

## **CPSG MEMBERSHIP GUIDELINES AND SOP**

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## **1. Background on CPSG**

The Centre for Public Sector Governance (CPSG) is a leading governance institution dedicated to strengthening leadership, accountability, and institutional performance across the public sector. The Centre promotes good governance through capacity building, board advisory, policy advocacy, research, and strategic stakeholder engagement.

Recognising the need for a stronger community of governance professionals, CPSG has established a structured membership framework to bring together public sector leaders and practitioners who are committed to advancing governance excellence. The framework provides a platform for continuous professional development, knowledge sharing, networking, and collaboration, while supporting the Centre's long-term institutional sustainability and impact.

## **2. Purpose of the Membership Framework**

The CPSG Membership Framework establishes the policies, principles, and procedures governing the admission, progression, engagement, renewal, and administration of members. It provides a transparent, merit-based, and structured approach to membership, ensuring that individuals admitted into the Centre demonstrate professional competence, integrity, leadership, and a commitment to advancing public sector governance.

The Framework is designed to build a credible community of governance professionals, promote continuous professional development, strengthen collaboration and knowledge sharing, and support the long-term sustainability and strategic objectives of CPSG.

## **3. Categories of Membership**

Membership of the Centre for Public Sector Governance (CPSG) is structured into four categories, reflecting varying levels of professional experience, leadership responsibility, governance contribution, and impact.

### **3.1 Associate Member (ACPG)**

Associate Membership is open to emerging governance professionals who have demonstrated competence, integrity, and the potential for leadership in the public sector. It is intended for professionals building their expertise and contributing to governance, policy, compliance, legal, audit, strategy, finance, or related functions.

### **3.2 Member (MCPG)**

Member status is reserved for experienced professionals with established records of leadership, governance implementation, and institutional contribution. Members are expected to play active roles in advancing governance practices within their organisations and supporting CPSG programmes and initiatives.

### **3.3 Fellow (FCPG)**

Fellowship is the Centre's highest professional membership category and is conferred on distinguished leaders who have made significant contributions to public sector governance, institutional reform, policy development, or organisational leadership. Fellowship may be attained through progression from Member or by direct admission, subject to the approval of the Governing Council.

### **3.4 Patron (Honorary)**

Patron is an honorary category conferred by invitation on eminent public leaders and distinguished individuals whose exemplary service, integrity, and contributions have significantly advanced public sector governance and national development. Patron status is honorary and is not subject to application or annual renewal.

## **4. CPSG Membership Eligibility Framework**

Membership of the Centre for Public Sector Governance (CPSG) is merit-based and granted to individuals who demonstrate professional competence, integrity, leadership, and meaningful contributions to public sector governance. Admission is based not only on qualifications or position but also on evidence of impact, professional reputation, and commitment to advancing governance excellence.

### **4.1 Associate Member (ACPG)**

#### **Eligibility Criteria**

Applicants should:

- Have a minimum of **3 years** of relevant professional experience.
- Occupy a supervisory or middle-management position (or equivalent).
- Demonstrate good character, integrity, and ethical conduct.
- Show evidence of involvement in governance, policy, compliance, legal, audit, finance, strategy, risk management, or related functions.
- Demonstrate commitment to continuous professional development.

#### **Supporting Evidence**

Applicants shall submit:

- Completed application form.
- Curriculum Vitae (CV).
- Letter of employment or evidence of current appointment.
- Academic and professional qualifications.
- A personal statement (maximum 500 words) outlining their interest in CPSG and contribution to public sector governance.
- One professional reference from a senior officer or recognized professional.
- Evidence of governance-related work (e.g., committee membership, reports, projects, publications, presentations, or similar professional contributions).

### **4.2 Member (MCPG)**

#### **Eligibility Criteria**

Applicants should:

- Have a minimum of **7 years** of relevant professional experience.
- Hold a senior management or leadership position (or equivalent).
- Demonstrate measurable contributions to organizational governance, institutional performance, or policy implementation.
- Possess a strong record of integrity, professionalism, and ethical conduct.

- Show active involvement in governance, strategy, compliance, legal, audit, risk management, or institutional leadership.

### **Supporting Evidence**

Applicants shall submit:

- Completed application form.
- Curriculum Vitae (CV).
- Employer's confirmation of current appointment.
- Academic and professional qualifications.
- Governance portfolio highlighting leadership roles, key achievements, reforms, or institutional contributions.
- Personal statement on governance impact and professional achievements.
- Two professional references, including one from a senior executive or equivalent.
- Evidence of previous CPSG Associate Membership and participation (where applying through progression).

## **4.3 Fellow (FCPG)**

### **Eligibility Criteria**

Applicants should:

- Have a minimum of **10 years** of relevant professional experience, including significant executive or strategic leadership responsibilities.
- Demonstrate outstanding integrity, leadership, and professional excellence.
- Have made significant contributions to governance, institutional reform, policy development, or organizational transformation.
- Possess recognized professional standing with evidence of influence at institutional, state, national, or international level.
- Be admitted through direct application or progression from Member, subject to the approval of the Governing Council/Advisory Board.

### **Supporting Evidence**

Applicants shall submit:

- Completed Fellowship application form.
- Detailed professional profile or Curriculum Vitae.
- Executive profile highlighting career achievements.
- Governance Impact Statement outlining major reforms, innovations, policies, or institutional achievements led by the applicant.
- Supporting evidence such as policy papers, strategic plans, board appointments, publications, awards, reform initiatives, keynote presentations, or other relevant works.
- Two recommendation letters from distinguished professionals (Ministers or their superiors).
- Evidence of previous CPSG Membership and contributions (where applying through progression).

#### **4.4 Patron (Honorary)**

Patron is an honorary category and is conferred **by invitation only** by the Governing Council.

Individuals considered for Patron status should:

- Be former senior public office leadership holders or former CPSG Chairpersons,
- Have demonstrated exceptional integrity, statesmanship, and public service.
- Have made outstanding and sustained contributions to governance, institutional development, or national development.
- Serve as ambassadors and strategic advisers to CPSG.

No formal application or annual subscription is required for Patron membership. It's strictly by the Board's selection.

#### **General Eligibility Requirements**

In addition to the specific requirements for each membership category, all applicants shall:

- Demonstrate high standards of integrity and ethical conduct.
- Provide accurate and verifiable information during the application process.
- Agree to abide by the CPSG Constitution, Code of Conduct, and Membership Policies.
- Meet the prescribed registration and subscription requirements.
- Satisfy any additional requirements determined by the Membership & Ethics Committee or the Membership Governing Council

### **5. Application Process**

The CPSG membership application process is designed to ensure that all admissions are transparent, merit-based, and consistent with the Centre's governance standards.

#### **5.1 Submission of Application**

Prospective applicants shall submit their applications through the prescribed CPSG channels (online membership portal, official email, or other approved platforms), together with all required supporting documents and proof of payment of the applicable registration fee.

#### **5.2 Eligibility Screening**

The CPSG Secretariat shall conduct an initial review of all applications to verify that:

- The application form has been duly completed.
- All required supporting documents have been submitted.
- The applicant meets the minimum eligibility requirements for the category applied for.
- Registration fees have been paid.

Incomplete applications may be returned to the applicant for completion before further processing.

#### **5.3 Verification and Due Diligence**

The Secretariat shall verify submitted credentials, employment information, referees, and other supporting evidence where necessary. CPSG reserves the right to request additional information or conduct background checks to confirm an applicant's eligibility and professional standing.

#### 5.4 Membership Assessment

Eligible applications shall be evaluated by the Membership Committee using the approved CPSG Membership Assessment Matrix, taking into consideration:

- Professional experience
- Leadership responsibilities
- Governance contribution and impact
- Integrity and professional reputation
- Supporting evidence and recommendations

#### 5.5 Approval

Following its review, the Membership Committee shall make recommendations to the approving authority in accordance with the membership category:

- **Associate Member:** Approved by the Membership Committee.
- **Member:** Approved by the Membership Committee.
- **Fellow:** Recommended by the Membership Committee and approved by the Governing Council.
- **Patron:** Conferred by invitation and approved by the Governing Council.

#### 5.6 Admission and Onboarding

Successful applicants shall:

- Receive an official admission letter.
- Pay any outstanding fees (where applicable).
- Receive their membership certificate and membership number.
- Participate in the CPSG induction programme.
- Be added to the official membership database and communication platforms.

Applicants who are unsuccessful shall be formally notified of the outcome and may reapply upon meeting the applicable requirements.

### 6. Membership Assessment Matrix

The CPSG Membership Assessment Matrix provides a transparent and objective framework for evaluating membership applications. The Membership Committee shall assess each applicant based on merit, professional competence, governance experience, leadership, integrity, and demonstrated impact.

#### Stage 1: Eligibility Screening (Pass/Fail)

Before scoring, the Secretariat shall confirm that the applicant has:

- Submitted a completed application form.
- Met the minimum experience requirement for the category applied for.
- Submitted all required supporting documents.
- Paid the prescribed registration fee.
- Met the minimum eligibility requirements outlined in this Framework.

Only applications that satisfy the eligibility screening shall proceed to Stage 2.

#### Stage 2: Merit Assessment (100 Points)

| <b>Assessment Criteria</b>          | <b>Description</b>                                                                                                      | <b>Score</b> |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------|--------------|
| Professional Experience             | Relevance, years of experience, and career progression                                                                  | <b>20</b>    |
| Leadership Responsibility           | Scope of leadership, supervisory responsibility, and decision-making role                                               | <b>20</b>    |
| Governance Contribution             | Contribution to governance, policy, institutional reforms, compliance, or organizational improvement                    | <b>20</b>    |
| Professional Integrity & Reputation | Ethical conduct, professional standing, disciplinary record, and reputation                                             | <b>15</b>    |
| Evidence of Work & Achievements     | Quality of submitted portfolio, publications, reforms, projects, presentations, committee work, awards, or recognitions | <b>15</b>    |
| Referees & Recommendations          | Strength and credibility of references and recommendation letters                                                       | <b>10</b>    |
| <b>TOTAL</b>                        |                                                                                                                         | <b>100</b>   |

### **Assessment Outcome**

| <b>Score</b>    | <b>Recommendation</b>             |
|-----------------|-----------------------------------|
| <b>80–100</b>   | Recommended for Admission         |
| <b>70–79</b>    | Recommended with Committee Review |
| <b>Below 70</b> | Not Recommended                   |

### **Committee Discretion**

The Membership Committee may invite an applicant for clarification or interview where additional information is required before making a recommendation.

The Committee shall document the reasons for every admission or rejection to ensure transparency, consistency, and accountability.

For Fellowship applications, the Committee's recommendation shall be forwarded to the Governing Council for final approval.

### **Stage 3: Interview / Professional Vetting**

Where required, applicants may be invited to participate in a professional interview or vetting session conducted by the Membership Committee.

The purpose of the interview is to:

- Validate the information provided in the application.
- Assess the applicant's understanding of public sector governance and ethical leadership.
- Evaluate professional achievements, governance experience, and leadership capacity.

- Determine the applicant's alignment with CPSG's values, mission, and professional standards.

### **Interview Requirements**

- **Associate Member (ACPG):** Interview is optional and may be conducted where additional clarification is required.
- **Member (MCPG):** Interview may be conducted at the discretion of the Membership Committee.
- **Fellow (FCPG):** Interview or executive vetting is mandatory prior to recommendation for approval by the Governing Council.
- **Patron:** Not applicable. Appointment is by invitation of the Governing Council.

### **Stage 4: Committee Recommendation**

Following the assessment and interview (where applicable), the Membership Committee shall make one of the following recommendations:

- **Approve**
- **Approve with Conditions**
- **Defer Pending Additional Information**
- **Reject**

All recommendations shall be documented and supported by the applicant's assessment records.

### **Stage 5: Final Approval**

The approving authority shall be as follows:

| <b>Membership Category</b> | <b>Approving Authority</b>                                                          |
|----------------------------|-------------------------------------------------------------------------------------|
| Associate Member (ACPG)    | Membership Committee                                                                |
| Member (MCPG)              | Membership Committee                                                                |
| Fellow (FCPG)              | Governing Council /Advisory Board (upon recommendation of the Membership Committee) |
| Patron                     | Governing Council /Advisory Board (by invitation only)                              |

Successful applicants shall receive an official admission letter and proceed to onboarding. Applicants who are unsuccessful shall be notified in writing and may reapply after addressing the identified gaps.

## **7. Renewal of Membership**

CPSG membership is valid for **one (1) year** and is subject to annual renewal to ensure continued engagement, professional relevance, and compliance with the Centre's standards.

### **7.1 Renewal Requirements**

To renew membership, members shall:

- Pay the prescribed annual subscription fee.
- Maintain good professional and ethical standing.
- Continue to comply with the CPSG Code of Ethics and Professional Conduct.

- Update their professional and contact information, where applicable.

**Note:** Patron membership is honorary and is not subject to annual renewal.

## 7.2 Registration fee, Annual Subscription fee and Induction fee?

Annual subscription fees shall be approved by the Governing Council and may be reviewed periodically.

### 1. Registration (One-off Admission Fee)

| Category                | Registration Fee (NGN) | Annual Subscription fee                  | Induction Workshop and Ceremony fee      |
|-------------------------|------------------------|------------------------------------------|------------------------------------------|
| Associate Member (ACPG) | ₦150,000               | ₦50,000                                  | ₦150,000                                 |
| Member (MCPG)           | ₦250,000               | 100,000                                  | ₦200,000                                 |
| Fellow (FCPG)           | ₦600,000               | ₦150,000                                 | ₦350,000                                 |
| Patron                  | Nil (Invitation only)  | Honorary status, no financial obligation | Honorary status, no financial obligation |

- Admission fee: **one time upon approval**
- Subscription: **annual renewal cycle**
- Fellowship: may be structured as **Annual renewal or lifetime option (board approval)**

## 7.3 Renewal Timeline

- Renewal notices shall be issued **30 days** before membership expiry.
- Membership shall remain active upon successful renewal.
- A **30-day grace period** shall apply after the renewal due date.

## 7.4 Mode of Payment

Annual subscriptions may be paid through:

- CPSG online membership portal;
- Bank transfer to the designated CPSG account; or
- Institutional payment by an employer or sponsoring organization.

Proof of payment shall be submitted through the membership portal or other approved CPSG channels.

## 7.5 Lapse of Membership

Members who fail to renew within the grace period shall be classified as **Inactive Members** and may temporarily lose access to CPSG benefits, programs, and services until renewal requirements are fulfilled.

Prolonged non-renewal may result in suspension or termination of membership in accordance with this Framework.

## **8. Benefits of Membership**

Membership of CPSG provides access to a professional community committed to advancing excellence in public sector governance. Members benefit from opportunities for learning, networking, leadership development, and policy engagement, while contributing to the Centre's mission of strengthening governance and institutional performance.

### **8.1 General Benefits (Applicable to All Members)**

All members shall be entitled to:

- Recognition as a member of CPSG.
- Use of approved CPSG post-nominal designation (where applicable).
- Access to selected CPSG training programmes, seminars, conferences, and webinars.
- Continuous Professional Development (CPD) opportunities.
- Access to CPSG publications, research, and policy briefs.
- Networking opportunities with governance professionals and public sector leaders.
- Regular updates on governance trends, events, and opportunities.
- Eligibility to participate in CPSG programmes and initiatives.

### **8.2 Category-Specific Benefits**

#### ***Associate Member (ACPG)***

- Mentorship from senior members and Fellows.
- Priority access to governance capacity-building programmes.
- Eligibility to progress to Member status upon meeting prescribed requirements.
- Participation in emerging governance professionals' networks.

#### ***Member (MCPG)***

In addition to the General Benefits, Members shall enjoy:

- Eligibility to serve on selected CPSG committees and working groups.
- Opportunities to facilitate training sessions and contribute to policy dialogues.
- Priority participation in leadership programmes and governance forums.
- Eligibility for progression to Fellowship upon meeting the prescribed criteria.

#### ***Fellow (FCPG)***

In addition to the General Benefits, Fellows shall enjoy:

- Invitation to exclusive executive forums and strategic roundtables.
- Eligibility to serve on advisory panels and high-level committees.
- Opportunities to mentor Members and Associates.
- Priority consideration as speakers, moderators, and contributors at CPSG programmes.
- Recognition as distinguished leaders in public sector governance.

### *Patron (Honorary)*

Patrons shall enjoy:

- Honorary recognition by CPSG.
- Invitation to major CPSG events and strategic engagements.
- Opportunity to provide strategic counsel and institutional guidance.
- Recognition for outstanding contributions to governance and public service.

### **8.3 Progression Opportunities**

Membership provides a structured pathway for professional growth, enabling eligible members to progress from **Associate Member (ACPG)** to **Member (MCPG)** and subsequently to **Fellow (FCPG)**, subject to meeting the prescribed eligibility and assessment requirements.

## **9. Responsibilities of Members**

Membership of the Centre for Public Sector Governance (CPSG) is both a privilege and a professional commitment. Members are expected to uphold the values of the Centre and contribute to advancing excellence, integrity, and innovation in public sector governance.

### **9.1 General Responsibilities**

All members shall:

- Uphold the vision, mission, values, and objectives of CPSG.
- Comply with the CPSG Membership Framework, Code of Ethics, and all applicable policies.
- Maintain the highest standards of integrity, professionalism, and ethical conduct.
- Pay all applicable registration fees, annual subscriptions, and other approved dues promptly.
- Participate actively in CPSG programmes, Continuous Professional Development (CPD) activities, conferences, and other professional engagements.
- Promote good governance, accountability, transparency, and ethical leadership within their organisations and professional networks.
- Keep their personal and professional records with CPSG accurate and up to date.
- Protect the reputation, name, and intellectual property of CPSG.
- Refrain from any conduct that may bring CPSG into disrepute.

### **9.2 Category-Specific Responsibilities**

#### *Associate Member (ACPG)*

Associate Members shall:

- Demonstrate a commitment to continuous learning and professional development.
- Participate actively in CPSG training, mentorship, and networking programmes.
- Develop the competencies required for progression to Member status.
- Support CPSG initiatives and activities where appropriate.

#### *Member (MCPG)*

In addition to the general responsibilities, Members shall:

- Contribute to governance discussions, policy initiatives, and institutional improvement.
- Share professional knowledge and best practices through CPSG programmes and activities.
- Serve on CPSG committees, task teams, or working groups when appointed.
- Mentor Associate Members and support their professional growth.

#### *Fellow (FCPG)*

In addition to the general responsibilities, Fellows shall:

- Provide strategic leadership and thought leadership in public sector governance.
- Mentor Members and Associate Members.
- Contribute to CPSG research, publications, policy advocacy, and institutional development.
- Represent CPSG at national, regional, and international engagements when requested.
- Champion governance reforms and strengthen the visibility and influence of CPSG.

#### ***Patron***

Patrons shall:

- Serve as ambassadors and advocates of CPSG.
- Provide strategic guidance, counsel, and institutional support.
- Promote partnerships, resource mobilisation, and national visibility for the Centre.
- Uphold and advance the mission and reputation of CPSG.

### **9.3 Professional Conduct**

Every member shall conduct themselves in a manner that reflects the values of integrity, accountability, excellence, respect, and service. Failure to fulfil these responsibilities or comply with the CPSG Code of Ethics may result in disciplinary action in accordance with this Membership Framework.

## **12. Membership Onboarding**

The on-boarding process is designed to ensure that newly admitted members are effectively integrated into the CPSG community and are fully informed of their rights, responsibilities, and membership benefits.

### **12.1 Onboarding Activities**

Upon admission, every member shall:

- Receive an official admission letter and membership certificate.
- Be assigned a unique CPSG membership number.
- Receive the Code of Ethics, and other relevant documents.
- Be enrolled in the CPSG membership database and communication platforms.
- Participate in a membership induction or orientation programme.
- Be introduced to available programmes, benefits, committees, and engagement opportunities.

### **12.2 Onboarding Responsibility**

The CPSG Secretariat shall coordinate the on-boarding process and ensure that all new members complete the required on boarding activities within **30 days** of admission.

## **13. Membership Engagement**

CPSG shall promote active member participation through programmes and initiatives that encourage professional development, collaboration, networking, and thought leadership.

### **13.1 Engagement Activities**

The Secretariat shall facilitate regular member engagement through:

- Conferences, seminars, workshops, and webinars.
- Continuous Professional Development (CPD) programmes.
- Policy dialogues, governance roundtables, and leadership forums.
- Research projects, publications, and knowledge-sharing initiatives.
- Mentorship and coaching programmes.
- Networking events and member meet-ups.
- Committee and volunteer opportunities.
- Annual induction, awards, and recognition events.

### **13.2 Member Participation**

Members are encouraged to actively participate by:

- Attending CPSG programmes and events.
- Contributing to research, publications, and policy discussions.
- Serving on committees or task teams when appointed.
- Sharing professional expertise as speakers, facilitators, or mentors.
- Promoting CPSG's mission and activities within their organisations and professional networks.

### **13.3 Recognition and Awards**

To encourage active participation, CPSG may recognise members who demonstrate outstanding commitment and contributions through awards, certificates of recognition, leadership appointments, or other forms of commendation.

## **14. Membership Database Management**

The CPSG Secretariat shall maintain a secure, accurate, and up-to-date membership database to support the effective administration and management of the Membership Programme.

### **14.1 Database Management**

The Secretariat shall:

- Maintain a central electronic database of all members.
- Assign a unique membership number to each member.
- Record members' personal, professional, and membership information.
- Update membership records to reflect admissions, renewals, upgrades, deferments, suspensions, and terminations.
- Maintain records of payments, event participation, CPD activities, and committee appointments.

### **15.2 Data Protection and Confidentiality**

The Secretariat shall:

- Ensure the confidentiality and security of members' information.
- Restrict access to authorised personnel only.
- Protect member data from unauthorised access, alteration, or disclosure.
- Comply with applicable data protection laws and CPSG's data management policies.

### **15.3 Data Accuracy**

Members shall promptly notify the Secretariat of any changes to their contact details, employment, or professional status. The Secretariat shall conduct periodic reviews to ensure the accuracy and completeness of membership records.

### **15.4 Reporting**

The membership database shall serve as the official source for membership statistics and reports, including:

- Membership by category.
- Active and inactive members.
- Membership renewals and lapses.
- Membership growth and attrition.

- CPD participation and member engagement.
- Subscription and payment status.

The Secretariat shall prepare periodic membership reports for Management and the Governing Council.

## **18. Compliance**

All members, applicants, the Membership Committee, and the CPSG Secretariat shall comply with the provisions of this Membership Framework, the Standard Operating Procedure (SOP), the CPSG Code of Ethics and Professional Conduct, and all other applicable policies of the Centre.

### **18.1 Member Compliance**

Members shall:

- Comply with all membership requirements, policies, and procedures.
- Maintain the highest standards of integrity, professionalism, and ethical conduct.
- Provide accurate and truthful information during application and renewal.
- Notify the Secretariat of any material changes affecting their membership status.
- Pay all applicable registration and annual subscription fees.

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### **18.2 Secretariat Compliance**

The Secretariat shall:

- Administer the membership programme fairly, transparently, and consistently.
- Protect the confidentiality of members' information.
- Maintain accurate membership records.
- Ensure compliance with approved membership policies and procedures.

### **18.3 Non-Compliance**

Failure to comply with this Framework or any applicable CPSG policy may result in corrective or disciplinary action, including suspension, deferment, or termination of membership, in accordance with the provisions of this Framework.

### **18.4 Policy Review**

This Membership Framework and SOP shall be reviewed periodically by the Membership Committee and approved by the Governing Council to ensure continued relevance, effectiveness, and alignment with CPSG's strategic objectives.

## **19. Emergency Procedures**

CPSG shall take appropriate measures to ensure the continuity of membership services during emergencies or unforeseen disruptions, including system failures, natural disasters, public health emergencies, or other events that may affect normal operations.

### **19.1 Business Continuity**

During an emergency, the Secretariat shall:

- Maintain access to essential membership records through secure backup systems.

- Continue critical membership services through approved virtual or alternative platforms where practicable.
- Communicate promptly with members regarding any disruption to membership services.
- Implement temporary administrative measures, where necessary, to minimise the impact on members.

### **19.2 Recovery**

Following the restoration of normal operations, the Secretariat shall:

- Resume all membership services as soon as practicable.
- Update affected records and transactions.
- Notify members of the resumption of normal operations.
- Review the incident and implement improvements to strengthen future preparedness.

## **20. Complaints Management**

CPSG is committed to ensuring that all membership-related complaints are handled fairly, promptly, and confidentially.

### **20.1 Scope**

This procedure applies to complaints relating to:

- Membership applications and admissions.
- Membership renewals and upgrades.
- Member conduct and professional behaviour.
- Membership services and Secretariat operations.
- Any other membership-related matter.

### **20.2 Submission of Complaints**

Complaints shall be submitted in writing to the CPSG Secretariat through the prescribed channels and should include sufficient details and supporting evidence to facilitate investigation.

### **20.3 Complaint Handling Process**

Upon receipt of a complaint, the Secretariat shall:

- Acknowledge receipt within **five (5) working days**.
- Review and investigate the complaint objectively.
- Where necessary, seek clarification from the parties involved.
- Present findings and recommendations to the Membership Committee where the matter requires Committee consideration.
- Communicate the outcome to the complainant within **twenty-one (21) working days**, where practicable.

### **20.4 Resolution**

Complaints may be resolved through:

- Clarification or explanation.
- Administrative correction.
- Mediation or reconciliation.
- Recommendation for disciplinary action, where appropriate.

- Referral to the Governing Council for matters requiring higher approval.

## **20.5 Confidentiality**

All complaints shall be handled with fairness, impartiality, and confidentiality. Information relating to complaints shall only be disclosed to persons directly involved in the investigation and resolution process.

## **21. Deferment of Membership**

A member may apply for a temporary deferment of membership where circumstances prevent active participation in CPSG activities. Deferment does not terminate membership but temporarily suspends certain membership rights and obligations.

### **21.1 Grounds for Deferment**

Membership may be deferred on any of the following grounds:

- Medical or health reasons.
- Study leave or professional development.
- International assignment or relocation.
- Extended leave of absence.
- Other exceptional circumstances approved by the Membership Committee.

### **21.2 Application for Deferment**

A member seeking deferment shall:

- Submit a written request to the CPSG Secretariat stating the reason for the deferment.
- Provide supporting documentation where applicable.
- Specify the proposed duration of the deferment.

### **21.3 Approval**

The Membership Committee shall review all requests and may approve a deferment for a period not exceeding **twelve (12) months**, subject to renewal where justified.

### **21.4 Effect of Deferment**

During the period of deferment:

- Membership status shall be classified as **Deferred**.
- Voting rights, committee appointments, and access to certain member privileges may be suspended.
- Annual subscription obligations shall be determined by the Membership Committee based on the circumstances of the deferment.
- The deferment period shall not automatically count towards eligibility for progression to a higher membership category.

### **21.5 Reactivation**

At the end of the approved deferment period, the member shall notify the Secretariat of their intention to resume active membership and fulfil any outstanding membership requirements before reactivation.

## **22. Termination of Membership**

CPSG reserves the right to suspend or terminate the membership of any member whose conduct is inconsistent with the Centre's values, policies, or professional standards.

### **22.1 Grounds for Termination**

Membership may be terminated on any of the following grounds:

- Resignation by the member.
- Failure to renew membership or pay prescribed subscription fees after the applicable grace period.
- Submission of false or misleading information during the application or renewal process.
- Conviction for fraud, corruption, or any offence involving dishonesty or moral misconduct.
- Serious breach of the CPSG Code of Ethics, Professional Conduct, or this Membership Framework.
- Conduct that brings CPSG into disrepute or is detrimental to its reputation and objectives.

### **22.2 Termination Process**

Before terminating a membership, CPSG shall:

- Notify the member in writing of the grounds for the proposed action.
- Provide the member with an opportunity to respond within **14 working days**.
- Review the matter through the Membership Committee.
- Make a recommendation to the appropriate approving authority.
- Communicate the final decision to the member in writing.

### **22.3 Effect of Termination**

Upon termination:

- The individual's name shall be removed from the CPSG Membership Register.
- All membership rights, privileges, and use of CPSG membership designations shall cease immediately.
- Membership certificates and official identification issued by CPSG shall be returned where applicable.
- Outstanding financial obligations to CPSG shall remain payable.

### **22.4 Reinstatement**

A former member whose membership has lapsed or been terminated for reasons other than misconduct may apply for reinstatement, subject to:

- Payment of any outstanding fees (where applicable).
- Meeting the prevailing membership requirements.
- Approval by the Membership Committee.

Where membership was terminated for misconduct, reinstatement shall only be considered under exceptional circumstances and with the approval of the Governing Council.

## 24. Membership Progression Framework

CPSG provides a structured pathway for members to progress through its membership categories based on professional growth, leadership, governance contributions, integrity, and active participation in the Centre's activities. Progression is **not automatic** and is subject to assessment and approval by the Membership Committee.

### 24.1 Progression from Associate Member (ACPG) to Member (MCPG)

An Associate Member may apply for progression to Member upon satisfying the following requirements:

- A minimum of **three (3) years** as an active Associate Member.
- Continued good professional and ethical standing.
- Demonstrated career progression and increased leadership responsibility.
- Evidence of contributions to governance, policy, institutional performance, or organisational development.
- Active participation in CPSG programmes, training, CPD activities, or committees.
- Recommendation by one CPSG Member or Fellow (or equivalent senior professional).
- Approval by the Membership Committee.

### 24.2 Progression from Member (MCPG) to Fellow (FCPG)

A Member may apply for Fellowship upon satisfying the following requirements:

- A minimum of **five (5) years** as an active Member (or exceptional consideration where significant national or institutional impact can be demonstrated).
- Outstanding professional integrity and reputation.
- Demonstrated executive leadership and measurable contributions to public sector governance, institutional reform, or policy development.
- Evidence of thought leadership through publications, research, speaking engagements, mentoring, board service, or other professional contributions.
- Active participation and contribution to CPSG initiatives.
- Two recommendation letters from distinguished professionals or CPSG Fellows.
- Successful assessment, interview, and recommendation by the Membership Committee.
- Final approval by the Governing Council.

### 24.3 Assessment for Progression

Applications for progression shall be assessed using the CPSG Membership Assessment Matrix and may include a review of the applicant's:

- Professional achievements and leadership experience.
- Governance impact and institutional contributions.
- Participation in CPSG programmes and activities.
- Commitment to ethical standards and professional development.
- Referees, recommendations, and supporting evidence.

#### **24.4 Exceptional Progression**

The Membership Committee may recommend exceptional progression for individuals who have made outstanding contributions to public sector governance or demonstrated exceptional leadership and impact, subject to the approval of the Governing Council.

### **25. Appeals Process**

CPSG is committed to ensuring fairness, transparency, and due process in all membership decisions. Any applicant or member who is dissatisfied with a decision relating to admission, progression, deferment, suspension, or termination of membership may submit an appeal.

#### **25.1 Grounds for Appeal**

Appeals may be submitted where the applicant or member believes that:

- The Membership Framework or SOP was not properly applied.
- Relevant information or supporting evidence was not adequately considered.
- There were procedural errors in the assessment or decision-making process.
- New information has become available that may materially affect the decision.

#### **25.2 Submission of Appeal**

An appeal shall:

- Be submitted in writing to the CPSG Secretariat within **30 days** of receiving the decision.
- Clearly state the grounds for the appeal.
- Include any additional supporting documents or evidence.

#### **25.3 Review Process**

Upon receipt of an appeal, the Secretariat shall:

- Acknowledge receipt within **five (5) working days**.
- Refer the appeal to the Membership Committee for review.
- Where necessary, obtain additional information or invite the appellant for clarification.
- Make a recommendation to the Governing Council where the appeal relates to Fellowship or termination of membership.

#### **25.4 Outcome**

The outcome of the appeal shall be communicated to the appellant in writing within **thirty (30) working days**, where practicable.

The decision of the Governing Council shall be **final**.

#### **25.5 Fairness and Confidentiality**

All appeals shall be considered impartially, objectively, and confidentially. Any person with a conflict of interest shall recuse themselves from the review and decision-making process.



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