

Draft
Report of the First Meeting of the Ad-hoc Committee on Reform
Virtual Meeting – 6 November 2025

1. Opening of the Meeting

The first meeting of the Ad-hoc Committee on Reform of the D-8 Organization for Economic Cooperation was convened virtually on 6 November 2025, chaired by the Arab Republic of Egypt. Representatives from all Member States participated.

The meeting commenced with opening remarks by the Chair, who highlighted the strategic importance of this reform process in strengthening the institutional framework and financial sustainability of the Organization.

The Secretary-General, H.E. Ambassador Isiaka Abdulqadir Imam, in his opening statement, reaffirmed the Secretariat's commitment to advancing the reform agenda endorsed by the D-8 Commission during the Retreat Meeting held in Baku on 16 October 2025. He emphasized the need to modernize the Organization's governance system, rationalize expenditures, and enhance operational efficiency in line with the D-8 Decennial Roadmap (2020–2030).

2. Adoption of the Agenda

The Committee adopted the draft agenda as circulated by the Secretariat.

3. Review of the Mandate and Objectives

The Secretariat provided an overview of the mandate and objectives of the Ad-hoc Committee on Reform, recalling the Commission's recommendation at the Retreat Meeting in Azerbaijan. The Committee reaffirmed that its primary responsibilities include reviewing the Charter, Staff and Financial Regulations, and Scale of Assessment, as well as proposing institutional, administrative, and financial reforms to ensure equitable participation of Member States.

4. Review of the D-8 Basic Documents

The Secretariat proposed amendments to the Charter, Staff Regulations, and Financial Regulations (Annexes 4A–4C). The Secretariat also presented proposals to enhance the operational capacity of the D-8 Secretariat, including realignment of portfolios, introduction of six new diplomatic positions, and the establishment of the leading country concept for priority areas of cooperation (Annexes 4D–4DIII).

Delegations agreed that any revisions must balance efficiency with inclusiveness and preserve the intergovernmental nature of the Organization. Egypt emphasized allowing sufficient time for Member States to study the documents before adopting them in subsequent sessions.

5. Review of Financial and Administrative Framework

The Secretariat Proposed Budget for 2026 and the Supplementary Budget for 2025–2026 (Annexes 5A–5A-VI). Discussions focused on the scale of assessment, the need to settle outstanding contributions, and sustainable financing mechanisms for the Secretariat (Annex 5C).

Egypt underlined the importance of maintaining consensus in all decisions and addressing arrears before increasing the budget. Türkiye recommended a step-by-step approach—prioritizing the 2026 budget and the revision in scale of assessment—while deferring other financial reforms to subsequent Committee meetings. Bangladesh, Pakistan, and Türkiye expressed their positive stance toward the 2026 budget proposed by the Secretariat.

The Secretariat raised the issue of the ongoing cash flow challenges in the Secretariat, occasioned by the delay in the statutory contributions of some member states, and urged concerned Member States to clear arrears as soon as possible to ensure salary and operational payments, are met. Bangladesh expressed readiness to pay its 2026 contribution, in advance, to support the Secretariat. The Secretariat, while expressing its gratitude to Bangladesh, underlined the fact that this generous offer would not be sufficient to solve the current cash flow challenges in the Secretariat. Consequently, the Secretariat said it might need further bailout from the General Reserve Funds and informed that a formal request, in this regard, would be submitted to the Member States, for consideration.

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

The Secretariat presented the progress achieved during the first half of the D-8 Decennial Roadmap and discussed necessary updates to align it with emerging global and regional developments (Annex 6). Delegations highlighted the need to redefine strategic objectives for the remaining implementation period, focusing on trade, industry, digital economy, tourism, and energy transition.

The Secretariat also stated that the roadmap could only be implemented, by streamlining the Organization, through the completion of the necessary reforms, which it had submitted to the Commission, for consideration.

7. Reform of Affiliated Bodies

The Secretariat presented the Revised Working Paper on Financing Mechanism, Governance, and Administrative Procedures of D-8 Affiliated Bodies (Annex 7). Delegations highlighted the importance of establishing clear governance structures and financial accountability for all affiliated bodies.

Azerbaijan expressed full support for the reform process and proposed that the hosting Member State of each Center act as the D-8 Coordinator for its thematic area to ensure better coordination. The Committee endorsed this suggestion in principle, for further elaboration.

8. Appointment of Director-II

The Secretariat briefed on the pending appointment of the Director-II at the Secretariat. Secretariat regretfully referred to the decision of Malaysia, which confirmed that it would not nominate a candidate, for the position of Director II. The Secretariat reminded that similar decision, was received from the Arab Republic of Egypt, for the position of Program Officer, earlier, when the position became vacant. The Secretariat further stated that, this problem, stemming from the inadequacies of the D8 budget and the insufficient salaries paid to the diplomatic and local staff, has been seriously undermining the effectiveness and reputation of the Organization. In his intervention, the Commissioner of Pakistan suggested that the existing principle of equitable distribution of diplomatic posts within the Secretariat should be followed, and that the position of Director-II should be offered to the next country in alphabetical order. The Secretariat further informed the Committee that this matter has been included in the ongoing reform agenda to identify an appropriate and sustainable solution. It was noted that the issue of vacant positions of the Diplomatic Posts at the Secretariat will be further examined during the forthcoming sessions of the Ad-hoc Committee on Reform.

9. Scheduling of Upcoming Meetings

Following Egypt's proposal, it was agreed that follow-up technical meetings would be convened in the last week of November, while the 50th Session of the Commission is tentatively planned to be held physically in Egypt in mid-December 2025.

Bangladesh offered to host a two-day joint session of Commissioners and Consular officials to deliberate on visa facilitation matters and the ongoing reform documents.

10. Any Other Business

No discussions were held under this agenda item

11. Closing Remarks

The Chair summarized the main outcomes and next steps, reaffirming the collective commitment to comprehensive reform of the D-8 Organization. The Chair thanked all delegations and the Secretariat for their active participation and constructive contributions.

The meeting was adjourned with the understanding that technical sessions will continue through the upcoming weeks to discuss the reform package for presentation to the 50th Commission Meeting.