



FEDERAL REPUBLIC OF SOMALIA
Social Health Insurance Authority (SHIA)

Ministry of Health & Human Services · Wasaaradda Caafimaadka & Adeegyada Bulshada

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COMPANION VOLUME · BUUGGA LA SOCDA

Terms of Reference and Job Descriptions

Shuruudaha Hawlaha iyo Sharaxaadda Jagooyinka · 2026

الاختصاصات والوصف الوظيفي لهيئة التأمين في القطاع الصحي

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LEGAL NAME	Social Health Insurance Authority (SHIA) · Hay'adda Caymiska Caafimaadka Bulshada · هيئة التأمين في القطاع الصحي
COVERS	The Board and its committees, the Director General, the Office of the Director General, ten Directors of Department, thirty Heads of Section, seven technical committees and five sub committees, seven programmes and projects, senior advisors, technical consultants and general service posts
COMPANION VOLUME	Organisational Structure and Organogram 2026 (SHIA/DG/ORG/002/2026)
REVIEW CYCLE	Annual, or on amendment of the governing statute
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How to use this volume

Sida loo isticmaalo buuggan

This volume states, for every post and every body in the Authority, what it is for, what it must do, what it may decide, and what it may not do. It is the instrument against which recruitment is conducted, delegation is exercised, performance is appraised and disciplinary questions are judged.

SCOPE OF THIS VOLUME

This volume defines duties, accountabilities and authority only. It does not address grading, salary, allowances, top up incentives, or any other condition of service. Those matters are reserved to the Board of Directors under the applicable public service law and are dealt with in separate instruments.

Structure of an entry

- Reports to the single post to which the holder is accountable. Every Director of Department reports directly to the Director General.
- Purpose what the post or body exists to achieve, in one or two sentences.
- Duties and responsibilities the standing obligations of the post.
- Authority and limits what may be decided, and expressly what may not.
- Person specification the qualification, experience and character required, where relevant.
- Performance measures how delivery is judged.

Rules that apply to every post

The following accountabilities attach to every member of staff, every committee member, every advisor and every consultant, and are not repeated in each entry.

1. Act at all times in the interest of the insured population and the solvency of the Fund.
2. Observe the statute, public financial management law, procurement law and the rules protecting member data.
3. Declare any interest that could conflict with duty, and withdraw from the related decision.
4. Neither solicit nor accept any gift, hospitality or advantage that could influence, or appear to influence, an official act.
5. Treat member information as confidential during and after service with the Authority.
6. Report suspected fraud, waste, abuse or irregularity through the whistle blowing channel; those who report in good faith are protected.
7. Record dissent in writing where instructed to act against professional judgement.
8. Cooperate fully with Internal Audit, the external auditor and any lawful investigation.
9. Maintain the separation of duties on which the integrity of the claims cycle depends.





Part A

Governance

Maamul guud

The Board of Directors, the offices within it, and the five standing committees through which it discharges its detailed work.

A1. Board of Directors

Guddiga Maamulka Hay'adda · مجلس الإدارة

Terms of reference

STATUS	Established under the statute governing the Authority. The Board is the governing body of the Social Health Insurance Authority and the custodian of the Social Health Insurance Fund.
ACCOUNTABLE TO	The Board is accountable to the Council of Ministers, and prime Minister for the discharge of its statutory duties.

PURPOSE

To govern the Authority, hold the Fund in trust for the insured population, set the policy and financial framework within which the Authority operates, and hold the Director General to account for execution.

COMPOSITION

- A Chairperson appointed in accordance with the statute.
- Nine members drawn to reflect the Ministry of Health and Human Services, the Ministry of Finance, employer and worker interests, the health professions, the Federal Member States, and independent members with expertise in insurance, actuarial science, law or audit.
- The Director General attends as Secretary to the Board and does not vote.
- No person may sit on the Board who holds a contract with the Authority or an interest in an empanelled provider, unless that interest is declared and recorded and the member recuses themselves from the related business.

MEETINGS AND PROCEDURE

- The Board meets quarterly. Extraordinary meetings are convened by the Chairperson or on the written request of any three members.
- The quorum is a majority of members in post, including the Chairperson or a member designated by the Chairperson to preside.
- Decisions are taken by consensus where possible and otherwise by simple majority; the presiding member holds a casting vote.





- Papers are circulated by the Secretary not less than seven days before a meeting. Minutes are confirmed at the following meeting and a resolutions tracker is maintained.

DUTIES

- Approve the strategic plan, the annual work plan and the annual budget of the Authority.
- Approve the Unified Benefit Package, the tariff schedule and provider payment mechanisms on the recommendation of the National Benefit Package and HTA Committee.
- Approve contribution rates, exemption and subsidy criteria, and the reserving and investment policy.
- Approve the annual accounts and the annual report, and submit them through the Minister as required by the statute.
- Set the risk appetite of the Authority and satisfy itself that risks to the solvency of the Fund are identified and controlled.
- Establish standing committees, appoint their chairpersons and approve their terms of reference.
- Assure itself that the Authority complies with the statute, with public financial management law, and with the rules on data protection and member confidentiality.

LIMITS OF AUTHORITY

- The Board acts collectively. An individual member has no authority to direct the Director General, any member of staff, or any contractor of the Authority.
- The Board may not assume executive functions; it governs through approval, oversight and the appointment and appraisal of the Director General.

A2. Chairperson of the Board

Terms of reference

PURPOSE

To lead the Board, secure the integrity of its proceedings, and hold the Director General to account on the Board's behalf between meetings.

DUTIES

- Preside at meetings of the Board and set the agenda with the Secretary.
- Ensure that every member has the information, the time and the opportunity to contribute, and that dissent is recorded.
- Lead the annual appraisal of the Director General and report the outcome to the Board.
- Ensure that the Board's committees function, that their chairs report, and that recommendations are tracked to closure.
- Rule on declarations of interest and require recusal where a conflict arises.

A3. Member of the Board

Terms of reference

PURPOSE

To contribute independent judgement to the governance of the Authority and the stewardship of the Fund.

DUTIES

- Attend and prepare for meetings of the Board and of any committee to which appointed.
- Exercise independent judgement in the interest of the insured population, not of any constituency, employer or profession.





- Declare any interest, direct or indirect, in a matter before the Board, and withdraw from the discussion and decision where the Chairperson so rules.
- Preserve the confidentiality of Board papers, member data and commercially sensitive information, during and after tenure.

A4. Secretary to the Board

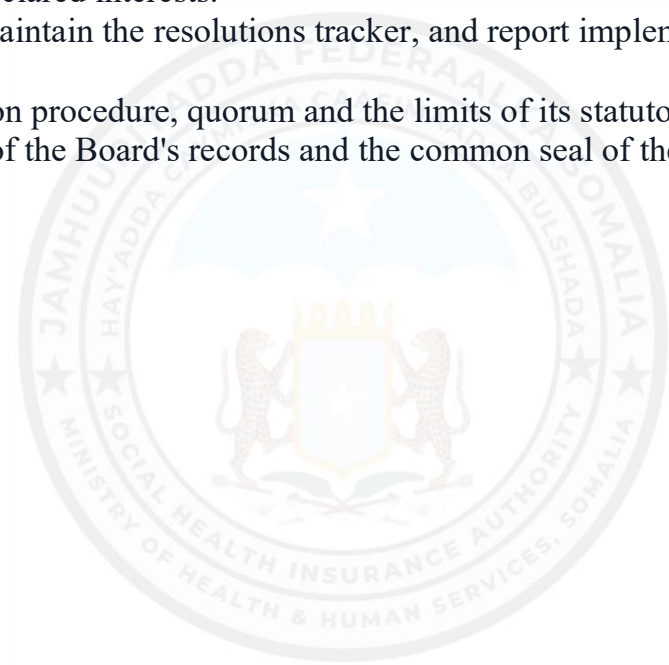
Terms of reference

PURPOSE

To serve the Board procedurally and ensure that its decisions are properly recorded, communicated and implemented. The Director General is Secretary to the Board ex officio, supported by the Executive Secretariat and Board Affairs unit.

DUTIES

- Convene meetings, circulate papers within the notice period, and maintain the register of members and of declared interests.
- Record minutes, maintain the resolutions tracker, and report implementation status at each meeting.
- Advise the Board on procedure, quorum and the limits of its statutory authority.
- Maintain custody of the Board's records and the common seal of the Authority.



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A5. Board standing committees

Guddiyada joogtada ah ee Guddiga Maamulka

Each standing committee is established by the Board, acts within terms of reference approved by the Board, and reports to the Board at every ordinary meeting. Committees advise and recommend; they hold no line authority over staff.

A5.1 Audit, Risk and Compliance Committee

COMPOSITION AND CHAIR	Not fewer than three non executive members, chaired by a member who is not the Chairperson of the Board and who has audit, accounting or legal experience. The Head of Internal Audit and Assurance attends every meeting and has a standing right of private access to the Committee without management present.
FREQUENCY	Quarterly, and at any time on the request of the Head of Internal Audit and Assurance.

PURPOSE

To provide the Board with independent assurance on the adequacy of internal control, risk management and compliance across the Authority.

DUTIES

- Approve the risk based annual internal audit plan and monitor its execution.
- Receive every internal audit report and track management responses to closure.
- Review the enterprise risk register and satisfy itself that the top risks to the Fund are controlled within the Board's risk appetite.
- Recommend the appointment, remuneration and removal of the external auditor and review the external audit findings and management letter.
- Review the annual accounts before submission to the Board, with particular attention to provisions, claims reserves and going concern assumptions.
- Receive reports on fraud, waste and abuse, on whistle blowing disclosures, and on compliance with statute and public financial management law.

A5.2 Finance, Investment and Actuarial Committee

COMPOSITION AND CHAIR	Not fewer than three members with expertise in finance, insurance or actuarial science, chaired by a non executive member. The Director of Finance, Fund Management and Procurement attends as technical secretary.
FREQUENCY	Quarterly, and before any Board decision on contribution rates or tariffs.

PURPOSE

To advise the Board on the financial sustainability and solvency of the Social Health Insurance Fund.





DUTIES

- Review the annual budget and quarterly financial performance before submission to the Board.
- Review the actuarial valuation of the Fund and advise the Board on contribution rates, reserving and solvency margins.
- Recommend the investment policy for Fund reserves, including permitted instruments, concentration limits and liquidity requirements.
- Review the costing of any proposed change to the benefit package or tariff schedule before it goes to the Board.
- Monitor contribution collection performance, arrears and subsidy transfers from government.



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A5.3 Governance, Ethics and Nominations Committee

COMPOSITION AND CHAIR	Not fewer than three non executive members, chaired by a member other than the Chairperson of the Board.
FREQUENCY	Twice yearly and as required.

PURPOSE

To safeguard the integrity and effectiveness of the Board itself.

DUTIES

- Maintain the code of conduct for Board members and senior staff and advise on its application.
- Maintain the register of interests and advise the Chairperson on recusal.
- Recommend candidates for committee membership and for the chairing of committees.
- Conduct a periodic evaluation of the Board's own effectiveness and report to the Board.
- Advise on succession planning for the Director General and for Directors of Department.

A5.4 Human Resources and Establishment Committee

COMPOSITION AND CHAIR	Not fewer than three members, chaired by a non executive member. The Director of Corporate Services attends as technical secretary.
FREQUENCY	Quarterly.

PURPOSE

To advise the Board on the organisation, staffing and conditions of service of the Authority within the applicable public service law.

DUTIES

- Review the organisational structure and any proposal to create, merge or abolish a department or section, and recommend to the Board.
- Review the terms of reference and job descriptions of all posts and recommend amendments.
- Advise the Board on conditions of service, recruitment policy and the merit principle, in conformity with the applicable public service law.
- Review the annual staffing plan, workforce composition, gender balance and Federal Member State representation.
- Review the outcome of the annual performance management cycle in aggregate and advise on capability development.





A5.5 Shariah Compliance and Takaful Advisory Committee

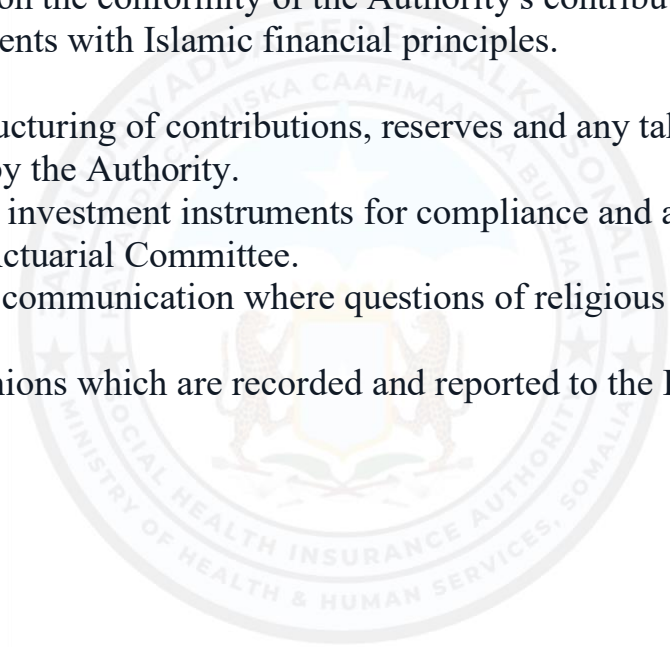
COMPOSITION AND CHAIR	Not fewer than three members with recognised standing in Islamic jurisprudence and Islamic finance, appointed by the Board.
FREQUENCY	Twice yearly and before any material change to contribution or investment arrangements.
NOTE	This Committee is constituted only where the governing statute or the Board so provides.

PURPOSE

To advise the Board on the conformity of the Authority's contribution, reserving and investment arrangements with Islamic financial principles.

DUTIES

- Advise on the structuring of contributions, reserves and any takaful or waqf instrument used by the Authority.
- Review proposed investment instruments for compliance and advise the Finance, Investment and Actuarial Committee.
- Advise on public communication where questions of religious permissibility affect enrolment.
- Issue written opinions which are recorded and reported to the Board.



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Part B

The Executive

Fulinta

The Director General and the seven staff functions attached to the Office of the Director General.

B1. Director General

Agaasimaha Guud · المدير العام

Job description

REPORTS TO	The Board of Directors
RESPONSIBLE FOR	All ten Directors of Department, the units of the Office of the Director General, and, through them, all staff of the Authority
KEY RELATIONSHIPS	Board of Directors and its committees; the Minister and the Ministry of Health and Human Services; the Ministry of Finance; Federal Member State health authorities; empanelled providers; employers and worker representatives; development partners; the external auditor.

PURPOSE

To lead the Authority, execute the policy and financial framework set by the Board, and deliver social health insurance coverage that is financially sound, technically credible and trusted by the population.

DUTIES AND RESPONSIBILITIES

1. Serve as Chief Executive and Accounting Officer of the Authority and as Secretary to the Board.
2. Translate Board policy into the strategic plan, annual work plan and budget, and deliver against them.
3. Lead and appraise the ten Directors of Department, holding each directly accountable for the mandate of their department.
4. Exercise financial authority within the thresholds set by the Board and account for every shilling of the Fund and of the administrative budget.
5. Convene and chair the technical committees of the Authority and act on their recommendations or record the reasons for not doing so.





6. Approve empanelment, contracting and claims decisions above the thresholds delegated to Directors, and ensure that no single officer can define, verify and pay the same claim.
7. Represent the Authority before the Minister, the Federal Member States, development partners, employers, the health professions and the public.
8. Safeguard the independence of Internal Audit and Assurance and refrain from any act that would impair its access or its reporting line to the Board.
9. Ensure the Authority complies with the statute, public financial management law, procurement law and the rules protecting member data.
10. Report to the Board at every meeting on performance, risk, financial position and material incidents, and disclose promptly any matter that could affect the solvency or reputation of the Fund.
11. Appoint, deploy, appraise and discipline staff in accordance with the applicable public service law and the framework approved by the Board.
12. Maintain a succession plan and designate in writing the Director who acts during any absence.

AUTHORITY AND LIMITS

1. Full executive authority over the operations of the Authority, subject to the statute, the Board's reserved decisions and the Delegation of Authority schedule.
2. May delegate any function in writing to a Director. Delegation transfers the task, not the accountability; the Director General remains the Accounting Officer.
3. May not vary the benefit package, the tariff schedule, contribution rates or the organisational structure without Board approval.

PERSON SPECIFICATION

1. An advanced qualification in medicine, public health, health economics, health financing, law, actuarial science or a cognate discipline; a postgraduate qualification in health management or public administration is expected.
2. Substantial senior leadership experience in health systems, social insurance or public financial management, including accountability for a budget and for a professional workforce.
3. Demonstrated command of health financing, purchasing and provider payment.
4. Unimpeachable integrity, and the standing to hold both providers and government to account.





5. Fluency in Somali and English; working Arabic an advantage.

PERFORMANCE MEASURES

- Growth and retention of covered population against the enrolment plan.
- Solvency of the Fund and accuracy of actuarial projections.
- Claims turnaround time and the proportion of claims settled within the service standard.
- Clean external audit opinion and closure of audit recommendations.
- Member satisfaction and the rate of upheld grievances.



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B2. Office of the Director General

Xafiiska Agaasimaha Guud

These units serve the Director General and the whole Authority. They hold no line authority over departments. Internal Audit and Assurance reports functionally to the Board Audit, Risk and Compliance Committee and administratively to the Director General.

B2.1 Executive Secretariat and Board Affairs

REPORTS TO The Director General

PURPOSE

Serves the Board and the Director General procedurally and keeps the institutional record.

DUTIES

1. Prepare and circulate Board and committee papers within the notice period.
2. Record minutes and maintain the resolutions tracker to closure.
3. Maintain the register of Board members, declared interests and the common seal.
4. Manage the Director General's official correspondence, protocol and institutional calendar.
5. Maintain the archive of policies, instruments and signed agreements.

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B2.2 Internal Audit and Assurance

REPORTS TO Functionally to the Board Audit, Risk and Compliance Committee; administratively to the Director General





PURPOSE

Provides independent, objective assurance on governance, risk management and internal control. Reports functionally to the Board Audit, Risk and Compliance Committee and administratively to the Director General.

DUTIES

- Prepare and execute a risk based annual internal audit plan approved by the Committee.
- Audit claims adjudication, enrolment, empanelment, procurement, payroll and the Fund's accounts.
- Report findings to the Committee without alteration by management and track remediation.
- Conduct special investigations at the request of the Committee or the Director General.
- Maintain independence: no operational duty, no design of the controls it audits.

B2.3 Risk, Compliance and Integrity

REPORTS TO	The Director General
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PURPOSE

Maintains the enterprise risk framework and the integrity regime of the Authority.

DUTIES

- Maintain the enterprise risk register and report the top risks quarterly.
- Operate the conflict of interest, gift and outside employment declarations regime.
- Operate the whistle blowing channel and protect those who use it in good faith.
- Monitor compliance with statute, procurement law and data protection rules.
- Coordinate the Authority's anti fraud posture with the Verification and Counter Fraud Section.





B2.4 Office of the Legal Counsel

REPORTS TO

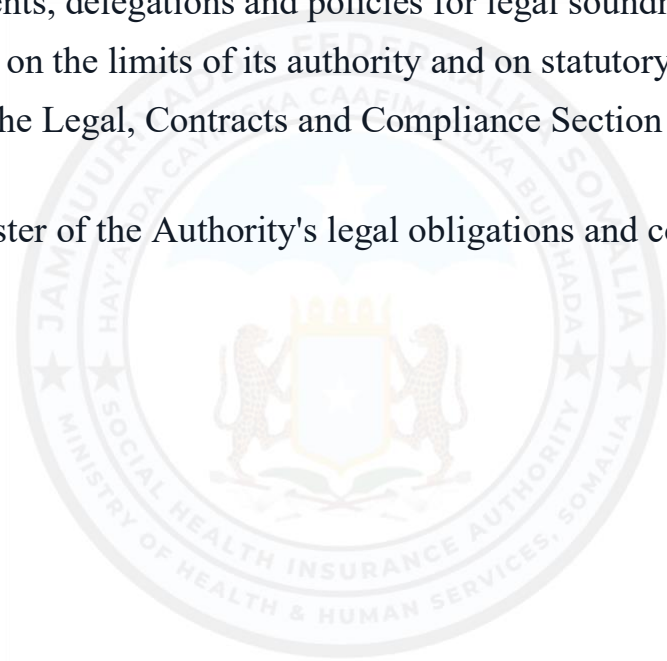
The Director General

PURPOSE

Provides legal advice to the Director General and the Board and safeguards the legality of the Authority's acts.

DUTIES

- Advise on the interpretation of the statute and of instruments made under it.
- Clear all instruments, delegations and policies for legal soundness before issue.
- Advise the Board on the limits of its authority and on statutory obligations.
- Coordinate with the Legal, Contracts and Compliance Section on litigation and enforcement.
- Maintain the register of the Authority's legal obligations and commitments.



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B2.5 Corporate Communications and Spokesperson

REPORTS TO The Director General

PURPOSE

Manages the voice, brand and public information of the Authority.

DUTIES

- Issue public information on coverage, entitlements and how to enrol, in Somali and English.
- Manage media relations and act as the single authorised point of comment.
- Maintain the brand, the website and the Authority's official channels.
- Run crisis communication when service, solvency or reputation is at stake.
- Ensure that no member's personal information is disclosed in any communication.

B2.6 Gender, Equity and Social Inclusion Desk

REPORTS TO The Director General

PURPOSE

Ensures that coverage decisions widen rather than narrow access for those least able to pay.

DUTIES

- Apply an equity screen to proposed changes in the benefit package, tariffs and enrolment rules.
- Monitor coverage and utilisation disaggregated by sex, age, displacement status and geography.
- Advise on removing barriers faced by women, people with disability and displaced populations.
- Advise the Indigent, Subsidised and Vulnerable Groups Section on targeting criteria.
- Report annually to the Board on equity of coverage.





B2.7 Programme and Project Management Office

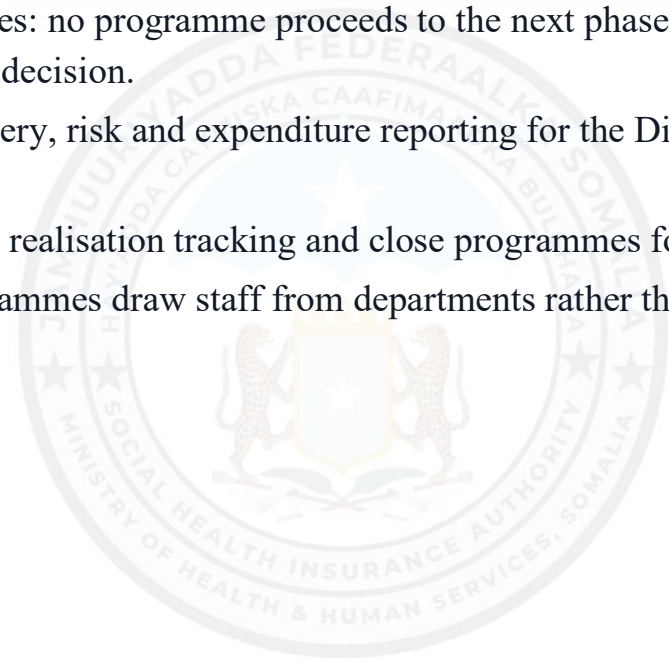
REPORTS TO The Director General

PURPOSE

Governs the Authority's portfolio of programmes and projects and holds delivery to account.

DUTIES

- Charter every programme and project and maintain the portfolio register.
- Operate stage gates: no programme proceeds to the next phase without a documented gate decision.
- Consolidate delivery, risk and expenditure reporting for the Director General and the Board.
- Maintain benefits realisation tracking and close programmes formally.
- Assure that programmes draw staff from departments rather than building parallel structures.



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Part C

Departments

Waaxaha

The generic job description of a Director of Department, followed by the specific accountabilities of each of the ten Directors.

C1. Director of Department generic job description

Agaasimaha Waaxda

Job description

REPORTS TO	The Director General
RESPONSIBLE FOR	The Heads of Section of the department and, through them, all officers, specialists and support staff assigned to it

PURPOSE

To deliver the mandate of the department, lead its sections, and account to the Director General for its performance, its expenditure and its conduct.

DUTIES AND RESPONSIBILITIES

- Translate the strategic plan into a departmental work plan with measurable outputs and deliver it.
- Lead, deploy and appraise the Heads of Section and set the standards of work in the department.
- Prepare and manage the departmental budget and account for expenditure within delegated authority.
- Sign off the technical outputs of the department and take responsibility for their quality.
- Maintain the department's contribution to the enterprise risk register and control the risks owned by the department.
- Serve on or provide technical secretariat to the committees relevant to the department's mandate.
- Cooperate with the other departments, and in particular respect the separation between the departments that define benefits, verify delivery and pay claims.
- Supply data, evidence and reports required by Internal Audit, the external auditor and the Board.





- Represent the Authority on technical matters within the department's mandate when authorised.
- Designate in writing an acting Head of Section during any absence exceeding ten working days.

AUTHORITY AND LIMITS

- Line authority over the staff of the department.
- Financial and approval authority within the thresholds set in the Delegation of Authority schedule.
- No authority to vary policy, tariffs, the benefit package or the structure of the Authority.
- No authority to instruct staff of another department; cross department requirements are settled through the Director General.

PERSON SPECIFICATION

- A relevant advanced qualification in the department's technical field.
- Proven managerial experience leading professional staff and delivering against a work plan.
- Command of the technical content of the department's mandate.
- Integrity, sound judgement, and the confidence to record dissent in writing.
- Working fluency in Somali and English.

PERFORMANCE MEASURES

- Delivery of the departmental work plan.
- Budget execution within variance tolerance.
- Closure of audit findings owned by the department.
- Quality and timeliness of departmental outputs.
- Staff performance appraisal completion and capability development.

APPLIES TO ALL TEN DIRECTORS

The generic job description above applies in full to every Director of Department. The entries that follow state only what is additional and specific to each department; they do not replace the generic duties.

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C2. The ten Directors specific accountabilities

Agaasimeyaasha toban ee Waaxaha

C2.1 Director Corporate Services

Adeegyada Rasmiga ah

DEPARTMENT CODE	D1
REPORTS TO	The Director General
RESPONSIBLE FOR	3 Heads of Section and the officers, specialists and support staff of 9 units

PURPOSE

People, systems, assets and the daily running of the Authority.

SPECIFIC ACCOUNTABILITIES

- Own the people, systems, assets and premises on which every other department depends.
- Operate recruitment, deployment and performance management in conformity with the applicable public service law and the merit principle.
- Maintain the establishment record and the personnel file of every member of staff.
- Own the ICT estate, the cybersecurity posture and the availability of core systems.
- Maintain the central registry, the archive and the records retention schedule.

SECTIONS LED

- Human Resources & Talent Management Section
- Administration, Facilities & Records Section
- ICT & Digital Systems Section

C2.2 Director Finance, Fund Management & Procurement

Maaliyadda, Maaraynta Sanduuqa & Iibsiga

DEPARTMENT CODE	D2
REPORTS TO	The Director General
RESPONSIBLE FOR	3 Heads of Section and the officers, specialists and support staff of 9 units

PURPOSE

Custody of the Social Health Insurance Fund and value for money purchasing of goods.



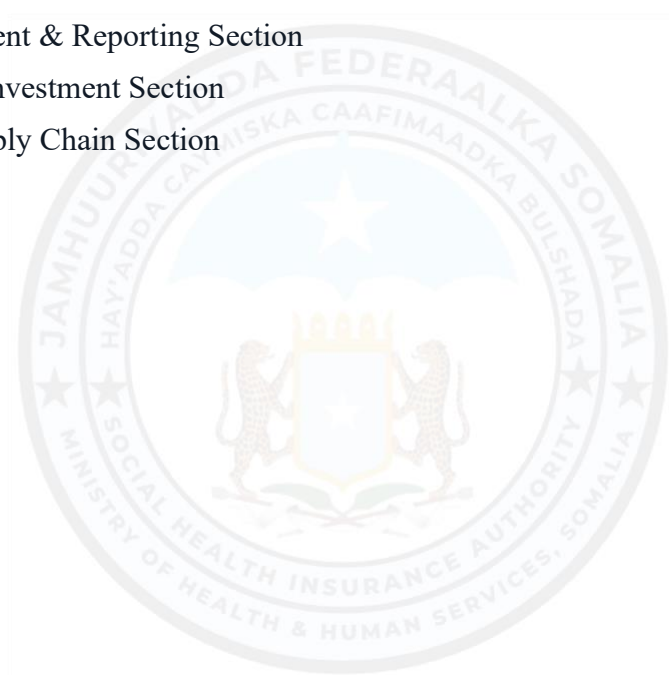


SPECIFIC ACCOUNTABILITIES

- Act as the custodian of the Social Health Insurance Fund and keep contribution income separate and traceable from the administrative budget.
- Prepare the annual budget, the quarterly financial reports and the annual accounts.
- Commission the actuarial valuation and advise the Director General and the Board on solvency, reserving and contribution rates.
- Run procurement in conformity with procurement law, and secure value for money.
- Maintain the fixed asset register and the stores and inventory records.
- Ensure that payment of a provider claim is executed only against a verified adjudication from another department.

SECTIONS LED

- Financial Management & Reporting Section
- Fund, Actuarial & Investment Section
- Procurement & Supply Chain Section



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C2.3 Director Planning, Policy & Research

Qorsheynta, Siyaasadda & Cilmi baarista

DEPARTMENT CODE	D3
REPORTS TO	The Director General
RESPONSIBLE FOR	3 Heads of Section and the officers, specialists and support staff of 8 units

PURPOSE

The evidence engine policy instruments, plans, performance and health economics.

SPECIFIC ACCOUNTABILITIES

- Draft the regulations, guidelines and statutory instruments required to give effect to the statute.
- Prepare the strategic plan, the annual work plan and the performance framework of the Authority.
- Own monitoring and evaluation and produce the evidence on which coverage decisions are based.
- Lead the health economics and health technology assessment function that supports benefit design.
- Maintain the Authority's research agenda, publication standards and knowledge repository.

SECTIONS LED

- Policy & Legislative Development Section
- Planning, M&E and Performance Section
- Research, HTA & Knowledge Management Section

C2.4 Director International Relations, Strategy & Partnerships

Xiriirka Caalamiga, Istaraatijiyadda & Iskaashiga

DEPARTMENT CODE	D4
REPORTS TO	The Director General
RESPONSIBLE FOR	3 Heads of Section and the officers, specialists and support staff of 7 units

PURPOSE

Positions SHIA in the global UHC architecture and mobilises external resources.

SPECIFIC ACCOUNTABILITIES

- Position the Authority in the international universal health coverage architecture.
- Mobilise external resources and account for grant compliance and reporting.
- Negotiate partnerships, twinning arrangements and study exchange.





- Develop diaspora and remittance linked coverage products with the Enrolment department.
- Coordinate the Authority's engagement with regional, African Union, IGAD and OIC bodies.

SECTIONS LED

- Bilateral & Multilateral Relations Section
- Resource Mobilisation & Grants Section
- Strategy, Partnerships & Diaspora Engagement Section



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C2.5 Director Operations & Regional Coordination

Howlgalka & Isku duwidda Gobollada

DEPARTMENT CODE	D5
REPORTS TO	The Director General
RESPONSIBLE FOR	3 Heads of Section and the officers, specialists and support staff of 8 units

PURPOSE

Runs the branch network, the contact centre and the day to day member interface.

SPECIFIC ACCOUNTABILITIES

- Run the branch network, the State Coordination Offices and the district service centres.
- Operate the contact centre and own the quality of the day to day member interface.
- Maintain the agent, kiosk and cooperative network through which members transact.
- Own business continuity, disaster recovery and surge cover during outbreak or displacement.
- Consolidate field intelligence on access barriers and report it to the Director General.

SECTIONS LED

- Field Operations & Branch Network Section
- Contact Centre & Customer Experience Section
- Business Continuity & Emergency Cover Section

C2.6 Director Registration & Unique Health Insurance Number (UHIN) Services

Diiwaangelinta & Adeegga Lambarka Caymiska Caafimaadka

DEPARTMENT CODE	D6
REPORTS TO	The Director General
RESPONSIBLE FOR	3 Heads of Section and the officers, specialists and support staff of 6 units

PURPOSE

Issues and protects the single lifetime insurance number for every resident.

SPECIFIC ACCOUNTABILITIES

- Issue and protect the Unique Health Insurance Number as a single lifetime identifier per person.
- Operate biometric capture and de duplication so that no person holds two numbers.
- Maintain the national beneficiary registry as the authoritative record of who is covered.





- Establish and maintain interoperability with the civil registry, national identity systems and HMIS.
- Detect and remove duplicate and ghost beneficiaries and report the results to Internal Audit.

SECTIONS LED

- UHIN Issuance & Identity Verification Section
- National Beneficiary Registry Section
- Registration Compliance & Integrity Section



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C2.7 Director Enrolment & Member Registration

Isdiwaangelinta & Diiwaanka Xubnaha

DEPARTMENT CODE	D7
REPORTS TO	The Director General
RESPONSIBLE FOR	3 Heads of Section and the officers, specialists and support staff of 9 units

PURPOSE

Grows and retains the covered population across every segment of the economy.

SPECIFIC ACCOUNTABILITIES

- Grow and retain the covered population across the formal, informal, rural and pastoralist economy.
- Enforce employer registration, declaration and contribution compliance with the Legal Section.
- Design and run enrolment campaigns for the informal sector, cooperatives and the diaspora.
- Operate means testing and targeting for indigent and subsidised members with the Equity Desk.
- Reconcile subsidised caseloads with the transfers received from government and partners.

SECTIONS LED

- Formal Sector & Employer Enrolment Section
- Informal, Rural & Pastoralist Enrolment Section
- Indigent, Subsidised & Vulnerable Groups Section

C2.8 Director Epidemiological Mapping, Unified Benefit Package & Essential Services

Khariidadeynta Cudurrada, Xirmada Midaysan & Adeegyada Aasaasiga

DEPARTMENT CODE	D8
REPORTS TO	The Director General
RESPONSIBLE FOR	3 Heads of Section and the officers, specialists and support staff of 8 units

PURPOSE

Decides what is covered, for whom, at what price on the evidence.

SPECIFIC ACCOUNTABILITIES

- Map the burden of disease, utilisation and cost that determine what the Fund must be able to buy.





- Design, cost and maintain the Unified Benefit Package and recommend it through the National Benefit Package and HTA Committee to the Board.
- Maintain the tariff schedule and the provider payment mechanisms.
- Set the standards for essential services and run empanelment of providers against them.
- Define referral and gatekeeping pathways so that the package is used as designed.
- Take no part in the adjudication or payment of an individual claim.

SECTIONS LED

- Epidemiological Mapping & Burden of Disease Section
- Unified Benefit Package (UBP) Section
- Essential Services & Provider Empanelment Section



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C2.9 Director Quality Assurance, Quality Management & Verification

Xaqiijinta Tayada, Maaraynta Tayada & Xaqiijinta

DEPARTMENT CODE	D9
REPORTS TO	The Director General
RESPONSIBLE FOR	3 Heads of Section and the officers, specialists and support staff of 8 units

PURPOSE

Guarantees that a covered service is a safe, real and properly delivered service.

SPECIFIC ACCOUNTABILITIES

- Set the quality standards and accreditation criteria against which providers are assessed.
- Run facility assessment, scoring and quality improvement across the empanelled network.
- Operate patient safety and incident reporting and act on what it reveals.
- Verify, by sampling and by clinical audit, that services billed to the Fund were actually delivered.
- Run fraud, waste and abuse analytics and refer cases for enforcement.
- Remain independent of both benefit design and claims payment.

SECTIONS LED

- Quality Assurance & Accreditation Standards Section
- Quality Management & Patient Safety Section
- Verification, Medical Audit & Counter Fraud Section

C2.10 Director Claims, Grievance & Legal Affairs

Sheegashooyinka, Cabashooyinka & Arrimaha Sharciga

DEPARTMENT CODE	D10
REPORTS TO	The Director General
RESPONSIBLE FOR	3 Heads of Section and the officers, specialists and support staff of 9 units

PURPOSE

Pays valid claims fast, resolves disputes fairly, and enforces the law.

SPECIFIC ACCOUNTABILITIES

- Adjudicate and settle valid claims within the published service standard.
- Operate pre authorisation and case management for high cost and referral care.
- Run the grievance redress system and the secretariat of the Appeals Tribunal.





- Draft, clear and enforce provider and commercial contracts.
- Conduct litigation, sanction and enforcement on behalf of the Authority.
- Pay only against a verification issued by the Quality Assurance department and a tariff set by the Benefit Package department.

SECTIONS LED

- Claims Management & Reimbursement Section
- Grievance Redress & Member Protection Section
- Legal, Contracts & Compliance Section



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Part D

Sections

Qaybaha

The generic job description of a Head of Section, followed by the purpose, duties and deliverables of each of the thirty sections.

D1. Head of Section generic job description

Madaxa Qaybta

Job description

REPORTS TO	The Director of the Department in which the section sits
RESPONSIBLE FOR	The officers, specialists and support staff of the units within the section

PURPOSE

To deliver the work of the section to the required standard and timetable, supervise its units, and account to the Director for its output and conduct.

DUTIES AND RESPONSIBILITIES

- Plan the work of the section against the departmental work plan and deliver it.
- Supervise, deploy and appraise the officers and support staff of the section's units.
- Set and enforce the technical standard of the section's output and check it before release.
- Maintain complete, accurate and retrievable records of the section's work.
- Own the risks arising in the section and escalate those that cannot be controlled locally.
- Provide data and evidence to Internal Audit, the external auditor and the planning function on request.
- Induct new staff and identify capability gaps for the training plan.
- Escalate to the Director any instruction that conflicts with law, policy or professional judgement.

AUTHORITY AND LIMITS

- Supervisory authority over the staff of the section.
- Approval authority only as delegated in writing by the Director.





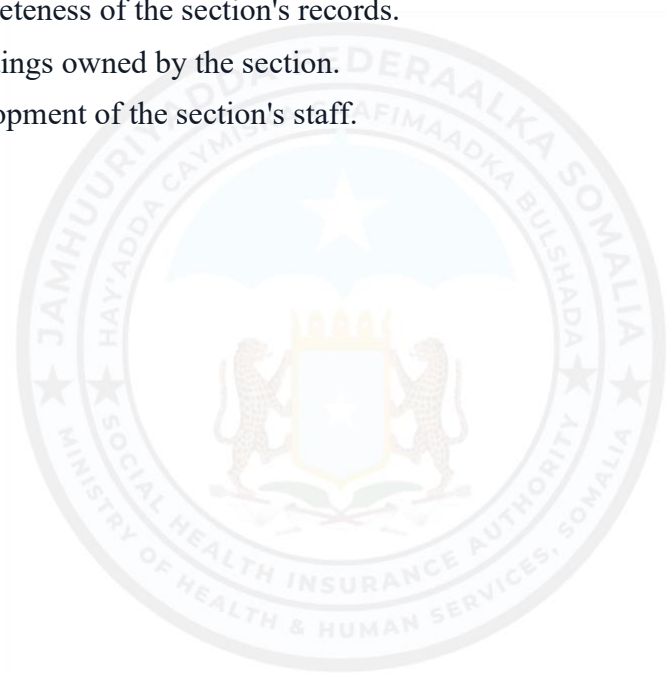
- No authority to vary policy, standards or tariffs, or to commit the Authority to expenditure or contract.
- No authority to instruct staff of another section or department.

PERSON SPECIFICATION

- A relevant qualification in the technical field of the section.
- Practical experience in the section's field and in supervising staff.
- Accuracy, method and the discipline to keep a complete record.
- Working fluency in Somali and English.

PERFORMANCE MEASURES

- Delivery of the section's planned outputs on time and to standard.
- Accuracy and completeness of the section's records.
- Closure of audit findings owned by the section.
- Appraisal and development of the section's staff.



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D2. The thirty sections

Soddonka Qaybood

Each entry states what the section is for, what it must do, and what it must produce. Every Head of Section is additionally bound by the generic job description at D1.



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D1 · Corporate Services

Director Corporate Services · reports to the Director General

D2.1 Human Resources & Talent Management Section

Recruits, develops, deploys and retains the people the Authority needs.

DUTIES

- Run merit based recruitment from job description to appointment, with documented shortlisting.
- Maintain the establishment record, personnel files and the staff database.
- Administer payroll input, leave, welfare and staff records accurately and on time.
- Operate the annual performance management cycle and ensure every member of staff is appraised.
- Plan and deliver continuing professional development against identified capability gaps.

KEY DELIVERABLES

Annual staffing and capability plan · Completed appraisal cycle · Accurate establishment record

UNITS IN THE SECTION

Recruitment & Establishment Unit · Payroll, Benefits & Welfare Unit · Performance, Learning & CPD Unit

D2.2 Administration, Facilities & Records Section

Keeps the premises, fleet, records and office services of the Authority working.

DUTIES

- Manage premises, utilities, security and the vehicle fleet.
- Operate the central registry: receipt, routing, filing and retrieval of official correspondence.
- Maintain the archive and apply the records retention and disposal schedule.
- Provide office, protocol and meeting services to the Authority.
- Maintain the inventory of non capital office assets with the Procurement Section.

KEY DELIVERABLES

Registry and archive in good order · Fleet and facilities service standards · Retention schedule applied

UNITS IN THE SECTION

Fleet, Logistics & Facilities Unit · Central Registry & Archives Unit · Office & Protocol Services Unit

D2.3 ICT & Digital Systems Section

Runs the technology on which enrolment, claims and the registry depend.

DUTIES

- Operate and secure the network, servers, endpoints and the cybersecurity posture.
- Administer the core applications and their integration with external systems.
- Run the user service desk and meet published availability and response standards.
- Maintain backup, disaster recovery and business continuity for all core systems.





- Enforce access control so that member data is seen only by those who need it.

KEY DELIVERABLES

System availability report · Tested disaster recovery · Access control register

UNITS IN THE SECTION

Infrastructure & Cybersecurity Unit · Applications & Integration Unit · User Service Desk Unit



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D2 · Finance, Fund Management & Procurement

Director Finance · reports to the Director General

D2.4 Financial Management & Reporting Section

Keeps the books, executes payments and reports the financial position.

DUTIES

- Operate treasury and execute approved payments accurately and on time.
- Maintain the general ledger, reconcile accounts and close the books monthly.
- Execute the budget and report variance to the Director of Department.
- Prepare the quarterly financial reports and the annual accounts for audit.
- Keep contribution income and administrative funds separately identifiable at all times.

KEY DELIVERABLES

Monthly reconciliations · Quarterly financial report · Annual accounts ready for audit

UNITS IN THE SECTION

Treasury & Payments Unit · Accounts & Reconciliation Unit · Budget Execution & IFMIS Unit

D2.5 Fund, Actuarial & Investment Section

Protects the solvency of the Social Health Insurance Fund.

DUTIES

- Account for contribution revenue and pursue collections and arrears.
- Commission and review the actuarial valuation and monitor the solvency margin.
- Maintain reserves and manage investments within the policy approved by the Board.
- Model the financial effect of any proposed change to benefits, tariffs or contribution rates.
- Report Fund performance to the Finance, Investment and Actuarial Committee.

KEY DELIVERABLES

Actuarial valuation · Reserves and investment report · Costing of proposed benefit changes

UNITS IN THE SECTION

Contribution Revenue & Collections Unit · Actuarial Valuation & Solvency Unit · Reserves & Investment Unit

D2.6 Procurement & Supply Chain Section

Buys what the Authority needs, lawfully and at value for money.

DUTIES

- Run tendering, evaluation and contract award in conformity with procurement law.
- Service the Procurement and Tender Committee and maintain its records.
- Manage vendors, contract performance and supplier records.
- Maintain the fixed asset register, stores and inventory.





- Keep a complete and auditable procurement file for every award.

KEY DELIVERABLES

Annual procurement plan · Complete procurement files · Asset register

UNITS IN THE SECTION

Tendering & Contract Award Unit · Vendor Management Unit · Assets, Stores & Inventory Unit



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D3 · Planning, Policy & Research

Director Planning · reports to the Director General

D2.7 Policy & Legislative Development Section

Turns policy into enforceable instruments.

DUTIES

- Draft regulations, rules and statutory instruments under the governing statute.
- Conduct policy analysis and appraise options with costed implications.
- Consult stakeholders on draft instruments and record the responses.
- Clear drafts with the Office of the Legal Counsel before submission.
- Maintain the compendium of instruments in force.

KEY DELIVERABLES

Drafted instruments · Options appraisal papers · Compendium of instruments

UNITS IN THE SECTION

Regulations & Statutory Instruments Unit · Policy Analysis & Options Appraisal Unit

D2.8 Planning, M&E and Performance Section

Plans the work of the Authority and measures whether it was done.

DUTIES

- Prepare the strategic plan, the annual work plan and the performance framework.
- Operate the monitoring and evaluation system and verify reported results.
- Produce the quarterly performance report for the Director General and the Board.
- Maintain the analytics on coverage, utilisation and claims for management use.
- Coordinate departmental work plans so that they add up to the strategic plan.

KEY DELIVERABLES

Strategic and annual plans · Quarterly performance report · Verified results data

UNITS IN THE SECTION

Strategic & Annual Planning Unit · Monitoring, Evaluation & Results Unit · Data Analytics & Reporting Unit

D2.9 Research, HTA & Knowledge Management Section

Generates and curates the evidence on which coverage decisions rest.

DUTIES

- Conduct health economics analysis and health technology assessment to agreed methods.
- Manage the research agenda and the ethics and quality standards applied to it.
- Prepare evidence briefs for the National Benefit Package and HTA Committee.
- Publish and disseminate the Authority's technical output.





- Maintain the knowledge repository and library.

KEY DELIVERABLES

HTA assessments · Evidence briefs · Published technical output

UNITS IN THE SECTION

Health Economics & HTA Unit · Evidence, Publication & Peer Review Unit · Knowledge Hub & Library Unit



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D4 · International Relations, Strategy & Partnerships

Director International Relations · reports to the Director General

D2.10 Bilateral & Multilateral Relations Section

Manages the Authority's relations with external institutions.

DUTIES

- Manage relations with United Nations agencies and development partners.
- Coordinate regional, African Union, IGAD and OIC engagement.
- Prepare briefs, positions and delegation papers for external engagements.
- Maintain the register of agreements and memoranda of understanding.
- Track partner commitments and report on their delivery.

KEY DELIVERABLES

Partner engagement plan · Register of agreements · Delegation briefs

UNITS IN THE SECTION

UN Agencies & Development Partners Unit · Regional, AU, IGAD & OIC Cooperation Unit

D2.11 Resource Mobilisation & Grants Section

Raises and accounts for external resources.

DUTIES

- Identify funding opportunities and develop proposals and bids.
- Negotiate grant agreements with the Office of the Legal Counsel.
- Ensure grant compliance, narrative and financial reporting and audit readiness.
- Maintain the grant register and the disbursement schedule.
- Coordinate donor missions and reviews.

KEY DELIVERABLES

Proposal pipeline · Grant compliance reports · Grant register

UNITS IN THE SECTION

Proposal & Bid Development Unit · Grant Compliance, Reporting & Audit Unit

D2.12 Strategy, Partnerships & Diaspora Engagement Section

Builds the partnerships and products that widen the Authority's reach.

DUTIES

- Develop public private partnership arrangements within the legal framework.
- Design diaspora and remittance linked coverage with the Enrolment department.
- Manage twinning and study exchange arrangements.
- Maintain the Authority's strategic engagement map.





- Evaluate partnership performance and recommend continuation or exit.

KEY DELIVERABLES

Partnership pipeline · Diaspora coverage design · Partnership evaluations

UNITS IN THE SECTION

Public Private Partnerships Unit · Diaspora & Remittance linked Cover Unit · Twinning & Study Exchange Unit



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D5 · Operations & Regional Coordination

Director Operations · reports to the Director General

D2.13 Field Operations & Branch Network Section

Runs the physical presence of the Authority across the federation.

DUTIES

- Supervise the State Coordination Offices and district service centres.
- Set and monitor service standards at every point of member contact.
- Manage the agent, kiosk and cooperative network and its accreditation.
- Consolidate field reporting and escalate access barriers.
- Support enrolment campaigns with logistics and staffing.

KEY DELIVERABLES

Branch service standards · Field operations report · Accredited agent register

UNITS IN THE SECTION

FMS Coordination Offices Unit · District Service Centres Unit · Agent & Kiosk Network Unit

D2.14 Contact Centre & Customer Experience Section

Answers the member and resolves the problem at first contact wherever possible.

DUTIES

- Operate the call centre and USSD channels within published hours and standards.
- Operate front desk and help desk services at the Authority's premises.
- Log every contact, resolve or route it, and close the loop with the member.
- Measure member satisfaction and report the causes of dissatisfaction.
- Feed recurring problems back to the department that owns the cause.

KEY DELIVERABLES

First contact resolution rate · Member satisfaction report · Contact log

UNITS IN THE SECTION

24/7 Call Centre & USSD Unit · Front Desk & Help Desk Unit · Member Feedback & CSAT Unit

D2.15 Business Continuity & Emergency Cover Section

Keeps coverage working when conditions are worst.

DUTIES

- Maintain the business continuity and disaster recovery plan and test it.
- Design and activate surge cover arrangements during outbreak, conflict or displacement.
- Coordinate with humanitarian actors on caseloads that fall to the Fund.
- Maintain emergency contact and escalation protocols.





- Report on continuity readiness to the Risk, Compliance and Integrity unit.

KEY DELIVERABLES

Tested continuity plan · Surge cover protocol · Readiness report

UNITS IN THE SECTION

Crisis, Outbreak & Surge Cover Unit · Continuity & Disaster Recovery Unit



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D6 · Registration & Unique Health Insurance Number (UHN) Services

Director Registration · reports to the Director General

D2.16 UHN Issuance & Identity Verification Section

Establishes who a person is before a number is issued.

DUTIES

- Capture biometric and demographic data to the published standard.
- Run de duplication before any number is issued.
- Personalise and issue cards and manage replacement and revocation.
- Verify identity at the point of registration and at high risk transactions.
- Maintain the chain of custody for identity data.

KEY DELIVERABLES

Issued and verified numbers · De duplication report · Card issuance log

UNITS IN THE SECTION

Biometric Capture & De duplication Unit · Card Personalisation & Issuance Unit

D2.17 National Beneficiary Registry Section

Maintains the authoritative record of who is covered.

DUTIES

- Maintain registry data quality, completeness and currency.
- Operate interoperability with the civil registry, national identity systems and HMIS.
- Control registry access and log every query and amendment.
- Produce coverage statistics for planning and actuarial use.
- Apply data protection rules to every disclosure.

KEY DELIVERABLES

Registry data quality report · Interoperability status · Coverage statistics

UNITS IN THE SECTION

Registry Data Management Unit · Interoperability NIRA, Civil Registry & HMIS Unit

D2.18 Registration Compliance & Integrity Section

Keeps the registry honest.

DUTIES

- Detect duplicate, ghost and deceased records and remove them under controlled procedure.
- Audit registry transactions and investigate anomalies.
- Refer suspected fraud to the Verification and Counter Fraud Section.
- Maintain the exception register and report to Internal Audit.





- Recommend control improvements to the Director of Department.

KEY DELIVERABLES

Integrity audit report · Exception register · Referred cases

UNITS IN THE SECTION

Duplicate & Ghost Beneficiary Detection Unit · Registry Audit & Data Quality Unit



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D7 · Enrolment & Member Registration

Director Enrolment · reports to the Director General

D2.19 Formal Sector & Employer Enrolment Section

Enrols employers and their workers and keeps them compliant.

DUTIES

- Register public service and private employers and their eligible workers and dependants.
- Verify declarations and pursue under declaration and arrears with the Legal Section.
- Operate employer onboarding, self service and periodic reconciliation.
- Advise employers on obligations and entitlements.
- Report enrolment and compliance performance by employer.

KEY DELIVERABLES

Employer register · Compliance and arrears report · Enrolment performance

UNITS IN THE SECTION

Public Service Scheme Unit · Private Employer Scheme Unit · Employer Compliance & Arrears Unit

D2.20 Informal, Rural & Pastoralist Enrolment Section

Reaches the population that no payroll captures.

DUTIES

- Design and run community mobilisation and uptake campaigns.
- Enrol cooperatives, groups and voluntary and diaspora members.
- Manage the agent network used for informal sector enrolment and collection.
- Adapt enrolment to mobility, seasonality and pastoralist movement.
- Report uptake, dropout and the reasons for both.

KEY DELIVERABLES

Campaign plans and results · Group scheme register · Retention analysis

UNITS IN THE SECTION

Community Mobilisation & Uptake Unit · Diaspora & Voluntary Members Unit · Cooperative & Group Schemes Unit

D2.21 Indigent, Subsidised & Vulnerable Groups Section

Ensures those who cannot pay are still covered.

DUTIES

- Operate means testing and targeting against approved criteria.
- Enrol internally displaced and humanitarian caseloads under agreed arrangements.
- Reconcile subsidised caseloads against government and partner transfers.





- Review and re certify eligibility on the approved cycle.
- Work with the Gender, Equity and Social Inclusion Desk on targeting fairness.

KEY DELIVERABLES

Targeting register · Subsidy reconciliation · Re certification cycle

UNITS IN THE SECTION

Means Testing & Targeting Unit · IDP & Humanitarian Caseload Unit · Subsidy Reconciliation Unit



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D8 · Epidemiological Mapping, Unified Benefit Package & Essential Services

Director Epidemiological Mapping · reports to the Director General

D2.22 Epidemiological Mapping & Burden of Disease Section

Establishes what the population actually needs the Fund to buy.

DUTIES

- Analyse burden of disease, utilisation patterns and unit costs.
- Map facilities, capacity and geographic access.
- Produce the demand and cost projections that feed package design.
- Maintain the epidemiological evidence base and refresh it annually.
- Advise on priority setting from the evidence.

KEY DELIVERABLES

Burden and utilisation analysis · Facility and access map · Demand projections

UNITS IN THE SECTION

Disease Burden, Utilisation & Costing Unit · Geospatial Facility & Access Mapping Unit

D2.23 Unified Benefit Package (UBP) Section

Designs, costs and maintains what is covered.

DUTIES

- Design the benefit package and cost it with the Fund, Actuarial and Investment Section.
- Maintain the tariff schedule and the provider payment mechanisms.
- Run the annual package review and prepare recommendations for the Board through the Committee.
- Publish the package and tariffs so that members and providers know the entitlement.
- Model the effect of any proposed change before it is recommended.

KEY DELIVERABLES

Benefit package document · Tariff schedule · Annual review recommendation

UNITS IN THE SECTION

Package Design & Actuarial Costing Unit · Tariff Schedule & Payment Mechanisms Unit · Annual Package Review Unit

D2.24 Essential Services & Provider Empanelment Section

Sets the standards for essential services and admits providers to the network.

DUTIES

- Define essential package standards and the conditions of empanelment.
- Assess and empanel providers with the Quality Assurance department.





- Define referral and gatekeeping pathways and monitor adherence.
- Maintain the empanelled provider register and the network adequacy analysis.
- Recommend suspension or removal of a provider to the Contracting Committee.

KEY DELIVERABLES

Empanelment standards · Provider register · Network adequacy report

UNITS IN THE SECTION

Essential Package Standards Unit · Accreditation & Empanelment Unit · Referral & Gatekeeping Pathways Unit



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D9 · Quality Assurance, Quality Management & Verification

Director Quality Assurance · reports to the Director General

D2.25 Quality Assurance & Accreditation Standards Section

Sets the standards against which care is judged.

DUTIES

- Develop and maintain standards, clinical guidelines and protocols.
- Assess facilities against the standards and publish the scores.
- Advise on accreditation status and improvement requirements.
- Train providers on the standards they are held to.
- Review standards annually against evidence and practice.

KEY DELIVERABLES

Standards and guidelines · Facility assessment scores · Accreditation recommendations

UNITS IN THE SECTION

Standards, Guidelines & Protocols Unit · Facility Assessment & Scoring Unit

D2.26 Quality Management & Patient Safety Section

Improves care and protects patients within the empanelled network.

DUTIES

- Run quality improvement collaboratives across empanelled facilities.
- Operate patient safety and incident reporting and analyse what it shows.
- Measure patient experience and publish the findings.
- Support facilities to close quality gaps identified in assessment.
- Escalate serious safety concerns to the Director of Department immediately.

KEY DELIVERABLES

QI collaborative results · Incident analysis · Patient experience report

UNITS IN THE SECTION

Quality Improvement Collaboratives Unit · Patient Safety & Incident Reporting Unit · Patient Experience Unit

D2.27 Verification, Medical Audit & Counter Fraud Section

Confirms that what was billed was actually delivered.

DUTIES

- Verify claims by sampling, field visit and member confirmation.
- Conduct clinical and medical audit of claimed episodes of care.
- Run fraud, waste and abuse analytics on claims data.
- Issue or withhold verification on which payment depends.





- Refer suspected fraud for enforcement and report to Internal Audit.

KEY DELIVERABLES

Verification decisions · Medical audit reports · Fraud referrals

UNITS IN THE SECTION

Claims Verification & Sampling Unit · Clinical & Medical Audit Unit · Fraud, Waste & Abuse Analytics Unit



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D10 · Claims, Grievance & Legal Affairs

Director Claims · reports to the Director General

D2.28 Claims Management & Reimbursement Section

Pays valid claims quickly and rejects invalid ones with reasons.

DUTIES

- Receive, register and adjudicate claims against the package and the tariff.
- Operate pre authorisation and case management for high cost and referral care.
- Settle provider payments against verified adjudications within the service standard.
- Give written reasons for every rejection and inform the member and provider.
- Report claims volume, turnaround, rejection rates and reserves.

KEY DELIVERABLES

Claims turnaround report · Adjudication decisions · Provider payment schedule

UNITS IN THE SECTION

Claims Intake & Adjudication Unit · Pre authorisation & Case Management Unit · Provider Payment Settlement Unit

D2.29 Grievance Redress & Member Protection Section

Gives members and providers a fair hearing when something goes wrong.

DUTIES

- Receive, register and triage complaints from members and providers.
- Resolve or mediate cases within the published service standard.
- Provide the secretariat to the Appeals Tribunal and implement its decisions.
- Analyse complaint causes and report them to the department responsible.
- Protect complainants from disadvantage arising from their complaint.

KEY DELIVERABLES

Complaints register · Resolution and appeal outcomes · Root cause report

UNITS IN THE SECTION

Complaints Intake & Triage Unit · Case Resolution & Mediation Unit · Appeals Tribunal Secretariat Unit

D2.30 Legal, Contracts & Compliance Section

Drafts, clears and enforces the Authority's legal instruments.

DUTIES

- Draft legal opinions and support the drafting of instruments with the Legal Counsel.
- Draft, clear and manage provider and commercial contracts.
- Conduct litigation, sanction and enforcement on behalf of the Authority.





- Pursue employer non compliance and contribution arrears.
- Maintain the contract register and the litigation docket.

KEY DELIVERABLES

Contract register · Legal opinions · Enforcement outcomes

UNITS IN THE SECTION

Legislation & Legal Opinions Unit · Provider & Commercial Contracts Unit · Litigation, Sanctions & Enforcement Unit



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Part E

Programmes and Projects

Barnaamijyada iyo Mashaariicda

The generic job description of a programme or project manager, and the terms of reference of the seven chartered programmes and projects.

E1. Programme Manager / Project Manager generic job description

Job description

REPORTS TO	The Director General for delivery, through the Programme and Project Management Office
FUNCTIONAL REPORTING	The Director of the sponsoring department for technical content

PURPOSE

To deliver a chartered programme or project to its agreed scope, time, cost and benefit, using staff drawn from the departments rather than a parallel structure.

DUTIES AND RESPONSIBILITIES

- Prepare the programme or project charter, plan, budget and risk register for gate approval.
- Deliver the agreed scope within the approved time and cost, and escalate variance early.
- Coordinate staff assigned from departments without displacing their line accountability.
- Report progress, risk and expenditure to the PMO on the agreed cycle.
- Manage procurement requirements through the Procurement and Supply Chain Section, not directly.
- Track benefits realisation, not just activity completion.
- Prepare the handover to the responsible department and close the programme formally.

AUTHORITY AND LIMITS

- Authority to direct the work of the programme within the approved charter.





- No line authority over departmental staff; assignment is agreed with the relevant Director.
- No authority to procure, to contract or to commit the Authority outside the approved charter.

PERSON SPECIFICATION

- Relevant technical qualification and recognised programme or project management training.
- Demonstrated delivery of a comparable programme, including managing risk and dependency.
- Ability to work through matrix relationships without line authority.

PERFORMANCE MEASURES

- Gate decisions achieved on schedule
- Scope delivered within approved cost
- Benefits realised and evidenced
- Formal handover and closure completed



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E2. Programme and project terms of reference

Shuruudaha barnaamijyada

E2.1 PRG 01 · Unified Benefit Package Rollout Programme

SPONSORING DEPARTMENT	Department of Epidemiological Mapping, Unified Benefit Package and Essential Services
ACCOUNTABLE TO	The Director General, through the PMO

PURPOSE

To bring the approved benefit package into effect across the empanelled network, so that members receive the entitlement as designed and providers are paid the published tariff.

SCOPE OF WORK

- Sequence the rollout by geography, facility tier and service line.
- Prepare providers: contracting, tariff briefing, coding and claim submission training.
- Prepare members: entitlement communication in Somali and English through every channel.
- Monitor early utilisation and cost against projection and escalate variance.
- Hand over steady state operation to the responsible departments at closure.

E2.2 PRG 02 · Informal Sector, Rural and Pastoralist Enrolment Programme

SPONSORING DEPARTMENT	Department of Enrolment and Member Registration
ACCOUNTABLE TO	The Director General, through the PMO

PURPOSE

To extend coverage to the population outside formal employment, adapting enrolment to mobility, seasonality and cash based livelihoods.

SCOPE OF WORK

- Design and test enrolment and contribution models suited to irregular income.
- Build and accredit the agent, kiosk and cooperative network.
- Run mobilisation campaigns with community and religious leadership.
- Track uptake, dropout and the reasons for both, and adapt the model.
- Establish the retention mechanism before the campaign phase ends.





E2.3 PRG 03 · Institutional Capacity Building and CPD Programme

**SPONSORING
DEPARTMENT**

Department of Corporate Services

ACCOUNTABLE TO

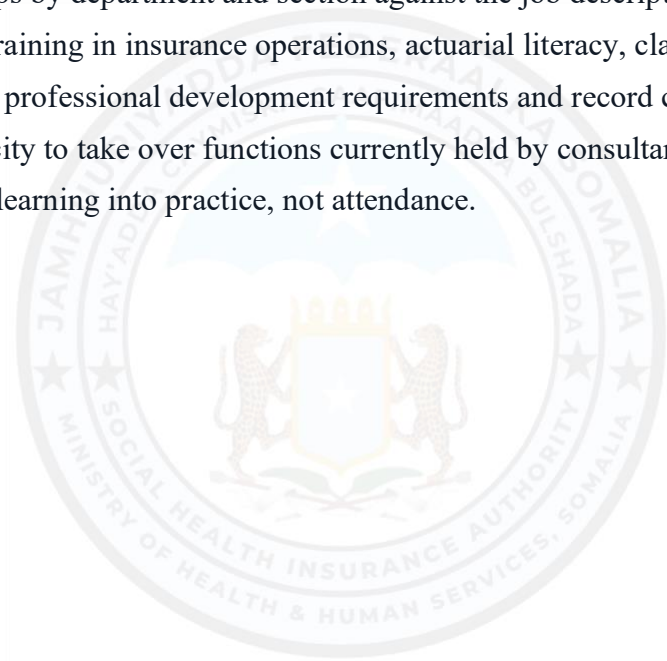
The Director General, through the PMO

PURPOSE

To build the technical and managerial capability the Authority needs to run a national insurance scheme, and to reduce dependence on external consultancy.

SCOPE OF WORK

- Assess capability gaps by department and section against the job descriptions.
- Design and deliver training in insurance operations, actuarial literacy, claims, quality and audit.
- Establish continuing professional development requirements and record compliance.
- Build in house capacity to take over functions currently held by consultants.
- Evaluate transfer of learning into practice, not attendance.



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E2.4 PRJ 04 · e SHIA Digital Claims and Beneficiary Platform

SPONSORING DEPARTMENT	Department of Claims, Grievance and Legal Affairs, with ICT and Digital Systems
ACCOUNTABLE TO	The Director General, through the PMO

PURPOSE

To deliver the digital platform through which enrolment, entitlement checking, claim submission, adjudication and payment are transacted.

SCOPE OF WORK

- Specify requirements with the departments that will use the system, not for them.
- Procure, configure and test the platform under procurement law.
- Migrate data with reconciliation and a documented cut over plan.
- Train users and establish support before go live.
- Build in the segregation of duties that prevents one officer defining, verifying and paying a claim.

E2.5 PRJ 05 · UHIN National Registry and Biometric Identity Project

SPONSORING DEPARTMENT	Department of Registration and UHIN Services
ACCOUNTABLE TO	The Director General, through the PMO

PURPOSE

To establish the Unique Health Insurance Number and the national beneficiary registry as the single authoritative record of coverage.

SCOPE OF WORK

- Establish the identity standard, capture process and de duplication method.
- Deploy capture capability across the branch and agent network.
- Establish interoperability with the civil registry and national identity systems.
- Clean and reconcile legacy records before migration.
- Establish the ongoing integrity regime before project closure.

E2.6 PRJ 06 · Provider Accreditation and Empanelment Project

SPONSORING DEPARTMENT	Department of Quality Assurance, Quality Management and Verification
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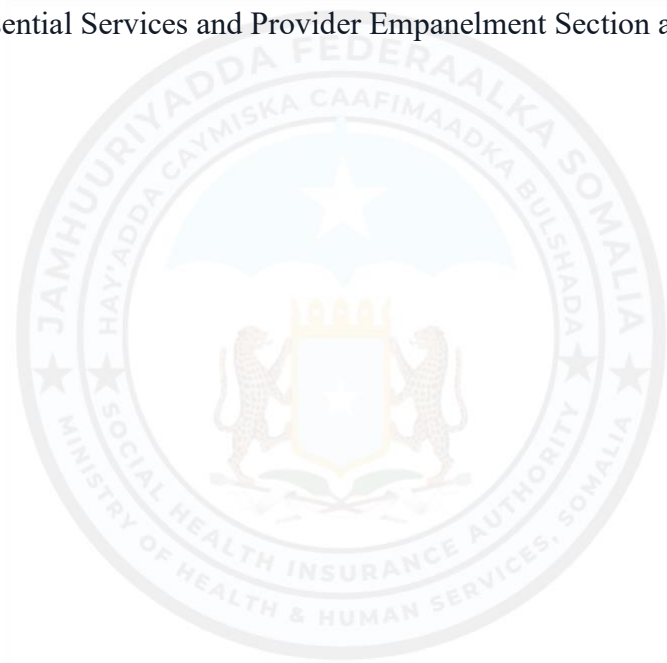
ACCOUNTABLE TO The Director General, through the PMO

PURPOSE

To assess, accredit and empanel the provider network against published standards so that the Fund buys only from providers that meet them.

SCOPE OF WORK

- Publish the standards and the assessment method before assessment begins.
- Assess and score facilities across the federation.
- Contract compliant providers and set improvement conditions for those partially compliant.
- Establish reassessment cycles and the register of empanelled providers.
- Hand over to the Essential Services and Provider Empanelment Section at closure.



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E2.7 PRJ 07 · Indigent Subsidy and Health Equity Fund Project

SPONSORING DEPARTMENT

Department of Enrolment and Member Registration

ACCOUNTABLE TO

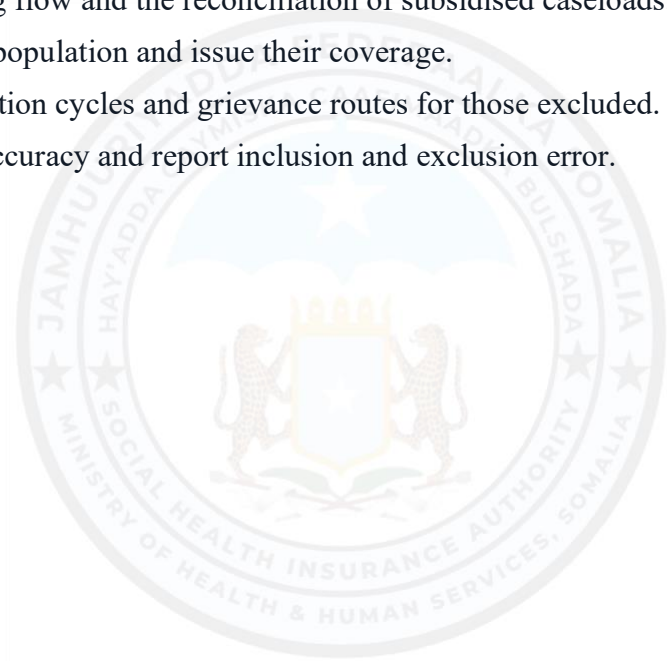
The Director General, through the PMO

PURPOSE

To establish the mechanism by which those unable to contribute are identified, enrolled and funded.

SCOPE OF WORK

- Design and test the targeting and means testing method with the Equity Desk.
- Establish the funding flow and the reconciliation of subsidised caseloads.
- Enrol the identified population and issue their coverage.
- Establish re certification cycles and grievance routes for those excluded.
- Evaluate targeting accuracy and report inclusion and exclusion error.



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Part F

Technical Committees

Guddiyada Farsamada

The standing rules that apply to every committee, and the terms of reference of the seven technical committees and their five sub committees.

F1. Standing rules for all committees

Xeerarka guud ee guddiyada

- Every committee acts within written terms of reference approved by the Board or, for technical committees, by the Director General.
- A committee advises, reviews and recommends. It holds no line authority over staff and issues no instruction to a department.
- Every member declares interests at the start of each meeting; a member with an interest in an item withdraws from the discussion and the decision.
- A quorum is a majority of appointed members unless the terms of reference provide otherwise.
- Minutes record attendance, declarations, decisions and dissent, and are confirmed at the next meeting.
- Recommendations take effect only when adopted by the Director General or the Board, as the case requires.
- Committee membership is a duty of office and confers no post, no establishment position and no condition of service.
- Papers and deliberations are confidential.





F2. Technical committee terms of reference

Technical committees are convened under the Director General. They set standards, appraise evidence and make recommendations. Recommendations take effect only when adopted by the Director General or, where the matter is reserved, by the Board.

F2.1 National Benefit Package and HTA Committee

COMPOSITION AND CHAIR	Chaired by the Director General or a senior technical member designated by the Director General. Members drawn from clinical specialties, public health, health economics, pharmacy, the Federal Member States and the actuarial function. The Director of Epidemiological Mapping, Unified Benefit Package and Essential Services provides the technical secretariat.
FREQUENCY	Quarterly, and before any proposed change to the package or tariffs.

PURPOSE

To recommend to the Board, through the Director General, what the Fund covers, for whom and at what price.

DUTIES

- Appraise proposed additions to and removals from the benefit package on evidence of burden, effectiveness, cost effectiveness and affordability.
- Review the costing prepared by the actuarial function before any recommendation.
- Recommend the tariff schedule and provider payment mechanisms.
- Conduct the annual review of the package and report the outcome.
- Record dissenting technical opinion in the minutes.

SUB COMMITTEES

- Essential Medicines and Health Technologies Sub Committee appraises individual medicines, devices and diagnostics for inclusion, and maintains the covered formulary.
- Tariff, Costing and Provider Payment Sub Committee maintains the costing methodology, reviews unit costs and recommends tariff revisions.

F2.2 Provider Accreditation and Contracting Committee

COMPOSITION AND CHAIR	Chaired by the Director General or a designated Director. Members include the Directors responsible for essential services, quality assurance and legal affairs, and independent clinical members.
FREQUENCY	Quarterly, and as required for time critical empanelment decisions.





PURPOSE

To decide which providers are admitted to the empanelled network and on what contractual terms.

DUTIES

- Approve empanelment, renewal, suspension and removal of providers against published criteria.
- Approve the standard form of provider contract and any material departure from it.
- Review network adequacy and direct empanelment effort to underserved areas.
- Consider recommendations arising from facility assessment and medical audit.
- Ensure that no member of the Committee participates in a decision affecting a provider in which they have an interest.

SUB COMMITTEES

- Empanelment Appeals Sub Committee hears appeals from providers refused, suspended or removed, and reports its findings to the Committee.



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F2.3 Claims Review and Anti Fraud Committee

COMPOSITION AND CHAIR	Chaired by the Director General or a designated Director. Members include the Directors responsible for claims, quality assurance and verification, finance, and the Head of Internal Audit and Assurance as an observer.
FREQUENCY	Monthly.

PURPOSE

To oversee the integrity of claims adjudication and payment and to direct the counter fraud effort.

DUTIES

- Review claims volume, turnaround, rejection patterns and outstanding reserves.
- Review high value, complex and disputed claims referred to it.
- Direct the counter fraud programme and review fraud, waste and abuse analytics.
- Approve referral of cases for sanction, recovery or prosecution.
- Satisfy itself that the separation between benefit definition, verification and payment is maintained.

SUB COMMITTEES

- Medical and Clinical Audit Sub Committee conducts and reviews clinical audit of claimed episodes and advises on clinical appropriateness.

F2.4 Grievance Redress and Appeals Tribunal

COMPOSITION AND CHAIR	Chaired by an independent member with legal standing, appointed by the Board. Members include an independent clinical member and a member representing the insured population. No member may be a member of staff of the Authority. The Grievance Redress and Member Protection Section provides the secretariat.
FREQUENCY	Monthly, and as required by case volume.

PURPOSE

To determine appeals from members and providers against decisions of the Authority.

DUTIES

- Hear and determine appeals against benefit refusal, claim rejection, enrolment decisions and provider sanction.
- Give written reasons for every determination.
- Direct the Authority to reconsider or to give effect to a determination.
- Report patterns of upheld appeals to the Director General and the Board.





- Sit and decide independently of management.

SUB COMMITTEES

- Member Protection Case Panel triages and prepares cases for the Tribunal and monitors implementation of its determinations.



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F2.5 ICT, Data Governance and Privacy Committee

COMPOSITION AND CHAIR	Chaired by a Director designated by the Director General. Members include the Directors responsible for corporate services, the registry, claims and planning, and the Risk, Compliance and Integrity unit.
FREQUENCY	Quarterly.

PURPOSE

To govern the Authority's data, its systems and the privacy of members.

DUTIES

- Approve data governance standards, data sharing agreements and interoperability arrangements.
- Approve the information security policy and review the cybersecurity posture.
- Approve access rights to member data and review the access register.
- Review incidents involving loss, breach or misuse of data and direct remedy.
- Ensure that member data is used only for purposes permitted by law.

F2.6 Quality of Care and Patient Safety Committee

COMPOSITION AND CHAIR	Chaired by a Director designated by the Director General. Members include clinical members from the empanelled network, public health and nursing representation, and a member representing patients.
FREQUENCY	Quarterly.

PURPOSE

To oversee the quality and safety of care purchased by the Fund. ○

DUTIES

- Review facility assessment results and accreditation recommendations.
- Review patient safety incidents, serious untoward events and their remedy.
- Approve clinical standards, guidelines and protocols for the network.
- Review patient experience findings and direct improvement.
- Advise the Provider Accreditation and Contracting Committee where quality warrants sanction.





F2.7 Procurement and Tender Committee (statutory)

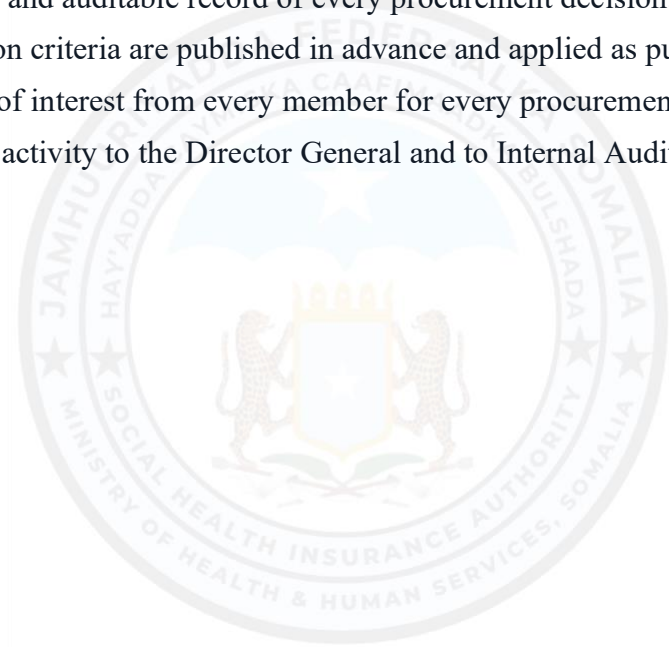
COMPOSITION AND CHAIR	Constituted as required by procurement law. Chaired as the law provides; the Procurement and Supply Chain Section provides the secretariat.
FREQUENCY	As required by the procurement plan.

PURPOSE

To conduct procurement of goods, works and services in conformity with procurement law.

DUTIES

- Open, evaluate and recommend award of tenders in accordance with the law.
- Maintain a complete and auditable record of every procurement decision.
- Ensure that evaluation criteria are published in advance and applied as published.
- Require declaration of interest from every member for every procurement.
- Report procurement activity to the Director General and to Internal Audit.



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Part G

Advisory Estate

La taliyeyaasha iyo Khubarada

Senior advisors and technical consultants. Both sit outside the establishment of the Authority and hold no line authority over staff.

G1. Senior Advisor generic terms of reference

Terms of reference

APPOINTED BY	The Director General, on terms approved by the Board
STANDING	Outside the establishment of the Authority

PURPOSE

To place independent expert judgement at the disposal of the Director General and, where invited, the Board, on matters within the advisor's field.

DUTIES

- Advise on questions referred by the Director General and give the advice in writing where it bears on a decision of the Board.
- Review technical work of the Authority on request and identify weakness candidly.
- Contribute to committees as an invited technical participant.
- Support the transfer of expertise to Authority staff rather than substituting for them.
- Declare any interest that could affect the independence of the advice given.

LIMITS

- Holds no line authority. May not instruct any member of staff, approve any expenditure, or represent the Authority without written authorisation.
- Advice is advice. It binds no one until adopted by the Director General or the Board.
- Sits outside the establishment of the Authority.





G1.1 Scope of each senior advisory appointment

APPOINTMENT	FIELD OF ADVICE
Senior Advisor Health Financing & Actuarial Science	Contribution design, reserving, solvency, fiscal space, purchasing and provider payment.
Senior Advisor Legal, Regulatory & Legislative Affairs	Statutory interpretation, drafting of instruments, regulatory design and enforcement powers.
Senior Advisor Digital Health, Data & Interoperability	Platform architecture, interoperability standards, data governance and information security.
Senior Advisor Clinical Governance & Quality of Care	Clinical standards, accreditation, patient safety and medical audit methodology.
Senior Advisor Islamic Finance, Takaful & Waqf Instruments	Compliance of contribution, reserving and investment arrangements with Islamic financial principles.
Senior Advisor Federal Member State Relations & Devolution	Federal architecture, division of health functions, and the operation of coverage across the States.



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G2. Technical Consultant generic terms of reference

Terms of reference

ENGAGED BY	The Authority, under procurement law, on a time bound or framework contract
STANDING	Outside the establishment of the Authority

PURPOSE

To deliver a defined technical output that the Authority does not yet have the internal capacity to produce, and to leave that capacity behind.

DUTIES

- Deliver the outputs specified in the contract to the agreed standard and timetable.
- Work with and through the responsible department, not around it.
- Transfer method and skill to named Authority staff as an explicit contractual deliverable.
- Document methods and assumptions so that the work can be repeated in house.
- Declare any interest in a provider, supplier or bidder of the Authority.

LIMITS

- Holds no authority over staff, no signing authority, and no authority to represent the Authority.
- Sits outside the establishment. Engagement ends with the contract.
- May not take part in any procurement in which the consultant or an associated entity may bid.

G2.1 Scope of each consultancy

ENGAGEMENT	SCOPE OF WORK
Consulting Actuary (retained, framework contract)	Actuarial valuation of the Fund, solvency and reserving advice, and costing of proposed benefit changes.
Health Economist costing, HTA & fiscal space	Unit costing, cost effectiveness appraisal, fiscal space analysis and benefit package modelling.
Claims & Provider Payment Systems Consultant	Design and configuration of claims adjudication rules, coding, and provider payment mechanisms.
Legislative Draftsperson regulations & statutory instruments	Drafting of regulations, rules and statutory instruments under the governing statute.





ENGAGEMENT	SCOPE OF WORK
Social & Behaviour Change Communication Consultant	Enrolment communication strategy, message testing and campaign design for low uptake populations.
Monitoring, Evaluation, Research & Learning (MERL) Consultant	Evaluation design, results verification, survey methodology and learning products.



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Part H

General Service Posts

Jagooyinka Guud

The State Coordinator, and the generic job descriptions for officers, specialists, assistants and support staff.

H1. State Coordinator

Job description

POST	Head of a Federal Member State Coordination Office
REPORTS TO	The Head of Field Operations and Branch Network, Department of Operations and Regional Coordination

PURPOSE

To represent the Authority in the Federal Member State, run the State office and the service centres within it, and deliver enrolment, member service and provider liaison on the ground.

DUTIES

- Run the State Coordination Office and supervise district service centres within the State.
- Deliver the enrolment and retention targets agreed for the State.
- Maintain working relations with the State health authority and with empanelled providers.
- Resolve member issues locally and escalate what cannot be resolved.
- Report coverage, service and access data on the agreed cycle.
- Apply the Authority's standards uniformly; local variation requires written authorisation.





H2. Officer / Specialist (generic)

Job description

POST	Technical post within a unit
REPORTS TO	The Head of the Section in which the unit sits

PURPOSE

To deliver the technical work of the unit to the required standard and timetable.

DUTIES

- Carry out the assigned technical work of the unit accurately and on time.
- Maintain complete, accurate and retrievable records of the work performed.
- Apply the standards, guidelines and procedures issued by the Authority.
- Escalate anomalies, errors and suspected irregularity rather than resolving them informally.
- Protect the confidentiality of member data at all times.
- Contribute to the improvement of the unit's procedures.

H3. Assistant & Support Staff (generic)

Job description

POST	Administrative and operational support post
REPORTS TO	The Head of the Section in which the post sits

PURPOSE

To provide the administrative and operational support without which the technical work cannot proceed.

DUTIES

- Provide administrative, clerical, logistical or front line support as assigned.
- Maintain files, registers and correspondence accurately.
- Support members and visitors courteously and route enquiries correctly.
- Observe the confidentiality rules applying to member information.
- Report faults, shortages and irregularities promptly.



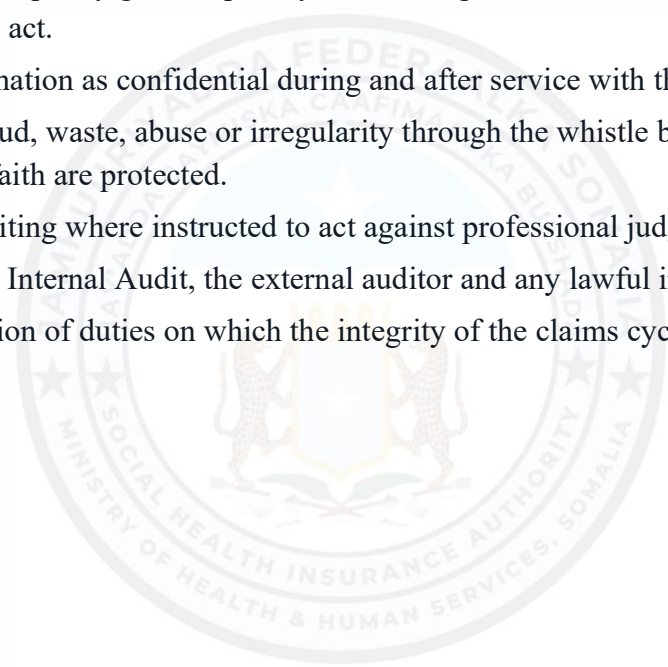


Annex A Accountabilities applying to every post

Lifaaq A

These obligations attach to every member of staff, every committee member, every advisor and every consultant of the Authority, in addition to the duties of the particular post.

- Act at all times in the interest of the insured population and the solvency of the Fund.
- Observe the statute, public financial management law, procurement law and the rules protecting member data.
- Declare any interest that could conflict with duty, and withdraw from the related decision.
- Neither solicit nor accept any gift, hospitality or advantage that could influence, or appear to influence, an official act.
- Treat member information as confidential during and after service with the Authority.
- Report suspected fraud, waste, abuse or irregularity through the whistle blowing channel; those who report in good faith are protected.
- Record dissent in writing where instructed to act against professional judgement.
- Cooperate fully with Internal Audit, the external auditor and any lawful investigation.
- Maintain the separation of duties on which the integrity of the claims cycle depends.



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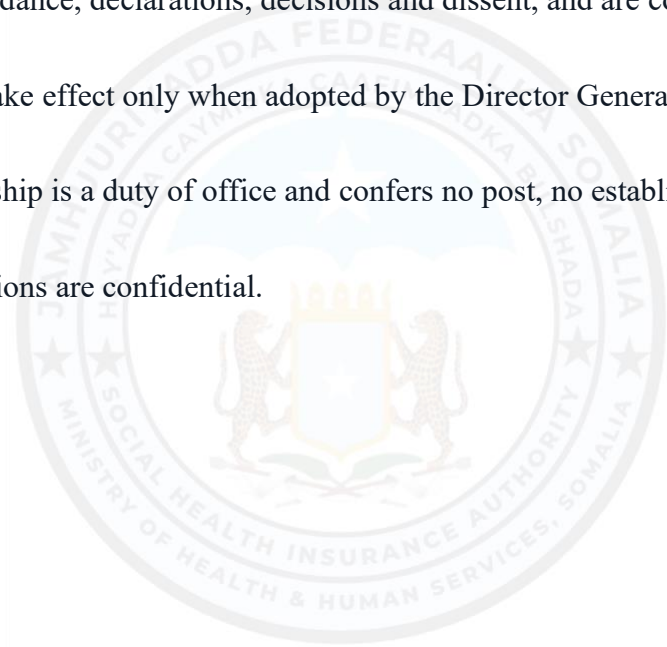




Annex B Standing rules for all committees

Lifaaq B

- Every committee acts within written terms of reference approved by the Board or, for technical committees, by the Director General.
- A committee advises, reviews and recommends. It holds no line authority over staff and issues no instruction to a department.
- Every member declares interests at the start of each meeting; a member with an interest in an item withdraws from the discussion and the decision.
- A quorum is a majority of appointed members unless the terms of reference provide otherwise.
- Minutes record attendance, declarations, decisions and dissent, and are confirmed at the next meeting.
- Recommendations take effect only when adopted by the Director General or the Board, as the case requires.
- Committee membership is a duty of office and confers no post, no establishment position and no condition of service.
- Papers and deliberations are confidential.



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Annex C Declaration of interest and confidentiality

Lifaaq C

Every member of the Board, every committee member, every member of staff, every advisor and every consultant shall sign the following declaration on appointment and annually thereafter. The signed declarations are held by the Risk, Compliance and Integrity unit and are open to Internal Audit.

DECLARATION

I declare that I have disclosed every interest, direct or indirect, that I or a member of my immediate family hold in any provider, supplier, contractor or bidder of the Social Health Insurance Authority, and in any matter likely to come before me in the course of my duties.

I undertake to disclose any such interest arising in future without delay, and to withdraw from any discussion or decision in which I have an interest.

I undertake to treat as confidential all member information, Board and committee papers, and commercially sensitive information that comes to me by reason of my position, both during and after my service with the Authority.

I undertake neither to solicit nor to accept any gift, hospitality or advantage that could influence, or appear to influence, an official act.

Name _____ Position _____

Signature _____ Date _____

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Annex D Index of entries

Lifaaq D

Every post, body and engagement covered by this volume.

Part A · Governance

- Board of Directors
- Chairperson of the Board
- Member of the Board
- Secretary to the Board
- Audit, Risk and Compliance Committee
- Finance, Investment and Actuarial Committee
- Governance, Ethics and Nominations Committee
- Human Resources and Establishment Committee
- Shariah Compliance and Takaful Advisory Committee

Part B · The Executive

- Director General
- Executive Secretariat and Board Affairs
- Internal Audit and Assurance
- Risk, Compliance and Integrity
- Office of the Legal Counsel
- Corporate Communications and Spokesperson
- Gender, Equity and Social Inclusion Desk
- Programme and Project Management Office

Part C · Departments

- Director of Department (generic)
- Director Corporate Services
- Director Finance, Fund Management & Procurement
- Director Planning, Policy & Research
- Director International Relations, Strategy & Partnerships
- Director Operations & Regional Coordination
- Director Registration & Unique Health Insurance Number (UHIN) Services
- Director Enrolment & Member Registration
- Director Epidemiological Mapping, Unified Benefit Package & Essential Services
- Director Quality Assurance, Quality Management & Verification
- Director Claims, Grievance & Legal Affairs

Part D · Sections

- Head of Section (generic)
- The thirty sections (D2.1 D2.30)

Part E · Programmes and projects

- Programme / Project Manager (generic)
- PRG 01 · Unified Benefit Package Rollout Programme
- PRG 02 · Informal Sector, Rural & Pastoralist Enrolment Programme
- PRG 03 · Institutional Capacity Building & CPD Programme
- PRJ 04 · e SHIA Digital Claims & Beneficiary Platform
- PRJ 05 · UHIN National Registry & Biometric Identity Project
- PRJ 06 · Provider Accreditation & Empanelment Project
- PRJ 07 · Indigent Subsidy & Health Equity Fund Project

Part F · Technical committees

- National Benefit Package and HTA Committee
- Provider Accreditation and Contracting Committee





- Claims Review and Anti Fraud Committee
- Grievance Redress and Appeals Tribunal
- ICT, Data Governance and Privacy Committee
- Quality of Care and Patient Safety Committee
- Procurement and Tender Committee (statutory)
- Essential Medicines and Health Technologies Sub Committee
- Tariff, Costing and Provider Payment Sub Committee
- Empanelment Appeals Sub Committee
- Medical and Clinical Audit Sub Committee
- Member Protection Case Panel

Part G · Advisory estate

- Senior Advisor (generic)
- Senior Advisor Health Financing & Actuarial Science
- Senior Advisor Legal, Regulatory & Legislative Affairs
- Senior Advisor Digital Health, Data & Interoperability
- Senior Advisor Clinical Governance & Quality of Care
- Senior Advisor Islamic Finance, Takaful & Waqf Instruments
- Senior Advisor Federal Member State Relations & Devolution
- Technical Consultant (generic)
- Consulting Actuary (retained, framework contract)
- Health Economist costing, HTA & fiscal space
- Claims & Provider Payment Systems Consultant
- Legislative Draftsperson regulations & statutory instruments
- Social & Behaviour Change Communication Consultant
- Monitoring, Evaluation, Research & Learning (MERL) Consultant

Part H · General service posts

- State Coordinator
- Officer / Specialist (generic)
- Assistant & Support Staff (generic)

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