

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

## 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<sup>1</sup> 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.

## 2. Institutional strengthening

### 2A. 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)<sup>2</sup> 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** its 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.

### 2B. Monitoring and results measurement (MRM)

#### 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<sup>3</sup> 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**.

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<sup>1</sup> 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).

<sup>2</sup> For example, a sector strategy, service-specific strategy, segmentation strategy, etc.

<sup>3</sup> For example, clients, management, donors, etc.

### 3. 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**<sup>4</sup> to support its export promotion services. The BSO regularly evaluates **current partnerships** and introduces new forms of cooperation, while also seeking out **new connections**.

### 4. 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<sup>5</sup> **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.

### 5. Sustainability

#### Description of what strong capacity looks like

The BSO **continually develops its knowledge** of sustainability<sup>6</sup>. **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.

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<sup>4</sup> Trade promotion actors can include government agencies, sector associations, international support agencies, NGOs, knowledge hubs and import agencies (KPI5 Steering Manual).

<sup>5</sup> Able to exchange and make use of information within computer systems or software.

<sup>6</sup> For example, by actively seeking out the latest trends, understanding the regulatory framework, and by learning from good practice examples.