



Terms of Reference

I. Position Information

Location: Indonesia (Jakarta-based, with national scope)
 Organization: KEMITRAAN – Partnership for Governance Reform
 Reports to: Executive Director
 Contract Type: Full-time | Senior Leadership Role

II. Organizational Context

KEMITRAAN (Partnership for Governance Reform) is a leading Indonesian organization working to advance good governance, institutional reform, and inclusive development. For over two decades, KEMITRAAN has partnered with government institutions, civil society, international donors, and the private sector to deliver impactful programs across Indonesia.

The organization operates in a complex, multi-stakeholder environment and manages a diverse portfolio of donor-funded initiatives. As KEMITRAAN continues to scale its impact, it is seeking a senior leader who can strengthen its institutional backbone and ensure long-term sustainability.

III. About the Role

The Finance & Operations Director (FOD) is a strategic executive leadership role responsible for driving financial sustainability, operational excellence, and organizational performance.

Reporting directly to the Executive Director and serving as a key member of the Senior Management Team, the FOD will oversee an integrated portfolio covering Finance, Human Resources, Procurement, IT, Legal, and Administration.

Institutional arrangement, the FOD reports directly to the Executive Director and works closely with the SMT, program teams, and external stakeholders including donors, auditors, and partners. The FOD supervises functional leads across Finance, HR, Procurement, IT, and Administration.

This role goes beyond functional oversight. The FOD will act as a strategic partner, shaping organizational direction, strengthening governance systems, and enabling effective delivery of complex, donor-funded programs.

This position operates in a multi-donor, multi-program environment with diverse compliance requirements. It oversees integrated finance and operations functions, supports program delivery across multiple sectors and stakeholders, and requires the ability to navigate a dynamic and evolving regulatory and funding landscape

IV. Functions

1. Organizational Leadership & Governance:

- Contribute to overall organizational strategy and decision-making as a member of the Senior Management Team
- Strengthen institutional governance frameworks, internal controls, and compliance systems
- Ensure alignment between strategy, resource allocation, and execution

- Promote a culture of integrity, accountability, and performance excellence

2. Integrated Operations Management:

- Provide strategic oversight across Finance, HR, Procurement, IT, Legal, and Administration functions
- Ensure that systems and processes are efficient, scalable, and aligned with organizational needs
- Lead operational transformation and digitalization efforts to enhance efficiency and transparency
- Support program teams through effective operational service delivery

2.1 Financial Management and Oversight

- Oversee budgeting, forecasting, and financial planning processes across the organization.
- Ensure timely, accurate, and compliant financial reporting to management, Board, and donors.
- Maintain strong internal controls and financial governance systems.
- Ensure compliance with donor regulations, statutory requirements, and internal policies.

2.2 Treasury, Risk, and Investment Management

- Manage cash flow, liquidity, and banking relationships.
- Lead financial risk identification, mitigation, and monitoring frameworks.
- Oversee reserve and investment strategies to ensure sustainability and risk balance.

2.3 Grants and Program Financial Oversight

- Ensure sound financial management of programs and projects, including PMUs and grantees.
- Review and approve project budgets, financial reports, and donor submissions.
- Strengthen financial capacity and compliance across implementing partners.

2.4 Human Resources Leadership

- Lead the development and implementation of HR strategies, including workforce planning and talent management.
- Oversee recruitment, performance management, learning and development, and employee relations.
- Promote a high-performing, inclusive, and values-driven organizational culture.

2.5 Procurement and Administrative Services

- Provide strategic oversight of procurement systems to ensure transparency, value for money, and compliance.
- Strengthen supplier management and contract negotiation processes.
- Ensure efficient delivery of general services and administrative support.

2.6 Information Technology, Legal, and Contract Management

- Lead IT strategy and digital transformation initiatives aligned with organizational goals.
- Ensure data security, system reliability, and business continuity planning.
- Oversee legal compliance and contract lifecycle management.



5. Risk Management, Compliance & Assurance:

- Ensure compliance with donor and regulatory requirements
- Oversee internal and external audits
- Safeguard organizational assets and reputation
- Strengthen internal control systems

6. Resource Mobilization & External Engagement:

- ❑ Support the development of competitive and compliant project budgets and financial proposals
- ❑ Ensure high-quality, timely financial reporting and accountability
- ❑ Represent the organization on financial and operational matters with donors, partners, auditors, and regulatory bodies
- ❑ Contribute to strengthening KEMITRAAN's credibility and reputation in fiduciary management
- ❑ Support strategic engagement with donors on financial positioning, compliance, and reporting expectations

7. Change Management & Institutional Strengthening

- ❑ Lead and support organizational change initiatives, including systems, structures, and processes
- ❑ Drive adoption of new technologies and ways of working
- ❑ Promote innovation, efficiency, and continuous improvement across operations.

V. Deliverables / Expected Results

- Approved and operational financial sustainability strategy
- Timely and compliant financial and donor reporting
- Strengthened internal controls and risk management systems
- Improved operational efficiency and system integration
- Enhanced organizational capacity across finance and operations functions

VI. Expected Impact

- Financially sustainable and resilient
- Operationally efficient and scalable
- Governed by strong systems and controls
- Trusted by donors and partners
- Equipped with high-performing teams and leadership capacity

VII. Competencies

Strategic Leadership :	<ul style="list-style-type: none"> • Ability to translate vision into actionable strategies • Strong business and financial acumen • Systems thinking and cross-functional integration
People Leadership:	<ul style="list-style-type: none"> • Proven ability to lead and inspire diverse teams • Coaching, mentoring, and talent development • Conflict resolution and stakeholder management
Governance & Risk Management:	<ul style="list-style-type: none"> • Deep understanding of compliance, audit, and controls • Ability to anticipate and mitigate risks proactively



Innovation & Change	<ul style="list-style-type: none"> • Experience in leading transformation and process improvement • Openness to innovation and digital adoption 	
Functional	<ul style="list-style-type: none"> • Advanced financial management and fiduciary oversight • Integrated operations management (HR, procurement, IT) • Risk management and compliance • Change management and organizational development 	
VII. Qualifications & Experience		
Education:	Advanced degree in Finance, Accounting, Business Administration, or related field (professional certifications such as Certified Accountant/CPA are an advantage)	
Experience:	<ul style="list-style-type: none"> • Minimum 10 years of progressive experience, including at least 7 years in senior leadership role at corporate (not project) level • Proven experience in financial and operational leadership within complex organizations, preferably in international development, NGOs, or multilateral environments • Strong experience managing donor-funded programs and multi-stakeholder partnerships • Demonstrated expertise in financial planning, governance, compliance, and risk management • Experience leading organizational transformation and systems improvement initiatives • Experience working in cross-cultural and multi-country environments is highly desirable 	
Skill	<ul style="list-style-type: none"> • Strong strategic thinking and analytical capability • Leadership and organizational development • Financial management and governance expertise • Excellent communication and stakeholder engagement • Ability to manage complexity and drive results 	
Language Requirements:	Professional fluency in English and Bahasa Indonesia (written and spoken)	
WHY JOINT KEMITRAAN		
<ul style="list-style-type: none"> • Opportunity to contribute to national-level governance reform in one of the world’s most dynamic democracies • Senior leadership role with strategic influence and organizational impact • Collaborative environment with strong partnerships across sectors • Platform to drive institutional strengthening and innovation 		
VII. Signatures- Job Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		



Name	Signature	Date
Chief Division/Section		
Name	Signature	Date