



SECTOR-WIDE CUSTOMER FEEDBACK PROGRAMME 2021-2022

2ND TREND REPORT, FEBRUARY 2022

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1. Introduction

SEMA began working with the Justice Law and Order Sector (JLOS) Uganda in 2018 through a free pilot. During this pilot, SEMA engaged with citizens accessing services at 6 police stations across Kampala City. Citizens were interviewed on their satisfaction following accessing public offices, this feedback was then used to compile monthly reports with recommendations on how to better the service delivery at the specific police station. Following a successful pilot, it was established that citizen feedback was essential to the improvement of service delivery at police stations, leading to better customer care and increased satisfaction rates, reduced waiting times and reduced bribery during service delivery.

In 2021, SEMA, in collaboration with JLOS, signed on a 12 month programme contract that allowed for SEMA feedback methods to be deployed at 40 JLOS offices across the country including Magistrates Courts, Police stations, Uganda Registration Services Bureau (URSB) offices, National Identification and Registration Authority (NIRA) offices and Directorate of Citizenship and Immigration Control (DCIC) offices. The aim of the collaboration is to:

- **Measure public satisfaction of JLOS services in different regions and at 5 different JLOS offices, independently and over time.**
- **Strengthen Monitoring & Evaluation systems and improve customer relationship management.**
- **Assist in identifying levels of corruption at different offices.**

The programme started on 1 May 2021, following the submission of the inception report and the first payment of the contract. Due to the COVID-19 lockdown measures the programme faced considerable challenges of deployment during July and August 2021. Nevertheless, SEMA was able to roll out its services at 37 JLOS offices by the end of 2021.

This report is intended to provide an overview of the data that was gathered during the year 2021, public officers' activities carried out in relation to the SEMA feedback reports provided and the trends we see in citizen feedback at JLOS institutions. Results outlined in this report are essential to better understanding the citizens' concerns and changes that can be made at JLOS institutions to provide for a better client experience.



2. Service standards and targets of JLOS institutions

It is important that public services are delivered to good quality standards. SEMA collects the data on customer satisfaction, and provides recommendations for improvement. However, it is the responsibility of the JLOS institutions themselves to develop the standards and targets they aim to reach in terms of customer satisfaction and good quality service delivery. During the inception phase of this programme, SEMA researched the existing service standards for each JLOS institution, in order to measure whether these standards are being reached according to citizens. Below is an overview of the standards found for each institution.

JLOS Institution	Standards
Uganda Police Force (UPF)	<p>UPF has a new client charter since August 2021. The charter emphasizes:</p> <ul style="list-style-type: none"> • 24/7 availability. • Respectful service delivery. • Clear guidance on services needed including citizens' obligations and officers' obligations. • Professionalism while delivering services. • Clear communication on service delivery timelines. • Free services except authorized payments made in a bank.
Judiciary	<p>The Judiciary has a client charter which emphasizes;</p> <ul style="list-style-type: none"> • Timely delivery of services at the courts • Professionalism and respectfulness of the staff while delivering services • Upholding Justice, Equality and Affirmative action while delivering services • Generate and maintain clear and open communication channels between the courts and citizens.
National Identification and Registration Authority (NIRA)	<p>NIRA has no client charter, though is working on it.</p> <p>Discussions held with the NIRA team have highlighted an interest in the time citizens spend at the offices, access to information around service delivery, extra charges incurred by clients as well as the general satisfaction of the clients.</p>

JLOS Institution	Standards
Uganda Registration Services Bureau (URSB)	URSB has a client charter. This has a focus on the time citizens spend at the office as well as the general delivery timeline for services rendered as well as charges incurred by clients seeking services.
Directorate of Citizenship and Immigration Control (DCIC)	DCIC has a client charter. However, their interests and pledges are towards fast and friendly service delivery, charges incurred towards receiving services and the general satisfaction of citizens receiving services from their offices.
Overall JLOS SDP	According to the most recent SDP-IV, one of the main impact indicators for the JLOS sector as a whole is to increase public satisfaction with JLOS services up to 78% (target). The indicator and target for SDP-V in relation to service satisfaction has not been published yet.



3. Methodology

Over the 8 month period (1 May 2021 to 31 December 2021), **53325** citizens gave feedback to SEMA at JLOS institutions around Kampala, Mukono, Jinja, Mbarara and Gulu cities.

- 34276 citizens gave their feedback on services received through our feedback devices. The feedback device uses an emoji system with 5 buttons showing very happy to very unhappy.
(these results can be accessed through institutional dashboards provided by SEMA)
- 19092 citizens were interviewed by trained data collectors after directly receiving services at public offices.

Of the 19133 citizens who interacted with SEMA data collectors;

Gender	Approximate age	Language spoken
<ul style="list-style-type: none"> • 37.8% female respondents • 62.2% male respondents 	<ul style="list-style-type: none"> • 37.5% below 30 years • 51.0% were between 30-50 years • 11.4% over 50 years 	<ul style="list-style-type: none"> • 41.3% spoke English • 47.7% spoke Luganda • 11.0% spoke other

We found that the majority of citizens visiting the JLOS service points during May and December 2021 were male. In addition to this, there were noticeably fewer

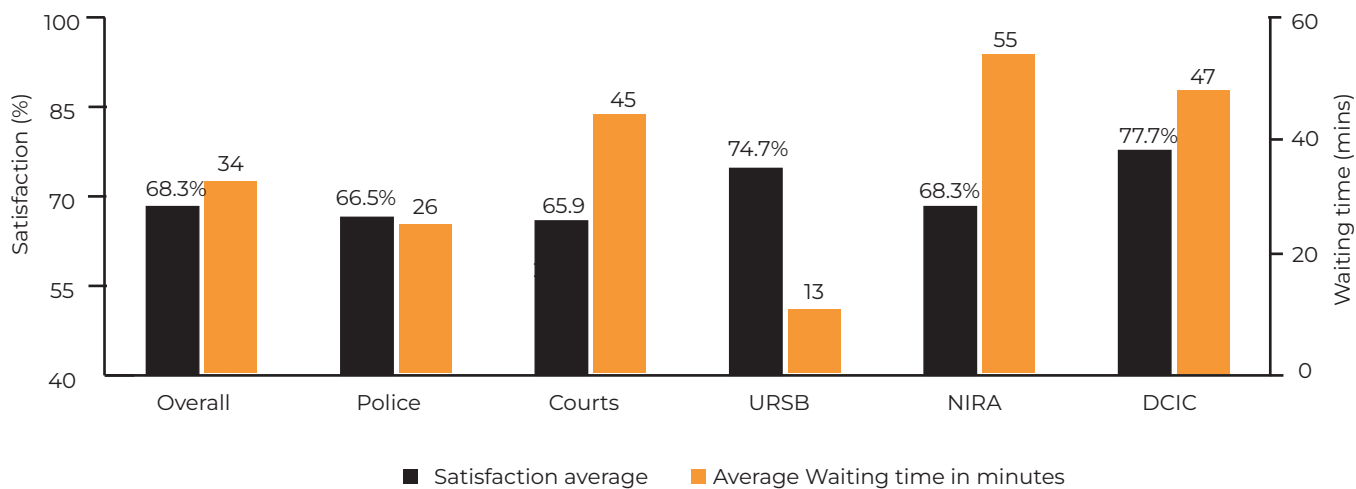


4. Overview of JLOS service points and citizen feedback

Institution	May	June	July	Aug	Sept	Oct	Nov	Dec	Total number of citizen feedback reports delivered	Total citizen feedback collected
Uganda Police Force (UPF)	7	12	12	12	13	16	15	15	89	32833
Uganda Magistrates Courts	-	-	-	6	8	8	9	9	40	9846
National Identification & Registration Authority (NIRA)	-	-	-	2	2	3	4	4	15	4371
Uganda Registration Services Bureau (URSB)	-	-	-	2	1	4	5	4	16	2614
Directorate of Citizenship and Immigration Control (DCIC)	-	-	-	-	2	4	5	5	16	3661
Total offices where customer feedback was collected	7	12	12	23	29	40	41	41	205	53325
Total citizen feedback collected	1717	5087	5087	5843	6638	9436	10197	12289	205	53325

5. Overall JLOS trends in customer feedback

Average satisfaction and waiting times across the JLOS institutions.



The satisfaction average across all JLOS offices during the data collection period was 68.3%. All offices measured at had an overall citizen satisfaction average ranging from 62.1% at UPF offices and 79.8% at DCIC offices. Recorded waiting times ranged from 13 minutes to 55 minutes with NIRA offices having the highest average waiting times across all the JLOS institutions. Interestingly, longer waiting times do not correspond with lower satisfaction rates. For instance, the waiting time at DCIC is the second highest (with 47 minutes average for any citizen accessing a service), whereas they have the highest citizen satisfaction score.

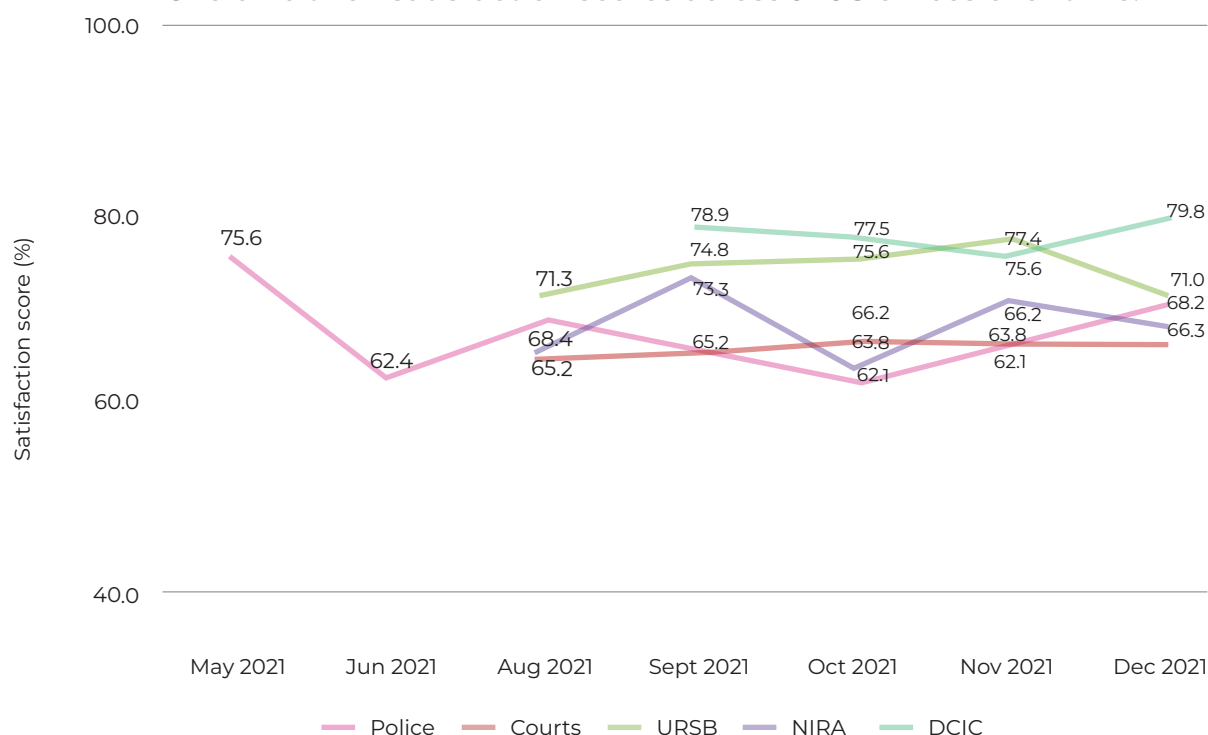


Results over time

DCIC offices consistently had the highest citizen satisfaction throughout the data collection period except in the month of November. The highest level of average citizen satisfaction over the 8 month period was recorded at DCIC offices in the month of December (79.8%).

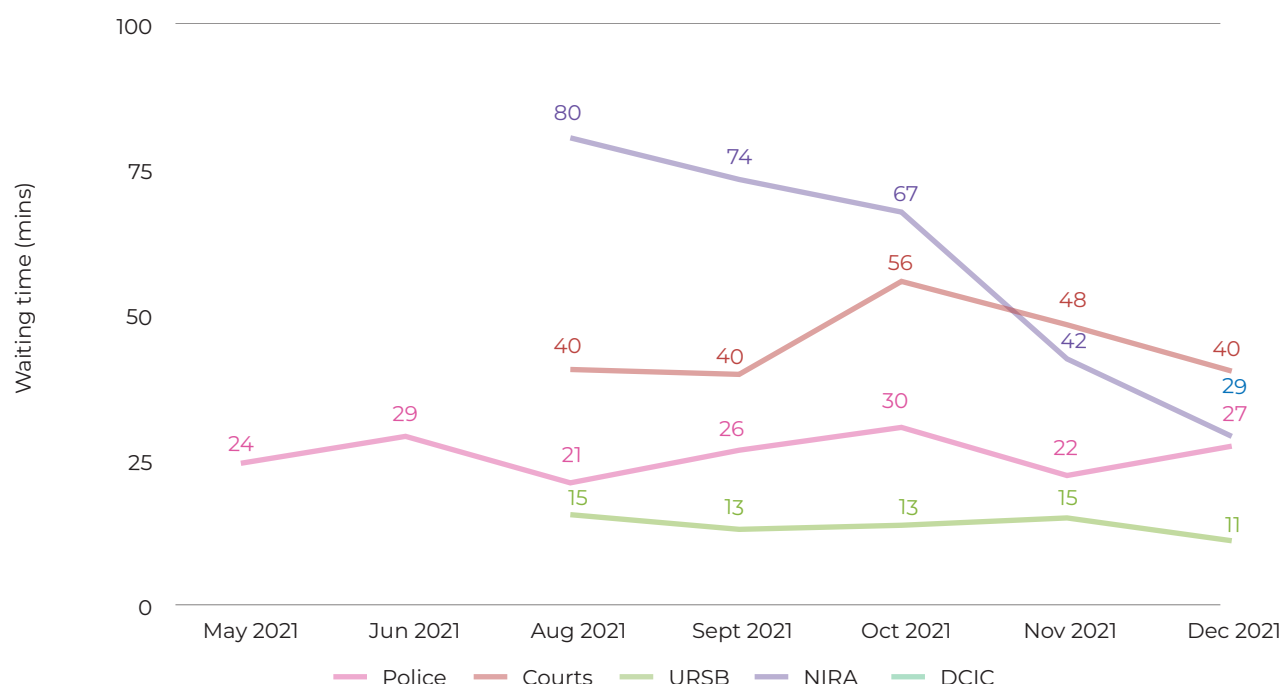
The lowest recorded satisfaction average was recorded from the UPF in the month of October (62.1%).

Overall citizen satisfaction scores across JLOS offices over time.



UPF, having been the first group of offices deployed at, has the clearest trend display among the other 5 institutions. Although UPF was rated highly in the month of May, there was a significant decrease in the citizen satisfaction rating in the month of June leading up to an increase in the month of August. However, UPF again saw a decline in the same in the month of September which was contrary to other institutions which registered an increase in the citizen satisfaction rating in the same month. Overall, the institutions saw fluctuations in the satisfaction scores throughout the months of data collection. Only URSB had a consistent increase in the citizen satisfaction score through August to November.

Overall citizen waiting time across JLOS offices over time.



The highest recorded average waiting time was from NIRA offices in the month of August (80 minutes). The institution however, recorded a decline of more than half of the initial recorded waiting time by the month of December showing improvements in service delivery. The lowest recorded waiting times with JLOS institutions were from URSB offices with an average of 11 minutes in the month of December. URSB offices consistently had the lowest average waiting time throughout the data collection period.



6. Individual JLOS institution trends



The Uganda Police Force (UPF)

This was the first group of offices SEMA engaged with at the start of the program with the majority of target offices around Kampala City. By June 2021, when the lockdown was implemented, SEMA had set up devices and surveys at 12 police stations in Kampala. By the end of November 2021, SEMA had set up operations with police stations with Central Police Stations in the regions of Jinja, Mbarara and Gulu cities.

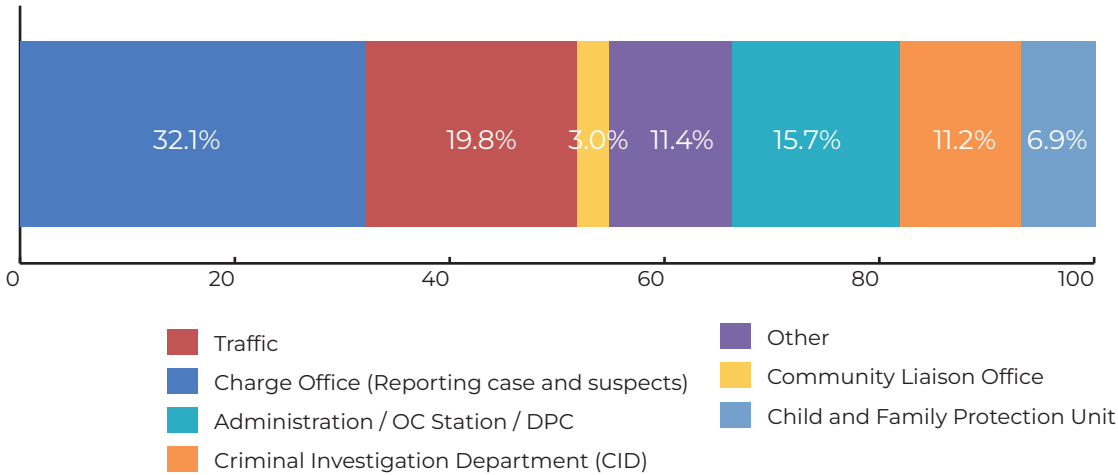
Office name	Start of data collection	No of feedback points	No of reports delivered
Katwe Police Station	May 2021	810	6
Wandegeya Police Station	May 2021	672	6
Central Police Station (Kampala)	May 2021	707	6
Kira Division Police Station	May 2021	744	6
Jinja Road Police Station	May 2021	717	6
Ntinda Police Station	May 2021	693	6
Kira Road Police station	May 2021	810	6
Wakiso Police Station	June 2021	671	5
Old Kampala Police Station	June 2021	668	5
Kawempe Police Station	June 2021	597	5
Mukono Police Station	June 2021	754	5
Entebbe Police Station	June 2021	607	5
Central Police Station (Jinja)	Sept 2021	450	3
Central Police Station (Mbarara)	Oct 2021	314	3
Central Police Station (Gulu)	Oct 2021	268	3

Majority of respondents from the police stations were male (63.6%), between the ages of 30 and 50 years (54.9%) with the majority of respondents speaking in Luganda (55.6%).

During the lockdown, SEMA devices were left at these police stations to allow any citizens still visiting the stations an opportunity to rate service delivery. We were able to measure the satisfaction levels of 7 police stations, even during the months of July when there was a country wide lockdown. However overall, Kira Division Police Station was rated highest by citizens with an 80.5% citizen satisfaction rating.

The number of citizens visiting given departments directly affects the overall satisfaction average. The greater the number of citizens visiting any one department, the more the influence the satisfaction of that department has on the overall satisfaction average. The largest number of citizens visiting police stations received services from the Charge office and Traffic departments. Therefore, having high satisfaction scores from these departments could greatly increase the overall satisfaction scores of UPF.

Distribution of citizens visiting different police departments



Citizens who visited police stations rated the Administration office highest at 73.0% while it was recorded to have the second lowest waiting time. In contrast, those visiting the traffic department rated the office lowest at 57.7%. This department, however, had a waiting time of under 30 minutes.



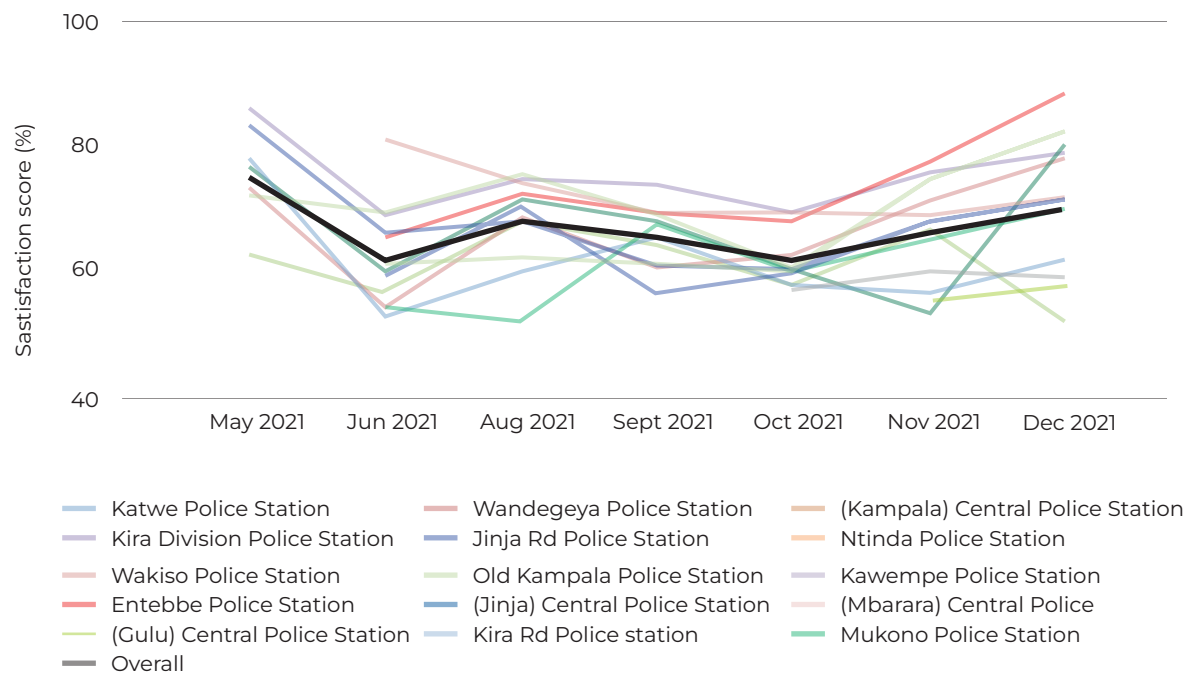
Individual police station results.

Citizen satisfaction scores over time.

Institutions	Charge Office	Traffic	Community Liaison Office	Other	Administration OC Station DPC	Criminal Investigation Department	Child & Family Protection Unit
Katwe Police Station	78.6	53.5	60.4	66.0	58.7	57.1	62.4
Wandegeya Police Station	73.9	54.8	69.0	61.1	63.3	71.7	78.7
(Kampala) Central Police Station	62.9	57.1	67.9	64.6	58.3	68.3	70.9
Kira Division Police Station	86.3	69.4	75.2	74.3	70.1	76.3	79.1
Jinja Rd Police Station	83.8	66.7	68.0	61.7	61.0	54.1	80.6
Ntinda Police Station	72.7	69.7	75.9	70.0	68.8	77.9	88.7
Kira Rd Police station	77.0	60.8	71.7	68.8	58.4	68.1	71.9
Wakiso Police Station		81.2	74.6	69.5	69.9	69.4	72.3
Old Kampala Police Station		61.7	63.0	61.9	60.0	75.2	82.6
Kawempe Police Station		59.8	70.7	57.5	60.4	65.2	71.0
Mukono Police Station		55.0	52.5	67.7	60.3	66.2	72.8
Entebbe Police Station		65.9	72.9	69.6	62.2	67.1	52.5
(Jinja) Central Police Station				59.9	60.9	74.8	72.6
(Mbarara) Central Police Station					57.5	60.6	59.5
(Gulu) Central Police Station						56.0	58.3

KEY: Satisfaction averages below 60% Satisfaction averages over 80%

Overall citizen satisfaction average at police stations across Uganda



Results from interviews carried out at the various police stations suggest that citizen service satisfaction was relatively consistent across police stations. All 7 police stations measured in the month of May saw a decline in the citizen satisfaction rating in the month of June with 4 scoring below the overall satisfaction score of the institution. Following this, more than half of the offices measured at scored below the average satisfaction score in the month of June. This occurred again in the month of November when only 36% of the police stations collected at scored above the overall satisfaction score.

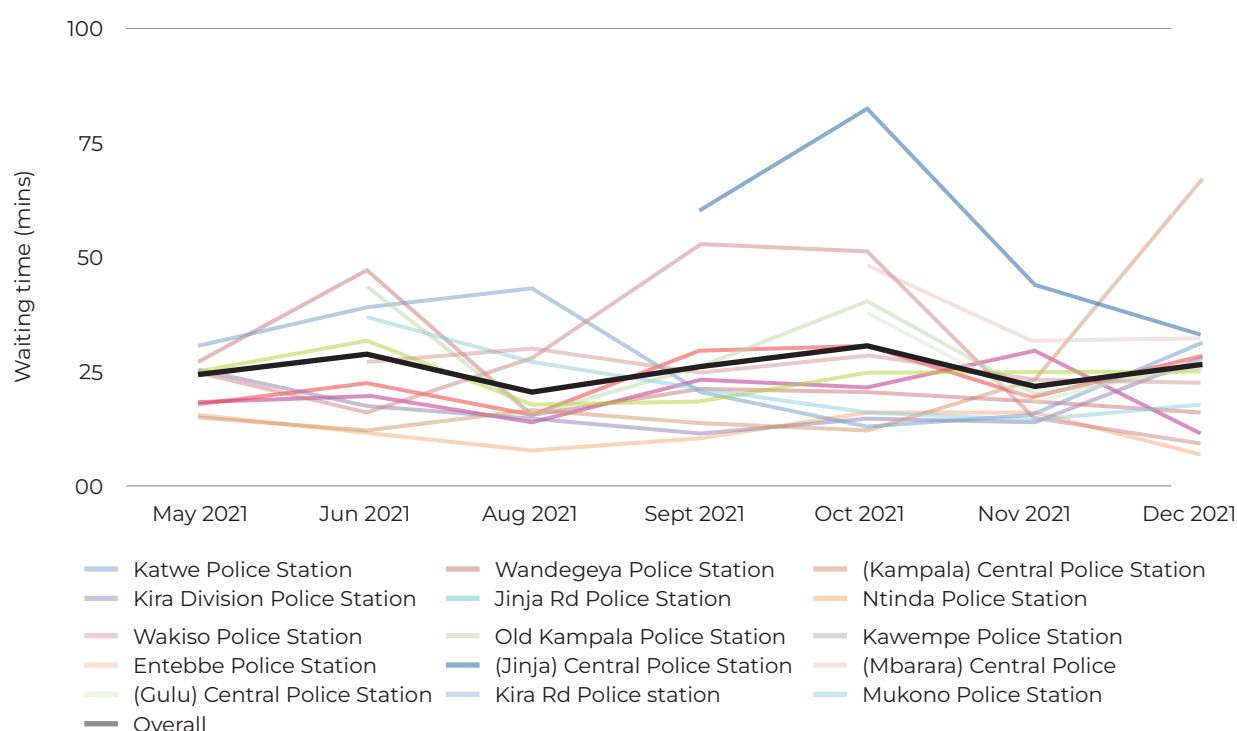


Citizen waiting time breakdown for police offices from May 2021 to December 2021.

Office name	May 2021	Jun 2021	Aug 2021	Sept 2021	Oct 2021	Nov 2021	Dec 2021
Katwe Police Station	31	39	43	21	13	16	32
Wandegeya Police Station	27	47	16	22	21	19	17
Central Police Station (Kampala)	26	32	18	19	25	25	25
Kira Division Police Station	25	18	15	11	15	15	10
Jinja Road Police Station	18	20	14	30	30	20	28
Ntinda Police Station	16	12	8	11	16	16	7
Kira Road Police station	18	22	16	24	22	29	11
Wakiso Police Station		27	30	25	29	23	23
Old Kampala Police Station		44	17	26	40	20	26
Kawempe Police Station		16	28	53	51	14	29
Mukono Police Station		37	28	22	16	15	18
Entebbe Police Station		12	17	14	12	23	67
Central Police Station (Jinja)				60	82	44	33
Central Police Station (Mbarara)					49	32	33
Central Police Station (Gulu)					38	19	29

KEY: Citizen waiting time averages above 30 minutes Citizen waiting time averages below 15 minutes

Overall citizen average waiting times at police stations.



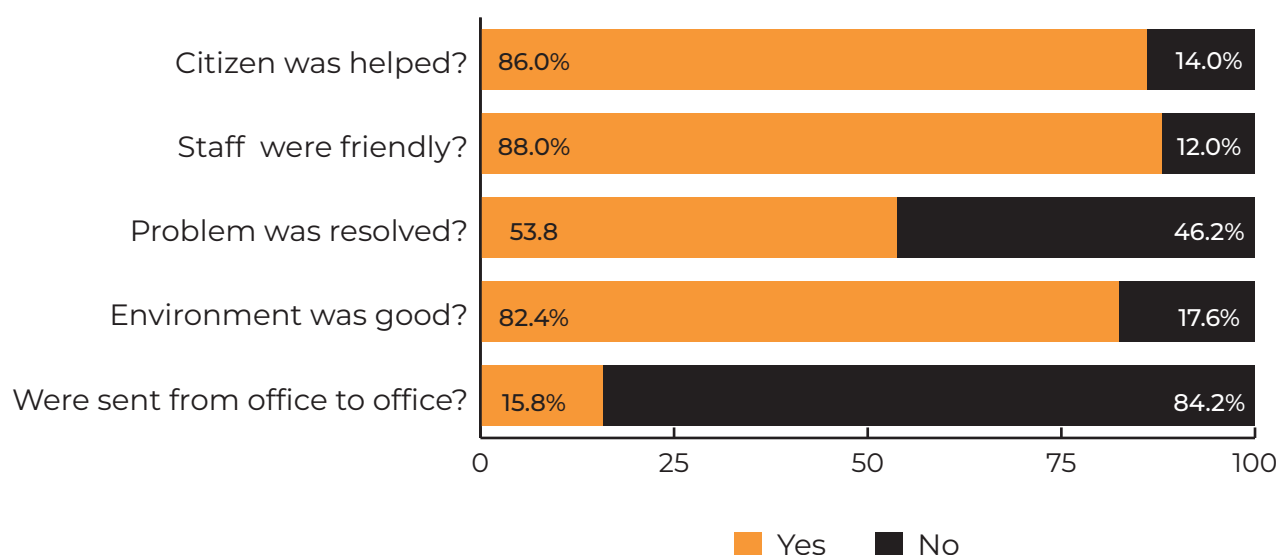
The overall waiting time for services offered at police stations was 25 minutes. Police stations that had the highest waiting times were generally the divisional police stations with high foot traffic. Over time, the number of offices with waiting times higher than the overall institution waiting time increased from 29% in May to 56% of the total offices in December.

What affects citizen satisfaction ratings at police stations.

Police officers were generally receptive of data collection activities, often encouraging citizens to give feedback on service delivery through the SEMA feedback machine in the absence of data collectors. During the 8 month data collection period, Officers in-charge were engaged on a monthly basis to discuss possible changes that could be implemented to improve the office satisfaction scores based on citizen feedback reports delivered.

The main concerns raised by citizens at police stations were in relation to the duration of their cases being handled. As can be seen in the graph below, we see that 46.3% of citizens do not have their problem resolved when they visit a police station. 15.8% of citizens get sent around from office to office to resolve it. This means that citizens often have to keep returning to UPF service points to find a solution for their problem.

Other citizen satisfaction metrics measured at police stations



In particular, there were a number of reports on the unfriendliness of the police officers providing services. This was especially from (Kampala) Central Police Station, Old Kampala Police Station and (Jinja) Central Police Station.



"I had come to report a case but the officers were rude and teasing and I did not manage to express myself well."
 - citizen visiting the Charge Office at **Central Police Station (Kampala).**

Citizens were also often concerned with the duration of investigating cases since they often had to return to the police stations on multiple occasions for the same issue.



“My boda boda has been confiscated and it's now two weeks. They are just making me use transport everyday to come and plead with them.”

- citizen visiting the Traffic department at Wandegaya Police Station.

Key takeaways from working with the Uganda Police Force:

- Transfer of police officers during the data collection period led to working with police officers who were still acquainting themselves with their areas of operation in addition to the police stations themselves. This led to their focus being more towards field duties.
- Police officers are in need of community engagement models that can address feedback from all sections of police services that are delivered within the community.
- New officers however, also had an added advantage of prior knowledge of client care received during training that aided in the understanding of SEMA's goals towards improving service delivery at the police stations.
- Citizens receiving services at police stations often define corruption in terms of giving airtime, soda, lunch, buying fuel for field visits or cash to police officers to aid in working on case.
- Common issues that arose from citizens receiving services from police stations included unfriendliness of police officers, low resolution rate of cases.





Uganda Magistrates Courts

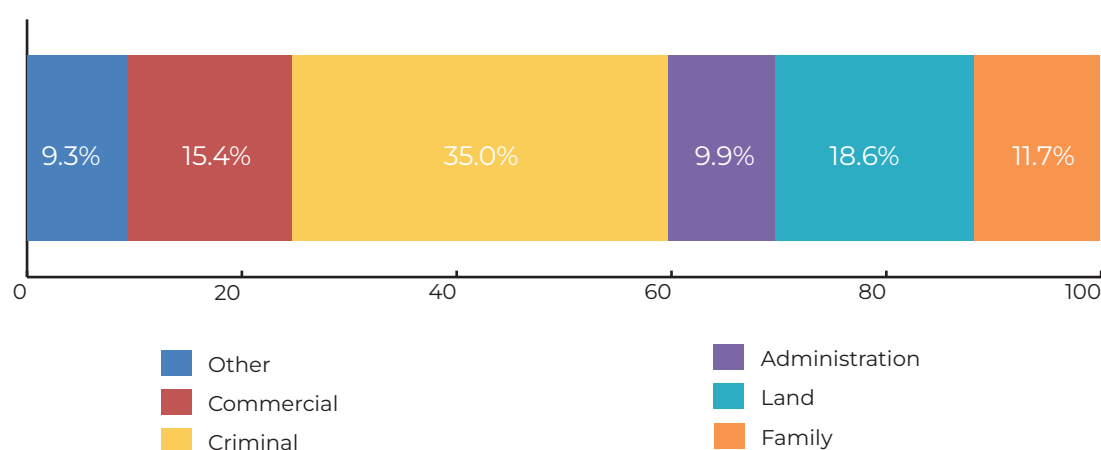
SEMA deployed at 9 Magistrates Courts within Kampala, Mukono, Jinja, Mbarara and Gulu cities after the COVID induced lockdown in the month of August 2021. There were 4298 citizens who interacted with the SEMA data collectors from the various Magistrates courts.

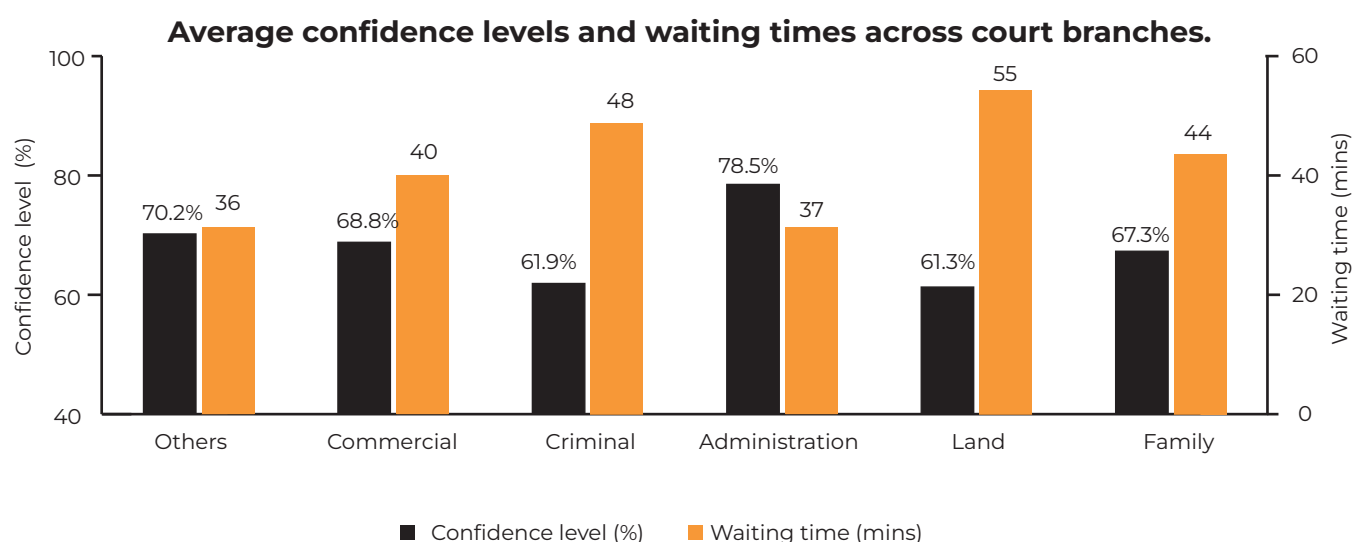
Office name	Start of data collection	No of feedback points	No of reports delivered
Mukono Magistrates court	Aug 2021	549	5
Nakawa Magistrates court	Aug 2021	587	5
Buganda Road Magistrates court	Aug 2021	553	5
Makindye Magistrates court	Aug 2021	625	5
Wakiso Magistrates court	Aug 2021	497	5
Nabweru Magistrates court	Aug 2021	512	5
Jinja Chief Magistrates court	Sept 2021	427	4
Mbarara Magistrates court	Oct 2021	336	3
Gulu Chief Magistrates court	Nov 2021	212	2

The majority of the feedback collected at Courts was coming from male citizens (64.2%). In addition to this, the highest number of respondents were between the ages of 30 and 50 years (64.1%), followed by those below the age of 30 years (25.2%) with the smallest number of respondents being above 50 years of age (10.7%).

Majority of the citizens who visited the courts received services from the Criminal branch (35.0%) with the greatest number of the overall citizens being defendants (18.6%) and lawyers (18.1%). This branch therefore greatly influenced the general confidence levels of the courts citizen feedback was collected from. The lowest number of citizens visited courts for other services (9.3%) like delivering documents, collecting documents or requesting for information. The second lowest visited branch at courts was the Administrative branch.

Distribution of citizens visiting different court branches.





Individual court results.

During our assessment of the citizen confidence levels at the courts, we found that the initial months of data collection often received the lowest rating. The confidence levels then saw an increase in subsequent months.

Breakdown of citizen confidence levels for Chief Magistrate courts from August 2021 to December 2021.

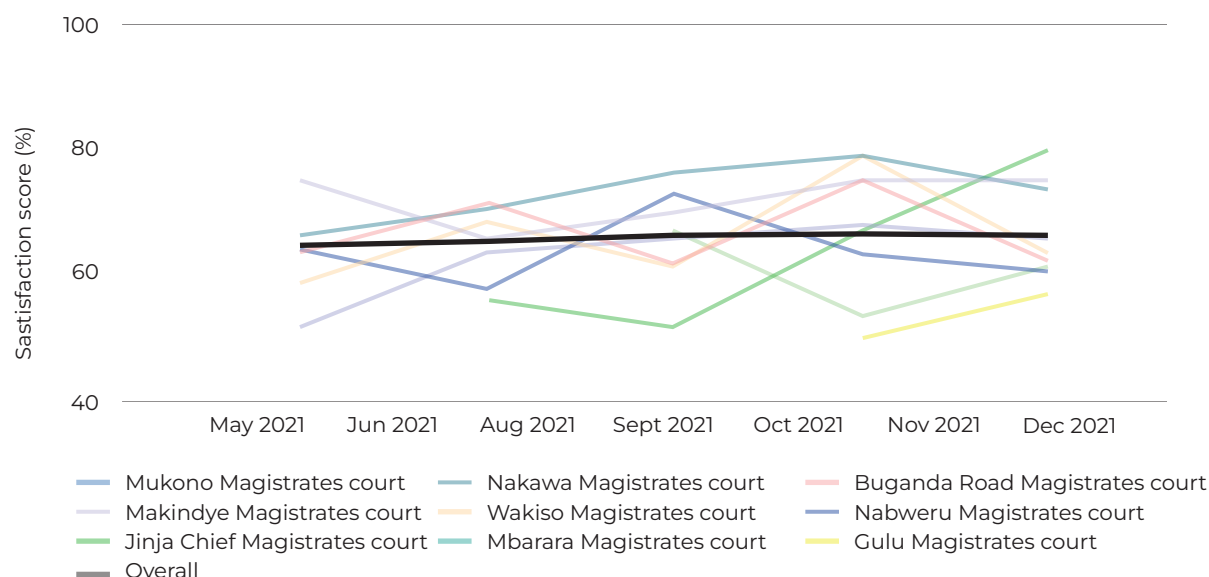
	Aug 2021	Sept 2021	Oct 2021	Nov 2021	Dec 2021
Mukono Magistrate court	52.1	63.6	66.1	68.3	65.6
Nakawa Magistrate's court	65.8	70.6	75.9	78.5	73.8
Buganda Road Magistrate court	64.2	71.4	62.0	74.8	61.9
Makindye Magistrate court	74.8	66.0	69.9	74.6	75.0
Wakiso Magistrate court	59.1	68.5	61.6	79.0	63.7
Nabweru Magistrate's court	64.3	58.3	72.7	63.8	60.3
Jinja Chief Magistrate's court		56.5	52.3	67.1	79.8
Mbarara Magistrate's court			67.1	54.0	61.6
Gulu Chief Magistrate's court				50.2	57.1

KEY: ■ Confidence levels below 60%

■ Confidence levels over 80%



Overall average citizen confidence levels at courts.



During the month of August, the Magistrate Court with the highest citizen confidence rating was Makindye Magistrate court (74.8%) which had a 22.6 point difference from the office with Mukono Magistrate court (52.1%) which had the lowest rated citizen confidence level.

However, during the month of December, the office with the highest rated citizen confidence level was Jinja Chief Magistrate court (79.8%). This was a 22.7 point gap from Gulu Chief Magistrates court (65.2%) which was the lowest rated office in the month.

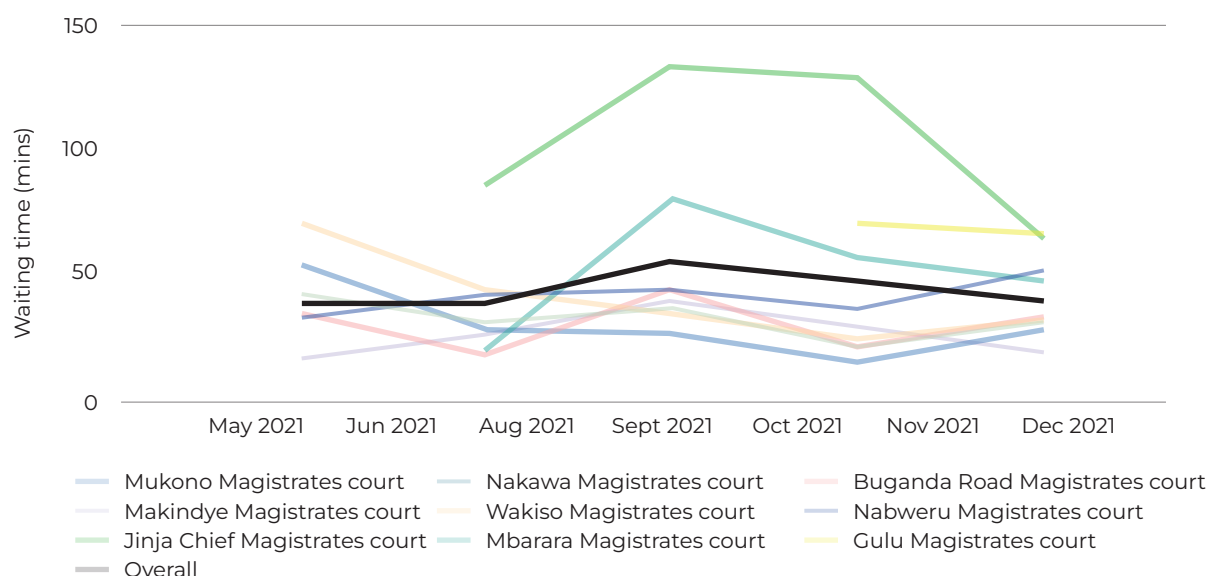
Of the 9 courts engaged with, more than half saw an improvement in the citizen confidence rating, with Jinja Chief Magistrate court having the highest improvement by 23.3 points. Buganda Road Magistrate court, Mbarara Magistrate court and Nabweru Magistrate's court saw a decline in the citizen confidence level rating in the month of December, with Mbarara Magistrate court having the greatest decline by 5.4 points.

Citizen waiting time breakdown for Chief Magistrate courts from August 2021 to December 2021.

	Aug 2021	Sept 2021	Oct 2021	Nov 2021	Dec 2021
Mukono Magistrate court	55	29	26	16	27
Nakawa Magistrate's court	42	33	37	23	32
Buganda Road Magistrate court	35	18	45	23	34
Makindye Magistrate court	17	27	40	30	20
Wakiso Magistrate court	71	45	36	24	33
Nabweru Magistrate's court	35	43	44	37	52
Jinja Chief Magistrate's court		87	134	130	65
Mbarara Magistrate's court		20	81	58	48
Gulu Chief Magistrate's court				70	66

KEY: Citizen waiting time averages above 30 minutes Citizen waiting time averages below 15 minutes

Overall citizen average waiting time at courts.

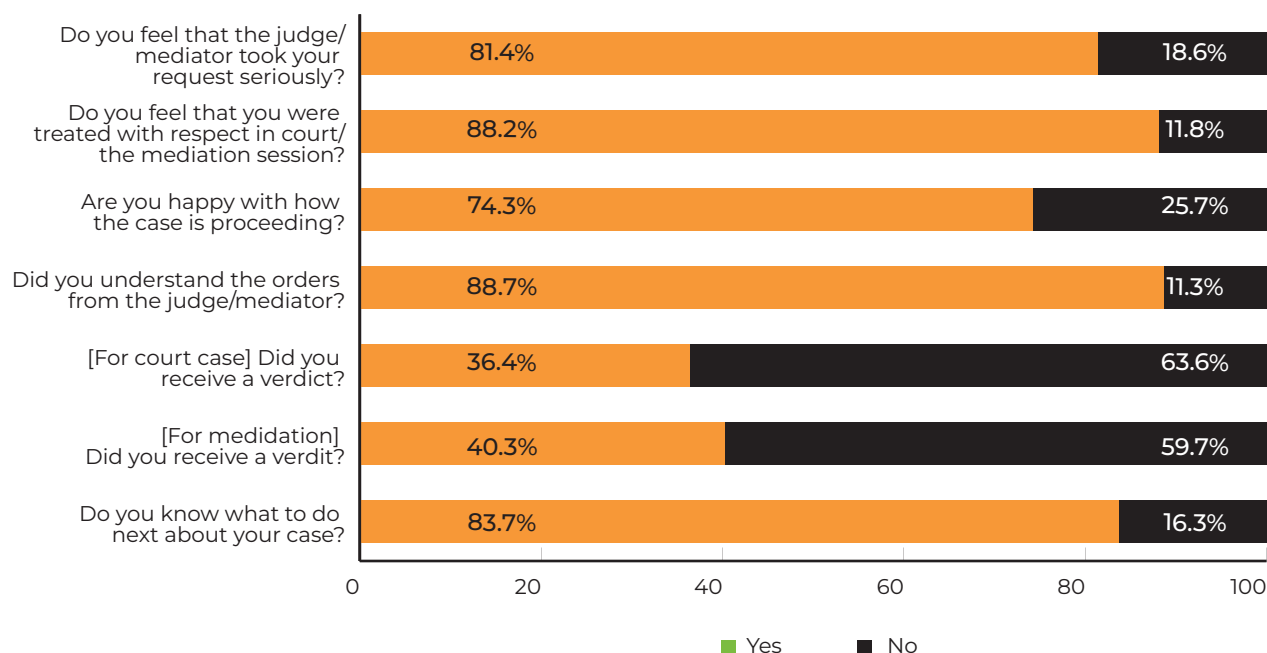


Jinja often had the highest citizen waiting time amongst the courts engaged with. During the month of August, highest citizen waiting times were reported from Wakiso Magistrates court (71 minutes). Makindye Magistrates court had reportedly the lowest citizen waiting times that month (17 minutes). In the month of December however, the office with the highest citizen waiting time was Jinja Chief Magistrates court (65 minutes), compared to Makindye Magistrates court which had the lowest citizen waiting time in the month (20 minutes). Of the 6 offices engaged within both months, 4 saw a reduction in the waiting time of citizens prior to being assisted. These were the same offices that also registered an increase in the confidence level of citizens visiting the office.



What affects citizen confidence level ratings at Magistrates courts.

Other citizen confidence level metrics measured at courts



The most frequent concerns raised by citizens visiting court were with regards to not being informed about the next steps, and absenteeism. As can be seen in the graph above, 16.2% of citizens visiting courts do not know what to do next about their case. In many cases, a verdict or settlement was not (yet) reached. About 25% of citizens were not happy with how the case was proceeding, but this could be due to many different reasons that are not part of service delivery.

There were a number of times during the data collection period where citizens reported that they did not know what to do next in matters involving their cases. This was especially present at Nakawa Magistrates court and Jinja Chief Magistrates court. This was, at times, stated in relation to citizens not being assisted while at the office.



“They are friendly but have not clearly told us what to do next. They should endeavour to be clear and tell us what to do next.” - citizen visiting Nakawa Magistrates court for a court appearance.

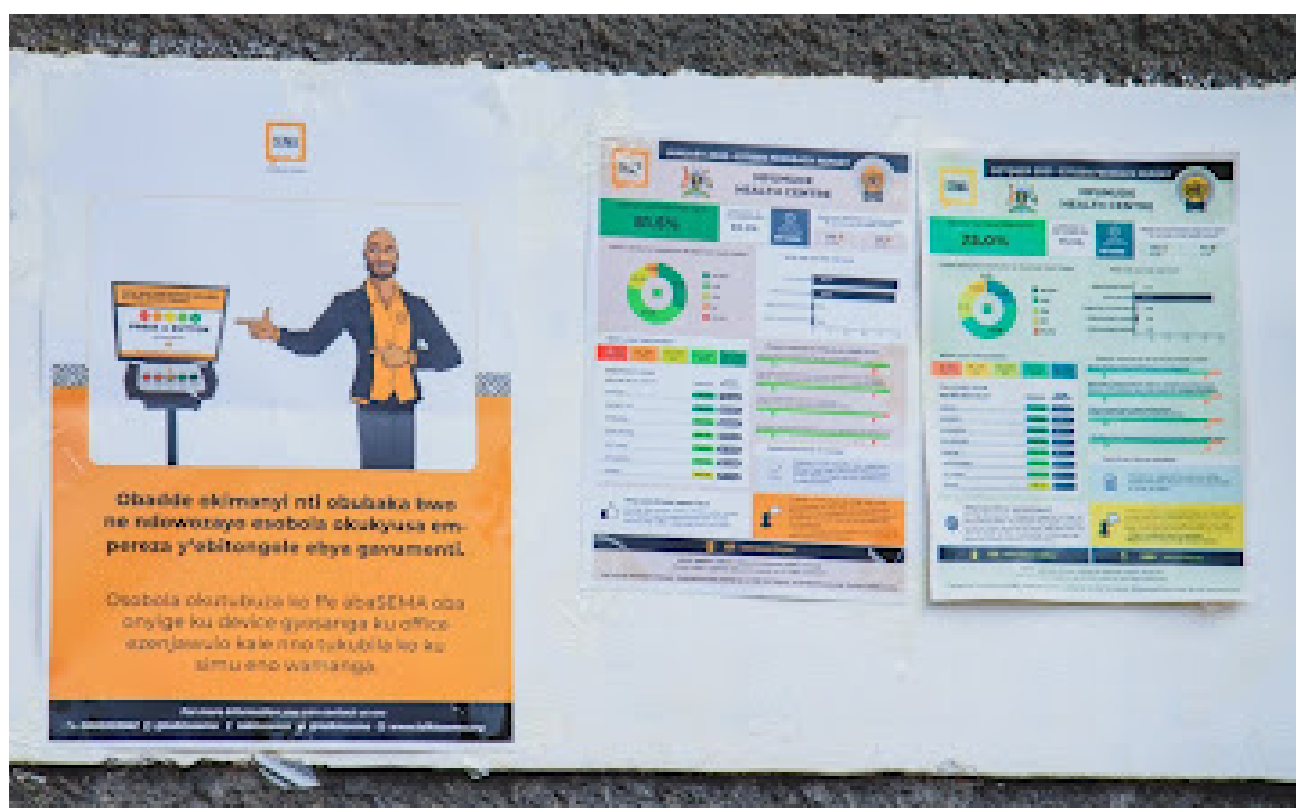
There were also a number of situations reported of the magistrate not being present to work on citizens - especially at Nakawa Magistrates court and Jinja Chief Magistrates court. This in turn led to a number of citizens feeling that they had not been helped at the court.



“This case has lasted for so long because of absenteeism of the lawyers and judges leaving me without peace. The lawyer and the judges must always be present because whenever I come I only find one either lawyer or judge.”
- citizen visiting Jinja Chief Magistrates court for a court appearance.

Key takeaways from working with Chief Magistrate Courts:

- Many clients are not aware of the fees structures and modes of payments attached to services received from the courts.
- There is also a general lack of guidance on court processes. Citizens often raised issues of cases being adjourned without clear explanation.
- Court rooms often do not have well facilitated waiting areas (eg Mukono Chief Magistrate court, Buganda Road Chief Magistrate court). There are often few seats that do not adequately serve the number of citizens coming for services. Court rooms are also lacking public address systems which leads to communication gaps during court sessions.
- With the switch to online systems, there was a concern towards the poor network that led to court sessions intended to be held online being continuously adjourned.





NIRA National Identification & Registration Authority

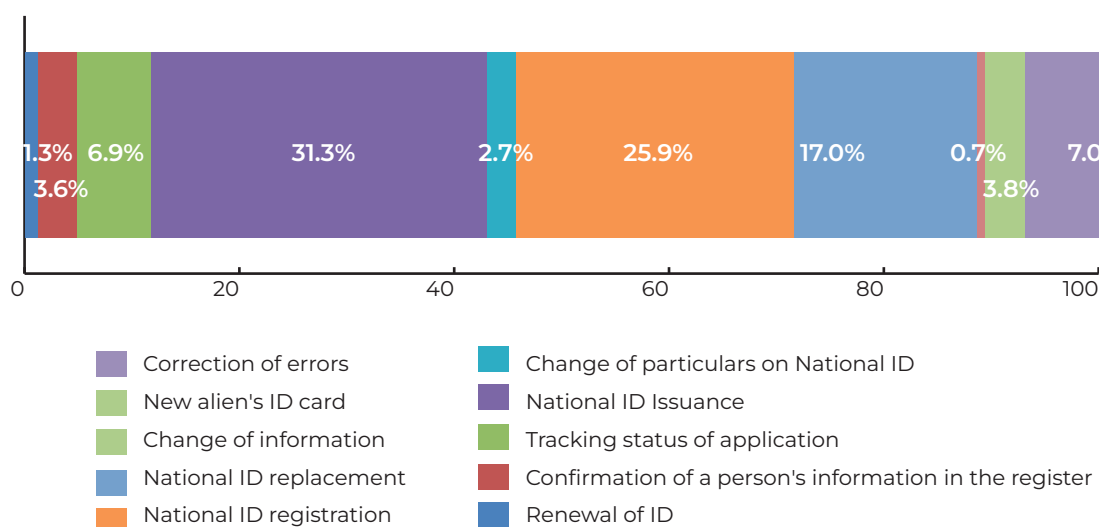
SEMA operations began at NIRA offices in the month of September 2021. We engaged with a total of 4 NIRA offices in Kampala central, Wakiso, Mbarara and Gulu regions. Regions with the most citizen engagement were Kampala central and Wakiso regions with more than 500 citizens giving feedback from each office through in-person interviews with SEMA data collectors.

Office name	Start of data collection	No of feedback points	No of reports delivered
NIRA Kampala Central Branch	Sept 2021	612	5
NIRA Wakiso Branch	Sept 2021	569	5
NIRA Mbarara Branch	Oct 2021	312	3
NIRA Gulu Branch	Nov 2021	293	2

A total of 1786 citizens gave feedback on services received at NIRA offices through the SEMA data collectors system. The number of respondents who were female (50.1%) only exceeded those who were male (49.9%) by a small margin. The biggest number of respondents were below the age of 30 years of age (60.1%) followed by those between the ages of 30 years and 50 year old (35.1%). Most of the citizens who we interacted with felt most comfortable giving feedback in English (49.6%) compared to those who were comfortable giving feedback in Luganda (31.5%) and other languages (18.9%).

Of the 1786 citizens who gave feedback from NIRA offices, 1528 of them required services related to National Identification cards (IDs). The largest number of citizens visited the NIRA offices in order to pick their National IDs. This was followed by citizens wanting to register for the same.

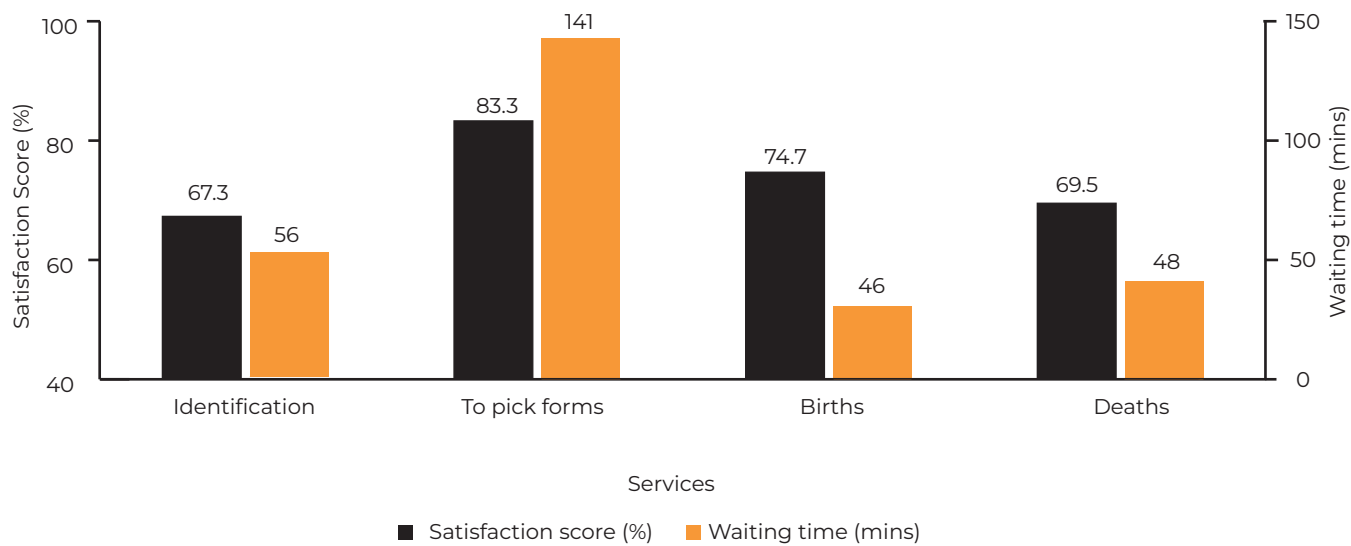
Distribution of citizens visiting to receive services to National Identification cards at NIRA offices



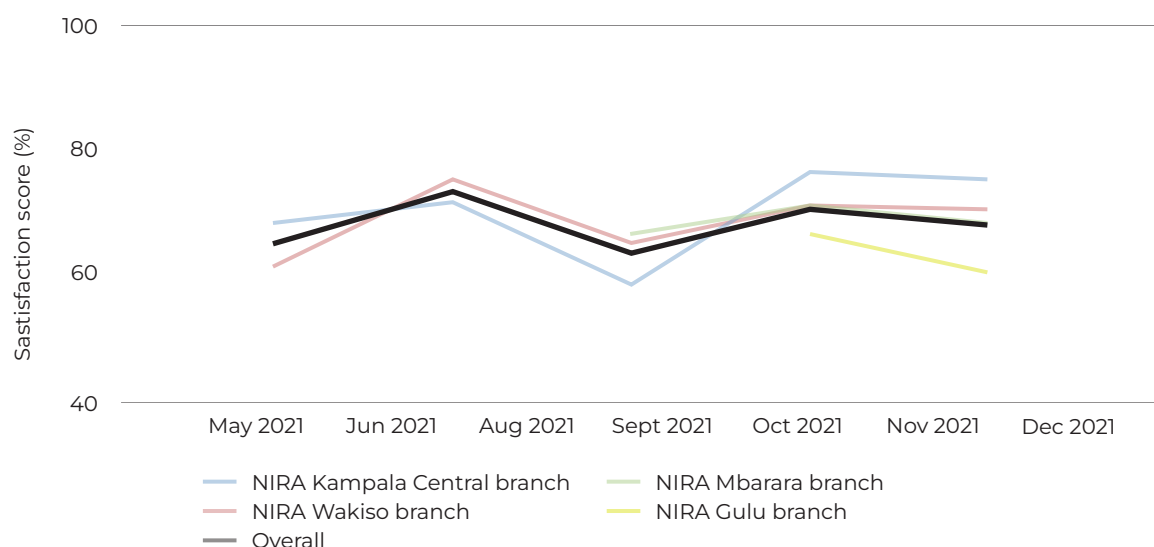


The majority of citizens visiting NIRA offices were in need of services around Identification Cards (85.6%). The second most requested services were those around Births. At the Kampala Central branch office, the least number of citizens required the service around Deaths while this was slightly larger at the Wakiso branch office. Of the citizens who visited the NIRA offices, those in need of picking forms were the most satisfied. However, citizens in need of forms also waited the longest in order to be served. The second highest rated service were those in relation to Births (74.7%).

Average satisfaction and waiting times across NIRA departments.

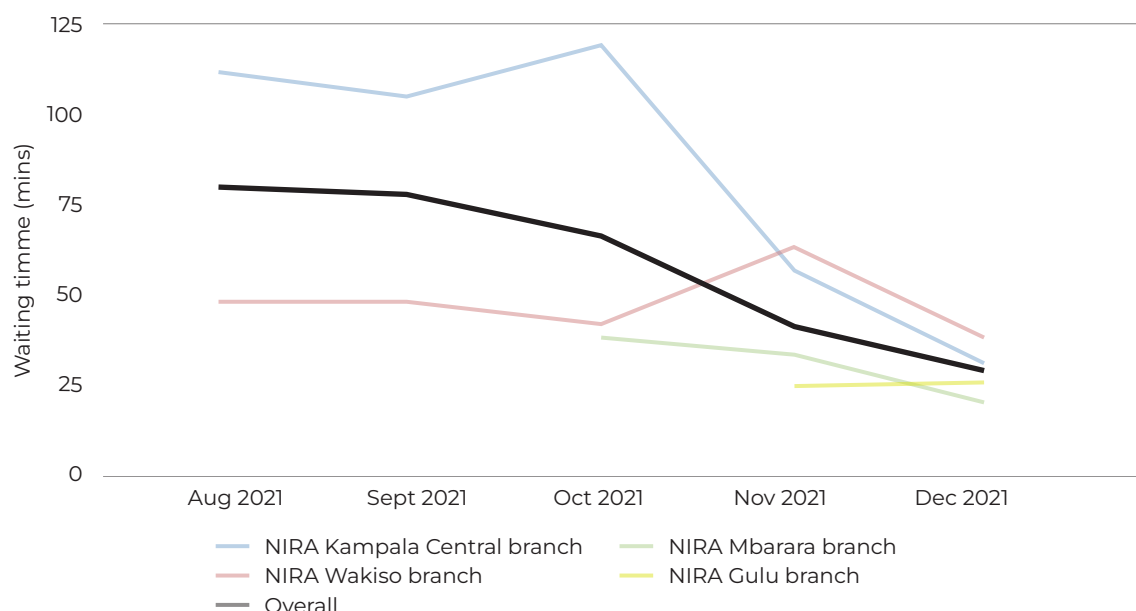


Overall citizen average satisfaction at NIRA offices



All NIRA offices saw fluctuating citizen satisfaction scores throughout the data collection period. However, the overall satisfaction score saw a slight increase in December (68.2%) compared to the initial data collection in August (65.2%).

Overall citizen average waiting time at NIRA offices.

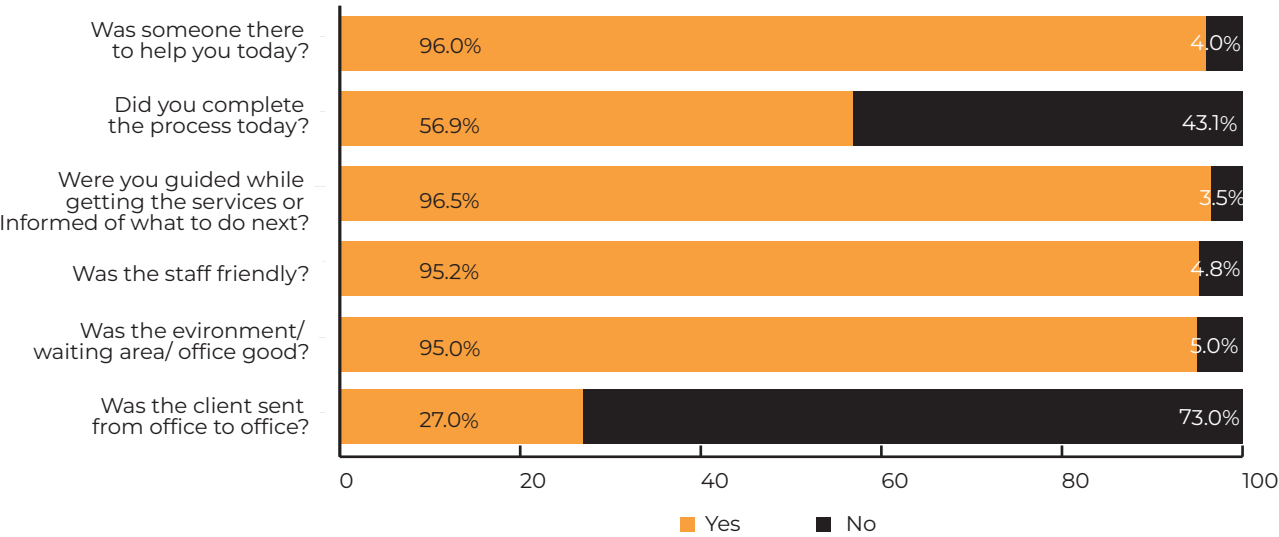


Overall, the general waiting time greatly reduced in December (29 minutes) compared to the start of the data collection period in August (80 minutes). The Kampala Central branch office initially had the highest citizen waiting times, more than doubling the waiting time of citizens receiving services from the Wakiso branch. The waiting times did not change much in September, which means they did not have a significant impact on the big change in citizen satisfaction as seen earlier.

The start of data collection activities at Mbarara and Gulu regional offices greatly contributed to the reduced overall waiting time, however, Kampala Central offices also saw the greatest improvement over time.

Service satisfaction at NIRA offices.

Other citizen satisfaction metrics at NIRA offices.



There were a number of citizens visiting the Kampala Central Branch office who stated that they had difficulty accessing the offices as there was a lot of commotion at the gate.



“They have worked on me very fast but the problem was with entering the gate where we were so many and had to use force to enter.” - citizen in need of picking forms at the Kampala Central Branch office.

Citizens visiting the Wakiso branch office for services often reported that, although the staff were friendly while providing services, the service delivery was slow.



“I came to register and I successfully did, the services are good and satisfying only that they were slow.” - citizen in need of Identification card services at the Wakiso Branch office.

Key takeaways from working with NIRA:

- Overall waiting times at NIRA offices were highest amongst all JLOS institutions (55 minutes).
- Citizens often did not understand service delivery systems at NIRA with some waiting longer than others. Wakiso Branch, however, displayed all services that they provide and labeled all service points to aid citizens seeking services. This could potentially be an easy way for citizens to understand how to get the services that they need when at NIRA offices.
- Citizens generally appreciated service delivery at NIRA offices often citing the public officers as friendly.



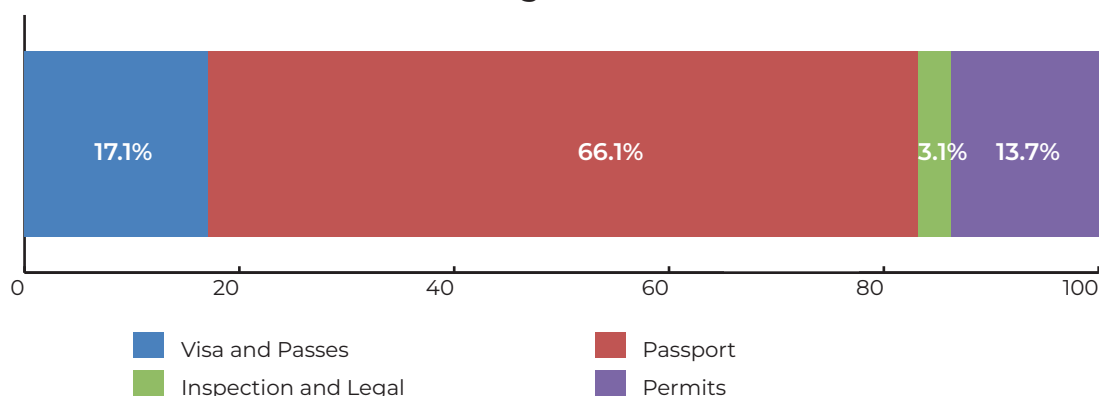


Directorate of Citizenship and Immigration Control (DCIC)

Data collection at DCIC offices started in the month of September at the Kyambogo branch in Kampala and Jinja City office. However, the office that received the highest number of feedback points throughout the data collection period was the Kyambogo office. Final deployment at DCIC offices was in November with the offices in Gulu. The majority of respondents were male (53.4%). The highest percentage of respondents were between the ages of 30 and 50 years (49.2%) with numbers slightly higher than respondents aged under 30 years (46.8%).

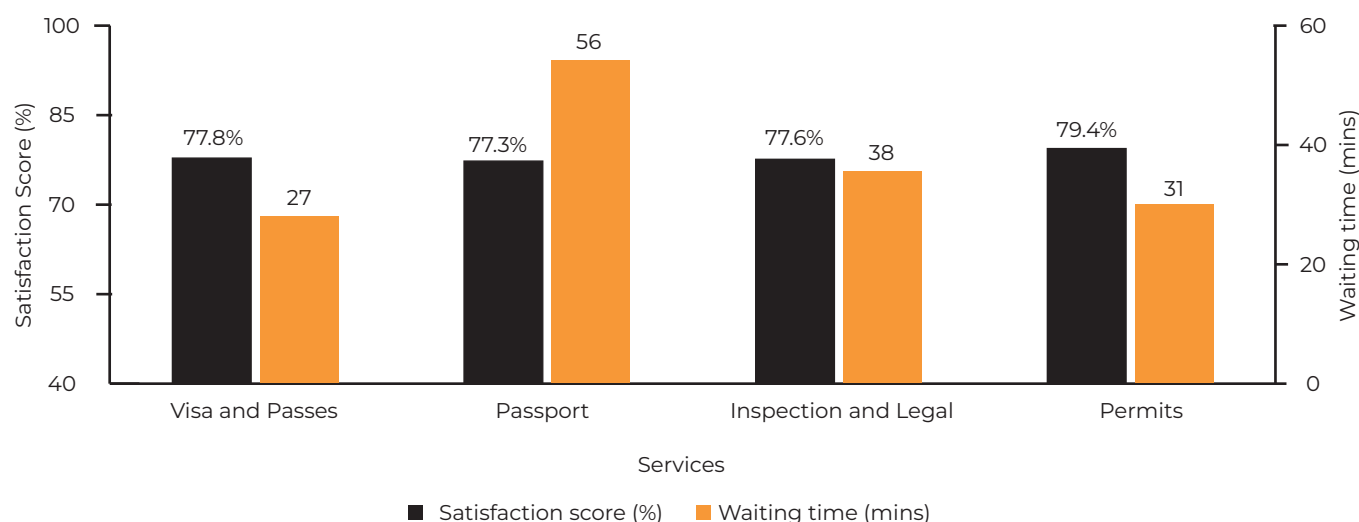
Office name	Start of data collection	No of feedback points	No of reports delivered
DCIC Jinja	Sept 2021	379	4
DCIC Kyambogo	Sept 2021	530	4
DCIC HQ (Jinja Road)	Oct 2021	414	3
DCIC Mbarara	Oct 2021	320	3
DCIC Gulu	Nov 2021	188	2

Distribution of citizens visiting to receive services DCIC offices

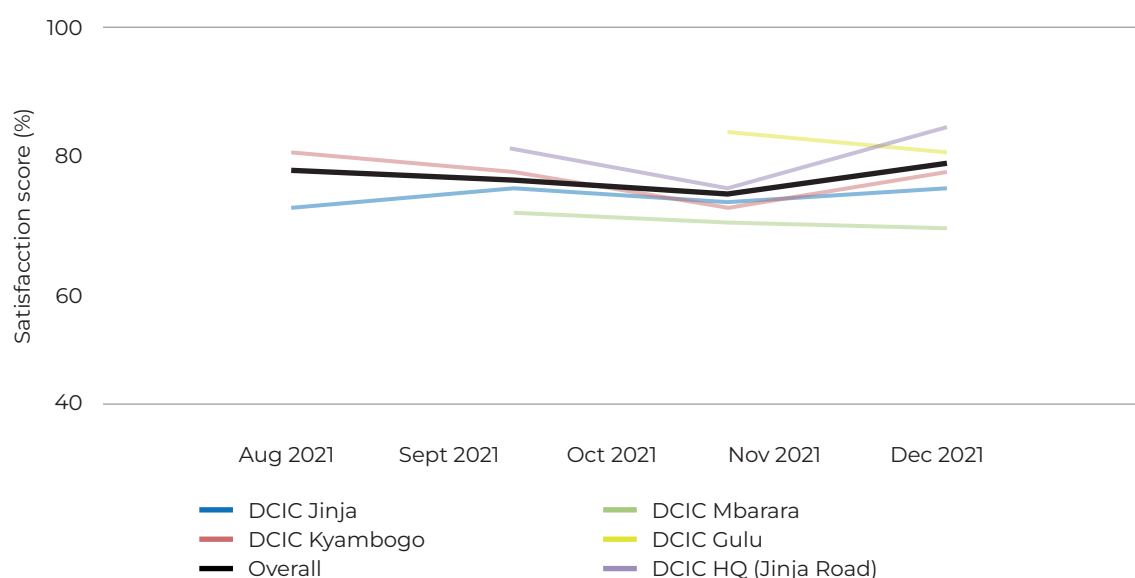


Majority of citizens visiting DCIC offices across all the regions received services in relation to Passports. All the services delivered at DCIC offices however received close citizen satisfaction scores. The overall waiting time for citizens receiving services from DCIC offices was 47 minutes. Citizens in need of Passports, however, had the longest waiting times amongst all the services (56 minutes)

Average satisfaction and waiting times across DCIC departments.

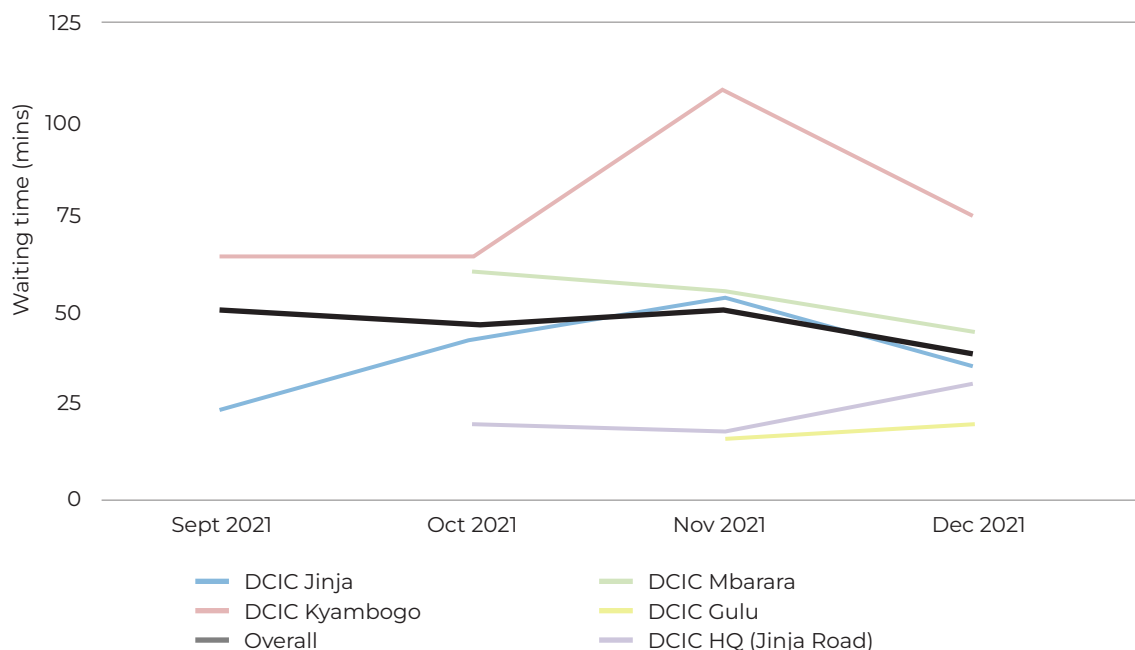


Overall citizen satisfaction average at DCIC offices.



Citizens visiting the DCIC Mbarara office had the greatest improvement in the citizen satisfaction score following were more satisfied with the service received compared to those receiving services from the other branches. There was a general decline in the citizen satisfaction scores in the month of November which was attributed to citizens being misinformed on when to return to the office for their ready documents.

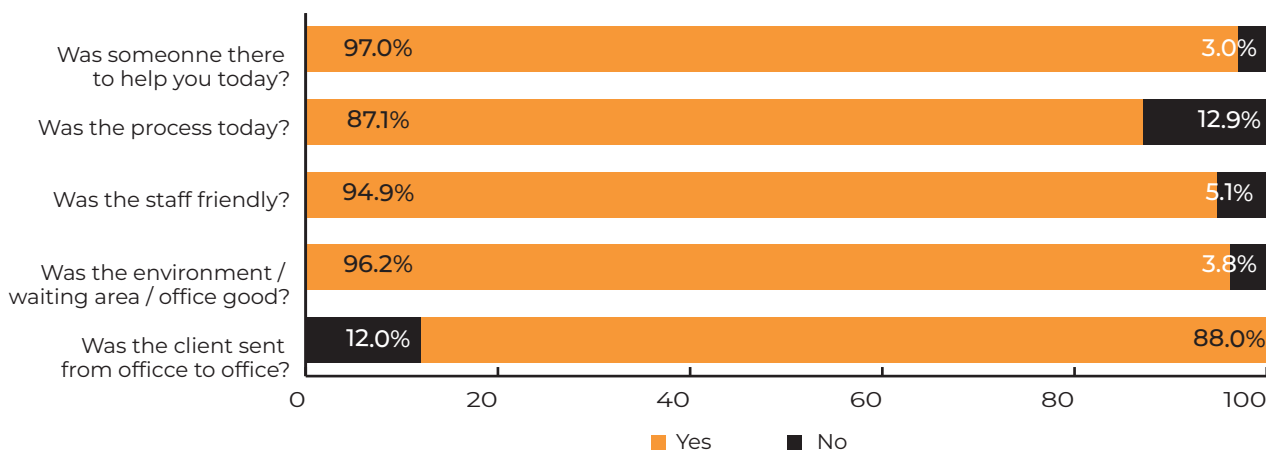
Overall citizen average waiting time at DCIC offices.



Even though the waiting time at Kyambogo was the highest amongst the offices measured at, the office did not receive the lowest satisfaction score. However, with the increase in waiting time in the month of November, there was a marked decrease in the satisfaction score in the same month. There are, however, other factors aside from waiting time that have contributed to the overall citizen satisfaction score. From the data we could see that not being sent from office to office greatly influenced the satisfaction score. In the end, citizens appreciated the services at Kyambogo the most because they knew they would have their problem solved, even after a long wait.

From our interactions with respondents we found that the majority of respondents visiting DCIC offices did so for the services of collecting or requesting passports. In particular for Kyambogo, this was almost the sole reason for citizens to visit this office. However, when looking at the distribution of satisfaction of the other services at the Jinja office, there is not a very big difference in client satisfaction cross services, with 'Inspection and Legal' receiving the lowest rating.

Other citizen satisfaction metrics measured at DCIC offices.



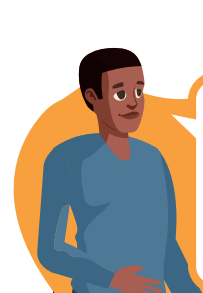


With regards to the Jinja office, citizens visiting the office often stated that not only were they sent around in order to receive services, there was no legitimate waiting area and this often led citizens to wait around the office grounds outside the building.



“The office is small so I ended up waiting from outside. They should provide enough seats because clients are many and some keep standing.” - citizen in need of Inspection and Legal service at DCIC Jinja office.

Issues about the lack of privacy were raised by citizens seeking assistance on matters that they considered private. This led citizens to feel uncomfortable since other citizens awaiting services who were waiting within the same service space could listen in on the conversations held.



“My issue was personal but there was no privacy, so other people ended up listening to it. They should provide some privacy like handling one by one in an office.” - citizen requiring a Passport service at DCIC Jinja office.

Citizens visiting the DCIC office at Kyambogo often waited more than an hour before being served. This was especially uncomfortable for those who were incorrectly informed that their Passports were ready to be collected from the office. There were instances of citizens finalizing the application process but not receiving the passports in the expected time.



“The process is taking a long time. They called me here to pick it up but they are just telling me right now that it's not ready yet. I needed it urgently.” - citizen requiring a Passport service at DCIC Kyambogo office.

Key take aways from working with DCIC.

- DCIC offices in Kampala greatly contributed to the institution having the second highest waiting times amongst JLOS institutions collected at.
- Citizens in need of passports often have challenges navigating the online system as many are not tech savvy.
- Online systems are unstable especially with regards to the messaging system. Leading to citizens arriving at offices either too early or late to receive their passports.
- Reception into the DCIC offices that heavily relies on receiving a message does not leave allowance to citizens who come to make inquiries.



Uganda Registration Services Bureau (URSB)

Data collection at URSB offices began in the month of August 2021 at URSB Posta branch in Kampala and URSB Uganda Investment Authority (UIA) branch.

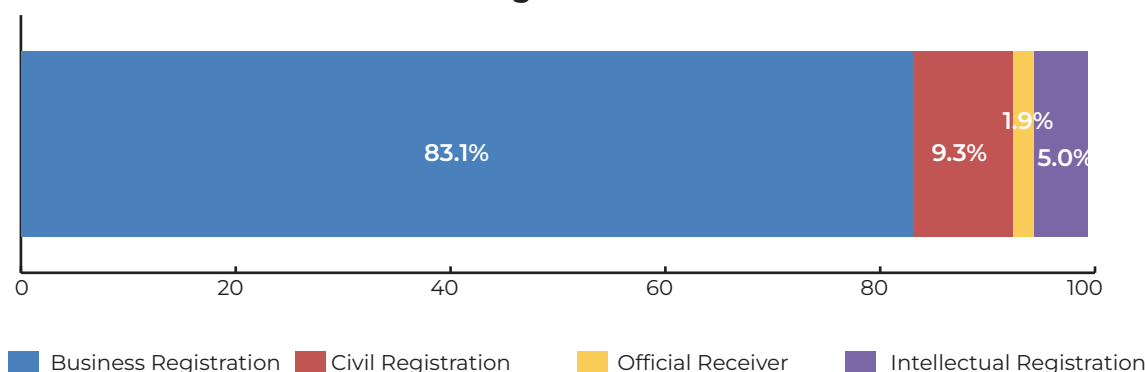
However, this was unstable due to matters of bureaucracy which arose at URSB Uganda Investment Authority (UIA) branch during the month of September and shifting of the branch office in the month of December. Data collection steadily progressed at URSB offices with final deployment in the month of October.

Majority of the citizens receiving services from URSB offices were male (71.3%) and spoke English (80.8%). From all the JLOS services, URSB had the highest number of English speaking clients.

Office name	Start of data collection	No of feedback points	No of reports delivered
URSB Uganda Investment Authority (UIA)	Aug 2021	240	3
URSB Posta Branch	Aug 2021	643	5
URSB Georgian House Branch	Oct 2021	284	3
URSB Nakivubo Branch	Nov 2021	184	2
URSB Mbarara Branch	Oct 2021	313	3

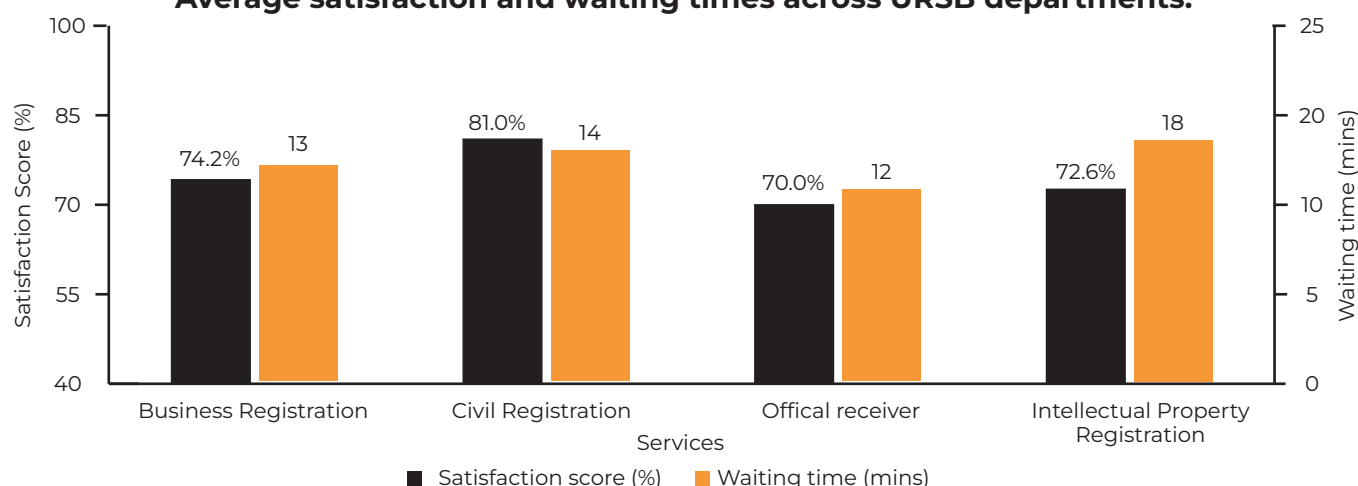


Distribution of citizens visiting to receive services URSB offices



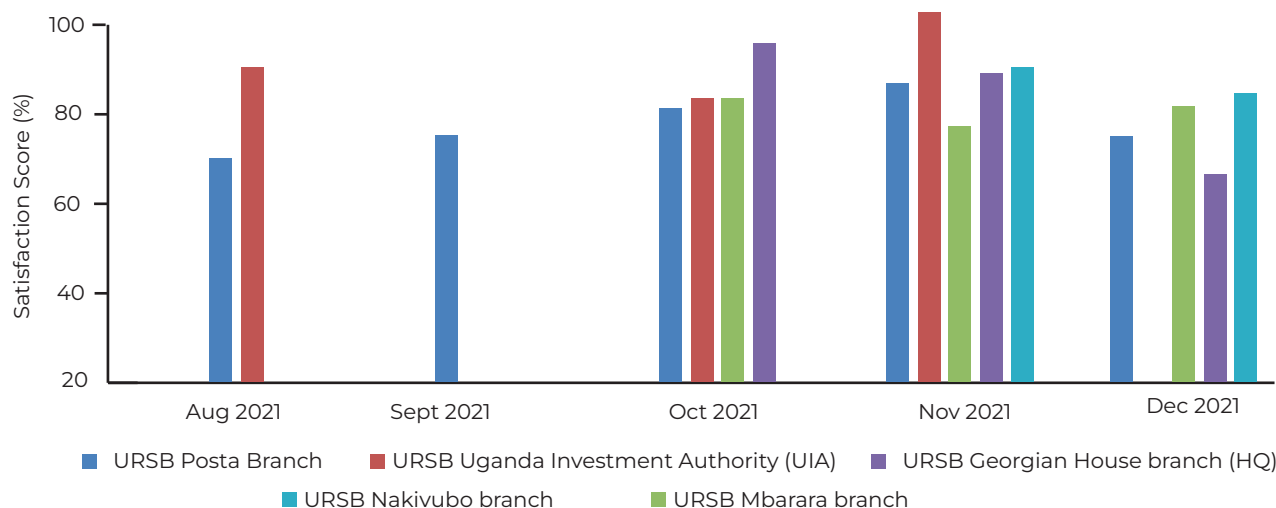
Majority of citizens who visited URSB offices received services in relation to Business registration. Service delivery towards these citizens greatly had an impact on the satisfaction score and waiting times of the overall institutions. The second most requested service was that of Civil registration.

Average satisfaction and waiting times across URSB departments.



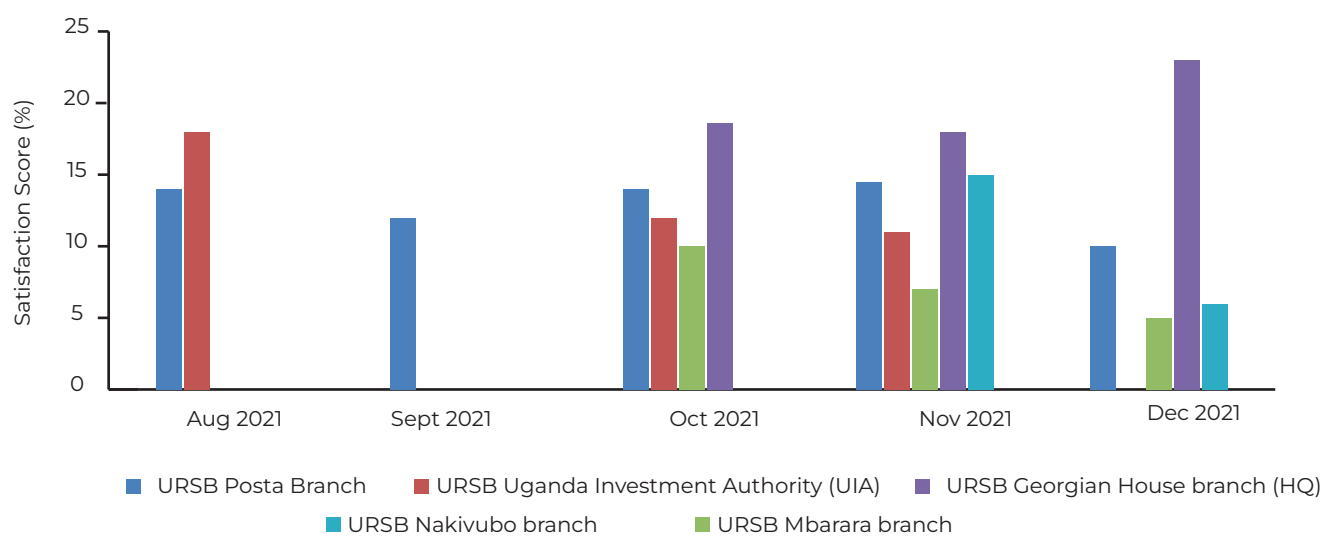
Citizens typically waited less than 20 minutes to be served at URSB offices. Citizens in need of services related to Intellectual Property registration had the highest waiting times while those in need of the Official receiver had the lowest waiting times. Citizens in need of Civil Registration had the highest citizen satisfaction score at 81.0%.

Overall citizen satisfaction average at URSB offices.



Despite the interruption in data collection in the months of September and December, the UIA branch showed the highest average citizen satisfaction (85.4%) during the month of November. Posta Branch, which had the longest period of data collection, had a slight increase in the citizen satisfaction average in the month of December (70.5%) compared to the initial score in August (67.6%). The office saw a 2.8 increase in citizen satisfaction average.

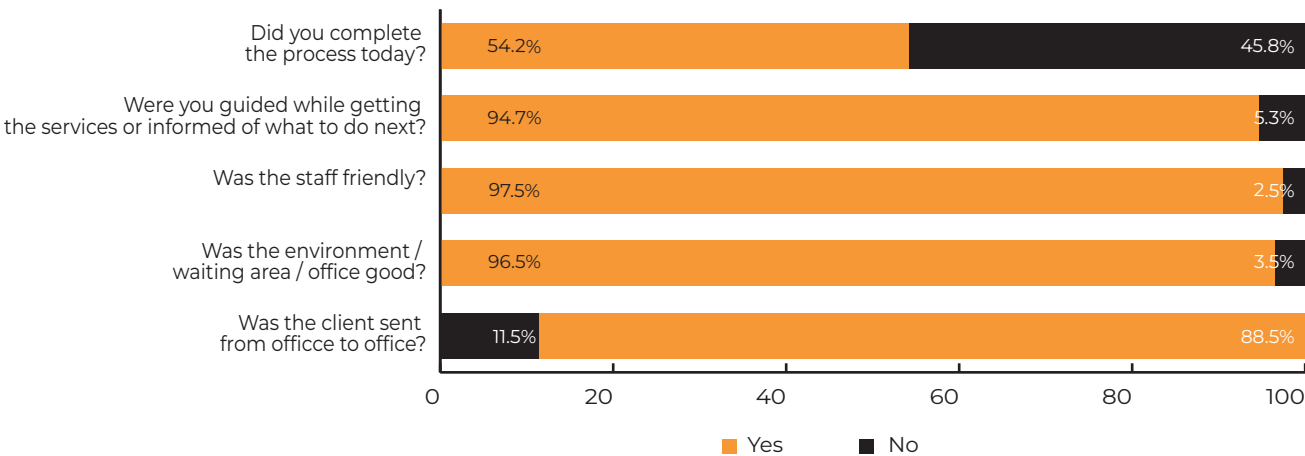
Overall citizen average waiting time at URSB offices.




The Georgia House branch had the highest recorded waiting times (22 minutes) in the month of December. In addition to having a lower waiting time in the month of August (13 minutes), Posta Branch was recorded to have a slight reduction in the average citizen waiting time in the month of September.

What affects citizen satisfaction ratings at URSB offices.

Other citizen satisfaction metrics used at URSB offices.




There were concerns of a lack of sensitization on online systems as citizens were not always sure of how to make use of the same. Citizens also commented on having to return to the institution on multiple occasions for the same service, with some citizens feeling that the service is slow.



“I have to come back next month over the same issue yet it's not the first time coming here on this issue.” - citizen requiring to Search for documents under Business Registration service at URSB Uganda Investment Authority.

There were concerns raised by citizens on the inefficiency of the online systems. Citizens trying to use the online systems were often disappointed and had to handle processes at the office instead.



“I successfully reserved a name online but when it came to registration, my documents bounced thus making me come to this office. The customer care was good and I was helped by these people.” - citizen in need of Registration of companies under Business Registration service at URSB Posta branch.

Key take aways from working with URSB.

- Online systems usually provide incomplete registration as citizens often have to repeat processes once physically at the offices.
- Some citizens have expressed a lack of trust in the online registration systems thereby not completing processes online.
- There is confusion at many URSB offices as many of them are in shared office spaces leading to confusion and often frustration among citizens (eg Mbarara URSB clients are only able to receive services through one window).
- There is a lack of clear understanding among citizens about the difference between URSB services and URA services.

7. Conclusions

Summary

During the period May-September 2021 we collected feedback on JLOS services from **18059 citizens**, at 26 JLOS institutions encompassing all the regions scheduled for roll-out (Central, Eastern, Western and Northern regions).

Overall satisfaction with JLOS services is 68.3%. The highest overall scoring JLOS institution was the Directorate of Citizenship and Immigration Control (DCIC). On the other hand, most concerns are raised with the Magistrates Courts.

Waiting times are highest at the National Identification Registration Authority (NIRA) and lowest at the Uganda Police Force (UPF). However, it does not appear that waiting times always correlate with satisfaction levels of citizens - in many cases, other factors are just as significant to the citizen satisfaction rating, such as having a problem resolved, being informed about the next steps of the case, or being assisted in a respectful manner.

Recommendations

Although progress can be seen with most of the institutions, we need more time to evaluate whether service level improvements are sustained over time and are affecting the experience of citizens and their levels of trust in JLOS overall. Right now it's too early to conclude so, but early signs are positive.

In order to further improve its customer satisfaction levels, the police needs to pay more attention to the friendliness of the police officers, the courts need to pay more attention to explaining the details of cases and the ways forward to citizens, URSB needs to pay more attention to integration of the online and in-person systems, NIRA and DCIC offices needs to pay more attention to providing accurate information with regards to expectations on when services are to be delivered.

It's important that service standards that are included in the JLOS institutional charters are considered as points of reference for SEMA's feedback data. This is currently not yet the case, but we continue to work with each JLOS institution to make sure we can measure their progress against pre-set standards and targets



Feedback Matters

Do you have any questions about this report? Contact us at

info@talkosema.org | www.talktosema.org | [@talktosema](https://twitter.com/talktosema).

Or speak directly to our Country Director

lydia@talkosema.org