



CAPITALS COALITION

TEEB for Agriculture and Food Operational Guidelines for Business

User templates

July 2020

Note to user:

This user template is designed to help structure your outputs for each Step of the TEEBAgriFood Operational Guidelines for Business. You are invited to adapt and add to the tables in this document to fit your needs and objectives.

The hypothetical examples, running throughout the Guidelines, may also offer some inspiration and illustration of how to approach the Steps.



Step 01: Get started

Question that this Step will answer	Actions
Why should you conduct a capitals assessment?	1.2.1 Familiarize yourself with the basic concepts of capitals
	1.2.2 Apply the concept of capitals to your business context
	1.2.3 Prepare for your assessment

Outputs that you should achieve from this Step:

- An understanding of the concept of capitals and of stocks, flows, and values
- An understanding of the interactions between capitals
- Identification of your business applications
- Support for the assessment from key business stakeholders
- An initial understanding of the resources needed to carry out an integrated capitals assessment

Template for completing Step 01:

1. How do the concepts of natural, human, social, and produced capitals apply to your business? What impacts and dependencies are you aware of already? How might those impacts and dependencies manifest into risks and/or opportunities?
2. What is the context of your business activities? Describe your context now, and what it could be in the future.
3. List the potential applications of your assessment results.
4. Which internal stakeholders could you approach for support, and why?
5. What resources will you need to plan for your assessment?

Step 02: Define the objective

Question that this
Step will answer

Actions

What is the objective of your
assessment?

2.2.1 Identify the target audience

2.2.2 Identify stakeholders and the
appropriate level of engagement

2.2.3 Articulate the objective of your
assessment

Outputs that you should achieve from this Step:

- The defined audience who will ultimately consider and apply the results of the assessment
- A stakeholder list and appropriate level of engagement
- The specific benefits you anticipate from the assessment
- Building on the above, you should have a defined objective for your assessment.

Template for completing Step 02:

1. Who is the target audience?
2. Who are the right stakeholders and what is the appropriate level of engagement for each?
3. What specific benefits do you anticipate from the assessment?
4. What is the specified objective?

Step 03: Scope the assessment

**Question that this
Step will answer**

Actions

**What is an appropriate
scope to meet the
objective?**

- 3.2.1 Determine the organizational focus
- 3.2.2 Determine the value-chain boundary
- 3.2.3 Specify whose value perspective
- 3.2.4 Decide on assessing impacts and/or dependencies
- 3.2.5 Decide which type of values you will consider
- 3.2.6 Consider other technical issues
- 3.2.7 Address key planning issues

Outputs that you should achieve from this Step:

- A well-defined scope that is appropriate for your assessment and objective.

1. Templates for completing Step 03: What is your organizational focus?	
2. What is your value-chain boundary?	
3. Will the assessment cover impacts and/or dependencies?	
4. What is your value perspective?	
5. What types of value?	
6. Are you assessing impacts and/or dependencies?	
7. What other technical issues do you need to consider? For example: <ul style="list-style-type: none"> a. Baselines b. Scenarios c. Spatial boundaries d. Time horizons 	
8. What key planning issues will you need to consider?	

Step 04: Determine the impacts and/or dependencies

Question that this Step will answer	Actions
Which impacts and/or dependencies are material?	4.2.1 List potentially material impacts and/or dependencies
	4.2.2 Identify the criteria for your materiality assessment
	4.2.3 Gather relevant information
	4.2.4 Complete the materiality matrix

Outputs that you should achieve from this Step:

- A prioritized list of material impact drivers and dependencies and changes in capitals to include in your assessment.

Templates for completing Step 04:

1. Which impact and/or dependency pathways are potentially material to your business?
2. Which criteria will you use for your materiality assessment?
3. Which internal and/or external stakeholders will you engage in your materiality assessment?

Materiality Criteria	Material issues			
	<i>Issue 1</i>	<i>Issue 2</i>	<i>Issue 3</i>	<i>Expand as required</i>
<i>e.g., operational</i>	<i>Low/medium/high</i>			
<i>e.g., legal and regulatory</i>				
<i>e.g., financing</i>				
<i>e.g., reputational and marketing</i>				
<i>e.g., societal</i>				
To include in assessment?	<i>Yes/No</i>	<i>Yes/No</i>	<i>Yes/No</i>	<i>Yes/No</i>

Step 05: Measure impact drivers and/or dependencies

Question that this Step will answer

Actions

How can your impact drivers and/or dependencies be measured?

5.2.1 Map your activities against impact drivers and/or dependencies

5.2.2 Define which impact drivers and/or dependencies indicator you will use

5.2.3 Identify how you will measure impact drivers and/or dependencies

5.2.4 Collect data

Outputs that you should achieve from this Step:

- A list of indicators for each material impact driver and/or dependency associated with the chosen business activities, in accordance with the chosen organizational focus and value-chain boundary.
- Available data and data gaps identified

Templates that can help you reach these outputs:

Material issue	Impact driver/dependency	Indicator	Data source	Data gaps / key uncertainties
<i>Issue 1</i>				
<i>Issue 2</i>				
<i>Issue 3</i>				
<i>Expand as required</i>				

Material issue	Indicator	Intermediate indicator if applicable	Data point
<i>Issue 1</i>			
<i>Issue 2</i>			
<i>Issue 3</i>			
<i>Expand as required</i>			

Step 06: Measure changes in the state of capitals

Question that this Step will answers **Actions**

What are the changes in the state and trends of capitals related to your business impacts and/or dependencies?	6.2.1 Identify changes in capitals associated with your business activities and impact drivers
	6.2.2 Identify changes in capitals associated with external factors
	6.2.3 Assess trends affecting the state of capitals
	6.2.4 Select methods for measuring change
	6.2.5 Undertake or commission measurement

Outputs that you should achieve from this Step:

- A list of the changes in capitals that are material to your business, in relation to your impacts and/or dependencies, based on your chosen organization focus and value chain boundary. These changes should be expressed through qualitative or quantitative data.
- Likelihood-weighted estimates of the attribution of change, where relevant.

Template for completing Step 06:

Material issue	Change in capitals	Method to measure change	Indicator for change	Data source	Data gaps/ key uncertainties	Summary of findings
<i>Issue 1</i>						
<i>Issue 2</i>						
<i>Issue 3</i>						
<i>Expand as required</i>						

Step 07: Value impacts and/or dependencies

Question that this Step will answers **Actions**

What is the value of your capitals impacts and/or dependencies?	7.2.1 Define the consequences of impacts and/or dependencies
	7.2.2 Determine the relative significance of associated costs and/or benefits
	7.2.3 Select appropriate valuation techniques
	7.2.4 Undertake or commission valuation

Outputs that you should achieve from this Step:

- A completed valuation (whether qualitative, quantitative, or monetary) of costs and benefits.
- Documentation of all key assumptions, data sources, limitations, methods used, and resulting values.

Templates that can help you reach these outputs:

Planning to value		
Specific impact	Consequences of impact or dependency on business or society (depending on choice of component)	Chosen valuation technique
<i>Issue 1</i>		
<i>Issue 2</i>		
<i>Issue 3</i>		
<i>Expand as required</i>		

Results of valuation		
Specific issue	Value to the business (if applicable to scope)	Value to society (if applicable to scope)
<i>Issue 1</i>		
<i>Issue 2</i>		
<i>Issue 3</i>		
<i>Expand as required</i>		

If considering potential values in the future, you may also choose to add a column for probability-weighted future values.

Step 08: Interpret and test the results

Question that this Step will answer **Actions**

How can you interpret, validate, and verify your assessment process and results?	8.2.1 Test key assumptions
	8.2.2 Identify who is affected
	8.2.3 Collate results
	8.2.4 Validate and verify the assessment process and results
	8.2.5 Review the strengths and weaknesses of the assessment

Outputs that you should achieve from this Step:

A summary of:

- Results collated in a way that makes sense and can be interpreted internally and for other relevant audiences
- Key messages, caveats, assumptions, and uncertainties, including the results of sensitivity analysis if appropriate
- Output(s) from validation and internal/external verification (if appropriate) of the assessment process and results, including an objective acknowledgement of key assumptions and uncertainties around the results
- Notes on the review process itself, including how critical assumptions were tested, what level of confidence was deemed necessary, and why

Template for completing Step 08:

1. What are the findings after testing key assumptions and conducting a sensitivity analysis? What does this imply for your level of confidence, and how the results can be interpreted, communicated and used?
2. Who is affected by the results of the assessment?
3. What were the key strengths and weaknesses of your assessment?
4. With whom, and how, will you share these learnings and conclusions?

Step 09: Take Action

Question that this Step will answer Actions

How will you apply your results and integrate capitals into existing processes?	9.2.1 Apply and act upon the results
	9.2.2 Communicate internally and externally
	9.2.3 Make capitals assessments part of how you do business

Outputs that you should achieve from this Step:

- Actions that you will take as a result of the assessment
- A communication plan
- A plan for making capitals assessments part of how you do business

Templates that can help you reach these outputs:

Material issue	How will you apply and act upon the result?
<i>Issue 1</i>	
<i>Issue 2</i>	
<i>Issue 3</i>	
<i>Expand as required</i>	