



**GUIDELINES ON THE MANAGEMENT OF MEMBERSHIP ARREARS AND FINANCIAL  
OBLIGATIONS FOR BRANCHES OF THE CPA AFRICA REGION**

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**MARCH, 2026**

## **1.0. PREAMBLE AND LEGAL BASIS**

- 1.1. These Guidelines are issued by the Regional Secretariat as a continuing administrative framework for the management of membership arrears and financial obligations within the CPA Africa Region.
- 1.2. They are informed by and give effect to, the resolution adopted by the General Meeting at the 54<sup>th</sup> Annual Regional Conference held in Banjul, The Gambia, on 15<sup>th</sup> August 2025, which instructed the Secretariat, in collaboration with the Treasurer, to develop a framework for managing Branches in arrears. The resolution granted a one-year grace period to Branches with outstanding subscription fees exceeding the constitutionally prescribed limit, allowing them to settle their arrears before facing suspension.
- 1.3. These Guidelines derive their legal authority from, and must be read in conjunction with, the following provisions of the Constitution of the CPA Africa Region (hereinafter "the Constitution"):
  - Article 9(1)(a): Empowers the Executive Committee to suspend the rights of membership of a Branch that is more than twenty-four (24) months in arrears.
  - Article 54(3): Mandates that each member country is liable to pay its prescribed membership fee by 31<sup>st</sup> January of each year.
  - Article 12(1)(c): Provides for the termination of membership where a Branch fails to adhere to the aims and objectives of the Association, which includes fulfilling financial obligations.
- 1.4. The purpose of these Guidelines is to establish a permanent, transparent, equitable, and predictable process for Branches to manage their financial obligations to the Region, to address arrears when they arise, and to safeguard the long-term financial health and integrity of the CPA Africa Region. They are intended to serve as a standing reference for the Secretariat, the Executive Committee, and all member Branches, applicable to current and future financial circumstances.

## **2.0. OBJECTIVES**

The objectives of these Guidelines are to:

- 2.1. Clarify the status of Branches with outstanding arrears at any stage of delinquency, particularly those exceeding twenty-four (24) months.

- 2.2. Establish the terms, conditions, and application of grace periods or leniency when granted by the General Meeting.
- 2.3. Provide a standing framework for Branches to propose and agree upon structured payment plans to regularize their financial status.
- 2.4. Clearly define the rights a Branch retains and those it forfeits while in arrears.
- 2.5. Outline the automatic and mandatory process for suspension should a Branch fail to comply with its financial obligations or the terms of any agreed leniency.
- 2.6. Define the ongoing obligations of a Branch even after its rights are suspended.
- 2.7. Ensure consistent application of financial rules across all Branches, regardless of when arrears may arise.

### **3.0. DEFINITIONS AND INTERPRETATION**

In these Guidelines, unless the context otherwise requires:

"Branch" means a National Branch or Sub-National Branch as categorised under Article 7 of the Constitution.

"Arrears" means any unpaid prescribed annual membership fee or other financial obligation due to the Region for a period exceeding twelve (12) months from the due date of 31st January.

"Constitutionally Delinquent Branch" means a Branch whose arrears exceed twenty-four (24) months. As per Article 9(1)(a), the rights of such a Branch are liable for suspension.

"Effective Date" means the date of adoption of these Guidelines by the Executive Committee, from which they shall remain in force continuously.

"Grace Period" or "Leniency Period" means a defined period granted by a resolution of the General Meeting during which Constitutionally Delinquent Branches may clear their arrears to avoid automatic suspension. The terms of any such period shall be specified in the enabling resolution.

"Payment Plan" means a written, legally binding agreement between a Branch and the Regional Secretariat, endorsed by the Treasurer, outlining a schedule for the settlement of arrears.

"Continuing Application" means that these Guidelines shall remain in force indefinitely, applying to all Branches whenever they fall into arrears, unless specifically amended or revoked by the General Meeting or Executive Committee in accordance with the Constitution.

#### **4.0. IDENTIFICATION AND NOTIFICATION OF BRANCHES IN ARREARS**

- 4.1. The Regional Secretariat shall, on an ongoing basis, maintain a comprehensive and up-to-date schedule of all Branches with outstanding financial obligations.
- 4.2. This schedule shall be updated at least quarterly and shall clearly distinguish between:
  - Branches with arrears of less than 12 months.
  - Branches with arrears of 12-24 months.
  - Constitutionally Delinquent Branches with arrears exceeding 24 months.
- 4.3. The Regional Secretary shall issue a formal Notice of Arrears to any Branch that reaches the twelve-month threshold. A further notice shall be issued to any Branch that becomes Constitutionally Delinquent. Each notice shall:
  - State the exact amount of the outstanding arrears.
  - Reference the relevant provisions of the Constitution and these Guidelines.
  - Attach a copy of these Guidelines.
  - Where applicable, invite the Branch to enter into negotiations for a Payment Plan.
- 4.4. This identification and notification process shall be a standing function of the Secretariat, applied consistently to all Branches whenever arrears arise.

#### **5.0. RIGHTS AND OBLIGATIONS OF BRANCHES IN ARREARS**

- 5.1. A Branch with arrears remains a member of the Region but its rights are qualified according to the duration and extent of its delinquency.
- 5.2. The following principles shall apply continuously
  - 5.2.1. **Rights Retained by All Branches in Arrears -**

- The right to communicate with the Secretariat.
- The right to participate in negotiations for a Payment Plan.
- The right to seek a review of its financial situation with the Treasurer.

**5.2.2. Rights Restricted for Branches in Arrears (consistent with Article 9(2) of the Constitution):**

- A Branch with arrears exceeding twelve (12) months shall not be entitled to bring observers to any regional conferences or seminars.
- A Branch with arrears exceeding twenty-four (24) months (a Constitutionally Delinquent Branch) shall, in addition have its eligibility to host any regional conference or seminar suspended until all arrears are cleared.
- The voting rights of a Constitutionally Delinquent Branch at the General Meeting may be subject to review by the Executive Committee based on the status of its arrears or any agreed Payment Plan.
- These restrictions shall apply automatically and continuously, without the need for a fresh resolution each time a Branch falls into arrears.

**6.0. GRACE PERIODS AND LENIENCY**

- 6.1. From time to time, the General Meeting may, by resolution, grant a grace period or leniency to Branches in arrears. Such resolutions are extraordinary measures and do not diminish the ongoing obligation to pay annual subscriptions by the due date.
- 6.2. When a grace period is granted, its terms, duration and conditions shall be clearly specified in the enabling resolution. These terms shall be binding on all Branches wishing to benefit from the leniency.
- 6.3. The framework set out in Sections 7.0 and 8.0 of these Guidelines (regarding Payment Plans and Suspension) shall apply to any grace period, with adaptations as specified in the enabling resolution.
- 6.4. Upon the expiry of any grace period, the provisions of these Guidelines shall continue to apply in full force to any Branches that have not regularized their status.

## **7.0. PAYMENT PLANS: PROPOSAL, APPROVAL AND MANAGEMENT**

7.1. Any Branch in arrears may, at any time, propose a Payment Plan to the Regional Secretariat. This facility is available continuously, not only during formally declared grace periods.

### **7.2. Content of a Payment Plan Proposal**

The proposal must be on the official letterhead of the Branch and include:

- Acknowledgment of the total debt figure as provided by the Secretariat.
- A proposed schedule of instalments, with clear dates and amounts.
- A commitment from the Branch to meet its current annual subscription fees as they fall due, in addition to the arrear's payments.
- Contact details of the Branch's designated officer for this matter.

### **7.3. Approval Process**

- The Regional Secretariat shall review the proposal for feasibility and consistency with these Guidelines.
- The proposal shall be submitted to the Treasurer for endorsement.
- The final Payment Plan shall be a formal agreement signed by the Branch's designated officer and the Regional Secretary.
- A copy of the signed agreement shall be filed at the Regional Secretariat and reported to the Executive Committee.

### **7.4. Default on a Payment Plan**

If a Branch fails to honour an approved Payment Plan without just cause or prior renegotiation, the protection offered by the Plan shall lapse, and the Regional Secretary shall immediately initiate the suspension process outlined in Section 8.0.

7.5. All approved Payment Plans shall be monitored by the Secretariat on a continuing basis until full settlement is achieved.

## **8.0. SUSPENSION OF MEMBERSHIP RIGHTS**

### **8.1. Trigger for Suspension**

A Constitutionally Delinquent Branch shall face suspension of its membership rights if –

- a) It fails to respond to a Notice of Arrears or engage with the Secretariat regarding its financial obligations; or
- b) Having entered into a Payment Plan, it fails to adhere to its terms; or
- c) It fails to clear all arrears by the end of any applicable grace period granted by the General Meeting; or
- d) It is otherwise in persistent breach of its financial obligations under the Constitution.

### **8.2. Process of Suspension**

- The Regional Secretary shall issue a formal "Notice of Impending Suspension" to the Branch, giving it a final fifteen (15) working days to show cause why suspension should not proceed.
- If no adequate response is received, or if the response does not provide a satisfactory path to resolution, the Regional Secretary, in consultation with the Chairperson and Treasurer, shall confirm the suspension in line with Article 9(1)(a) of the Constitution.
- The Regional Secretary shall give notice in writing of the suspension to the Branch, as required by Article 10 of the Constitution. This notice will state the effective date of the suspension.
- The Regional Secretary shall inform all Branches of the CPA Africa Region of the suspension.

8.3. This suspension process shall be a continuing mechanism, available to the Secretariat whenever the conditions in Section 8.1 are met.

## **9.0. OBLIGATIONS OF A BRANCH UNDER SUSPENSION**

9.1. Suspension is distinct from termination. A suspended Branch remains a member of the Region but is deprived of its rights and privileges for the duration of the suspension.

- 9.2. A Branch whose rights have been suspended remains legally obligated to:
- Pay all arrears that accrued prior to the suspension.
  - Pay any arrears that continue to accrue during the suspension (as annual subscriptions fall due).
  - Maintain its legislature's qualification for membership under Article 7(2) of the Constitution.
  - Refrain from representing itself as an active member with full benefits.
- 9.3. Reinstatement can only occur upon:
- Payment of all outstanding arrears in full; and
  - A decision by the Executive Committee to rescind the suspension, as provided for in Article 9(1)(b) of the Constitution.
- 9.4. These obligations continue indefinitely until the arrears are cleared and reinstatement is effected.

#### **10.0. REPORTING AND OVERSIGHT**

- 10.1. The Regional Secretariat shall maintain a central register of all arrears, Payment Plans, and suspension actions. This register shall be a living document, updated continuously.
- 10.2. The Regional Secretary shall provide a status report on the implementation of these Guidelines to the Coordinating Committee and the Executive Committee at each of their meetings, whether regular or special.
- 10.3. A summary report on the financial status of Branches shall be presented to the General Meeting at each Annual Regional Conference.
- 10.4. The Executive Committee may, from time to time, issue directives to the Secretariat for the enhanced implementation of these Guidelines.

#### **11.0. CONTINUING APPLICATION AND REVIEW**

- 11.1. These Guidelines shall have continuing application. They shall remain in force indefinitely from the date of their adoption by the Executive

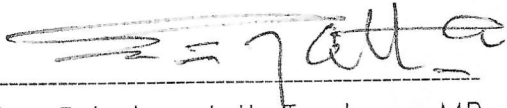
Committee, unless and until they are amended or revoked by the General Meeting or the Executive Committee acting within its powers.

- 11.2. The Executive Committee may, at its discretion, review these Guidelines periodically to ensure their continued relevance and effectiveness. Any amendments shall be documented and communicated to all Branches.
- 11.3. In the event of any conflict between these Guidelines and a specific resolution of the General Meeting, the resolution of the General Meeting shall prevail for the duration of its application. Upon expiry of such resolution, these Guidelines shall continue to apply in full force.

## **12.0. ENTRY INTO FORCE AND ADOPTION**

- 12.1. These Guidelines shall take effect from the date of their adoption by the Executive Committee.
- 12.2. These Guidelines were presented to the Executive Committee of the CPA Africa Region at its meeting held on 5th March, 2026 at Swakopmund Hotel and Entertainment Centre Hotel, Swakopmund, Namibia.
- 12.3. The Executive Committee, having reviewed the Guidelines and noted their consistency with the Constitution of the CPA Africa Region and the resolution of the 54<sup>th</sup> Annual General Meeting, hereby adopts and approves these Guidelines as the official and continuing framework for managing membership arrears and financial obligations.
- 12.4. The Executive Committee directs the Regional Secretariat to -
  - a) Issue these adopted Guidelines to all Branches without delay;
  - b) Commence the process of identifying and notifying Branches in arrears as stipulated herein, and to continue this process on an ongoing basis;
  - c) Report regularly to the Committee on the progress of implementation and on the financial status of Branches.
- 12.5. This adoption supersedes any previous informal practices regarding the management of arrears and establishes these Guidelines as the binding and continuing administrative instrument on this subject.

**ADOPTED** by the Executive Committee of the CPA Africa Region this 5<sup>th</sup> day of March, 2026.



Rt. Hon. Fabakary Jatta Fombong, MP.  
**CHAIRPERSON, EXECUTIVE COMMITTEE**  
CPA Africa Region

**ISSUED** by the Regional Secretariat, this 18<sup>th</sup> day of March, 2026.



Baraka I. Leonard  
**REGIONAL SECRETARY**  
CPA Africa Region