

Draft Report of the Second Meeting of the Ad-hoc Committee on Reform Virtually Held on 26 November 2025

The Second meeting of the Ad hoc Committee on reform convened virtually on 26th November 2025, and the representatives from the Ministry of Foreign Affairs of all Member States participated in the meeting.

1. Opening of the Meeting

The meeting was opened by H.E. Ambassador Mokhtar Warida, Deputy Assistant Minister of Foreign Affairs for Economic Organizations and Groupings of the Ministry of Foreign Affairs of Egypt, in his capacity as Chair. This was followed by introductory remarks from Ambassador Mustafa Özcan, Director-I of the Secretariat. All delegations introduced themselves, after which the Chair briefly outlined the agenda items and invited Member States to commence their deliberations.

2. Adoption of the Agenda

The agenda was adopted without amendment.

3. Review of the D-8 Basic Documents

Review of the Charter, Staff & Financial Regulations.

Delegations acknowledged the need to revisit and update the D-8 Charter and related basic documents due to organizational expansion, increased operational demands, and evolving priorities.

- Bangladesh supported concluding the discussion on Chairmanship rotation and reaffirmed support for simple majority and 2/3 majority modalities.
- Pakistan expressed its support for the reform process in principle, while underscoring the importance of addressing budgetary matters as a foremost priority before advancing broader reform discussions. Pakistan highlighted the pressing financial challenges facing the Organization, including outstanding contribution payments from Nigeria (2025) and Iran, pending staff salaries at the Secretariat, and the depletion of the General Reserve Fund (GRF). The D-8 Commissioner of Pakistan further recalled the mechanisms employed in other international organizations, where voting rights may be suspended in cases of persistent non-payment, and emphasized the need to give full effect to Chapter IV, Article 11.4 of the Financial Regulations of the D-8 Organization in the present circumstances.
- Türkiye aligned with Pakistan on sequencing and noted full support for reviewing the Charter and basic documents after resolving urgent financial matters.
- Indonesia and Malaysia agreed on the need for further consultations with line ministries before endorsing amendments.

The Secretariat highlighted that a structured revision process would continue at the 50th Commission Meeting to be held on 15-16 December 2025 in Cairo and subsequent meetings ahead of the 2026 Summit in Indonesia.

Enhancing Operational Capacity of the Secretariat

The Secretariat introduced proposals including new diplomatic positions, a leading-country framework for priority cooperation areas, and adjustments to internal structures. Member States acknowledged these proposals but agreed that discussion will continue in the upcoming meetings of the Committee.

4. Review of Financial and Administrative Framework

4.1 Secretariat Proposed Budget for 2026 & Supplementary Budget for 2025–26

The Committee held an extensive discussion and, at Pakistan's request, agreed to prioritize the budget as the first substantive agenda item. Accordingly, the Committee proceeded to review the proposed budget for 2026 and the proposed use of the GRF for 2025–26.

- Pakistan commended the Secretariat for effectively managing its operations despite significant budgetary constraints and fully endorsed the proposed 5.86% increase for the 2026 budget, stressing the need for its approval before 1 January 2026 to avoid any disruption to the Secretariat's functioning. Pakistan further reiterated that deliberations on the administrative budget should remain entirely separate from project financing, which can be addressed under the Decennial Roadmap for 2020–2030.
- In addressing outstanding contributions, Pakistan offered practical facilitation to assist Iran in clearing its arrears by allowing payment in local currency through the Embassy of Pakistan in Tehran. Pakistan also welcomed Bangladesh's readiness to provide similar support for contribution payments routed through diplomatic missions. These measures were proposed to help ease the process for Member States facing operational or banking limitations and to ensure the Secretariat receives the resources required for its continued functioning.
- Bangladesh Supported the proposal of the Secretariat in principle but required domestic approval.
- Türkiye Fully endorsed the budget and supported utilization of the General Reserve Fund (GRF) for making pending payments including salaries and operation expanses for November and December 2025.
- Nigeria Strongly supported Pakistan's position on budget and reiterated acceptance of the increase.
- Egypt noted domestic constraints and the need for strong justification to secure approval from national authorities, while calling upon Member States to fulfill their obligations and ensure timely payment of pending contributions to the Secretariat budget.

- Indonesia appreciated the work of the Secretariat while expressing concern over the increase in personnel remuneration. The delegation requested further technical clarification on the allocation of administrative costs, particularly salary-to-expenditure ratio, and emphasized the need for additional time to consult with relevant line ministries before finalizing its position.
- Malaysia emphasized the importance of timely payment of contributions and suggested adopting temporary staffing measures until the financial deficit is fully stabilized.

The Secretariat acknowledged the views expressed by all delegations and provided further clarification on the necessity of the proposed budgetary adjustments, particularly in light of rising salaries and operational costs and the need to ensure institutional stability. It stressed that the timely clearance of outstanding contributions remains critical for maintaining the Secretariat's core functions, addressing pending staff obligations, and preventing further depletion of the General Reserve Fund. The Secretariat underscored that immediate action by Member States is essential to safeguard the organization's financial continuity and to enable effective implementation of mandated activities.

The Committee called upon all Member States to complete the necessary domestic consultations on the Secretariat's proposed Budget for 2026 and to secure the required approvals ahead of the 50th Session of the Commission, recognizing the importance of budget approval for ensuring the Secretariat's operational continuity and financial stability.

4.2 Revision in Scale of Assessed Annual Contribution

The Secretariat proposed a revision to the Scale of Assessment for Member States' annual contributions, in accordance with Chapter IV, Article 12, Paragraph 12.1 of the Financial Regulations of the D-8 Organization.

Member States held a detailed discussion on the proposed Scale of Assessment. Egypt expressed its principal agreement with the proposal and requested clarification from the Secretariat regarding the non-inclusion of the OIC adjustment of contributions in the current calculation. Pakistan fully supported the proposed revisions and signaled its readiness to endorse the new scale. Indonesia and Bangladesh emphasized the need for additional time to conduct domestic consultations with their respective financial and foreign affairs authorities before finalizing their positions.

The Secretariat informed the Committee that the calculation was prepared in accordance with the criteria set out in Chapter IV, Article 12, Paragraph 12.1 of the Financial Regulations of the D-8 Organization. The Committee encouraged all Member States to complete their internal reviews promptly and finalize their positions ahead of the 50th Session of the Commission, noting that adoption of the revised scale is essential for establishing a more equitable and sustainable financing structure for the Organization.

4.3 Sustainable Financing Mechanisms

The Secretariat presented a multi-pillar strategy to enhance the Organization's financial sustainability. The proposals included strengthening the General Reserve Fund, encouraging voluntary contributions in accordance with Charter Article 22, engaging private sector partners and financial institutions, and developing e-commerce and payment platforms as potential revenue-generating tools. The Secretariat also suggested an optional mechanism for a gradual increase in annual contributions over a three-year period to help adjust for rising operational costs.

Egypt emphasized the need for innovative and clearly regulated financing tools and requested clarification on the modalities for engaging private sector contributions. Indonesia reiterated its position against any automatic adjustment mechanism in annual contributions. Türkiye noted that further domestic consultations would be required before taking a final position.

The Secretariat clarified that all proposals are subject to discussion and agreement among Member States within the Ad-hoc Committee and the Commission meetings, and that implementation would be guided by the provisions of D-8 Charter Article 22.

The Committee agreed to continue its deliberations and revisit the matter in its upcoming meetings.

5. Review and Adjustment of the D-8 Decennial Roadmap (2020–2030)

Discussions on the Roadmap deferred due to the priority placed on financial matters and reform process.

Pakistan reiterated that project initiatives under the roadmap should not be merged with administrative budget discussions. Further review will continue during upcoming meetings.

6. Revised Working Paper on Financing Mechanism, Governance, and Administrative Procedures of D-8 Affiliated Bodies

The Committee deferred further discussion on the matter, noting the need for additional domestic consultations by several Member States, and agreed to continue deliberations at its upcoming meetings.

7. Appointment of the Director-II

The Committee recommended the Secretariat to continue its consultations with Member States regarding the appointment to the post of Director-II.

The Secretariat reiterated the importance of ensuring balanced and equitable representation among Member States within its workforce. It explained that the main challenge in filling certain posts is the lower salary levels at the Secretariat compared with those offered by Member States' missions and other international organizations in Istanbul for similar positions. To address this issue, the Secretariat proposed reforms to its staffing structure and budget and requested the Committee's consideration of these measures.

8. Date of the Next Meeting

The Committee agreed that further consultations will continue during the upcoming formal meetings in coordination with the Secretariat. It was also noted that the 50th Commission Session, to be held on 15–16 December in Cairo, will review the progress achieved thus far.

9. Other Matters

Indonesia confirmed the proposed dates for the 12th D-8 Summit and its preceding meetings, scheduled for 13–16 April 2026 in Jakarta, and requested timely confirmations from all Member States.

Pakistan also called upon the remaining Member States to nominate their candidates for the Foreign Diplomatic Course (FDC) to be held at the Foreign Service Academy in Islamabad from 8–19 December 2025, noting the need to finalize travel and accommodation arrangements.

Egypt informed the Committee that preparations for hosting the 50th Session of the Commission on 15–16 December were well underway and that the administrative note would be circulated shortly.

10. Closing Remarks

The Chair thanked all delegations for their constructive engagement and emphasized the importance of consensus-building ahead of the Commission Meeting and the upcoming Summit. The meeting was formally closed.