



# USAID | DELIVER PROJECT

FROM THE AMERICAN PEOPLE

## Success Story

# Regional Training Institutes Become Long-term Sustainable Partners



Participants pose during a supply chain logistics training at PRISMA in Lima, Peru.

**The RTIs' training calendars are impressive; they are training more people faster than the project, and the training is sustainable.**

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In the past few years, four Regional Training Institutes (RTIs) in Africa and South America have trained hundreds of decision makers, in dozens of countries in Africa, Latin America, and the Caribbean, in commodity security and supply chain management (SCM). The training, presented in Spanish, French, or English, met the same high-quality international training standards upheld by the USAID | DELIVER PROJECT (the project). Financial support for the trainings came from a variety of sources with minimal support from USAID core funds. Over time, the RTIs have evolved as leaders in training for SCM and logistics; they continue to offer high-quality training solutions in developing countries.

Initially, the project recruited and trained the RTIs, supporting them to ensure the training was sustainable and cost effective in the long term. Based in Peru, Tanzania, Burkina Faso, and South Africa, the RTIs leveraged local talent to provide training in commodity security and supply chain management to the areas that needed it most. Today, the RTIs are either working entirely on their own, or with diminishing technical assistance from the project.

After competitively recruiting RTIs with the appropriate organizational skills, the project conducted a series of train-the-trainer sessions. Project trainers and the RTIs worked together on the technical content; the project used role modeling to explain and demonstrate how to use the required adult learning theory (ALT) methodology. The Leadership, Management and Sustainability program /Management Sciences for Health encouraged a culture of entrepreneurship for the RTIs, helping to transform Eastern and Southern African Management Institute (ESAMI) and Asociación Benéfica Prisma (PRISMA) into viable business entities capable of adopting a mission-driven, market-adjusted approach to product development, revenue generation, client engagement, and metrics monitoring.

For the next step, the project co-presented courses with the RTIs for actual participants—either in Spanish, French, or English. Gradually, the project trainers moved into the role of observers; they continued to offer intensive coaching and feedback.

The RTIs were ready to train *on their own* when they met the following standards:

- presented the course based on the technical goals and objectives specified by the project
- used the standardized ALT-based curricula developed by the project
- applied the interactive ALT methodology to help ensure the greatest learning impact
- promoted interactive learning and the open exchange of professional experiences by participants
- developed and applied a routine course evaluation system
- recruited a cost-efficient number of participants for each course (usually a minimum of 15 and maximum of 25).

While some of the standards were relatively easy to achieve and were met with enthusiasm and quick success, others required significant short-term technical assistance and an organizational shift. At this point, however, all four RTIs have demonstrated strong institutional capacity; some have three or more years of experience, and have excellent reputations. The RTIs' training calendars are impressive; they are training more people faster than the project has ever done, and the pace is sustainable (see table 1). The project can now focus more of its resources on the country-specific specialized courses the field has requested.

Since their initiation in 2008, the regional institutes have trained more than 600 men and women in supply chain logistics (see figure 1). Ratings in course evaluations have typically been high, and participants have frequently recommended the course to colleagues or superiors. These efforts have built strong local networks of supply chain professionals in developing countries; they are ready to improve supply chain outcomes and commodity security.

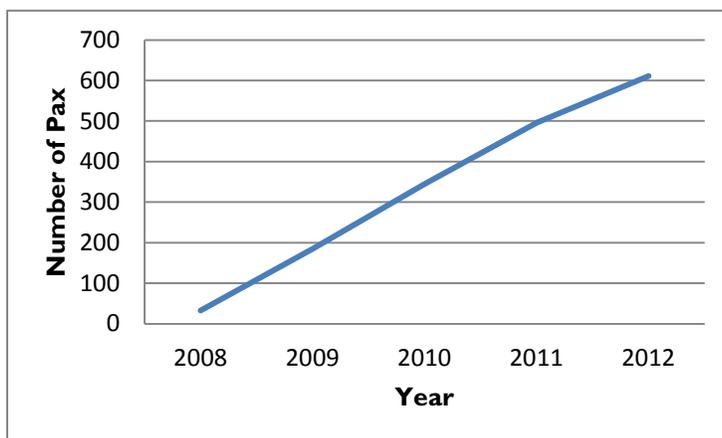
As the RTIs continue to be successful, their strengths and abilities continue to increase, as does the demand for their services. This makes it easier for them to continue mobilizing funding.

Although training in this technical area will continue to evolve with new supply chain technology and processes, the four RTIs have shown that they are capable, increasingly sustainable, and agile enough to respond to future challenges.

**Table 1. RTI Trainings by Country**

Regional Training Institute	Country	Number of Trainings
Asociación Benéfica Prisma (PRISMA)	Peru	16 trainings (since 2008)
Eastern and Southern African Management Institute (ESAMI)	Tanzania	15 trainings (since 2009)
BIOFORCE	Burkina Faso	4 trainings (since 2010)
RTT	South Africa	2 trainings (since 2012)

**Figure 1. Cumulative Number of Participants Trained by RTIs**



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