Climate Action
Accelerator

Roadmap monitoring framework

June 2025

Introduction

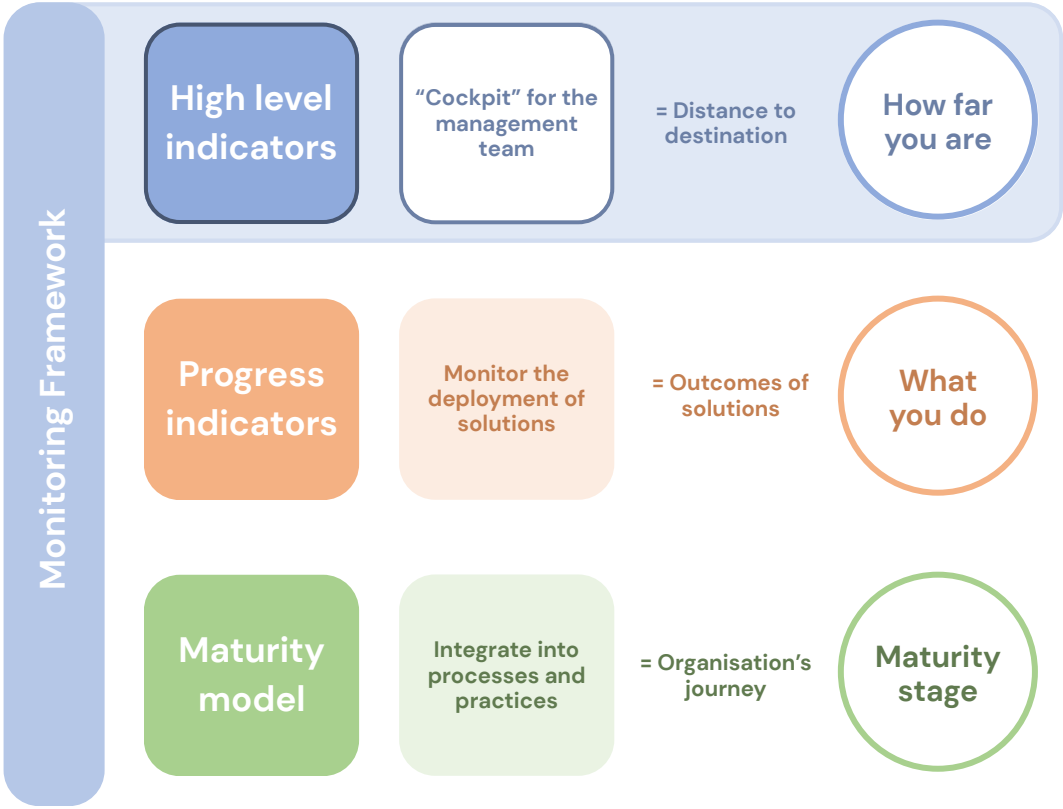
The roadmap monitoring framework developed by the Climate Action Accelerator helps organisations track their progress in implementing the climate and environmental roadmap. It supports the operationalisation of emissions reduction commitments and helps demonstrate that solutions deliver the intended results.

Context

In the early stages of decarbonisation, emission reductions may not follow a clear or predictable path, which can feel discouraging. Despite efforts deployed, results are often initially modest, making it hard to demonstrate immediate results. However, externally, stakeholders such as donors and beneficiaries expect clear evidence of progress. Internally, management and teams need reassurance that they are moving in the right direction. Maintaining commitment and motivation without short-term results requires a thoughtful approach and raises a key question: how can organisations monitor and report progress on the actions driving their climate commitments?

To address these needs, the Climate Action Accelerator developed a threefold approach that focuses on:

- Evaluating overall progress in the decarbonisation journey
- Monitoring deployment of decarbonisation solutions
- Assessing changes in processes and practices.

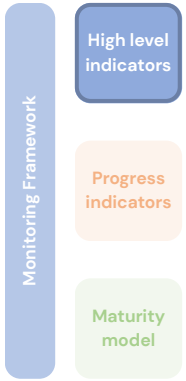


High level indicators

"Cockpit"
Distance to target

High-level indicators reflect the main commitments in the roadmap. They highlight key metrics that leadership and environmental roadmap managers must monitor to guide strategic decisions and track overall progress.

These are mandatory metrics that must be followed by all organisations at least once a year. If these indicators are not met, the organisation is unlikely to reach its 50% carbon reduction target. Some indicators should be monitored only if they are material to the organisation. Materiality is determined based on roadmap priorities.



High level indicators

High level indicator	Unit
Carbon emissions reduction	% reduction in carbon emissions vs. baseline
Carbon intensity	Carbon emissions relative to budget (tCO2e/monetary unit)
Travel by air	km.passenger by air
Fuel*	Litres of fuel consumed
Electricity	kWh consumed
Energy mix	% of total energy consumption from low-carbon sources
Freight by air*	t.km transported by air
Purchasing emissions	Carbon emissions from purchased goods and services
Green purchasing specifications	% of spend meeting strict climate & environmental criteria[1]
Purchasing carbon intensity*	Average emission factor of top items (carbon emissions per monetary unit)[2]
Suppliers energy mix*	% of spend with top suppliers using low-carbon energy[3]
Waste	Estimated volume or weight[4]
Single-use plastic*	Estimated volume or weight[4]

* Report only if the topic is material to the organisation
[1] Based on procurement requirements or product specifications designed to reduce emissions and environmental impact.
[2] Scope limited to a defined set of highest-impact or most relevant purchased items.
[3] Scope limited to key suppliers involved in goods production.
[4] May be estimated using extrapolation.

High level indicators

"Cockpit"

Distance to target

There are two overall indicators:

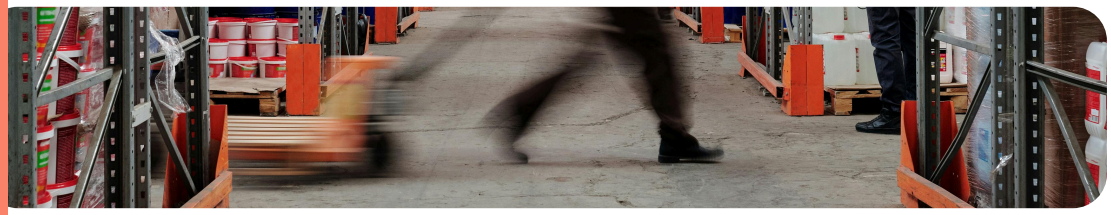
- **Carbon Emissions Reduction** compares annual carbon footprints to a baseline year.
- **Carbon intensity** tracks emissions relative to organisational growth, taking into account changes in activity levels such as budget size or operational scope.

The next group of indicators tracks **direct emissions**, primarily from **energy and transport**. These are monitored using physical units, as they are directly tied to emissions: km.passenger by air, litres of fuel consumed, kWh consumed, % of total energy consumption from low-carbon sources, t.km transported by air.

For procurement, there is one main indicator:

- **Purchasing Emissions** measures total emissions from goods and services purchases. This reflects both, improvements in emission factor and reductions from "buy less" solutions.

Finally, two additional indicators address broader environmental impacts: **Waste and Single use plastic**.



Moreover, three complementary indicators support more granular tracking of purchasing emissions:

- **Green Purchasing Specifications** tracks the % of spend that meet strict environmental criteria. Procurement requirements and product specifications are redefined to reduce emission factors and environmental impact. These criteria are developed by category and gradually applied through new specifications or award criteria. As they are gradually integrated into procurement decisions, the percentage of spend that meets them is tracked over time.

- **Purchasing Carbon Intensity*** measures improvements in emission factors for a defined set of top priority items. Starting with the most critical products and services, emission reduction potentials are identified. For each item, the emission factor tracking should be done per functional unit (e.g. per kg); and for the aggregation across the different items, values are converted into financial emission factors to result in a single figure, the average purchasing carbon intensity (e.g., kg CO_2e per euro).

- **Supplier Energy Mix*** tracks the % of spend with suppliers using low-carbon energy. Focus is on suppliers involved in goods production, starting with top suppliers. Since energy source is the main emissions driver in goods production, this has a direct impact on the carbon footprint of purchased goods.

High level indicators

"Cockpit"
Distance to target

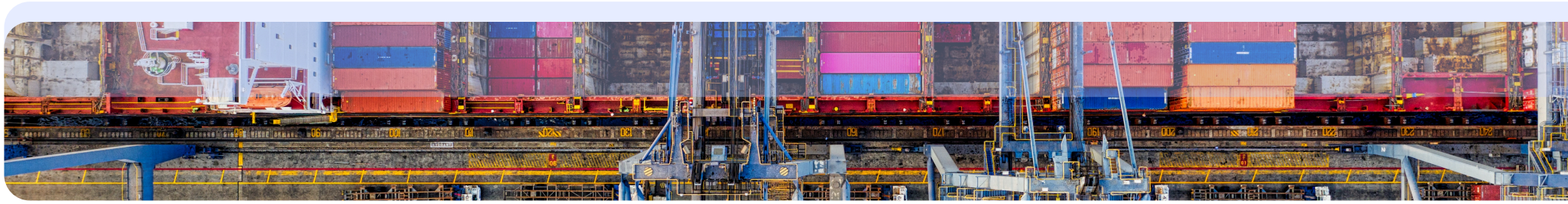
Why three complementary indicators to track real progress in purchasing?

Tracking purchasing emissions alone isn't enough to show progress, especially in the first years. This is mainly because purchasing emissions are calculated based on generic emission factors (one factor for a full product category) and rely on financial emission factors. This is often the case for the first carbon footprint calculations. As procurement solutions are rolled out, these purchasing emissions figures may not reflect real improvements.

To address this, organisations need to shift toward product-specific carbon data, a process that takes time and won't be fully in place in the first years. With detailed carbon data per unit or volume by item, the purchasing emissions calculation will become more accurate, and will allow purchasing improvements to be measured over time.

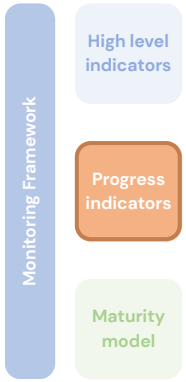
So, in parallel, there are three complementary purchasing indicators to introduce to show progress:

- **Green Purchasing Specifications** tracks the share of the spend that goes through new tender processes or product specifications with climate and environmental criteria. Starting with even a small share, under 5%, is already a significant step, as it signals that the journey has begun and will scale over time.
- **Purchasing Carbon Intensity** helps track progress on efforts to reduce emissions of top items. This indicator should cover emission factors of only a few products at first, focusing on highest-impact items and/or items with reduction potential.
- **Supplier Energy Mix** shows how organisations are engaging suppliers. Tracking the % of spend with suppliers using low-carbon energy is a strong early signal of change, as energy use in production is often the main source of emissions for purchased goods.



Progress indicators

Monitor the implementation of solutions



Progress indicators track the results of actions taken to implement Climate and Environmental solutions across key areas such as Travel, Freight, Procurement, Energy, Waste, Digital, Fleet, Water, and Biodiversity. They help assess the effectiveness of specific strategies within each area.

This is a flexible, pick-and-choose list with highly recommended and optional indicators. Each organisation should customise its reporting by selecting the most relevant indicators that reflect its environmental efforts across key operational areas. The list also includes financial indicators to assess cost savings, and returns on investment from greener practices.

The full list of Progress Indicators is provided separately in the PROGRESS Indicators.xls file.

Example for Travel (extract)

Progress indicators

Category	Recommendation	Indicator
Travel	**Highly recommended**	**Share of business class vs economy class**
Travel	**Highly recommended**	**passenger.km using optimal route for top destinations (direct flight, …)**
Travel	**Highly recommended**	**Travel-related emissions by reason of travel**
Travel	**Highly recommended**	**% of offices/missions/delegations respecting new travel policy**
Travel	**Highly recommended**	**km.passenger replaced by train (example for E.U when travels are in a 1'000km radius)**
Travel	Optional	km.passenger switched from short-haul connecting flights to train+ direct flight
Travel	Optional	Number of staff sensitised on travel optimisation
Travel	Optional	Carbon budgets on track per target
Travel	Optional	Cost savings achieved

Five-Level Maturity Model

A model for evaluating the integration of environmental requirements into the organisation's practices

The maturity model is a step-by-step guide to assess how Climate and Environmental commitments are being integrated into an organisation's practices. The model breaks down environmental integration into measurable stages. This has been done for the following areas: Air Travel, Procurement, Energy, Waste, Fleet, Digital.

Each level in the model represents a stage of maturity:

- **Level 1:** Set the foundation, measurement and quick wins
- **Level 2**: Put into practice and test reachable solutions
- **Level 3**: Embed new actions and greener behaviour into normal processes.
- **Level 4**: Enhance good practices and deploy them all over the organisation
- **Level 5**: Lead and accelerate the change by inspiring others

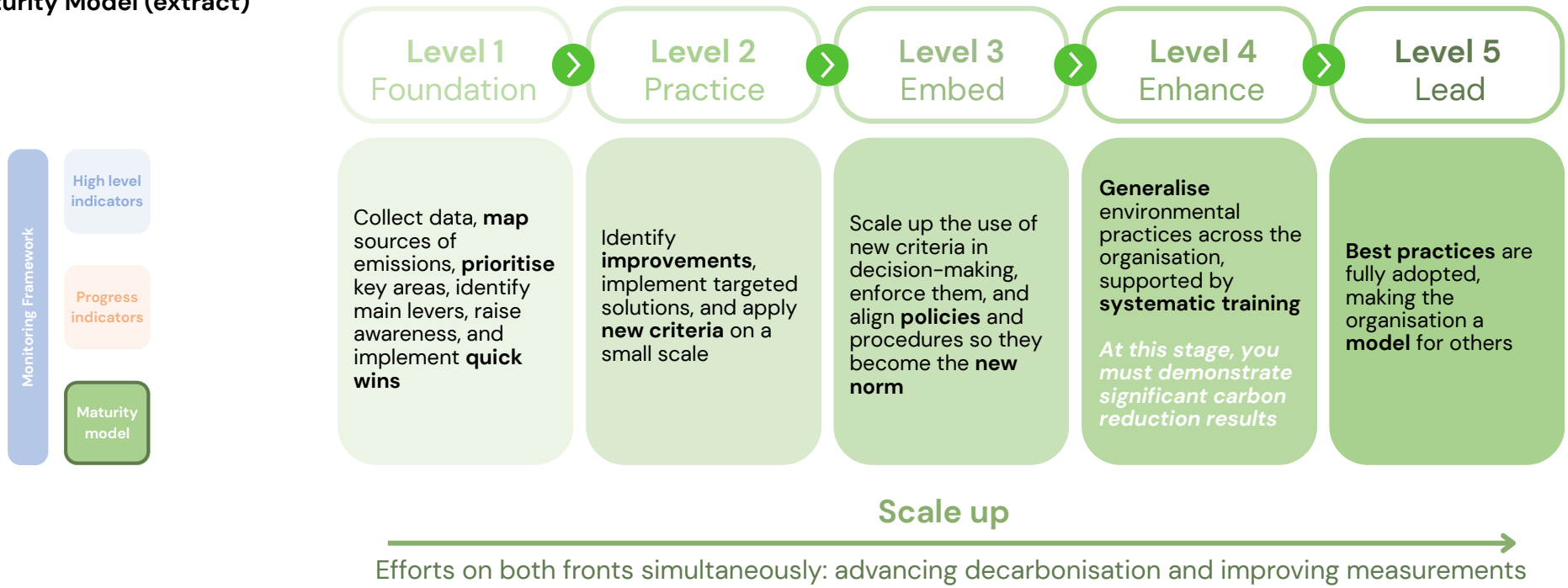
With this model, organisations evaluate, for each category of environmental solutions, their current stage and identify the next steps needed to reach higher levels of maturity. It also allows benchmarking and knowledge sharing among different entities.

The Maturity Model is provided separately in the MATURITY Model.xls file.

Five-Level Maturity Model

A model for evaluating the integration of environmental requirements into the organisation's practices

Maturity Model (extract)



Progress through the levels does not need to be strictly sequential (see example next page)
It is possible to start implementing actions from Level 3 even if all Level 2 elements are not fully in place. Some improvements, especially those that are more systemic or policy-driven, may be relevant at an earlier stage and can be tested or introduced before the previous level is entirely completed.

Progression can vary between domains
For example, an organisation may be able to advance quickly in a specific area like air travel and complete the full journey within three years. Meanwhile, progress in other areas may take longer depending on complexity, available resources, or organisational priorities. This means that timelines and objectives can differ from one domain to another.

Five-Level Maturity Model

A model for evaluating the integration of environmental requirements into the organisation's practices

A step by step guide: Partners assess their current position in the journey and identify what's needed to reach the next level

Air travel example

	Level 1 Foundation	Level 2 Practice	Level 3 Embed	Level 4 Enhance	Level 5 Lead
Description	1. Make an inventory and collect data from past travels 2. Map existing practices 3. Identify and reevaluate travel reasons and groups that fly to reduce the number of trips and travelers needed 4. Review meetings, trainings and events location choices to reduce the need for travel for a maximum of staff and favour virtual/hybrid options 5. Identify stopovers and short-distance travels and switch from plane to train when travels are in a 1'000km radius (difference is < 4h from city centre to city centre) 6. Identify top destinations and define best route 7. Business class travels are dropped to a minimum (null)	1. Gather data in a centralised travel monitoring system (by HR, travel manager, sustainability officer...) that includes thorough data collection (travel levers, airport codes, routes, stopovers..) 2. Break down the quantitative flight reduction target per travel lever (transport mode, reason, group, destination...) 3. Link the related targets to a carbon budget 4. Adapt HR incentives/discentives for reducing travels (combine holidays and professional travel, extended and evenly distributed R&R, regional holidays, prohibit acquisition of personal loyalty points...) 5. Use the monitoring system, detailed targets, and list of reduction strategies to implement quick wins	1. Publish a new travel policy and ensure top management enforcement 2. Staff is made aware and sensitised on the new policy 3. The travel agency/unit adapts the booking tool to display sustainable choices first (such that train trips and direct flights are the first choice for staff) 4. Staff travel approvals are integrated during the pre-booking process 5. A specific limit is set for price increases on sustainable options	1. Generalise the application of robust climate criteria across all main travel processes (policies, approvals, contract renewals...) 2. Organise discussions with staff to gather feedback on the new travel strategy and further sensitisation 3. Put in place a progress monitoring system to stay within budget 4. Elaborate a strategy for HR practices preferring local and regional recruitment and extending assignment times 5. Monitor strictly any deviation to the policy and adjust	1. Systemise data collection and ensure periodical review to ensure the targets are being met and informed decisions are taken 2. Improve data quality of emissions related to travel 3. Monitor and upgrade the travel strategy 4. Refresh and institutionalise staff sensitisation
Output	1. First data collection set (excel) 2. Map of travel-related emissions 3. List of travel reduction levers (top reasons/groups for traveling, top destinations, stopovers switchable to train or direct flights, air travel alternatives...) 4. List of quick wins	1. Centralised monitoring and data collection dashboard (excel) 2. Broken down reduction target and carbon budget 3. Quantitative analysis of scenarios to estimate the reduction potential of specific levers	1. New Travel Policy enforced by management 2. Pre-booking staff approval process (top down) 3. Climate criteria introduced in the booking process 4. Staff awareness and training	1. Climate criteria into more processes 2. Staff Feedback 3. Monitoring of key indicators emissions 4. Staff sensitisation through travel information and tools (guidelines, travel decision tool, travel decision tree, best practices, etc.)	1. Staff awareness and training 2. List of "less emissive" airlines 3. All bookings are made according to policy
	100%	85%	75%	0%	0%

Overcoming data availability and quality challenges

Data collection, availability and quality are key to develop climate roadmap and monitor progress. However, organisations are often facing initial challenges which will be addressed over time:

- Insufficient collection of physical data relevant to carbon footprint measurement.
- Insufficient availability of emission factors for key items. This calls for identifying proxies and/or invest into research projects to estimate life cycle analysis (LCAs).
- Risk of overburdening field and programmatic teams through increasing data collection. Organisations may be very careful in the additional indicators they request, and to use in priority already collected data.
- Need to define an adequate data collection process, whether through programmatic lines, through technical lines, etc.
- Headquarters often have an incomplete picture of data collected across the organisation, pointing at the need to start with a mapping of existing data.

These challenges should not prevent organisations from defining an initial monitoring framework and refining it over time.

Compatibility with other standards

The roadmap monitoring framework is aligned with SBTi standards, including the most recent revisions to Scope 3 guidance. It provides a more granular structure to support operational tracking and data-driven decision-making.

It is also compatible with widely used ESG reporting systems, including the Global Reporting Initiative (GRI), the Corporate Sustainability Reporting Directive (CSRD), and CDP (formerly Carbon Disclosure Project) which tend to be more high level.

Conclusion

The monitoring framework should be integrated into the organisation's annual strategic review process. It provides a structured approach to evaluate and communicate progress on climate and environmental targets.

When combined, the three blocks, High-Level Indicators, Progress Indicators and the Maturity Model, support resource advocacy and reinforce accountability. The framework also helps maintain commitment and motivation, even when short-term results are not immediately visible. Organisations should adopt it from the first year of implementing the climate roadmap, even if data availability and quality is limited.

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