

Terms of Reference (ToR)

I. Post Information

Post Title	Team Lead (TL), Multi Projects Management Unit
Supervisor	Program Manager -- Democracy, Justice and Public Services ¹
Type of Assignment	Fixed term
Duration	Twelve (12) months with possible extensions based on performance and organizational needs.
Base	Jakarta
Supervises	Project Coordinatorsr(s), MEL Officer(s), Finance and Admin Officer(s), , Finance and Admin Assistant(s), Grant Officer(s), Communications/Knowledge Officer, and other positions as required.

II. Context

KEMITRAAN's mission is to foster transparent, accountable, and inclusive governance in Indonesia—governance that genuinely responds to the needs and aspirations of its people. To achieve this, the organization engages in capacity building, policy advocacy, networking, and research, while implementing innovative programs and projects that drive systemic change.

Over the years, KEMITRAAN has cultivated a robust and diverse network of partners—spanning government institutions, civil society organizations (CSOs), international donors, and private sector. This dynamic collaboration allows KEMITRAAN to harness a wide range of resources and expertise, driving meaningful change and promoting sustainable development across Indonesia.

KEMITRAAN receives project funds from donors to be delivered through various modalities, such as self-implementing, sub-granting, fund channeling, and strategic service provision.

Project implementation is carried out through Project Management Units (PMUs) which are under the Program Directorate, supervised by designated Program Managers, and work with other KEMITRAAN Directorates, i.e. Strategy, Policy, Knowledge and Monitoring/SPKM; Finance and Operations (finance, HR, procurement, legal, IT); Communications Unit, as well as external stakeholders (ministries and other state institutions, sub-national governments, CSOs, academicians, vendors, etc.). Project Team Leads provide disciplined management across planning, delivery, quality assurance, reporting, and compliance.

Under the guidance of the Program Manager -- Democracy, Justice and Public Services, this Project Team Lead is tasked to manage the Multi Project Management Unit (PMU)² on

¹ In the absence of the said Program Manager, the Team Lead will report to Program Director.

² This Multi Project Management Unit is in charge of 1 or more projects at the same time, by sharing common resources in the PMU to ensure stronger alignments among projects and increase efficiency.

Democracy, Justice and Public Services. He/she leads the preparation, implementation, and supervision of project activities; ensures alignment with KEMITRAAN standards; and maintains strong coordination with donors, partners, and other internal organization's units to deliver results, ensure compliance, and embed learning.

III. Key Functions and Tasks

Resource mobilization and stakeholder engagement

- Work with Program Manager and Program Director in conducting research, data collection and consultations with stakeholders for project designs; preparing concept notes and proposal development; meeting with potential donors and clients; and eventually winning the projects.
- Support Program Directorate in donor communications and follow-ups: prepare agendas, meeting packs, and call notes; ensure decisions, owners, and timelines are explicit. Maintain a monthly engagement summary and escalate risks/opportunities to Program Directorate.
- Maintain stakeholder mapping and engagement trackers: keep partner/beneficiary databases current and segmented for targeted outreach. Review tracker status in PMU routines and drive closure of action items.
- Oversee donor updates and visibility materials: consolidate evidenced progress into concise, compliant updates and briefs. Ensure materials meet safeguarding, brand, and approval standards.
- Coordinate proposal inputs and budget assumptions: align logframe excerpts, narratives, and cost assumptions with donor rules. Secure finance validation and Program Manager signoffs before submission.
- Lead, ensure, maintain effective engagements with project partners and stakeholders.
- Convene consultations and learning sessions: plan FGDs and coordination meetings with beneficiaries and local partners. Document minutes, decisions, and follow-ups with responsible persons and due dates.
- Manage logistics for donor and partner visits: issue itineraries, brief packs, and on-site coordination notes. Capture lessons and visibility assets with consent records and file indexes.

Project preparation

- Lead annual work plan and procurement plan drafting: translate objectives into milestone and resource needs with critical-path mapping. Align the procurement plan with deliverables, budget codes, and timelines.
- Coordinate the Project Operations Manual (POM): draft/approve sections and crosswalks to KEMITRAAN SOPs and donor rules; manage version control to approval. Embed finance controls, ESMP/FGRM, and document standards in the POM.

- Ensure readiness of resources, HR, and systems: oversee onboarding, access provisioning, tools, and vendor setup. Maintain a readiness checklist and sign off prior to inception.
- Plan and run inception processes: prepare agendas, orientation materials, and stakeholder briefings; record decisions and risks. Establish baseline schedules, reporting cadence, and evidence requirements.
- Own the initial risk register and mitigation plan: identify operational, fiduciary, and contextual risks with owners and timelines. Review monthly and update management responses.

Project management and quality assurance

- Maintain the integrated implementation plan: update activity schedules, resources required, and deliverables; keep issue and risk logs current with responses. Provide monthly performance dashboard for the organization's leadership.
- Lead day-to-day delivery, monitoring, and reporting: coordinate partners and field teams to keep scope, schedule, and quality on track; document and resolves challenges and obstacles. Submit monthly progress packs (narrative, evidence index, risk/issue log).
- Coordinate evaluations and quality standards: draft evaluation ToRs, support data collection, and ensure management responses are implemented. Apply and ensure internal QA checks on outputs and donor reports before submission.
- Manage grant allocations and safeguards: monitor grants and subgrants (as applicable); ensure Environmental and Social Management Plan (ESMP)/safeguard and Feedback and Grievance Redress Mechanism (FGRM) procedures are followed and registers updated. Resolve grievances within agreed timelines and document outcomes and lessons.
- Ensure orderly project closure: prepare closure plans, asset registers, and lessons-learned notes; verify documentation and archiving. Lead final reporting and handover to relevant units.

Grantmaking

- Pre-Award phase: defining the project's objectives and focus areas for grantmaking, setting budgets, and outlining eligibility rules; designing guidance and template for proposals; announcement for calls for proposals; transparent application questions, rubrics, and deadlines; publishing guidelines online, hosting Q&A sessions/webinars, and issuing requests for proposals (RFPs).
- Award activities: assessing proposals for value, feasibility, , and alignment with the project's objectives and focus areas;;
- Post-award activities: Providing support (e.g., training, capacity building, networking) to help grantees succeed; tracking project milestones, reviewing progress reports, and communicating with grantees; measuring the overall impact of the grant, sharing insights/knowledge/learning.

Team management

- Set KPIs and conduct performance reviews: align individual objectives to project results and competencies; hold regular check-ins and document feedback. Maintain performance files and improve actions with HR support.
- Coordinate onboarding and training plans: ensure all staff have access to policies and SOPs; schedule inductions and refreshers. Track attendance and competency development against role requirements.
- Manage team routines and collaboration: run stand-ups, reviews, and apply retrospectives to surface issues and drive team learning. Track actions to closure and recognize contributions.
- Address routine HR issues with Operations-HR Directorate: log cases and decisions while ensuring confidentiality and fairness. Communicate changes affecting roles, budgets, or schedules and manage transitions.
- Champion inclusion, safeguarding, and well-being: model expected behaviors and ensure/maintain safe reporting channels. Promptly escalate conduct issues and document resolutions.

Financial management

- Coordinate budgeting, expenditure control, and cash flow: consolidate Budget vs Actual (BvA) and forecasts; analyze variances and propose corrections. Ensure funds availability matches delivery schedules.
- Lead financial reviews with PMU, Program Directorate, and Operations-Finance Unit, and partners (as applicable): schedule quarterly reviews, prepare evidence packs, and document decisions. Track agreed actions to closure with responsible persons and dates.
- Ensure timely, high-quality donor financial reports: align narratives with reconciled financials and supporting documents. Maintain audit-ready documentation and indexes in shared repositories.
- Oversee grantee financial supervision: validate partner reports, vouchers, and supporting documents; plan on-site assessments and follow-up. Record issues and mitigation plan in a partner oversight log.

Procurement

- Lead procurement planning with the Procurement Unit: link specifications and TORs to the work plan and budget codes; set realistic timelines and roles. Review and approve solicitation schedules.
- Ensure complete and fair solicitation packages: prepare or review TORs/specs, evaluation criteria, and templates; coordinate clarifications and Q&A logs. Guard against conflicts of interest and ensure compliance with organization's and donor's rules.
- Monitor procurement status and vendor performance: maintain status trackers and contract oversight with KPIs and acceptance criteria. Document lessons and issues for continuous improvement.

- Coordinate contract management with end users: track deliverables, acceptance notes, and payment milestones; draft change notes or amendments when needed. Ensure files are complete and indexed.

IV. Deliverables

1. Approved work plan, procurement plan, and POM crosswalk: a consolidated semester work plan with linked procurement and an approved POM crosswalk to the organization's SOPs and donor rules.
2. Monthly progress, risk, and financial packs: narrative progress with evidence index, updated risk/issue logs, BvA and forecast summaries, and action trackers.
3. Stakeholder engagement package: updated stakeholder database and engagement log, donor meeting packs/call notes, and monthly engagement summaries.
4. Evaluation and closure dossier: evaluation ToRs and management responses, lessons learned notes, closure plan, asset register, and archive index.
5. ESMP and FGRM registered: safeguard compliance status with grievance entries, resolutions, and timelines.
6. Partner/vendor performance notes: on-site assessment reports, validated partner/vendor performance, and follow-up action logs.

VI. Competency

Core competencies

- Strategic partnering and communication: build productive relationships with donors, government, CSOs, and beneficiaries; produce clear, compliance-aware communications and negotiate trade-offs.
- Results leadership and accountability: plan and deliver against agreed milestones; maintain complete, audit-ready documentation and evidence; take timely corrective action.
- People leadership and inclusion: set expectations, coach teams, and foster learning; uphold safeguarding, wellbeing, and professional conduct.

Technical competencies

- Project cycle management and QA: integrate planning, monitoring, evaluation, and closure with risk and issue control; apply internal QA standards and manage evaluations.
- Financial management and donor compliance: lead budgeting, BvA/forecasts, donor financial reporting, and partner supervision in line with organization's SOPs and donor rules.
- Procurement and contract management: oversee complete solicitation packages, status trackers, vendor performance, and amendments with value-for-money principles.
- Safeguards and FGRM: implement ESMP and grievance mechanisms; document cases and resolutions; feed lessons into risk management and design.

- Reporting: strong ability to produce clear reports and lead multi-stakeholder meetings.

VII. Qualifications

Experience

- Minimum 10 (ten) years' experience in development project management, including at least (five) years in a managerial role leading multi-stakeholder implementation and managing a minimum of 10 team members in the unit.
- Proven experience in project preparation (AWP, procurement planning, POM), financial stewardship (BvA/forecasts, donor reporting), procurement coordination, and safeguards/FGRM.
- Demonstrated experience coordinating government, donor, and partner interfaces at national and subnational levels.
- Prior experience with international organizations on democracy, justice, and public services or related sectors is preferred; knowledge of relevant Indonesian policies and standards is a must.
- Proven expertise in concept note and proposal writing and donor reporting.

Education

- Bachelor's degree in politics, law, social sciences, development studies, public administration, or related fields; Master's degree preferred.

Languages

- Fluency in Bahasa Indonesia and English (written and spoken).