PRACTICAL, INNOVATIVE, ON-THE-JOB TECHNICAL SUPPORT (PIVOT)

About PIVOT

Practical, InnoVative, On-the-Job Technical Support (PIVOT) is a demand-driven, holistic, and immersive learning-by-doing approach to mobilizing Agency-wide strategies and priority frameworks. Through targeted Mission support, PIVOT seeks to strengthen and reinforce the knowledge, skills, and behaviors of USAID staff, renovating organizational culture[1] at the Mission-level to achieve greater development impact. Notably, PIVOT is designed to build key technical skills while enhancing collaboration, learning, and adapting (CLA), and leadership development in a brave, equitable, and engaging environment that encourages experimentation, reflection, and feedback.

PIVOT Resources

1. PIVOT website: The central source for all things PIVOT

2. PIVOT 2-Page Overview: A snapshot of the PIVOT program

3. PIVOT Brief: A look at the PIVOT program to date, including lessons learned and next steps

4. PIVOT 1.0 and 2.0 Literature Review: This document, produced by USAID Data Services, includes the literature reviews from both the PIVOT 1.0 Learning Review and the PIVOT 2.0 Learning Review. The PIVOT 1.0 Literature Review explores private sector engagement (PSE), collaborating, learning, and adapting (CLA), change management and leadership. Building upon these topics, the PIVOT 2.0 Literature Review focuses on navigating internal and external power dynamics and mindfulness.

5. PIVOT 1.0 (PIVOT 2019 - 2020) Learning Review: This study, authored by Dexis Consulting Group, aims to capture promising practices, lessons learned, and evidence of change from the PIVOT program in its first pilot year.

6. PIVOT 2.0 (2020-2021) MEL Report: This MEL report analyzes the training results and experience of PIVOT's second cohort members. It was produced by Promoting Excellence in Private Sector Engagement (PEPSE).

7. PIVOT 2.0 (2020-2021) Learning Review Executive Summary: This one-pager produced by USAID Data Services provides an overview of the learning objectives and key conclusions of the PIVOT 2.0 Learning Review.

8. PIVOT 2.0 (2020-2021) Learning Review: This external study, produced by USAID Data Services, covers six learning objectives, including identifying what works and what needs improvement with regards to the PIVOT 2.0 approach to capacity building and change management, to help improve the Activity's design and implementation.

1 Cultural renovation is a holistic approach to assessing and strengthening, removing, and/or improving behaviors, knowledge, skills, and processes within a given environment to encourage and bring about healthy cultural change. It seeks to build upon what works while remaining vulnerable and open to change what does not. In addition, cultural renovation embraces continuous care and maintenance to ensure one's culture evolves and adapts in response to the dynamic context in which it exists. This definition is based on Kevin Oakes Culture Renovation theory and approach to renovating the workplace culture.

9. [PIVOT Climate and Finance Practicum MEL Report:](#) This internal MEL report, produced by DEI, analyzes the training results and experience of PIVOT's first cohort of Climate and Finance Practicum (CFP) members.

10. [CFP Literature Review:](#) This document, produced by USAID Data Services, builds upon the PIVOT 1.0 and 2.0 Literature Review to review the topics of climate and finance, action learning, and renovating organizational culture.

11. [CFP Learning Review:](#) This external study, authored by USAID Data Services, aims to better understand the effectiveness of CFP in achieving its desired outcomes and the extent to which it has successfully fostered workforce competencies related to the implementation of the Climate Strategy, with a keen focus on climate, climate equity, and finance.