



ANNUAL REPORT 2020

A year of global crisis: How we worked on improving public services during the COVID pandemic.



In 2020, we listened to the **feedback of 38387 citizens** who had visited a public service in Uganda. We are proud that we listened to the same amount of citizen voices as in 2019 in a year where many citizens couldn't access public services and some of our data collection tools were inaccessible due to COVID-19. Since we started, a total of **92420 citizen voices were heard** on how they experience critical public services in Uganda.

Based on the feedback gathered in 2020, we delivered **94 unique citizen feedback reports to 25 public offices**, among which health centres and police stations which stood at the frontlines of the pandemic crisis. In addition, we published **6 policy reports** with key data trends and recommendations to policy makers on improving public service during COVID.

At the health centres where we delivered feedback reports during the pandemic, average citizen satisfaction consistently improved at **83.3%** of health centres where we were operating. Based on citizen experiences with the police, we addressed key issues raised by citizens in a special lockdown report, a civic leadership dialogue and two trend reports at the highest levels of the Uganda Police Force and the Justice Law and Order Sector.

In addition, we're proud that **80%** of our data collection trainees found employment within one year after graduating from their SEMA Traineeship.



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SEMA is helping us check on ourselves and how different departments are performing. As a health centre, we didn't have any form of evaluating the services we provide. Now we can finally highlight to the administration what needs to be worked on.”

- Public health worker in Kampala.



What a year it was, 2020. With the COVID-19 pandemic the world went through a transformation that shook all layers of society. As the Ugandan government was pressured to keep its population safe from the virus, many public services became more difficult to access and civil servants had to redo their daily operations. But during this year citizens' opinions mattered more than ever. And public servants needed to know how to respond best to the crisis. We were proud when KCCA welcomed SEMA for the first time at health facilities and when citizens started to use our mobile feedback avenues more: our value in this time was confirmed by the massive use of our platforms, to improvements made to critical public services, and our first government procurements.

SEMA also had its share of setbacks and frustrations this year. We had to slow down our operations on many fronts. We revisited our goals set at the beginning of the year and dealt with management changes and personal struggles, unavoidably intertwined with our daily work. But amid all these setbacks and changes, we kept asking ourselves one reframing question: What does this pandemic make possible for SEMA?

For us, the pandemic made it possible to pilot at health facilities, to improve our devices and on-distance surveying techniques, and to publish more data reports than ever before. We managed to influence policy makers with our citizen feedback data and to improve the health response to the pandemic at some health facilities. Importantly, we looked critically at our own methods and organisational processes, and completely rearranged our financial and governance structures. This rollercoaster of a year challenged us to be more resilient and improve how we work. And I believe we succeed in that challenge.

We are proud of all our achievements and internal growth in times when many young organisations perished. We are grateful to our board, advisors and partners for their continued support in us. We enter 2021 with the prospect of expansion in Uganda and to Kenya, and determined as ever to forge forward as best we can.

On behalf of the SEMA team,

Nathalie

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WHO WE ARE

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

This is a problem that affects all citizens, since public services are essential: 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 presents 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 specializes in developing and deploying user-friendly data collection tools that allow 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 of public servants (from high to low) 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 DO

CITIZEN FEEDBACK
COLLECTION



CUSTOMIZED
DATA REPORTS



DATA TO ACTION



WHAT WE DID IN 2020

SEMA started 2020 with the ambitious goal of gathering feedback from 50 locations, while serving 19 public offices (7 police stations, 1 magistrate court, 2 health centres, 7 municipality offices and 2 ministries). We were on track to reach our targets and enthusiastically tracking the results we were seeing at all the offices we were working with, but it turned out that these plans would be frustrated by the oncoming pandemic.

On 22 March 2020, the first case of COVID-19 in Uganda was confirmed. At this point, public gatherings had already been suspended, and in a matter of days the country would go into full lockdown, which included the suspension of public transport, the closing of the international airport, a curfew from 7 PM to 6 AM, and the closing of various public spaces such as churches, schools, markets, restaurants and office.

These measures strongly impacted on our operations. SEMA's engagement with public offices requires a lot of

in-person interactions, including onboarding new offices with the SEMA system, installing devices, holding in-person interviews, sensitizing citizens on giving feedback and delivering and discussing feedback reports with civil servants. All of these essential steps in our work had to be put on hold, remodeled and rethought. As a result, we did not reach some of the targets we had set out for ourselves at the end of 2019, though we nevertheless made enormous progress.

In 2020, we resiliently and proudly

- Continued to collect feedback effectively, especially in response to COVID
- Discussed our data with policy makers and learning to become better at what we do
- Developed new public and private partnerships
- Reorganized our governance structure and finances, and
- Shared our work and best practices with (international) virtual audiences



	Achieved in 2019	Achieved in 2020	Target for 2021
Public partnerships	Collected feedback at 16 public offices, Included in JLOS and KCCA budget for FY 2019-2020.	Collected feedback at 25 public offices, supported by a paid contract with KCCA. The JLOS contract was signed.	Collect feedback at 60 public offices, supported by paid contracts with JLOS, KCCA and new government partners.
Citizen engagement	Gathered feedback from 54,033 citizens in 1 district of Uganda. 37,186 citizens gave feedback through SEMA in 2019 alone.	Gathered feedback from 92,420 citizens in 1 district of Uganda. 38,387 citizens gave feedback through SEMA in 2020 alone.	Gather feedback from 250,000 citizens in 4 districts of Uganda. 150,000 citizens give feedback through SEMA in 2021 alone.
Impact measurement	Delivered 84 citizen feedback reports, leading to average satisfaction improving at 50% and waiting times reducing at 80% of public offices	Delivered 94 feedback reports, leading to average satisfaction improving at 83.3% of health facilities where we measured throughout the pandemic	Deliver 250 feedback reports, leading to 70% of offices improving satisfaction and 80% reducing their waiting times within 3 months after SEMA comes in.
Product development	We received revenue from the Ugandan Ministry of ICT and private grants totalling \$150,000.	We raised a total revenue of \$270,000, including an extension of pre-existing funding partnerships, the Anti-Corruption Excellence Award and first private sector sales.	We will raise €250,000 in revenue, from a more diverse set of income streams (for Uganda a 50-50 split for revenue from donors vs public/private sales)
Organisational development	A core team of 7 talented employees who co-developed a 3-year goal and organisational strategy	A team of 11 with a Ugandan Country Director and the prospect of international expansion	A core team of 12 in Uganda led by the Country Director, and 3 team members in Kenya and the Netherlands (15 total)

Collecting feedback and pushing for improved service delivery during COVID

Throughout 2020, SEMA continued to reach out to citizens to give their feedback on public services. Below we explain our process for doing so under the difficult circumstances of the pandemic.

Health centres and team camps

While SEMA had to stop operations at all municipality offices where feedback was collected before the COVID-19 crisis started, we were also able to immediately step into helping those services that needed feedback the most: public health facilities. In a procured partnership with the KCCA, SEMA began collecting feedback at 6 major Health Centres (level IV) around Kampala starting May 2020. The health facilities included Kitebi, Kawaala, Komamboga, Kisenyi, Kitebi and City Hall. After a series of resilience exercises in April 2020, the operations team concluded that the safest way for us to continue to collect qualitative data at health centres was through the setting up of 'team camps': a clearly SEMA branded stand where data collectors could, with gloves, facemasks and hand sanitizers, interview citizens with a table in between them. These 'team camp' shifts were longer and would therefore reduce the number of visits to health centres to its minimum.

Devices with sanitizers

In addition to our feedback surveys, we equipped all our feedback devices in the field with hand sanitizers for citizens to feel more comfortable using them. As such, we could continue to collect feedback at police stations despite discontinuing surveys at police stations.



Whatsapp feedback survey

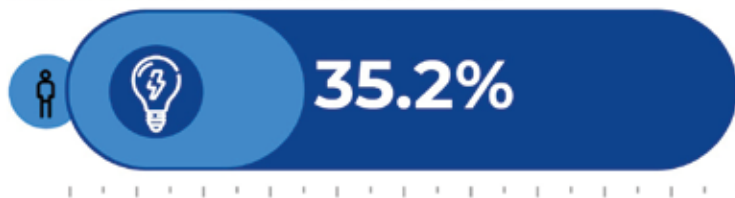
While the lockdown measures had a huge impact on citizens' access to services (as all transport means were banned), SEMA carried out a survey with citizens online to find out how they perceived the accessibility of services during the lockdown as well as interactions with police on the streets. By disseminating our online survey through various WhatsApp groups, we received feedback from over 300 citizens in a 2-week period on health services, police services and general government services. The analysis and report of this research was co-funded by the Konrad Adenauer Stiftung and delivered to the national COVID-19 Taskforce for consideration in their further policies.

During the Lockdown, 58% of the women find **health services** most important while 35.2% men find **utilities** more important.

Health Services



Utilities: Water & Electricity (UMEME)



Number of respondents 123

Mobile dissemination of our reports

As our team was immobile from April to August 2020, we tried to keep in touch with our public offices via mobile phone. This also gave us our opportunity to experiment with disseminating monthly feedback reports online, through WhatsApp. Both police and health authorities appreciated this method of reporting and this created the positive result of our reports reaching more civil servants than previously. However, most public officers continued to value in-person discussions of the reports after the first lockdown measures were released and advised for a combined effort of electronic and physical month reports and with in-person discussions of results.

Device production improvements

In 2020 SEMA continued to work on more sustainable and effective versions of our devices. In particular, we produced a mould for a SEMA shell, which we shipped to Uganda in partnership with a Plasticpreneur: from then on all our device shells could be made with recycled plastics in Uganda at the cost of €2.5 each. Moreover, we improved our chip production so it would communicate more efficiently with our data dashboard, while also conserving battery life for each device. We also shifted orders to a new producer in China at the end of 2020, which resulted in a bulk order that reduced costs. Finally, we also experimented with new versions of the SEMA device stand and screen, made with local production and materials used in both the stand-alone and table-top versions. At the end of 2020 these new designs were still in development.



New trainees and graduation ceremony

As part of our DNA, we always want to empower young people to support our cause and use SEMA as a stepping stone in their research or civic engagement career. In 2020, SEMA managed to recruit and onboard 26 talented University students to help collect data and learn through our (online) training programme about research, interviewing styles, research techniques and various soft skills, such as presentation, communication and teamwork. To shine more light on the lives of these invaluable people in our organisation, we introduced a 'trainee of the month' recognition and organised our first ever Graduation Ceremony for our second cohort of data collectors in October 2020. It was the event of a lifetime for many of them!

“

I was enthusiastic about joining, the initial days were hard like interpreting the clients feedback and the survey. I took interest in reading the reports posted on the website so that I can understand what the data is used for. It's now become easy to collect feedback and I have developed much better skills in interacting with clients. I am motivated to do my tasks because I can see what the data is used for and the impact its creating at the health centres.”

- a current SEMA trainee

Discussing results with policy makers and learning to become better at what we do

2

SEMA's goals cannot be achieved without extensively sharing our findings with governments and gaining insights on what we can do better towards creating the change that we want to see. Though there were few positive aspects to the pandemic, we took the extra time to better analyse our data and reflect on how we can improve our methods. We share some highlights below.

Civic Leadership Dialogue

With the onset of the COVID-19 pandemic, we felt urged to convene leaders about the effects this pandemic had on public service delivery and citizen voice. In July 2020 we convened 22 civic leaders from both the public and private sector to discuss Bridging the gap between citizens and government for better service delivery in times of crisis. Four expert groups discussed the power of data and data literacy,

building trust with security forces, supportive public health responses and the inclusion of citizen voice in COVID-19 policies. We recorded the valuable insights of the leaders during the session in a report that we published in August 2020. Through this exercise, we also engaged key stakeholders to act as dialogue brokers to bring the conversation of citizen feedback to their circles of influence.



Our Civic Leaders



Trends in municipality and police services

Although we had to stop measuring feedback at the local municipalities of Wakiso and Mukono at the onset of the pandemic, we had gathered enough data to look at the overall trends that we saw in citizen satisfaction at these municipalities. We shared these trends with the mayors of the two towns and our wider community.

Supported by the Knowledge Management Fund, we also analysed all the data we had from two years of measuring citizen feedback at police stations, and looked at the major trends we saw. What could we say to those at the very top, the IGP and Police Directors in Uganda? We met with them to discuss findings presented in two SEMA trend reports on How can we improve citizen satisfaction with police stations in Kampala? and How can departments within the Uganda Police Force improve their services to clients? We found that some citizen concerns require interventions from the higher management while others can be handled by the police officers in the field. After looking at satisfaction at the departmental level at the police, we could also assign owners at the top: the head of community policing, the head of the child and family protection unit, the head of investigations, etc. Providing different recommendations to these different groups of police officers showed potential to ease implementation of policies and structures that can increase citizen satisfaction.



I think this is very good information. We have been grappling with the issue of image building for the police. We appreciate Deputy Police Commanders, Officers in Charge and award police stations that perform well.”
- AIGP Ochola



Learning about our own effectiveness

At SEMA, we are dedicated to improving our work in order to drive impact at public services. Based on a project in collaboration with the Knowledge Management Fund, we reflected on SEMA's role in improving public services through policy reports. Based on the three trend reports published in 2020 and our engagements with dialogue brokers, we concluded that our role in influencing policy makers may be limited, but still important. These reflections can be read in our Policy Action Report. Together with the Busara Centre for Behavioural Economics, we also explored how SEMA can improve its impact at local offices, and launched a RCT experiment to test the effectiveness of assigning SEMA

champions at police stations. Through this collaboration, we found that there are various factors that hinder and encourage the implementation of citizen centred policies in Uganda, and which role SEMA has to play in this field.

Impact dashboard

Although we were already tracking how stations were improving their services, we further improved our methodology to measure impact: which indicators can we track easily and frequently to start measuring improvements at stations? We sat down and defined 'actualisation' indicators for those offices making attempts to listen to citizen feedback: did they use our reports in meetings, share them with colleagues, hang them on their notice boards? If yes, this is a first step towards change. Specific improvements made at stations are noted carefully every month and added to our qualitative metrics for success. To further automate our impact tracking at public offices, we developed an impact tracking dashboard aimed at keeping us up to date in real time on monthly satisfaction and waiting time improvements at the public offices where we are based. This helps us to spot trends in improved or declined performance of public offices and follow up with public officers on specific recommendations.



Developing our public and private partnerships

Public partners need to buy into the SEMA system to create ownership over the data and the improvements needed to deliver high quality services to citizens. Engaging in paid or partnerships with public and private partners is also essential for SEMA's financial sustainability. Below we explain how we continued to grow in these partnerships in 2020.

Kampala Capital City Authority (KCCA)

As we were already working with KCCA since 2018, we continued the partnership during 2020 and, after a procurement process, signed a one year contract them to collect citizen feedback at 6 Health Centres and 5 division offices. In May 2021, SEMA began gathering feedback at 6 KCCA health centres and doubled our data collection efforts at these centres as the divisional offices remained closed during the lockdown measures.

Justice Law and Order Sector (JLOS)

Throughout 2020 SEMA continued its operations at 7 police stations (Katwe and Kira Division police were newly added) with the deployment of feedback devices, and, before COVID-19, we also ran a 2-month pilot at one Magistrate Court in Makindye. In the meantime, SEMA continued negotiations with the Ministry of Justice and Constitutional affairs to carry out a sector wide customer satisfaction at 5 JLOS institutions: Uganda Registration Services Bureau, National Identification and Registration Authority, The Judiciary, Directorate of Citizenship and Immigration Control

and the Uganda Police. The contract for this programme was signed in December 2020.

Financial Intelligence Authority (FIA)

A new partner for SEMA in 2020 was the FIA. In November 2020, SEMA was procured to gather feedback from 80 public institutions at a training organized by the FIA on the registration, use and application of an anti-money laundering programme. FIA was established by the Anti-Money Laundering Act and has the mandate to combat a.o. money laundering and countering terrorism financing. In this case, we conducted an impact evaluation of these trainings with public institutions: how effective are they, and do they actually lead to more transparent financial systems? SEMA published two reports for FIA (not publicly available): the first was to assess the quality of the training and the second was focusing on the effectiveness of the trainings on the public institutions themselves.

FROLIC

Frolic Studio is a product design & development studio combining expertise in industrial design, electronic engineering, user-experience and design sprints and is based in Amsterdam, Netherlands. Frolic embarked on developing a new product in the health sector in Uganda, and hired SEMA to evaluate its usability in the Ugandan health sector. SEMA conducted a research study at health centres and fed this data back to Frolic to develop a new iteration of their PPE cleaning

4

Reorganisation of governance and finances

In Uganda, SEMA changed its governance structure by introducing various departments within the organisation: Operations, Data & Research, Technology and Finance. As a start-up going from a 'everyone does everything' mode to an organisation with specialized roles, this was a big step. Moreover, we hired SEMA's first Country Director for Uganda: Lydia Matte.

As Lydia was onboarded, Nathalie - who was effectively leading the organisation on the ground until August 2020 - moved back to The Netherlands. In her place, Connor came to Uganda in October 2020 to focus full-time on our product development, financial systems and preparing an expansion to Kenya. SEMA's international Board of Directors gained new board members and set up a structure dividing it into executive and non-executive membership (for more details see 'Team & Governance').

2020 was a watershed year in terms of SEMA's financial management. Managing funds across two countries (Netherlands and Uganda), three currencies (UGX, USD, and EUR), and multiple bank accounts was a tremendous challenge. With the valuable advising of Guus de Ruyter, SEMA's finance team was able to implement an improved accounting system including better financial policies, separating accounting for Uganda and global activities, and better financial tracking.



Sharing our work with the international community

Aside from all our core activities to give citizens a voice in evaluating and improving their public services in Uganda, SEMA became more visible through a number of international platforms and (online) conferences. We are sharing some of our milestones here!

Data security and integrity at the KPSRL Conference

In October 2020 SEMA organized a session at the international Knowledge Platform for the Rule of Law (KPSRL) Annual Conference, themed 'Harnessing Potential'. The session was organized together with the Digital Human Rights Lab on the topic of 'Protecting our justice data'. As we work closely with the Ugandan government, the independence of our data is constantly at stake. We identify with other research organisations that aim to influence public policies, as well as with other young innovative companies that use technology to solve justice problems. During our conference session, we defined and explored the risks and opportunities that exist for organisations like SEMA when it comes to data security and integrity.

Social entrepreneurship at the IACC Conference

In December 2020, SEMA was invited to co-organize a session at the International Anti-Corruption Conference, themed 'Restoring Trust by Collective Action'. Our session was on the topic of 'Empowering the common (wo)man through social entrepreneurship' and shared SEMA's best practices as a social enterprise in the anti-corruption movement.

We managed to inspire other innovators in this space to learn from our journey.

Training on Kobotoolbox with the Digital Human Rights Lab

We were invited by the Digital Human Rights Lab to share our experience in data collection using the open source software Kobotoolbox. During this interactive training, we engaged 15 other human rights practitioners in how they can maximize their data collection systems!



SOME OF THE AWARDS AND NOMINATIONS WE RECEIVED



WINNER OF THE YOUTH INNOVATION CHALLENGE ON DEMOCRACY AND GOVERNANCE



Lydia Matte
SEMA  Uganda



November 2020:

- Winners of the Ministry of Local Government - Startup Uganda Citizen Engagement Innovation Challenge
- Finalists as most innovative digital solution of the World Summit Awards

December 2020:

- Winners of the African Union 2020 Youth Innovation Challenge on Democracy and Governance
- Finalists at the UN World Tourism Organisation SDGs Global Startup Competition

OUR IMPACT

We did a lot in 2020. But did it lead to any improvements at public offices? Did we get closer to achieving our mission?

Despite the challenges the pandemic posed on citizen's access to public services, as well as SEMA's significantly reduced activity at public offices due to the closing of offices and risks of collecting in-person data, more citizens gave us feedback in 2020 than in 2019. This already demonstrates that SEMA is becoming more known as a tool to give feedback and is able to empower more citizens to share their voice. In addition to this feedback, we were still able to deliver more citizen feedback reports to a greater variety of public institutions and policy makers, leading to results ranging from increased officer engagement in SEMA activities to making incremental improvements at public offices.

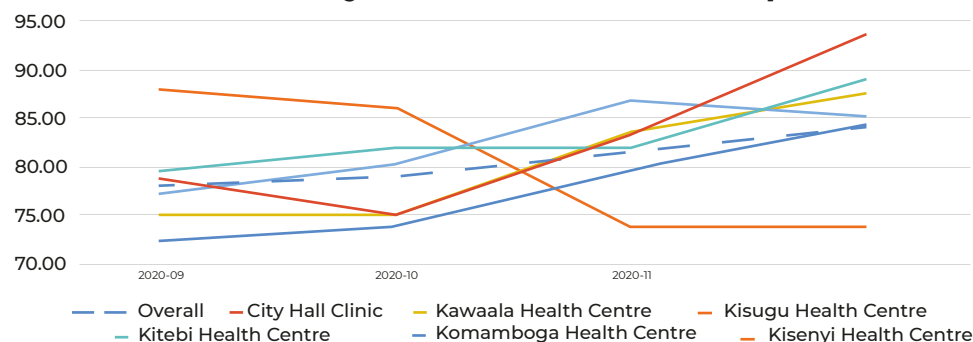
Early on in the pandemic (April 2020), we ran a WhatsApp survey to find out from citizens which public services they found most important in this time of crisis. Health services turned out to be the most important public services according to citizens in Uganda. We realised that, if we were to have any role in improving services during the pandemic, we were to focus on the health sector.

Improvements made at KCCA Health centres

After starting to collect citizen feedback and deliver reports to health facilities starting June 2020, our data shows an

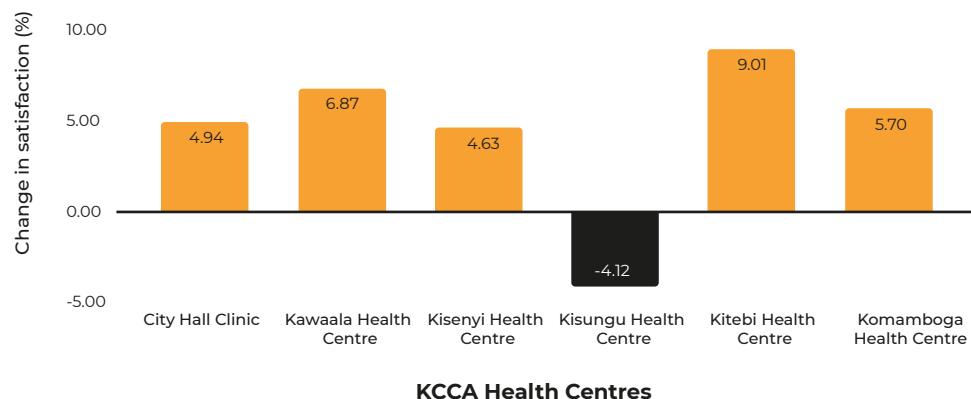
increase in citizen satisfaction compared to the baseline measurements from the start of our data collection. We believe these improvements can be attributed to new policies that were implemented in response to our reports and the personnel changes that were made to improve services in low-scoring centres and departments.

Survey Satisfaction Trend Graph



Looking at health centres overall, we saw improvements at 5 out of 6 in their citizen satisfaction score over a six month period of time. We note that this improvement is strongly attributed to the receptiveness of staff at these centres, who welcomed the citizen feedback provided and implemented changes in line with recommendations put forward by the SEMA team. The improvements in satisfaction per health centre ranged from approximately 5% to 9%. Only one health centre declined in its satisfaction score during the period which SEMA was actively gathering feedback.

Change in citizen satisfaction at KCCA Health Centres



A case in point: changing staff at the laboratory

Citizens raised issues of slow service delivery at health centres in 2020, especially within the laboratory department of City Hall Clinic. SEMA reported this problem in its monthly feedback reports, which prompted the doctor in charge to change out the health worker responsible. This change led to the increase of citizen satisfaction in the laboratory satisfaction in the months that followed. At the moment, City Hall Clinic has added another laboratory attendant to more efficiently serve the citizens who require these services.

these challenges, SEMA registered a reduction in waiting times at only one health facility. Most concerns raised by citizens during 2020 at health facilities were connected to the efficiency of the service delivery of public health workers.

Equipped with the citizen feedback recommendations of SEMA, doctors in charge at the various KCCA health centres determined possible system changes that they set out to implement to improve citizen satisfaction, such as:

- A rotation system that would allow citizens to be served by another doctor in the department if they felt unsatisfied with the services rendered.
- Health centre staff wearing name tags such that citizens can more personally engage with them.
- Ensuring that, following less strict country-wide COVID management policies, health workers report for work on-time and work efficiently
- Consistent client check-ins across all health centres that targets having citizen feedback at the centre of service delivery.

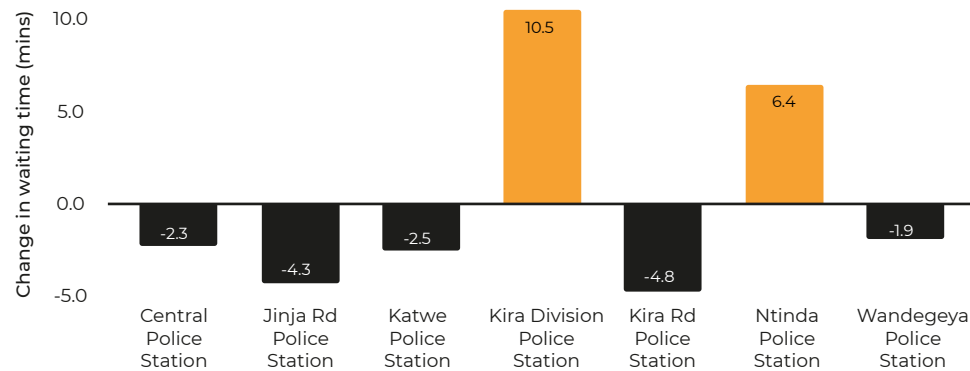
The feedback system brought forward by SEMA was highly valued across all the health centres, especially during the COVID-19 pandemic. The concept of meaningful feedback has become a factor in how health centre staff report their own concerns to their management. Health centre staff also brought up their own concerns that they felt affected their service delivery and would require intervention from their superiors.

Waiting times remained a challenge throughout 2020, especially in light of the impact COVID-19 had on the availability of staff due to travel restrictions, new protocols, and a lack of PPE equipment in an already shorstaffed and under-resourced health care system. As a consequence of

Impact on police services

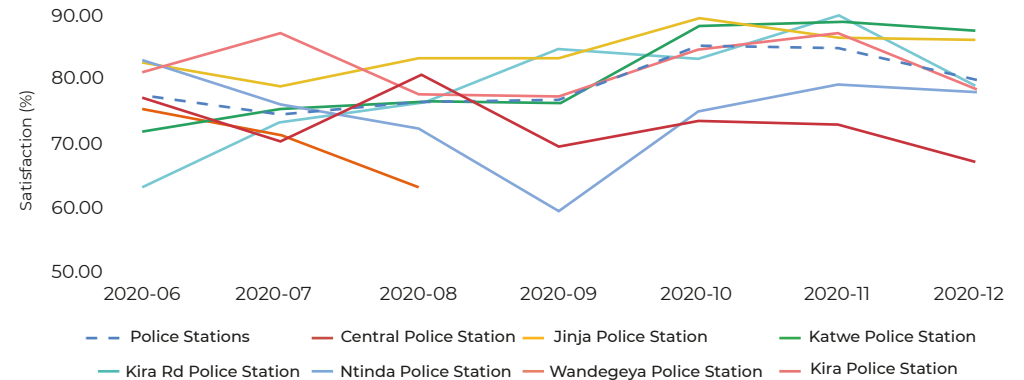
Before the country-wide COVID restrictions were put into effect, we noted that 71.4% of the police stations we worked with made improvements in the average waiting time of their clients.

Change in waiting time at police stations



Although we halted survey data collection at police stations around Kampala city due to the COVID-19 outbreak after March 2020, the SEMA devices were redeployed in June 2020 to allow citizens to continue to give their feedback after the lifting of the lockdown restrictions. This enabled us to get feedback from 9130 citizens in the second half of 2020 through our devices. The satisfaction variations per month do not show a significant trend in how police services were experienced in 2020.

Device Satisfaction at police stations over time



SEMA did not deliver monthly reports with recommendations on service delivery to the police after March 2020, and so we couldn't measure our impact at individual police stations. Instead, we analysed the data from before the pandemic to come up with main recommendations to the highest generals at the Uganda Police Force. As such, we published and discussed two trend reports with the police in 2020 that were discussed with the IGP and his deputies to improve client satisfaction policies. Some of the main recommendations included a focus on training front-end staff working at charge offices in the country, more attention to staff absenteeism, friendliness of staff and bribery, as well as highlighting the performance of smaller police stations and well-rated departments.

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. SEMA has developed a legal structure governing the relationship between the SEMA HQ and its local branches.

SEMA's international board of directors in The Netherlands changed in 2020. With the support of a notary, a legal distinction was developed between executive and non-executive board members. According to Dutch law non-executive board members have a final say in the organisation's strategic decisions, but may not be involved in the organisation's day-to-day operations, nor be paid for their engagement with the organisation. They also decide on the remuneration of executive board members. In 2020, Professor Catrien Bijleveld became chair of the non-executive board of directors of SEMA. Other non-executive board members are John Kieti, Violet Alinda and Guus de Ruijter. Nathalie Dijkman, Wilfried de Wever and Connor Sattely became executive board members in 2020.

Core team

SEMA hired a Country Director in Uganda in 2020 (Lydia Matte). She later also became a member of the Ugandan board of directors. Other staff of SEMA includes: Operations Manager (Joanitah Nsasiirwe), Tech Officer (Alvin Abaho, who

was replaced by Joel Muhanguzi), Operations Assistant (Shine Nuwasasira), Data Analyst (Pamela Namela), Citizen Engagement Specialist (Loise Akello), Finance Officer (Ruth Kuteesa, who was replaced by Harriet Namugga) and a Tech Assistant (Calvin Karegyeya). In addition, our core team is supported by several great consultants, among which notably Adrian Aturinda (Graphic Design) and Slava Pashchenko (Data Analysis). As co-founders, Nathalie Dijkman and Connor Sattely were also full-time involved for most of the year. Timothy Kakuru continued to support SEMA pro bono on a regular basis throughout the year.



Trainees

SEMA recruits talented students from universities to follow a 9-month traineeship with SEMA in which they are taught data collection and soft skills such as communication styles, collaboration and team-building, and leadership. Trainees may apply their skills throughout the 9 months by collecting citizen feedback data on paid shifts. In 2020 SEMA worked with three groups of trainees who started in September 2019, June 2020 and October 2020. A graduation ceremony was held in October for the first group of trainees. A total of 26 trainees were trained and engaged by SEMA in 2020.

Our traineeship impact survey identified that the first two cohorts of SEMA trainees (formerly known as volunteers, 2018-2019) greatly improved their soft skills (communication - 100%, leadership - 90%, critical thinking - 90%, teamwork - 90% and work ethic - 90%) in the course of their time at SEMA. This in turn improved their chance of employment, as 80% of the trainees were employed within the year of their traineeship. 70% of the trainees believed that their chances of getting employed increased a lot after volunteering with SEMA. Finally, 80% of SEMA trainees have recommended university students to apply for the traineeship program.



“Before SEMA, I couldn't even go to a police station. Now I just walk right in and go straight to the OC (officer in-charge). When something's not right at the hospital, I say, this isn't right. I learned to give feedback, now I give feedback all the time. Feedback doesn't have to be through SEMA, it can be everywhere.”

- SEMA trainee alumnus



Advisors

SEMA's Advisory Group of experts in Uganda continued to be active and met three times in 2020. Three members left us and three new members joined the Advisory Group: Paul Banoba (TI), Martin Ssekeja (KCCA) and Benedict Byamugisha (UPF).

OUR PARTNERS

Public partner



MINISTRY OF ICT & NATIONAL GUIDANCE

A Knowledge and Productive Society driven by ICT & National Ideology



Private Partners & Grants



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



FINANCIALS 2020

	2019	2020
PROFIT & LOSS		
Revenue		
Revenue from Grants in 2019	€ 73,411	€ 154,843
Expenses		
Human Resources	€ 17,426	€ 72,188
Volunteer reimbursements	€ 7,381	€ 5,852
Feedback device production	€ 13,783	€ 10,011
Other technology costs	€ 725	€ 1,475
Administrative costs	€ 4,864	€ 12,769
Office costs	€ 2,930	€ 3,534
Local & International travel	€ 10,595	€ 3,888
Communications and events	€ 10,021	€ 7,479
Consultancy & Evaluation	€ 4,627	€ 37,645
Total Expenditures	€ 72,352	€ 154,843
Net result	€ 1,059	€ 0
FUNDS AT END OF YEAR:		
Cash (+ Equivalents)	€ 67,577	€ 145,957
Restricted Funds 2021	€ 60,323	€ 138,919
General Reserve	€ 7,254	€ 7,038



OUTLOOK FOR 2021

Although 2020 was a difficult year, SEMA proved itself resilient and continued to grow, learn and become more valuable in improving public service delivery. We hope that 2021 will allow SEMA to continue on this journey and play a pivotal role in revolutionizing public service evaluation in East Africa.

Our goals for success in 2021 are:

- We want to measure citizen feedback in partnership with JLOS at 40 offices and in partnership with KCCA and other government institutions at minimum 20 other offices. This means we aim to measure at 60 public offices in total.
- Gather feedback from over 150 000 citizens and deliver at least 250 customized feedback reports to these public offices.
- As a result, we hope to improve citizen satisfaction at 70% of offices where we measure, reduce waiting times at 80% of the offices where we measure after months.
- Scale our operations to three new districts in Western, Eastern and Northern Uganda with JLOS (without JLOS: test at least SEMA in one of these regions), and recruit, train and coach 60 data collection trainees and 4 site managers.
- Improve our training curriculum for the data collection trainees, including a standard branded programme with online trainings for soft skills, reward systems, specialisation tracks for hard skills and graduation ceremonies.
- Use our real-time impact dashboard to track our impact at public offices and learn more about how our data tools and reports can lead to improvements at offices.
- To produce a feedback device that has longer battery life, a choice of versions for either desktop, stand or wall installation, and its data streaming to a real-time useful dashboard for all our partners.
- To run a pilot in Kenya at 6 public offices for (at least) 3 months, with an outlook to a longer, government-funded programme.
- To solidify the financial and operational processes necessary to run SEMA operations in various countries, supported from a global office with budget assistance, fundraising and quality control.
- To diversify our revenue sources in Uganda to reach a 50-50 split (50% annual income from donors and 50% annual income from public/private partners) and to raise up to 250.000 EUR in total revenue for SEMA, including funding for a pilot in Kenya and/or other countries.



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



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