

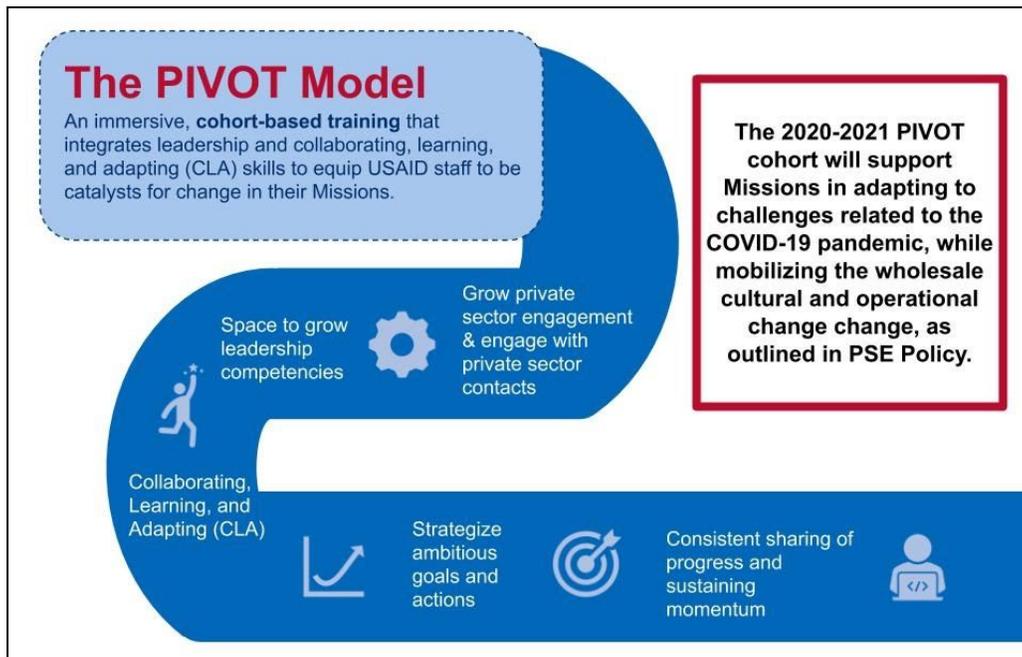


WHAT IS PIVOT: PRACTICAL, INNOVATIVE, ON-THE-JOB TRAINING?

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.

