

SCOPE OF WORK	
Position	: Operations Senior Manager
Department	: Vice CEO Office
Employee Type	: Contract
Revision Date : 21 September 2026	
Location	: Jakarta, Indonesia

I. CISDI AND OUR CULTURE

CISDI is a full-service *center of expertise* that advances health system strengthening and development. Our vision is to set and implement health system standards, leaving no one behind by driving a systemic, evidence-based transformation of Indonesia's and other countries' health systems. We work in close collaboration with international institutions, governments, donors and private sector partners to support PHC systems and ensure robust and public-oriented policies are set and subsequently implemented.

We are positioned to continue this growth trajectory by expanding into new business sectors with service offerings driven by donors and private client's requests. To ensure we operate internally to the same high standards we perform externally, we embarked on an aggressive organizational-wide transformation aligning our internal policies, processes, procedures and systems to meet these changing market dynamics.

Guided by five mission pillars, our work integrates research, implementation, advocacy, communication, and collaboration into one continuous cycle. We conduct research to generate evidence that drives innovation and advocacy, and translate the evidence into implementation by strengthening primary health care through community engagement. We advocate for better health policy, governance, and right to health, while fostering public participation that turns awareness into collective action. Underpinning all of this is collaboration, through cross-sector partnerships and strategic forums that strengthen the health system as a whole.

Our people are at the heart of this work and contribute directly to our mission. CISDI brings together professionals from diverse disciplines who share a commitment to the public interest. We foster a collaborative environment as "super power" where ideas are valued regardless of position or tenure, where integrity and accountability shape how we use evidence, resources, and continuous learning being part of everyday work. We are committed to an inclusive and safe workplace and to a healthy balance between work and personal life.

We hire highly intelligent professionals who thrive on challenges. Our professionals are given the freedom to express their creativity by solving complex healthcare sectoral issues often working on problems that other organizations may not have tried or have failed. Our people

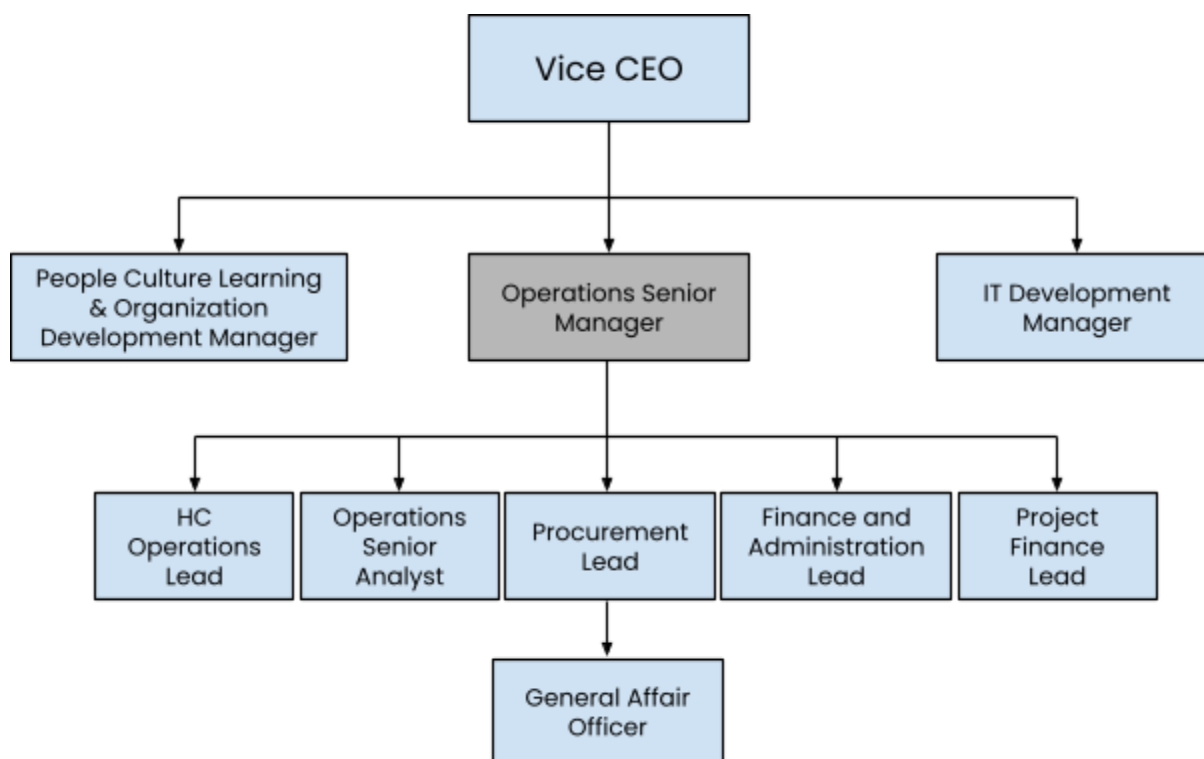
thrive in a collaborative work environment where ideas are heard and acted upon regardless of level or length of employment. Work-Life balance is not just talk but is embedded into our operating models, policies and procedures. It is who we are.

II. SUMMARY OF ROLE

An Operations Senior Manager works directly under the Vice CEO and leads CISDI's organization-wide operations agenda, covering operational planning, performance monitoring, organizational sustainability, business process improvement and the coordination of the organizational transformation. This position combines strong financial and operational analysis with leadership, providing recommendations and an independent second perspective to help the Vice CEO make well-informed decisions.

As part of the Leadership Team, the role ensures that organizational priorities are translated into clear operating plans, tracked consistently across functions and executed on time. The role also serves as the go-to person for the Vice CEO, anticipating needs, following up on priorities and resolving cross-functional operational issues.

III. ORGANIZATION CHART



IV. JOB DESCRIPTIONS

Responsibility	Main Activity	Output/Measurement
Operational Strategy and Planning	- Translate organizational strategy into the annual operating plan and priorities together with the Vice CEO and Leadership Team - Facilitate the organization's operating rhythm (planning cycles, quarterly business reviews, Leadership Team meeting agenda) - Align unit-level targets, resources and budgets with organizational priorities	- Annual operating plan and priority tracker - Quarterly business review materials - Cross-unit alignment on targets and resources
Organizational Performance Monitoring	- Analyze financial and operational data in coordination with the Finance Manager (e.g., project profitability, cost structure, indirect cost recovery, cash runway) - Identify key issues, trends and organizational needs - Provide insights and options to support decision-making	- Relevant and accurate analysis - Key findings and recommendations - Timely delivery of analysis
Organizational Sustainability and Risk	- Assess financial and operational sustainability (funding mix, pipeline vs. capacity, cost efficiency) - Develop scenario analyses and contingency plans for funding and market changes - Evaluate business cases for new service offerings and business sectors with relevant units - Maintain the organization-level operational risk register with risk owners (e.g., Finance for financial risk, Corsec for legal/compliance risk) - Support assessment of resource allocation and organizational priorities	- Sustainability assessment and scenario analysis - Business case evaluations - Operational risk register with mitigation plans - Improved resource allocation - Identified improvement opportunities
Business Process and Operational Excellence	Map and review key cross-functional processes;	Process improvement roadmap

	identify inefficiencies, duplication and control gaps • Own the organization-wide business process and SOP framework (standards, templates, review cycle), in coordination with process owners across functions • Drive adoption of process improvements and operational standards	• Standardized and documented processes • Measurable efficiency gains
Organizational Transformation Management	• Coordinate the transformation agenda (internal policies, processes, procedures and systems) as a managed program with workplan, milestones and owners • Work with the IT Development Manager, Finance Manager and Corsec, HC & GA Senior Manager on cross-functional initiatives and systems • Monitor progress, manage risks and dependencies, and report to the Vice CEO	• Transformation workplan and progress tracker • Regular progress reports • Milestones delivered on schedule
Strategic Recommendation and Second Opinion	• Provide recommendations to the Vice CEO on organizational matters • Review options and assess potential implications • Provide an independent perspective on key decisions	• Clear and actionable recommendations • Comprehensive consideration of risks and implications • Additional perspective for decision-making
Cross-functional Operations	• Coordinate with Chiefs, Managers and Leads on operational matters • Resolve operational issues across functions, or escalate them with clear options • Follow up on tasks and information required by the Vice CEO	• Effective coordination and follow-up • Issue log maintained; issues addressed in a timely manner
Vice CEO Support and Leadership Team Enablement	• Prepare briefing materials, analysis and decision papers for the Vice CEO	• Materials ready ahead of deadlines

	- Track and follow up on the Vice CEO's priorities and Leadership Team action items - Support preparation of materials for Board, donor and strategic partner meetings as required - Proactively anticipate needs and act as go-to person	- Action-item tracker with consistent follow-up - Smooth execution of assigned matters
Team Leadership and Budget Ownership	- Lead, coach and evaluate the Operations team, including KPI setting and performance reviews per the organization's cycle - Prepare and manage the Operations budget - Ensure quality, accuracy and confidentiality of team outputs	- Team performance reviews completed on schedule - Budget realization aligned with plan - Consistent quality of team deliverables

V. WORKING RELATIONS

Type	Stakeholder
Internal	- Vice CEO (direct supervisor), CEO and Chiefs - Corsec, HC and GA Senior Manager, Finance Manager, IT Development Manager - Unit heads, project managers and all CISDI employees
External	- Donors, stakeholders and strategic partners (as required) - Vendors - Consultants and external advisors

VI. QUALIFICATIONS

A. Minimum Qualifications

- Master's degree (S2) in Accounting, Finance, Economics, Business Administration, Management, Public Health/Policy or other relevant fields
- Minimum 8–10 years of experience in operations, strategy, business/financial analysis, management consulting or similar roles, preferably in a professional services, NGO or development organization, with at least 3–5 years in a managerial position
- Strong understanding of financial analysis, budgeting and organizational operations

- Experience in organizational transformation, process improvement or program/PMO management
- Proven ability to provide clear recommendations and an independent perspective to senior leadership
- Strong communication and stakeholder management skills; English speaking and writing skills are required
- Advanced data analysis and reporting skills (Excel and dashboard/BI tools)
- Proactive and independent, with the ability to anticipate needs, manage multiple priorities and handle confidential information with discretion
- Experience in the health or development sector is a plus

B. Competencies

Technical Competencies:

- Accounting practices and procedures
- Financial analysis and reporting
- Cash flow management
- Budget preparation, tracking and reporting
- Tax regulations and procedures
- Administrative procedures
- Experience in accounting and reporting software
- Google Ecosystem, Microsoft Office (Microsoft Excel, Word, Power Point), Notion, and Slack

Behaviour Competencies:

- Integrity and credibility are mandatory
- Adhere to the diversity, equity and social inclusion principles
- Strong leadership, managerial and team building skills
- Problem solving and decision making
- Excellent communication and relationship building skills
- Strong sense of judgment
- Timeliness and good time management
- Initiative, self-motivation and dedication
- Client focused mindset
- Executive presence and gravitas