

Terms of Reference (ToR)

I. Post Information

Post Title: Finance Manager

Supervisor: Finance and Operations Director

Type of Assignment: Fixed term

Duration: Six (6) months with possible extensions based on performance

Base: Jakarta

II. Context

KEMITRAAN's Finance Unit safeguards the organization's financial sustainability and integrity. It leads financial strategy and policy, oversees robust systems and internal controls, and ensures end-to-end stewardship of resources—from planning and budgeting to accounting, reporting, audit, and cash management.

Operating as both a service and control function, Finance partners with leadership, directorates, and project teams to design budgets and forecasts, manage reserves and investments, uphold donor compliance, and provide timely, accurate financial information for decision-making and governance.

The Finance Manager role is crucial in strengthening compliance, accelerating process automation, and enhancing the quality and timeliness of financial reporting to senior management, donors, and the Board. The position also anchors tax administration, treasury, and continuous improvement of policies and procedures to support delivery across programs and operations.

Under the guidance of the supervisor, the Finance Manager leads the Finance Unit to deliver effective financial services, ensuring the transparent utilization of financial resources, interpreting and applying rules and regulations, and providing solutions to a wide spectrum of complex financial issues while promoting a collaborative and client-oriented approach.

III. Key Functions and Tasks

Implementation of operational financial strategies

- Compliance and internal control. Ensure full compliance of financial activities, recording, reporting, and audits with KEMITRAAN policies and procedures through effective internal controls and functioning financial management systems. Routinely monitor exception reports, investigate anomalies, and recommend corrective actions.
- Performance monitoring and analysis. Continuously analyze the organization's financial position; prepare forecasts and management budget analyses on a monthly, quarterly, and annual basis to inform decision-making. Identify cost-saving opportunities and drive utilization efficiency.

- Serve as day-to-day focal point on finances (organization-wide and projects) for internal stakeholders, consolidating financial positions, tracking, reporting, fiduciary, and accountability aspects.

Budget development, planning, and control

- Budget formulation and consolidation. Lead preparation of organizational and project budgets and six-month rolling forecasts, ensuring alignment with standards (both internal and donors) and strategic priorities. Validate assumptions, unit costs, and cost-recovery mechanisms.
- Budget execution oversight. Monitor implementation and variances; advise SMT/Managers on burn rate, funding gaps, trade-offs, and re-phasing options. Establish mechanisms to eliminate deficiencies in budget management.
- Develop/update unit costs or standard costing to support proposal development, pricing, and operational planning.

Project accounts control and accounting quality

- Expenditure control system. Ensure vouchers are matched and complete, transactions are correctly recorded and posted; payrolls, travel claims, and entitlements are duly processed according to SOPs. Resolve unposted vouchers, match exceptions, and budget check errors promptly.
- Receivables and general ledger. Control Accounts Receivable for all projects and maintain the general ledger; monitor exchange rate impacts and update project budgets accordingly. Provide timely alerts to Program Managers on revisions.
- Ensure finance compliance with donor regulations and provide practical guidance to Projects (Project Management Units) on compliance.

Cash management and tax administration

- Treasury and bank operations. Manage bank signatory panels, approve bank reconciliations, and scrutinize bank transfers and settlements. Investigate and rectify anomalies; ensure monthly cash-flow forecasts for senior management.
- Tax governance and compliance. Administer tax matters and ensure effective computation, collection, and payment of taxes. Provide oversight for quality assurance in annual audit implementation related to tax.

Financial reporting and audits

- Management and statutory reporting. Produce timely monthly management reports and annual statutory financial statements; ensure accuracy and completeness of disclosures. Coordinate with auditors (external and internal), ensure audit readiness, provide required documentation and quality management responses, and follow up audit recommendations.
- Donor reporting and compliance. Review donor financial reports, ensuring accuracy, compliance with donor terms, and internal quality standards. Ensure timely, accurate donor financial reports; coordinate required supporting

documents with project finance team. Liaise with donors on finance-related matters as required.

Policies, procedures, systems, and automation

- Policy development and socialization. Develop, update, and socialize financial policies, SOPs, and internal control mechanisms, including fraud prevention and zero-tolerance protocols. Ensure staff awareness and consistent application across units.
- Systems and data integrity. Strengthen accounting structures (chart of accounts, budget codes) and drive automation to improve efficiency, data quality, and audit readiness. Maintain secure records, files, and backups compliant with statutory requirements.

Reserves, investments, and cost recovery

- Reserve and investment management. Advise on reserve levels, diversification, and investment of surplus funds per policy to maintain liquidity and optimize risk-adjusted returns. Provide periodic briefs to SMT/Board on cash positions and investment performance.
- Indirect cost recovery. Implement and refine methodologies (e.g., UPL/standard costing) to recover shared costs consistently across projects. Lead donor negotiations on the application of the policy.

Grant-making, partner oversight, and capacity building

- Grantee due diligence and monitoring. Conduct financial capacity assessments, review partner reports, and ensure adequate controls over sub-grants. Provide targeted capacity building to PMUs and grantees.
- Knowledge building and sharing. Plan and organize finance training for operations and project staff; synthesize lessons learned and best practices for continuous improvement. Foster a collaborative, client-oriented culture.

IV. Deliverables

- Monthly management finance pack: a complete set of monthly financial statements and analyses (budget vs actuals, cash flow, AR/AP aging) submitted to SMT by Workday +7, with variance explanations and corrective actions.
- Quarterly budget forecasts: rolling three-month forecasts for core and projects, including funding gap analysis and recommendations, delivered by the 10th of the first month of each quarter.
- Bank reconciliations and cash position: all bank accounts reconciled monthly by Workday +5; consolidated cash position and 12-week cash-flow forecast shared with SMT.
- Donor financial reports: accurate, compliant financial reports for donors submitted on or before due dates, with internal quality assurance checklists and signoffs.
- Policy/SOP and control improvements: updated or new finance SOPs (e.g., cost recovery, grants, tax, documentation) issued with socialization notes and implementation plans within the first six months.

V. Key Performance Indicators (KPIs)-proposed

Policy and controls effectiveness

- M1: baseline assessment and plan approved.
- M2: 2 priority SOPs drafted; staff socialization session #1 completed.
- M3: SOPs approved; 80% staff trained; zero high-risk control gaps outstanding.
- M4–M6: 100% monthly control checks completed; fraud/irregularities detected resolved within 10 working days.

Budgeting and forecasting accuracy

- Monthly org and project forecasts delivered by WD+7.
- Variance to budget within $\pm 5\%$ on controllable lines by Month 4 onward.
- All budget revisions completed within 10 working days of SMT decision.

Treasury and cash management

- 100% bank accounts reconciled by WD+5 each month.
- 12-week cash forecast updated weekly; minimum 8-week runway maintained.
- Bank exceptions cleared within 5 working days.

Reporting timeliness and quality

- 100% of donors' reports, OTIF (on-time, in-full) each month.
- Monthly management pack to SMT by WD+7 with signed QA checklist.
- Annual statutory FS drafted by Month 5; audit adjustments $< 1\%$ of total expenses.

Grant oversight and capacity building

- 100% active grantees reviewed quarterly; spot checks conducted per plan.
- Ineligible expenditures $< 0.5\%$ of total sub-grant value; corrective actions closed within 30 days.
- At least 2 finance training courses are delivered to PMUs/grantees within six months.

VI. Competency

Core competencies

- Integrity and ethics: model professional values and zero tolerance for fraud.
- Client orientation and teamwork; building strong relationships, responding to feedback, and collaborating across units.
- Results orientation: approaching work with energy and a constructive attitude; managing competing priorities effectively.
- Inclusivity and adaptability: demonstrating cultural, gender, and age sensitivity and adaptability to change.

Technical competencies

- Financial management and control design: lead budgeting, forecasting, and internal control implementation.
- Accounting and reporting: formulate and manage budgets, manage transactions, conduct financial analysis, and produce statutory/donor reports (e.g., via the organization's accounting system).
- Systems and automation: implement/improve accounting structures (CoA, budget codes) and drive adoption of finance systems.

- Leadership and communication: translate financial insights into decisions; coach teams and facilitate knowledge sharing.

VII. Qualifications

Experience

- At least 7 years of progressive experience in Not-for-Profit financial management with supervisory responsibilities, including experience or exposure with the reputable KAP (Public Accounting Firms) is preferred.
- Demonstrated experience with budgeting, accounting systems, donor compliance, and audits.

Education

Bachelor's degree (S1) in accounting, certified accountant; Master's (S2) preferred.

Languages

Fluency in written and spoken Bahasa Indonesia and English.