



***By 2030, all public service providers in East Africa will use citizen feedback to improve their service delivery.***

**ANNUAL REPORT 2019**

## Introduction

In 2019 we listened to the feedback of

**32,124 citizens,**  
which was two times as much as in 2018.

Since we started, a total of

**48,971 citizen voices**  
were heard on how they experience critical  
public services in Uganda.

Based on this feedback, we delivered  
**133 citizen feedback reports** with  
recommendations to **16 different public  
offices.**

We saw positive changes amongst civil  
servants, who became more attentive  
while serving clients.

Since SEMA started, average citizen  
satisfaction consistently improved at  
**67%** of public offices and waiting  
times reduced at **80%** of public  
offices where we were operating.





Every day, thousands of civil servants go to their offices to serve citizens. And millions of citizens go to the same offices, sometimes traveling for hours, to get access to services. We learnt in 2019 that public offices need help to improve how they serve citizens. As much as SEMA has started to hold public offices accountable to tackle inefficient and corrupt practices, we also became a vehicle for them to feel proud when citizens are satisfied and happy. I often wonder why we don't hear enough about such happiness, while it's exactly that which encourages us to do better.

In 2019, we started a year with a lot of energy but with little certainty about how we would survive. Nevertheless, we dared to continue testing new approaches, which involved taking risks: designing a new version of our feedback device, selling ourselves to new public offices, organising stakeholder meetings in different formats and giving out office of the year prizes. We kept on pushing our government partners to believe in the power of citizen feedback, and commit resources to our work. We learned that working with government, and trying to change

public officers' attitudes requires a lot of patience. Sometimes we were disappointed, but many other times we felt encouraged. Most of our encouragement came from citizens and civil servants who begged us to continue when we pulled out of public offices over the summer break. That was the real tipping point.

In September we revived with twice as much energy as we started the year. We launched at new offices, trained new volunteers and grew our team and network of partners and donors. We received national and international legitimacy to grow from a start-up to a real organisation through recognition prizes from the London School of Economics and Political Science, the Ugandan Ministry of ICT, and the Anti-Corruption Excellence Award.

We now have a solid foundation for SEMA, despite having started on uncertain grounds in 2019. As we venture into 2020, we continue to grow and expand. Our biggest goal for the coming year is to voice the feedback of 100.000 citizens at 50 public offices to improve their service delivery. Will you join us to make this happen?

On behalf of the SEMA Team,

*Nathalie*



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## WHAT WE DO



**CITIZEN  
FEEDBACK  
COLLECTION**



**CUSTOMIZED  
DATA  
REPORTS**



**DATA  
TO ACTION**

## Who we are

Millions of citizens in East Africa rely on public services that are inefficient, ineffective and often times corrupt.

This is a huge problem, since public services are essential in the lives of citizens: think of victims seeking help from the police, or mothers applying for birth certificates to enroll their children to secondary school.

SEMA provides citizens a way to give meaningful feedback to improve public services; and presenting this feedback in an effective way to local offices and headquarters. By constantly picking up what citizens value and recommend, they make incremental improvements to their service quality.

We believe that by 2030, all public services in East Africa will use citizen feedback to improve their service delivery.

SEMA is specialised in developing and deploying user-friendly data collection tools that **allow all citizens to give anonymous, quick and reliable feedback** about their experience at public offices. We currently collect most of citizen feedback through hardware Internet of Things push-button devices as well as lean customer satisfaction surveys.

After the data is gathered, it is presented in digestible and **customized citizen feedback reports** that allow all ranks - from high to low - of public servants to understand how they are performing.

Finally, our **data-to-action strategies** provide different incentives to public offices to improve their services, while sharing results at different decision making levels, including local offices, headquarters and Ministries.

## What we did in 2019

In 2019, SEMA expanded on its work that all started in 2018 in Uganda. In the overview table you can see what we had achieved in 2018, what we achieved in 2019 and, based on this, what we aim to do in 2020.

Our main priorities in 2019 were to: 1) turn our government pilots into paid partnerships so we can measure at more offices 2) improve our feedback tools so more citizens would give us feedback 3) incentivise action and dialogue so actual service improvements are made at public offices 4) secure financial sustainability so our team and operations can grow and 5) professionalize our organisation and develop a new long term strategy. In the following sections, we will elaborate on these priorities and highlight some of our main achievements and activities.

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	Achieved in 2018	Achieved in 2019	Goals for 2020
<b>Public partnerships</b>	First formal approval to measure at 8 public offices with KCCA and JLOS	Extended pilots and started new ones at 16 public offices, including a health centre and Mukono. Included in JLOS and KCCA budget for FY 2019-2020.	Roll out paid partnerships at 50 public offices in at least 3 districts in Uganda
<b>Citizen engagement</b>	Gathered feedback from 16.000 citizens	Gathered feedback from 32.000 citizens	Gather feedback from 100.000 citizens
<b>Impact measurement</b>	Delivered 49 citizen feedback reports and measured satisfaction improvements at 34% of public offices with a reduction in corruption of 12% at these offices	Delivered 84 citizen feedback reports, leading to average satisfaction improving at 50% and waiting times reducing at 80% of public offices	Deliver 150 citizen feedback reports, leading to average satisfaction improving at at least 50% of public offices
<b>Product development</b>	Launched first and second generation SEMA feedback device (\$1000), IVR line set up and first 8 volunteers gathering qualitative feedback	Device production dropped to \$300 per piece with first locally made shells and stands; a real-time data dashboard to monitor devices and a data collection traineeship model engaging 11 new trainees	Device production under \$200 per piece, with all parts except microchip and button able to be manufactured locally and 50 trainees go through the SEMA Academy.
<b>Financial sustainability</b>	First investments and grants from external donors totalling \$40.000	Revenue from Ugandan Ministry of ICT and private grants totalling \$150.000, of which \$82.000 spent	Revenue from government, grants and private sector sales totalling \$250.000
<b>Organisational development</b>	Set up legal branch in Uganda and hired an operations manager	A core team of 7 talented employees who co-developed a 3-year goal and organisational strategy	Team of 10 with a Ugandan Country Director and the prospect of international expansion

## 1 Expand our public partnerships

### Continuing partnerships with the justice sector and Kampala City

In 2019 SEMA continued its public partnerships with the Justice Law and Order Sector (JLOS) as well as the Kampala Capital City Authority (KCCA). The goal was to turn the successful pilots we had run at 8 public offices into paying partnerships at 30 or more public offices.

As a result of our continuous partnership talks, both JLOS and KCCA included SEMA into their work plans and budgets for the FY 2019/2020 (the fiscal year in Uganda runs from July to June). This was a great milestone for SEMA. Although the payment has not arrived in our accounts yet in 2019, we learned we had to be persistent as well as patient with our government partnerships if we wanted to make them effective.

We ran extended pilots with JLOS and KCCA at 8 locations, which concluded in July. Following this, we submitted a workplan and budget to measure at 50 JLOS service points (police, courts, registration- and immigration bureaus), which was reviewed by the Solicitor General. Moreover, we submitted our first bid in the KCCA procurement for measuring citizen satisfaction at 11 offices (6 divisional offices and 5 health centres).

*The commitment of the justice sector to work with SEMA came out when we saw a reference to SEMA's data in the JLOS Annual Review Report 2018-2019, which was presented to the entire sector and donor community on 12 November 2019.*

## Winning support from the Ministry of ICT

This year SEMA proudly received its first funding from the Government of Uganda, supported by the Ministry of Information Communication Technology and National Guidance. The funding was released as part of the National ICT Initiative Program where SEMA was awarded in the category of public sector management. The Ministry's support was given to SEMA to invest more in local hardware production and provide free SEMA pilots to new government entities and districts.



The Ministry of ICT invited SEMA to demo its tools at a booth during their annual government ICT Innovations expo on 16 December 2019. The President of the Republic of Uganda (HE Museveni) as well as the CEO of MTN Uganda visited the SEMA booth and discussed with the SEMA team about its services.

## Starting new local government partnerships with our ever first health centre

In the meantime, SEMA continued to pursue new partnerships with adjacent municipalities. We successfully developed a pilot partnership with Mukono Municipality, Nansana Municipality and Kira Municipality. SEMA citizen feedback collection started in September 2019 at 8 new public offices in these districts, including Nakule Health Centre. This was the first health facility SEMA has piloted at, and the experience has been overwhelmingly positive.

In 2019, conversations between SEMA and new government partners have started with the following entities: Uganda Revenue Authority, National Water and Sewerage Corporation, Mulago Public Hospital, the Ministry of Public Service, and the Uganda National Examinations Board. These institutions may have new pilots starting in 2020.

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*"In the long run, I think what SEMA is doing will change something positively in our Municipality." - Mukono municipal council worker*

## 2 Improve our feedback tools

### Local hardware production

Over the course of the year, the SEMA tech team, consisting of more than 5 expert hardware- and software advisors and our IT officer, took on the challenge to develop our feedback devices more affordably, locally and in a lean way - meaning, we could be able to adapt its form to continue testing the version that works best for users. We learned that previous versions of our devices (generation 1 and 2) were too costly for a scale up programme.

As a consequence, in October 2019 we launched a new design for the device that was easier and cheaper to produce with local materials, including wood or metal. Thanks to the support of the Ministry of ICT, we could invest in a custom-made chip for SEMA devices, which significantly increased the lifetime of the batteries they run on, as well as reduced the size of the device. For the production of our first wooden device, we partnered up with the Innovation Consortium, a Ugandan social enterprise working with unemployed youth to produce hardware solutions.



*SEMA Devices (from left to right) generation 1, 2 and 3 developed between May 2018 and October 2019.*

## The first SEMA Dashboard

We are proud that in 2019 we developed the first MVP SEMA Dashboard that shows real-time feedback that is gathered through our devices at public offices. After a few iterations and improvements the dashboard was designed to compare the satisfaction rates at different offices, over time, and also automatically detect fraudulent feedback points. Fraud is detected and automatically left out of the analysis by the dashboard through timestamps (multiple presses in the middle of the night), or suspicious patterns (multiple presses in a short time span).

## Testing IVR & Whatsapp for data collection

SEMA continued to test in 2019 how we can collect qualitative feedback from citizens through mobile technologies. We tested the Interactive Voice Response (IVR) toll-free line and introduced a WhatsApp line. Despite our marketing efforts, both lines were hardly used by citizens to give us their feedback. We still run a toll-free number for citizens to call and give us their feedback and are continuing to look for new affordable mobile avenues for citizens to give feedback in 2020.

## Improving data quality & starting the SEMA Traineeship

While we run weekly customer satisfaction surveys, we have continued to improve our survey and what triggers better responses. In particular, after failing to get sufficient feedback about corruption incidents at public offices, we decided to redesign our questionnaire for bribery measurement. Thanks to our partnership with Transparency International, we borrowed from their instrument in measuring the East African Bribery Index and the Corruption Perceptions Index.

In 2019 we launched a SEMA Traineeship programme to improve our selection and training of surveyors. Instead of only asking young people to gather data for our cause, we also want to provide training so they improve their skills and employability. As we said goodbye to the old volunteers who were graduating from University in July 2019, we gave some of them internship opportunities and hired three for SEMA core team positions. In August 2019, we recruited and trained a new group of 12 students who started their traineeship in September 2019. The traineeship programme is still in development and will in 2020 continue to be geared at skilling young talents to become professional researchers and improving the data quality and validity of SEMA's qualitative surveys.



*"My experience with SEMA has been a fun one of learning, growth, getting accustomed to the work environment and work ethics. I think it's shaping me for the future and it has ignited in me a passion for research." - SEMA volunteer*

### 3 Incentivise action and dialogue

**In 2019, SEMA listened to the feedback of 32124 citizens, which was gathered through 10925 in-person conversations, 20582 button presses and 617 phone calls. Based on this feedback, we delivered 84 citizen feedback reports to 16 different public offices in Uganda in 2019.**

As part of our data-to-action strategies, we aimed to test different ways in which incentives could be created for civil servants to make improvements to their public service delivery. At the start of 2019, we tested how announcing best performing offices and rewarding them will influence changes at their offices and similar offices. In addition, we gathered policy makers and CSOs to look at trends in our data and discuss what improvements could be made during our Dialogue Dinner. Building on these lessons, we engaged expert consultants from the Busara Centre for Behavioural Economics to develop a research proposal that can further test our assumptions in our Theory of Change. This research will run into 2020 and will hopefully continue to help us improve our data-to-action strategies.

#### Offices of the Year

Because we know there's too much attention for bad public service delivery already, we highlighted best performing offices to set an example for other offices. As such, SEMA leveraged on gamification techniques to announce and reward an Office of the Year and measure how this would incentivise other offices to improve as well. The office of the year 2019 for KCCA was Central Division, and the office of the year 2019 for police was Kiira Rd Police Station. In partnership with Pollicy, Kiira Rd Police Station received a mural painting depicting a police officer and a citizen building a city together - inspired by community policing. As a result, other police stations have requested for murals and started asking how they could become the 'winner' next year.



*"There's a police officer at CPS who liked the painting and he inquired from me as to why CPS didn't get the award. I explained to him the challenges we have been facing working with CPS and the complaints received from citizens. He ended up accepting that CPS as a station needs to improve so that they also get the painting." - SEMA volunteer*

**"Am so pleased that there is someone who cares to listen to my story. Thank you, SEMA for being around." - citizen visiting police station in Kampala**

## Dialogue Dinner

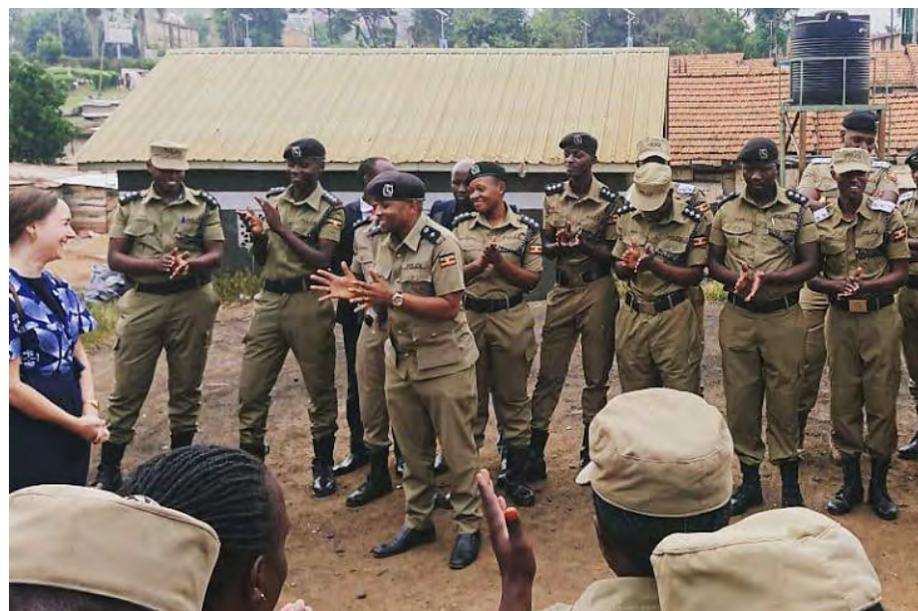
On the 19th June 2019 SEMA hosted its first high level stakeholder meeting in the form of a Dialogue Dinner. Set in an intimate setting to encourage more open dialogue, the event was well attended with over 25 individuals from both the public and private sectors. Among the attendees were deputy AIGP Ochom Edward, the Director of ICT for KCCA, and officials from the JLOS Secretariat, The Judiciary, IDLO, DGF, Transparency International and many other civil society organisations. Following a presentation of SEMA's data and impact, a discussion panel took place, discussing various aspects of data openness and accessibility, data quality and how to make good use of data for public service improvements. Discussions around service delivery continued and new partnerships were developed over the dinner that closed the event.



*"We tried to gather this information ourselves, but we failed. Citizens were not giving us feedback. Only after SEMA came in we realized that this helps us, at top management, to evaluate the performance of our stations. Officers have now become more careful in their work, and this benefits all citizens." - AIGP Ochom Edward, Head of Research in the Uganda Police Force*

## Documentary

In partnership with Transparency International, we made a short impact documentary in 2019 about the complex role of corruption in public service quality. We found that corruption was a difficult nut to crack for SEMA. The documentary paints a picture of how corruption plays out for citizens at public offices, how police deal with it and what they go through when fighting corruption. The film was showcased on 20 December 2019 at the premises of Kira Rd Police Station. We chose this location so both police officers and community members in Kamwokya would be invited to share their perceptions about public service bribery and corruption.



*The DPC of Kiira Rd Police showing its progress on monthly SEMA feedback reports that were delivered to his office, as part of the documentary: "It's a really good idea. I wish we could have it everywhere."*

## 4 Secure financial sustainability

SEMA was funded in 2019 through the generous support of Innovation4Change, Transparency International, the London School of Economics and Political Science, the Ugandan Ministry of ICT and the American Jewish World Service.

As part of our existing and previous partnerships, SEMA was invited to present at the Nairobi Innovation Week in June 2019 (supported by Innovation4Change) and the Knowledge Platform for Security and the Rule of Law Annual Conference in October 2019 (supported by KMF). Transparency International continued to support SEMA to a.o. organise the SEMA team strategy retreat in October 2019.

Formal discussions about a funded partnership between SEMA and JLOS and the KCCA have pursued in 2019 and accumulated in SEMA being included in the budgets of both organisations for FY 2019-2020. These funds are yet to be released to SEMA in the form of procurement contracts in Q1 of 2020 if all goes well. The private sector sales strategy continued to be developed but was put on hold as long as our product was not ready and priced at market rates.

**“We have found SEMA’s progress since we started working together in 2018 truly exceptional and are therefore very pleased to highlight SEMA as one of the most successful and inspirational cases of Transparency International’s Youth Action for Transparency Initiative.” – Transparency International programme manager**

## Anti-Corruption Excellence Award

On 9 December 2019, SEMA was invited to Kigali (Rwanda) to receive the Anti-Corruption Excellence Award from the Rule of Law and Anti-Corruption Centre in partnership with UNODC. The Award was given out by the President of the Republic of Rwanda (HE Kagame) and the Emir of Qatar (Sheik Tamim Bin Hamad Al Thani). SEMA received the award in the category of ‘Innovation’, alongside 6 other winners in the categories of academic research, youth engagement and creativity and lifetime achievement.

The Anti-Corruption Excellence Award was humbly accepted by SEMA’s board as an encouragement of our accountability work and to boost our operational growth. The prize is a one off award and is not given as official development aid (ODA) or in any way to serve as a political endorsement. There are no conditions on the use of the prize money and no commitments were made between SEMA and the Emirate of Qatar or the Republic of Rwanda. The funding for this award will arrive in 2020.



## 5 Professionalize our organisation and strategy

In 2019 we became a legally and financially compliant organisation. In addition, we needed to have the right team and systems in place to manage a scaled up programme. To become more effective and legitimate we embarked on a mission to expand our core team to 7 people and replace international directors with local directors. With new people on board, we opened the doors of our first very own office at the Innovation Village in September 2019. We also improved on our communications by launching our first SEMA Newsletter!

Importantly, this year SEMA improved its financial systems and transitioned all its accounting to Quickbooks with the help of an external accountant. In November 2019 we ran our first ever audit for FY 2018-2019, which was completed successfully and helped us understand how to create even more reliable accounting methods.

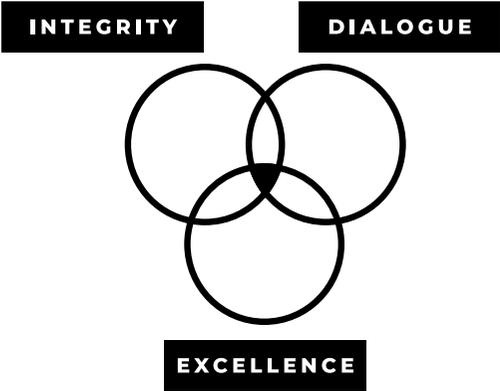
### Jinja Strategy Retreat

In early October 2019, the new SEMA team and its founders convened in Jinja for a strategy retreat where, guided by a fantastic facilitator, we came to formulate our values, purpose, big hairy audacious goal, SWOT and targets for 2020. We concluded that SEMA wants to contribute to making sure that, **by 2030, all public service providers in East Africa will use citizen feedback to evaluate their service delivery.** We understand we can not do this alone, so we intend to partner with other bold organizations, government, and the private sector to reach this goal. Breaking down this big goal, we have set our targets for 2022 to be measuring at 300 public institutions, and by the end of 2020 to be measuring at 50 public offices. We hope that our ambitions will spur a movement of customer care around Uganda and neighboring countries.

An important other outcome of the retreat was that we developed a set of values that define the way we work, develop new programmes, engage in partnerships and hire new people. We aim to continually hold ourselves accountable to them and encourage others to hold us accountable as well.



**SEMA'S CORE VALUES ENCOMPASS INTEGRITY, DIALOGUE AND EXCELLENCE. We set an example of honesty and transparency in all that we do and how we do it. We engage actively and impartially with citizens and public officials. We include all people without discrimination in our engagements and encourage every person, regardless of their background, to give feedback. We embrace new perspectives and ideas to make our work even better. We deliver outstanding quality of our work at all levels and make sure our partners can rely on us.**



## OUR IMPACT

In 2019 we doubled the number of citizens we listened to from 16000 in 2018 to 32000 in 2019. We measured at more public offices and delivered 84 feedback reports. But we needed to know if it made any difference. Did public offices feel more accountable to citizens because they were finally voicing their opinions? Did they feel encouraged to make actual improvements? Did citizens benefit from higher quality services as a result of their feedback being listened to?

The short answer is: yes. But not every public office improved equally. We learned that some offices are more willing to listen to what citizens have to say than others (and we are yet to find out what the defining factors are for improving offices vs non-improving offices). Although we saw satisfaction increases steadily at only 50% of the offices where we measured in 2019, we noticed that waiting times consistently reduced at almost all offices where SEMA was deployed. We measured that corruption rates kept fluctuating overtime and didn't show consistent numbers for municipality offices, but the police stations that had the highest corruption incidences addressed this with their staff effectively. Over time, SEMA has been requested to attend institutional meetings to help the staff better understand what citizens have been saying.

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**SEMA's Theory of Change**  
**If we present enough citizen feedback data regularly, and in customized and understandable formats to citizen-facing public servants, the highest ranked policy makers, and civil society partners, we can incentivise and advocate for concrete public service improvements and monitor the quality of public services over time.**

## Improvements at the KCCA and Uganda Police Force

Although we only measured citizen feedback for half a year at 3 KCCA and 5 police stations in 2019, we noticed that the stations made the following concrete improvements:

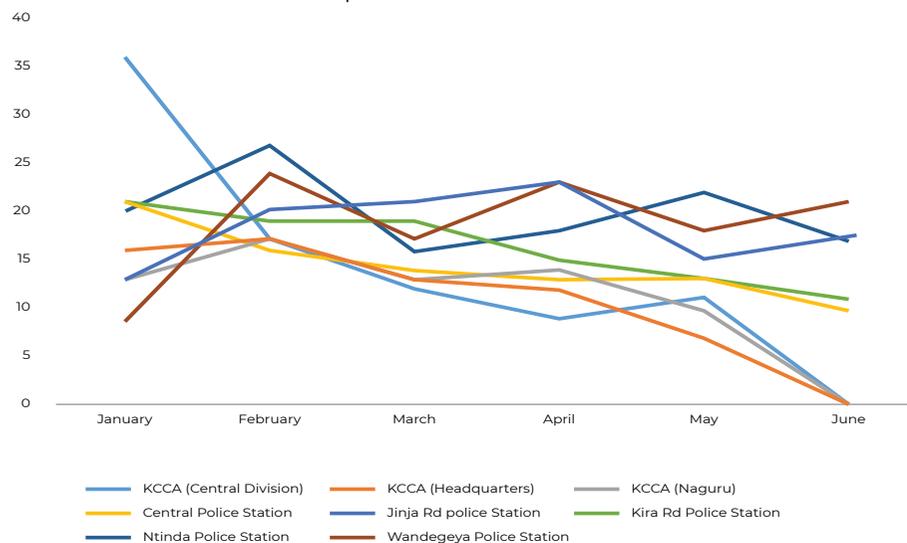
- Introduced signs for directions at stations that were hard to navigate for citizens;
- Rotating staff at the reception to minimize corruption rates and addressing bribery in staff meetings;
- Addressing absenteeism and late-coming in team meetings which reduced waiting times;
- Reportedly more friendly and engaged officers at citizen-facing desks in response to increased customer care;
- Giving out of personal contact information of officers, so citizens can more easily follow up on cases instead of returning in person each time.

We also noticed that the Office of the Year awards lead to interesting reactions and improvements at different offices. Officers at the different stations were intent on winning the title of Office of the Year 2019. SEMA monthly citizen feedback reports were shared across the different offices in the stations and changes were made to service delivery. When we talked to citizens, officers at these stations were reported to be kinder and more understanding.

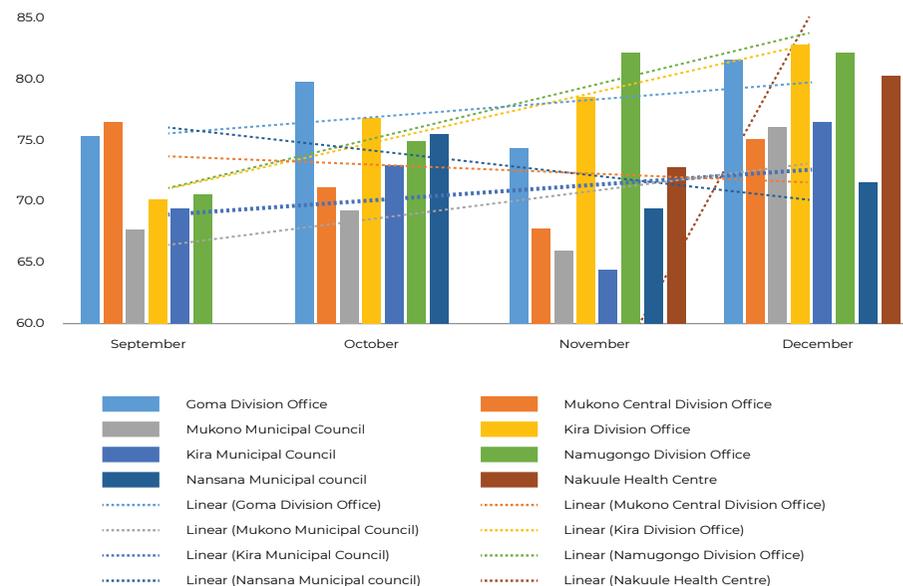
## Improvements at municipalities in Mukono and Wakiso districts

After our summer break in July and August, we were warmly received by the Municipal bodies in Mukono and Wakiso districts in September 2019, where we collected citizen feedback for the four remaining months of the year. Out of 8 offices where we measured, including one health centre, 6 offices improved their satisfaction over time. We tracked how 4 offices changed their monthly citizen feedback reports on their public notice boards, and 2 used them in their institutional meetings. The 'example office' Goma Division immediately sought to reduce the average waiting time of their clients and addressed this in their meetings. Consequently, the average waiting times at this office dropped substantially.

Average waiting time (in minutes) at KCCA and police stations in 2019



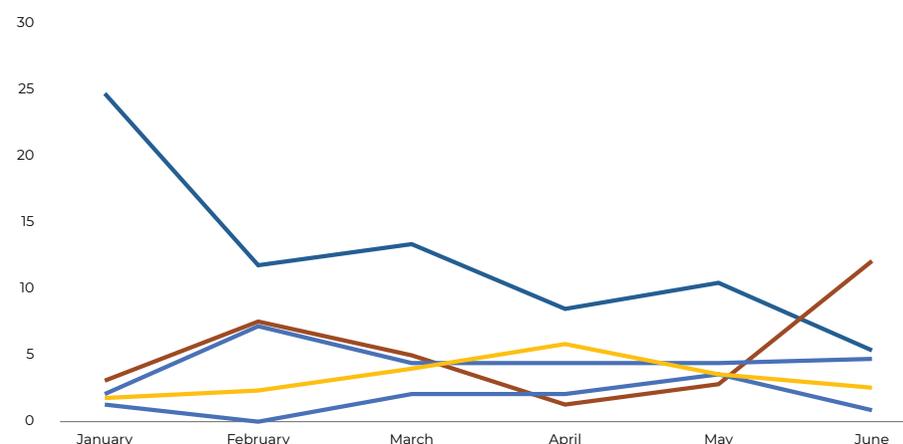
Average satisfaction at Mukono and Wakiso district municipality offices and health centre in 2019



### Influencing bribery rates with police services

When we measure public service satisfaction, we also looked at how corruption impacts public service delivery. At most municipality offices where we measured, including the KCCA, bribery rates have been consistently lower than 5%. With police services, these percentages vary and, with the exception of one station, have not shown significant improvements. We were happy to see that at this one police station where we have worked since 2018, has reduced on taking bribes after delivering numerous feedback reports urging the station to address the issue. In the graph this can be seen as having reduced from 25% bribery rate in January 2019 to 5% in July 2019.

Average bribery rates (%) at police stations in Kampala in 2019



## TEAM & GOVERNANCE

### Board and Management

SEMA's governing body sits in Amsterdam as a foundation that was registered in February 2018 and has ANBI status. A branch of this legal entity was officially registered in Uganda in December 2018. With the support of Nauta Duthil, SEMA developed a legal structure governing the relationship between the SEMA HQ and its local branches.

SEMA's board in The Netherlands is chaired by Nathalie Dijkman, Wilfried de Wever and Connor Sattely. In 2019, a selection of new board members was initiated, which concluded in Catrien Bijleveld, John Kieti and Violet Alinda being invited to join the board. These members have not been legally added to the foundation's statutes yet.

### Core team

In 2019, SEMA expanded its team in Uganda. In addition to its Operations Manager (Joanitah Nsasiirwe, who also sits on the board of directors of the local branch), we first hired a part-time Tech Officer (Alvin Abaho) in July 2019. Three SEMA volunteers did their internship with SEMA over the summer of 2019, after which they were hired in September 2019 as Operations Assistant (Shine Nuwasasira), Data Analyst (Pamela Namela) and Citizen Engagement Specialist (Loise Akello). A part-time Tech Assistant (Calvin Karegyeya) joined the team in November 2019. Finally, the CEO/co-founder (Nathalie Dijkman) also joined SEMA full-time in November 2019 - with responsibilities clearly distinguished from her role as a board member.

As co-founders, Timothy Kakuru (Community Manager/Legal) and Connor Sattely (CTO) supported SEMA pro bono on a regular basis throughout the year. SEMA also continued to work with tech consultants to support its product development, which included Timothy Somers and Attalan Mailvaganam for our device development, and Stijn Balk and Tom Lang for our dashboard development. Finally, all our great graphic design work continued to be done by Adrian Aturinda.

### Volunteers

All the SEMA volunteers from 2018 worked until July 2019. After July, we discontinued our engagement with them. This decision was not based on their performance (they did great!), but because we did not feel it was right to continue long-term engagements with volunteer data collectors. We wanted to give a new group of young talents the chance to learn about data collection with SEMA and so we recruited 11 new volunteers in September 2019 based in both Kampala and Mukono.

### Advisors

SEMA's Advisory Group of experts in Uganda continued to be active and met four times in 2019. These members include Edgar Kuhimbisa, Dorah Mafabi, Claire Ollama, Moses Ojok and Violet Alinda. In 2019 we also benefited immensely from the pro bono advice and support of Jacques Schraven, Guus de Ruyter and Jules van de Winckel.



## OUR PARTNERS

Public partners



### MINISTRY OF ICT & NATIONAL GUIDANCE

A Knowledge and Productive Society driven by ICT & National Ideology



Private partners



Sheikh Tamim Bin Hamad Al Thani  
INTERNATIONAL ANTI-CORRUPTION EXCELLENCE AWARD



Knowledge Platform Security & Rule of Law



## PROFIT & LOSS 2019

### SEMA Operating Results 2019 (restated 1-Oct-2020)

Cash (+ Equivalents) at the start of 2019	€6,195
Total Grants received in 2019:	€133,734
Deferred Revenue to 2020	€(60,323)
<b>Revenue from Grants in 2019</b>	<b>€73,411</b>
Human Resources	€17,426
Volunteer reimbursements	€7,381
Feedback device production	€13,783
Other technology costs	€725
Administrative costs	€4,864
Office costs	€2,930
Local & International travel	€10,595
Communications and events	€10,021
Consultants Services	€4,627
<b>Total Expenditures</b>	<b>€72,352</b>
Net result for 2019	€1,060
Cash (+ Equivalents) at the start of 2020	€67,577

## OUTLOOK FOR 2020

SEMA tripled its growth in terms of revenues and team members in 2019, and we are proud of our outcomes in making public services more accountable to citizen feedback. But our growth doesn't stop here. After winning the Anti-Corruption Excellence Award, we have high ambitions to continue to nourish a revolution of public service accountability on the African continent.

In 2020, what will success look like for us?

1. Being procured by JLOS and KCCA to be implemented at up to 50 police stations, courts, immigration- and registration bureaus and at 11 municipality offices and health clinics.
2. Gather feedback from over 100.000 citizens and make sure their feedback leads to measurable improvements at at least 50% of the offices where we work.
3. Improving our data collection- and reporting methodology, so more citizens give us feedback, and we understand exactly how SEMA can influence public service improvements and have standardized methodologies for data-to-action.
4. Scale our operations to at least two new districts in Western, Eastern or Northern Uganda to test how the SEMA model works upcountry.
5. Improve our feedback device production to be even more affordable and scalable, supported by a data dashboard that gives our partners a real-time overview of citizen feedback.
6. Launch the SEMA Academy: a one year traineeship programme replacing our volunteer network, focusing on selecting and training talented students on interviewing, data analysis, technology, civic engagement and accountability. We would like to see at least 50 trainees successfully go through this programme in 2020.
7. Publish quarterly trend reports about what citizens and public officers tell us about public services to encourage more uptake of our data.
8. Conduct a feasibility study for SEMA in other countries that can enable the first SEMA pilot outside of Uganda.
9. A solidified and dedicated team, lead by a Country Director in our Ugandan office.
10. An increase in revenue from both public and private sources to about 250.000 USD, with a multi-year perspective of operational stability for SEMA. This includes exploring first sales of SEMA services in the private sector.





**Want to partner with us, work with us, give us feedback, share your ideas, or just talk? Please contact us!**

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