



TERMS OF REFERENCE

Programme Analyst

SUDAN POLICY ADVISORY GROUP

1. Position Information

POSITION TITLE	Programme Analyst
ORGANISATION	Sudan Policy Advisory Group (SPAG), an independent association governed by the French Law of 1 July 1901
OFFICE	Office of the President
LOCATION	Remote and hybrid working as authorised
REPORTS TO	Chief of Staff
ENGAGEMENT	Volunteer service, part-time and unremunerated
TIME COMMITMENT	As set out in the letter of appointment, indicatively 6-8 hours per week
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 the President provides strategic coordination, briefing, agenda management, engagement and follow-up support to the President. The Programme Analyst supports the Chief of Staff in organising the President's priorities and in developing early-stage programme and initiative concepts.

The Programme Analyst role works across SPAG functions to gather inputs and prepare concise planning and decision-support products. It does not own programme implementation or bypass the Director-General and accountable operational units; approved concepts are transferred to the competent function for further design and delivery unless otherwise assigned.

3. Purpose of the Role

The Programme Analyst supports the Chief of Staff in translating presidential priorities and emerging ideas into structured, decision-ready concepts. The role combines light research, agenda and programme planning, concept development, concise briefing and follow-up. It helps clarify the rationale, objectives, expected results, stakeholders, options, risks and next steps of proposed initiatives so that they can be considered, refined or referred for further development.

4. Authority and Limits of Delegation

The Programme Analyst has no independent approval, financial, recruitment, contracting or representation authority. The role may coordinate inputs and prepare draft concepts and briefs, but may not commit SPAG, state institutional positions or initiate implementation without clearance by the Chief of Staff and competent authority.

5. Duties and Responsibilities

The Programme Analyst shall support the Chief of Staff through the following functions:

- Maintain the President’s rolling agenda of priorities, initiatives and programme-related commitments under the direction of the Chief of Staff.
- Conduct focused research and prepare concise concept notes, issue briefs, options papers and decision-support materials.
- Help shape emerging initiatives by clarifying the problem, objective, intended results, stakeholders, resource implications, risks and next steps.
- Coordinate inputs from relevant SPAG functions, through the Chief of Staff, to strengthen the quality and feasibility of concepts and briefs.
- Prepare agendas, meeting briefs, decision points and follow-up notes for selected presidential and internal planning discussions.
- Maintain concept, decision and follow-up trackers; flag delays, dependencies and matters requiring escalation; and prepare concise status updates.
- Support handover of approved concepts to the Director-General or responsible organisational function for further design and delivery.

6. Key Deliverables

The following are the standing outputs by which the role is evidenced.

Deliverable	Timing
President’s Office agenda and initiative pipeline	Maintained continuously; reviewed weekly
Concept, briefing and decision-support notes	As required / ahead of relevant decisions
Meeting actions and follow-up tracker	Updated within two working days
Status snapshot of selected presidential priorities	Monthly, or as requested
Quarterly portfolio brief	Quarterly

7. Integrity, Conduct and Safeguarding

The Programme Analyst is bound by SPAG’s policy framework, including the Code of Conduct, Conflict of Interest, Anti-Fraud and Corruption, Data Protection and Privacy, Safeguarding and PSEAH, Records Management, and applicable confidentiality requirements. In particular:

- Research and briefing are prepared objectively, with material facts and uncertainties identified clearly.
- Draft concepts and options are clearly distinguished from approved SPAG decisions or positions.
- Conflicts of interest are disclosed promptly and managed under SPAG policy.
- Confidential, pre-decisional and sensitive information is protected during and after the appointment.
- No external commitment or representation is made unless specifically authorised.

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:

 Access to SPAG Masterclass Series	 Executive briefings and specialised training	 Leadership, policy, management, research and technical learning programmes	 360-degree feedback and development review	 Career planning and professional development
 Mentoring and guidance	 High-impact opportunities	 Professional networks	 Recognition of service	 Future opportunities

10. Qualifications and Experience

10.1 Education

An advanced university degree in public policy, development studies, international relations, management or a related field. A first-level university degree combined with additional relevant experience may be accepted.

10.2 Experience

- A minimum of two years of relevant experience in programme or project support, strategic planning, policy research, concept development or executive support.
- Demonstrated ability to structure ideas, conduct focused research and produce concise, decision-oriented written products.
- Experience coordinating inputs across teams and tracking actions, initiatives or projects.
- Experience in public policy, international development, research, civil society or Sudan-related work is an asset.

10.3 Languages

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