



TERMS OF REFERENCE

Director-General

SUDAN POLICY ADVISORY GROUP

1. Position particulars

POSITION TITLE	Director-General (DG)
ORGANISATION	Sudan Policy Advisory Group (SPAG), an independent association governed by the French Law of 1 July 1901
LOCATION	Remote and hybrid working as authorised
REPORTS TO	The Executive Bureau, through the President
SUPERVISES	Deputy Directors-General and the senior management functions designated by the Executive Bureau
ENGAGEMENT	Volunteer service, part-time and unremunerated
TIME COMMITMENT	Indicatively 8 to 10 hours per week, flexibly scheduled
TERM	Two years from appointment, renewable on the basis of performance and institutional need
AUTHORITY	Exercised under written delegation from the Executive Bureau. Statutory representation of the Association remains with the President under the Statutes

2. Purpose of the position

The Director-General is SPAG's principal executive officer. The role exists to convert the decisions of the General Assembly and the Executive Bureau into planned, resourced and delivered work, so that the Association's governance bodies can concentrate on direction, oversight and assurance rather than on day-to-day administration.

The Director-General is the single point of executive accountability for whether SPAG's approved priorities are delivered: to standard, on schedule, within budget, and in a manner consistent with the Association's values, statutes and policies. Where delivery is at risk, the Director-General is expected to say so early, propose remedies, and escalate matters that exceed delegated authority.

3. 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 Association is governed by its General Assembly and administered by its Executive Bureau, supported by a professional executive structure comprising Deputy Directors-General, thematic working groups and specialised committees. Much of SPAG's work concerns fragile, transitional and politically contested settings, and engages Sudanese, regional and international counterparts. The Association therefore places a high premium on evidence, impartiality, confidentiality, and a do-no-harm approach in everything it produces and every relationship it forms.

4. Authority and limits of delegation

The Director-General exercises only the authority expressly delegated by the Executive Bureau, and only within approved policies, plans and budgets. The following limits apply and are integral to the role.

5. Duties and responsibilities

Under the overall authority of the Executive Bureau and the supervision of the President, the Director-General shall:

5.1 Strategy and implementation

- Translate the approved strategy and the decisions of the General Assembly and Executive Bureau into an annual work plan setting out objectives, milestones, owners, budgets, assumptions and risks, and submit it for approval.
- Drive delivery of the plan, adjusting sequencing and resources within delegated authority, and escalate promptly where an objective becomes unachievable rather than allowing slippage to accumulate unreported.
- Chair the Management Subcommittee, set its agenda, ensure its decisions are recorded and acted upon, and secure coherence across portfolios so that working groups reinforce rather than duplicate one another.

5.2 Institutional and people management

- Direct the management of the Association within approved policies, budgets and delegated authority, and coordinate the work of the Deputy Directors-General and the senior management team.
- Recommend the organisational structure, role descriptions and delegations to the Executive Bureau, and maintain a current organigramme and delegation register.
- Agree objectives with each direct report, review performance at least twice a year, recognise good work, and address underperformance fairly and promptly.
- Sustain a largely volunteer workforce: recruit, induct, retain and recognise contributors; keep workloads realistic; and ensure institutional knowledge is documented rather than held in individual memory.

5.3 Programmes, research and quality

- Oversee the design, quality assurance, delivery and evaluation of programmes, research, policy products and institutional initiatives.
- Ensure that outputs meet SPAG's methodological and ethical standards, rest on verifiable evidence, are properly sourced, and are reviewed before publication or external circulation.
- Establish monitoring, evaluation and learning arrangements proportionate to SPAG's size, and ensure findings inform the next planning cycle rather than being filed and forgotten.

5.4 Resources, finance and administration

- Prepare the annual budget and periodic forecasts jointly with the Secretary-General-Treasurer for approval by the Executive Bureau, manage within the approved envelope, and report material variances as they emerge.
- Maintain internal controls, procurement discipline, asset records and supporting documentation sufficient to withstand audit and donor scrutiny.
- Oversee administrative, digital, information-management and technology arrangements, including records retention, business continuity and information security.

5.5 Partnerships, resource mobilisation and representation

- Develop and implement a partnership and resource-mobilisation plan covering institutional funding, project funding, in-kind support and collaborative arrangements consistent with SPAG's independence.

- Conduct proportionate due diligence on prospective partners and funders, and decline or escalate any association that would compromise SPAG’s integrity, impartiality or independence.
- Represent SPAG in authorised engagements with governments, international organisations, academic institutions, civil society, media and other partners, speaking to approved positions and reporting back on commitments made.

5.6 Risk, compliance and reporting

- Maintain a risk register with named owners and mitigation measures, review it at least quarterly with the Management Subcommittee, and escalate material or emerging risks to the President without delay.
- Ensure compliance with the Statutes, internal rules, applicable French law and SPAG’s policy framework, and act on any identified control weakness.
- Report to the President and the Executive Bureau: a concise monthly management update; a quarterly report on performance, finance and risk; and an annual report against the work plan feeding into the General Assembly.
- Ensure that executive decisions, meetings and delegations are minuted and archived with the Secretary-General so that the institutional record is complete.
- Perform such other executive functions as the Executive Bureau may assign within the approved governance framework and consistent with the agreed time commitment.

6. Key deliverables

The following are the standing outputs by which the role is evidenced. Timings run from the date of appointment unless stated otherwise.

Deliverable	Timing
Annual work plan and budget, agreed with the Secretary-General-Treasurer	Within 60 days, then annually
Organigramme and written delegation register	Within 90 days, reviewed annually
Management Subcommittee calendar, agendas and decision records	Continuous
Management update to the President and Executive Bureau	Monthly
Performance, finance and risk report	Quarterly
Partnership and resource-mobilisation plan	Within 6 months, updated annually
Institutional annual report against the work plan	Annually, before the General Assembly
Continuity and succession note for critical functions	Within 12 months

7. Integrity, conduct and safeguarding

The Director-General is bound by, and is expected to model, SPAG’s policy framework, including the Code of Conduct, Conflict of Interest, Anti-Fraud and Corruption, Safeguarding and PSEAH, Whistleblowing and Complaints, Data Protection and Privacy, and Research Ethics policies. In particular:

- **Interests are declared and managed.** A declaration of interests is made before appointment and updated within thirty days of any change. The Director-General withdraws from the handling of any matter in which an actual or reasonably perceived conflict exists.
- **Zero tolerance.** Gifts and hospitality are accepted only within published thresholds and recorded. SPAG applies zero tolerance to fraud, bribery, facilitation payments and the misuse of Association resources.
- **Concerns can be raised safely.** The Director-General fosters a climate in which concerns can be raised without fear of retaliation and ensures reports are handled under the applicable policy. A report concerning the Director-General is never handled by the Director-General: it passes to the designated Focal Point, the President, or a non-conflicted member of the Executive Bureau.

- **Confidentiality and data protection.** Confidential information acquired in the role is protected during and after the term, and personal data is processed only in accordance with SPAG’s Data Protection and Privacy Policy and applicable law.
- **Political impartiality.** The Director-General does not commit SPAG to partisan positions and manages personal public activity so that it cannot reasonably be attributed to the Association.

8. Competencies



9. Qualifications and experience

9.1 Education

An advanced university degree in public policy, public administration, international relations, development studies, economics, management, law, political science or a related field. A first-level university degree combined with additional relevant professional experience may be accepted in lieu of an advanced degree.

9.2 Experience

- A minimum of five years of progressively responsible professional experience in organisational leadership, public policy, governance, international development, research or programme management, of which at least five years at a senior management level.
- Demonstrated experience managing multidisciplinary teams and complex institutional portfolios, including remote and geographically distributed teams.
- Proven experience in strategic planning, institutional management, budget oversight and partnership development.
- Experience working with governments, international organisations, research institutions, academia or civil society is desirable.
- Experience relating to Sudan, the Horn of Africa, fragile contexts or institutional transition is a strong asset.

9.3 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.