



Feedback Matters

EMERGING TRENDS IN LAW ENFORCEMENT

“A Comprehensive analysis of police stations from February 2024 to May 2024 in Kampala District.”





TABLE OF CONTENTS

| | |
|---|-----------|
| Introduction | 01 |
| Methodology | 02 |
| Citizen satisfaction across different police stations | 04 |
| Overall of citizen satisfaction ratings across departments at Police Stations in Kampala District | 05 |
| Factors that influenced citizens satisfaction at Police stations in Kampala District | 06 |
| Overall average waiting time across police stations | 09 |
| Device data | 11 |
| Individual Health Centre analysis | 11 |
| Ntinda Police station | 11 |
| Kira Road Police station | 13 |
| Old Kampala police station | 15 |
| Wakiso police station | 17 |
| Improvement Strategies | 20 |
| Conclusions | 22 |

INTRODUCTION

SEMA is a social enterprise which provides a platform where citizen feedback becomes central on how governments improve service delivery. With this goal in mind, SEMA developed a system of citizen feedback through which citizens rate the experiences they have had at public offices anonymously and free of charge.

Since 2018, this system has been tested in Uganda in collaboration with (among others) police stations. The feedback collected from citizens was presented in one-pager actionable reports that are distributed and discussed each month with the heads of the police stations where we work. Monthly reports are followed-up with management of an office to find out which improvements have been initiated.

Through comprehensive analysis and expert commentary we aim to equip law enforcement professionals, administrators, policymakers and stakeholders with the knowledge and insights needed to navigate law enforcement service delivery, improve outcomes and ultimately drive positive change in the way institutions receive client feedback and make use of it to improve service delivery.

In an effort to provide insight on service delivery at Police Stations in Uganda, we are sharing meta-level results from our data collection from February 2024 to May 2024. This purpose summarizes the feedback provided by 2,955 citizens, between February 2024 and May 2024 within 4 Police stations around Kampala District.

The report looks at the different factors that affect citizens' satisfaction visiting Police stations. This report explores the levels of citizen satisfaction with police stations focusing on various factors such as waiting time, friendliness of staff, environment, and overall service quality. By analyzing feedback from citizens, this report aims to identify strengths and areas for improvement within police departments thereby contributing to more effective and community centered strategies to improve service delivery in Police stations.

The findings of this report are intended to provide actionable insights for policy makers, police leadership and community stakeholders to enhance the relationship between the Police and citizens in identifying strategies to improve service delivery in Uganda.

METHODOLOGY

Over the 4 months period, citizens gave feedback to SEMA at **4 police stations** around Kampala.

515 citizens gave their feedback on services received through our feedback devices. The feedback device gathers quantitative feedback through the use of an emoji system with 5 buttons showing very good to very bad. Qualitative data was also collected through the voice recordings. These audios and transcriptions provided deeper insight on the reasons why the citizens press the different faces on the device (*These results can be accessed through institutional dashboards provided by SEMA on a monthly basis*). The audios were transcribed using Notta and analyzed using atlas.ti.

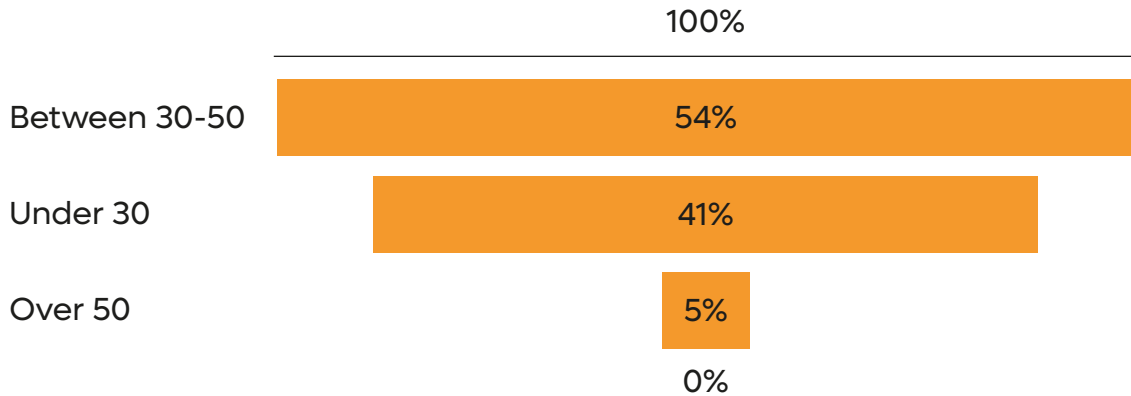
2228 citizens were interviewed by trained data collectors after directly receiving services at health facilities. SEMA administered Online 5 to 7 minutes surveys with 15 to 20 questions through Kobotoolbox to the citizens and law enforcement service providers to gather quantitative data on citizens satisfaction, friendliness of the staff, state of the environment, received the desired help, resolving of the problem and waiting time before receiving a service.

212 citizens gave their feedback through the USSD remote digital feedback system. The USSD gathers quantitative data through dialing a 5 digit number in your phone. This remote feedback tool self administers a 2 to 3 minutes 8 question survey that provides citizen's satisfaction and reason for rating.

In total, SEMA reached **2,955 citizens** in Kira Road Police station, Ntinda Police station, Old Kampala Police station and Wakiso Police station between February 2024 and May 2024.

| In Person Survey | | | USSD data | | | Total Respondents | |
|------------------|-------------|--------|-----------|------------|--------|-------------------|--------|
| Gender | | | | | | | |
| Female | 940 | 42.19% | Female | 56 | 26.42% | 996 | 40.82% |
| Male | 1288 | 57.81% | Male | 156 | 73.58% | 1444 | 59.18% |
| Total | 2228 | | | 212 | | 2440 | |

Approximate age of respondents



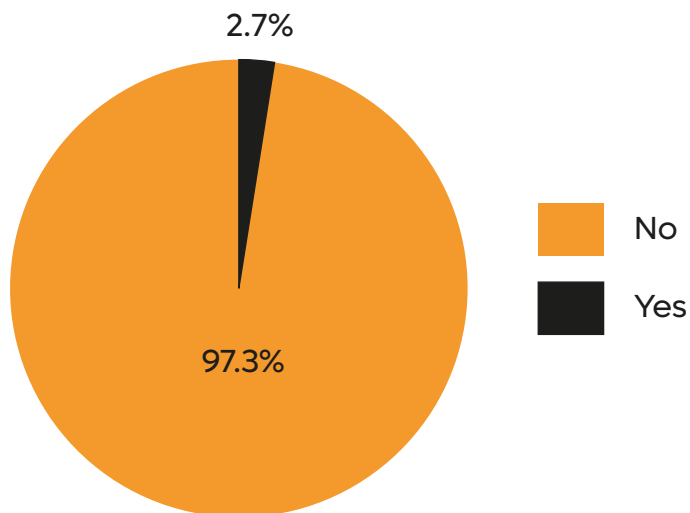
The majority of the respondents were male both from In person surveys and USSD at 57.81% and 73.58 % respectively. 54% of the respondents were aged between 30 to 50 years, 41% were under 30 years and 5 % were over 50 years.

Total number of respondents per Police station

| Police Station | In person interviews | USSD | Device Data | Total |
|----------------|----------------------|------|-------------|-------|
| Kira Road PS | 552 | 41 | 194 | 787 |
| Ntinda PS | 429 | 40 | 25 | 494 |
| Old Kampala PS | 679 | 120 | 0 | 799 |
| Wakiso PS | 568 | 55 | 296 | 919 |

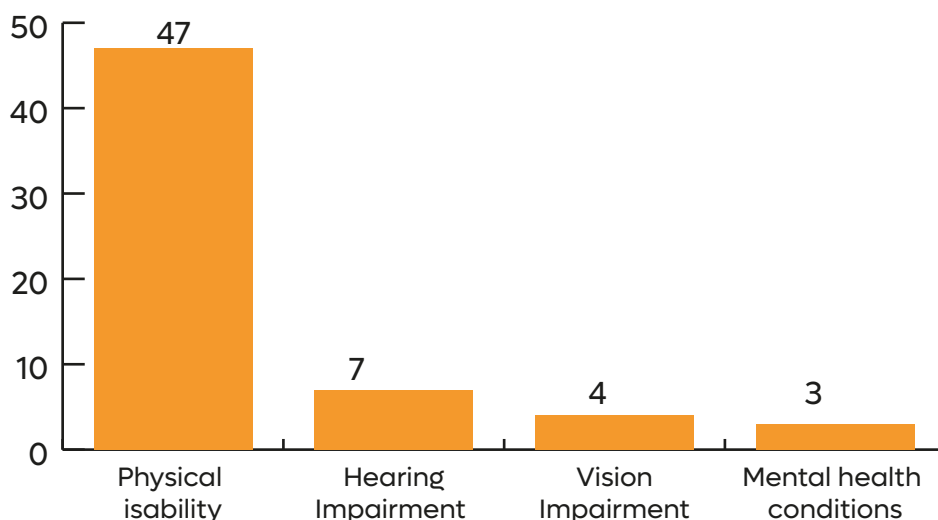
SEMA embarked on collecting inclusive data for persons with disability with a focus for ensuring inclusive and accommodative delivery of services for persons living with disability at Police stations in Uganda 2.7% of the citizens interviewed had a disability.

Percentage of citizens with disability



77.04% had a physical disability, 11.48 % had a hearing impairment, 6.56% had a vision impairment,4.92% had mental health conditions.

Types of disability of citizens at Police Stations



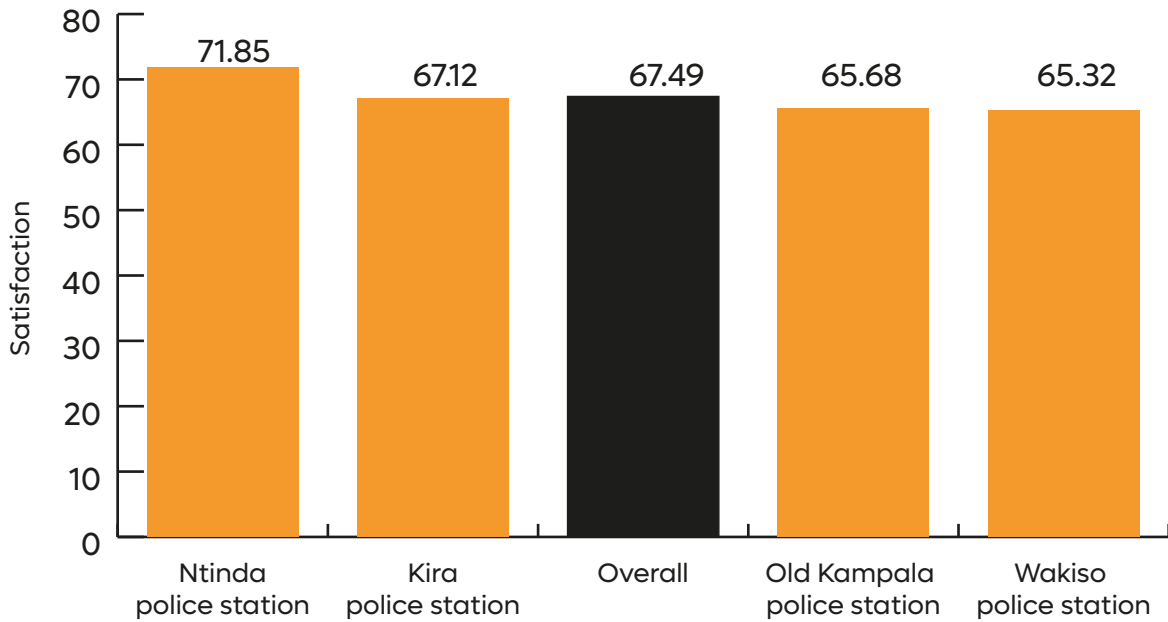
CITIZEN SATISFACTION ACROSS DIFFERENT POLICE STATIONS

Overall, the 4 police stations combined scored a citizen satisfaction score of **65.35%** with Ntinda Police station scoring the highest at 67.84% followed by Old Kampala Police station at 65.73% followed by Kira Police station at 64.38% and lastly by Wakiso Police station at 63.41%. The difference between the highest and the lowest was 4.48 points. Two of the Police stations scored above average (Ntinda Police station at 67.84% and Old Kampala Police station at 65.73%).

Under the device data, responses were received from 3 police stations that is Ntinda Police station, Kira Road police station and Old Kampala police station. The 3 police stations combined scored citizen satisfaction of **61.95%**.

The 4 police stations had an overall average waiting time of **20.50 minutes**. Wakiso police station has the longest waiting time of 23.58 minutes followed by Old Kampala police station with 21.95 minutes then Kira Road police station with 20.70 minutes and Ntinda Police station having the lowest waiting time of 15.74 minutes. The difference being 7.84 with 2 of the police stations scoring below average that is Kira Road Police station and Ntinda Police station.

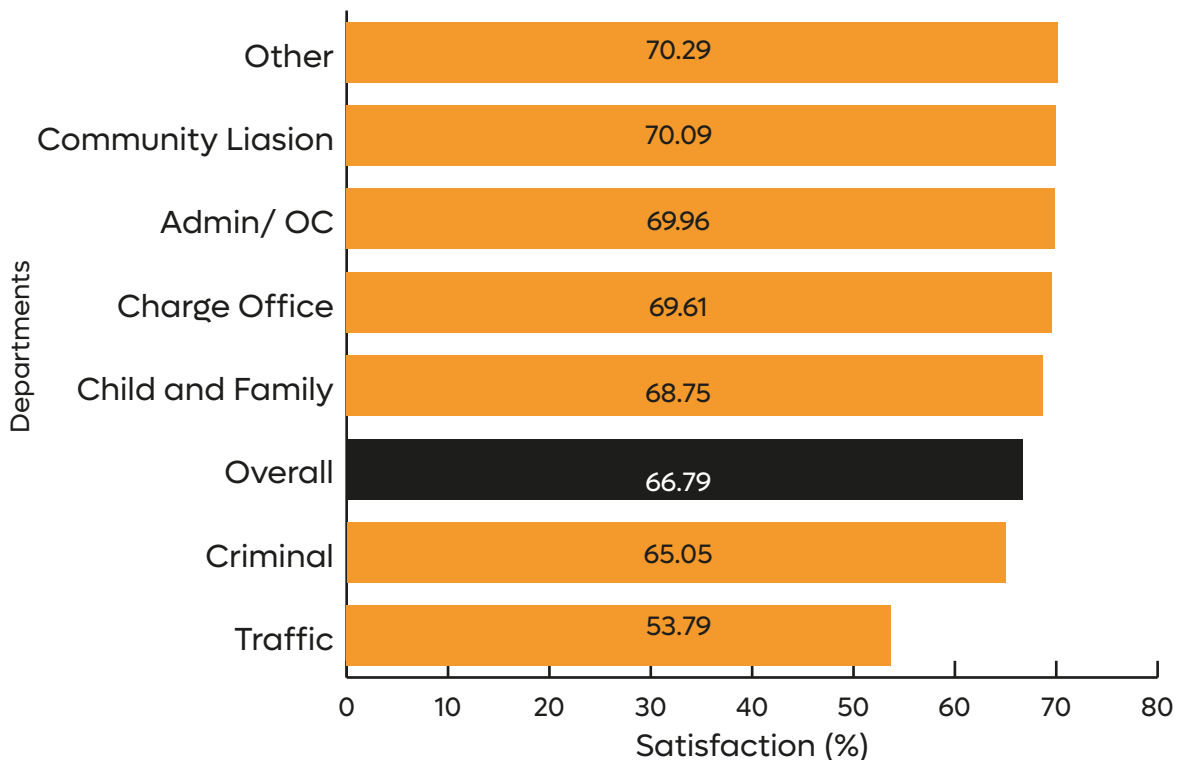
Citizens satisfaction at 4 police stations in Kampala



Overall of citizen satisfaction ratings across departments at Police Stations in Kampala District

The overall average satisfaction of departments was **66.79%**. The highest department overall was the Community Liason office at 70.9% and Administration/ OC with 69.96%. The lowest department overall was Traffic with 53.79%. The difference between the highest and the lowest was 17.11 points. Many clients reported that their cases were not resolved leading to the low satisfaction in this particular department.

Citizen satisfaction at departments at Police Stations in Uganda





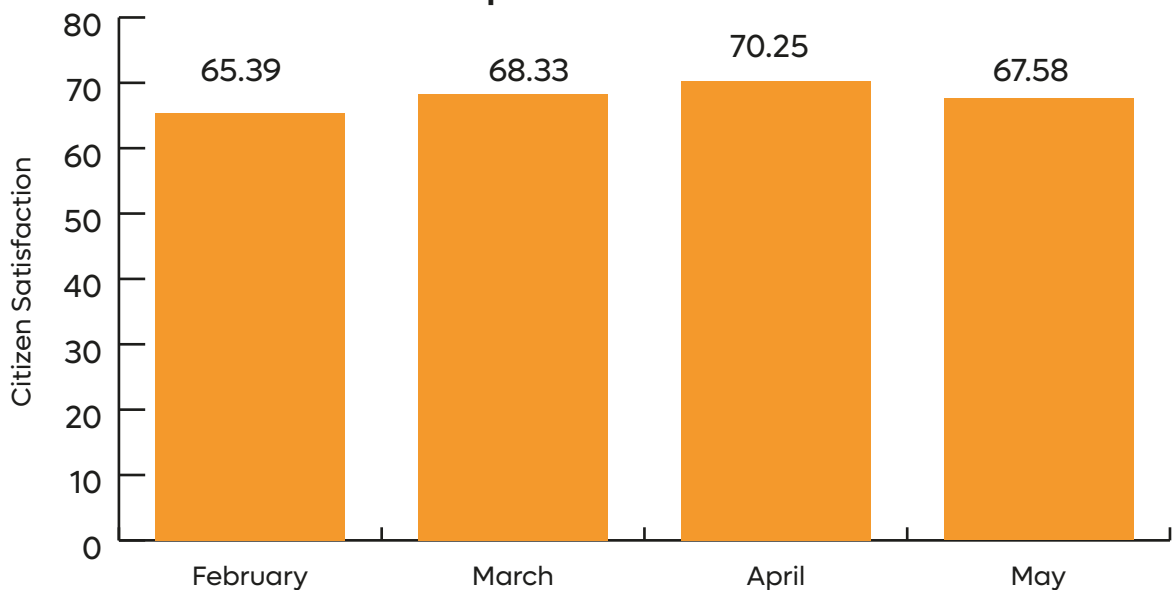
“The police officers I met around have been so rude to me, they took my motorcycle and when i came i found the officer not in office so i waited with the rest and we were told to go and wait from outside police not in the waiting area.”

- Citizen visiting Ntinda police station.

Factors that influenced citizens satisfaction at Police stations in Kampala District

In addition to satisfaction, SEMA measures a number of other areas of operations (including waiting time, friendliness/ professionalism/ respectfulness of staff, number of times the citizen followed up the case, was the problem resolved, was the environment/waiting area/office good). These measures can help us to understand why clients give high or low satisfaction ratings for their visits at Police stations.

Trend analysis of Average citizen satisfaction across all four police stations



In February 2024, the average citizen satisfaction across all four police stations was 65.39% which was the lowest. April reported the highest citizen satisfaction at 70.25%.

Generally there was an increase in the average citizen satisfaction in all the four police stations from February upto May from 65.39% to 67.58% respectively.

Factors that influenced citizens satisfaction at Police stations in Kampala District

In addition to satisfaction, SEMA measures a number of other areas of operations (including waiting time, friendliness/ professionalism/ respectfulness of staff, number of times the citizen followed up the case, was the problem resolved, was the environment/waiting area/office good). These measures can help us to understand why clients give high or low satisfaction ratings for their visits at Police stations.

Residual Statistics^a

| | Minumum | Maximum | Mean | Std. Deviation | N |
|----------|---------|---------|-------|----------------|------|
| Residual | -79.45 | 65.55 | 0.000 | 21.741 | 2203 |

a. Dependent Variable: On a scale from 1 to 5, 1 being least positive and 5 being most positive, how would you rate your latest experience at this office?

| Coefficients | Standardised Coefficient | t | Sig. | 95.0% Confidence Interval for B | | Correlations |
|---|--------------------------|---------|-------|---------------------------------|-------------|--------------|
| | | | | Lower Bound | Upper Bound | |
| | Beta | | | | | Part |
| (Constant) | | 12.305 | 0.000 | 25.388 | 35.013 | |
| Was the person helped? | 0.214 | 9.882 | 0.000 | 14.522 | 21.713 | 0.172 |
| Was the problem resolved? | 0.200 | 10.362 | 0.000 | 8.908 | 13.067 | 0.181 |
| Was the staff friendly? | 0.184 | 9.123 | 0.000 | 14.905 | 23.067 | 0.159 |
| Was the environment/ waiting area / office good? | 0.014 | 0.709 | 0.478 | -2.382 | 5.082 | 0.012 |
| Was the client sent from office to office? | -0.074 | -3.953 | 0.000 | -8.833 | -2.975 | -0.069 |
| How long did you have to wait until you were served? (in Minutes) | -0.211 | -11.602 | 0.000 | -0.225 | -0.16 | -0.202 |

The multiple regression analysis in the table above shows the satisfaction each variable contributes to a citizen's satisfaction. The highest influence on citizen's satisfaction was the citizen receiving the expected help and the citizen's problem being resolved which had a standard coefficient of **0.214** and **0.200** respectively. This was followed by the staff being friendly at **0.184**.

There is an inverse relationship between waiting time and the citizen's satisfaction meaning that if citizens waited a longer time to receive the services then there would be a 0.211 average reduction in citizen's satisfaction. In other words, higher levels of citizen satisfaction are associated with a reduction in waiting time at Police stations

There is a negative relationship between citizen's being sent from office and office and the citizen's satisfaction meaning that if citizens are being sent from office to office then there would be a 0.074 average reduction in citizen's satisfaction. In other words, higher levels of citizen satisfaction are associated with a reduction in sending citizens from one office to another at Police stations.

Looking at these results, we can see 5 of these variables were statistically significant in the regression given that $p < 0.05$ leading us to conclude that improvements in these areas will lead to improvements in satisfaction of citizens who receive services from police stations. Environment / waiting area / office being good was statistically not significant meaning improving the environment/ waiting area and office will not increase the satisfaction of citizens who receive services from police stations

The highest influence on citizen's satisfaction was the citizen receiving the expected help and the citizen's problem being resolved.

Citizens having their problem resolved

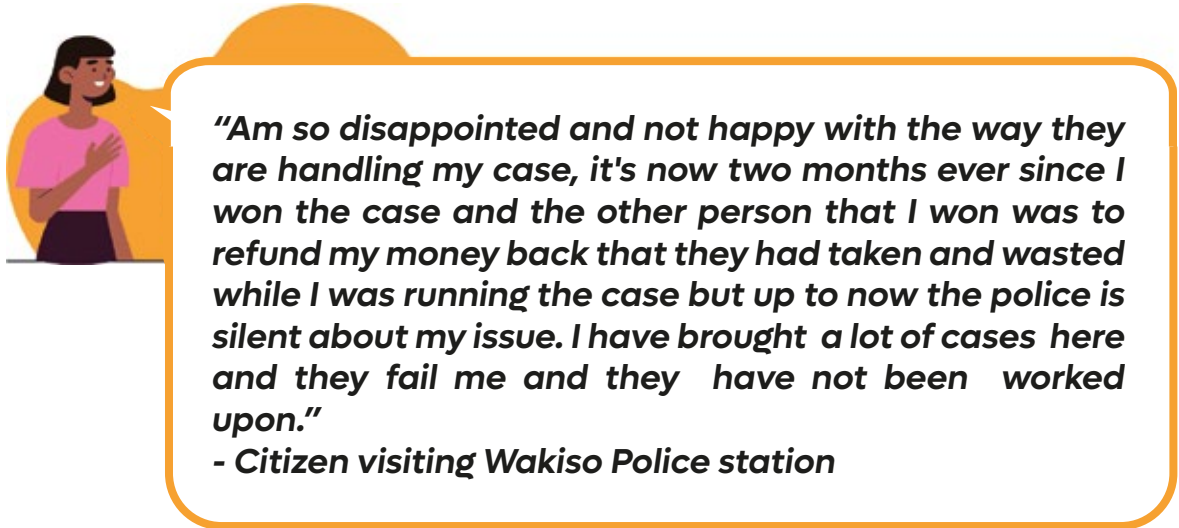
According to the findings citizen's receiving the expected help had the greatest influence on the citizen's satisfaction. In the table above citizens receiving the expected help had a standardised coefficient of 0.214. The positive coefficient suggests that there was a positive relationship between this variable and citizen satisfaction. If the citizens received the expected help then there was an average of 0.214 increase in citizen satisfaction.



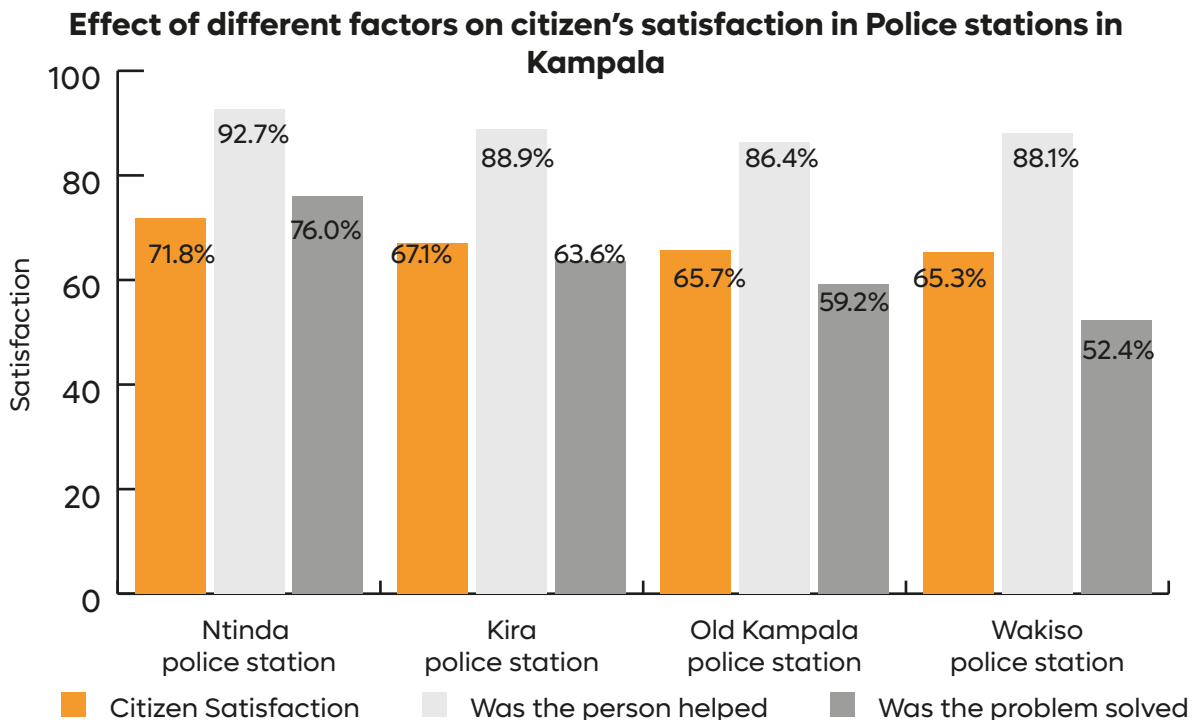
"I had an appointment with the DPC of the station and I have seen him and he gave me his time very well"
-Citizen visiting Ntinda Police station

Citizens having their problems resolved

The second most influential factor in citizen satisfaction is citizens having their problems resolved. In the table above citizens who had their problems resolved had a standardised coefficient of 0.200. The positive coefficient suggests that there is a positive relationship between this variable and citizen's satisfaction. If a citizen had their problems resolved then there was an average of 0.200 increase in satisfaction.



In the figure below, Ntinda Police station has the highest satisfaction at **71.85%** which is confirmed with 92.72% of the citizens reported receiving the expected help and 76% reported that their problem was resolved. Wakiso Police station had the lowest satisfaction at **65.32%** which is confirmed with 88.18% of the citizens reported receiving the expected help and 52.44% reported that their problem was resolved.



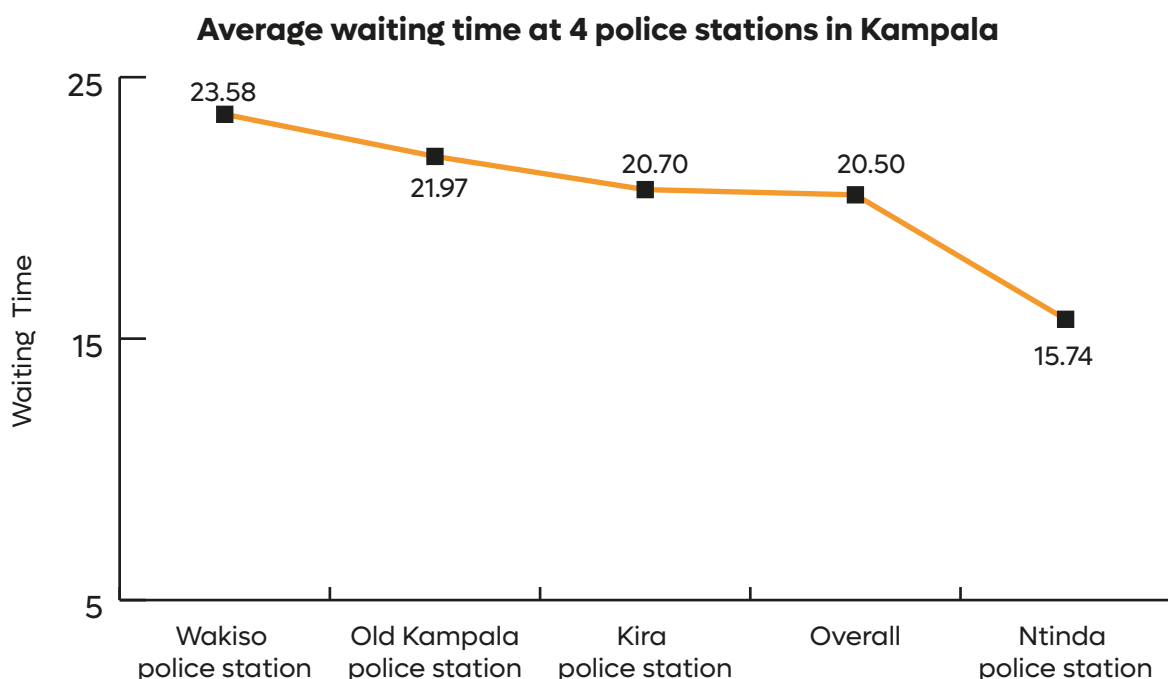
Effect of gender on citizen's satisfaction

According to the table below the means of female and male are very close. Looking at the results below, there is no statistical significance between gender and citizen's satisfaction given that $p > 0.05$ leading to conclude that gender does not affect citizen's satisfaction meaning gender has no significant influence on satisfaction at police stations.

| Independent Samples Test | | | | | |
|---|-------|---|-------|------------------------------|-----------------|
| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | |
| | F | Sig. | t | df | Sig. (2-tailed) |
| On a scale from 1 to 5, 1 being least positive and 5 being most positive, how would you rate your latest experience at this office? | 3.585 | 0.058 | 0.712 | 2226 | 0.477 |
| | | | 0.717 | 2077.67 | 0.473 |

Overall average waiting time across police stations

All Police stations had an overall average waiting time of **20.50 minutes in Kampala**. The highest waiting time was in Wakiso Police station with an average of 23.58 minutes and the lowest was Ntinda Police station with an average of 15.74 minutes. The difference between the highest and lowest Police station is 7.84 minutes.

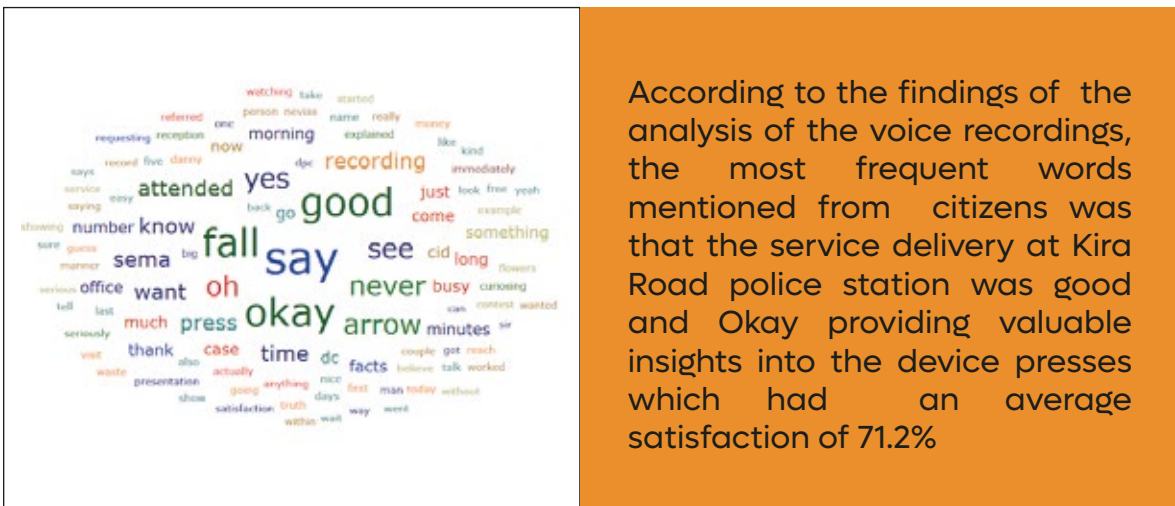


DEVICE DATA

Citizens gave their feedback on services received through our feedback devices. The feedback device gathered quantitative feedback through the use of an emoji system with 5 buttons showing very bad to very good. The devices were placed at 3 police stations that is Old Kampala police station, Kira road police station and Ntinda police station. According to the analysis the average satisfaction across the three police stations was **61.95%**.

Qualitative data was also collected through the voice recordings. These audios and transcriptions provided deeper insight on the reasons why the citizens press the different faces on the device.

Specifically a device with a voice recording was placed at Kira Road police station which had an average satisfaction of 71.2%.



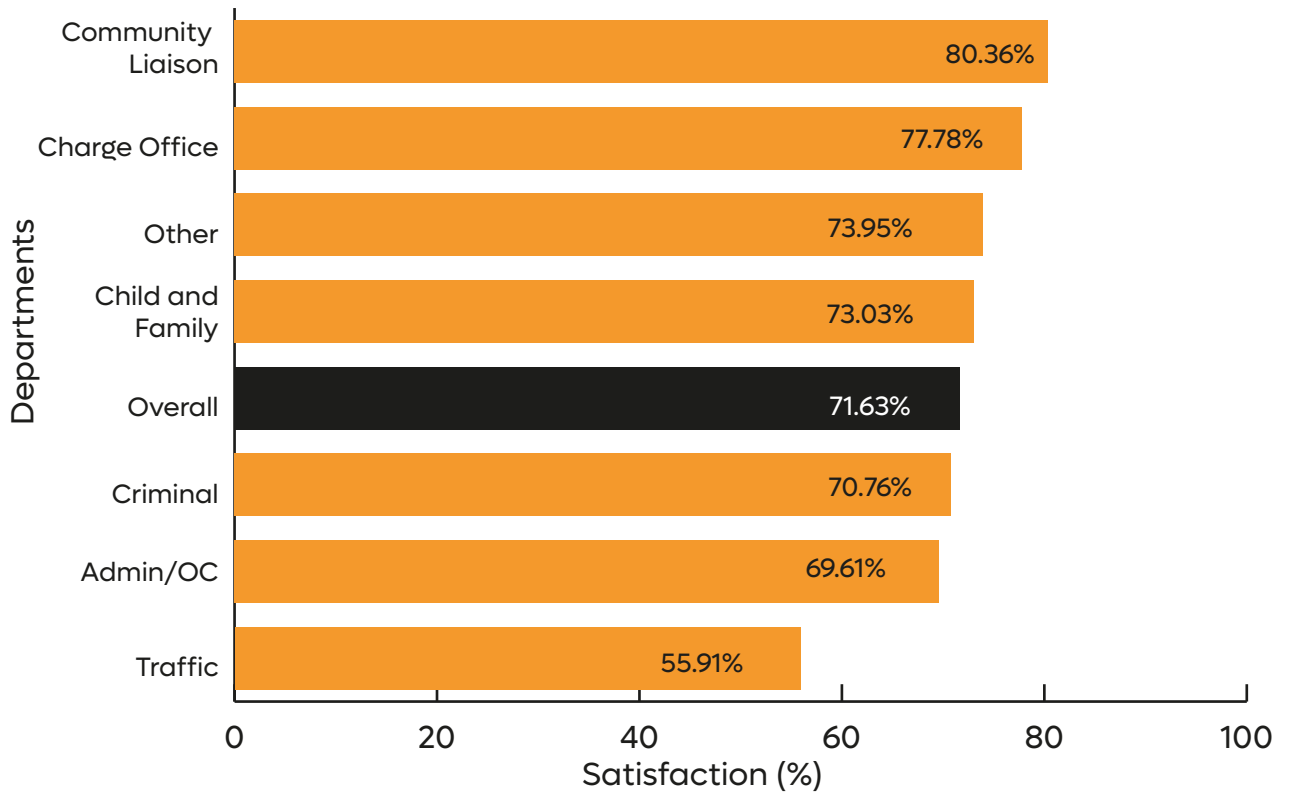
INDIVIDUAL POLICE STATION ANALYSIS

In this section, SEMA conducts an in-depth analysis of the different Police stations determining the different factors of service delivery that affect the citizen's satisfaction over time.

Ntinda Police Station

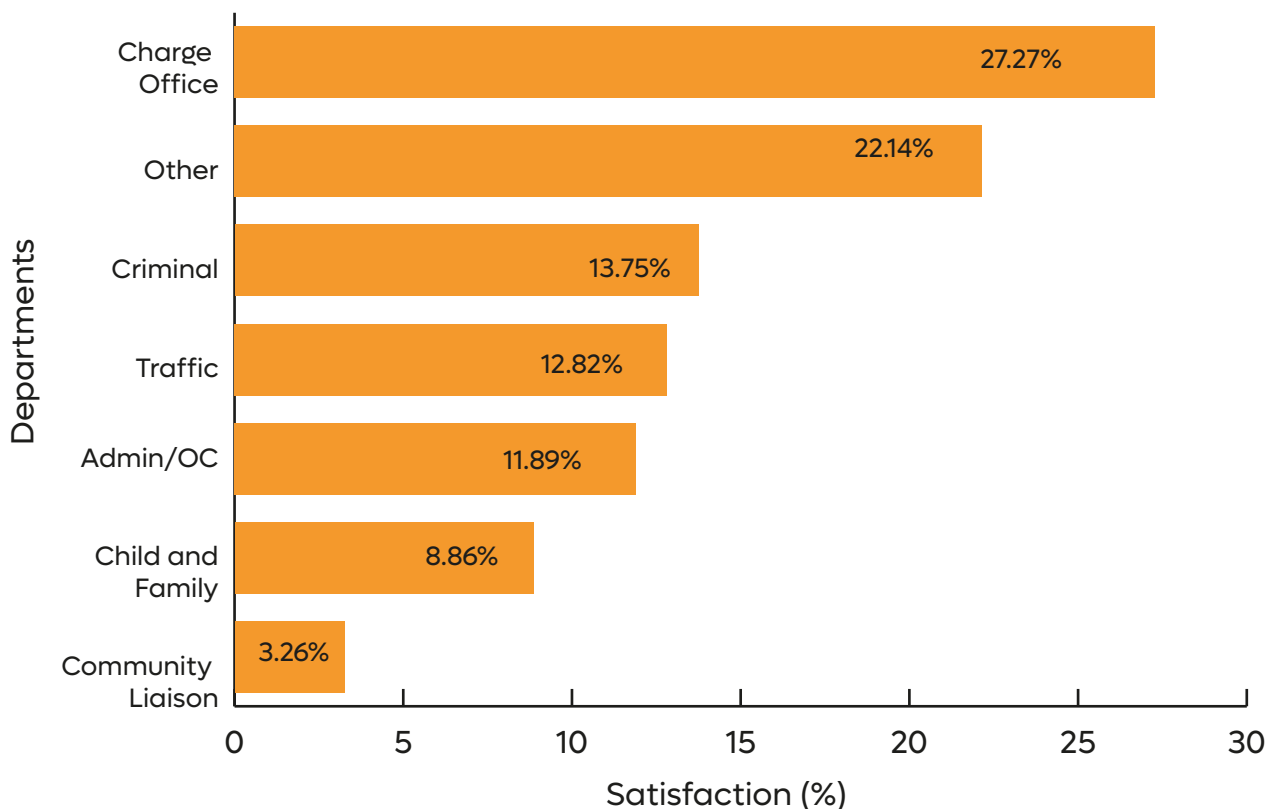
Overall, Ntinda Police station had the highest overall satisfaction rating (71.85%) of all the police stations. The departments that contributed to this strong performance were those that scored above 67.49%, which is the overall average across all police stations. Community Liaison office, Charge Office were especially strong at this police station scoring 80.36% and 77.78% respectively.

Case satisfaction within different department at Ntinda Police Station



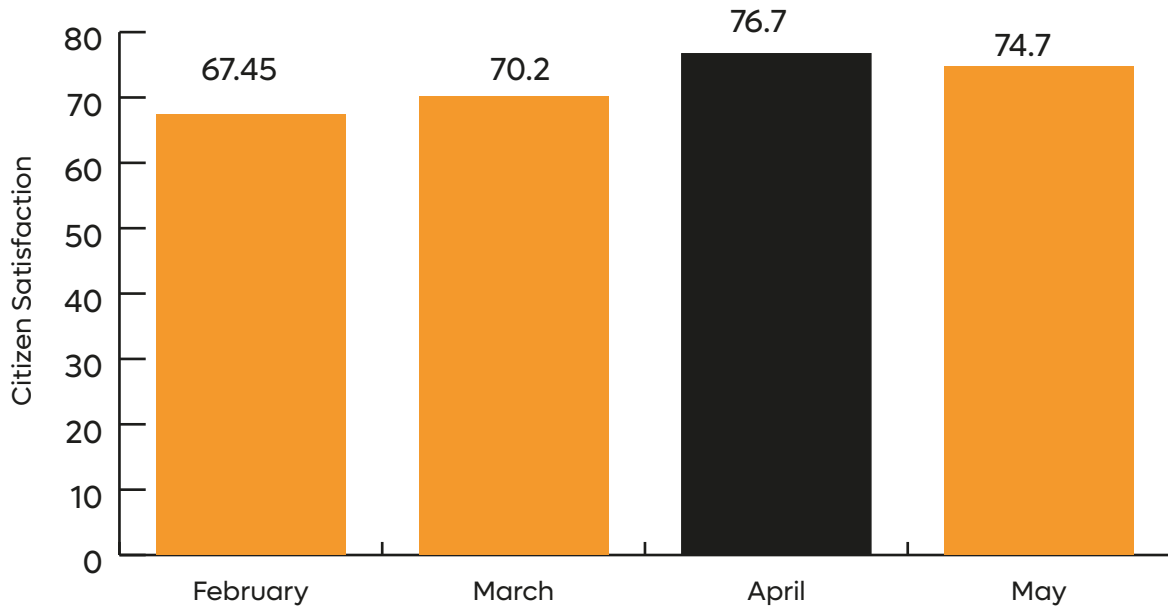
Three departments in particular, criminal investigation with 70.76%, Administration/OC at 69.61%, and Traffic with 55.91% had the lowest satisfaction. These particularly are targets for improvement due to their low performance.

Case distribution per department at Ntinda Police Station



The departments with the highest percentage of cases are Charge Office with 27.27% Criminal Investigation with 13.75% and Traffic with 12.82%. These departments should be the target for improvement due to the highest number of cases with only charge office with citizens' satisfaction slightly above the overall at 77.78% and Criminal Investigation and Traffic below the average satisfaction at 70.76% and 55.91% respectively.

Trend analysis of Average citizen satisfaction at Ntinda Police station



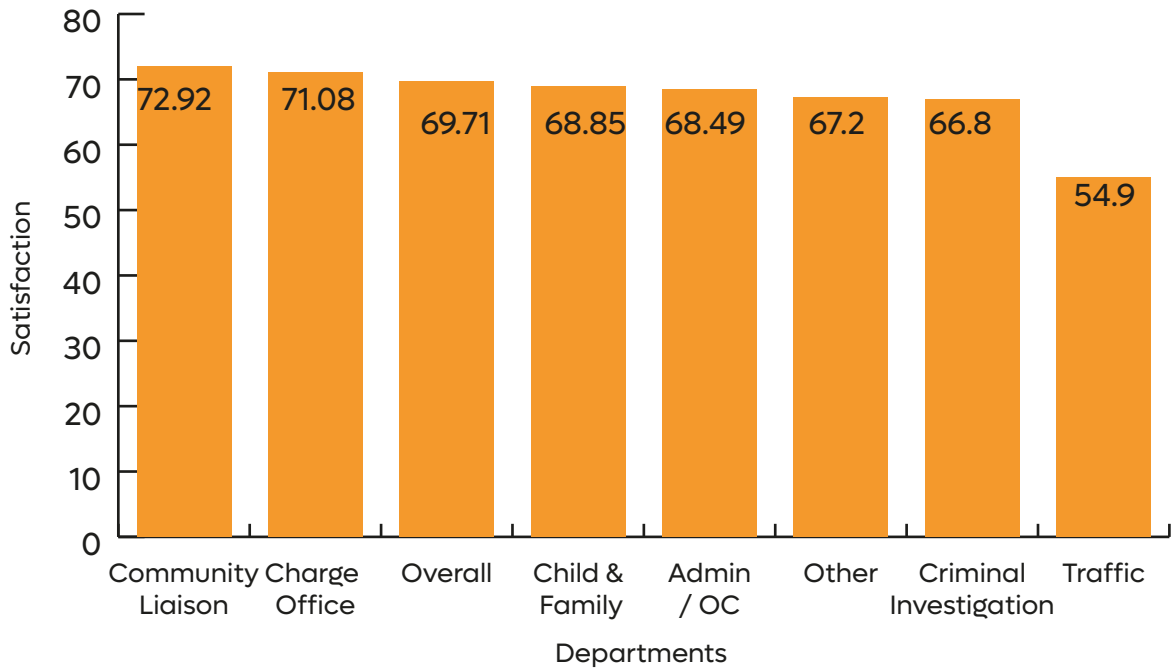
In February 2024, the average citizen satisfaction at Ntinda Police station was 67.45% which was the lowest. April reported the highest citizen satisfaction at 76.7%.

Generally there was an increase in the average citizen satisfaction at Ntinda Police stations from February upto May from 67.45% to 74.7% respectively.

Kira Road Police Station

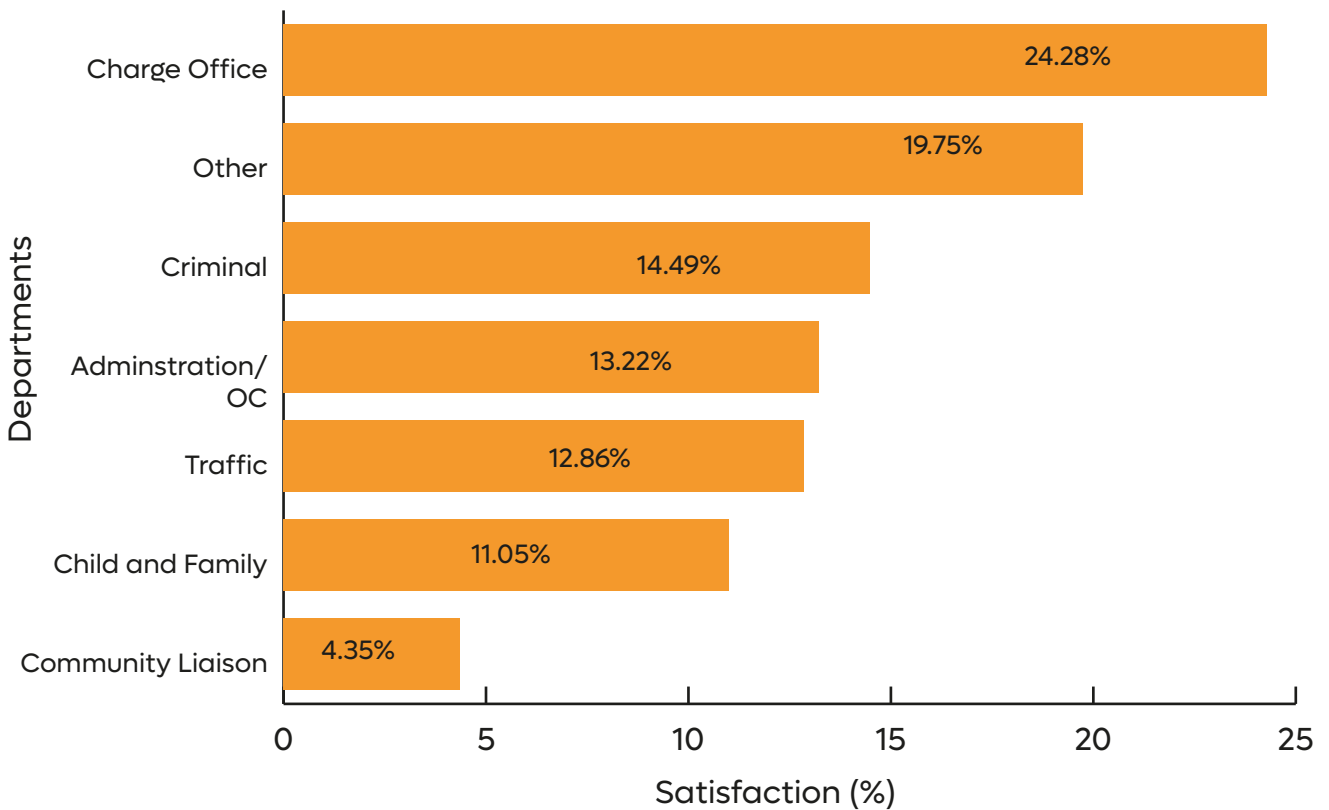
Overall, Kira Road police station had the second overall satisfaction rating (67.12%) of all the police stations. The departments that contributed to this strong performance were those that scored above 67.49%, which is the overall average across all police stations .Community Liason office , Charge Office were especially strong at this police station scoring 72.92% and 71.08% respectively.

Citizen's satisfaction at different departments at Kira Road Police Station

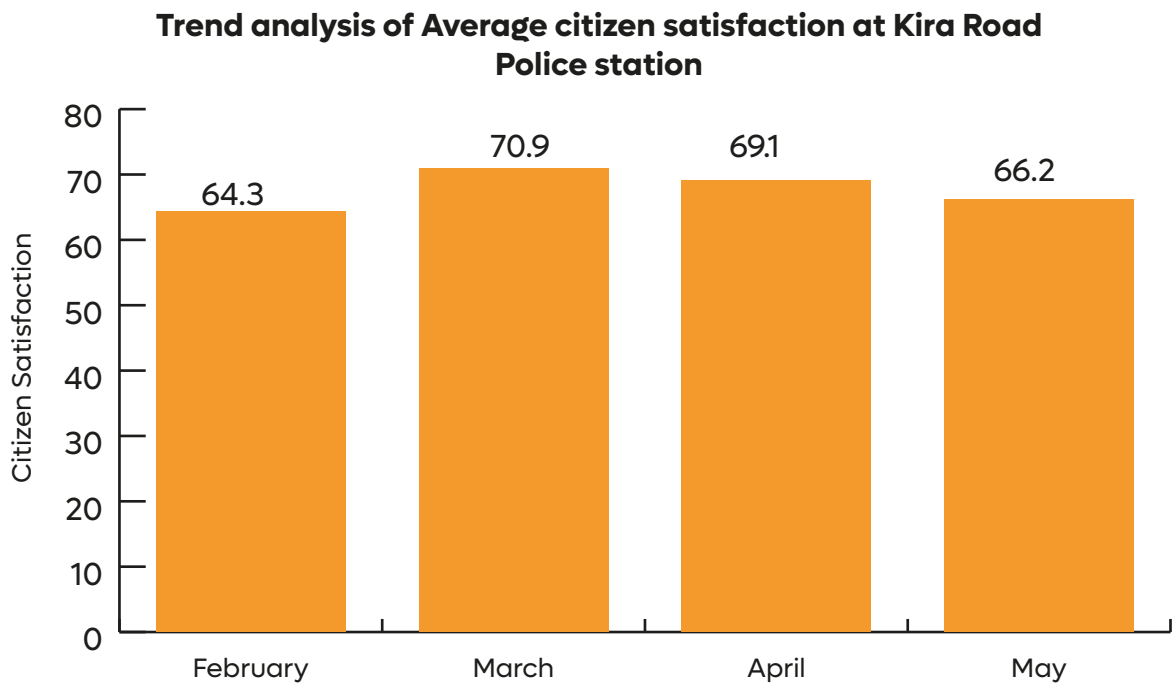


Three departments in particular, Administration/OC with 68.49, criminal investigation with 66.88% and Traffic with 54.93% had the lowest satisfaction. These particularly are targets for improvement due to their low performance.

Case distribution per department at Kira Road Police Station



The departments with the highest percentage of cases are Charge Office with 24.28% Criminal Investigation with 14.49% and Administration/ OC with 13.22%. These departments should be the target for improvement due to the highest number of cases with only charge office with citizen’s satisfaction slightly above the overall at 71.08%. Criminal investigation and Administration/ OC are below the average satisfaction at **66.88%** and **68.49%** respectively.



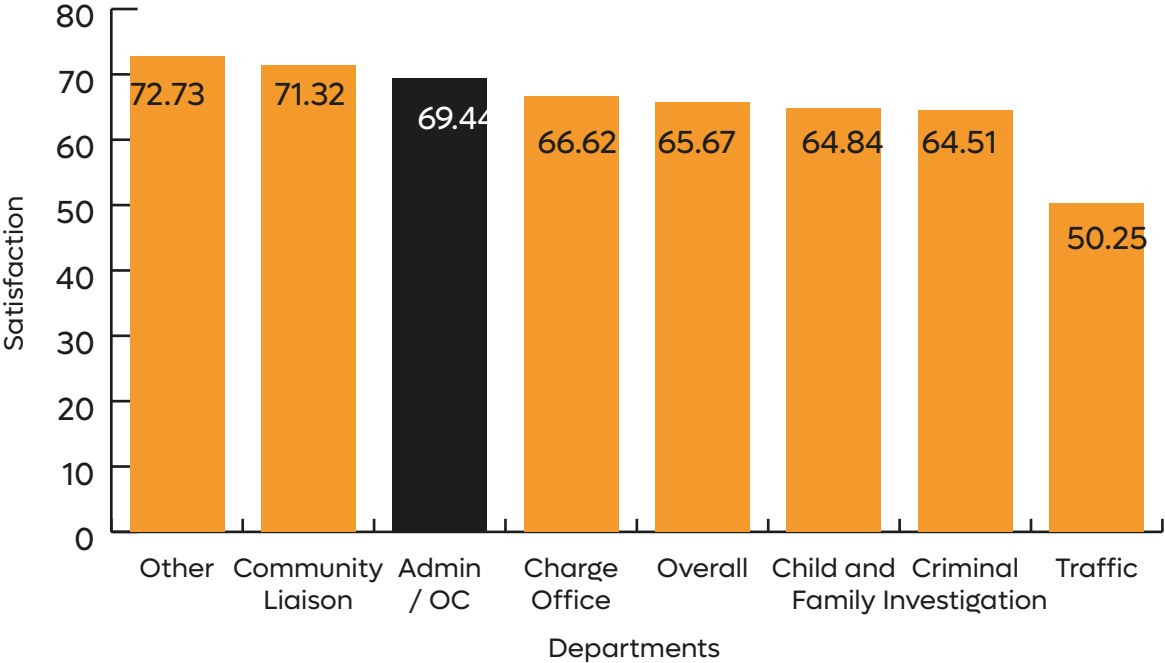
In February 2024, the average citizen satisfaction at Kira Road Police station was 64.3% which was the lowest. March reported the highest citizen satisfaction at 70.9%.

Generally there was an increase in the average citizen satisfaction at Kira Road Police stations from February upto May from 64.3% to 66.2% respectively.

Old Kampala police station

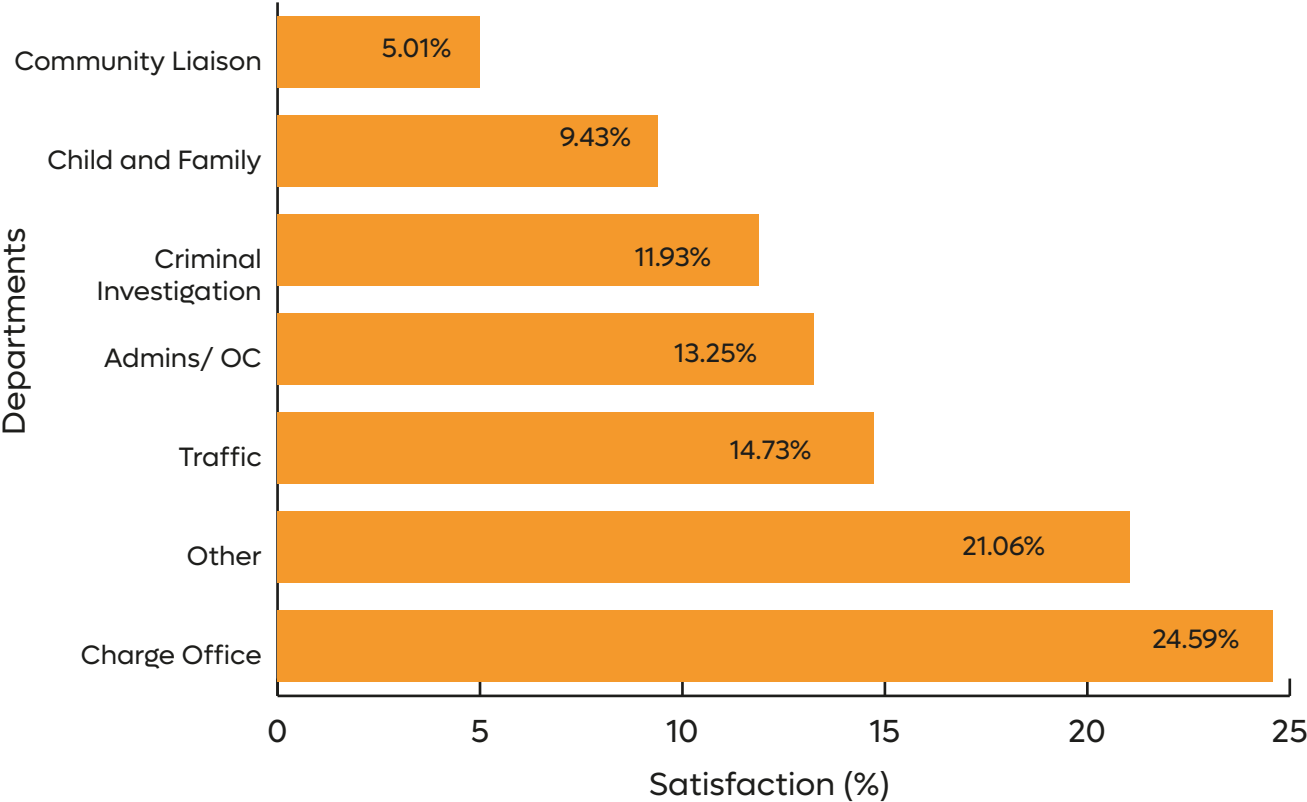
Overall, Old Kampala police station had the third highest overall satisfaction rating (65.68%) of all the police stations. The departments that contributed to this strong performance were those that scored above 67.49%, which is the overall average across all police stations. Community Liason office, Administration/ OC were especially strong at this police station scoring **71.32%** and **69.44%** respectively.

Citizen’s satisfaction at different departments at Old Kampala Police Station



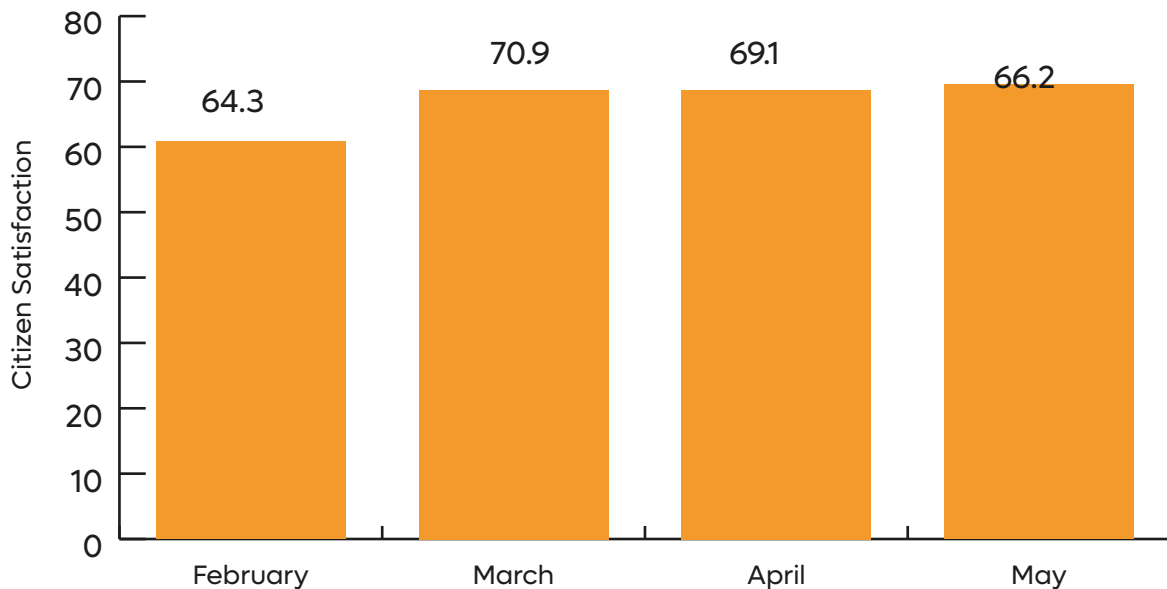
Three departments, particularly Child and Family protection unit at 64.84% Criminal investigation at 64.51% and Traffic at 50.25% had the lowest satisfaction. These particularly are targets for improvement due to their low performance.

Case distribution per department at Old Kampala Police Station



The departments with the highest percentage of cases are Charge Office with 24.59%, Traffic with 14.73% and Administration/OC with 13.25%. These departments should be the target for improvement due to the highest number of cases with only Administration/OC with citizens' satisfaction slightly above the overall at 69.44%. Charge Office and Traffic are below the average satisfaction at 66.62% and 50.25% respectively.

Trend analysis of Average citizen satisfaction Old Kampala Police station



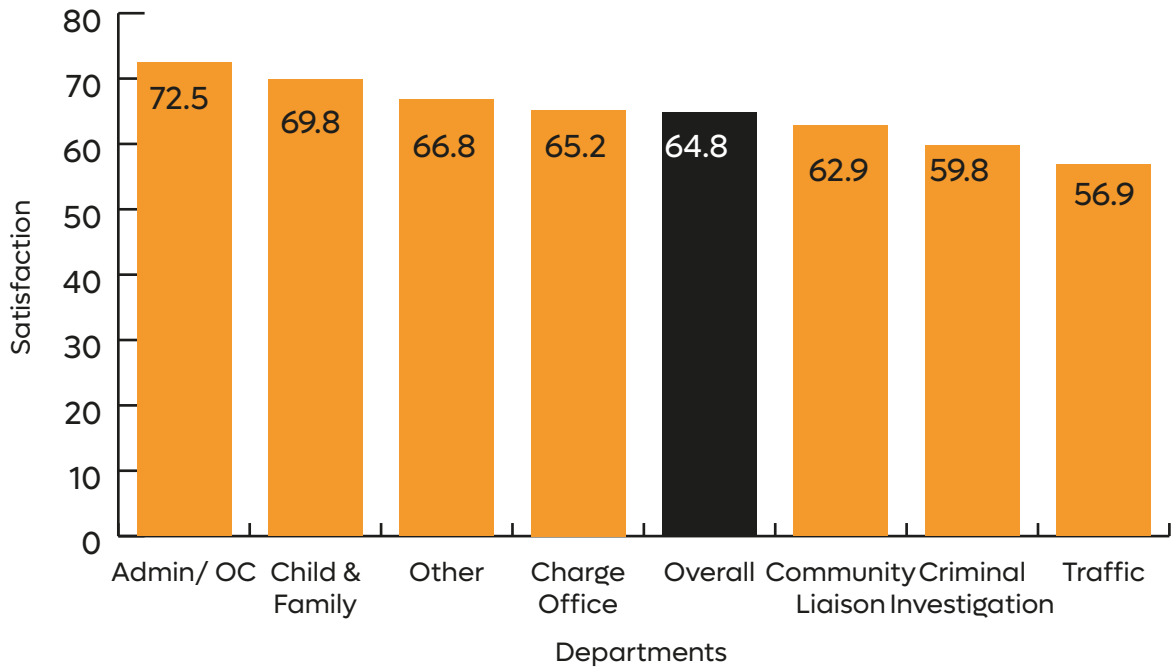
In February 2024, the average citizen satisfaction at Old Kampala Police station was 60.8% which was the lowest. May reported the highest citizen satisfaction at 69.5%.

Generally there was an increase in the average citizen satisfaction at Old Kampala Police station from February upto May from **60.8% to 69.5%** respectively.

Wakiso Police Station

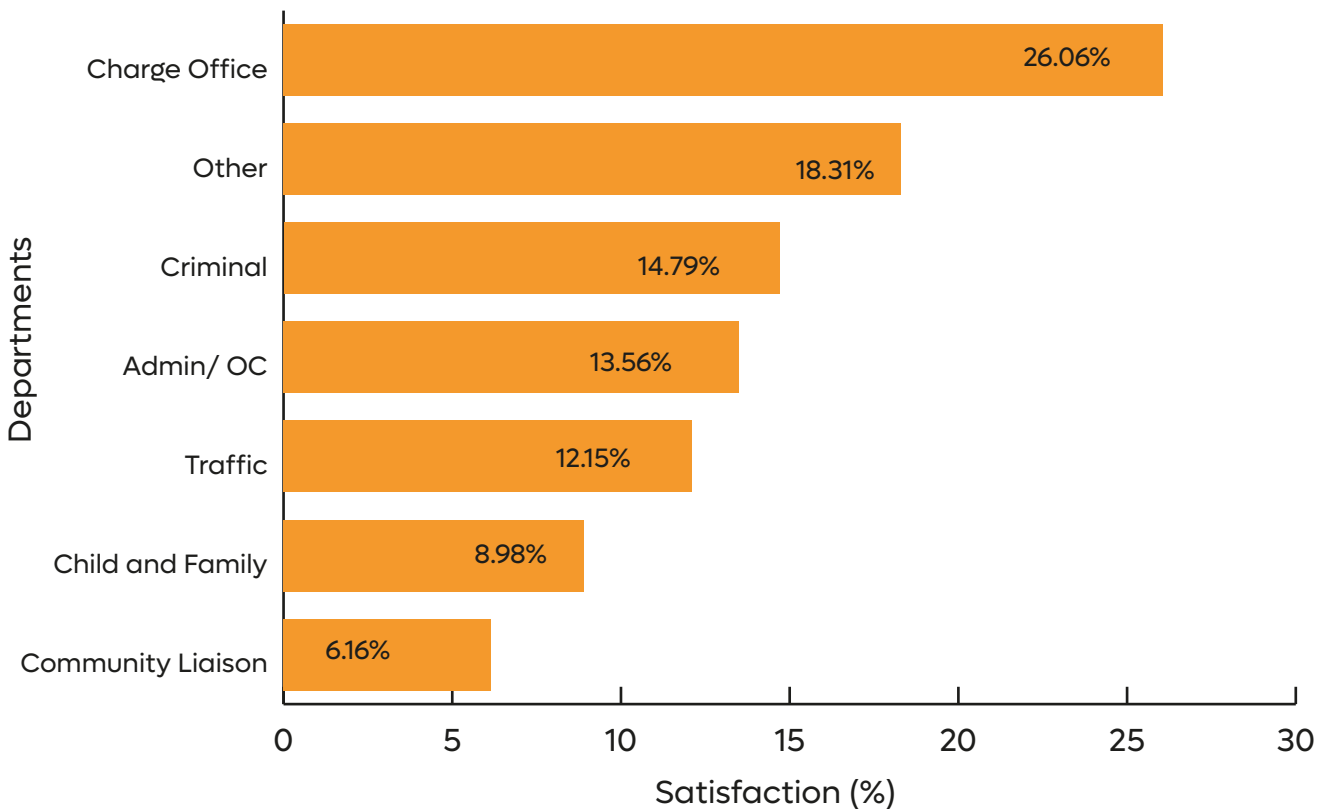
Overall, Wakiso police station had the lowest overall satisfaction rating (65.32%) of all the police stations. The departments that contributed to this performance were those that scored above 67.49%, which is the overall average across all police stations. Administration/OC, Child and family Protection Unit were especially strong at this police station scoring 72.46% and 69.81% respectively.

Citizen's satisfaction at different departments at Wakiso Police Station



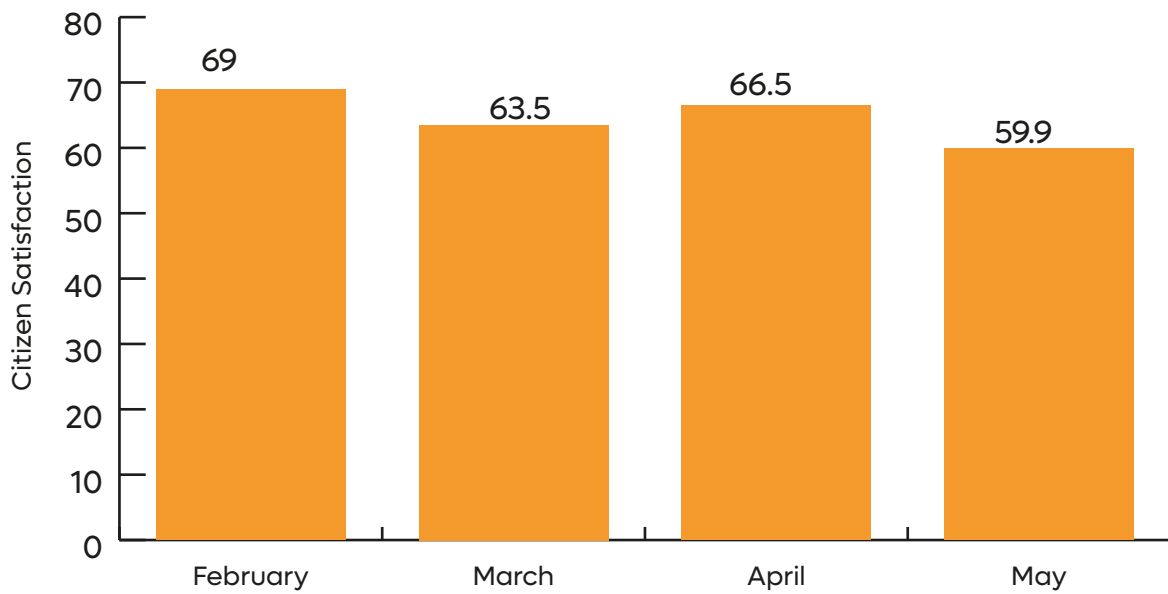
Three departments particularly Community Liaison, at 62.86% Criminal Investigation 59.82% and Traffic at 56.86%. These particularly are targets for improvement due to their low performance.

Case distribution per department at Wakiso Police Station



The departments with the highest percentage of cases are Charge Office with 2606%, Criminal Investigation with 14.79% and Child and Family Protection Unit with 13.56%. These departments should be the target for improvement due to the highest number of cases with only the Child and Family Protection Unit with citizens' satisfaction slightly above the overall at 69.81% . Charge Office and Criminal Investigation are below the average satisfaction at **65.2%** and **59.82%** respectively.

Trend analysis of Average citizen satisfaction at Wakiso Police Station



The departments with the highest percentage of cases are Charge Office with 26.06%, Criminal Investigation with 14.79% and Child and Family Protection Unit with 13.56%. These departments should be the target for improvement due to the highest number of cases with only the Child and Family Protection Unit with citizens' satisfaction slightly above the overall at 69.81%. Charge Office and Criminal Investigation are below the average satisfaction at 65.2% and 59.82% respectively.

IMPROVEMENT STRATEGIES

All Police stations have pro-actively and consistently shared and discussed the SEMA monthly reports which elaborately highlight recommendations and areas for improvement in a departmentalized format. In order to improve service delivery, police leadership and service providers at the police stations used the monthly reports to re-assess service delivery at the different police stations and derive strategies to address the concerns of the citizens in order to increase citizens' satisfaction. Some of the ideas that have emerged from these meetings include;

Ntinda Police Station.

Upon SEMA delivering client feedback reports, the Officer in Charge at Ntinda Police Station. The clarity of the report was rated 5 out of 5, indicating that the officers understood their departmental performance without question. However, a serious issue was identified in the traffic department, where officers were reportedly demanding bribes before addressing clients' issues. Unfortunately, no specific commitment was provided by the station, with officers dismissing the complaints as client bias.

Despite this, the feedback on SEMA's tools was positive, although there was disappointment over the limited use of the feedback machine. The station suggested producing more copies of the report for individual department analysis. The traffic department also faced criticism for long waiting times and inconsistent fees. The station also promised to involve the traffic head to address these issues.

Kira Road Police Divisional Police Station.

During the Pilot program, SEMA delivered monthly client feedback reports to multiple departments at Kira Road Police Station, including the CID office, OC station office, Records department, and Traffic office. The clarity of the reports was rated 3 out of 5, as the staff found the text small and the titles not very clear. The main issue identified by citizens was the postponing of cases by the traffic office without clear explanations. The CID officer acknowledged the need for further investigations, while the traffic office dismissed the allegations as false. The station appreciated the feedback, stating it encourages improvement. They suggested organizing the report format better, with clearer and bolder titles.

During the month of April, SEMA met with the Officer in Charge at Kira Road Police Station and the clarity of the report was rated 4 out of 5, reflecting an improvement in addressing previous issues.

Towards the end of the pilot program, the traffic department faced criticism for long waiting times and inconsistent fees. The station administration promised to involve the traffic head to address these issues. They continuously valued SEMA's tools for direct client feedback but noted that the feedback tool was not frequently collected.

Wakiso Police Divisional Police Station.

SEMA delivered monthly client feedback reports to the Officer in Charge and DPC at Wakiso Police Station. The clarity of the reports was rated 3 out of 5, with staff acknowledging the issue of traffic officers not being in the office, causing clients to return multiple times. The DPC promised to ensure additional officers are present and to educate the community about the law. The station appreciated the feedback, recognizing areas of weakness, and committed to sensitizing the community about the law to improve service delivery.

During the Month of April the DPC and Officer in Charge Mr. Olila at Wakiso Police Station received the feedback report with the response being more defensive. The main issue was delays in responding to cases and managing client files. The station committed to informing the public about the police's role and improving internal processes. Generally they also promised faster response times from the justice system and better officer availability. The feedback was positively received, with a commitment to filling gaps. Suggestions included joint workshops with police, DPP, judiciary, and prison to harmonize efforts and continuous public sensitization.

Old Kampala Divisional Police Station.

From the initial months of the pilot program, SEMA focused on encouraging citizens utilising the tools. Upon receiving the client feedback reports, it was realized that there was a gap between the police station and the community it services as they complained mostly about the long waiting times and unclear procedures to be followed. SEMA meeting with the CLO agreed to support in the community engagement and training the communities around.

The DPC initially required more training on the report content which we provide and rated its clarity at 5. He also instructed the reports to be shared across staff communication platforms. They highly valued SEMA's tools for direct client feedback but noted that the feedback was not frequently collected.

CONCLUSION

Over the period of 4 months, the overall average satisfaction in the police stations was 67.49%. The highest average satisfaction was at Ntinda Police station which had an overall score of 71.85%. The departments that contributed to this strong performance were those that scored above 67.49%, which is the overall average across all police stations. Community Liaison office, Charge Office were especially strong at this police station scoring 80.36% and 77.78% respectively.

Kira Rad Police station had the second highest average satisfaction which had an overall score of 67.12%. The departments that contributed to this strong performance were Community Liaison office, Charge Office were especially strong at this police station scoring 72.92% and 71.08% respectively.

Old Kampala police station had the third highest average satisfaction which had an overall score of 65.68%. The departments that contributed to this strong performance were Community Liaison office, Charge Office were especially strong at this police station scoring 71.32% and 69.44% respectively.

Wakiso police station had the lowest average satisfaction which had an overall score of 65.32%. The departments that contributed to this performance were Administration/OC, Child and family Protection Unit were especially strong at this police station scoring 72.46% and 69.81% respectively.

The feedback system that SEMA has presented at the police station over the years from 2021 has been greatly appreciated and valued throughout the data collection period for improvement and fostering open communication between SEMA and various police stations. Each station has shown a commitment to addressing the highlighted concerns, though the degree of acceptance and specific actions vary. The consistent use of SEMA's tools and ongoing collaboration will be crucial in ensuring that these stations can effectively tackle corruption and enhance accountability within their operations. The feedback mechanism should be continually refined based on suggestions to enhance clarity and accessibility for all departments involved.

This report underscores the importance of clear communication and proactive measures in improving police performance and community trust. The operations team recommends ongoing monitoring and follow-up to ensure commitments are met and further improvements are made.



Feedback Matters

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

Contact us!



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