



NEAR Organisational Capacity Assessment tool

Name of the organisation:

Address of the organisation:

Name of the focal persons from organisation who were present during discussion:

Facilitators Name:

Date of self-assessment:

NEAR ORGANIZATIONAL CAPACITY ASSESSMENT TOOL

INTRODUCTION

This is an Organizational Capacity Assessment tool used in assessing the capacities of local Civil Society Organizations (CSOs).

The tool contains 7 capacity areas/components namely: Governance and Leadership, General Management and Administration, Human Resources, Financial Management, Program Development and Management, Project Performance Management, External Relations and Sustainability. These are further broken into sub capacity areas and statements of excellence/indicators that guides the respondent during the self-assessment scoring process.

The facilitator will use the tool to generate discussion with individual participating organizations and thereafter allow the individual organization's representatives to give their scores against each statement of excellence using the scoring criteria presented below:

ASSESSMENT CRITERIA:

- The responses are in form of YES, NO and NEUTRAL and are to be awarded against each statement of excellence.
- There is a provision under each statement to list any evidence to support the YES, NO or NEUTRAL response given.
- On very rare circumstances, respondents may be allowed to respond with a N/A (Not applicable), meaning the statement does not apply to the organization. However, the facilitator should be notified for guidance.
- The responses will further be analyzed separately by the facilitator and awarded scores of on a scale of 1 – 4, where:
 - 1: Weak
 - 2: Average
 - 3: Strong
 - 4: Very Strong
- With the excel sheet analysis, the scores will be averaged and rated according to the four phases of organizational development. These will appear in graphical representation and captured on the assessment report as numerical results. These are as follow:

	YES/NO/ NEUTRAL	Score
1.0. GOVERNANCE AND LEADERSHIP		
1.1. Vision, Mission and Goals		
a) Our organization has clearly documented vision statement <i>List: Evidence, references, documents as relevant:</i>		
b) Our organization has clearly documented mission statement <i>List: Evidence, references, documents as relevant:</i>		
c) The governing body understands the vision and mission of our organization. <i>List: Evidence, references, documents as relevant:</i>		
d) The management and staff understand the vision and mission of our organization <i>List: Evidence, references, documents as relevant:</i>		
e) Our organization's programs and projects are in line with the vision and mission <i>List: Evidence, references, documents as relevant:</i>		
1.2 Governing Body		
a) Our organization has an independent governing body with a documented and approved constitution <i>List: Evidence, references, documents as relevant:</i>		
b) Our organization has a formal and functioning governing body <i>List: Evidence, references, documents as relevant:</i>		
c) Our governing body reflects a balanced composition in terms of diversity e.g. gender, skills, age, religion, regions, people living with disabilities etc.) <i>List: Evidence, references, documents as relevant:</i>		
d) Our organization has a clear process of election/selection/appointment of members of its governing body <i>List: Evidence, references, documents as relevant:</i>		
e) Our organization has a clear process of inducting new members of the governing body <i>List: Evidence, references, documents as relevant:</i>		
f) The board/management committee usually reaches a quorum at its meetings in line with the constitution. <i>List: Evidence, references, documents as relevant:</i>		
g) The governing body has the authority of making decisions independent from the founders <i>List: Evidence, references, documents as relevant:</i>		
h) The governing body is accessible and available to support organizational growth <i>List: Evidence, references, documents as relevant:</i>		
i) The governing body adheres to the mechanisms of accountability <i>List: Evidence, references, documents as relevant:</i>		

j) The governing body communicates clearly and is transparent <i>List: Evidence, references, documents as relevant:</i>		
k) The governing body's roles, responsibilities and authority are clear and distinct <i>List: Evidence, references, documents as relevant:</i>		
l) The governing body is involved in resource mobilization <i>List: Evidence, references, documents as relevant:</i>		
m) The governing body is involved in lobbying and advocacy <i>List: Evidence, references, documents as relevant:</i>		
n) The governing body demonstrates leadership in assessing organization development <i>List: Evidence, references, documents as relevant:</i>		
1.3. Legal Status		
a) Our organization is a legal entity appropriately registered (or is hosted by a legal entity appropriately registered in the nation).		
b) Our organization complies with all the laws of the nation e.g. payment of taxes, payment of rates etc. <i>List: Evidence, references, documents as relevant:</i>		
c) The members of the governing body have access to legal advice and services when needed. <i>List: Evidence, references, documents as relevant:</i>		
1.4. Board roles and responsibilities		
a) Members of the governing body clearly understand their respective roles and responsibilities <i>List: Evidence, references, documents as relevant:</i>		
b) Our board members participate in mobilization of resources for the organization <i>List: Evidence, references, documents as relevant:</i>		
c) Our organization has in place leadership succession procedures and plans <i>List: Evidence, references, documents as relevant:</i>		
d) The governing body is actively involved in review of achievement of strategic goals, financial and resource position of the organization <i>List: Evidence, references, documents as relevant:</i>		
e) The approval of the strategic ,budgets and operational plans is documented in the minutes of the governing body <i>List: Evidence, references, documents as relevant:</i>		
f) Board members consistently attend organization's key programs events. <i>List: Evidence, references, documents as relevant:</i>		
g) Our organization has in place a conflict of interest policy. <i>List: Evidence, references, documents as relevant:</i>		

1.5. Membership <i>(NB: Complete section only if your organization is membership based)</i>		
a) Our organization has a clear membership recruitment strategy. <i>List: Evidence, references, documents as relevant:</i>		
b) Our organization has an updated list of members. <i>List: Evidence, references, documents as relevant:</i>		
c) The membership contributes to the formulation of policies in our organization. <i>List: Evidence, references, documents as relevant:</i>		
d) There is adequate representation of the membership on the board <i>List: Evidence, references, documents as relevant:</i>		
e) Our organization has clear communication processes for the different members <i>List: Evidence, references, documents as relevant:</i>		
f) Our organization has a retention strategy in place for its membership <i>List: Evidence, references, documents as relevant:</i>		

2. 0 GENERAL MANAGEMENT AND ADMINISTRATION	YES/NO/ NEUTRAL	Score
2.1 Responsibilities and Functions		
a) The structure and composition of management is clear <i>List: Evidence, references, documents as relevant:</i>		
b) Members of the management team have a clear understanding of their roles and responsibilities <i>List: Evidence, references, documents as relevant:</i>		
c) The management is committed to the vision, mission, and goals of our organization. <i>List: Evidence, references, documents as relevant:</i>		
d) The management is accountable to the governing body. <i>List: Evidence, references, documents as relevant:</i>		
e) Members of the management have relevant skills and competencies required for its role and functions <i>List: Evidence, references, documents as relevant:</i>		
f) Members of the management receive on-going training to further develop their skills <i>List: Evidence, references, documents as relevant:</i>		
g) Our organization has clear internal co-ordination mechanisms <i>List: Evidence, references, documents as relevant:</i>		
2.2. Planning		
a) Our organization undertakes periodic strategic planning using a participatory process involving board/management committee, staff, members and key partners. <i>List: Evidence, references, documents as relevant:</i>		
b) Our organization develops operational and annual work plans to implement the strategic plan <i>List: Evidence, references, documents as relevant:</i>		
c) Our organization annually monitors/reviews the implementation of the plans in(b) <i>List: Evidence, references, documents as relevant:</i>		
d) The attitudes, behavior and actions of the management encourage participation and involvement of staff and other members in decision making for our organization <i>List: Evidence, references, documents as relevant:</i>		
2.3 Infrastructure and Administration		
a) Our organization has adequate infrastructure (buildings, facilities and equipment) to support effective and efficient operations <i>List: Evidence, references, documents as relevant:</i>		
b) Our organization has a competent officer(s) responsible for organization's administration functions <i>List: Evidence, references, documents as relevant:</i>		
c) Our organization has a written policy on administration matters and are they consistently applied <i>List: Evidence, references, documents as relevant:</i>		

d) Our organization has put in place persons responsible for the maintenance (cleanliness, repairs) and security of property List: Evidence, references, documents as relevant:		
e) Our organization has secured facilities to ensure access to critical documents and equipment is limited to authorized personnel List: Evidence, references, documents as relevant:		
f) Our organization has a reliable and regularly maintained filing system List: Evidence, references, documents as relevant:		
g) Our organizational information is backed up regularly (in soft or hard versions) List: Evidence, references, documents as relevant:		
h) Our organizational information is backed up remotely List: Evidence, references, documents as relevant:		
i) The organization undertakes a periodic assessment to determine space and equipment needs. List: Evidence, references, documents as relevant:		
j) Our organization has adequate plans to address ongoing needs and concerns regarding the facilities and funds are set aside to address the needs. List: Evidence, references, documents as relevant:		
k) Organizational records are organized and well kept List: Evidence, references, documents as relevant:		
l) There are mechanisms to ensure effective and timely communication List: Evidence, references, documents as relevant:		
m) Organizational logistics are well supported to ensure effective and timely fulfillment of tasks List: Evidence, references, documents as relevant:		
n) Our organization keeps an updated inventory of all assets and equipment List: Evidence, references, documents as relevant:		
2.4 Organizational Culture		
a) Our organization has developed values that all members of the board, management and staff identify with. List: Evidence, references, documents as relevant:		
b) Each department has a written scope of services that describes the services provided List: Evidence, references, documents as relevant:		
c) The values of our organization are reflected in the actions of board/management committee members, management and staff List: Evidence, references, documents as relevant:		

2.5. Operational Policies and Procedures		
a) Our organization has clearly written and documented staff management policies List: Evidence, references, documents as relevant:		
b) Our organization has clearly written and documented Operations policies List: Evidence, references, documents as relevant:		
c) Our organization has clearly written and documented equipment & facilities policies List: Evidence, references, documents as relevant:		
d) Our organization has a regularly updated structure that clearly reflects delegation of authority, division of responsibilities and lines of reporting and communication. List: Evidence, references, documents as relevant:		
e) The organizational structure allows for effective communication and work relations within the organization List: Evidence, references, documents as relevant:		
f) The policies and procedures apply to everybody in the organization without discrimination. List: Evidence, references, documents as relevant:		
g) Our organization regularly reviews and updates the policies and procedures. List: Evidence, references, documents as relevant:		

3.0. FINANCIAL MANAGEMENT	YES/NO/ NEUTRAL	Score
3.1. Financial Management Practice		
a) Our organization has documented financial policies and procedures that apply to everyone in the organization without discrimination List: Evidence, references, documents as relevant:		
b) Board, management and staff use the organization’s financial resources and assets as per the guidelines List: Evidence, references, documents as relevant:		
c) Our organization has fulltime qualified finance staff List: Evidence, references, documents as relevant:		
d) Our organization has clear guidelines on segregation of financial duties List: Evidence, references, documents as relevant:		
e) Our organization consistently prepares timely bank reconciliations List: Evidence, references, documents as relevant:		
f) Our organization prepares and regularly reviews budgets List: Evidence, references, documents as relevant:		
g) All relevant staff participate in developing and reviewing the budgets List: Evidence, references, documents as relevant:		
h) Our organization has a mechanism of recording each donor’s income and other in kind support List: Evidence, references, documents as relevant:		
i) Our organization’s financial reporting is consistent, timely and accurate. List: Evidence, references, documents as relevant:		
j) Our organization has policies and procedures that management and staff follow in the purchase of goods and services. List: Evidence, references, documents as relevant:		
k) Our organization has a framework that assist with the planning, recording, replacement, maintenance and use of its assets List: Evidence, references, documents as relevant:		
l) Our organization has a travel and expenses policy which includes: Travel arrangements, methods, approvals, per diem and receipts requirements. List: Evidence, references, documents as relevant:		
m) Our organization conducts regular external audits. List: Evidence, references, documents as relevant:		
n) Our organization consistently shares audit recommendations with the board and relevant staff List: Evidence, references, documents as relevant:		
o) Our organization consistently implements audit recommendations List: Evidence, references, documents as relevant:		
p) Our organization has an accounting software in place List: Evidence, references, documents as relevant:		

3.2. Procurement		
<p>a) Our organization notifies all prospective bidders of all solicitations for contract bids, and then provide prospective bidders with sufficient time to respond to such solicitation List: Evidence, references, documents as relevant:</p>		
<p>b) Our organization, upon a formal invitation to bid has been issued, awards the procurement contract to the qualified bidder whose bid substantially conforms to requirements set forth in the solicitation documentation and offers the reasonable cost. List: Evidence, references, documents as relevant:</p>		
<p>c) Our organization has a procurement process in place that identifies the individuals involved, their roles and the methods used for single sourcing/pre-qualification of suppliers. List: Evidence, references, documents as relevant:</p>		
<p>d) Our organization undertakes market surveys using a specific and documented process for running and maintaining the database of service providers. List: Evidence, references, documents as relevant:</p>		
<p>e) Our organization has a committee composed of qualified individuals that has oversight of procurements for different thresholds. Minutes of all the committee meetings are recorded. List: Evidence, references, documents as relevant:</p>		
<p>f) Our organization carries out feasibility analysis and option analysis to determine the most economical option ahead of procurement. List: Evidence, references, documents as relevant:</p>		
<p>g) Our organization undertakes research on service procurements and conduct interviews, such as major consultancies and audit services. List: Evidence, references, documents as relevant:</p>		
<p>h) Our organization reviews all contract performance before renewal or any extension is granted. List: Evidence, references, documents as relevant:</p>		
<p>i) Our organization keeps and maintains records showing amounts due to suppliers that are reconciled regularly with statements from them. List: Evidence, references, documents as relevant:</p>		
<p>j) Our organization monitors all contractual and administrative issues arising out of the procurement, including those related to source evaluation, protests, claims, and disputes. List: Evidence, references, documents as relevant:</p>		

4.0. HUMAN RESOURCES		Y/N/Neutral	Score
4.1. Human Resource policies			

a) Our organization has well documented staff and volunteer policies and procedures. List: Evidence, references, documents as relevant:		
b) All staff and volunteers demonstrate understanding of the policies and procedures. List: Evidence, references, documents as relevant:		
c) The staff and volunteer policies and procedures apply to all staff and volunteers uniformly without discrimination. List: Evidence, references, documents as relevant:		
d) The staff and volunteer policies and procedures are regularly updated. List: Evidence, references, documents as relevant:		
4.2 Recruitment and Deployment		
a) Our organization has an open and fair staff /volunteer recruitment process List: Evidence, references, documents as relevant:		
b) A staffing plan is developed, based on the organization’s strategic plan and the department’s scope of services. List: Evidence, references, documents as relevant:		
c) Our organization conducts thorough induction and orientation of all new staff and volunteers and the orientation program is documented and attendance is monitored List: Evidence, references, documents as relevant:		
d) Each staff member and volunteer has a written contract List: Evidence, references, documents as relevant:		
e) All staff and volunteers has a written job/role description List: Evidence, references, documents as relevant:		
f) All staff members and volunteers operate within their respective roles and responsibilities as spelled out on their job/role descriptions List: Evidence, references, documents as relevant:		
g) Tasks assigned to staff and volunteers correspond to written job descriptions. List: Evidence, references, documents as relevant:		
h) The organization has a recruitment and retention plan that is developed collaboratively with department leaders, and is updated annually. List: Evidence, references, documents as relevant:		
i) Employee turnover is well managed so that organization’s operations do not falter List: Evidence, references, documents as relevant:		
j) Staffing levels are adequate with at least all key positions filled List: Evidence, references, documents as relevant:		
4.3 Reward and Motivation		
a) Our organization pays staff salaries that are in line with market rates		

List: Evidence, references, documents as relevant:		
b) Our organization has ways of rewarding exemplary performance List: Evidence, references, documents as relevant:		
c) Our organization has ways of effectively addressing poor performance among staff List: Evidence, references, documents as relevant:		
d) The work environment in our organization promotes high staff morale and positive regard for one another List: Evidence, references, documents as relevant:		
e) Interpersonal conflicts among staff are dealt with in a timely and fair manner List: Evidence, references, documents as relevant:		
f) Our organization has a way of motivating and rewarding volunteers List: Evidence, references, documents as relevant:		
4.4 Performance Management		
a) The organization has a documented system for reviewing and managing performance of staff and volunteers List: Evidence, references, documents as relevant:		
b) The management acts on the recommendations of staff performance assessment. List: Evidence, references, documents as relevant:		
c) The management has adequate skills for staff supervision, and skills development List: Evidence, references, documents as relevant:		
d) Our organization has a system for encouraging staff to develop their professional skills. List: Evidence, references, documents as relevant:		
e) Our organization determines staff development needs, based on the staff appraisal done on annual basis and develops a staff development plan. List: Evidence, references, documents as relevant:		

5.0. PROGRAM DEVELOPMENT AND MANAGEMENT

YES/NO/ Score
NEUTRAL

5.1. Program development		
a) Our organization has a clear program strategy. <i>List: Evidence, references, documents as relevant:</i>		
b) Our organization projects are designed on the basis of needs assessment. <i>List: Evidence, references, documents as relevant:</i>		
c) Our organization incorporates sustainability in projects design. <i>List: Evidence, references, documents as relevant:</i>		
d) Our organization possesses internal capacity to develop quality project proposals. <i>List: Evidence, references, documents as relevant:</i>		
5.2. Program management and implementation		
a) Our projects are implemented with the view of supporting community members. <i>List: Evidence, references, documents as relevant:</i>		
b) Our projects takes into account community views during implementation. <i>List: Evidence, references, documents as relevant:</i>		
c) Our projects develop appropriate action plans to guide implementation. <i>List: Evidence, references, documents as relevant:</i>		
d) Our projects include gender and equity strategies in all aspects of development and implementation. <i>List: Evidence, references, documents as relevant:</i>		
e) Our projects are designed to ensure they can be replicated or allow for scaling up. <i>List: Evidence, references, documents as relevant:</i>		
f) Our organization applies lessons learnt from project implementation. <i>List: Evidence, references, documents as relevant:</i>		
g) Our organization holds capacity building activities to those involved in program activities through training, demonstrations and extension services. <i>List: Evidence, references, documents as relevant:</i>		
h) Our organization is responsive to beneficiary needs. <i>List: Evidence, references, documents as relevant:</i>		
i) Our organization provides appropriate technologies or innovation to enhance activities. <i>List: Evidence, references, documents as relevant:</i>		
j) Our organization promotes positive support and working relationship with stakeholders. <i>List: Evidence, references, documents as relevant:</i>		

6.0. PROJECT PERFORMANCE MANAGEMENT	YES/NO/ NEUTRAL	Score
6.1 MERL Plans		
a) Our organization has clearly written MERL plans that are in line with the strategic plan and its programs. List: Evidence, references, documents as relevant:		
b) All programs and projects have clearly defined results at different levels (i.e. input, output, outcome and impact levels). List: Evidence, references, documents as relevant:		
c) All programs and projects have indicators for the different levels of results (input, output, outcome, impact). List: Evidence, references, documents as relevant:		
d) Our organization has a complete set of data collection tools. List: Evidence, references, documents as relevant:		
6.2. M&E Resources		
a) Our organization has staff assigned the responsibility of MERL. List: Evidence, references, documents as relevant:		
b) Our organization has staff who are skilled and experienced in MERL List: Evidence, references, documents as relevant:		
c) Our organization has enough budgetary allocation for implementing MERL activities List: Evidence, references, documents as relevant:		
6.3 Implementation of M&E Plans		
a) Our organization collects data from relevant sites/sources regularly List: Evidence, references, documents as relevant:		
b) Our organization conducts timely analysis of data generated to determine trends List: Evidence, references, documents as relevant:		
c) Our organization addresses data quality issues (timeliness, integrity, reliability, precision, validity etc.) List: Evidence, references, documents as relevant:		
d) Our organization produces high quality reports regularly and timely. List: Evidence, references, documents as relevant:		
e) Our organization's reports are shared internally List: Evidence, references, documents as relevant:		
f) Our organization's reports are shared externally with other stakeholders List: Evidence, references, documents as relevant:		
g) Our organization has an effective way of filing data/information (both physical and electronic files) List: Evidence, references, documents as relevant:		
h) Our organization undertakes regular and timely evaluations of its programs/projects. List: Evidence, references, documents as relevant:		
i) Our organization uses information generated from MERL processes for decision making. List: Evidence, references, documents as relevant:		
j) Our organization upholds learning through regular exchange visits, conferences among others List: Evidence, references, documents as relevant:		

7.0. EXTERNAL RELATIONS AND SUSTAINABILITY	YES/NO/ NEUTRAL	Score
7.1. Resource Mobilization		
a) Our organization has a documented plan on how to raise funds and other resources. <i>List: Evidence, references, documents as relevant:</i>		
b) Our organization has a mechanism for generating own income (e.g. a business, sale of products, offering consultancy services, etc.) <i>List: Evidence, references, documents as relevant:</i>		
c) Board members and staff have skills and other capacities required in resource mobilization <i>List: Evidence, references, documents as relevant:</i>		
d) Our organization links resource mobilization to our strategic plan <i>List: Evidence, references, documents as relevant:</i>		
e) Implementation of the resource mobilization plan is on schedule <i>List: Evidence, references, documents as relevant:</i>		
f) Our organization has a track record of mobilizing resources from local (national) sources <i>List: Evidence, references, documents as relevant:</i>		
g) Our organization has a track record of mobilizing resources from sources outside the country. <i>List: Evidence, references, documents as relevant:</i>		
h) Our organization has a plan for investing part of the income it generates. <i>List: Evidence, references, documents as relevant:</i>		
i) Resource mobilization is a team effort in our organization <i>List: Evidence, references, documents as relevant:</i>		
j) Our organization monitors and evaluates the resource mobilization endeavors <i>List: Evidence, references, documents as relevant:</i>		
k) Our organization receives technical support and resources from donors <i>List: Evidence, references, documents as relevant:</i>		
l) Our organization engages with donors in a relationship that benefits both parties <i>List: Evidence, references, documents as relevant:</i>		
m) Our organization has a donor retention mechanism <i>List: Evidence, references, documents as relevant:</i>		
7.2. Relationship with Communities and primary beneficiaries		
a) Our organization engages with the community at grass root levels <i>List: Evidence, references, documents as relevant:</i>		
b) Our organization has a wide circle of contacts from the community that it can call on for support, including bankers, lawyers, government officials, business community, accountants, consultants, etc. <i>List: Evidence, references, documents as relevant:</i>		
c) Our organization can clearly define criteria of identifying its stakeholders/audience <i>List: Evidence, references, documents as relevant:</i>		

d) Our organization has a clearly articulated strategy for managing relationships List: Evidence, references, documents as relevant:		
e) Our organization regularly uses communication tools like Brochures; Annual reports; Newsletters; Webpage; Social media sites, Media packages to give updates on the organizations interventions and achievements. List: Evidence, references, documents as relevant:		
f) Our organization is responsive to beneficiaries' needs. List: Evidence, references, documents as relevant:		
g) Our organization holds capacity building activities for beneficiaries through different means (e.g training, demonstrations, extension services, mentoring). List: Evidence, references, documents as relevant:		
h) Our organization promotes positive support and working relationship amongst beneficiaries. List: Evidence, references, documents as relevant:		
i) Our organization enhances beneficiaries' access to information, capacity development and other forms of support. List: Evidence, references, documents as relevant:		
7.3. Relationship with Other Civil Society Organizations (CSOs)		
a) Our organization partners with other CSOs in a relationship that benefits both parties List: Evidence, references, documents as relevant:		
b) Our organization has minutes of meetings, memos, or reports which indicate cooperation with relevant community organizations List: Evidence, references, documents as relevant:		
c) Our organization' staff actively participate in community coalitions, local civic organizations, etc. as representatives of the organization List: Evidence, references, documents as relevant:		
7.4. Relationship with the Private Sector		
a) Our organization has a written mechanism for identifying the private sector to work with List: Evidence, references, documents as relevant:		
b) Our organization has a working relationship with private sector List: Evidence, references, documents as relevant:		
c) Our organization has received resources from the private sector to support its work. List: Evidence, references, documents as relevant:		
7.5 Relationship with the Media		
a) Our organization has a clear mechanism to engage with the media List: Evidence, references, documents as relevant:		

<p>b) Our organization has received recognition in the local media where stories on our work have been highlighted. List: Evidence, references, documents as relevant:</p>		
<p>c) Our organization has an updated list of media contacts. List: Evidence, references, documents as relevant:</p>		
<p>d) Our organization regularly engages with the media List: Evidence, references, documents as relevant:</p>		
<p>e) Our organization sets aside resources to engage the media List: Evidence, references, documents as relevant:</p>		
7.6. Relationship with Government		
<p>a) Our organization has a clear mechanism of engaging with Government and legislative institutions List: Evidence, references, documents as relevant:</p>		
<p>b) Our organization's engages legislative and local government representatives who are regularly invited to our events. List: Evidence, references, documents as relevant:</p>		
<p>c) Our organization has a way of obtaining and giving important information to and from government on public issues. List: Evidence, references, documents as relevant:</p>		
<p>d) Our organization takes into consideration national, regional and local development priorities in its work. List: Evidence, references, documents as relevant:</p>		