WHAT IS PIVOT: PRACTICAL, INNOVATIVE, ON-THE-JOB TRAINING?

**PIVOT: Practical, InnoVative, On-the-Job Training** is the Africa Bureau’s organizational change management program that advances private-sector engagement (PSE) through technical and leadership skills-building for greater development impact. This immersive, cohort-based program combines leadership and collaborating, learning, and adapting (CLA) skills with on-the-job training to equip USAID field staff to be catalysts for change in their Missions and support countries on their Journey to Self-Reliance. Participants complete an 11-month, intensive, all-cohort program, and gain access to ongoing learning activities and peer support.

Missions across the Agency can also buy-in to short-term PIVOT-style support, focusing on private sector engagement (PSE) action planning for Mission transformation, participatory private sector assessment, and other topics.
OUTCOMES

PIVOT’s inaugural cohort worked with 36 field staff from six Africa Missions in Ghana, Kenya/East Africa, Madagascar, Southern Africa, Rwanda, and Uganda in its first year.

PIVOT delivers an inspiring, dynamic, whole person approach. The initiative uses a “learning-by-doing” approach to grow PSE, CLA and leadership competencies; set ambitious goals; establish priority actions; engage with private sector contacts; and report on progress.

Key findings of the Learning Review revealed that the PIVOT Cohort program increased the skills and confidence of participants and spurred significant cultural and operational change related to private-sector engagement.

KEY LEARNING REVIEW HIGHLIGHTS INCLUDED:

- Cohort members rated PIVOT highly as an effective field support model, and saw USAID/Washington as a value add in field support.
- PIVOT resulted in statistically significant increases in Cohort members’ self-reported PSE knowledge and skills, and by the end of the PIVOT year pilot period, PIVOT Cohort members matched PSE POCs in terms of self-reported PSE knowledge and skill.
- Cohort members reported statistically significant increases in their Mission’s readiness for PSE and in Mission staff’s understanding of PSE and J2SR policies.
- Cohort members outpace other Missions in terms of established and functioning PSE working groups and PIVOT 1.0 members clearly understood and valued CLA and leadership skills.
2020-2021 COHORT PROGRAM

The global COVID-19 pandemic has dramatically shifted the interests and needs of the private sector. The 2020-2021 PIVOT cohort aims to help Missions adapt to these challenges, while mobilizing the wholesale cultural and operational change called for in USAID’s PSE Policy. It will focus on building technical PSE expertise, staff resilience, and change management capacity at the Mission level, to catalyze the adaptation and implementation of the Missions’ PSE priorities in the COVID-19 context.

Participating Mission “Change Teams” will:

- Make progress on high profile PSE mission priorities including through prioritized Agency approaches such as co-creation and blended finance;
- Adapt existing PSE plans to the changing conditions that have emerged with the pandemic;
- Identify and pursue new opportunities to engage the private sector;
- Gain exposure to blended finance concepts and other finance tools that mobilize private investment to reach development objectives;
- Meet and engage with new partners in the private sector and the investment community; and
- Measurably build capacity in PSE, CLA, and leadership for change management.

The program will feature four intensive All-Cohort Weeks over the course of eleven months. Each All-Cohort Week will bring together the participating Mission Change Teams for peer-to-peer learning and sharing and strategic engagements. During these weeks, teams will develop a trusted and supportive learning cohort to grow their PSE, CLA and leadership competencies; set ambitious goals; establish priority actions; engage with private sector contacts; and report on their progress.

The All-Cohort Weeks will also provide a chance to engage the wider Mission, as well as senior leadership across Missions. After completing the All-Cohort Weeks, participants will continue to build on the skills they’ve gained by putting them into practice through additional opportunities. After completing the All-Cohort Weeks, participants will continue to build on the skills they’ve gained by putting them into practice through additional opportunities.

*PIVOT is implemented by a consortium of USAID implementing partners, including Promoting Excellence in Private Sector Engagement (PEPSE) and INVEST (both from E3, PSE Team).*