

## REQUEST FOR PROPOSALS (RFP) UPDATE 23 MARCH 2014

# Developing and Pilot testing the Natural Capital Protocol and two supporting sector guides

**The deadline for this RFP has been extended to 11 April 2014 12pm British Summer Time. Only the new timetable in this updated RFP should be used.**

### Executive summary

This document sets out the scope of work that the Natural Capital Coalition (the 'Coalition') wishes to commission. The Coalition selects its tenderers through a competitive process and this document describes that process and explains how tenderers may tender for the work described.

### Purpose of the work

The purpose of the work is to develop, and pilot test, a harmonised Natural Capital Protocol (the 'Protocol') on why and how to integrate natural capital valuation and accounting in business and investor decision making, as well as two supporting sector specific guides on Food/Beverage and Apparel/Textiles.

### Scope of work

The work will include several lots:

- LOT 1 Development of Natural Capital Protocol
- LOT 2 Development of Sector guide for Food/Beverage
- LOT 3 Development of Sector guide for Apparel/Textiles
- LOT 4 Pilot Testing

Proposals are welcomed for each lot individually, as well as several, or altogether.

The work for this project is multifaceted and involves expert knowledge, the ability to engage key change agents and stakeholders, especially in business and financial institutions (FI), and it involves consensus building with future users across the corporate, FI, accounting, consultancy and research communities. As a first priority, expertise in natural capital valuation and the business applications it is used in is required from those tendering. This includes assessing natural capital impacts and dependencies, economic valuation, accounting, internal management applications and existing tools (e.g. risk assessment, Life Cycle Assessment (LCA), footprinting), corporate reporting and disclosure (e.g. GRI, Integrated Reporting), financial accounting and FI Environmental, Social and Governance assessment. Further, a broad track record in developing standards, and the stakeholder engagement this requires, is also essential. Other qualities sought are presentation and writing skills and effective project management. Given the expansive nature of the work in this project, the Coalition welcomes bids from consortia of experts.

### Timings

The deadline for the work programme and tender submissions is detailed below:

#### Work Programme

Work to commence by: **June 2014**

Work to be completed by: **31 December 2015**

It is expected that this project will last a maximum of 20 months from start to finish.

#### Tender Timetable (\*)

Deadline for receipt of tender submissions: **11 April 2014, 12pm BST (UK time)**

Tenderers receive written notification of the Coalition's decision: **16 May 2014**

\*The Coalition reserves the right to change the timetable.



**NATURAL  
CAPITAL  
COALITION**

A PART OF THE TEEB COMMUNITY  
Valuing nature in business

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## Section 1: Background

1.1. Established in November 2012, the Coalition is rapidly establishing itself as the global, multi-stakeholder platform to build the business case and support the uptake of natural capital measurement, management, reporting and disclosure in business and investor decision making. Founder members include WBCSD, ICAEW, UNEP (TEEB), IFC, World Bank, WWF, Conservation International, FMO Development Bank, The Prince of Wales's Accounting for Sustainability (A4S) project, BSR and the Global Reporting Initiative (GRI). They are pioneers on natural capital and make up our [board, advisory and observer groups](#). [Membership is open to business and wider stakeholders](#) who are joining on an ongoing basis. Examples of current members are illustrated below. All members and wider stakeholders will be actively engaged to participate in this project.



- 1.2. Interest in natural capital accounting and valuation from business and investors is growing in light of biodiversity and ecosystem degradation, resource scarcity concerns and the inability of current business models to reflect the true economic costs of this. Economic invisibility has been a major reason for the neglect of natural capital. The current business model creates significant environmental externalities e.g. damages from climate change, pollution, land conversion and depletion of natural resources. These create costs or benefits that are not currently accounted for in pricing and hence can be invisible in business decision making. Integrating natural capital valuation into business decision making enables businesses and investors to measure and manage these risks or opportunities, and can ultimately drive market transformation if the right enabling conditions are in place.
- 1.3. The Coalition provides a not-for-profit, pre-competitive platform for much needed collaboration across business, accounting/reporting, policy, NGO and practitioner (e.g. consultancy, academia) communities. It brings together all actors that can credibly contribute to mainstreaming natural capital uptake in business. Using this platform, the Coalition has consulted widely on a proposed roadmap for scaling natural capital uptake in business over the past few months. In particular this has grown consensus on the need for and value of collaborating to develop a harmonised framework that can support scaling uptake of natural capital in business. As a result, the Coalition with funding from IFC, Swiss Economic Ministry (SECO) and the Gordon and Betty Moore Foundation is

commissioning this work to develop a harmonised protocol for valuing natural capital in business and investor decision making to enable better measurement, management, reporting and disclosure. The working title is the Natural Capital Protocol (the 'Protocol'). More information is available on the [project webpage](http://www.naturalcapitalcoalition.org/about/how/natural-capital-protocol.html) - <http://www.naturalcapitalcoalition.org/about/how/natural-capital-protocol.html>

- 1.4. The purpose of this RFP is to develop and pilot test the Protocol, and two supporting sector specific guides on Food/Beverage and Apparel/Textiles. For the guide and pilot test on Food/Beverage, either beef or soy must be included. Potential future opportunities the Coalition is fundraising for are to develop further sector guides but these are not subject to this RFP.
- 1.5. Technical author(s) (this can be an organisation(s) or individual(s)) with suitable expertise and experience are being contracted to draft the Protocol and supporting sector guides. They are also expected to run the consultation process for these and secure key stakeholder participation in conjunction with the Coalition. Stakeholder participation is to be from business, FI, investor, technical expert, policy, accounting/reporting and sustainable business communities that can mainstream use and uptake of the Protocol, along with future tools and guides for business on natural capital. Commercial and academic practitioners must also be engaged to grow the development of software tools and databases needed to simplify business uptake going forward. Key stakeholders expected to participate in the development of sector guides include beef, soy and apparel companies. As part of the consultation process the delivery partner(s) will need to guarantee that a minimum number of stakeholders are brought to the table to pilot test the Protocol and sector guides.
- 1.6. The project is to be informed by experts and also to be a collaborative process to enable a harmonised Protocol to be agreed and therefore get more buy-in from future users and practitioners. Business, FIs and investors are strongly encouraged to participate to ensure the Protocol is informed by their views. Participation in the consultation has no financial charge and time is given in kind. By participating in the development of the Protocol business, FIs and investors can gain an early mover understanding and practical application of natural capital valuation. It is anticipated that this Protocol will be the precursor for future standards on natural capital. The development of the Protocol and guides must be a process that is open and consultative incorporating global natural capital experts. The Protocol will be peer reviewed by an independent panel of experts. It will be pilot tested for practical application by future users. The intent is that the Protocol and guides must be user friendly, not just theoretical, and must be pragmatic to apply.
- 1.7. The Coalition is looking to work collaboratively with the delivery partner(s) on the consultation processes and to ensure key stakeholders are integrated in the development process. The Coalition has already engaged key stakeholders across the expert, business, policy, accounting, reporting/disclosure communities, which will inform the development of the Protocol and sector guides. An invitation to participate has been and continues to be disseminated at key events and via Coalition members. Participants complete a sign-up sheet in the project Terms of Reference to confirm their intention to participate. Most of those organisations signed up to date are illustrated on the [project webpage](#). Further information on participating organisations can be provided to the tenderers on request, in particular to avoid unnecessarily contacting business participants that are already engaged. The Coalition will work with the contractor(s) to ensure effective engagement of the stakeholder participants. Tenderers will need to describe how existing Coalition networks and participants, particularly from business and FIs, can be best engaged with, and how they propose to work on stakeholder outreach aspects with the Coalition. Participants will be visibly acknowledged (name and/or logo) in all final deliverables and promotional material. Similarly all participant organisations can use the Coalition logo on websites/promotional material to show they are a participant. Consultation, dissemination and capacity building workshops will be conducted throughout the project using a combination of in-person workshops/events, webinars/calls and circulating documents for comments. For the sector guides, workshops are expected to take place in countries relevant to the pilot testing and incorporating key local stakeholders and suppliers. The Coalition will also aim to

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boost the uptake of the Protocol and sector guides by positioning them with key partners e.g. WBCSD, NCD, BSR, CEF and TNC who are working with early adopter business on natural capital.

- 1.8. Preparatory work directly relevant to this RFP includes a stock taking exercise of existing initiatives relevant to natural capital valuation and its application in business, which is currently being conducted by the Coalition. This provides a baseline to inform the Protocol and as a starting point includes a draft straw man or outline of content based on feedback from experts and stakeholders engaged to date. The stock taking exercise will be published in March 2014 as a draft for consultation.
- 1.9. Wider background research conducted by the Coalition to date includes the following publications:
  - [Organisational Change for Natural Capital Management](#) is a strategy based on data collected from 26 early adopter companies (60% of them with \$10 Billion+ revenues each) across several industry sectors that provides real life evidence on the drivers and barriers for natural capital management.
  - [Natural Capital at Risk](#) – Top 100 Externalities of Business – identifies the priority business sectors and world regions with the highest environmental externality costs in order to clarify the financial risk and opportunity this presents to business and investors.

## Section 2: Scope of work

### Objectives

- 2.1. This project is to develop and pilot test the harmonised Natural Capital Protocol on why and how to integrate natural capital valuation in business, FI and investor decision making. The business case will clarify why understanding natural capital impacts and dependencies is relevant and important to decision making. The intent is not to invent new methods unnecessarily, but build on those that already exist e.g. the Guide to Corporate Ecosystems Valuation<sup>1</sup>, fill the gaps and enable a period of experimentation in the market via different sectors and geographies. This will enable lessons to be learnt and the current gaps to be better understood. It is anticipated that the resulting protocol would be the starting point to inform future standards, much as the GHG Protocol, its sub standards and guidance<sup>2</sup> did for GHG emissions. Sector specific supporting guidance for two sectors (Food/Beverage and Apparel/Textiles) is also to be developed. These will be in line with the Protocol generic principles, but will focus on natural capital impacts and dependencies only for these sectors. The reason for this is that this specificity can further clarify a sector's use of natural capital valuation and make it easier to apply in practice. However, we also wish to use this opportunity to test whether a sector by sector route is the best option for valuation. Taking a sector approach is already established as a valuable way to define sector specific environmental impacts and materiality. However, valuation generates results at a more relative vs. absolute level and has strong geographic variations, so these guides also provide an opportunity to test whether a sector approach provides the best option.
- 2.2. Case examples from the pilot tests are to be included in the Protocol and two guides to illustrate a range of business applications of natural capital valuation and accounting.

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<sup>1</sup> [WBCSD Guide to Corporate Ecosystems Valuation](#) (CEV)

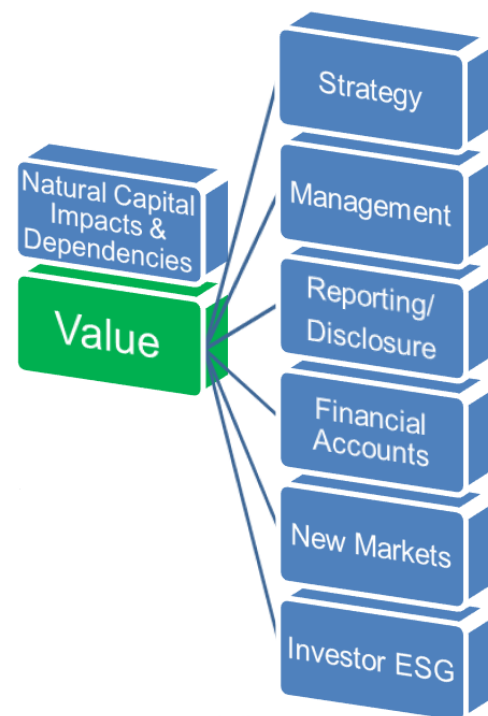
<sup>2</sup> WRI and WBCSD GHG Protocol <http://www.ghgprotocol.org/>



## Definition and scope

- 2.3. For this project Natural capital is defined as the finite stock of natural assets (air, water, land, habitats) from which goods and services flow to benefit society and the economy. It is made up of ecosystems (providing renewable resources and services), and non-renewable deposits of fossil fuels and minerals. The scope of the Protocol and two guides is valuation of 'natural capital' that a business draws from as well as the environmental impacts resulting from a company's activity. This is a broad scope and is seen as suitable to ensure the Protocol and sector guides are of most value to business.
- 2.4. The scope of the Protocol is to define what, why and how to account for and value natural capital and apply this to inform business decision making. The following applications as illustrated are to be included:-

- Strategic planning and investment decisions
- Management - focusing on the organization at site level to inform environmental management and green infrastructure or at the product level for supply chain management and procurement decisions
- Reporting /Disclosure in corporate reporting (e.g. Integrated Reporting <IR> and Global Reporting Initiative (GRI))
- Inclusion in financial accounting (e.g. budgets, Profit & Loss and the Balance Sheet)
- Assessing new market opportunities in particular Payments for Ecosystem Services (PES)
- Informing Environmental, Social and Governance (ESG) risk assessment undertaken by FIs. The Coalition is working in partnership with Working Group 3 of the [Natural Capital Declaration](#) initiative which is also commencing development of methodologies for this application. It is not intended to duplicate these efforts but to work with Work Group 3 such that their deliverable can be reflected in the Protocol.



- 2.5. The scope is natural capital, however linkages with other capitals (e.g. human and social) need to be made and leveraged where appropriate. Without diluting the natural capital scope, it would be valuable to frame the Protocol within 'integrated thinking' as defined in the Integrated Reporting <IR> Framework, thus making connections to parallel efforts taking place regarding the other five capitals.
- 2.6. To inform the Protocol content, the Coalition is undertaking a stock take of methodologies, tools and wider initiatives relevant to applying natural capital valuation in business and current gaps. This is nearing completion and will be available at the start of the project (see 1.8). Key stakeholders from existing initiatives and future business, FI and investor users are informing this process. Key opportunities identified already are to fill technical gaps relating to natural capital indicators, data and classification systems that can facilitate mainstreaming business use as well as simplifying terminology. Also identified is a need to build consistency between how business measures natural capital and emerging environmental accounting metrics being developed and used in key policy and market initiatives e.g. UN System of Environmental Economic Accounts) SEEA, associated World Bank [Wealth Accounting and Valuation of Ecosystem Services](#) (WAVES) and Payments from Ecosystem Services (PES) national schemes emerging in several countries. Tenderers will need to demonstrate their understanding of those initiatives and their existing track record for liaising with these key stakeholders. The Coalition has



established relationships with these stakeholders and will work with the delivery partner(s) to actively liaise and integrate those metrics.

**Development process for Protocol and sector guides**

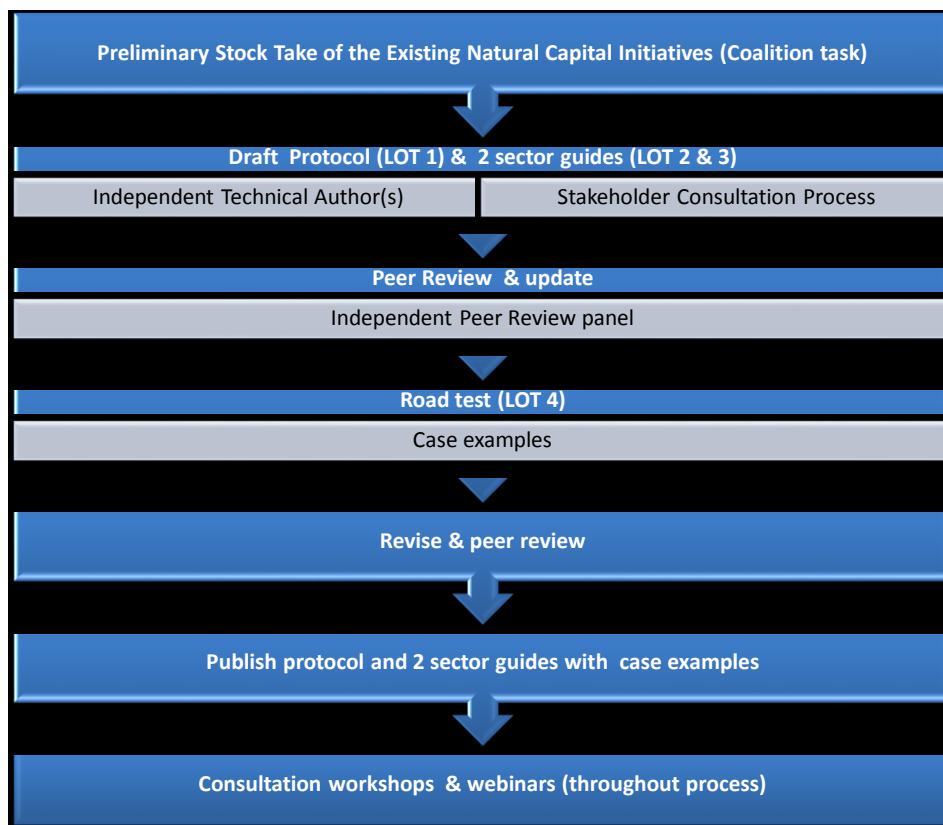
- 2.7. A project Steering Committee will oversee the project governance, content and work with the technical author(s). An Advisory Group of specific stakeholder interests from technical experts, business, finance, accounting/reporting, policy and sustainability support initiatives will inform the content. A separate independent panel of experts will be contracted to peer review the Protocol and guide development. The peer review contract is separate to this RFP.
- 2.8. The stakeholder groups proposed are illustrated below. The Coalition has already gathered key stakeholders in these groups to participate in the development process.



The Coalition will work with the delivery partner(s) to incorporate the involvement of these stakeholders. The Proposal should include how the contractor will engage key stakeholders in the Protocol and guide development process, suggest essential parties to include and how they will work with the Coalition to include its existing network.

As one example, for the FI group this will include the NCD WG 3 led by National Australia Bank who is developing a finance guide to account and value natural capital (see 2.4). This is to ensure consistency with the Protocol and that these FIs inform its development.

- 2.9. The project work is divided into four key lots with specific tasks as well as consultation, dissemination and capacity building workshops and webinars to be conducted at key stages in the project. The process, lots and key tasks are illustrated below.



2.10. Pilot testing is designed to maximise opportunities to test the Protocol in different applications and feedback the lessons learnt to inform the final published versions of the Protocol and two sector guides. Furthermore, opportunities for building consistency between the framework metrics and environmental accounts emerging for use in policy initiatives e.g. UNSEEA and PES<sup>3</sup>, are to be included. Feedback on the lessons learnt from application of the Protocol and two sector guides is to be gathered in the pilot testing. Based on this, the Protocol and guides will be updated. Where companies or FIs participating in the pilot testing allow, case studies are to be produced to illustrate natural capital impacts/dependencies and the process for applying natural capital accounting and valuation in business to further grow the business case.

2.11. Peer Review – The independent peer review panel will conduct two peer reviews on the Protocol and sector guides. One will be before pilot testing and one after the pilot testing feedback has been incorporated. Based on the final peer review from the independent expert peer review panel a final version of the Protocol and guides will be published. This first publication is seen as a ‘beta’ version, which is dynamic and can be updated over time.

<sup>3</sup> It is expected that the UNSEEA based natural capital accounts, starting to be implemented in many countries, will be used to benchmark progress on natural resource management. It is likely that business benchmarks could be linked to these in future. Hence incorporating the consistency on metrics in the framework provides an important future proofing for business. In terms of considering opportunities for new markets e.g. policies that define the metrics for schemes such as Payments for Ecosystem Services, are growing. The metrics business need to show participation in PES will be included in the framework and the pilot tests and case examples. Thus, positive opportunities for new markets can also be clarified as applications of natural capital valuation in business.



## Deliverables

- 2.12. Tender proposals need to outline the work program for each lot and how the following deliverables will be met. The project deliverables are to be incorporated as project milestones in the program of work proposed in submitted tender proposals.

### LOT 1

- 2.13. **An open source published harmonised framework (the Protocol)** for valuing natural capital in business decision making to enable better measurement, management, reporting and disclosure. This will be generic and should be suitable for use by any business sector, FIs and investors. As an option, it can be divided into separate documents given the language, motivations and case examples suited to applying natural capital valuation in corporate and FIs communities are different. Building blocks for a harmonised Protocol for natural capital valuation will need to be identified, and workshops and webinars conducted to build consensus on the baseline, gaps and agree on next steps. The Protocol is to clarify what should be measured, valued, how and why. This would include as a minimum defining the business case, framing the business context in terms of the links to other types of capitals, defining the classification and indicators for natural capital metrics, how to measure and account for natural capital impacts and dependencies, conducting valuation for those that are material, how to apply valuation in the business applications in scope, defining data requirements, data quality criteria, data access for business and future arrangements needed for verification and assurance.

### LOT 2

- 2.14. **A sector guide for Food/Beverage** – This sector guide should support and be harmonised with the generic Protocol. It should focus on the material natural capital impacts/dependencies for food and beverage products. In this context the guide can facilitate integrating natural capital considerations in this sector specifically making it easier for use. Agricultural commodities used in food and beverage products including beef, soy, palm oil, coffee and sugar cane are to be key focus areas due to the priority sustainability impacts associated with them.

### LOT 3

- 2.15 **A sector guide for Apparel** - This sector guide should support and be harmonised with the generic Protocol. It should focus on the material natural capital impacts/dependencies for apparel products e.g. clothing and shoes. In this context the guide can facilitate integrating natural capital considerations in this sector specifically making it easier for use.

### LOT 4

- 2.16 **Pilot Testing** - The requirement is for contracted parties to bring committed business to participate in pilot testing. There must be a minimum of two pilot tests for food/beverage (with at least one on beef or soy), two for apparel, two for FIs investing in those sectors and two in other sectors presenting priority natural capital risks and opportunities.

- 2.17 Business will pilot test using the Protocol to value their natural capital and use the information to inform management, accounting, reporting or disclosure applications based on their interest. Different users will explore the use of the Protocol for different applications. The ideal is to have pilot tests that cover all the applications included in the Protocol's scope so the full range of applications can be tested. Some examples are below:
- Companies can explore key site level decisions such as should we invest in natural vs. man-made infrastructure?
  - Companies can explore key supply chain level decisions including - what are our largest impacts and dependencies on natural capital and how does this impact my supply chain management and sourcing? Should we restore productivity to degraded lands? How much are all our negative impacts on nature

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worth? Is there a new market opportunity arising from participation in a Water Fund or Payment for Ecosystem Services scheme?

- For supply chain applications of valuation, including supply chains that cover several geographies in both the developed and developing countries, is ideal. As part of this, including the supply chain stages and geographies with the greatest natural capital risks and opportunities is important.
- Investors and FIs will pilot test the Protocol to incorporate accounting and valuation into their Environmental, Social & Governance (ESG) risk assessment process for clients in high impact sectors presenting natural capital risks and opportunities.
- Opportunities to link the Protocol for business use with national policy metrics UNSEEA and WAVES so consistency in the metrics can be enabled where feasible. This is pertinent if future benchmark targets are established relevant to business. For this reason, a country and accounting system, such as the WAVES programme is working on, should be included in at least one pilot test.

2.18 A key requirement is bringing companies and FIs to the table to participate in the pilot testing. Specific pilot test applications should include the following minimum requirements:

- Beef or soy supply chains including the key geographies e.g. Brazil where the greatest natural capital impacts/dependencies occur. One pilot test company for either beef or soy must make a financial contribution to conducting the pilot in addition to the funding provided by this project. This is to show a commitment to engagement on the natural capital agenda.
- Apparel supply chains including key emerging market geographies e.g. Vietnam where the greatest natural and social capital impacts/dependencies occur.
- For any of the pilot tests, inclusion of a country and accounting system the WAVES programme is working on. The Coalition will facilitate the engagement with WAVES stakeholders who are already directly engaged in this project.

Other examples of optional pilot tests that would be suitable include coffee, sugar cane and palm oil supply chains including the key geographies where the greatest natural capital impacts/dependencies occur. There is some cross over between these and countries where the WAVES programme is advancing e.g. coffee in Colombia.

2.19 The consultation activities occurring during the development of the Protocol and sector guides are also expected to enable suitable pilots, companies and FIs to be identified and scoped out further. For this reason, securing company and FI involvement in the develop process is important.

2.20 Technical Partners are required to work with companies and FIs conducting pilot testing. As a minimum this is to gather feedback from the pilot testing lessons learnt that will inform revisions to the Protocol and sector guides. However, it may also require working directly with the company or FI to conduct the valuation and apply it if required. If a business or FI has natural capital expertise in house, the Protocol and sector guides can be applied/tested in house using the company resources. Participation in this way is by giving time in kind. For those without in house technical expertise, the Technical Partners will be required to work directly with the pilot testers. Tenderers need to highlight in their proposals how they propose to work with pilot testers to use the Protocol and sector guides in the desired business applications the company is interested in. We are looking for technical partner(s) to propose a model as to how they can maximise participants and minimise their costs for doing this. Those tendering can suggest a model based on how many parties they think they can engage and whether companies can participate financially.

2.21 If the pilot testing company permits, a publishable case study will be developed from each pilot. No commercially confidential information needs to be incorporated in the case studies. The purpose is to gain feedback to inform the Protocol and clarify its use in different sectors, applications and geographies. At the big

picture level, these case examples will help to grow the business case for integrating natural capital in business. The **case studies** will be subject to the participating organisation's agreement and sign off.

#### **LOT 1,2,3,4**

- 2.22 **Consultation events, dissemination and capacity building workshops** to illustrate the project deliverables and key learning. Eight workshops are to be included in locations relevant to the pilot testing. Example locations include EU, USA, Brazil, Vietnam or Indonesia. The Coalition is planning some of these workshops with key stakeholders already and will work with the contractor(s) on this. Proposals need to define likely locations for workshops and how the contractor will deliver these to include working with the Coalition. Local language capabilities and knowledge of local networks and stakeholders should be demonstrated. These events are designed to grow awareness and capacity building in the use of natural capital accounting and valuation across business, FIs and investors operating in the target sectors and supply chain geographies. Locally, events shall raise awareness and grow capacity in the supply chains in focus. In addition, events in Coalition member forums and wider will be used to disseminate the project with the aim of influencing change agents in the business, FI and investor communities (e.g. World Economic Forum, World Business Council for Sustainable Development, Roundtables for agricultural commodities, Consumer Goods Forum, Corporate EcoForum, Business for Social Responsibility summits, etc.).
- 2.23 All project outputs are to be made available in the public domain to maximise use. Specifically this will be the Protocol, sector guides and case examples from pilot testing. It is essential that the Protocol and sector guides are available in the public domain to facilitate scaling uptake by business and practitioners. Concerning the case studies from companies, these will be subject to companies agreeing to the content and the commercially sensitive information that would not be included. Inputs and expertise, outside of contracted third parties, are provided in kind to inform the Protocol and guide in development. This is similar to a typical standards development process.

#### **Monitoring and approval by the Coalition**

- 2.24 In addition to the stakeholder groups that will inform the Protocol and two sector guides and two independent peer reviews, the project Steering Group will be responsible for reviewing and signing off each draft and final deliverable. In their draft work plan tenderers should include sufficient time to account for the Steering Group's input and reviewing process as described in this document.

#### **Terms and Conditions**

- 2.25 The Contract(s) for this project will be issued by ICAEW. A copy of the applicable terms and conditions is available on request.

#### **Budget**

- 2.26 The total project budget for all LOTS in this RFP is estimated at US 1,100,000 / £GBP 662,519 (currency exchange rate as of 20/03/2014, Oanda).



## Timescale

2.27 The proposed timeline is below.

TASKS	YEAR 1- 2013				YEAR 2 - 2014				YEAR 3- 2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Preliminary Stock Take (Coalition task)												
LOT 1 Protocol Development												
LOT 2 & 3 Sector Guides Development x 2												
LOT 4 Pilot Testing												
Peer Review Evaluation												
Deliverables					Deliverable: Stock Take publication (Coalition task)		Deliverable: Protocol draft		Deliverable: final Protocol, 2 sector guides with case examples			
							Deliverable: Sector guides draft x 2					

## Section 3: Information requested for tender submission

- 3.1 Your tender submission should be sent electronically and be limited to **no more than 10 pages (20 sides A4) at minimum 10 pt font** (excluding appendices). The Coalition reserves the right not to evaluate tenders exceeding this.
- 3.2 Please make it clear which lots your tender relates to. Proposals are welcomed for each lot individually as well as several, or altogether. Your tender submission must include the following information in order:
- 3.2.1 **An executive summary** of no more than one side of A4 in length, outlining the proposed work and including the total cost, inclusive of Value Added Tax ('VAT') as relevant.
- 3.2.2 **Company/Organisation details**
- The name of the Company submitting the tender (or lead contractor in the case of consortium);
  - The registered office name, address, VAT number (if applicable) and company or charity registration number;
  - The name of the nominated contact person within the tenderer's organisation;
  - Contact details including: address (if different to the above), telephone number, e-mail address and website URL.

The Coalition accepts tenders both from individual companies and from consortia. Should you decide to tender as part of a consortium you will need to identify one member of the consortium (the 'Lead Contractor') to act as the contracting party. All other consortium members will be sub-contractors to the Lead Contractor. You should include a list of any sub-contractors you intend to use to fulfil the requirements of the work.

3.2.3 **A description of your working methods**

For each lot for which you are tendering you should describe your standard method of working including how you would project manage work arising from this contract and how you will ensure quality deliverables. Short examples of approaches taken in similar projects would assist in the assessment process.

### 3.2.4 **A description of the project team who you anticipate managing and delivering the work**

For each lot for which you are tendering you should include a list of individuals you intend to use, their respective roles within the organisation, their project role, their relevant skills and experience including any relevant professional qualifications. Although it is possible to add new individuals later, it is preferable that key staffs are named within the original proposal. Please include short biographies in the main proposal supplemented by CVs (2 pages maximum) for each project team member and sub-contractors in an Appendix.

You will need to clarify all key projects roles e.g. Technical Author(s) for the Protocol and sector guides individually, who will be running the consultation process, and who will be the technical partner(s) for the pilot testing.

### 3.2.5 **An identification of any sub-contractors to be used**

You should include a list of any sub-contractors you intend to use to fulfil the requirements of the work. Please note that the Coalition will contract with the lead organisation only and it will be that organisation's responsibility to ensure that sub-contractors deliver.

### 3.2.6 **Costs**

You must provide day rates for each defined grade of staff you might wish to deploy on this project. All costs must be inclusive of local taxes such as VAT and all overheads. The Coalition will only pay for the budgeted amount. Travel to a workshop is on the assumption of a maximum of 2 team members using economy class travel.

With regards to the costing proposal we are expecting tenderers to break down costs per lot and subtasks within each lot. You should also differentiate essential vs. optional costs in the project such as the model proposed for maximising pilot testing and case study opportunities.

### 3.2.7 Express the bid price in British £GBP.

### 3.2.8 **Identification of any conflicts of interest** which might arise if you were selected to undertake the work and if such a conflict were to arise, an indication of how this conflict would be addressed. Where you tender as part of a consortium, all members of the consortium should be considered.

While there is no presumption of conflicts of interest that precludes any party from tendering, in determining potential conflicts tenderers should have regard to Chapter 4 of the World Bank's **Consulting Services Manual 2006** (attached).



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pdf

### 3.2.9 **As appendices** (not included in the page limit), tender submissions should include:

- **Audited or management accounts for the last 2 financial years.** The Coalition reserves the right to reject bids from Contractors where the accounts show that the Contractor might be at risk of insolvency. The requirement is only for the lead contractor in the case of a Consortium.
- **A statement of any material litigation**, pending or threatened, or other legal proceedings. The Coalition reserves the right to reject bids from Contractors subject to legal proceedings where in the Coalition's reasonable opinion such proceedings could impact upon the Contactor's ability to deliver the services required.

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[www.naturalcapitalcoalition.org](http://www.naturalcapitalcoalition.org), [@NatCapCoalition](https://twitter.com/NatCapCoalition)

- **Your health and safety policy** and information about operational health and safety where you would expect to do work in the field.
- **Evidence of the level of professional indemnity, public liability and property damage insurance cover** held for the lead contractor and also the organisation that would be undertaking the work, if different. The Coalition will require minimum cover levels of:
  - £1 million professional indemnity;
  - £2 million public liability;
  - £2 million property damage.

To be considered for evaluation, contractors must have this cover in place at the time of bidding or must include (as part of the tender submission) a commitment to take out such cover in the event of being appointed to carry out this work.
- **A copy of your environmental policy** and evidence of any accredited Environmental Management System. If a consortium bid, where another member of the consortium would normally undertake the primary work, a copy of their environmental policy should also be provided.
- A copy of your **quality management system** or certification
- Name and Branch of your Bank

#### Section 4: Evaluation criteria

- 4.1 Contractors are selected on a competitive basis. Your tender submission should be written to address the key requirements and scope of the work, and demonstrate how it meets the evaluation criteria below.
- 4.2 A project Steering Group to include the Coalition project team, IFC, World Bank, Swiss Economic Ministry (SECO), Gordon and Betty Moore Foundation, ICAEW, The Prince of Wales's Accounting for Sustainability Project (A4S) and Natural Capital Declaration will assess and select the winning tender(s).
- 4.3 Your tender submission will be evaluated against the following criteria and weightings:
  - **Technical and Operational Ability** – You must demonstrate you have the skills and experience required for each lot you are bidding for. Organisations must be clear in their responses which aspects of the work they are addressing. This will be judged by looking at the authority of your allocated personnel, their skills and technical capability and commitment to producing quality deliverables (50%);
  - **Price** - This will be judged by reviewing the skills and experience of the individuals you identify as key for each lot and their associated day rates (35%);
  - **Interpretation of this Request for Proposals Document** – Please demonstrate that you have carefully read this RFP Document and that your tender submission reflects as fully as possible the requirements set out for each lot (10%)
  - **Corporate Environmental Commitment** – to be demonstrated by a credible environmental policy and/or environmental management system (5%);
- 4.4. The Coalition reserves the right to exclude from the tender process any tenderer who is reasonably thought to have misrepresented information within the tender submission.



## Section 5: Application procedure and tender process

**The deadline for tender submissions is 12pm on 11 April 2014 BST (UK time).**

- 5.1 You should email your tender submission to [info@naturalcapitalcoalition.org](mailto:info@naturalcapitalcoalition.org)
- 5.2 If you have an enquiry about the work being commissioned or the processes the Coalition uses to select its tenderers please contact in writing only (by e-mail) to [info@naturalcapitalcoalition.org](mailto:info@naturalcapitalcoalition.org), quoting 'RFP Natural Capital Protocol and two sector guides' in the email subject line. Final questions must be submitted to the Coalition by **02 April 2014**. Should this RFP document be modified, including with regard to additional information, clarifications, and corrections of errors, an updated version will be made available on the Coalition's website and, if necessary, the deadline shall be extended.
- 5.3 All tender submissions must remain valid for a minimum period of 90 days following the deadline for receipt of tender submissions.
- 5.4 All tender submissions will be competitively assessed by a Project Steering Group against the evaluation criteria stated in Section 4 of this document.
- 5.5 The target timetable\* for this process is as follows:

Deadline for receipt of tender submissions: **11 April 2014 BST (UK time)**.

Notification of the Coalition's decision to be sent out to tenderers: **16 May 2014**

\*The Coalition reserves the right to change the timetable.

- 5.6 All tenderers will receive written notification of the Coalition's decision and be given the opportunity to obtain feedback on their tender submission.
- 5.7 This information is offered in good faith for the guidance of interested parties, but no warranty or representation is given as to the accuracy or completeness of any of it. The Coalition and its Advisors shall not be under any liability for any error, misstatement or omission. No aspect of this procedure shall constitute a contract or part of a contract. Tenderers participate in the process on the strict understanding that the procedure may be altered or that the Coalition may not proceed for any reason. The Coalition reserves the right not to follow up this Request for Proposal Document in any way and in particular not to enter into any contractual arrangement with any of the tenderers. The Coalition does not bind itself to enter into negotiations or proceed with or accept any tender. Any decision to tender is at the sole discretion of the tenderer and the Coalition excludes all liability in respect of any tendering costs incurred.
- 5.9 All tender submissions will be treated on a confidential basis by the Coalition and its advisers. Information relating to the examination, clarification, and evaluation of bids shall not be disclosed to other persons not officially concerned with this process until the contractors are publicly appointed.