



TERMS OF REFERENCE

Deputy Director-General, Operations & Corporate Services

SUDAN POLICY ADVISORY GROUP

1. Position Information

POSITION TITLE	Deputy Director-General
ORGANISATION	Sudan Policy Advisory Group (SPAG), an independent association governed by the French Law of 1 July 1901
OFFICE	Office of Operations & Corporate Services (OOCs)
LOCATION	Remote and hybrid working as authorised
REPORTS TO	Director-General
ENGAGEMENT	Volunteer service, part-time and unremunerated
TIME COMMITMENT	Indicatively 8 to 10 hours per week, flexibly scheduled, with additional availability around meetings of the Executive Bureau and the General Assembly
TERM	Two years from appointment, renewable on the basis of performance and institutional need

2. Organisational Context

SPAG is an independent, non-partisan association established under the French Law of 1 July 1901. Its mandate covers strategic planning, public policy research, governance advisory, institutional capacity development, analysis, stakeholder dialogue, innovation and sustainable development.

The **Office of Operations & Corporate Services** is a permanent non-statutory organisational unit and SPAG's principal enabling and corporate-services pillar. It forms part of the executive-management structure and reports to the Director-General. Several operational functions are established as permanent subordinate units of OOCs, including the Human Resources Division, principal management, legal, communications, people and culture, and security functions under the DDG–OCS.

3. Purpose of the Role

The Deputy Director-General, Operations & Corporate Services (DDG–OCS) provides strategic and executive leadership for SPAG's institutional operations, corporate services and enabling functions.

The DDG–OCS heads the Office of Operations & Corporate Services and is accountable to the Director-General for ensuring that SPAG has the people, systems, controls, services and institutional infrastructure required to deliver its mandate effectively.

The role provides organisation-wide leadership for operational excellence, people management, corporate administration, legal and compliance support, communications, security, digital systems, procurement, records and internal business processes. It ensures that these functions operate coherently, efficiently and in accordance with SPAG's governance framework, policies and approved delegations.

4. Authority and Limits of Delegation

The DDG–OCS exercises only the authority expressly assigned through the Statutes, Executive Bureau decisions, the Delegation of Authority Framework, approved policies and valid written delegations.

5. Duties and Responsibilities

- Lead OOCs team and ensure effective coordination and smooth delivery across its divisions, functions and corporate-service leads (Management, legal, communications, people, safety and security).
- Translate institutional priorities into corporate-service plans, standards, workstreams and measurable results.
- Advise the Director-General on organisational capacity, operational performance, corporate risks and institutional requirements.
- Provide executive oversight of the Human Resources Division managed by the Chief People & Culture Officer, including workforce planning, recruitment, onboarding, performance management, learning and development, engagement administration and offboarding.
- Promote a professional, inclusive, accountable and development-oriented organisational culture and ensure realistic workforce planning for a largely distributed and volunteer-supported institution.
- Oversee corporate administration, operational planning, internal service delivery, logistics, facilities where applicable and organisational support arrangements.
- Drive process improvement, workflow simplification and proportionate use of digital tools to strengthen institutional performance.
- Support implementation of SPAG’s policy framework, internal controls, due-diligence requirements and Delegation of Authority.
- Support preparation and implementation of institutional budgets, forecasts and corporate resource plans in coordination with the Director-General, Treasurer and relevant finance functions.
- Promote appropriate segregation of duties, stewardship of assets and timely operational records capable of supporting audit and donor review.
- Maintain oversight of operational, people, legal, digital, security and corporate-service risks and ensure responsible owners and mitigation actions are identified.
- Perform such other corporate-services functions as the Director-General or Executive Bureau may assign within the approved governance framework and agreed time commitment.

6. Key Deliverables

Deliverable	Timing
OOCs annual work plan and service priorities	Within 60 days, then annually
Corporate-services performance dashboard	Quarterly
Workforce and establishment overview	Annually, reviewed quarterly
Corporate risk and compliance update	Quarterly
Digital, security and business-continuity review	At least annually
Business-process and systems improvement plan	Within 90 days, maintained continuously

Deliverable	Timing
Management update to the Director-General	Monthly
OOCs annual performance report	Annually

7. Integrity, Conduct and Safeguarding

The DDG–OCS is bound by, and is expected to model, SPAG’s policy framework, including the Code of Conduct, Conflict of Interest, Financial Management & Internal Controls, Anti-Fraud, Safeguarding and PSEAH, Whistleblowing and Complaints, Data Protection and Privacy, Records Management and applicable people, procurement and due-diligence policies.

8. Competencies



9. Learning, Development and Professional Benefits

SPAG seeks to ensure that service with the Association contributes to the professional growth and development of its personnel and volunteers. Subject to role requirements, performance, availability and institutional resources, the incumbent may benefit from:



10. Qualifications and Experience

10.1 Education

- An advanced university degree in business administration, public administration, management, human resources, finance, law, information systems, organisational development or a related field.
- A first-level university degree combined with additional relevant professional experience may be accepted in lieu of an advanced degree.

10.2 Experience

- A minimum of seven years of progressively responsible professional experience in operations, corporate services, organisational management, human resources, administration, compliance or a related field, including substantial responsibility at management level.
- Demonstrated experience coordinating multidisciplinary corporate-service portfolios and geographically distributed teams or functions.
- Proven experience in organisational systems, workforce management, internal controls, procurement, digital operations, risk or service-delivery improvement.
- Experience working with nonprofit, research, international-development, public-sector or civil-society organisations is desirable.
- Experience relating to Sudan, the Horn of Africa, fragile contexts or institutional transition is an asset.

10.3 Languages

Fluency in English or Arabic is required, and a working knowledge of the other is highly desirable. Knowledge of French is an asset given the Association's legal seat in France.