

Capacity is the strengthening of the capabilities of an organization to perform more effectively. Factors affecting capacity include leadership, organization, knowledge, and drive. These factors are tied to the ability to plan and accomplish tasks, secure and maintain funding, and keep up morale within their members. The following table can be used by water quality stewards to self-assess their group capacity for taking on surface water monitoring projects that meet provincial standards or determine how they can build capacity. More information on capacity building can be found on the Stewardship Centre BC website (<https://stewardshipcentrebc.ca/>).

Points	Foundational Foundation (mission, vision, charter, strategy, objective means of measuring outcomes)	Foundational Leadership (leadership structure in place, ability to be flexible/commit)	Foundational Projects, programs, services	Foundational People (# active members, willing/able to participate)	Foundational Financial (having funding, people skilled in proposal writing, fundraising plan, accounting, audits)	Foundational Insurance (have or part of an umbrella group that provides)	Foundational Interest (what is motivation)	Adaptable Organization (structure, record keeping)	Adaptable Communication (staff in place to coordinate, communications strategy/plan, targeted audience)	Adaptable Networks (existing/potential partnerships)	Adaptable Equipment	Adaptable Flexibility (background/training)
(1) budding	none recorded	different people take charge when they feel like it	programs just happen	1 to 5	little money to operate, some financial records, unknown source of next funding or who will write proposals to attempt to secure funding	no	non environmental, non science	records not kept in a trackable form, no online portal for program delivery	no staff or designated communications person, no communications strategy, contact by phone only	work only within immediate group	no	only use the group's methods, not open to change
(2) developing	recorded, most unaware of it	president but no/few other positions, hard to find people to do what needs to be done	unsure if work aligns with mission, no status checks in place	5 to 10	getting by financially, records kept but not audited, have someone with little experience to write proposals, no financial plan	no	non environmental, science	partially organized records, no online portal for program/service delivery	designated communicators are volunteer with limited time, no communications strategy, no targeted audience, contact by phone or email	have some ideas of working with other groups	old equipment, unknown how to use it or how it works	may try new methods and will adjust them if think something should be different, follow own schedule only
(3) established	recorded, reviewed every 3-5 years (leadership aware, members not)	leadership structure in place, moderately performing	programs aligned with strategic plan, some status checking	10 to 30	financial plan in place, designated person to write proposals, infrequent financial audits in place	no but willing and able to become part of an umbrella group to have it	environmental but not focussed on water or habitat stewardship	moderately organized records, infrequently updated website for program/service delivery	communications strategy in place with limited staff time allocated, no targeted audience, contact by phone, email or website portal	have established partnerships that are maintained when needs arise	older equipment, members know how to use it and keep it maintained	willing to use prescribed methods, will ask before making method changes, continue with work anyway if unsure of methods, will coordinate schedules
(4) high functioning and up to date	recorded, annually reviewed (all aware)	leadership structure in place, high functioning team	programs align with strategic plan, skill level matches needs, progress regularly checked, responsibilities clear	30+	designated people for proposal writing, funding plan in place, dedicated financial staff and annual financial audits	yes	water or habitat stewardship	official records kept, structured filing system, regularly updated website	communications strategy in place with staff able to meet demands, messaging for targeted audience, multiple methods in place for contacting	have established and regularly maintained partnerships	new equipment, members know how to use and keep maintained	willing to use prescribed methods, will not make changes before confirming with project partners, will ask for direction when needed, will coordinate schedules
column total (max 4)												
<b>GRAND TOTAL FOUNDATION (MAX 28) (Foundational items are hard to change without more people)</b>								<b>GRAND TOTAL ADAPTABLE (MAX 20) (Adaptable items can change with internal decision making)</b>				
<b>0</b>								<b>0</b>				

The group capacity support matrix below uses the values from the group capacity assessment above to categorize groups into Tiers. Different Tiers offer different potential benefits to collaborative work. These Tiers are associated with progressively more training needs and potential contributions as one goes from Tier 1 to Tier 4.

BC Ministry of Environment and Climate Change Strategy (ENV) staff may consider a group’s capacity when considering ENV’s ability to participate in collaborative water quality monitoring. ENV’s ability to work collaboratively with a given group can depend on several factors in addition to a group’s capacity; as such, **the group capacity support matrix is an estimation tool only and does not guarantee any level of collaboration by ENV**. Other factors ENV staff consider when taking on new collaborative monitoring include ministry strategic priorities, budgets, study objectives, and decision or management uses applicable to the data.

	Adaptable 1 (<6 points)	Adaptable 2 (6-10 points)	Adaptable 3 (11-15 points)	Adaptable 4 (15-20 points)				
							potential benefit from ENV to group	potential benefit from group to ENV
Foundational 1 (<8 points)	Tier 1	Tier 1	Tier 1	Tier 1			Tier 1 answer WQ questions	local knowledge
Foundational 2 (8-14 points)	Tier 1	Tier 1	Tier 2	Tier 3			Tier 2 answer WQ questions, provide technical expertise, Tier 2 training and auditing, data repository	local knowledge, Tier 2 monitoring
Foundational 3 (15-21 points)	Tier 1	Tier 2	Tier 3	Tier 3			Tier 3 answer WQ questions, provide technical expertise, Tier 3 training and auditing, data repository, reporting out	local knowledge, Tier 3 monitoring (as needed), bringing knowledge back to group
Foundational 4 (22-28 points)	Tier 1	Tier 2	Tier 3	Tier 4			Tier 4 answer WQ questions, provide technical expertise, Tier 4 training and auditing, data repository, reporting out	local knowledge, Tier 4 monitoring, bringing knowledge back to group