

Terms of Reference for Regular Staff Recruitment

I. Position Information

Job Title	: Senior Program Officer - Grants Management (3 position)
Location	: Jakarta, Indonesia, with travel as required
Duration of Contract	: 6 months, with possible extension based on performance and funding availability
Direct Supervisor	: Senior Grants Manager, Grants Management Unit (GMU)

II. Project Context

KEMITRAAN – Partnership for Governance Reform is a nationally anchored organization accredited as a National Implementing Entity (NIE) under the Adaptation Fund (AF) and as a Direct Access Entity (DAE) under the Green Climate Fund (GCF). These accreditations position KEMITRAAN to directly access and manage climate funding facilities in support of Indonesia's national priorities, including the National Adaptation Plan (NAP), Enhanced Nationally Determined Contributions (ENDC), and the Sustainable Development Goals (SDGs).

To operationalize its fiduciary, programmatic, and reporting responsibilities under AF, GCF, and any other global climate funding mandates, KEMITRAAN has established a dedicated Grants Management Unit (GMU). The GMU serves as the institutional backbone for managing the full grant lifecycle—from disseminating funding information to prospective grantees and supporting their access to grants, to concept note and proposal development, fund disbursement, monitoring, evaluation, reporting, and learning. It ensures compliance with international fiduciary standards, promotes country ownership, and strengthens institutional capacity for inclusive and transformative climate adaptation.

High-quality climate programming requires more than compliance with a donor template. A credible project must establish a clear climate rationale and development baseline, identify the people, systems, ecosystems, and institutions most at risk, and explain how proposed interventions will produce durable and measurable change. Its theory of change, results framework or logical framework, work plan, budget, implementation arrangements, risk management, environmental and social safeguards, gender equality and social inclusion measures, monitoring and evaluation approach, sustainability, and exit strategy must form one coherent design. During implementation, management must be able to detect emerging deviations early, distinguish routine variance from material change, determine root causes, agree corrective actions, and obtain internal or donor approval before making controlled changes.

The GMU's responsibilities therefore span five connected areas: project identification and design; appraisal and proposal development; project start-up and implementation management; portfolio-level monitoring, evaluation, learning, quality assurance, and adaptive management; and orderly project closure and transition. Each phase requires explicit decision gates, clear accountability, complete and current records, timely escalation, and consistent compliance with KEMITRAAN policies, contractual obligations, and donor requirements.

The detailed responsibilities of the two Officers will be arranged separately. In general, the Senior Program Officer will support coordination across the project cycle, contribute to substantive reviews of project design and performance, maintain portfolio management information, identify potential deviations, coordinate corrective actions, and help ensure that evaluations, exit arrangements, and close-out obligations are completed. Both Officers will work under the guidance of the Senior Grants

Manager and will draw on specialist technical, financial, and legal inputs as needed, without replacing those specialists' formal review or approval roles. Any matter requiring a change to the approved scope, results, budget, timeline, contractual terms, or accepted risk level must be escalated to the authorized decision-maker and, where applicable, to the donor.

III. Functions / Key Results Expected

Summary of Key Functions and Expected Results

The Senior Program Officer will provide contribute to the end-to-end project and program management within GMU. The position is expected to combine climate-project design capability, disciplined implementation oversight, evidence-based adaptive management, and rigorous closure management. H/She will produce timely, accurate, decision-ready analysis and help ensure that projects remain relevant, technically credible, operationally feasible, results-focused, compliant, and supported by complete records.

A. Climate Project Design and Proposal Development

- ❑ Contribute to project design and proposal development, including evidence needs, schedules, responsibilities, and submission requirements.
- ❑ Assess whether proposed projects present a credible climate rationale, including hazards, exposure, vulnerability, baseline, additionality, priority groups, geographies, and policy or donor alignment.
- ❑ Facilitate or quality-assure theories of change covering impacts, pathways, outcomes, outputs, activities, assumptions, risks, external factors, and supporting evidence.
- ❑ Develop or review results and logical frameworks to ensure clear results, measurable indicators, defined baselines and targets, data sources, responsibilities, and reporting use.
- ❑ Review concept notes and proposals for relevance, technical quality, feasibility, cost-effectiveness, readiness, ownership, sustainability, scalability, and expected benefits.
- ❑ Check consistency across analysis, theory of change, results, activities, work plan, budget, procurement assumptions, arrangements, risks, safeguards, GESI, MEL, knowledge management, sustainability, and exit strategy.
- ❑ Consolidate reviewer comments, maintain revision and decision logs, and confirm agreed comments are addressed before the next approval stage.
- ❑ Coordinate completeness and quality checks against donor templates, eligibility criteria, and submission requirements.
- ❑ Support clarification, review, appraisal, and negotiation by preparing response matrices, coordinating inputs, tracking commitments, and maintaining approved versions and correspondence.
- ❑ Maintain current records of funding opportunities, concept notes, proposals, review status, decision points, donor feedback, and next actions.

B. Project Start-Up and Integrated Implementation Management

- ❑ Contribute tracking start-up checklists covering agreements, governance, staffing, partner mobilization, work plans, budgets, procurement, MEL, risks, safeguards, reporting, and communications.
- ❑ Coordinate inception and implementation planning by translating approved project documents into practical work plans, responsibility matrices, schedules, reporting calendars, procurement plans, cash-flow projections, MEL arrangements, risk treatments, and dashboards.
- ❑ Monitor projects against approved scope, theory of change, results, milestones, work plan, budget, procurement plan, contractual obligations, co-financing, risk controls, safeguards, and donor conditions.
- ❑ Facilitate regular performance reviews with project teams, partners, and support units; analyze progress and forecasts, record decisions, assign actions, and escalate unresolved or high-risk matters.

C. Deviation Management, Corrective Action, and Change Control

- ❑ Co-establish and apply early-warning criteria for deviations, including delays, milestone slippage, underdelivery, budget or forecast variance, changed assumptions or context, partner issues, safeguard incidents, quality concerns, and risks to sustainability or compliance.
- ❑ Distinguish routine variance, performance issues requiring corrective action, and material changes affecting approved scope, objectives, results, budget, duration, arrangements, safeguards, or legal obligations.
- ❑ Contribute to root-cause analysis and time-bound corrective or recovery plans covering the issue, evidence, impact, owner, actions, resources, required decision, deadline, residual risk, and monitoring.
- ❑ Track corrective actions, verify completion evidence, and escalate overdue or ineffective measures for management intervention.
- ❑ Prepare or coordinate change requests and decision papers explaining rationale, options, impacts, risks, and recommendations; secure internal and donor approvals before implementation.
- ❑ Maintain current action, issue, risk, assumption, decision, deviation, corrective-action, and change-control logs with a complete audit trail from analysis to closure.

D. Monitoring, Evaluation, Reporting, and Learning

- ❑ Assist project teams to operationalize theories of change, results frameworks, baselines, targets, data sources, evidence standards, learning questions, reporting roles, and data-quality controls.
- ❑ Contribute to preparing GMU inputs to baseline studies, reviews, evaluations, and performance assessments.
- ❑ Contribute to tracking project progress, analyze indicator, verify evidence for reported achievements, and flag data-quality, contribution, effectiveness, efficiency, sustainability, or performance concerns.
- ❑ Review progress and completion reports for completeness, consistency, results focus, variance explanations, lessons, and alignment with approved documents, evidence, and expenditures before clearance.
- ❑ Capture lessons, recurring risks, effective practices, and recommendations from reviews, monitoring, evaluations, audits, and closure; support their use in adaptive management, future design, and portfolio decisions.

E. Project Closure, Exit, and Post-Project Transition

- ❑ Help prepare a close-out and transition plan before the contractual end date, assigning responsibilities and deadlines for programmatic, MEL, financial, contractual, operational, safeguard, communication, and knowledge-management requirements.
- ❑ Coordinate an evidence-based exit and sustainability strategy clarifying what will end, continue, transition, or scale; responsible institutions and financing; ownership, capacity, operations, knowledge transfer, communication, residual risks, and follow-up.
- ❑ Support final evaluation and completion-report readiness, including evaluator mobilization, data and evidence availability, stakeholder participation, management response, dissemination, and recommendation tracking.
- ❑ Co-establish and track a close-out obligations matrix covering final deliverables, results verification, financial reconciliation, partner and consultant closure, procurement, assets, data, audit and evaluation actions, archiving, donor acknowledgments, communications, and outstanding commitments.
- ❑ Prepare completion reports and handover arrangements, documenting achievements, deviations, corrective actions, lessons, sustainability prospects, residual risks, and post-project responsibilities.
- ❑ Confirm required evidence, approvals, acknowledgments, and follow-up arrangements are complete and filed before recommending operational and administrative closure.

F. Coordination, Compliance, and Risk Management

- ❑ Maintain professional working relationships with implementing partners, executing entities, consultants, technical reviewers, and donor counterparts for assigned tasks, while observing agreed communication and approval protocols.
- ❑ Apply KEMITRAAN policies and applicable donor requirements, including those related to conflicts of interest, anti-fraud and anti-corruption, safeguarding, environmental and social risk, data protection, records retention, and ethical conduct.
- ❑ Identify and promptly escalate suspected noncompliance, material delays, significant performance concerns, safeguarding matters, fraud indicators, conflicts of interest, or other critical risks through the appropriate channel.

Expected Recurring Work Products

- ❑ Updated pipeline and portfolio trackers, deadline calendars, dashboards, and exception notes for assigned projects.
- ❑ Consolidated proposal review comments, response matrices, revision trackers, and approval files for assigned submissions.
- ❑ Project start-up checklists, implementation monitoring notes, risk and issue registers, decision logs, change logs, and action trackers.
- ❑ Draft deviation analyses, corrective-action trackers, recovery-plan inputs, change-request materials, and management briefing notes.
- ❑ Quality-check records for project reports, evaluation support files, management briefs, evidence checks, follow-up actions, and clearance records.
- ❑ Draft close-out and transition plans, sustainability inputs, obligation matrices, and closure files for projects nearing completion.
- ❑ Periodic summaries of portfolio trends, bottlenecks, lessons, and suggested follow-up actions for management review.

Supervises

No direct supervisory responsibility at the time of appointment. The Officer will work together with Sr. Grants Officer and Sr. Grants Finance-Admin Officer. May engage with consultants, technical reviewers, interns, or short-term support personnel.

Close Coordination With

- ☐ Program Director, Program Managers, GMU team, and project teams;
- ☐ Finance and Operations, Procurement, Internal Audit, Human Resources, Communications and Knowledge Management;
- ☐ Executing entities, consultants, and technical reviewers; and
- ☐ Donor focal points and other external stakeholders, as authorized.

Reporting To

- ☐ Senior Grants Manager, Grants Management Unit (GMU).

IV. Key Performance Indicators

- ☐ At least 95% of assigned proposal and report reviews are completed by the agreed internal deadline, with clear, actionable, and traceable comments.
- ☐ 100% of active project registers are updated by the monthly cut-off.
- ☐ 100% of close-out projects have active close-out/transition plans established at least 6 months prior to completion.

V. Competencies

Core Competencies

- ☐ **Integrity and accountability:** acts consistently with organizational values, protects confidential information, declares conflicts of interest, and takes responsibility for commitments and records.
- ☐ **Results orientation:** prioritizes critical deadlines and quality requirements, follows through on actions, and focuses attention on project and portfolio outcomes.
- ☐ **Collaboration and communication:** works constructively across technical and support functions, communicates clearly, and handles review comments and disagreements professionally.
- ☐ **Judgment and problem solving:** distinguishes routine issues from matters requiring specialist or management decision, identifies practical options, and escalates at the right time.
- ☐ **Learning and adaptability:** uses feedback and evidence to improve systems and ways of working, and adapts to changing donor requirements and portfolio priorities.
- ☐ **Attention to detail:** maintains accurate, complete, consistent, and traceable information without losing sight of the overall project purpose.

Technical Competencies

- ❑ **Integrated project and program management:** applies grants management judgment and structured methods to design, initiate, plan, implement, monitor, control, adapt, evaluate, transition, and close complex grant-funded projects.
- ❑ **Climate project design and appraisal:** assesses climate rationale, vulnerability and context analysis, additionality, technical feasibility, stakeholder ownership, climate and development benefits, implementation arrangements, value for money, risk, safeguards, and sustainability.
- ❑ **Theory of change and results architecture:** develops and quality-assures theories of change, results frameworks and logical frameworks, indicators, assumptions, causal pathways, targets, evidence plans, and alignment among results, activities, budget, and delivery arrangements.
- ❑ **Portfolio management:** maintains stage-gated pipelines, management dashboards, reporting calendars, document controls, and exception-based management information across multiple projects.
- ❑ **Performance, deviation, and adaptive management:** uses progress, expenditure, forecast, risk, assumption, partner, and contextual information to detect deviation, determine root causes, develop corrective actions, and assess whether formal change control is required.
- ❑ **Monitoring, evaluation, reporting, and learning:** understands indicators, data quality, evaluation planning and use, evidence requirements, and the relationship among programmatic progress, expenditures, risks, and reported results.
- ❑ **Risk, compliance, and change control:** recognizes grant and project risks, maintains auditable records, and prepares decision-ready corrective action and change documentation using appropriate approval and escalation pathways.
- ❑ **Closure, exit, and sustainability planning:** plans evaluations, transition and handover, institutional and financial sustainability, contractual close-out, knowledge transfer, and verification of outstanding obligations.
- ❑ **Data and digital literacy:** uses spreadsheets, shared document systems, databases, and dashboard tools efficiently; structures information for analysis and decision-making.
- ❑ **Analytical writing and quality assurance:** produces concise management briefs and constructive review comments in clear US English and Bahasa Indonesia.
- ❑ **Coordination and facilitation:** organizes multi-function review processes, meetings, and action follow-up while respecting decision rights and functional responsibilities.

VI. Qualifications

- ❑ Bachelor's degree in development studies, environmental studies, business or public administration, international relations, social sciences, project management, or another relevant field. A master's degree is an advantage.
- ❑ At least 10 years of progressively responsible professional experience in project or program management, portfolio management, climate or development programming, or a closely related function, including responsibility comparable to managing substantial components of a project or a portfolio.

- ☐ Demonstrated end-to-end experience across project design, appraisal or proposal development, start-up, implementation management, performance monitoring, adaptive management, evaluation, and closure. Experience as a Project Manager, Program Manager, Deputy Project Manager, or equivalent is strongly preferred.
- ☐ Proven experience designing or substantively reviewing climate change or environmental projects, including climate rationale, theory of change, results frameworks or logical frameworks, indicators, work plans, budgets, risk and safeguard arrangements, sustainability, and exit strategies.
- ☐ Demonstrated ability to identify material project deviations, conduct or facilitate root-cause analysis, develop corrective action or recovery plans, prepare change requests, and track implementation through resolution.
- ☐ Experience planning or supporting independent evaluations, preparing evaluation terms of reference and evidence packages, coordinating management responses, and translating findings into project or portfolio decisions.
- ☐ Experience in project closure, including completion reporting, contractual close-out coordination, handover or transition, exit and sustainability arrangements, and verification of outstanding obligations.
- ☐ Working knowledge of donor-funded project requirements and internal controls. Experience with multilateral or bilateral donors, climate funds, foundations, or international development partners is an advantage.
- ☐ Strong knowledge of climate change adaptation and/or mitigation programming, environmental governance, sustainable development, and inclusive or locally led approaches. Direct experience with one or more global climate funds is an advantage.
- ☐ Strong analytical, organizational, facilitation, and problem-solving skills, with the ability to manage multiple deadlines and follow up persistently and professionally.
- ☐ Advanced proficiency in Microsoft Office tools and practical experience with shared document repositories, databases, or dashboard tools.
- ☐ Proficient in written and spoken English and Bahasa Indonesia, including the ability to provide clear substantive comments and prepare concise management-ready documents.
- ☐ Willingness and ability to travel within Indonesia as required.

VII. Signatures - Job Description Certification

Employee Name	Signature	Date
Direct Supervisor Name	Signature	Date
Human Resources Name	Signature	Date