



(DCI-ASIE/2014/351-982)

Indonesia

Job Description: Programme Team Leader

Background, Context and Approach:

A. Context

The Association of South-East Asian Nations (ASEAN) is made up of 10 nations: Brunei, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam. They collaborate politically, economically, and in social and cultural affairs. Education collaboration falls under the latter category.

The European Erasmus programme, and the related Bologna process, has inspired ASEAN to work towards an ASEAN-wide Common Higher Education Space. The EU agreed to co-operate with ASEAN in contributing to this ambition, by using the European experience of building a common Higher Education space to inform the achievement of ASEAN's ambition.

B. Background: Programme Objectives and Expected Results

The overall objective of EU SHARE (Programme) is to strengthen regional co-operation, enhance the quality, regional competitiveness and internationalisation of ASEAN higher education institutions (HEIs) and students, contributing to the ultimate development of an ASEAN Higher Education Space.

The specific objectives of Programme are to:

1. Enhance the harmonisation of ASEAN higher education (HE) space through the formulation of ASEAN HE frameworks taking into account the European Union (EU) experience and work already underway across ASEAN through international partnerships.
2. Support mutual recognition and student mobility among HEIs in ASEAN to strengthen people-to-people connectivity.

The expected results of Programme are:

1. Policy Dialogues further enhance the discussion and addressing of strategic issues in harmonisation of ASEAN HE, including all relevant stakeholders (Result 1)
2. ASEAN Qualifications Reference Framework and ASEAN Regional Quality Assurance further developed through our work, supported by ASEAN stakeholders
 - a) ASEAN Qualifications Reference Framework (Result 2a)
 - b) ASEAN Regional Quality Assurance (Result 2b)
3. ASEAN Credit Transfer System (ACTS) and ASEAN-EU Credit Transfer System (AECTS) further





developed and tested through mobility with scholarships.

- a) ACTS (Result 3a)
- b) AECTS (Result 3b)
- c) ACTS and AECTS Student Mobility with Scholarship (Result 3c).

Implementation of the Programme began on 5 January 2015. The implementation period of the Programme is 57 months. A follow-up programme (to be confirmed) will extend the duration of the current programme from September 2019 until mid-2021, the primary purpose of which will be to mainstream the work of the programme within ASEAN structures and systems.

The Programme will be implemented by the following organisations, in collaboration with ASEAN Secretariat. (ASEC):

1. British Council (Lead): responsible for the overall implementation of the Programme and specifically be responsible for the implementation of Result 1: Policy Dialogue
2. DAAD: responsible for the overall implementation of Result 2a: ASEAN Qualifications Reference Framework and Result 2b: ASEAN Regional Quality Assurance
3. ENQA: support the implementation of Result 2a and Result 2b
4. EUA: support the implementation of Result 2a and 2b
5. Campus France: responsible for specific activities within Result 3a: ACTS and Result 3b AECTS
6. Nuffic: responsible for the overall implementation of ACTS and AECTS Student Mobility with Scholarships. Result 3c

Role profile details:

Role:	Pay band/Grade:	Location:	Duration:	Reports to:
Team Leader	Consultant (Fixed term contract)	Jakarta, Indonesia	Up to 30 June 2021 (TBC) Initial contract until September 2019 (Approx. 33 months, dependant on start date, and dependant on extension)	The Programme Director, EU SHARE





Role profile

Job purpose:

To lead and direct the implementation of EU-SHARE – a large-scale, ASEAN-wide Higher Education Programme, effectively engaging stakeholders in way that is politically savvy, technically sound, and which delivers against the programme's stated objectives.

This will be achieved through

- close collaboration with the ASEAN Secretariat and relevant ASEAN bodies, the EU delegations in Indonesia and other ASEAN countries;
- a close and ongoing collegiate working style with all the consortium partners (British Council, Campus France DAAD, ENQA, EUA and Nuffic.).
- a strong focus on quality of delivery and strategic integration of the programme's components-result areas
- fostering student mobility as a key opportunity to build the ASEAN community
- a strong focus on ongoing monitoring and evaluation against programme outcomes.

Key Relationships

Successful achievement of the job purpose above will involve close, purposeful and effective relationships with a number of external, consortium and internal stakeholders.

Externally, the primary stakeholders are:

- the EU Delegation in Indonesia, including the EU Ambassador to ASEAN, and his staff; Head of Co-operation for Indonesia and ASEAN, the Programme Manager for Education and Culture, Indonesia, and the Head of Finance and Contracts for Indonesia and ASEAN. The EU are funders of the SHARE programme.





- EU delegations in all of the ASEAN countries, who need to be aware of, and involved in any SHARE activities happening within their country.
- The ASEAN Secretariat in Jakarta, including the Deputy Secretary-General for ASEAN Social and Cultural Communities (ASCC); Director, ASCC, Head of the Education, Youth and Sports Division (EYSD), and Senior and Technical Officers. ASEAN, represented by the ASEAN Secretariat, is the beneficiary of the Financing Agreement that underpins the SHARE programme.
- Relationships need to be further developed with the SHARE Focal points within Ministries of Education in all ASEAN countries.
- Relationships need to be built and maintained with relevant ASEAN bodies, notably the ASEAN University Network (AUN), ASEAN Qualifications Recognition Framework (AQR) Committee, and the ASEAN Quality Assurance Network (AQAN). These organisations are key for the sustainability of the programme.
- Relationships need to be built and maintained with South East Asia Ministers of Education Organisation (SEAMEO), and in particular with its Regional Institute for Higher Education (RIHED). RIHED runs the ASEAN international Mobility Scholarships (AIMS).

Within the Consortium:

- The key consortium stakeholders are the Project Directors for each of the consortium partners, together with the Project Managers. Close, productive relationships with all of these are essential for the effective undertaking of the post. As well as the structural arrangements below, good understanding of individual organisations particular challenges, gained by regular bilateral meetings, are essential.
- The post is a member of, reports to, and provides strategic, policy, technical and management guidance to the Programme Management Board (PMB), which consists of the Project Directors of each of the Consortium Partners, together with the Programme Team Leader and the Senior Programme Manager.
- The post attends the Project Managers' Meeting (PMM) and provides guidance, as appropriate, to the Project Managers on policy, technical and managerial issues. The PMM consists of the project managers for each of the result areas (projects) together with the Programme Team Leader and the Senior Programme Manager.

For the British Council, as consortium lead, there are further relationships to maintain:





- The relationship with the Senior Programme Manager is particularly important. While the team leader post has overall responsibility for all aspects of the programme, the Senior Programme Manager takes the lead of issues of management systems and finances, and therefore a close and productive relationship is essential.
- The other members of the Programme Management Team, and the project team for Result (project) 1 are essential stakeholders.
- The SHARE Programme Director, and the British Council Country Director are key stakeholders in the Jakarta Office.
- Regional leads for Education, Contracts and Finance are also key relationship to establish and maintain.

Accountabilities, Responsibilities and Main Duties:

The Team Leader is **accountable** for:

- Delivery of the Programme's technical outputs and results, in all result areas, to the satisfaction of EU Delegation (EUD) Indonesia, ASEAN Secretariat (ASEC) the British Council, (as lead consortium partner), and the other consortium partners.
- Financial reporting of the Programme to EUD through the Programme Management Office (PMO) and ensuring engagement of all consortium partners, and full transparency, in the process.
- Ensuring the overall coherence of all the elements of the programme, to the satisfaction of EUD and ASEC, by working closely with ASEC and all partners (consortium and ASEAN) in a collegiate way.

The Team Leader is **responsible** for:

- Providing leadership for all the Programme delivery teams (technical and managerial) and overseeing and agreeing workplans for each result area, ensuring overall coherence and synergy.
- The oversight of robust M&E across the programme.
- Being the Programme's key point of contact for the EUD, ASEC, and all the consortium partners. (British Council, Campus France, DAAD, ENQA, EUA and Nuffic), and other relevant stakeholders.

The Team Leader's **Main Duties** include:

- Provide overall strategic direction and policy guidance for the SHARE Programme in close





consultation with the EUD, ASEC, and all the consortium partners.

- Provide overarching technical expertise and content in the field of Higher Education, with a particular focus on how the policy dialogues in Result Area one can progress the sustainability of the overall programme, but also act as a resource to the other consortium partners' technical inputs in their result areas, ensuring that all technical inputs contribute to an overall cohesive narrative for the whole programme.
- Lead the strategic engagement and positioning of SHARE within ASEAN and within the countries which make up ASEAN; develop and/or maintain an active and strategic network of relationships both within ASEC, and in the ASEAN countries, understand the political landscape, the various organisational and institutional needs and requirements, and position the work of SHARE centrally within ASEAN's ongoing 'policy dialogue' in higher education, and ensure that all partners (consortium and ASEAN) are contributing to this dialogue and the programme is well represented at appropriate fora.
- Develop and maintain strong and credible relationships and stakeholder management, including: EUD, ASEC, the governmental and institutional organisations benefitting from the programme's work, and a close and collegiate working relationship with all the consortium partners.
- Provide leadership and coordination for the preparation, implementation, quality assurance, monitoring and reporting (both technical and financial progress reports) of all Programme activities, as foreseen in the Description of Action, annual workplans and in line with the Programme's evolving Theory of Change.
- Ensure a common understanding of, and adherence to, the agreed governance systems, accountabilities and communications within the programme, and between the consortium partners. Report monthly, and advise on relevant issues, to the Programme Management Board (PMB) of consortium partners and manage clear and regular communications to the programme staff and stakeholders of key decisions, meetings and future plans.
- Lead and direct the core Programme team (and relevant experts) to deliver the programme, and line management of key staff within the Project Management Office (PMO)
- Lead on the technical input to the implementation and monitoring of activities contributing to Result 1: Policy Dialogues, to best contribute to overall programme success and sustainability.
- Develop and then oversee the M&E learning strategy, framework and reports for the programme.
- Ensure timely and accurate financial planning supports programme delivery, in a cost-effective and efficient way.
- Lead on programme risk assessment and management, including a regularly updated risk management strategy, agreed with consortium partners, in line with EU requirements and British Council corporate standards.
- Ensure the capture and documentation of lessons/stories/case-studies related to the delivery of the Programme results, as part of the broader communication, publicity and visibility effort, both locally and internationally, particularly for promoting integration of the programme's work within ASEAN Systems.





Qualifications	<p>Essential: A Master's degree in Education, Political Science, development, or a related field.</p> <p>Desirable: Programme management qualification (e.g. APPM, MSP, Prince2)</p>	
Knowledge & experience		
	<i>Minimum/Essential</i>	<i>Desirable</i>
	<ul style="list-style-type: none"> • 5 Years' proven strategic, advisory and team leadership experience in an international or multinational context. • Strong profile and technical credibility, including proven thought leader abilities in the education sector, and a clear understanding of the role of Education and Higher Education in development • Knowledge and proven ability to effectively operate in a multi-country context • Experience of working with donor programmes and with other bilateral and multi-lateral partners. • Demonstrable successful experience of large scale programme leadership and management during all stages of the project cycle. • Proven ability to manage complex programme delivery, and track record in shaping a strong and supportive group of diverse stakeholders. • Credibility to engage with and manage a wide range of programme stakeholders including national governments, 	<ul style="list-style-type: none"> • Experience of working on an ASEAN-wide programme and/or large scale Higher Education programme within ASEAN. • Knowledge and proven ability to effectively operate in the context of ASEAN, ASEAN structures and modalities of work, or in a multi-country context in East and/or Southeast Asia • Experience of working with donor programmes • Experience of working with ASEAN governments and other relevant stakeholders in ASEAN countries, such as Universities, Media and Civil Society Organizations. • Relevant ASEAN countries' language skills. • Good understanding of the Bologna Process and the Erasmus+ mobility scheme. • Proven thought leadership in higher education • Experience of encouraging ownership,





<p>multinational institutions and organisations, delivery partners, and others.</p>	<p>and capacity building in public sector reform an advantage</p>
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