



FEDERAL REPUBLIC OF SOMALIA
Social Health Insurance Authority (SHIA)

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

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INSTITUTIONAL ARCHITECTURE · QAAB DHISMEEDKA HAY'ADDA

Organisational Structure and Organogram 2026

Qaab dhismeedka Hay'adda iyo Jaantuska Maamulka

الهيكل التنظيمي والخريطة التنظيمية 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
SUPERSEDES	SHIA/DG/ORG/001/2026 and all previous interim structures
COMPANION VOLUME	Terms of Reference and Job Descriptions (SHIA/DG/ORG/003/2026)
REVIEW CYCLE	Annual, or on amendment of the governing statute
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Comprehensive corporate governance structure

- ❖ The Social Health Insurance Authority operates within the constitutional and statutory framework of the Federal Government of Somalia. The Prime Minister, the Office of the Prime Minister, and the Council of Ministers (Cabinet) constitute the highest level of national executive accountability and institutional reporting, in accordance with the Constitution and applicable law.
- ❖ The Federal Ministry of Health and Human Services serves as the national steward for health sector policy, service delivery standards, and quality regulation. Its role is to provide policy alignment, regulatory assurance, and sectoral coordination; it does not undertake the Authority's day to day operational management.
- ❖ The Ministry of Finance provides national leadership on public finance policy, financial procedures, fiscal planning, and accountability requirements relating to public resources. The Authority remains responsible for managing its approved resources in accordance with applicable law, financial regulations, and approved instruments.
- ❖ The Authority operates with the administrative and financial independence provided by the Law and the Constitution. Within the Authority, the Board provides non executive oversight, strategic guidance, stewardship, and support. Executive authority for operational leadership, implementation, staff management, resource allocation, and institutional performance rests with the Director General and the executive management team.
- ❖ Where legislation expressly assigns a formal approval, fiduciary, or statutory responsibility to the Board, that responsibility shall be exercised within its defined legal limits and without transferring day to day executive functions away from the Director General.

Mission, extent, and corporate structure





Ujeeddada, baaxadda iyo aqoonsiga sharciga

This document sets out the organisational framework of the Social Health Insurance Authority. It describes the national accountability interfaces, executive reporting tiers, ten departments and their sections and units, the supportive oversight and advisory committees, and the Authority's delivery footprint across the Federation.

It serves as a reference for executive implementation of recruitment, delegation, budgeting, performance management, coordination, and organisational development. Operational decisions and implementation remain the responsibility of the Director General and authorised executive officers.

What this document does not do

This structure does not assign grades, staffing numbers, salaries, allowances, or top up incentives. These matters shall be developed and administered by the Executive in accordance with applicable public service law, financial rules, and approved instruments, with Board oversight and strategic guidance where appropriate.

The duties, responsibilities, and accountability arrangements for each post, committee, and advisory role are detailed in the companion volume, *Terms of Reference and Job Descriptions* (SHIA/DG/ORG/003/2026).

1.1 Legal identity;

The Authority is a statutory institution of the Federal Government of Somalia, established pursuant to the applicable Law and the Constitution. It operates within the national health policy and regulatory framework led by the Federal Ministry of Health and Human Services, while retaining the administrative and financial independence provided by law.

The Authority shall be cited in all correspondence, contracts, and official instruments by its full legal name in the three working languages:

Language	Legal name
English	Social Health Insurance Authority (SHIA)
Somali	Hay'adda Caymiska Caafimaadka Bulshada
Arabic	هيئة التأمين في القطاع الصحي

1.2 Design principles:

- **Executive led delivery.** Every Director of Department reports directly to the Director General. There is no deputy tier and no post between the Director General and a Director.
- **Supportive governance and clear executive accountability.** The Board provides independent oversight, strategic guidance, stewardship, and constructive support to the





Director General. The Director General retains responsibility and authority for executive management, implementation, and institutional performance.

- **Independent assurance.** Internal Audit operates independently in its assurance role, reporting functionally to the Board Audit, Risk and Compliance Committee and administratively to the Director General.
- **Purchaser safeguards.** The functions of purchasing, verification of delivery, and payment are separated across different departments. No single executive officer should define, verify, and pay the same claim.
- **Integrated delivery.** Programmes and projects are coordinated through one Programme and Project Management Office under the authority of the Director General, drawing expertise from relevant departments without creating parallel structures.
- **Constructive technical advice.** Senior advisers, consultants, and committees provide evidence based guidance, review, and recommendations. They do not hold line authority over staff or issue operational instructions to departments.
- **Federal reach.** The Authority maintains a delivery footprint across every Federal Member State so that coverage, enrolment, and member services remain responsive to the populations they serve.

2. Tiers of authority and accountability

Heerarka awoodda iyo isla xisaabtanka

The Authority operates through six tiers. Tier 0 represents external national executive accountability, policy stewardship, and regulatory interfaces; Tiers 1 to 5 are internal to the Authority.

Tier	Level	Somali	Role and responsibility
0	Council of Ministers, Office of the Prime Minister, Ministry of Health and Human Services, and Ministry of Finance	Golaha Wasiirrada, Xafiiska Ra'iisul Wasaaraha, Wasaaradda Caafimaadka iyo Wasaaradda Maaliyadda	Highest national accountability and strategic reporting interface. The Ministry of Health leads health policy, standards, and quality regulation; the Ministry of Finance leads public finance policy and procedures. These institutions remain outside day to day operations of the Authority.
1	Board of Directors	Guddiga Maamulka Hay'adda	Non executive stewardship, oversight, strategic guidance, and institutional support. Reviews performance, risk, compliance, and financial stewardship; provides advice and recommendations without directing staff or managing daily operations.
2	Director General	Agaasimaha Guud	Chief Executive and Accounting Officer. Holds executive authority for implementation, organisational leadership, staff management, resource





			allocation, and delivery of the Authority's mandate. Secretary to the Board.
3	Directors of Department (10)	Agaasimeyaasha Waaxaha	Executive leaders of departments, responsible for delegated programmes, budgets, personnel, performance, and reporting directly to the Director General.
4	Heads of Section (30)	Madaxa Qaybaha	Coordinate and manage section level work, support staff performance and development, and report through their respective Director.
5	Officers, specialists, and assistants	Saraakiil iyo kaaliyeyaal	Deliver the technical, administrative, and operational work of their assigned units, with supervisory duties only where formally delegated in writing.

2.1 Reporting lines and how to read them

- **Executive reporting line (solid)** direct executive accountability, work allocation, performance management, and implementation through the Director General and authorised line managers.
- **National accountability and strategic reporting line** institutional reporting to the Prime Minister, Office of the Prime Minister, and Council of Ministers through lawful government channels. This does not replace or bypass the Director General's day to day executive authority.
- **Health policy and regulatory interface (dashed)** policy guidance, national standards, service delivery standardisation, and quality regulation from the Ministry of Health and Human Services. This does not create direct operational command over Authority staff.
- **Public finance interface (dashed)** compliance with national financial policy, procedures, planning, and accountability requirements issued by the Ministry of Finance.
- **Independent assurance line (dotted)** Internal Audit reports functionally to the Board Audit, Risk and Compliance Committee and administratively to the Director General.
- **Functional or technical reporting** coordination, technical advice, standard setting support, and evidence sharing. It carries no authority to direct staff outside one's department unless formally delegated by the Director General.

2.2 Functional groupings





For coordination and reporting convenience only, the ten departments are read in two functional groupings. These groupings are not a command tier, do not create additional posts, and do not alter the direct reporting relationship between each Director and the Director General.

Enabling and Corporate Functions

Hawlaha Taageerada & Maamulka · People · money · evidence · partnerships · the branch network

- D1 Corporate Services
- D2 Finance, Fund Management and Procurement
- D3 Planning, Policy and Research
- D4 International Relations, Strategy and Partnerships
- D5 Operations and Regional Coordination

Insurance, Coverage and Assurance Functions

Hawlaha Caymiska, Caymiska Dadweynaha & Xaqiijinta · Identity · membership · benefit package · quality · claims

- D6 Registration and Unique Health Insurance Number Services
- D7 Enrolment and Member Registration
- D8 Epidemiological Mapping, Unified Benefit Package and Essential Services
- D9 Quality Assurance, Quality Management and Verification
- D10 Claims, Grievance and Legal Affairs

3. The Board and its committees

Guddiga Maamulka iyo guddiyadiisa

The Board of Directors comprises a Chairperson and nine members. It meets quarterly, with extraordinary sittings convened by the Chairperson or upon the written request of any three members.

The Director General serves as Secretary to the Board without a vote.

The Board is a non executive body. Its purpose is to provide strategic guidance, stewardship, oversight, assurance, and constructive support to the Authority and its executive leadership. It monitors institutional performance, reviews major risks and strategic issues, and provides recommendations that strengthen the Director General's ability to deliver the Authority's mandate.

The Board does not issue operational instructions to staff, manage daily activities, allocate routine work, administer personnel matters, or assume responsibility for executive implementation. All operational directions and implementation decisions are issued by the Director General or an executive officer formally delegated by the Director General.





The Board carries out its supportive oversight role through five standing committees. Detailed terms of reference are contained in the companion volume.

3.1 Board standing committees

Committee	Supportive oversight and guidance role
Audit, Risk and Compliance Committee	Receives independent assurance reports; reviews risk, compliance, and control matters; and advises the Board and Director General on corrective priorities.
Finance, Investment and Actuarial Committee	Reviews solvency, reserves, investment performance, and actuarial evidence; provides strategic financial guidance and recommendations.
Governance, Ethics and Nominations Committee	Reviews Board effectiveness, ethical standards, conflict of interest arrangements, and governance practice; provides advice for continuous improvement.
Human Resources and Establishment Committee	Reviews organisational structure, job descriptions, workforce plans, and human resource policy; provides guidance that supports effective executive management.
Shariah Compliance and Takaful Advisory Committee	Provides specialist advisory opinions on contribution, investment, and takaful related compliance matters.

3.2 Technical committees and sub committees

Technical committees are established under the authority of the Director General as consultative and advisory mechanisms. They develop technical advice, review evidence, prepare draft standards, and make recommendations for executive consideration and action.

They do not exercise line authority, issue instructions to staff, replace departmental responsibilities, or assume the executive authority of the Director General. Sub committees report to their parent committee, and consolidated recommendations are submitted to the Director General through the appropriate executive process.

Technical committee	Sub committees
National Benefit Package and HTA Committee	Essential Medicines and Health Technologies Sub Committee; Tariff, Costing and Provider Payment Sub Committee
Provider Accreditation and Contracting Committee	Empanelment Appeals Sub Committee
Claims Review and Anti Fraud Committee	Medical and Clinical Audit Sub Committee
Grievance Redress and Appeals Tribunal	Member Protection Case Panel





ICT, Data Governance and Privacy Committee	No standing sub committee
Quality of Care and Patient Safety Committee	No standing sub committee
Procurement and Tender Committee (statutory)	No standing sub committee



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4. Office of the Director General

Xafiiska Agaasimaha Guud

Seven staff functions are attached directly to the Director General. They serve the whole Authority and hold no line authority over departments.

UNIT	FUNCTION
Executive Secretariat & Board Affairs	Cabinet papers, Board minutes, resolutions tracker
Internal Audit & Assurance	Functionally reports to the Board Audit Committee
Risk, Compliance & Integrity	Enterprise risk register · anti corruption · whistle blowing
Office of the Legal Counsel	Legal opinions to the DG and the Board
Corporate Communications & Spokesperson	Media, brand, public information, crisis communication
Gender, Equity & Social Inclusion Desk	Equity screening of coverage and benefit decisions
Programme & Project Management Office (PMO)	Portfolio governance for all SHIA programmes

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5. Departments in detail

Waaxaha oo faahfaahsan

Each department is led by a Director reporting directly to the Director General. Sections are led by a Head of Section. Units are the working level. Duties for each post are set out in the companion volume.

5.1 D1 · Corporate Services

Adeegyada Rasmiga ah

Reports to: Director General **Structure:** 3 sections · 9 units

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

SECTION	UNITS
Human Resources & Talent Management Section	Recruitment & Establishment Unit Payroll, Benefits & Welfare Unit Performance, Learning & CPD Unit
Administration, Facilities & Records Section	Fleet, Logistics & Facilities Unit Central Registry & Archives Unit Office & Protocol Services Unit
ICT & Digital Systems Section	Infrastructure & Cybersecurity Unit Applications & Integration Unit User Service Desk Unit

5.2 D2 · Finance, Fund Management & Procurement

Maaliyadda, Maaraynta Sanduuqa & Iibsiga

Reports to: Director General **Structure:** 3 sections · 9 units

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

SECTION	UNITS
Financial Management & Reporting Section	Treasury & Payments Unit Accounts & Reconciliation Unit Budget Execution & IFMIS Unit
Fund, Actuarial & Investment Section	Contribution Revenue & Collections Unit Actuarial Valuation & Solvency Unit





SECTION	UNITS
	Reserves & Investment Unit
Procurement & Supply Chain Section	Tendering & Contract Award Unit Vendor Management Unit Assets, Stores & Inventory Unit

5.3 D3 · Planning, Policy & Research

Qorsheynta, Siyaasadda & Cilmi baarista

Reports to: Director General **Structure:** 3 sections · 8 units

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

SECTION	UNITS
Policy & Legislative Development Section	Regulations & Statutory Instruments Unit Policy Analysis & Options Appraisal Unit
Planning, M&E and Performance Section	Strategic & Annual Planning Unit Monitoring, Evaluation & Results Unit Data Analytics & Reporting Unit
Research, HTA & Knowledge Management Section	Health Economics & HTA Unit Evidence, Publication & Peer Review Unit Knowledge Hub & Library Unit

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5.4 D4 · International Relations, Strategy & Partnerships

Xiriirka Caalamiga, Istaraatiijiyadda & Iskaashiga

Reports to: Director General **Structure:** 3 sections · 7 units

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

SECTION	UNITS
Bilateral & Multilateral Relations Section	UN Agencies & Development Partners Unit Regional, AU, IGAD & OIC Cooperation Unit
Resource Mobilisation & Grants Section	Proposal & Bid Development Unit Grant Compliance, Reporting & Audit Unit
Strategy, Partnerships & Diaspora Engagement Section	Public Private Partnerships Unit Diaspora & Remittance linked Cover Unit Twinning & Study Exchange Unit

5.5 D5 · Operations & Regional Coordination

Howlgalka & Isku duwidada Gobollada

Reports to: Director General **Structure:** 3 sections · 8 units

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

SECTION	UNITS
Field Operations & Branch Network Section	FMS Coordination Offices Unit District Service Centres Unit Agent & Kiosk Network Unit
Contact Centre & Customer Experience Section	24/7 Call Centre & USSD Unit Front Desk & Help Desk Unit Member Feedback & CSAT Unit
Business Continuity & Emergency Cover Section	Crisis, Outbreak & Surge Cover Unit Continuity & Disaster Recovery Unit

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

Diiwaangelinta & Adeegga Lambarka Caymiska Caafimaadka

Reports to: Director General **Structure:** 3 sections · 6 units

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





SECTION	UNITS
UHIN Issuance & Identity Verification Section	Biometric Capture & De duplication Unit Card Personalisation & Issuance Unit
National Beneficiary Registry Section	Registry Data Management Unit Interoperability NIRA, Civil Registry & HMIS Unit
Registration Compliance & Integrity Section	Duplicate & Ghost Beneficiary Detection Unit Registry Audit & Data Quality Unit



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5.7 D7 · Enrolment & Member Registration

Isdiwaangelinta & Diiwaanka Xubnaha

Reports to: Director General **Structure:** 3 sections · 9 units

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

SECTION	UNITS
Formal Sector & Employer Enrolment Section	Public Service Scheme Unit Private Employer Scheme Unit Employer Compliance & Arrears Unit
Informal, Rural & Pastoralist Enrolment Section	Community Mobilisation & Uptake Unit Diaspora & Voluntary Members Unit Cooperative & Group Schemes Unit
Indigent, Subsidised & Vulnerable Groups Section	Means Testing & Targeting Unit IDP & Humanitarian Caseload Unit Subsidy Reconciliation Unit

5.8 D8 · Epidemiological Mapping, Unified Benefit Package & Essential Services

Khariidadeynta Cudurrada, Xirmada Midaysan & Adeegyada Aasaasiga

Reports to: Director General **Structure:** 3 sections · 8 units

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

SECTION	UNITS
Epidemiological Mapping & Burden of Disease Section	Disease Burden, Utilisation & Costing Unit Geospatial Facility & Access Mapping Unit
Unified Benefit Package (UBP) Section	Package Design & Actuarial Costing Unit Tariff Schedule & Payment Mechanisms Unit Annual Package Review Unit
Essential Services & Provider Empanelment Section	Essential Package Standards Unit Accreditation & Empanelment Unit Referral & Gatekeeping Pathways Unit





5.9 D9 · Quality Assurance, Quality Management & Verification

Xaqiijinta Tayada, Maaraynta Tayada & Xaqiijinta

Reports to: Director General **Structure:** 3 sections · 8 units

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

SECTION	UNITS
Quality Assurance & Accreditation Standards Section	Standards, Guidelines & Protocols Unit Facility Assessment & Scoring Unit
Quality Management & Patient Safety Section	Quality Improvement Collaboratives Unit Patient Safety & Incident Reporting Unit Patient Experience Unit
Verification, Medical Audit & Counter Fraud Section	Claims Verification & Sampling Unit Clinical & Medical Audit Unit Fraud, Waste & Abuse Analytics Unit



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5.10 D10 · Claims, Grievance & Legal Affairs

Sheegashooyinka, Cabashooyinka & Arrimaha Sharciga

Reports to: Director General **Structure:** 3 sections · 9 units

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

SECTION	UNITS
Claims Management & Reimbursement Section	Claims Intake & Adjudication Unit Pre authorisation & Case Management Unit Provider Payment Settlement Unit
Grievance Redress & Member Protection Section	Complaints Intake & Triage Unit Case Resolution & Mediation Unit Appeals Tribunal Secretariat Unit
Legal, Contracts & Compliance Section	Legislation & Legal Opinions Unit Provider & Commercial Contracts Unit Litigation, Sanctions & Enforcement Unit



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6. Advisory estate and programme portfolio

La taliyeyaasha iyo barnaamijyada

Advisors and consultants sit outside the Authority's establishment. They advise on matters within their expertise and hold no authority to instruct staff. Programmes and projects are chartered and reported through the Programme and Project Management Office.

Senior advisors

- 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 consultants

- 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

Programme and project portfolio

CODE	PROGRAMME OR PROJECT
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





7. Delivery footprint and member access

Fulinta iyo helitaanka adeegga

The Department of Operations and Regional Coordination administers the field network. Each State Coordination Office is headed by a State Coordinator reporting to the Head of the Field Operations and Branch Network Section.

OFFICE	SEAT
Banadir Regional Office	Mogadishu flagship service centre
Puntland State Office	Garowe
Jubaland State Office	Kismayo
South West State Office	Baidoa
Galmudug State Office	Dhusamareb
Hirshabelle State Office	Jowhar

Member access channels

- District Service Centres
- Empanelled Provider Contract Desks
- Agent, Kiosk & Cooperative Network
- Digital Channels e SHIA app, web portal, USSD & call centre

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8. Structural summary

Soo koobid dhismeed

Departments	10
Sections	30
Units and desks	81
Board committees	5
Technical committees	7
Sub committees and panels	5
Programmes and projects	7
Senior advisors	6
Technical consultants	6
State coordination offices	6

POST TITLES IN USE

Director General · Director of Department · Head of Section · Programme / Project Manager · Officer / Specialist · Assistant & Support Staff. No grade, band or salary point attaches to any of these titles in this document.

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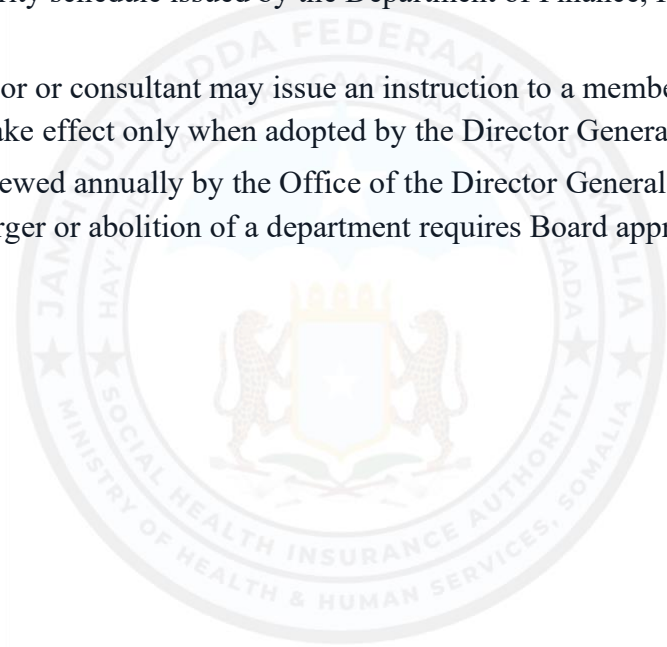




9. Delegation, acting arrangements and review

Wakiilnimo, ku simid iyo dib u eegis

- The Director General may delegate any function in writing to a Director. Delegation transfers the task, not the accountability; the Director General remains the Accounting Officer.
- In the absence of the Director General, the Director designated in writing acts, with the same authority save for matters reserved to the Board.
- A Director absent for more than ten working days shall have an acting Director designated in writing from among the Heads of Section of that department.
- Financial authority is exercised within thresholds approved by the Board and recorded in the Delegation of Authority schedule issued by the Department of Finance, Fund Management and Procurement.
- No committee, advisor or consultant may issue an instruction to a member of staff. Recommendations take effect only when adopted by the Director General or the Board.
- This structure is reviewed annually by the Office of the Director General and submitted to the Board. Creation, merger or abolition of a department requires Board approval.



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Annex A The organogram

Lifaaqa A Jaantuska maamulka

The full size chart is issued separately as a single page vector PDF for printing at A1, A2 or A3, and as a high resolution image for presentations and the intranet.

JAMHUURIYADDA FEDERAALKA SOOMAALIYA
HAY'ADDA CAYMISKA CAAFIMAADKA BULSHADA



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FUNCTIONAL GROUPING - ENABLING & CORPORATE FUNCTIONS



FUNCTIONAL GROUPING - INSURANCE, COVERAGE & ASSURANCE FUNCTIONS



TIER 3 - DELIVERY FOOTPRINT & MEMBER ACCESS CHANNELS



HOW TO READ THIS ORGANIGRAM - SIIBA LAGA AKHISO (JAANTUSKA)



SCOPE OF THIS CHART

This organogram shows structure, post titles and reporting lines only. It does not assign grades, staffing numbers, salaries, allowances, or any other conditions of service. These are matters for the Board of Directors under the applicable public service law and are dealt with in separate instruments. Duties and accountability for every post, committee and advisory role are set out in the corresponding volume. Terms of Reference and Job Descriptions (DHA/DG/HR/001/2026).

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Shangani, Mogadishu, Somalia

Federal Government of Somalia
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