. JM Gurney, Sr. Programme Officer, Nutrition Unit, FAO, Geneva dd 12 March 1984 to Dr. Aquino del Puerto, OPS/OMS, Lima, attaching article "Video in the Field" and report of FAO project in Peru.**

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Notes

Dr. Gurney's two attachments:

"Video in the Field" filed separately as CF-RAI-USAA-PD-GEN-2007-000138, and

"Report of Mid-Term Review of FAO/UNDP project PER/76/003: Capacitacion Masiva Audiovisual para el Desarrollo Rural" [Large-scale audiovisual capacity-building for rural development], dd 14-23 May 1979.

The report details the run of the project, achievements to date, difficulties encountered, local and international staffing, organisation of counterpart agencies (CENCIRA, CEPAC), equipment used, etc. The project concentrates on farmer training through audiovisual means. Peru became the only country in the world this type of farmer training. The project bases its use of video technology on "shuttle circuit TV", meaning that information can be transmitted in many directions. Thus, the Ministry of Agriculture can broadcast new farming techniques, and conversely, a village can make a TV programme to inform Govt of their needs and conditions. The project concludes that the audiovisual mode is appropriate for field conditions in Peru.

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Number of images without cover

SAROJA DOUGLAS

Saroja Douglas

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