

# User Template

## TEEB for agriculture and food: operational guidelines for business

Putting nature and people at the  
centre of food system transformation



# User Templates

Organisation name:

Website link:

## Note to user

Welcome to the User Template of the TEEBAgriFood Operational Guidelines for Businesses; a practical tool to help your business to make better decisions.

While carrying out your assessment, you can answer the questions in the cells with grey text or by ticking the boxes. You can document all your assessment here or link to your own spreadsheet. For each step, make sure you have undertaken the actions and reached the outcomes before going to the next step. The process is iterative, so it's normal revising previous step while advancing to gain consistency.

You will find pages and references to the Operational Guidelines for Business to help you to progress.

You can consult the Guidelines [here](#). For further information about complementary tools, database, please refer to [Annex A, p.155](#) of the Guidelines.

The User Template of [Great Grains](#) – the hypothetical example - may offer inspiration and illustration of how to approach the Steps.



# Stage 1: Frame

## Why?

### What is the Frame Stage?

The Frame Stage helps you to frame why you would undertake a capitals assessment

Step	Question that this Step will answer	Actions
<b>1</b> Get started	Why should you conduct a capitals assessment?	<div>1.2.1 Familiarize yourself with the basic concepts of capitals</div> <div>1.2.2 Apply the concept of capitals to your business context</div> <div>1.2.3 Prepare for your assessment</div>

### Additional notes

This Stage helps you to understand foundational concepts and terms and how to relate them to your particular business and circumstances.



# 1 Get started

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.

Questions	Pages
<b>Business Context – Understand how the foundational concepts relate to your business</b>	
1. What is the context of your business activities? <sup>1</sup>	pg. 16

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<sup>1</sup>Identifying your main activities and describing your business model and context will help to frame how your business operates currently. It will allow you to fundamentally assess how a capitals approach will help you achieve your expected outcomes.



Questions	Pages
2. Which impacts and dependencies are you aware of in your business?	pg. 18, 19, 20

Description of impacts and dependencies

3. What risks and opportunities could these create? You can choose multiple options	pg. 20, 21, 22
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- Operational
- Legal & Regulatory
- Reputational & Marketing
- Financial
- Societal

Description of risk and opportunities



Questions	Pages
<b>Capitals assessment – Start to apply the concept of capitals to your business context</b>	
<p>4. What is the potential application of your assessment results? You can choose multiple options</p> <p>Evaluate impacts and dependencies and assess risks and opportunities Estimate total/net impact values and commit to targets Compare options and transform outcomes Internal and/or external communication and reporting Assess impacts on stakeholders Other: Describe</p> <p>Description</p>	pg. 23, 24
<p>5. Which capitals are you assessing? You can choose multiple options</p> <p>Natural capital Human capital Social capital Produced capital</p> <p>Description</p>	pg. 11
<p>6. Which level of integration between the capitals are you applying?</p> <p>Single capital assessment Multi-capital assessment</p> <p>Description of level of integration</p>	pg. 24, 25



Questions	Pages
7. Which internal stakeholders could support the assessment? <b>Optional</b>	pg. 25

Description

8. What resources (time, skills) will you need for your assessment? <b>Optional</b>	pg. 25, 26, 27
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Description



# Stage 2: Scope

## What?

### What is the Scope Stage?

The Scope Stage details considerations for setting the specific objective of your capitals assessment. The Scope Stage involves three linked Steps:

Step	Question that this Step will answer	Actions
<b>2</b> Define the objective	What is the objective of your assessment?	<ul style="list-style-type: none"><li>2.2.1 Identify the target audience</li><li>2.2.2 Identify stakeholders and the appropriate level of engagement</li><li>2.2.3 Articulate the objective of your assessment</li></ul>
<b>3</b> Scope the assessment	What is an appropriate scope to meet the objective?	<ul style="list-style-type: none"><li>3.2.1 Determine the organizational focus</li><li>3.2.2 Determine the value-chain boundary</li><li>3.2.3 Specify whose value perspective</li><li>3.2.4 Decide on assessing impacts and/or dependencies</li><li>3.2.5 Decide which type of values you will consider</li><li>3.2.6 Consider other technical issues</li><li>3.2.7 Address key planning issues</li></ul>
<b>4</b> Determine impacts and/or dependencies	Which impacts and/or dependencies will you value?	<ul style="list-style-type: none"><li>4.2.1 List potential impacts and/or dependencies</li><li>4.2.2 Identify the criteria for prioritization</li><li>4.2.3 Gather relevant information</li><li>4.2.4 Complete prioritization</li></ul>

### Additional notes

Businesses operating in the food sector should address all of the actions associated with each Step in the Scope Stage. The Guidelines provide further insights to the Protocols for some of the actions where most appropriate.



# 2 Define the objective

Outputs that you should achieve from this step:

- ◆ A **clear** objective for the assessment which you will have defined by taking into account:
- ◆ Your audience.
- ◆ A stakeholder list and appropriate level of engagement.
- ◆ The specific benefits you anticipate from the assessment.

Questions	Pages
1. Who is the target audience <sup>2</sup> of the assessment? <b>Optional</b>	pg. 31, 32

Description

2. Who are your stakeholders related to the assessment? <sup>3</sup> You can choose more than one option. <b>Optional</b>	pg. 32, 33, 34, 35
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The workforce  
Workers in the value chain  
Communities potentially affected  
Consumers and end-users

Description on stakeholders

<sup>2</sup>The target audience is defined as the main users of the assessment output (i.e., the people who will use the output to make decisions).

<sup>3</sup>In addition to the target audience, you may engage with other stakeholders who can: i. Provide information, ii. Influence the assessment, iii. Help verify, validate, and interpret the assessment.



Questions	Pages
3. What specific benefits do you anticipate from the assessment? <sup>4</sup>	pg. 36, 37

Description

4. What is the specified objective?<sup>5</sup>

pg. 36, 37

Description

<sup>4</sup>This question will help you to define a specified objective for your capitals assessment. It is important to articulate the anticipated benefits that your business stands to gain from undertaking an assessment. There should be a clear link between why you are conducting the assessment, how you intend to use the results, and your business context.

<sup>5</sup>Ensure your Objective is SMART: S= Specific, M= Measurable, A= Attainable, R= Relevant, T= Time Bound.





# 3 Scope the assessment

Outputs that you should achieve from this step:

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

Questions	Pages
<p>1. What is your organizational focus? You can choose more than one option</p> <p>Corporate Project or site Product</p> <p>Description</p>	pg. 38, 39
<p>2. What is your value-chain boundary? You can choose more than one option</p> <p>Upstream Direct operations Downstream</p> <p>Description</p>	pg. 39, 40
<p>3. What is your value perspective?</p> <p>Value to business Value to society Both (value to business and society)</p> <p>Description</p>	pg. 40



Questions	Pages
<p>4. Are you assessing impacts and/or dependencies? You can choose multiple options</p> <p>Impacts on your business</p> <p>Impacts on society</p> <p>Your business dependencies</p> <p>Description</p>	pg. 41, 42, 43
<p>5. What types of value will you use? You can choose multiple options</p> <p>Qualitative</p> <p>Quantitative</p> <p>Monetary</p> <p>Description</p>	pg. 43, 44
<p><b>Technical issues to consider</b></p>	
<p>6. What is the baseline of your assessment?</p> <p>Description</p>	pg. 44





Questions	Pages
7. What scenarios will you consider? <b>Optional</b>	pg. 44

Description

8. What is the spatial boundary of your assessment? <b>Optional</b>	pg. 45
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Description

9. What is the temporal boundary of your assessment? <b>Optional</b>	pg. 45, 46, 47
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Description



# 4 Determine the impacts and/or dependencies

Outputs that you should achieve from this step:

- ◆ A list of prioritized impact drivers and dependencies.
- ◆ The outlines of prioritized impacts drivers and dependencies pathways, to understand the changes in capital and consequence of that change as preparation for the Measure & Value Stage.

Questions	Pages
1. Which impact drivers are potentially of priority to your business?	pg. 49, 50, 51, 52, 53, 54

## List of potential impact drivers relevant to your objective

This is an indicative list of potential impact drivers to help you to identify those relevant to your assessment. You might have others that you can add.

### Natural Capital

Water use  
Terrestrial ecosystem use  
GHG emissions  
Pesticide and herbicide use  
Fertilizer use  
Soil use  
Waste Generation  
Animal welfare conditions  
Genetic modified organisms  
Other: Description

Description

### Human Capital

Nutritional content of food  
Use of substances harmful to consumer  
Food safety practices  
Employee health and safety conditions  
Salaries and benefits  
Workers' living conditions  
Labor rights  
Child and slave labor laws  
Priority rights  
Gender rights  
Workers' representation  
Other: Description

Description

### Social Capital

Food security  
Food loss  
Food waste  
Integration of workforce into communities  
Benefit sharing with indigenous communities  
Other: Description

Description





Questions	Pages
2. Which dependencies are potentially of priority to your business?	pg. 49, 50, 51, 52, 53, 54

### List of potential Dependencies relevant to your objective

This is an indicative list of potential dependencies to help you to identify those relevant to your assessment. You might have others that you can add.

#### Natural Capital

Water supply  
Water purification  
Soil quality  
Pollination  
Pest control  
Genetic material  
Rainfall pattern regulation  
Land  
Energy  
Other: Description  
Description

#### Human Capital

Skills and knowledge  
Experience  
Workforce availability  
Health of workers  
Agricultural Practices  
Nutritional Security  
Other: Description  
Description

#### Produced Capital

Accessibility to infrastructure & technology  
Other: Description  
Description

#### Social Capital

Social networks and cooperation  
Propriety rights  
Social acceptance and trust  
Law and regulation  
Food security  
Other: Description  
Description



Questions	Pages
<p>3. Which criteria will you use for your prioritization process?<sup>6</sup> You can choose more than one option</p> <p>Operational</p> <p>Legal and regulatory</p> <p>Financing</p> <p>Reputational and marketing</p> <p>Societal</p> <p>Other: Description</p> <p>Description</p>	pg. 54
<p>4. Which internal and/or external stakeholders will you engage in your prioritization process? <b>Optional</b></p> <p>Description</p>	pg. 55

<sup>6</sup>This refers to the criteria that will help you to choose which impact drivers/dependencies you will prioritize to measure and value. Many businesses might have their own prioritization already in place, and you can use these instead of those we suggest.



Questions	Pages
5. Prioritization: Populate the matrix template to prioritize chosen impact drivers and dependencies	pg. 55, 56, 57, 58

1. Write the objective of your assessment here

2. List potentially relevant impact drivers & dependencies related to objective below (derive from Table 4.1/4.2)

3. Criteria for selection to base your ranking on: categories of risks and opportunities (these can but don't have to differ from the ones listed in the example below)

5. Based on ranking in step 4, indicate which impact drivers to include in your assessment (This can be shown with a YES or a NO)

4. Rank impacts drivers & dependencies in the cells based on the criteria to prioritize (section 3): Use HIGH, MEDIUM, LOW

High

Medium

Low

6. Create priority list of impact drivers & dependencies based on step 5 here (maximum 3)

1.

2.

3.

Below is an example of a populated matrix table.

1. Objective: To evaluate the human and ecological costs of water use per kg of seed cotton produced under Better Cotton Initiative (BCI) principles and compare this to conventional practices

2. List potentially relevant impact drivers & dependencies related to objective below (derive from Table 4.1/4.2)

3. Criteria for selection to base you ranking on: categories of risks and opportunities (these can but don't have to differ from the ones listed here)

5. Based on ranking in step 4, indicate which impact drivers to include in your assessment (This can be shown with a YES or a NO)

Water availability

High

Low

High

Low

High

XX

NO

Water use

High

High

High

High

High

XX

YES

Pesticide, herbicide and fertilizer use

High

High

High

High

High

XX

YES

Skills and knowledge

Medium

Low

High

High

Low

XX

NO

Accessibility to infrastructure

Low

Medium

High

High

Medium

XX

NO

Salaries and benefits

High

High

High

High

High

XX

YES

4. Rank impacts drivers & dependencies in the cells based on the criteria to prioritize (section 3): Use HIGH, MEDIUM, LOW and/or color coding

High

Medium

Low

6. Create priority list of impact drivers & dependencies based on step 5 here (maximum 3)

1. Water use

2. Pesticide, herbicide and fertilizer use

3. Salaries and benefits



Questions	Pages
6. Draw simple pathways for those material impact drivers/ dependencies to understand the related changes in capitals and possible value of their consequence	pg. 49, 50, 57, 58

Use the information and examples below to help you map out your own pathways.

An **impact pathway** describes how, as a result of a specific business activity, a particular impact driver results in changes in the capitals, which in turn will affect the benefits that they can provide now and into the future, and then how these changes affect different stakeholders. Figure 4.2 is an example of an impact pathway for terrestrial ecosystem use.

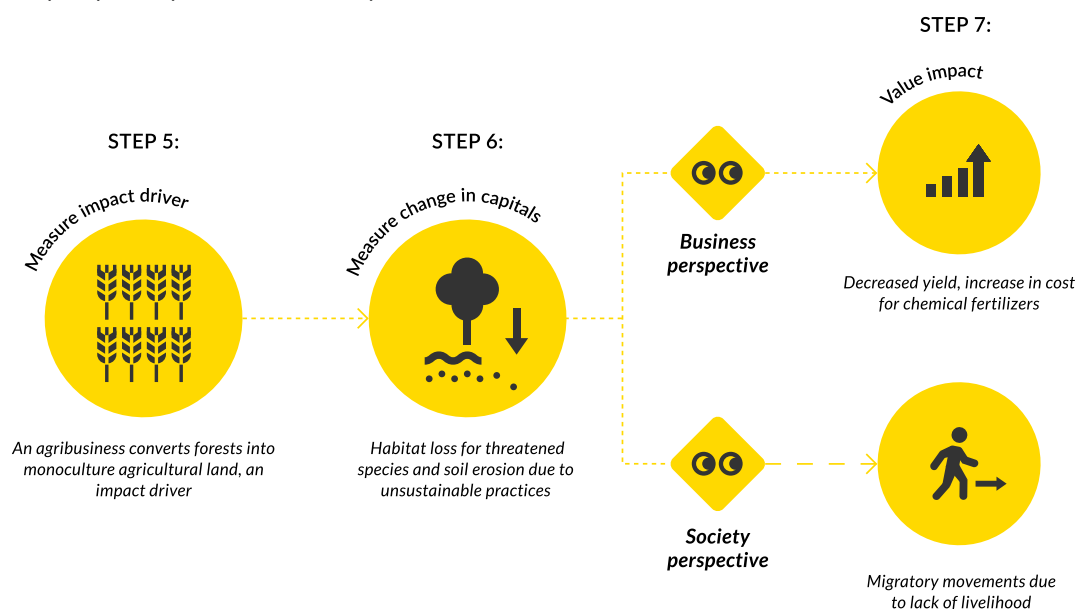


Figure 4.2 Example impact pathway for terrestrial ecosystem use

A **dependency pathway** shows how a particular business activity depends upon capitals through identifying changes in capitals that could affect the business. Understanding these dependency pathways is useful for determining what external risks exist to the business that could result from drivers of change. Figure 4.4 is an example of a dependency pathway for length of land tenure contracts.

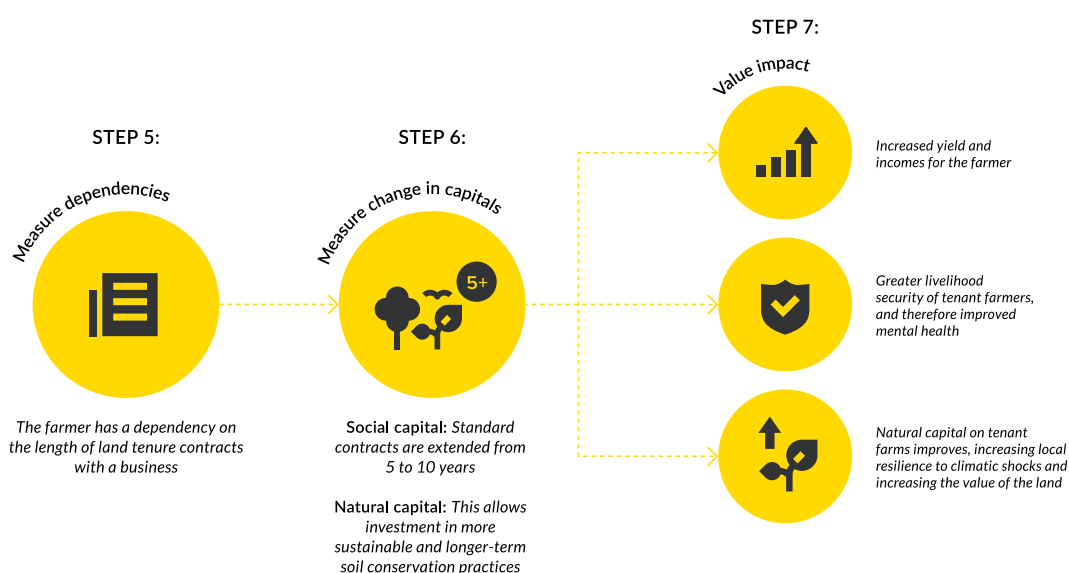


Figure 4.4 Example dependency pathway for length of land tenure contracts





Questions	Pages
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Use the templates below to draw out your pathways. Refer back to the examples if you need.

Impact driver/dependency	Change in capital that this impact driver/dependency would cause	Consequence of change on business or society
<div></div>	<div></div>	<div></div>
<div></div>	<div></div>	<div></div>
<div></div>	<div></div>	<div></div>

Expand if required.



# Stage 3: Measure and Value

## How?

### What is the Measure and Value Stage?

The Measure and Value Stage introduces how impacts and/or dependencies can be measured and valued.

The Measure and Value Stage involves three linked Steps:

Step	Question that this Step will answer	Actions
<b>5</b> Measure impact drivers and/or dependencies	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 indicators you will use 5.2.3 Identify how you will measure impact drivers and/or dependencies 5.2.4 Collect data
<b>6</b> Measure changes in the state of capitals	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 changes 6.2.5 Undertake or commission measurement
<b>7</b> Value impacts and/or dependencies	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 technique(s) 7.2.4 Undertake or commission valuation



# 5 Measure impact drivers and/or dependencies

Outputs that you should achieve from this step:

- ◆ Map of activities of the value chain against impacts drivers and/or dependencies
- ◆ A list of indicators for each prioritized 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

For an example on how to populate the table, please see the Great Grains hypothetical case study [here](#).

Template to fill				pg. 66 - 74
Material impact driver or dependency (copy it from prioritized list in step 4)	Indicator(s) <sup>7</sup> (pg. 66 - 70)	Indicator unit (pg. 66 - 70)	Data sources <sup>8</sup> (pg. 70, 71)	Data uncertainty <sup>9</sup>
1.				
2.				
3.				
4.				

Expand if required

<sup>7</sup>Based on your prioritized list defined in STEP 4, question 5; define which indicator (or intermediate indicator if necessary) and unit you will measure. This could be a qualitative or quantitative indicator.

<sup>8</sup>Identify how you will obtain the data needed to measure your impact drivers and/or dependencies. You can use primary data (collected by your business or consultants) or secondary data (publications, databases, estimates).

<sup>9</sup>Document any data gaps or uncertainties.



# 6 Measure changes in the state of capital

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 (In particular relevant for dependency assessments).

Template to fill		pg. 76 - 92
Step 5 (copy from step 5)		
Material impact driver or dependency	Indicator	
1.		
2.		
3.		
4.		

Expand if required

<sup>10</sup>Indicate to which capital (natural, human, social, produced) this change refers.

<sup>11</sup>To measure change, you can undertake direct measurement or modeling methods.

<sup>12</sup>You will be able to complete this results column after undertaking or commissioning the measurement. To measure the change in capitals, you need to take the reference to the baseline selected in step 03. You might also need to assess external factors that affect the state of capitals.







Template to fill					pg. 76 - 92
Step 6					
Change in capitals resulting from the impact driver/dependency <sup>10</sup> (pg. 76 – 82)	Method for measuring capital change <sup>11</sup> (pg. 83 – 90)	Indicator for change (Units)	Data sources	Data uncertainty	Results <sup>12</sup>

# 7 Value impacts and/or dependencies

Outputs that you should achieve from this step:

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

Template to fill		pg. 94 - 111
Step 5 (copy from step 5)		Step 6 (copy from step 6)
Material impact driver or dependency	Indicator	Change in capitals resulting from the impact driver/dependency

1.

2.

3.

4.

Expand if required

Step 7			
Planning phase			Results of valuation
Consequences of impact drivers or dependencies on business or society <sup>13</sup> (pg. 94 – 101)	Type of valuation (pg. 102)	Chosen valuation technique <sup>14</sup> (pg. 103 – 111)	Value <sup>15</sup>
Impact on society:	Choose an item.		Value to society (if applicable to scope)
Impact on Business:	Choose an item.		Value to business (if applicable to scope)
Impact on society:	Choose an item.		Value to society (if applicable to scope)
Impact on Business:	Choose an item.		Value to business (if applicable to scope)



Template to fill			pg. 94 - 111
Step 7			
Planning phase			Results of valuation
Consequences of impact drivers or dependencies on business or society <sup>13</sup> (pg. 94 – 101)	Type of valuation (pg. 102)	Chosen valuation technique <sup>14</sup> (pg. 103 – 111)	Value <sup>15</sup>
Impact on society:	Choose an item.		Value to society (if applicable to scope)
Impact on Business:	Choose an item.		Value to business (if applicable to scope)

Expand if required

<sup>13</sup>You can identify the consequences (costs and benefits) of impacts drivers and/or dependencies according to your value perspective (question 4 in STEP 3), which could be i) Consequence for your business of your impacts on capitals, ii) Consequence for society of your impact on capitals, iii) Consequence of dependencies on your business.

<sup>14</sup>Annex A, p.117 of the Guidelines provides you with a list of frameworks, tools, databases that can be useful for the valuation phase. pg. 84, 85, 86, 87 of the Natural Capital Protocol also offers a useful summary of different valuation techniques for natural capital.

<sup>15</sup>You may not be able to fill everything now. When you will complete the data collection and valuation, fill the results of valuation.





# Stage 4: Apply

## What next?

### What is the Apply Stage?

The Apply Stage of the Protocols summarizes the capitals assessment process by helping you interpret and apply your results in your business. It also encourages you to consider how to optimize the value from this and future assessments.

The Apply Stage involves two interlinked Steps:

Step	Question that this Step will answer	Actions
<b>8</b> Interpret and test the results	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
<b>9</b> Take action	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

### Additional notes

Businesses operating in the food sector should address all actions associated with each Step in the Apply Stage. The Guidelines provide practical examples of how capitals thinking can be incorporated within business decision making.



# 8 Interpret and test the results

Outputs that you should achieve from this step:

- ◆ 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.

Questions	Pages
<b>Business Context – Understand how the foundational concepts relate to your business</b>	
1. What are your findings?	See your results of M&V stage

Description

2. Did you test key assumptions and conduct a sensitivity analysis? If so, do your results vary from your initial results? <b>Optional</b>	pg. 113, 114
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Description of impacts and dependencies





### 3. How do you interpret your results? **Optional**

pg. 115, 116

Description

### 4. Who is affected by the results of the assessment? **Optional**

pg. 114

Description



5. What were the key strengths and weaknesses of your assessment? **Optional**

pg. 117, 118

Description

6. With whom, and how, will you share these learnings and conclusions? **Optional**

N/A

Description

User Templates

Stage 1: Frame

Stage 2: Scope

Stage 3: Measure and Value

Stage 4: Apply

# 9 Take action

Outputs that you should achieve from this step:

- ◆ Actions that you will take as a result of the assessment.
- ◆ A communication plan about results and decisions.
- ◆ A plan for making capitals assessments part of how you do business.

Questions	Pages
1. How will you apply and act upon the result?	N/A
Material impact driver/dependency (copy from step 4)	Description
1.	
2.	
3.	
4.	
Expand if required	
2. Which decisions have you or will you make based on the results of the assessment?	pg. 122- 128
Description	







3. How will your assessment inform your business strategy?	pg. 133 - 138
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Description

4. How do you plan to communicate your assessment?	pg. 129 - 132
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Description



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