Celebrating another year of impact and remodelling:

A Review of SEMA's Achievements and Progress in 2022

ANNUAL REPORT 2022

SEMA

Feedback Matters

We are pleased to present to you the Annual Report of SEMA, outlining our achievements and impact in the past year. Our mission to To create a worldwide revolution in public service; that citizen feedback becomes central to how governments improve their service delivery continues to drive us forward and we are proud to report the following accomplishments:In 2022 we chose to focus on improvement of the SEMA system. We are delighted to share that in 2022, we improved the quality of the SEMA feedback system.

As we started the year with collecting citizen feedback at 40 JLOS offices including courts, DCIC, Uganda police, URSB, and NIRA, 5 division offices and 8 health facilities around Kampala, we ended 2022 listening to citizen feedback at **55 public offices** in four regions of Uganda.

In total we listened to the feedback of **91,159 citizens** in 2022. Hence from its establishment in 2018 to the end of 2022, SEMA, in partnership with the Justice Law and Order Sector, the Kampala Capital City Authority, and other government entities, has gathered the feedback and suggestions of 260,834 citizens who utilised public services where we measured in Uganda.

As a result, we could deliver **221 customized feedback data reports** to civil servants, which were the basis for them to start improving their service delivery to citizens, leading to average satisfaction improving at 62.53% of JLOS and KCCA offices where we measured for at least 4 and 7, months respectively

55 public offices
in four regions of Uganda.

90,789 citizens
in 2022.

221 customized
feedback data reports to civil servants

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SEMA

Feedback Matters

ABOUT SEMA

SEMA is a not for profit social enterprise that is committed to improving public service delivery in Uganda.

By providing citizens with a platform to share meaningful feedback about their experiences with public services, SEMA is able to gather valuable insights that can be used to make incremental improvements to service quality. The organisation effectively presents this feedback to local offices and headquarters, ensuring that decision-makers have access to the information they need to make informed decisions about public service delivery. By constantly gathering and acting on feedback from citizens, SEMA is making a tangible impact on the quality of public services in Uganda.

SEMA

Feedback Matters

...providing citizens with a platform to share meaningful feedback

CITIZEN FEEDBACK COLLECTION

CUSTOMIZED DATA REPORTS

DATA TO ACTION

Our qualitative feedback comes from face-to-face interviews with users of public services conducted by university students that are trained in research skills - performed by university students trained in qualitative data collection. These students are referred to as Research trainees and they undergo a 9 months intensive training on soft skills (teamwork, communication, ethical skills and critical thinking) and hard skills(data analysis, hardware maintenance & setup , citizen & public engagement).

It also comes from at-distance technologies including USSD, IVR, and an upcoming chatbot based on turn.
This qualitative feedback is deep and rich - it allows us to analyse trends in feedback broken down by demographics (gender, age, language) of users, to find out about waiting times, friendliness of staff and nature of clients(first time visitors or returning), and gives specific ideas for improving services of a particular office and sub-department and/or for a specific category of users.

WHAT WE DID IN 2022

The past year has been a busy and productive one for the SEMA team. We have made significant progress in a number of key areas, including the development of an improved dashboard, the introduction of new distance technologies, the development of a traineeship curriculum, the appointment of a new board chair and members, and the improvement of our systems and governance.

Starting with the improved dashboard, our team worked tirelessly to create a more user-friendly and intuitive interface that provides real-time insights into the performance and impact of our programs.

In response to the COVID-19 pandemic, we also introduced new distance technologies to continue delivering our programs and services. These technologies have allowed us to reach more people and have a greater impact, while also reducing costs and increasing efficiency.

In addition to these technological advancements, we also developed a comprehensive traineeship curriculum. This curriculum is designed to provide individuals with the skills and knowledge they need to succeed in their careers and make a positive impact in their communities.

As we continue to grow and evolve as an organisation, we are proud to announce the appointment of a new board chair and members. These individuals bring a wealth of experience and expertise to the table and will play a critical role in guiding the future direction of SEMA.

Finally, we have made significant improvements to our systems and governance processes. These improvements will help ensure that we continue to operate in an ethical and transparent manner, while also providing a solid foundation for future growth and success.

In conclusion, the past year has been an exciting and productive one for SEMA, and we look forward to continued growth and impact in the years to come.

	Achieved in 2021	Achieved in 2022	Goals for 2023
Public partnerships	Collected feedback at 54 public offices, paid for by JLOS and KCCA in four regions of Uganda.	Collected feedback at 55 public offices, in Uganda.	To collect feedback at 21 public offices, in Uganda
Citizen engagement	Gathered feedback from 74320 citizens across 4 districts of Uganda.	Gathered feedback from 91159 citizens across Uganda.	To collect a cumulative feedback from 315,000 citizens across Uganda
Impact measurement	Delivered 200 feedback reports, leading to average satisfaction improving at **79.5%** of JLOS offices and **83.3%** of KCCA offices where we measured for at least 4 months.	Delivered 221 feedback reports, leading to average satisfaction improving at 79.49% of JLOS and KCCA offices where we measured for at least 4 and 7 months respectively.	To deliver 150 feedback reports, and to develop new impact indicators that can measure SEMA's impact on citizen's lives through service improvements. We aim to have 67% of offices where we measure to have increased satisfaction rates over time.
Product development	Device production costs dropped further to $171, and batteries can last at least 2 months without need for replacement. We trained 63 students to collect data as trainees.	We got full ownership of our device dashboard codebase. We were able to implement new features on our dashboard to add interview data, user authentication and overall performance of the dashboard. Developed 2 At distance data collection tools using USSD and QR code technologies.	To upgrade the device by adding a voice feature. To build and test data feedback tools that can collect feedback from online platforms. To improve and maintain our remote feedback technologies. To improve our technology curriculum to train the trainees on building and maintaining the SEMA technologies.
Financial sustainability	We raised an additional $170.000 in 2021, of which 30% were government contracts.	We raised a total of 133,779 USD in revenue.	We aim to raise $170,000 this year from grants, donors and contracts with government and private services.

1. Launching SEMA in Kenya

Q1 of 2022 we signed a formal MOU with Nairobi County approving the launch of our citizen feedback pilot program at select public offices. What we didn't anticipate was the stipulation that SEMA would have to register a Kenyan branch of the business to begin the program - a stipulation that was not required for SEMAs Uganda pilot.

As we began the registration process we learned that registering a not-for-profit in Kenya can take as long as 1-2 years due to a very extensive vetting process. To circumvent this we hired a law firm to help expedite our registration and were able to complete our registration within 6 months and SEMA was incorporated as a Kenyan NGO on September 16th, 2022.

We are now eligible to commence our in office data collection exercises at select Nairobi county offices. However the registration process has been both timely and costly requiring us to tap into resources we reserved for the pilot. Due to this we paused operations to seek more funding.

2. Theory of Change

In 2022, we developed a new theory of change to guide SEMA's strategy and programmatic approach. Developing a new theory of change was necessary to ensure that we remain responsive to the changing needs of our stakeholders and the communities we serve. Our new theory of change is more evidence-based, and we hope it will help us achieve greater impact and learnings. By tracking and evaluating the impact of our feedback system and initiatives, we aim to continuously improve and adapt our approach, and ultimately achieve our mission of improving service delivery.

3. Improving our product development

Sema Technology products have always been used in the day-to-day business operations of SEMA in order to achieve the objective of improving public services through gathering citizen feedback.

Devices.

At the core of the SEMA technology products is the SEMA feedback device. It is the oldest tool that SEMA has used to collect citizen feedback from different offices with a 5-point scale from very bad to very good. The device has constantly been improved since its first make in 2019 and has currently undergone 4 iterations. Throughout all the iterations The improvements made to the feedback device addressed issues to do with performance, network connectivity, and battery life to a stage where the device could last more than 2 months in the field without needing any servicing from the SEMA technical team.

Partnership with Sunbird Air

Despite all the improvements made to the device in the past 4 years, our clients always request for improvements to be made to the device and adding more features to make the device better for effective capturing of citizen feedback. In October 2022, SEMA had the opportunity to collaborate with Sunbird AI to enhance the SEMA feedback device by incorporating audio feedback. Sunbird AI, a non-profit organisation focused on using artificial intelligence for social good in Africa, is known for its speech-to-text translation technology. With SEMA's feedback machines already in place at various public offices and clients using them by pressing buttons to indicate their satisfaction with a service, we saw the potential for adding voice feedback to the devices. As a part of the program, we deployed a modified feedback machine at the Kiswa health centre.

Dashboard.

The SEMA dashboard is an online portal through which all device feedback data is aggregated to make reports on how the clients are rating the services in real-time.

The SEMA dashboard was improved based on feedback from public officers with the goal of optimising its functionality. The new dashboard features a role-based authentication system, with three main roles: Administrative, Operations/Data, and Client. The Admin role is intended for technical personnel and allows them to manage feedback devices, reports, and data within the SEMA database. The Operations/Data role is used to monitor client performance. The Client dashboard is made available at public offices to provide insight into client satisfaction with public services and displays metrics such as average satisfaction, waiting time, number of clients interviewed, and number of device presses.

The new dashboard also incorporates qualitative data gathered from interviews with public officers. The previous dashboard was found to be inadequate by some of the public officers we interviewed in May, who expressed difficulty in understanding the factors affecting service delivery at their offices. The addition of qualitative insights on the new dashboard was made in response to this feedback.

The demonstration of the new dashboard received positive initial feedback from public officers, who appreciated the improvements made. The data officers at KCCA health centres particularly praised the comparison capabilities of the dashboard, which made it easier for them to identify issues affecting their offices. These issues could range from a shortage of personnel due to constant shuffling of staff between stations

and a lack of resources or budget constraints. The officers in charge of police stations and health centres appreciated the well-designed dashboard, which clearly displays office ratings and past performance. They appreciated the convenience of accessing all their data from one centralised location at any time.

At distance technologies.

In 2022, we supplemented our SEMA feedback technology tools with 2 at distance technologies. We developed a USSD code to provide an offline option to clients to give feedback and a QR code to capture feedback for clients who prefer online options.

QR codes.

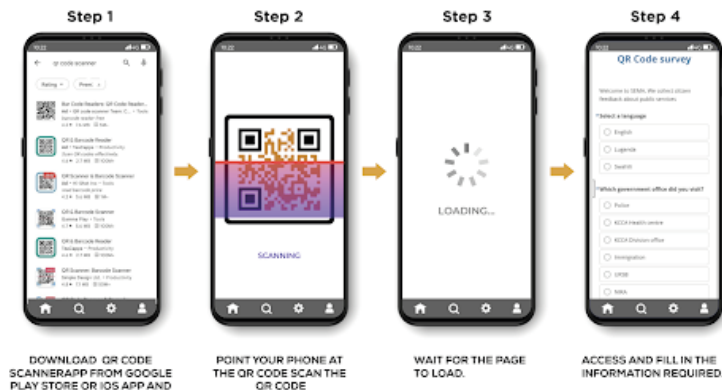**SEMA gathers citizens' voices to improve public service**

Scan this code to give your feedback at this office

SCAN ME

The QR code, an abbreviation for "Quick Response," is a black and white square pattern that can be scanned by machines. At SEMA, our QR codes contain a URL for a survey which can be accessed through a smartphone camera. This platform allows clients who have received services at public offices to provide feedback on their experience. To educate clients on how to use the QR codes, we created various marketing materials, including pull-up banners, infographics, posters, and cards, to raise awareness and explain the process.

How to GIVE FEEDBACK using the SEMA QR code

Step 1 — DOWNLOAD QR CODE SCANNERAPP FROM GOOGLE PLAY STORE OR IOS APP AND

Step 2 — POINT YOUR PHONE AT THE QR CODE SCAN THE QR CODE

Step 3 — WAIT FOR THE PAGE TO LOAD.

Step 4 — ACCESS AND FILL IN THE INFORMATION REQUIRED.

USSD code.

"Unstructured Supplementary Service Data" (USSD) is a technology utilised by SEMA as an alternative way for clients to provide feedback using their phones, similar to the methods employed by telecom companies for accessing services like mobile banking, purchasing airtime, and buying data. The technology was utilised to implement a short survey for clients leaving public offices after receiving services. The survey has been translated into local languages for better accessibility. Prior to launching the service, marketing materials were created to raise awareness and educate clients on the use of SEMA's USSD codes.

SEMA gathers citizens' voices to improve public service

You can dial this USSD code to give feedback

*284*24#

For more information you can contact us on:
📞 0800203062 📷 @talktosema 📘 talktosema 🐦 @talktosema 🌐 www.talktosema.org

The USSD code and QR codes provided us with a good number of records from our initial pilot with very promising data. There were surges in response in terms of the number of people interacting with the remote technologies and viable data was collected to that effect.

However, it wasn't sufficient enough to make a comprehensive monthly report for the public offices but could be used to complement the data already collected using physical means. We realised that the USSD was a more efficient tool due to its convenience for the clients in terms of no conditional need for a data connection and already prior knowledge of interacting with such a system with local mobile networks. Except for URSB offices, the USSD code was generally evenly used across all other institutions we tested, with NIRA offices in particular having the highest percentage of responses.

The use of data requiring QR codes was appealing especially considering this was a new technology to most of the clients SEMA was interacting with. The biggest percentage of clients who used the QR code responses came from NIRA DCIC, Health Centres, and Judiciary offices. This is because the demographics of the people going to these institutions are literate and a bigger percentage has access to smartphones and the internet.

Sharing our findings

Over the course of 2022, SEMA worked extensively with both Kampala Capital City Authority (KCCA) and JLOS institutions. In accordance with SEMA's core value of transparency, we published two indepth trend reports detailing the nature of the services that citizens had encountered at these offices since SEMA's partnership was opened with them.

KCCA (Kampala City Council Authority)

The KCCA offices as a whole had an overall citizen satisfaction rating of 75.50% during the interview period with City Hall Clinic being rated individually highest (82.37%) and Kisugu Health centre having the lowest (6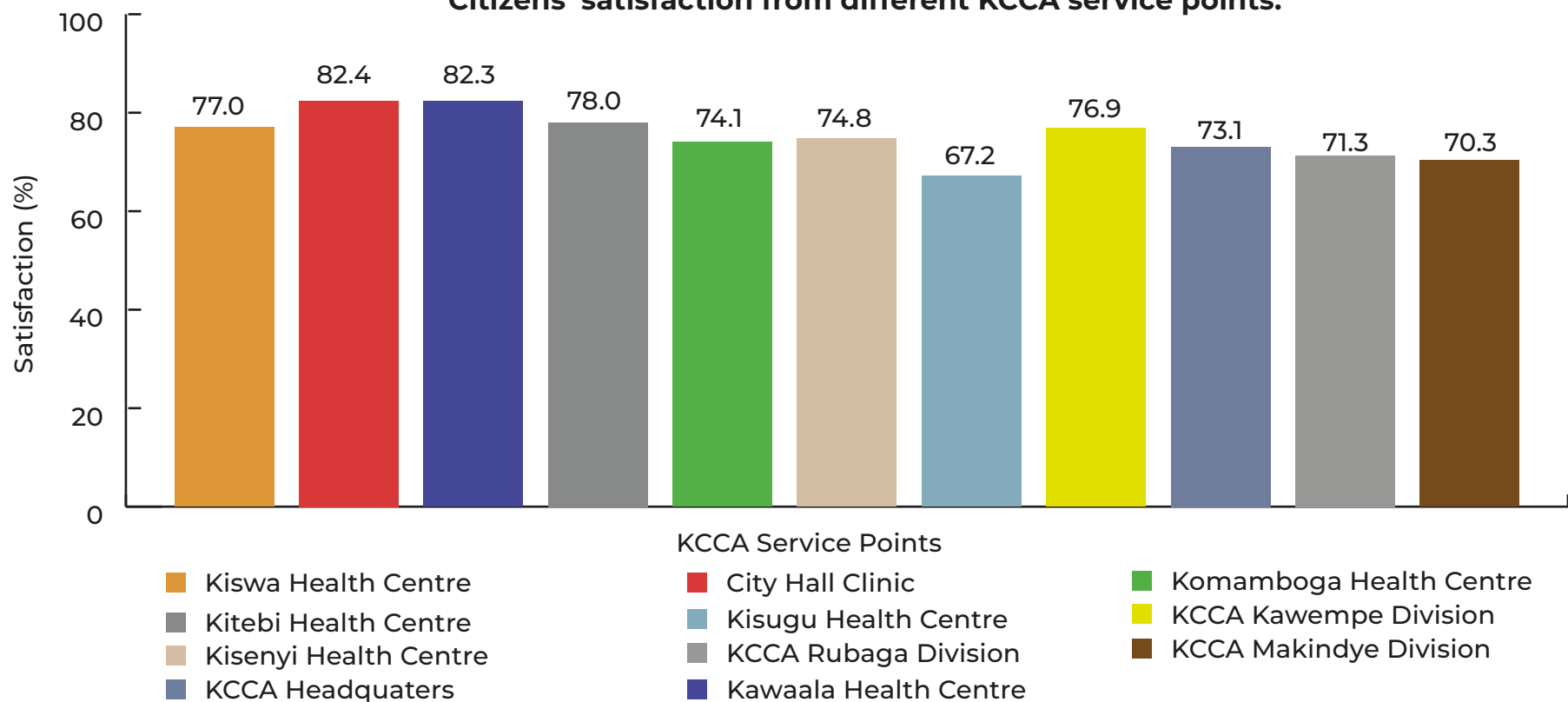7.22%). The difference between the highest and lowest rated offices was 15.15 points. All divisional offices were within the range of the highest and lowest rated offices.

As a whole, the average waiting time of citizens visiting KCCA service points was 43 minutes. Citizens who visited health centres waited for 50 minutes while those visiting divisional offices waited for 27 minutes to receive services.

	Citizen satisfaction	Waiting time
KCCA Health centres	76.5%	50 minutes
KCCA Divisional offices	72.4%	30 minutes

Citizens' satisfaction from different KCCA service points.

Legend:
- Kiswa Health Centre
- Kitebi Health Centre
- Kisenyi Health Centre
- KCCA Headquaters
- City Hall Clinic
- Kisugu Health Centre
- KCCA Rubaga Division
- Kawaala Health Centre
- Komamboga Health Centre
- KCCA Kawempe Division
- KCCA Makindye Division

The main issues raised at divisional offices have been longer waiting times, limited knowledge on the procedures to follow, corruption (people asked to pay extra fees from the official fees and/or offer money to influence the processes), absenteeism of staff in offices.

The management at these divisional offices have been working together with SEMA to generate solutions. For example, the Makindye division has begun to vigilantly surveille the premises, ensuring clients are behaving properly and identifying the idlers at the premises.

The KCCA Health Centres that had previously worked with SEMA during the previous 2021 client feedback program embraced the new program with ease and requested further engagements in terms of community engagement. One such example is working with the Village Health Teams (VHTs) to educate citizens in addressing prevention mechanisms and to empower them with knowledge on how to access health care services at KCCA health centres.

The most important factors that affect satisfaction at these health facilities are the friendliness and professionalism of staff, followed by direct and clear medical instructions being provided to clients.

- There is a lot of potential for KCCA divisions to improve their service delivery in Kampala, but a proper citizen feedback system that is trusted by citizens and by the staff is needed to keep improving service delivery.
SEMA will continue to collect citizen feedback and we hope to see continued improvements over time with the help of KCCA headquarters, even beyond this collaboration.

JLOS (Justice Law and Order Sector)

SEMA actively collected citizen feedback from JLOS offices from May 2021 till June 2022 Under a 12 month contract which was signed to deploy SEMA feedback tools at 40 JLOS offices across the country. In accordance with the terms set out, SEMA introduced its citizen feedback mechanisms at 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 between May 2021 and December 2021. The aim of the collaboration was meant 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.**

In 2022, 40,990 citizens gave feedback to SEMA at JLOS institutions around Kampala, Mukono, Jinja, Mbarara and Gulu cities. We delivered 162 feedback reports for these institutions.

- 25,400 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)
- 15,590 citizens were interviewed by trained data collectors after directly receiving services at public offices.

Of the 15,590 citizens who interacted with SEMA data collectors;

Gender	Approximate age	Language spoken
Female: 40.9%	Under 30: 32.9%	English: 52.6%
Male: 59.1%	30-50 years: 61.1%	Luganda: 34.4%
	Over 50: 6.0%	Others: 13.0%

We found that the majority of citizens visiting the JLOS service points were male and that relative to other age groups, the proportion of citizens who were above the age of 50 years was much smaller.

Despite satisfaction ratings fluctuating over the course of the program, SEMA observed gradual improvement in each of the JLOS institutions. Courts in particular showed steady improvement throughout the program, starting with a satisfaction rating of 64.5 (the lowest recorded), but slowly improving to 73.1 in the final month of the program (ranking 3 out of 5).

Overall citizen satisfaction and waiting times at different JLOS institutions
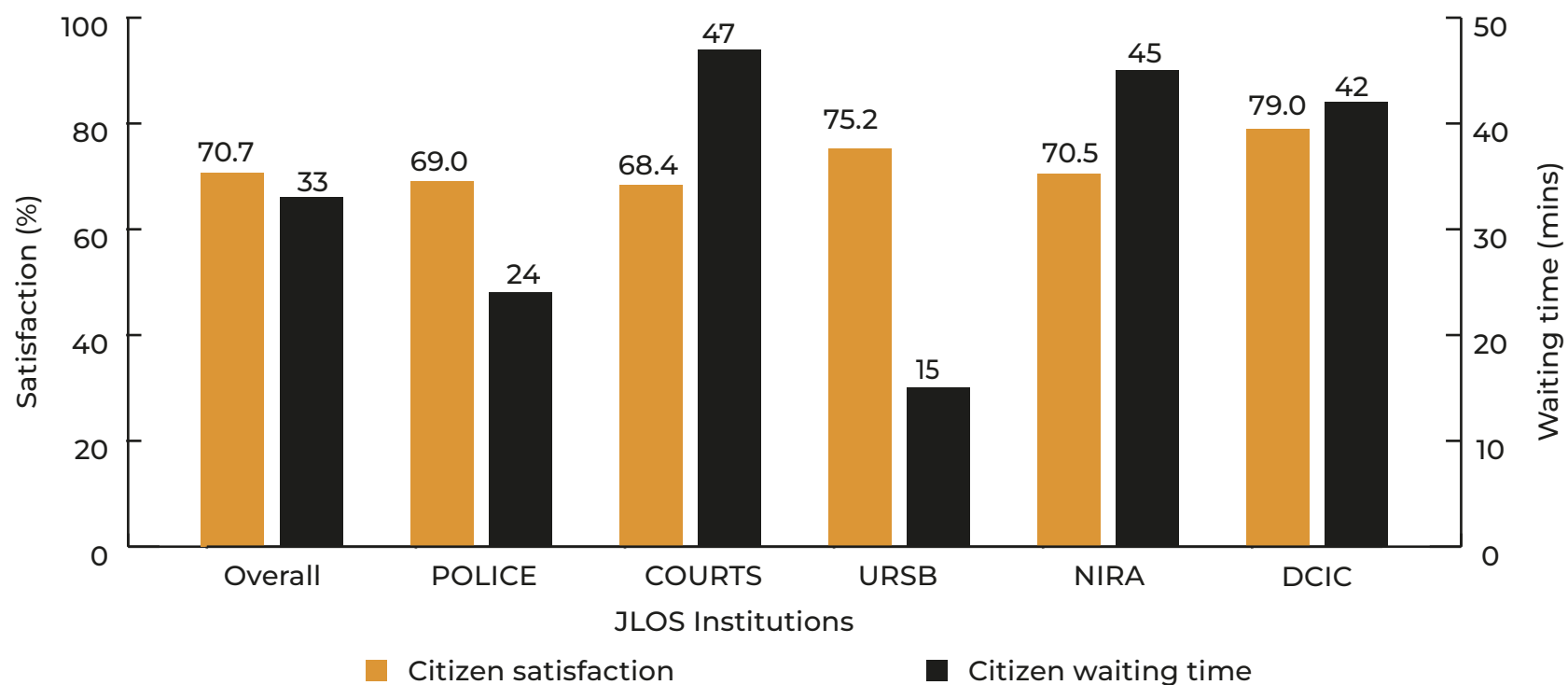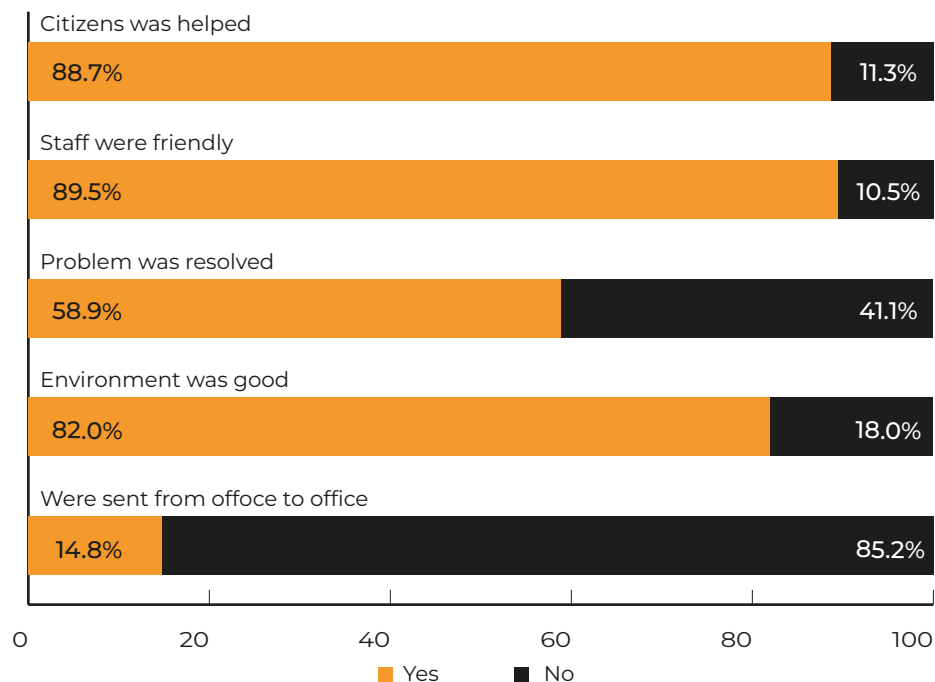
Uganda Police Force

SEMA delivered 60 citizen feedback reports to various police stations over the course of the program, gathering feedback from 23,051 citizens in 2022. The majority of responses that SEMA recorded were collected through feedback devices (73.4%), while 26.6% directly engaged with SEMA data collectors.

Other citizen satisfaction metrics measured at Police stations

Citizens was helped
88.7% | 11.3%

Staff were friendly
89.5% | 10.5%

Problem was resolved
58.9% | 41.1%

Environment was good
82.0% | 18.0%

Were sent from offoce to office
14.8% | 85.2%

0   20   40   60   80   100

■ Yes   ■ No

41.1% of citizens reported that their problem was not being resolved on the day they were interviewed. Some of the most common reasons behind this was that officers that they needed were not in office during working hours. This was especially frustrating for citizens when the officers had set appointments with citizens but were nonetheless absent at the time of the appointment.

> ❝
> *Citizens have started coming to us in good faith without hesitating about our offices. Instead, they come to appreciate due to SEMA's work and also knowing their rights and responsibilities regarding public service delivery at our station.* ❞
>
> *-Officer In-Charge, Jinja Central Police station.*

Judiciary

We delivered 38 citizen feedback reports to the various magistrates' courts with feedback from 6,105 citizens across the country, with 40.4% of citizens providing feedback through the SEMA feedback devices while 59.6% directly engaged with SEMA data collectors.
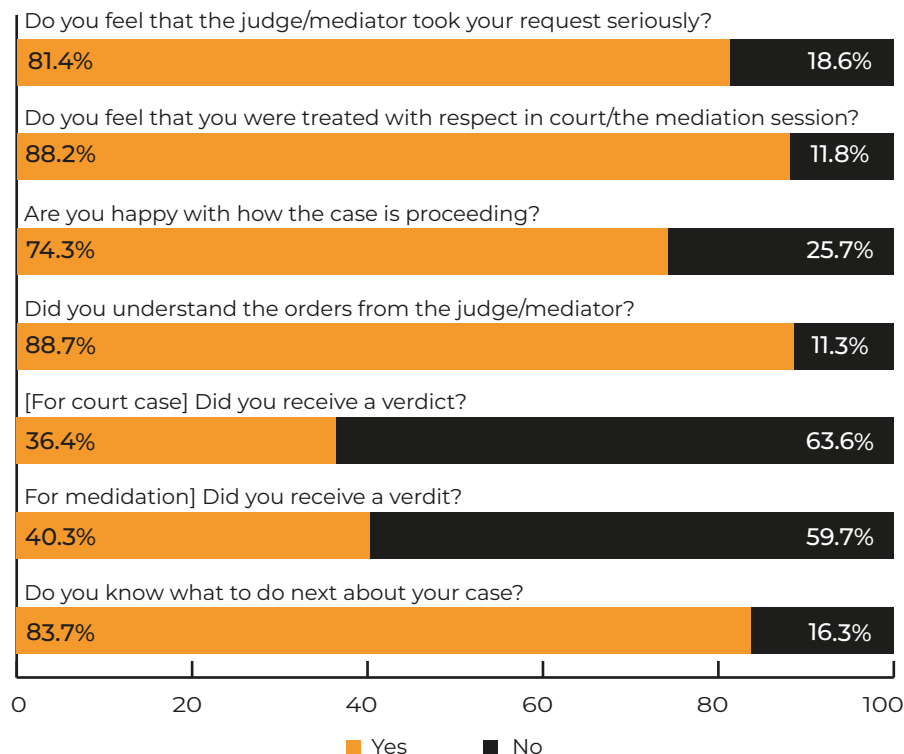
> **Support staff are not misbehaving, they have reduced corruption at the office. Report design is good."**
>
> *- Chief Magistrate, Gulu Chief Magistrate Court*

Other citizen satisfaction metrics measured at courts

Do you feel that the judge/mediator took your request seriously?
81.4% | 18.6%

Do you feel that you were treated with respect in court/the mediation session?
88.2% | 11.8%

Are you happy with how the case is proceeding?
74.3% | 25.7%

Did you understand the orders from the judge/mediator?
88.7% | 11.3%

[For court case] Did you receive a verdict?
36.4% | 63.6%

For medidation] Did you receive a verdit?
40.3% | 59.7%

Do you know what to do next about your case?
83.7% | 16.3%

0   20   40   60   80   100

■ Yes   ■ No

Although waiting time is important, the biggest factor in citizens feeling satisfied with the service they received was related to how court officials engaged with them while they were being served. Citizens also felt more confident in receiving justice when they found court officials in the offices ready to serve them and citizens felt that they understood the processes involved in getting services. This finding was delivered in our reports and created the opportunity for court officials to put emphasis on providing more clarity around their services, how to access them and why the proceedings were being carried out in the way that they were.

Uganda Registration Services Bureau

SEMA started data collection at URSB offices with the targets set by the URSB offices being set around:

- Monitoring and evaluation of citizen satisfaction
  Assess the concerns raised by citizens who had made use of the URSB online services
- Finding possible improvements that could be made at the different branches based on the feedback from citizens who had made use of the services
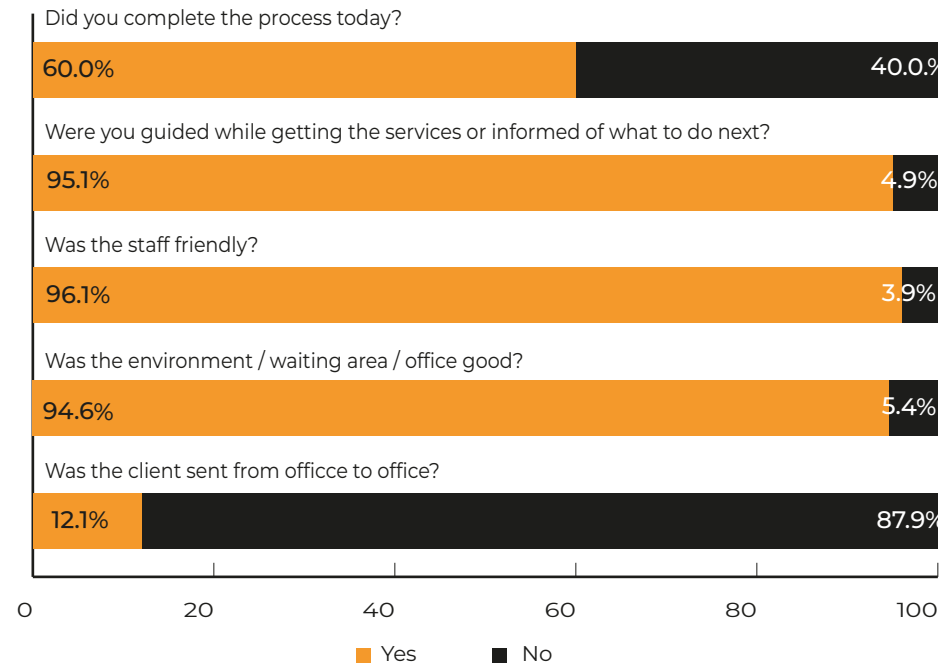
> " *"At this office there has been an improvement in customer care. SEMA was providing reports on time which helped us make improvement based on previous month feedback. Working with SEMA has made us understand the clients' thoughts about our services. The monthly report is always brought on time and well explained to us."*
>
> *- Assistant Registration Officer, URSB Mbarara*

Other citizen satisfaction metrics measured at URSB office

Did you complete the process today?
60.0% | 40.0%

Were you guided while getting the services or informed of what to do next?
95.1% | 4.9%

Was the staff friendly?
96.1% | 3.9%

Was the environment / waiting area / office good?
94.6% | 5.4%

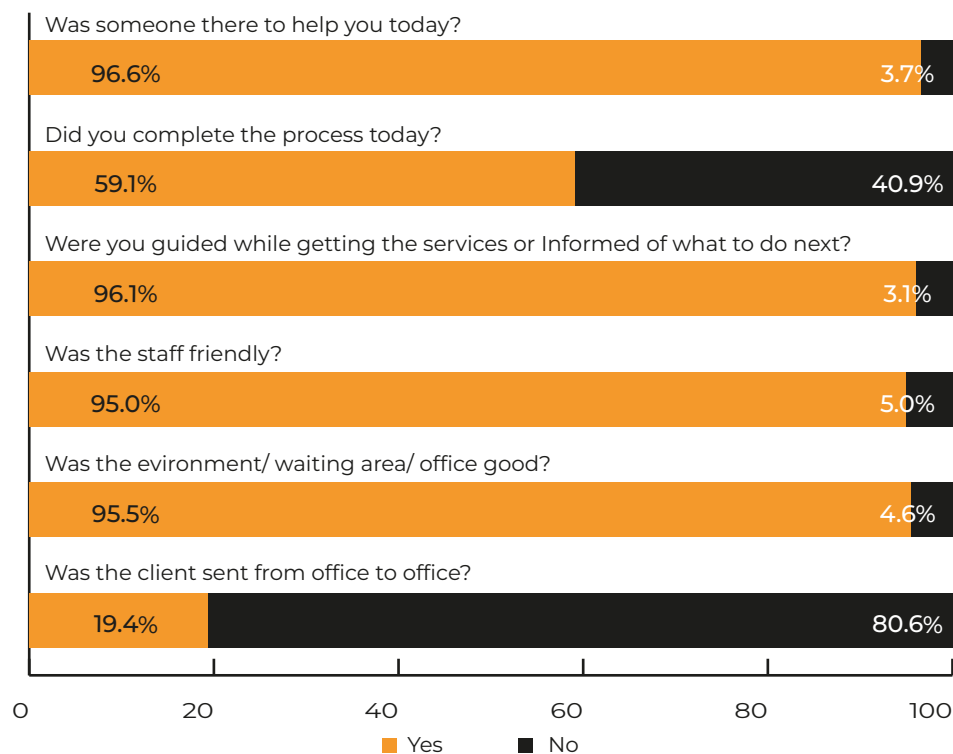Was the client sent from officce to office?
12.1% | 87.9%

■ Yes ■ No

Citizens visiting URSB offices reported waiting the shortest periods of time before receiving services among JLOS institutions that SEMA engaged with. Low waiting times were maintained throughout the entire program duration.

National Identification Registration and Authoirty

SEMA started data collection at NIRA offices with the individual institutions' targets being around:

- Assessing the successful completion of processes leading to receiving full services at the different branches based on the feedback from citizens who had made use of the services
- Noting cases of non-standard payments made to receive services at the different service centres

Other citizen satisfaction metrics measured at NIRA offices

Was someone there to help you today?
96.6% / 3.7%

Did you complete the process today?
59.1% / 40.9%

Were you guided while getting the services or Informed of what to do next?
96.1% / 3.1%

Was the staff friendly?
95.0% / 5.0%

Was the evironment/ waiting area/ office good?
95.5% / 4.6%

Was the client sent from office to office?
19.4% / 80.6%

■ Yes ■ No

The SEMA team delivered 20 citizen feedback reports to the NIRA offices where we engaged 4,549 citizens across the country who made use of the NIRA services and provided their feedback on their experiences. 54.3% of citizens provided feedback through the SEMA feedback devices while 45.7% directly engaged with SEMA data collectors.

Although citizen satisfaction generally fluctuated during the entire project, citizens satisfaction scores for NIRA offices were more consistent during 2022 as, aside from the month of February, citizen satisfaction scores remained in the range of 70.0%. NIRA showed the greatest improvement in the average waiting times that citizens reported spending at their offices. The waiting times of citizens dropped significantly over the course of the program.

There were issues of inconsistent monetary charges being asked of citizens for services that have a standard fee. This leads us to believe that there are cases of corruption occurring within the different NIRA offices. Discussing with the NIRA staff, we realised that since the staff can't easily be identified in any sort of uniform, some people around the premises pass on as staff to help citizens who in turn request for certain payments to provide services.

Certain stations such as Wakiso serve large populations and territories which means that their service delivery mechanisms are stretched. Headquarters suggested breaking it down into sections to support its large territory.

Directorate of Citizenship and Immigration Control

SEMA started data collection at DCIC offices with individual targets set by the DCIC offices being around:

- Assessing the successful completion of processes leading to receiving full services
- Monitoring and evaluation of satisfaction and concerns raised by citizens who had made use of their online services
- Possible improvements that could be made at the different branches based on the feedback from citizens who had made use of the services.

Other citizen satisfaction metrics measured at Police stations
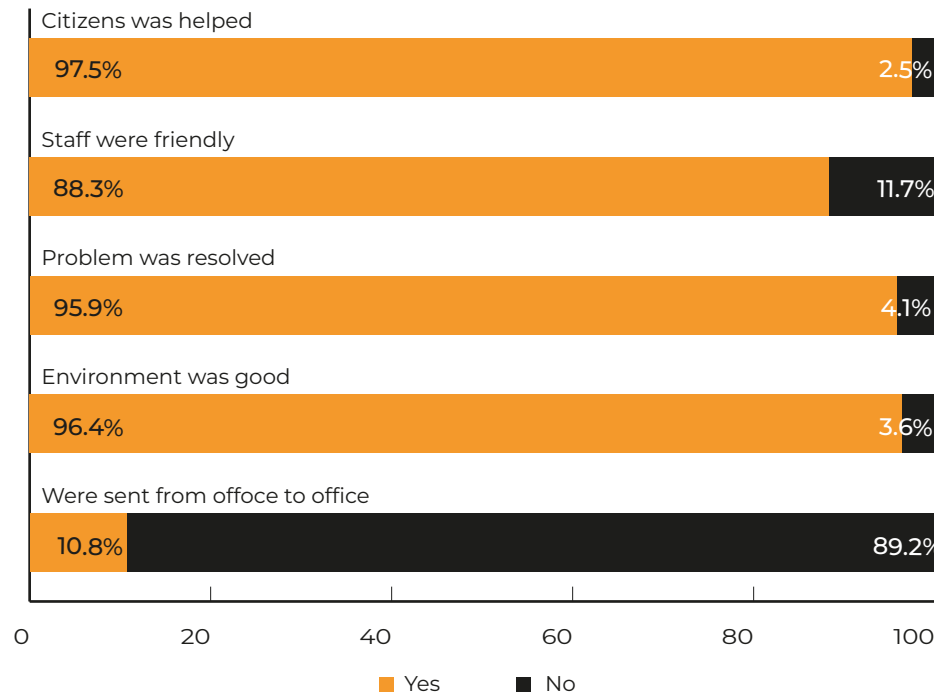
We delivered 24 citizen feedback reports to the different DCIC offices in 2022. 4,793 citizens across the country made use of the provided their feedback on their experiences at DCIC, with 55.1% of these citizens providing feedback through the SEMA feedback devices and 44.9% giving feedback through interviews with SEMA data collectors.

The overall increase in citizen satisfaction could be attributed to the reduced waiting time over time as citizens started spending less time at the DCIC offices before receiving the services that they needed. There was a positive change in the citizen satisfaction at DCIC offices over time. Initial citizen satisfaction recorded from DCIC offices was around 70%, but grew to over above 80% citizen satisfaction by the end of the program. The highest satisfaction average was recorded in the month of March (83.1%), when all but one office had citizen satisfaction scores of above 80%. During this month, citizens especially appreciated the friendliness of the public officers while providing services. In contrast, citizens who visited the Kyambogo office reported concerns of waiting for long periods of time.

Overall satisfaction with JLOS services is 74.4%. The highest overall scoring JLOS institution was the Directorate of Citizenship and Immigration Control (DCIC), scoring 80.1%. On the other hand, most concerns are raised with the Magistrates Courts.

Waiting times were highest at the Magistrates Courts (50 minutes) and lowest at the Uganda Registration Services Bureau offices (17 minutes). However, waiting times do not always correlate with satisfaction levels of citizens as citizens may adjust expectations based on institution type. However, other factors are more consistently related to positive

satisfaction rating, such as having a problem resolved, feeling informed about steps and how a case is proceeding, and being assisted in a respectful manner.

Community engagements

SEMA throughout 2022 was actively engaging, including and interacting with the overall community in areas where SEMA had active operations. By employing the skills of our trainees, comms team and field officers, SEMA in part advertised the importance feedback plays in dictating accountability and the quality of public service and how to interact with SEMA tools and public institutions to achieve said desired outcomes and listened to the public on how to mitigate trust from both public and public officers that feedback will be used well. This was through requests to attend community gatherings organised by respective public offices in which SEMA was working at, community outreaches through community leaders, exhibition events like the legal Tech Hub event, guest attendance in the Uganda Innovation Week 2022 and discussions with affected groups of community associations.

However officially, SEMA did have well planned and budgeted community outreach programs under the Feedback Matters Campaign that was initiated in February 2022 under the African Union AGA donor program and focus group discussions employing donor facilitation from the Austrian Development Cooperation, Austrian Development Agency who developed a country strategy for Uganda (2019-2025) focusing on the improvement of service delivery, with one particular thematic area in the justice sector initiated in August 2022. These programs necessitated SEMA to interact with the general public through face to face interactions with the general public, social media engagements, radio presentations, advertising campaigns in social events, interactions with celebrity figures in entertainment, sports, public service sector among others, etc.

Through said community engagements, SEMA actively interacted with a little over a thousand citizens through face to face discussions and interactions and trending topics in social spaces to the tens of thousands all triggered with the *#feedbackmatters*.

Drafting of innovation policy

SEMA in October 2022 was honoured to be part of a group that drafted the guideline for Youth Innovation in Democracy and Governance. The guidelines were based on the rationale that youth have also embarked on innovations that have contributed to not only
democratic governance but also socio-economic spheres. However, despite the current efforts of the African Union to promote youth innovation by highlighting innovations across the continent, it is evident that a lot more needs to be done.

Through different engagement of youth, calls were made by youth for significant contribution to the space. The significant contribution was suggested in the form of a guiding document from the African Union that can potentially form the parameters for youth innovation in the democratic governance field. The call was premised on the greater role the AU can play in providing a document that can provide guidance to AU organs, institutions, RECs and other stakeholders on how to enhance its current efforts in youth innovation in democratic governance. It is in that vein that the AGA-APSA Secretariat organised a Write shop to engage youth to co-lead this activity by sharing their experiences and knowledge, and propose ways in which the African Union can create a space/platform for democratic governance innovation led by youth.

OUR IMPACT

During 2022, SEMA worked with 55 offices . As such, we also had the chance to see SEMA's impact on different offices and in different regions of the country. SEMA worked with and registered change from different sectors in public services including the local government, Judiciary, UPF, health, NIRA, DCIC and URSB and as suh through our recommendations from citizen feedback, a number of changes were registered as shared below:

- **Uganda Police Force (UPF)**
  The UPF trained 277 (55F) police officers on managing front counters ,customer care, public relations and station management in North kyoga and Busoga East regions and conducted positive masculinity dialogues with 513(81F) participants . The progress is in line with the UPF plan to train 483 counter staff and pros on public relations, customer care and station management.

  At UPS , 40 staff were trained in customer care in 30 prisons while 26 prisons were equipped with customer care desks (13 in the Northern region and thirteen in the North Western Region) . This greatly impacted service delivery by building the confidence of the public in the service Pool.

  Gulu central police station: The station has had a number of challenges here and there between the community and our workers especially on detention but SEMA has bridged the gap by having interaction with the clients and providing the administration with monthly reports

- Directorate of Citizenship and Immigration Control
  The DCIC, a call centre was installed and the staff were trained to manage the centre. A total of Five (5) talk shows were held to popularise the centres .

- Clients have manifested the art of appreciating the services due to SEMA'S work at this office.

- Clients have now come to know their roles and responsibilities to accompany the services DCIC provides due to SEMA'S operation.

- SEMA has made a lot of progress at this station, whereby many changes have come up inline with SEMA's work as discussed below;

- Improvement on office organisation. Since SEMA came in, clients were able to give feedback that is necessary to improve on the inclusivity of work processes, such as time management, customer care services.

- Positive advice and the spirit of competition at the station has greatly improved service due to the departmental rating not to be the last department, which creates shame amongst the workers,

- Review meetings and report discussions have impacted capacity building in accordance with the citizens' perception to enhance the station's activities for easy follow up.

Developments in the SEMA traineeship Curriculum

The new design SEMA traineeship curriculum follows an experiential mode of learning. SEMA partners with institutions such as Uganda police, Kampala City Council Authority, and Immigration authorities to provide guidance to trainees on the service delivery mechanisms within their sector. SEMA worked directly with a research methodology expert, Dr. Catrien Bijleveld to design and develop the training materials.

Dr. Catrien conducted training for trainers sessions focused on SEMA staff training trainees focused on soft skills and hard skills training to research trainees, especially during the interaction with public institutions and citizens accessing the services. The training was offered in order to strengthen the team's capacity to support the training departments while engaging with trainees and standardising their training materials.

The training consultant conducted a TOT on the 18th of August 2022 to explore how to train and empower trainees to conduct quality interviews which in turn improves the data quality from field data collection. Both Trainees, trainers, and SEMA staff engaged directly in the practical training exploring ethics, reliability, empathy, safety, and the general interviewing environment.

SEMA acquired funding from the Civic Tech fund to design the SEMA traineeship handbook which will be a guide to the SEMA traineeship program community including staff, trainees and especially University students with an interest to engage in civic activities. This will be published on SEMA's communication platforms such as the websites, emails, newsletters etc

Phase	Training	Topics	Tools
Phase 1: 3 Months with data collection concurrently.	Orientation	Introduction to SEMA Introduction to the traineeship programme activities Overview of public services	Powerpoint presentations Role playing Info-graphics Presentations
	Data quality training	Data quality Data entry Interviewing process	Kobotoolbox Role plays
	Tech training	Interaction with SEMA technologies	Demonstration
	Research ethics training	Data Quality reviews Research biases Qualitative data	Interview recordings
	Citizen Engagement	Closing the feedback loop Sensitisation	Social media Community consultations

The next trainings are electives and the trainee can select what best applies to their field of study/interest			
Phase 2: 6Months with data collection done concurrently	Technology training	Troubleshooting Serial monitoring and Firmware Uploading Device maintenance	Arduino GitHub SEMA devices SEMA dashboard
	Data analysis	Ethics of research Analysis and reporting. Survey design	Youtube tutorials Data assignments Excel Google Sheets Kobotoolbox
	Graphic design	Typography. Color and color theory Advertisements , publications, photography and visual identity. Graphics enhancements and systems	Adobe Illustrator Adobe Photoshop SEMA Reports
	Operations / Project implementation	Qualitative research Feedback mechanisms Stakeholder engagement Impact tracking Dynamic programing and M&E	SEMA reports Public institution meetings Case studies
	Communication	Story Telling Blog writing Digital Marketing Citizen engagement	Digital Skills for Africa SEMA blogs and website articles Social media

LEARNINGS

The past year (2021) our focus was on scaling up, this continued through to part of 2022. From this growth, we learnt quite a number of lessons.

- Measuring Impact: We learned that we need to have more evidence about SEMA's impact and that we need to track it consistently over time. Our current approach of measuring impact at different offices each time breaks the process of impact measurement and does not allow us to measure impact over time.

- Financing: We learned that we need to diversify and cannot solely rely on public institutions for funding. This means that we need to be cautious when pre-funding programs and seek alternative sources of funding.

- Private Sector Engagement: We learned that our current approach to engaging with the private sector has not been successful and that we need to revise our business model and pricing overview of our devices/products to attract new partnerships.

- Contract Management: We learned that we need to be more diligent in checking the contracts we sign and make sure we understand the terms and conditions of each contract to avoid surprises later.

- Gender Dimensions: We learned that there may be value in SEMA developing a gender lens in its work and publishing specific reports on the gender dimensions of our data work to better adapt our strategy to this.

- Best Practices from Other Organisations: We learned that we can learn more from other organisations that are growing and adopt their best practices.

- Timeliness with public/ government Contracts: We learned that we need to be more timely with submitting government contracts and be aware of the government budgeting cycles.

- Feedback Tools: We learned that we need to diversify our feedback tools to engage with more partners and offer them different options (online vs offline measurement) based on their preferences.

- New Technology: We learned that new technology needs to be adapted differently for different institutions and that our dashboard presents an easy way to share reports on service delivery to the different institutions. However, it will need active updates to keep public officers engaged.

- Business Model Review: We learned that we need to review our business model for SEMA feedback tools to ensure their financial sustainability.

In conclusion, the lessons learned from 2022 will guide us in making informed decisions and improving our impact in 2023. We are committed to continuously learning and adapting our approach to better serve our communities and achieve our mission.

TEAM AND GOVERNANCE

Team development

In 2022, we maintained a team of 10 highly dedicated and skilled individuals at SEMA. Despite the challenges posed by the scaling down of our work, we maintained a lean and efficient team that was fully committed to our mission and were confident in their ability to drive our initiatives forward and deliver meaningful results. With a strong focus on collaboration and teamwork, our team still remains dedicated to delivering impact and making a positive difference in the communities we serve.

Governance and Board

SEMA has a legal entity in The Netherlands (not for profit foundation) and a branch of this legal entity incorporated in Uganda (company limited by guarantee). As such there is an international board for SEMA connected to the foundation in The Netherlands, and a local board connected to the Ugandan branch. All board and advisory meetings take place on average four times a year.

The international board made changes to its board composition in order to make it more locally focused. SEMA recognised the importance of having a board that reflects the local entity it serves in Uganda. As a result, the board has been restructured to include more members who are from East Africa who have a deep understanding of the local context. This change has enabled the board to be more in touch with the needs of the SEMA and to better serve them. The new board members bring diverse perspectives and experiences to the

organisation, and their input has been invaluable in shaping SEMA's strategies and programs to better meet the needs of the local organisation.

SEMA's international board that oversees the strategy and annual plans and budgets, exists of the following non-executive directors: Dorah Mafabi (Chair, UG), Violet Alinda (UG), John Kieti (KE), Guus de Ruyter (treasurer, NL). The executive board members that are reporting to the non-executive board members and are involved in daily or weekly operations include: Lydia Matte (UG) and Nathalie Dijkman-Atria (NL-UG).

SEMA to date maintains a local advisory group that was set up in May 2018 to advise SEMA on Ugandan partnerships, sustainability and data-to-action strategies.

PROFIT & LOSS

		2021		2022
PROFIT & LOSS				
Revenue				
Revenue from Grants	€	192,846	€	**163,759**
Expenses				
Human Resources	€	85,780	€	**77,155**
Trainee reimbursements	€	16,783	€	**17,875**
Feedback device production	€	13,679	€	**977**
Other technology costs	€	635	€	**1,414**
Administrative costs	€	17,725	€	**10,941**
Office costs	€	5,204	€	**5,829**
Local & International travel	€	14,957	€	**5,667**
Communications and events	€	4,885	€	**8,372**
Consultancy & Evaluation	€	33,198	€	**35,529**
Total Expenditures	€	192,846	€	**163,759**
Net result	€	0	€	**0**
FUNDS AT END OF YEAR:				
Cash (+ Equivalents)	€	95,066	€	**128,782.0**
Restricted Funds, incl Programme Reserve	€	88,135	€	**123,352.0**
General Reserve	€	6,930	€	**5,430.0**

Notes for 2022:

This item contains an amount of € 16,793.- in Accounts Receivable for outstanding payments from 2 Donors for activities that were performed in 2021 and 2022 but where payments are still due. Payment is expected in 2023

OUR PARTNERS

We are pleased to share with you our valued partners for the year 2022. Their support and collaboration has been instrumental in achieving our mission and making a positive impact in our community.

Public partners:

SEMA currently has paid partnerships with The Ministry of Justice and Constitutional Affairs under the Justice Law and Order Sector (JLOS) and the Kampala Capital City Authority , where SEMA provides a client feedback tool to collect citizen feedback in the bid to measure citizen satisfaction at these institutions.

Under JLOS we have been working with over 40 offices across the different JLOS institutions of National Identification and Registration Authority (NIRA), Uganda Police Force (UPF), Directorate of Citizenship and Immigration(DCIC) these are 15 Police divisional offices , 10 Magistrate Courts, 5 NIRA offices, 5 URSB offices and 6 DCIC service points including Entebbe international airport.

Under Kampala Capital City Authority (KCCA), we have been working with 11 offices (7 Health facilities and 4 divisional offices , the health facilities are , Kawaala HC IV, Kiswa HC III, Kisenyi HC IV, Kitebi HC IV, City Hall Clinic HC II, Kisugu HC III , Komamboga HC III, the divisional offices are Makindye division offices, Lubaga divisional offices, City Hall and Kawempe divisional offices.

During the year we have also engaged in a Pilot with Jinja City Offices where we measure at 2 divisional offices and 1 health

centre the goal of the pilot with jinja city was not only to measure citizen satisfaction at the city offices but also prepare SEMA to enter a procurement process to officially provide Jinja city with a citizen feedback tool.

Private partners:

Civic Tech Fund

In May 2022 AUTCF came in and awarded a grant to SEMA worth €20,000 to support our 2022 plans. The funds would be used to support SEMA's cause to achieve civic justice by ensuring citizens attained better public services through feedback and to help SEMA standardise and improve data collection methods and develop tools to allow for mobile data collection in Uganda and Kenya.

Also with the Civic TEch Fund came an opportunity for SEMA to be represented at re:publica 2022, Berlin. Re:publica is Europe's largest digital society festival. 2022ś re:publica had a special emphasis on African innovators. SEMA had an opportunity to share about its innovation and impact in Uganda.

Austrian Development Agency

We partnered with the Austrian Development Agency to establish standards for select institutions in the justice, law, and order sector. This partnership aimed at promoting transparency and efficiency in the administration of justice through the development of service standards based on citizen feedback data at five (5) public institutions under JLOS.

African Union

Through our friends at the African Union, we received funding from the Institute for Security Studies to conduct a feedback matters campaign in various parts of the country. With the additional resources, we were able to expand the reach of our campaign through radio talk shows and community engagements allowing us to gather feedback from a larger and more diverse group of citizens and stakeholders. This feedback was used to drive strategic decision-making across SEMA, leading to improvements in our services, and overall client experience. By actively seeking feedback and acting on it, we were able to increase customer satisfaction.

Through the African Union, we were able to also receive equipment from COMESA to further our vision.

OUTLOOK FOR 2023

At the end of 2022, we identified several key initiatives that will drive our efforts forward, in bid to improve public service delivery. These initiatives will be implemented through partnerships with local organisations, government agencies, and businesses.

This is what we hope to be doing the next year:

- **Technology:**
  To develop new data collection tools/services for public partners in Uganda that provide online service delivery to be tested with at least 1 partner.

- **Reach:**
  To collect a cumulative feedback from 315,000 citizens at 21 service points in Uganda

- **Partnerships:**
  To bring on board 2 new partners (1 paid, 1 MOU) and 1 renewed engagements.

- **Impact:**
  a) To learn how SEMA's system impacts on citizen's lives and in which type of service improvements have the biggest impact on citizens
  b) To set up a new impact tracking system and track impact consistently.

- **HR:** To have 3 capacity building training sessions for the team that focus on finance, project management and HR. Business model: to review the financial model for SEMA and come up with a new way forward

CONCLUSION

In conclusion, we are grateful for your support and partnership. Together, we are making a positive impact in our community. We look forward to continuing our work in the coming year.

Sincerely,
THE SEMA TEAM

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

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