Organizational Capacity Assessment (OCA) Tool [v4, May 2023]

– Facilitator’s copy

*Content*

[How to use this tool 2](#_Toc130398290)

[1. Service delivery 3](#_Toc130398291)

[2. Institutional strengthening 4](#_Toc130398292)

[A. Strategy 4](#_Toc130398293)

[B. Monitoring and results measurement 5](#_Toc130398294)

[3. Network and cooperation 6](#_Toc130398295)

[4. Digitalization 7](#_Toc130398296)

[5. Sustainability 8](#_Toc130398297)

How to use this document

**This is the facilitator’s copy of the Organizational Capacity Assessment (OCA) tool.** This document is used by the facilitators of an OCA workshop to help them guide workshop discussions and take detailed notes. There is a separate version of this tool for workshop participants (OCA tool – Participant copy).

For a complete introduction to the OCA tool, please refer to the slide deck, “Introduction to the OCA tool for SIPPO staff”. For detailed guidance on how to prepare, facilitate and follow up on an OCA workshop, please refer to the corresponding how-to guides.

**This tool is divided into six sections, each corresponding to one area of capacity for export promotion**: service delivery; institutional strengthening, divided into strategy and monitoring and results measurement; network and cooperation; digitalization; and sustainability. Every section has:

* **A description of strong capacity**, which is the benchmark against which BSO capacity is assessed. The description tells us what we would expect to see in the ideal BSO; a BSO that does everything perfectly.
* **Guiding questions** to help the primary facilitator prompt a discussion if the participants are unsure what to talk about or the conversation is not flowing.
* **Note-taking fields** for the note-taker to record what is being said about BSO strengths in capacity; SIPPO’s contribution to changes in BSO capacity; areas to improve in BSO capacity; and the capacity score.

**Remember to set up your workshop canvas** before you start an OCA tool section during your OCA workshop sessions.

Score:

To improve

Strengths

**Title of the OCA tool section**

(*E.g., “Strategy”)*

1. Service delivery

**Description of what strong capacity looks like**

The BSO is **able to develop and deliver** export promotion services, having a clear **mandate** and the necessary **resources** (human and financial) to implement it. Different departments within the BSO **collaborate** and **share information** related to export promotion services. Potential service **users** are **aware** of the services, and these are **accessible** to and **used** by their intended users. The BSO assesses the **needs and expectations** of its export-ready members/clients[[1]](#footnote-2) and uses this information to **adapt** its export promotion services overall (the number and kinds of services offered) and to **improve** and **design** specific services. The BSO can **identify and select** the members/clients who are most suitable to participate in the services.

**Guiding questions to understand BSO capacity in this area:**

* Describe what export promotion services you have in place (*for example, trade fair participation, market orientation missions and commercial missions, as well as market intelligence/research services and training*).
* Describe how your export promotion services meet the needs and expectations of your export-ready members/clients (including sector-specific needs).

**Workshop notes**:

|  |
| --- |
| **Strengths in capacity and SIPPO contribution to changes in capacity** |
| *Write your notes here*. |
| **Areas to improve** |
| *Write your notes here*. |
| **Score** | ***Record score*** ***(1-4)*** |  |

1. Institutional strengthening

A. Strategy

**Description of what strong capacity looks like**

The BSO has a clear **vision** and **mission** that considers the ecosystem it is a part of. The BSO has a clear **export promotion strategy** (and others as relevant)[[2]](#footnote-3) for the **management** and operational **planning** of export promotion services, which is regularly reviewed to ensure its relevance. The BSO has embedded well-defined, effective, and efficient **procedures** to **plan, prepare, and implement i**ts export promotion services. The BSO is able to identify its own needs for the successful delivery of its export promotion services and has a corresponding plan to **develop its internal capacities** or engage outside expertise where necessary.

**Guiding questions to understand BSO capacity in this area**:

* Describe how you plan and prepare for export promotion service implementation (*for example, selecting and preparing participating companies*)
* Describe how you implement your export promotion services (*for example, event or stand management*)
* Describe your export promotion strategy for the management and operational planning of your export promotion services and how you develop and update it (*for example, whether it incorporates an underlying vision and mission; situational awareness;[[3]](#footnote-4) and information about sectors and markets*).

**Workshop notes**:

|  |
| --- |
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B. Monitoring and results measurement

**Description of what strong capacity looks like**

The BSO has a clear **theory of change** for its export promotion services. The BSO has **indicators** linked to the theory of change that are specific and measurable and used to set realistic **targets**; and has **measurement methods** specified for each indicator. **Staff** are assigned **responsibility** for MRM and are **skilled** in MRM best practices. **Data** is regularly **collected, analyzed, and shared** with stakeholders[[4]](#footnote-5) who contribute to and benefit from the MRM system. MRM processes and tools are adapted to BSO needs and are easy to use. The BSO has a process in place to make **data-driven** decisions and use the knowledge gained through its MRM systems for continuous **learning and improvement.**

**Guiding questions to understand BSO capacity in this area:**

* Describe how you monitor and measure the results of your export promotion services.
* Describe how you measure client/member satisfaction with your export promotion services.
* Describe how you use monitoring and results measurement data (*for example, to set targets, inform project management decisions, and for reporting*).

**Workshop notes**:

|  |
| --- |
| **Strengths in capacity and SIPPO contribution to changes in capacity** |
| *Write your notes here*. |
| **Areas to improve** |
| *Write your notes here*. |
| **Score** | ***Record score*** ***(1-4)*** |  |

1. Network and cooperation

**Description of what strong capacity looks like**

The BSO actively creates, maintains, and utilizes **partnerships** with other sub-national, national, regional, and/or international **BSOs** to support its mandate to provide export promotion services. The BSO has strong local networks and **trust** among different BSOs, leading to increased **cooperation**, openness to **sharing knowledge** and a sense of moving towards the shared goals in providing export promotion services. The BSO has a good understanding of their **national and regional export promotion system** and regularly identifies and interacts with the other **trade promotion actors**[[5]](#footnote-6) to support its export promotion services. The BSO regularly evaluates **current** **partnerships** and introduces new forms of cooperation, while also seeking out **new connections**.

**Guiding questions to understand BSO capacity in this area:**

* Describe your partnerships with other national, regional and/or international BSOs.
	+ How do you create and maintain these relationships?
	+ What form does your collaboration with other BSOs take?
* Describe how your partnerships with other BSOs have helped fulfil your export promotion mandate.
* Describe whether and how you identify and interact with other trade promotion actors in your export promotion system.

**Workshop notes**:

|  |
| --- |
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| *Write your notes here*. |
| **Areas to improve** |
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1. Digitalization

**Description of what strong capacity looks like**

The BSO has **processes** for and dedicates a **budget** to digitalization. The BSO is **continuously learning, through networks, advice and knowledge sharing,** and **maintaining its** **awareness** of the potential of different digital tools to support the efficient and effective **implementation** of its export promotion services and to **improve their** **quality**. The BSO is able to **identify its own needs** in this regard and can assess the suitability of different interoperable[[6]](#footnote-7) **digital tools** to meet their current and future needs. The BSO uses digital tools, like online training platforms, and **data** to meet their needs for the implementation and improvement of its export promotion services. BSO **staff** are **trained** on the use of digital tools for the implementation of export promotion services.

**Guiding questions to understand BSO capacity in this area**:

* Describe how you use digital tools and data to implement your export promotion service (*for example, social media; your website; online trade fair, matchmaking, and selling platforms; CRM software and online learning platforms, like the TPA*)
* Describe how you use digital tools and data to improve the quality of your export promotion service.
* To what extent do BSO staff feel confident using the digital tools needed by the BSO to implement and/or improve the quality of its export promotion service?

**Workshop notes**:

|  |
| --- |
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| *Write your notes here*. |
| **Score** | ***Record score*** ***(1-4)*** |  |

1. Sustainability

**Description of what strong capacity looks like**

The BSO **continually develops its knowledge** of sustainability[[7]](#footnote-8). **BSO staff** is **knowledgeable** about country- and sector-specific environmental, social and governance (ESG) criteria as they relate to trade, regulatory frameworks, and voluntary sustainability standards (VSS) for the export of sustainable products and services. The BSO has **policies/guidelines** about sustainability. The BSO supports its **members/clients** to improve their **knowledge** of sustainability issues and has the capacity to **promote knowledge exchange** on good sustainability practices in the export promotion system. The BSO is able to **capture and market information** about their members/clients (sustainable business practices, certifications and sustainability standards) and their products/services.

**Guiding questions to understand BSO capacity in this area**:

* Describe how you understand the relevance of sustainability issues to your organization’s export promotion services.
* Describe how your staff gain and maintain their knowledge of sustainability issues (*for example, are there policies/guidelines/trainings on sustainability*).
* Describe how you support your members/clients to improve their knowledge of sustainability issues and how you gain information about their business practices, certifications and compliance with standards as they relate to sustainability.

**Workshop notes**:

|  |
| --- |
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1. A company is “export-ready” when it has met all the requirements in their supply chain to be able to export their commodity, product or service, and is a client/member of a partner BSO in the sectors SIPPO works in (SIPPO MRM Methodological Notes). [↑](#footnote-ref-2)
2. For example, a sector strategy, service-specific strategy, segmentation strategy, etc. [↑](#footnote-ref-3)
3. **Situational awareness** refers to the ability to understand and interpret the current state of a BSO’s external and internal environments, as well as to anticipate future developments and potential risks or opportunities. It involves gathering and analyzing information about factors that can impact its delivery of export promotion services, such as customer needs, competitors, partnerships, business climate, position in the trade promotion ecosystem, and internal operations. BSOs can use a variety of methods and tools to build situational awareness, including market research, stakeholder mapping and analysis, and SWOT analysis. [↑](#footnote-ref-4)
4. For example, clients, management, donors, etc. [↑](#footnote-ref-5)
5. Trade promotion actors can include government agencies, sector associations, international support agencies, NGOs, knowledge hubs and import agencies (KPI5 Steering Manual). [↑](#footnote-ref-6)
6. Able to exchange and make use of information within computer systems or software. [↑](#footnote-ref-7)
7. For example, by actively seeking out the latest trends, understanding the regulatory framework, and by learning from good practice examples. [↑](#footnote-ref-8)