



**GREEN
CLIMATE
FUND**

Meeting of the Board

25 – 28 March 2026

Songdo, Incheon, Republic of Korea

Provisional agenda item 5(a)

GCF/B.44/Inf.04

4 March 2026

Report on the execution of the 2025 administrative budget of the GCF

Summary

This document provides information on the execution of the GCF 2025 administrative budget from 1 January to 31 December 2025 approved by the Board. The administrative expenditure relates to costs for Board activities, the independent units, the Secretariat and the Trustee. The figures in this document are unaudited.

As of 31 December 2025, total expenditure for the annual administrative budget amounted to USD 131.7 million against an annual budget of USD 134.5 million, representing 98 per cent of the approved budget.

The unutilized balance of the annual administrative budget amounted to USD 4.3 million, comprising USD 1.7 million for the independent units (12 per cent of the approved budget) and USD 2.6 million for the Secretariat (2 per cent of the approved budget). Expenditure for the Board amounted to USD 5.0 million, representing 100 per cent of the approved budget. Expenditure for the Trustee amounted to USD 6.2 million, representing 130 per cent of the approved budget.

At the time of publication, this report is pending the endorsement of the Budget Committee.

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I. Introduction

1.1 Background and mandate

1. This report on the execution of the GCF 2025 administrative budget has been prepared in accordance with the administrative budget and accounting framework adopted with decision B.38/07. The preparation of this report responds to the Board's oversight responsibilities and commitment to transparency in the management of the GCF administrative resources.
2. The development of this document has been informed by regular consultations with the Budget Committee, as well as internal reviews conducted by the Secretariat.
3. This document presents information on the execution of the GCF 2025 administrative budget. It is based on actual expenditures relating to activities of the Board, the independent units, the Secretariat and the Trustee from 1 January to 31 December 2025. The report aims to provide the Board with a clear overview of budget utilization during the reporting period and to support informed decision-making regarding future resource allocations.

II. Approved budget and summary of expenditure

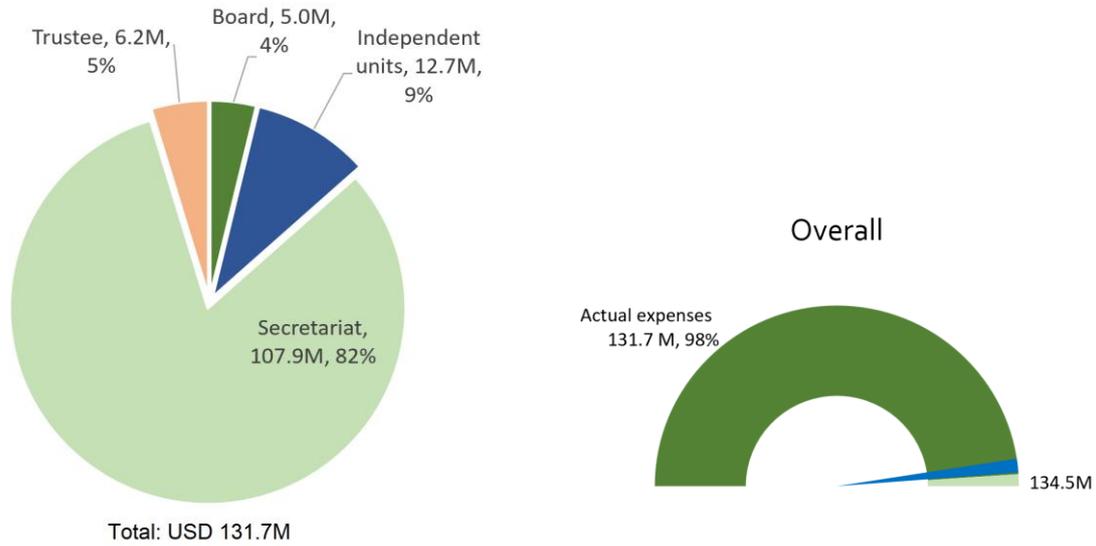
2.1 Approved budget

4. By decision B.40/11, the Board approved, from the resources available in the GCF Trust Fund, an administrative budget of USD 120,186,932 for 2025 for Board activities (USD 4,934,641), Secretariat operations (USD 110,502,291) and Trustee activities (USD 4,750,000).
5. The Board further approved the following budgets for the three independent units for 2025, amounting to USD 14,343,463:
 - (a) USD 2,712,824 under decision B.40/13 for the Independent Redress Mechanism (IRM);
 - (b) USD 3,958,600 under decision B.40/12 for the Independent Integrity Unit (IIU); and
 - (c) USD 7,672,039 under decision B.40/14 for the Independent Evaluation Unit (IEU).

2.2 Summary of expenditure

6. From 1 January to 31 December 2025, the total expenditure on annual budgets for the Board, the independent units, the Secretariat and the Trustee amounted to USD 131.7 million against a budget of USD 134.5 million (98 per cent). Of this figure, USD 4.9.2 million relates to the Board, USD 12.7 million to the independent units, USD 107.9 million to the Secretariat and USD 6.2 million to the Trustee (as shown in figure 1 and table 1).

Figure 1: Composition of overall expenditure from 1 January to 31 December 2025 (in United States dollars)



Abbreviation: M = million

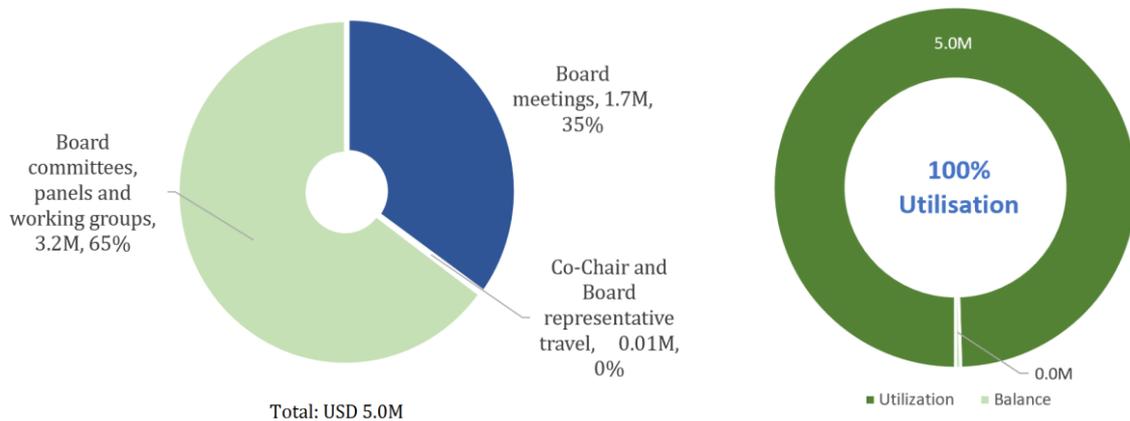
Table 1: Summary of annual administrative budget and expenditure from 1 January to 31 December 2025 (in United States dollars)

Code	Budget category/subcategory	2025 Approved budget	Actual expenditure to 31 Dec 2025	Balance	% spent
	Annual budgets				
1	Board	4,934,641	4,967,326	-22,684	100
2	Independent units	14,343,463	12,686,146	1,657,317	88
3	Secretariat	110,502,291	107,869,179	2,633,113	98
4	Trustee	4,750,000	6,165,000	-1,415,000	130
	Total annual budgets	134,530,395	131,677,649	2,852,746	98

2.3 Board expenditure

7. The composition of the Board expenditure from 1 January to 31 December 2025 is shown in figure 2.

Figure 2: Composition of Board expenditure from 1 January to 31 December 2025 (in United States dollars)



Abbreviation: M = million

8. The detailed Board expenditure from 1 January to 31 December 2025 is set out in table 2.

Table 2: Detailed Board expenditure from 1 January to 31 December 2025 (in United States dollars)

Code	Budget category/ subcategory	2025 Approved budget	Actual expenditure 2025	Balance	% spent
2.1	Board meetings				
2.1.1	Board representative travel	1,130,283	1,135,337	-5,054	100
2.1.2	Venue and logistics	402,730	554,167	-151,437	138
2.2.3	Professional Services	50,000	42,095	7,905	84
	Sub-total: Board meetings	1,583,013	1,731,598	-48,585	109
2.2	Co-Chair and Board representative travel				
2.2.1	Co-Chair and Board representative travel	23,261	10,761	12,500	46
	Sub-total: Co-Chair and Board representative travel	23,261	10,761	12,500	46
2.3	Board committees, panels and working groups				
2.3.1	Board representative travel	424,127	415,401	8,726	98
2.3.2	Venue and logistics	11,360	3,334	8,026	29
2.3.3	Compensation of Board panels: Accreditation Panel	797,840	908,489	-110,649	114
2.3.4	Compensation of Board panels: Technical Advisory Panel	1,545,040	1,475,510	69,530	95
2.3.5	Professional Services	550,000	412,231	137,769	75
	Sub-total: Board committees, panels and working groups	3,328,367	3,214,966	113,401	97
	Grand total	4,934,641	4,957,326	-22,684	100

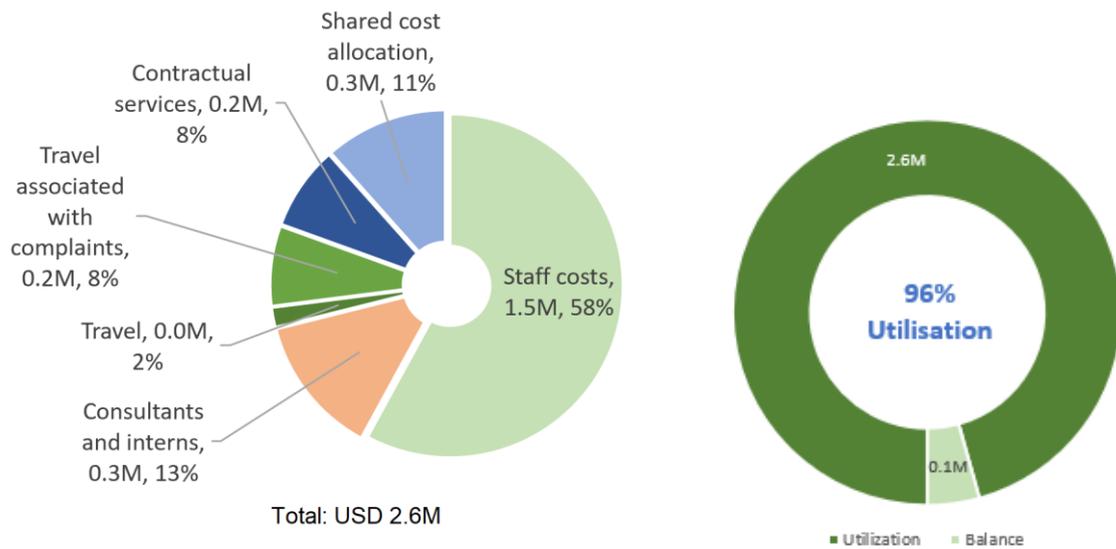
9. Total Board expenditure from 1 January to 31 December 2025 amounted to USD 4.96 million, or 100 per cent of the total budget of USD 4.93 million.
10. **Board meeting.** Board meeting expenditure of USD 1.7 million represents the costs associated with the forty-second meeting of the Board (B.42), held in Port Moresby, Papua New Guinea from 30 June to 3 July, as well as the forty-first (B.41) and forty-third (B.43) meetings convened in Songdo, Incheon, Republic of Korea, in February and October 2025.
11. The Board convenes three times per year, often with extended agendas.
12. Board meeting related expenditure increased mainly due to expanded Board activity aligned with the 2024-2027 strategic plan, adoption of a multi-year administrative budget, increased in-person meetings post-pandemic normalization, strengthened governance structures, and inflationary cost pressures. Additional on-site support and logistical requirements were also recorded, including conference facilities, interpretation, IT services, security and medical insurance coverage. This also included in-country insurance expenditure specific to the forty-second meeting of the Board, reflecting event specific logistical requirements.
13. **Co-Chair and Board representative travel.** The expenditure of USD 10,761 represents travel costs related to onboarding activities of the Co-Chair at the beginning of the year.
14. **Board committees, panels, and working groups.** The expenditure of USD 3.2 million on Board committees, panels and working groups comprises USD 1.5 million for compensation for the independent Technical Advisory Panel, and USD 0.9 million for compensation for the Accreditation Panel, USD 0.4 million for travel costs and USD 0.4 million for professional services for panels and working groups.
15. Expenditure recorded under compensation for the Accreditation Panel exceeded the approved budget in 2025. This includes USD 113,502 relating to the 2024 period that was recognized in 2025, reflecting timing effects associated with the transition to the Fund's new ERP environment and related process adjustments during the year-end period.

2.4 Independent units' expenditure

2.4.1 Independent Redress Mechanism expenditure

16. The composition of the IRM expenditure from 1 January to 31 December 2025 is shown in figure 3.

Figure 3: Composition of Independent Redress Mechanism expenditure from 1 January to 31 December 2025 (in United States dollars)



Abbreviation: M = million

17. The detailed IRM expenditure from 1 January to 31 December 2025 is shown in table 3.

Table 3: Detailed Independent Redress Mechanism expenditure from 1 January to 31 December 2025 (in United States dollars)

Code	Budget category/ subcategory	2025 approved budget	Actual expenditure to 31 December 2025	Balance	% spent
3.1	Staff, consultants and interns				
3.1.1	Full-time staff	1,927,109	1,503,099	424,010	78
3.1.2	Consultants	136,500	314,732	-178,232	231
3.1.3	Interns	19,488	27,229	-7,741	140
	Subtotal: staff, consultants and interns	2,083,097	1,845,061	238,036	89
3.2	Travel				
3.2.1	General	51,997	49,158	2,839	95
3.2.2	Travel associated with complaints	103,547	196,497	-92,950	190
	Subtotal: travel	155,544	245,655	-90,111	158
3.3	Contractual services				
3.3.1	Professional services	126,230	149,626	-23,396	119
3.3.2	Other operating costs	48,900	56,254	-7,354	115
	Subtotal: contractual services	175,130	205,880	-30,750	118
	Total	2,413,771	2,296,595	117,176	95
3.4	Shared cost allocation	299,053	299,053	0	100
	Grand total	2,712,824	2,595,648	117,176	96

18. In 2025, the IRM registered a total of seven new cases compared to an original assumption of two to three cases per year as approved at B.40.

19. As a result, expenditure increased in case related- categories, notably Consultants, Travel associated with cases, and Professional services, reflecting the need for case specific-specific expert support, onsite missions, and services such as interpretation and translation. Other operating costs also rose due to ancillary expenses linked to -site missions, and services such as interpretation and translation. Other operating costs also rose due to ancillary expenses linked to case-related field engagement.

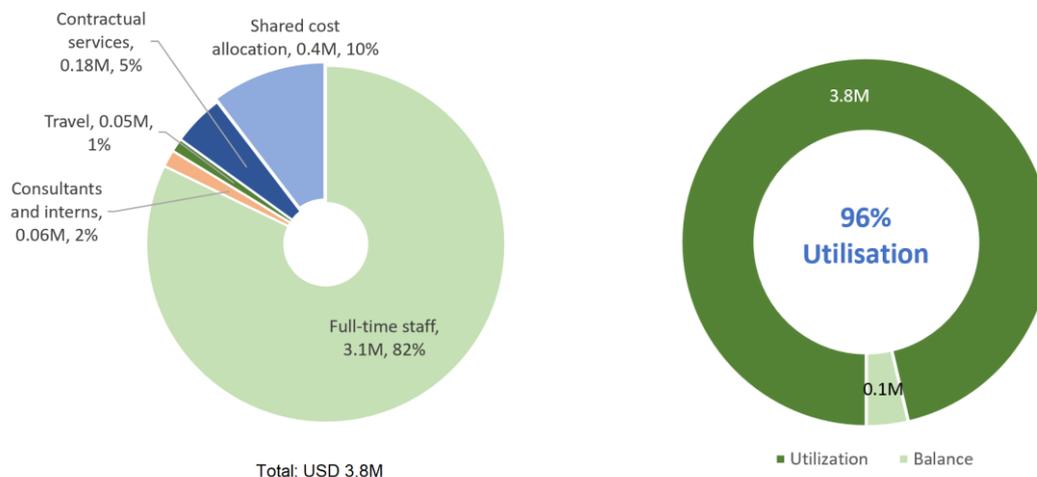
20. The shared cost allocation includes shared costs as determined by the Secretariat and in consultation with the Independent Units. These shared costs, relative to IRM's staff headcount, include allocations for standard ICT services and business applications, standard office equipment, general utility costs and supplies, applicable insurances, and depreciation.

21. Overall, over-execution in some budget lines was offset by a lower-than-budgeted utilization under the staff line, overall resulting in an IRM budget execution of 96 per cent.

2.4.2. Independent Integrity Unit expenditure

22. The composition of the IIU expenditure from 1 January to 31 December 2025 is shown in figure 4.

Figure 4: Composition of Independent Integrity Unit expenditure from 1 January to 31 December 2025 (in United States dollars)



Abbreviation: M = million

23. The detailed IIU expenditure from 1 January to 31 December 2025 is outlined in table 4.

Table 4: Detailed Independent Integrity Unit expenditure from 1 January to 31 December 2025 (in United States dollars)

Code	Budget category/ subcategory	2025 Approved Budget	Actual expenditure to 31 Dec 2025	Balance	% spent
4.1	Staff, consultants and interns				
4.1.1	Full-time staff	3,137,100	3,136,182	918	100
4.1.2	Consultants	9,800	37,405	-27,605	382
4.1.3	Interns	19,400	21,579	-2,179	111
	Subtotal: staff, consultants and interns	3,166,300	3,195,165	-28,865	101
4.2	Travel				-
4.2.1	General	98,200	47,176	51,024	48
	Subtotal: travel	98,200	47,176	51,024	48
4.3	Contractual services				-
4.3.1	Professional services	180,000	67,198	112,802	37
4.3.2	Other operating costs	36,400	4,868	31,532	13
4.3.3	Information and communication technologies	83,200	105,641	-22,441	127
	Subtotal: contractual services	299,600	177,707	121,893	59
	Total	3,564,100	3,420,048	144,052	96
4.4	Shared cost allocation	394,500	394,500	0	100
	Grand total	3,958,600	3,814,548	144,052	96

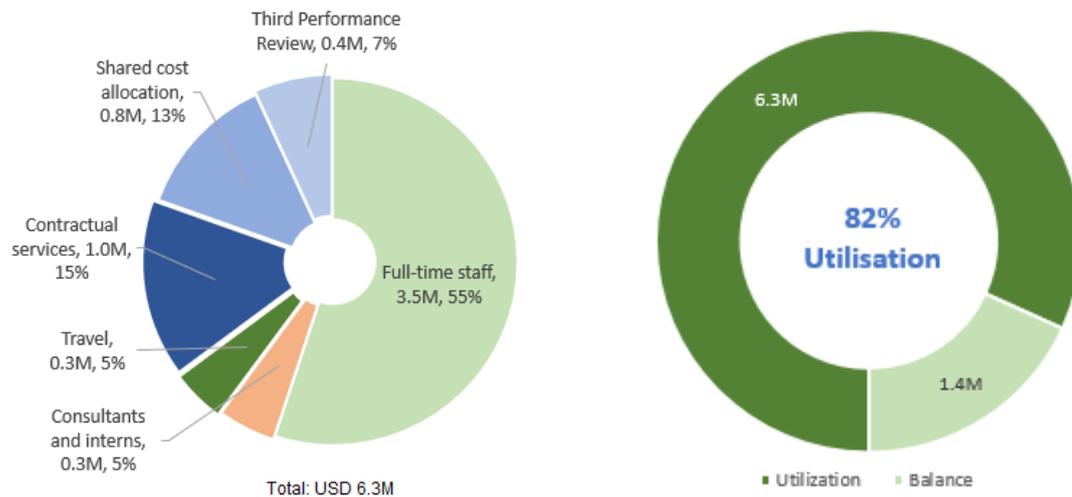
24. As of 31 December 2025, the budget execution of the IIU remained within the approved budget, with an actual expenditure at 96 per cent. Table 4 elaborates on the IIU expenditure thus far on specific line items.

25. **Staff Costs.** IIU fully committed its staff budget in 2025, with a year-end headcount of 10 staff members. The team achieved its recruitment objectives for the year, with the addition of two staff members: a Policy & Investigative Support Specialist in July, followed by a Team Assistant in September. Moreover, the IIU and the Independent Redress Mechanism (IRM) strengthened collaborative efforts by onboarding a shared Capacity-Building Specialist¹ in November. IIU also initiated the implementation of its reorganisation during the year to more accurately align with its mandate, helping organise its work more effectively and improve overall efficiencies.
26. **Consultants and Interns.** In 2025, IIU engaged a local consultant to fulfil the Team Assistant role in the interim while the corresponding staff position was in recruitment. A short-term consultancy was also contracted by the IIU to provide team facilitation services in November-December 2025. Moreover, IIU engaged two interns during the year from the GCF internship cohorts to support outreach and capacity-building initiatives.
27. **Travel.** IIU conducted travel activities consistent with the objectives of capacity building and international stakeholder management, while also achieving cost efficiencies during the year. In view of the IIU reorganisation, only one Proactive Integrity Review (PIR) was undertaken in 2025 and there was no requirement for related official missions by IIU staff as the Unit engaged a professional firm with an established regional presence covering the project location. Monitoring of recommendations from prior PIRs was also deferred, thereby further eliminating the necessity for staff travel. Furthermore, actual expenditures for official missions in 2025 were lower than anticipated in the budget, owing to favourable locations and costs. Where feasible, IIU also participated in international engagements through online platforms.
28. **Contractual Services.** In line with its 2025 Work Programme, IIU aimed to undertake two PIRs during the year: PIR-003 and PIR-004. IIU completed PIR-003 and fully utilised the allocated budget for the project. In view of the IIU reorganisation, the planned PIR-004 has been postponed and is now set to begin in Q1 2026. On capacity building, the contract for the development of an Integrity Toolkit was awarded in December, but work was deferred to Q1 2026 due to unforeseen procurement delays and extended contract negotiations. IIU also engaged professional translation and interpretation services throughout the year, thereby advancing the goal of multilingualism and facilitating greater accessibility for Direct Access Entities (DAEs) within the IIU peer learning programme and other capacity-building activities.
29. **ICT and Other Operating Costs.** Under general operating costs, IIU and IRM jointly organised a four-day regional capacity-building and outreach workshop in April in Viet Nam, targeting South and Southeast Asia DAEs as well as civil society organisations. IIU also earmarked budget for print and multimedia services to support outreach and awareness-raising efforts. In the domain of ICT, IIU continued to invest in innovation and operational efficiencies through subscriptions to investigative due diligence tools, a secure case management system, and business solutions supporting risk analytics and project management.
30. **Shared Cost Allocation.** This category encompasses shared operational costs determined by the Secretariat in consultation with the Independent Units. Based on IIU's headcount, these allocations are fully utilized every year and include provisions for standard ICT services, business applications, office equipment and supplies, utilities, applicable insurances, and depreciation.

2.4.3. Independent Evaluation Unit expenditure

31. The composition of the IEU expenditure from 1 January to 31 December 2025 is shown in figure 5.

Figure 5: Composition of Independent Evaluation Unit expenditure from 1 January to 31 December 2025 (in United States dollars)



Abbreviation: M = million

32. The detailed IEU expenditure from 1 January to 31 December 2025 is outlined in table 5.

Table 5: Detailed Independent Evaluation Unit expenditure from 1 January to 31 December 2025 (in United States dollars)

Code	Budget category/ subcategory	2025 Approved Budget	Actual expenditure to 31 Dec 2025	Balance	% spent
5.1	Staff, consultants and interns				
5.1.1	Full-time staff	4,725,149	3,454,905	1,270,244	73
5.1.2	Consultants	292,384	272,100	20,284	93
5.1.3	Interns	58,344	45,192	13,152	77
	Subtotal: staff, consultants and interns	5,075,877	3,772,197	1,303,680	74
5.2	Travel				
5.2.1	General	308,576	294,811	13,765	96
	Subtotal: travel	308,576	294,811	13,765	96
5.3	Contractual services				
5.3.1	Professional services	977,000	950,940	26,060	97
5.3.2	Other operating costs	41,500	31,684	9,816	76
	Subtotal: contractual services	1,018,500	982,624	35,876	96
	Total	6,402,953	5,049,632	1,353,321	79
5.4	Third Performance Review	472,000	429,232	42,768	91
5.5	Shared cost allocation	797,086	797,086	0	100
	Grand total	7,672,039	6,275,950	1,396,089	82

33. **Staff.** Staff costs include salaries, benefits, staff training, and professional development costs. Staff costs were spent at 73 per cent by 31 December 2025. The underspend was due to (i) the delayed hiring for a Principal Evaluation Officer, (ii) the departure of the Data and GIS Specialist in January 2025, (iii) a six-month assignment and official departure of a staff member to DMEL from February 2025, and (iv) extended leave taken by two staff members in 2025.

34. **Individual consultants and interns.** As of 31 December 2025, 93 per cent of the consultant budget had been spent. At the end of 2025, only two communications consultants were retained at HQ. The IEU continued to engage remote individual consultants for expert advice, evaluation work, and short-term specialized tasks. This approach is designed not only to resource targeted expertise, but also to improve cost-efficiency. In 2025, the IEU continued its participation in the GCF-wide internship programme and recruited three interns. With two interns who didn't extend the contract after six months, 77 per cent of the interns' budget had been spent.

35. **Professional services.** As of 31 December 2025, 97 per cent of the professional services had been spent. Professional services have been engaged not only to provide technical expertise for the evaluation scope but also to supplement the team in executing key activities, such as conducting country case studies and benchmarking analyses. These services have further supported critical evaluation processes, including synthesizing global evidence and conducting literature reviews on relevant topics. The IEU successfully delivered independent evaluations and syntheses in line with the IEU's Work Plan and Budget 2025, approved by the Board.

36. **Travel.** The IEU uses travel strategically to achieve its objectives. As of 31 December 2025, 96 per cent of the travel budget had been spent. IEU staff members travel for three key reasons: (i) to conduct evaluations and country case studies, (ii) to provide impact evaluation advisory services and project engagement, and (iii) to support strategic engagement, including dissemination of lessons learned, participation in Board meetings, and sharing knowledge of global developments in climate and evaluation. The third category of travel also serves as a

professional development opportunity for staff. The IEU will continue to pursue cost-effectiveness, for example, by combining evaluation travel with GCF-related events and workshops, such as the GCF Structured Dialogues.

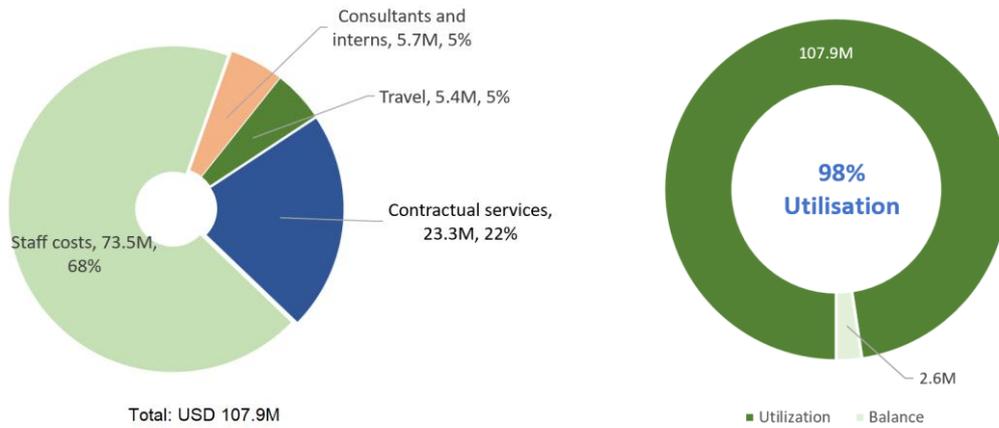
37. **Other operating costs.** As of 31 December 2025, 76 per cent of the other operating expenses had been spent. These include printing, communication materials, office supplies, subscriptions to specialized software such as statistical tools not covered by the GCF, and other sundry expenses. The relatively modest expenditure rate reflects the postponement of a team retreat planned in November 2025.

38. **Third Performance Review.** As of 31 December 2025, 91 per cent of the TPR budget had been spent. The IEU launched the TPR in 2025 and completed its inception phase. The approach paper for the TPR was published in October 2025, and the IEU began preparing a synthesis report of existing evaluations and literature, which will be available in early 2026. The IEU also prepared a foresight study for the GCF, which will be available in early 2026.

2.5 Secretariat expenditure

39. The composition of the Secretariat expenditure from 1 January to 31 December 2025 is shown in figure 6.

Figure 6: Composition of Secretariat expenditure from 1 January to 31 December 2025 (in United States dollars)



Abbreviation: M = million

40. The detailed Secretariat expenditure from 1 January to 31 December 2025 is set out in table 6.

Table 6: Detailed Secretariat expenditure from 1 January to 31 December 2025 (in United States dollars)

Code	Budget category/ subcategory	2025 Approved Budget	Actual expenditure to 31 Dec 2025	Balance	% spent
6.1	Staff, consultants and interns				
6.1.1	Full-time staff	75,991,000	73,515,070	2,475,930	97
6.1.2	Consultants	3,534,659	5,020,586	1,485,927	142
6.1.3	Interns	757,692	667,839	89,853	88
	Subtotal: staff, consultants and interns	80,283,351	79,203,494	1,079,857	99
6.2	Travel				
6.2.1	General	3,427,135	5,001,715	1,574,580	146
6.2.2	Travel to Board Meeting	387,000	406,693	19,693	105
	Subtotal: travel	3,814,135	5,408,408	1,594,273	142
6.3	Contractual services				
6.3.1	Professional services	9,675,766	8,580,240	1,095,526	89
6.3.2	General Operating costs	2,712,323	2,494,207	218,116	92
6.3.3	Information and communication technology	10,371,804	8,908,419	1,463,385	86
6.3.4	Depreciation	3,644,912	3,274,411	370,502	90
	Subtotal: contractual services	26,404,805	23,257,276	3,147,529	88
	Grand total	110,502,291	107,869,178	2,633,113	98

Note: The above budget for Secretariat does not include contingency budgets: (a) a Board contingency budget equal to 1.5 per cent of the Secretariat and Independent Units budget (USD 1,872,685) and (b) an emergency contingency budget equal to 2 per cent of the Secretariat and Independent Units budget (USD 2,496,914). These were not utilized in this reporting period.

41. The Secretariat expenditure from 1 January to 31 December 2025 amounted to USD 107.9 million against an approved budget of USD 110.5 million, representing an overall execution rate of 98 per cent. Overall expenditure remained broadly in line with the approved budget, with variations across certain cost categories accommodated within the overall resource envelope.

42. **Staff.** Expenditure on full-time staff amounted to USD 73.5 million, representing 97 per cent of the approved budget. The Secretariat has made significant progress in maintaining a relatively high target fill ratio of at least 94.6 per cent. Currently, the Secretariat has 331 staff in place, with 16 offers accepted as of December 31, 2025. The current fill ratio, including accepted offers, is 80%, with 33 positions under recruitment. Including accepted offers, the Secretariat remains on target with its fill ratio. Further, it is worth reporting that the retention rate at the Secretariat for the annual period ending December 31, 2025, is 92 per cent.

43. **Consultants.** Consultancy expenditure amounted to USD 5.0 million, representing 142 per cent of the approved budget. Utilization in this category primarily reflects the engagement of external expertise to support programme implementation, specialized technical requirements and time-bound activities, and temporary capacity needs arising during recruitment periods. Variations relative to the approved level were accommodated within overall workforce-related expenditure, supported by lower utilization under staff costs. The Secretariat continues to closely monitor this budget line as part of its overall resource

management, and remains committed to prudent budget management and transparency, and will keep the Board informed of any material developments related to consultancy expenditure.

44. **Travel.** Travel expenditure amounted to USD 5.4 million, representing 142 per cent of the approved budget. Utilization in this category reflects travel undertaken in support of country-level missions and strategic engagement with accredited entities, particularly direct access entities, Board meetings, and participation in international forums relevant to the Fund's mandate. It also includes travel related to regional dialogues held across multiple regions, including the Caribbean, Pacific and Asian SIDS, Africa, Latin America, and a sub-regional dialogue with fragile and conflict-affected states in the Middle East. The Secretariat's travel profile further reflects expanded in-person engagement to strengthen its presence in and support to countries. Additional utilization in this category was accommodated within overall budget execution for the year.

45. **Contractual services.** Expenditure on contractual services, including professional services, general operations, and ICT and depreciation, amounted to USD 23.3 million against an approved budget of USD 26.4 million, representing 88 per cent of the approved budget. Information and communication technology expenditure covers software licenses, service desk operations, IT equipment and peripherals, and related infrastructure and system support, including IBS Board room technology setup. General operating costs cover corporate support and administrative expenses such as general office maintenance and facility-related services, subscriptions, banking charges, insurances, training and workshops, and other routine operating expenses. Utilization levels reflect standard operational requirements during the reporting period.

46. The Board-approved contingency budgets remain unutilized: (a) the Board contingency budget, equal to 1.5 per cent of the Secretariat and Independent Units budget (USD 1,872,685), and (b) the emergency contingency budget, equal to 2 per cent of the Secretariat and Independent Units budget (USD 2,496,914).



47. The detailed Secretariat expenditure variance year on year from 1 January to 31 December 2025 and from 1 January to 31 December 2024 is set out in table 7.

Table 7: The detailed Secretariat expenditure variance year on year from 1 January to 31 December 2025 and from 1 January to 31 December 2024 (in United States dollars)

Code	Budget category/ subcategory	Actual expenditure to 31 Dec 2025	Actual expenditure to 31 Dec 2024	Variance 2025 on 2024	Variance 2025 on 2024 growth %
7.1	Staff, consultants and interns				
7.1.1	Full-time staff	73,515,070	66,650,634	6,864,436	10
7.1.2	Consultants	5,020,586	3,566,054	1,454,532	41
	Interns	667,839	509,430	158,408	31
	Subtotal: staff, consultants and interns	79,203,494	70,726,118	8,477,376	12
7.2	Travel				
7.2.1	General	5,001,715	3,324,558	1,677,158	50
7.2.1	Travel to Board Meeting	406,693	342,107	64,586	19
	Subtotal: travel	5,408,408	3,666,665	1,741,743	48
7.3	Contractual services				
7.3.1	Professional services	8,580,240	8,229,920*	350,319	4
7.3.2	General Operating costs	2,494,207	2,396,874	97,333	4
7.3.3	Information and communication technology	8,908,419	7,549,103	1,359,315	18
7.3.4	Depreciation	3,274,411	1,879,025	1,395,386	74
	Subtotal: contractual services	23,257,276	20,054,922	3,202,353	16
	Grand total	107,869,178	94,447,705	13,421,473	14

*Professional services actual expenditure to 31 Dec 2024 does not reflect execution during 2025 period charged against budget carried over from 2024 to 2025 amounted USD 484,421. Total execution of professional services related to approved budget for 2024 amounted to USD 8,707,638.

48. **Staff.** Year-over-year staff expenditure increased from USD 66.7 million in 2024 to USD 73.5 million in 2025, reflecting a change in staffing level from 306 to 331 positions over the same period. This movement was associated with the Secretariat’s organizational strengthening following the 2024 restructuring, including the establishment of the Department of Monitoring, Evaluation, and Learning (DMEL) and the continued evolution of the Office of Chief Investment (OCIO) towards a more regionally oriented structure to support country engagement, as well as targeted reinforcement of corporate, technical and system-related functions. Overall, the year-on-year change is consistent with ongoing efforts to align staffing levels with evolving operational needs and institutional priorities.

49. **Interns.** Expenditure on interns increased from USD 0.5 million in 2024 to USD 0.7 million in 2025, representing a 31 per cent year on year increase. This was driven primarily by an adjustment to the monthly intern stipend, which increased from USD 1,300 to USD 1,600 from April 2025, resulting in a higher per intern cost. The increase also reflects the continued implementation of the Secretariat’s intern programme to support operational needs and talent development across the Fund.

50. **Consultants.** Year on year expenditure on consultants increased by USD 1.5 million, or 41 per cent, compared to 2024. The approved consultancy budget for 2025 was broadly aligned with 2024 actual expenditure. Consultancy support was used to bridge staffing gaps arising from staff transitions and vacancies, requiring interim consultancy resources to support business continuity during periods of heightened operational demand. The increase was driven primarily by an exceptionally high level of programme delivery in 2025, during which the Fund committed a record USD 3.26 billion across 50 projects, representing the largest number of

projects approved in a single year. This level of delivery coincided with the Secretariat's transition to a new regional structure, necessitating additional technical support and surge capacity to manage increased pipeline volumes and compressed timelines. In parallel, significant efforts were dedicated to advancing key institutional priorities, including securing Board approval of the Revised Accreditation Framework, launching country platforms, and continuing the rollout of the Readiness programme.

51. **Travel.** Year-over-year expenditure on travel increased from USD 3.7 million to USD 5.4 million in 2025, representing a 48 per cent increase. This reflects a higher level of travel undertaken in support of program delivery, country engagement, and strategic partnerships during the year. Travel related to regional dialogues and project related missions, together with travel supporting country, partner, and accredited entity engagement, accounted for approximately 75 per cent of total travel expenditure, representing the predominant share of travel activity during the reporting period. Regional dialogue-related travel included engagement held across multiple regions, including the Caribbean (March 2025), Pacific and Asian SIDS (May 2025), Africa (September 2025), Latin America (September 2025), and a sub-regional dialogue with fragile and conflict-affected states in the Middle East (December 2025). The observed increase is broadly consistent with the Secretariat's ongoing efforts to strengthen country ownership and access, expand regional engagement, and enhance program delivery and oversight through regionally integrated operational structures and increased country-level interaction.

52. **Professional services.** Year-over-year expenditure on professional services declined marginally from USD 8.7 million in 2024 to USD 8.6 million in 2025. The 2024 figure (USD 8.7 million) includes expenditure totalling USD 0.5 M incurred in 2025 and charged against budget carried over from 2024 to 2025. Expenditure across both years primarily relates to professional and expert advisory services, recruitment fees, communications and outreach, audit and legal services, investment operations, and evaluation activities. Overall, contractual services expenditure in 2025 was approximately 1 per cent lower than in the previous year.

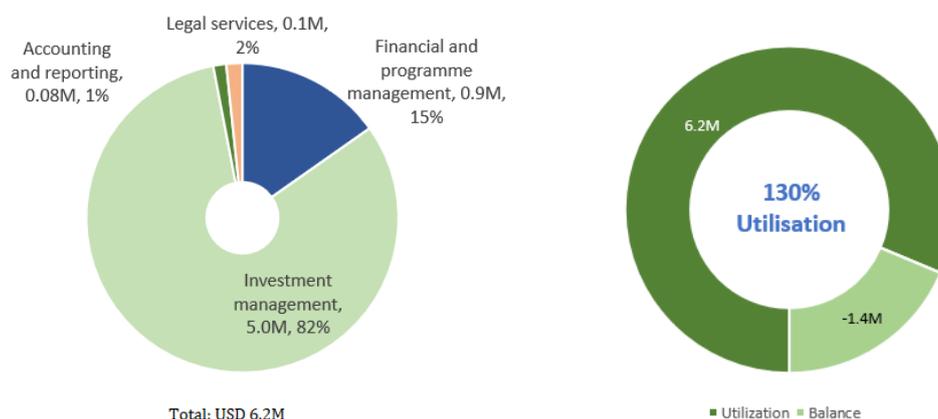
53. **Information and communication technology.** Year-on-year expenditure on information and communication technology increased by USD 1.4 million, or 18 per cent, compared to 2024. The increase is primarily attributable to the go-live of the Oracle ERP system and the associated post-implementation stabilization phase. Following the deployment of the relevant modules, professional services were engaged to provide hyper-care support, system stabilization, issue resolution, and ongoing maintenance during the transition period. As many implementation activities and additional module deployments were completed in 2025, related post-go-live support and enhancement costs were predominantly incurred during the year.

54. **Depreciation.** Depreciation expense increased by USD 1.4 million (74 per cent) in 2025, driven primarily by higher depreciation of ICT equipment and amortization of software, each contributing approximately USD 0.5 million year on year. The increase mainly reflects the capitalization and subsequent depreciation of investments related to the Oracle based ERP implementation, for which the majority of project activities—particularly the Human Capital Management and Travel & Expense modules—were completed in 2025, compared to only a partial year impact from the initial ERP scope in 2024. In addition, depreciation increased following the implementation of the IBS Boardroom infrastructure, with equipment procurement and related implementation costs incurred during late 2024 and early 2025.

2.6 Trustee expenditure

55. The composition of the Trustee expenditure from 1 January to 31 December 2025 is shown in figure 7.

Figure 7: Composition of Trustee expenditure from 1 January to 31 December 2025 (in United States dollars)



Abbreviation: M = million

56. The estimated costs for the Trustee services from 1 January to 31 December 2025 are set out in table 7.

Table 8: Estimated Trustee expenditure from 1 January to 31 December 2025 (in United States dollars)

Code	Budget category/ subcategory	2025 Approved Budget	Actual expenditure to 31 December 2025	Balance	% spent
8.1	Financial and program management	936,000	936,000	-	100
8.2	Investment Management	3,629,000	5,044,000	(1,415,000)	139
8.3	Accounting and reporting	83,000	83,000	-	100
8.4	Legal services	102,000	102,000	-	100
	Grand total (1+2+3)	4,750,000	6,165,000	(1,415,000)	130

57. The Trustee expenditure from 1 January to 31 December 2025 amounted to USD 6.2 million against an approved budget of USD 4.8 million, representing 130 per cent of the approved budget.

58. The Trustee utilisation was higher than budget by USD 1.4 million as a result of a higher-than-average annual cash balance compared to the balance at the time the budget was prepared in 2024. The estimated average annual cash balance was USD 8.1 billion while the actual average annual cash balance in 2025 was USD 11.2 billion.

59. Expenditures for Financial and Program Management, Accounting and Reporting, and Legal Services remained broadly aligned with approved budget levels. Financial and Program Management costs included IT-related expenses associated with the integration of GCF and Trustee systems to support information exchange and process automation.

60. Though the investment management cost is higher than the budget, the investment income on the additional cash balance with the trustee outweighs the investment management cost.

2.7 Budget carry-over from 2024 to 2025

61. In line with the administrative budget and accounting framework (decision GCF/B.38/07), which permits the carry-over of funds committed through signed contracts to ensure the full and thoughtful completion of initiatives, the Secretariat implemented a new budget carry-over process for the 2025 fiscal year.

62. The Secretariat continues to monitor the successful implementation of this new budget carry-over process. The carried-over budget is unchanged, at USD 0.78 million attributed to the Secretariat and USD 0.05 million to the independent units. Total expenditure as of 31 December 2025 amounted to USD 0.54 million (65 per cent), with USD 0.48 million attributed to the Secretariat and USD 0.05 million to the independent units.

2.8 Unutilized budget

63. It is important to continue noting that the Trustee transfers funds regularly to the Secretariat based on estimated cash-flow requirements rather than as a lump sum at the beginning of the year. The unutilized budget remaining from the annual budget at year end is retained in the GCF Trust Fund by the Trustee for future allocation by the Board after release by the Secretariat. Except for funds that are part of contracts that are signed but not executed, any unutilized budget is not carried forward to the subsequent year.



III. Recommendation by the Budget Committee

64. The Budget Committee recommends that the Board take note of the report on the execution of the 2025 administrative budget of GCF as of 31 December 2025.
