



Partnership for Governance Reform in Indonesia (KEMITRAAN)

1. Post Information

Post Title: : **Senior Specialist/Unit Lead -- Strategy, Policy, Knowledge & MEL**
 Directorate : Strategy & Institutional Growth (SIG)
 Supervisor : Director of Strategy & Institutional Growth (SIG)

II. Organizational 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, 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 actors. This dynamic collaboration allows KEMITRAAN to harness a wide range of resources and expertise, driving meaningful change and promoting sustainable development across Indonesia. As KEMITRAAN continues to expand its impact, it requires a Senior Specialist to lead the function of Strategy, Policy, Knowledge & MEL under the Directorate of Strategy & Institutional Growth. The core objective of this function is to strengthen strategic planning, policy development, and the implementation of quality standards across the organization and its programs, thereby ensuring organizational excellence and the delivery of high-quality programs and services.

The Strategy & Institutional Growth Directorate serves as KEMITRAAN's "institutional brain," ensuring that programmatic and operational activities are strategically aligned, policy-driven, and results-oriented. By linking long-term goals with daily operations across programs, projects, advocacy, communications, partnerships, resource mobilization, and business development, the Directorate drives organizational strategy, cross-directorate learning, and change management. In particular, SIG Directorate plays a central role in advancing resource mobilization and partnership-building by coordinating across directorates, embedding coherence in funding proposals, and cultivating strategic collaborations that expand opportunities for institutional growth. Through knowledge-based and data-informed approaches, it fosters a culture of continuous improvement, enabling KEMITRAAN to evolve in line with its strategic direction while reinforcing its role in governance and development.

II. About the Role

Under the guidance and supervision of the Director of Strategy & Institutional Growth, the Senior Specialist/Lead of Strategy, Policy, Knowledge & MEL (SPK&MEL) leads extensive technical works and coordination across 5 critical functions, i.e. (i) Internal Strategy & Strategic Planning;(ii)

Quality Standards, Compliance & Policy Frameworks; (iii) Monitoring, Evaluation, & Reporting; (iv) Knowledge Management & Learning, and (v) Change Management, Modernization & Digitalization.

The Senior Specialist of SPK&MEL supervises SP&MEL Specialist and Knowledge Management Specialist, with substantive works interconnecting and collaborating with Communications function under the directorate, and other senior staff in other units/directorates.

The Senior Specialist of SPK&MEL plays role as the core technical driver who ensures strategy is implemented, policies are respected, and performance is measured — turning organizational vision into operational reality.

A coordination and managerial function is embedded in this position, both within the respective functions as well as throughout the organization.

III. Function

1. Internal Strategy & Strategic Planning

- ❑ Lead the development, periodic review, and implementation of the organization's Strategic Plan, ensuring strategic priorities, objectives, and targets are aligned with the organization's vision, mission, and evolving operating environment.
- ❑ Facilitate organization-wide strategic planning processes, including consultations, environmental scanning, institutional assessments, scenario planning, and stakeholder engagement.
- ❑ Lead the annual organizational planning and budgeting process by establishing planning frameworks, guidelines, timelines, and quality standards, and coordinating the preparation and review of directorate and unit workplans.
- ❑ Ensure alignment between the Strategic Plan, annual priorities, workplans, budgets, resource allocations, and implementation frameworks to support effective delivery of organizational objectives.
- ❑ Facilitate periodic strategic performance reviews, assess progress toward strategic priorities, identify institutional risks and implementation bottlenecks, and provide strategic recommendations to Senior Management to support organizational effectiveness and continuous improvement.

2. Quality Standards, Compliance and Policy Framework

- ❑ Lead the development and continuous improvement of organizational quality assurance frameworks, standards, technical guidelines, and quality control mechanisms to ensure consistency and excellence across organizational functions, programs, and projects.
- ❑ Oversee the development, review, updating, approval, and institutionalization of organizational policies, procedures, and Standard Operating Procedures (SOPs), ensuring alignment with legal requirements, governance principles, donor obligations, and international good practices.
- ❑ Monitor and strengthen organizational compliance with approved policies, procedures, standards, and safeguards through assessments, compliance reviews, corrective action planning, and follow-up mechanisms.
- ❑ Serve as the organizational focal point for safeguards compliance, including GEDSI, Environmental and Social Safeguards (ESS), PSEAH, Child Protection, and other relevant organizational commitments and frameworks.
- ❑ Collaborate with the HR Unit to strengthen policy awareness and accountability through

induction programs, staff orientation, refresher sessions, and organizational learning initiatives. ❑ Manage and maintain the official repository of organizational policies, SOPs, governance documents, and compliance-related resources, ensuring proper version control, accessibility, and organizational uptake. ❑ Support organizational readiness for external audits, certifications, accreditation processes, donor compliance reviews, and governance assessments.
3. Monitoring, Evaluation & Reporting (MER) ❑ Lead the design, implementation, and continuous improvement of the organization-wide Monitoring, Evaluation, and Performance Management Framework, including indicators, methodologies, reporting standards, data quality protocols, and performance monitoring systems. ❑ Develop and manage institutional KPI frameworks, dashboards, and performance tracking systems to monitor organizational and programmatic achievements against intended objectives and targets. ❑ Analyze performance data, emerging trends, implementation challenges, and organizational results, and provide evidence-based insights and recommendations to support strategic and operational decision-making. ❑ Coordinate and facilitate organizational evaluations, strategic reviews, and performance assessments, ensuring sound methodology, quality assurance, and utilization of evaluation findings. ❑ Conduct periodic project and field monitoring activities to validate reported results, assess effectiveness and implementation quality, identify risks and innovations, and generate recommendations for improvement. ❑ Produce and coordinate organization-wide quarterly, annual, and special performance reports by consolidating information across directorates, programs, and projects, and providing performance insights to Senior Management, the Board, donors, and other stakeholders. ❑ Ensure lessons and evidence generated through monitoring, evaluations, and assessments are formally documented and transferred to knowledge management and organizational learning processes.
4. Knowledge Management & Learning ❑ Lead and supervise the Knowledge Management Specialist in implementing the organization's Knowledge Management and Learning Strategy, including governance arrangements, standards, systems, and institutional processes. ❑ Oversee the systematic capture, validation, documentation, organization, and dissemination of lessons learned, best practices, innovations, research findings, methodologies, and other knowledge assets generated across the organization. ❑ Manage and continuously improve institutional knowledge repositories, learning platforms, and information-sharing systems to ensure organizational knowledge is preserved, accessible, searchable, and effectively utilized. ❑ Promote a culture of learning, knowledge sharing, reflection, and innovation through learning forums, communities of practice, peer exchanges, after-action reviews, and collaborative learning processes. ❑ Ensure knowledge generated through monitoring, evaluations, projects, partnerships, and organizational initiatives is effectively synthesized and transformed into practical learning products and organizational guidance.

- ❑ Support the application of organizational knowledge and evidence to strengthen planning, program design, decision-making, advocacy, partnership development, resource mobilization, and organizational effectiveness.
- ❑ Explore and promote the use of digital and AI-enabled knowledge management solutions to improve information accessibility, knowledge discovery, and organizational learning.

5. Change Management, Modernization & Digitalization

- ❑ Lead and oversee organizational change initiatives arising from strategic priorities, institutional reforms, business process improvements, and organizational growth requirements.
- ❑ Develop and implement change management frameworks, readiness assessments, stakeholder analyses, communication strategies, and risk mitigation plans to support successful organizational transformation.
- ❑ Design and coordinate change enablement activities, including change roadmaps, implementation plans, staff engagement processes, capacity-building initiatives, and adoption support mechanisms.
- ❑ Identify opportunities to improve organizational efficiency and effectiveness through business process reviews, workflow redesign, simplification initiatives, and continuous improvement approaches.
- ❑ Advise Senior Management on modernization and digital transformation priorities, including opportunities for technology adoption, automation, data management enhancement, digital collaboration, and Artificial Intelligence (AI) integration.
- ❑ Oversee the planning, implementation, monitoring, and institutionalization of modernization and digitalization initiatives, ensuring effective resource utilization, risk management, change adoption, and sustainability of improvements.
- ❑ Monitor the impact of change and digital transformation initiatives and provide recommendations to strengthen organizational agility, innovation, and long-term effectiveness.

IV. Deliverables/Expected Results

- ❑ **Strategic Direction and Organizational Alignment Strengthened** through an approved and effectively implemented Strategic Plan, with annual workplans, budgets, and organizational priorities aligned across all directorates and units.
- ❑ **Institutional Quality, Governance, and Compliance Enhanced** through the establishment and consistent application of quality standards, policies, SOPs, and safeguards frameworks, resulting in improved accountability, risk management, and regulatory compliance.
- ❑ **Organizational Performance Effectively Monitored and Reported** through a robust Monitoring, Evaluation, and Reporting system that provides reliable data, meaningful performance insights, and timely reports to support evidence-based decision-making.
- ❑ **Knowledge Management and Organizational Learning Institutionalized** through effective knowledge systems, repositories, learning mechanisms, and utilization of lessons learned to strengthen strategy, programming, partnerships, and organizational effectiveness.
- ❑ **Organizational Transformation, Modernization, and Digitalization Advanced** through successful implementation of change initiatives, process improvements, digital solutions, and innovation efforts that enhance efficiency, adaptability, and long-term organizational

sustainability.

V. Expected Impacts

- ❑ **A Strategically Aligned and High-Performing Organization Achieved** through effective planning, coordination, and execution of organizational priorities.
- ❑ **A Strong Governance, Quality, and Compliance Culture Established** through the consistent application of policies, standards, controls, and safeguards.
- ❑ **An Accountable, Evidence-Driven, and Results-Oriented Organization Strengthened** through reliable performance monitoring, evaluation, and reporting.
- ❑ **A Learning Organization with Strong Institutional Memory Institutionalized** through effective knowledge sharing, learning, and utilization of organizational knowledge.
- ❑ **An Adaptive, Modern, and Future-Ready Institution Developed** through continuous improvement, digital transformation, and effective change management.

VI. Competencies

Strategic Thinking & Planning	Ability to translate organizational vision into actionable strategies and align workplans and budgets with long-term priorities.
Policy Development & Compliance	Strong knowledge on policy and SOPs drafting, harmonization, and legal/international standards, with the ability to monitor compliance and recommend corrective actions..
Monitoring & Evaluation (M&E)	Ability to design frameworks, indicators, and data tools, with strong analytical skills to validate, interpret, and present data for decision-making.
Evidence-Based Decision Support	Ability to synthesize complex information into clear recommendations while identifying trends, lessons learned, and emerging issues.
Capacity Building & Knowledge Sharing	Strong facilitation and training skills to build staff capacity, with the ability to develop toolkits, manuals, and deliver workshops effectively.
Communication & Collaboration	Excellent written and verbal communication skills for reports, briefs, and presentations, combined with strong interpersonal skills to collaborate across units and with stakeholders.
Adaptability & Innovation	Flexible in adapting to organizational changes and open to digital tools and innovative approaches for efficiency.

VII. Qualifications

Education	University Degree in Management, Public Policy, Development Studies, Organizational Development, or a related field. A master degree is an advantage,
Experience:	- Minimum 10 years of experience in strategic planning, policy development, organizational policies and compliance, M&E, knowledge management and learning. - Proven track record in leading, designing, and implementing MEL frameworks and organizational policies. - Experience working in complex organizations, preferably in

	international development, NGOs, or government institutions.
Technical Expertise	- Strong knowledge of strategic planning methodologies and organizational alignment processes. - Extensive knowledge in policy drafting, harmonization, and compliance monitoring. - Advanced skills in MEL frameworks, indicators, data collection, and analysis. - Familiarity with international best practices, governance standards, and legal compliance requirements.
Skills	- Excellent analytical and problem-solving skills. - Strong communication and report-writing abilities. - Proficiency in digital tools for planning, monitoring, and knowledge management (e.g., dashboards, data visualization software). - Ability to train and build capacity across diverse teams. - Strong interpersonal skills for collaboration across units and with stakeholders.
Language Requirements	- Fluency in English and Bahasa Indonesia (verbal and writing)
Personal Attributes	- Strategic thinker with attention to detail. - Results-oriented and adaptable to organizational change. - Commitment to accountability, transparency, and continuous improvement.

VII. Signatures- Job Description Certification

Incumbent *(if applicable)*

Name	Signature	Date
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Program Director

Name	Signature	Date
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Executive Director

Name	Signature	Date
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