



Stichting SEMA

POLICY PLAN 2018

Last Updated: 1 November 2018

Introduction

About this Document

This document is the SEMA Policy Plan 2018 by Stichting Sema.

Publishing and providing a Policy Plan publicly is required of every Stichting registered in The Netherlands. It briefly summarizes SEMA's organizational structure, key activities, and funding sources.

The Policy Plan is a living document that is adjusted once a year. This document is the latest version that was published on November 1st, 2018.

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About SEMA

SEMA is legally registered as Stichting SEMA in The Netherlands, KvK-number 70988420. The demarcation “Stichting” may be translated to English as Foundation, or non-profit. Stichting SEMA qualifies to receive ANBI status under Dutch taxation law.

SEMA was founded on 22 February, 2018, in Amsterdam, The Netherlands. SEMA’s mission is to:

- a) Make public services more transparent and accountable
- b) Create an interactive dialogue between citizens and public institutions
- c) Help institutions to develop services that meet the needs of users
- d) Help citizens to evaluate (public) services and speak out about corruption.

The officially registered summary of the organization in Dutch follows below.

Stichting SEMA heeft ten doel:

het transparanter en verantwoordelijker maken van publieke diensten;
 het creëren van een interactieve dialoog tussen burgers en publieke instellingen;
 het helpen van instellingen in de ontwikkeling van diensten die beantwoorden aan de behoeften van gebruikers;
 het helpen van burgers om (publieke) diensten te evalueren en zich uit te spreken over corruptie.

Through its social mission, SEMA aims to help governments to achieve and measure SDG 16.6 (‘to develop accountable and transparent institutions at all levels’).

Our Principles

SEMA’s team and activities are intended to carry forward core principles of:

1. **A citizen-focused approach.** Users of public systems provide valuable input that must be incorporated to make efficient, transparent, and effective public services.
2. **Advocating for evidence-based action.** Citizen voices must have advocates to push decision makers to improve the quality of public service delivery.
3. **Data protection and anonymity.** People must be able to safely and anonymously provide feedback. SEMA strives for anonymity and safety of users’ voices at every step.
4. **Emphasizing local change.** SEMA empowers local teams of advocates and professionals and local governments to carry SEMA’s mission forward in their communities.

Our Vision

A world where all citizens are able to provide feedback on any service that they use – public or private – in a fast, anonymous and easy way, resulting in better quality service delivery. We dream of offering a dynamic, data-driven product that inspires transparency and trust, incentivizes good public service, and is able to sustain itself financially.

Activities

Current activities

SEMA was awarded the D-Prize in December 2017 to carry out a pilot in Kampala, Uganda. The idea, research and development phase of this project began in August 2017, leading to the legal entity being set up in February 2018, and the pilot launched in March 2018.

SEMA launched activities in Uganda in February 2018, when volunteers were recruited, first survey design was concluded, and first public partners were identified and approached. In March, we launched the pilot in Uganda with first data collection taking place on March 12, 2018.

New data collection methods have been tested and the team expanded. As of the creation of this document the pilot has gathered over 7000 face-to-face interviews through managing a network of one dozen volunteers. Additionally 600 automated interviews have been carried out through the IVR (Interactive Voice Response) feedback system. Finally, over 2000 votes were cast through SEMA's feedback devices, of which 10 devices are in its possession. This data was gathered at 11 different public offices in Kampala, including 5 police stations, 3 municipality offices, 1 human rights office, 1 court and 1 immigration office.

In May 2018 SEMA received an additional grant from the Knowledge Management Fund (part of Knowledge Platform Security and Rule of Law) based in The Hague, in order to test the theory of change of SEMA. Since May, a total of 15 data reports were published and discussed with various public offices, including during high-level stakeholder meetings.

SEMA has two formal public partners which support its work and allow for data collection at various offices during the pilot. The KCCA (Kampala City Central Authority) has provided a letter supporting SEMA to measure at its locations. Additionally, the Justice, Law and Order Sector (JLOS) has given permission to gather data at its public offices, and has launched SEMA as a partner innovation at the 23rd JLOS Annual Review in October 2018.

Goals for 2018

SEMA's key activity in 2018 is the launch of its first pilot in Kampala, Uganda. It envisions a steady growth in Uganda and East Africa as a result. Key milestones include:

- Successful development and launch of minimum 3 products designed to gather citizen feedback in real-time and with offline methods (in-person interviews; IVR interview line and hardware devices that allow

for anonymous service rating);

- Gathering of minimum 10,000 citizen voices about public service delivery;
- Formal- and working partnerships with at least 10 public offices in Uganda and growing;
- Generation of at least 20 actionable data reports for each public institution where data is gathered;
- Incorporation and use of SEMA's advice by the public sector, resulting in multiple visible changes to service delivery that can be quantified and measured through improved service reviews;
- Acquiring additional funding sources to fund SEMA's services, leading to at least one additional grant (50.000 EUR or above) to continue work in the public sector in Uganda;
- Assessed possible revenue streams with public and private sector to make SEMA sustainable.

Management

Board of Directors

SEMA's Board of Directors consists of three persons.

1. Nathalie Dijkman. Dutch citizen with residence in The Netherlands. Chair of Stichting SEMA. Director of the Stichting Acting CEO or Executive Director of SEMA.
2. Connor Sattely. American citizen with residence in The Netherlands. Secretary of Stichting SEMA. Secretary of the Stichting. Acting CTO of SEMA.
3. Wilfried de Wever. Belgian citizen with residence in The Netherlands. Treasurer of Stichting SEMA. Treasurer or general member of the Board of the Stichting.

Presence on the Board of Directors does not necessarily indicate a large operational commitment. These board members have not received and do not receive salaries nor financial compensation for their working activities towards SEMA.

Team

SEMA's executive team consists of:

1. Nathalie Dijkman (founder), CEO, manages high-level partnerships, fundraising and the day-to-day operation of the entire organization.
2. Tim Kakuru (co-founder), Community Manager, organizes SEMA's first volunteer network and partnerships, develops and executes SEMA's social media strategy.
3. Connor Sattely (co-founder), Technical Advisor/Chief Technology Officer, leads the product development of SEMA.
4. Joanitah Nsassirwe, Operations Manager, is in the lead on operational activities in Kampala, including developing partnerships with public offices and managing and growing the volunteer network.
5. Adrian Aturinda, Graphic Designer, helps design SEMA's data reports and communication materials.
6. Nine volunteers that gather citizen feedback through in-person interviews and support on technical maintenance.

SEMA does not have any employees on payroll as of today. Paid SEMA team members are working for SEMA as consultants, based on Ugandan wage standards (these include Tim, Joanitah and Adrian). All SEMA volunteers

have signed a Volunteer Agreement and receive reimbursements for their travel costs related to SEMA.

Advisors

As of May 2018, SEMA has formed an Advisory Group which is largely focused on its activities in Kampala, Uganda. It includes five members with connections to relevant organisations that SEMA works with or wants to work with:

- **Edgar Kuhimbisa:** Information, Communications & Technology Officer at the Justice Law and Order Sector
- **Violet Alinda:** Advocacy Manager at Twaweza East Africa
- **Claire Ollama:** Research and Business Analyst at the Kampala Capital City Authority
- **Dorah Mafabi:** Programme Manager at the Democratic Governance Facility
- **Moses Ojok:** Officer in Charge at the Ntinda Police Station

SEMA Advisors have signed an agreement with SEMA and convene once every two months. These meetings are chaired by SEMA's CEO and minuted by the Operations Manager. SEMA Advisors do not receive any payment for their activities, but may receive reimbursements for costs related to a.o. attending Advisory Group meetings.

Funding

Financing

SEMA was awarded a 20,000 USD grant from D-Prize in December 2017, which was disbursed in January 2018 to finance the operational launch of its pilot in Kampala, Uganda. This grant included funding for the development of a volunteer network as well as phone-based technical systems. To date, the full grant was paid out.

D-Prize offered an additional 10,000 USD in March 2018 to further support the development of the SEMA project. This funding was earmarked for the development of a hardware system to accompany interviews and phone feedback systems. To date, the full grant was paid out.

In May 2018, SEMA was awarded 15,000 EUR from the Knowledge Management Fund to develop, test and present data-to-action strategies that can help translate citizen feedback into better quality service delivery. To date, 12,000 EUR was paid out.

In October 2018, SEMA was awarded 12,000 USD from Innovations for Change (Hub Afrique), to expand operations to more offices and test the sustainability model of SEMA. To date, the grant was not paid out yet.

Means for sustainability

SEMA, having been created by social entrepreneurs, has as its goal not only to create valuable and meaningful social impact, but also to create sustainable activities.

SEMA therefore plans to explore three routes for sustainability.

1. Grants for ICT / development / big data. Various international organizations often provide grants and awards to early stage technical products in Africa aimed at measuring the SDGs or increasing accountability of public services.
2. Public sector projects. Governments may look for technical partners to strengthen their M&E departments, measure impact or provide feedback systems. SEMA could provide such services/products at a cost, financed by the government or an international organization/donor supporting this government as part of a tender or a system overhaul.
3. Private sector projects. SEMA's suite of citizen feedback tools are equally applicable to the private sector i.e. banks, restaurants, and

chain stores. Any revenue generated from private sector partners paying for SEMA's services or products will be fed into SEMA's public sector work.

Privacy and Integrity

In August 2018, SEMA published a Data and Integrity Policy which serves as the guiding principles of SEMA's handling of data. These guidelines are aligned with the GDPR that came into effect 2018.

SEMA commits to never sell any personally identifiable information of citizens or users; to never sell or share any information the provision of which could reasonably lead to any form of reprisal on a particular group of citizens or users; and to always respect the privacy and voices of those who use SEMA's feedback systems.

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