

ANALYSIS OF THE CENTRAL RESULTS DELIVERY COORDINATION UNIT'S CITIZENS' DELIVERY TRACKER.

Citizen Survey and Key Informants' Interview Report of the Ministries, Departments and Agencies (MDAs), the CRDCU and Civil Society Organisations (CSOs)



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Executive Summary

This policy brief presents a consolidated assessment of Nigeria's Citizen Delivery Tracker (CDT), drawing on a nationwide citizen perception survey (1,978 respondents across 36 states and FCT) and Key Informant Interviews (KIIs) with Ministries, Departments and Agencies (MDAs), the Central Results Delivery Coordination Unit (CRDCU), and Civil Society Organisations (CSOs).

The combined findings reveal a high-demand, low-utilisation paradox. Citizens strongly support performance tracking and government accountability mechanisms, yet awareness and usage of the CDT remain limited. At the same time, institutional adoption across MDAs is uneven, access is centralised, and responsiveness to citizen feedback varies significantly.

Key insights include:

- **Strong citizen demand for accountability:** 82% of respondents are interested in tracking government performance, and 83% actively seek information about government projects.
- **Low awareness and usage of CDT:** 64% of respondents were unaware of the platform, and 74% had never used it.
- **Positive user experience among users:** 54% found the platform useful, and 87% reported it was easy to navigate.
- **Institutional adoption remains uneven** across MDAs, with some ministries highly engaged and others exhibiting limited awareness or integration.
- **Centralised access limits responsiveness**, as many MDAs lack backend access to complaints and depend on CRDCU mediation.
- **Citizen feedback resolution remains inconsistent**, with only about one-third of complaints resolved fully or partially.
- **Technical and operational gaps** include weak analytics, absence of real-time dashboards, limited automation, and poor mobile optimisation.

Despite these constraints, the CDT demonstrates strong potential as a national performance monitoring and citizen engagement system. With targeted investments in awareness, decentralisation, analytics, and institutional integration, the platform could evolve into a central accountability infrastructure for results-based governance.

2. Background and Policy Context

Effective public service delivery depends on the ability of governments to systematically capture citizen feedback, monitor implementation performance, and respond to emerging service delivery challenges. Digital accountability platforms have become critical instruments for strengthening transparency, improving responsiveness, and aligning public sector outcomes with citizen expectations.

In Nigeria, the CDT, developed by the CRDCU, was introduced as a digital mechanism to bridge the gap between government commitments and citizen experience. The platform enables citizens to track government projects and commitments, submit feedback on service delivery, monitor performance across sectors, and contribute to strengthening accountability mechanisms within public institutions.

Beyond its citizen-facing functions, the CDT also supports government institutions by capturing real-time citizen feedback, monitoring implementation performance, and escalating service delivery issues to relevant Ministries, Departments, and Agencies (MDAs). Through these functions, the platform is designed to improve responsiveness, strengthen coordination across institutions, and support evidence-based decision-making within government.

The combined findings from the nationwide citizen survey and the Key Informant Interviews (KIIs) provide a comprehensive assessment of how effectively the CDT is achieving these objectives across both citizens and institutions, including its role in enhancing transparency, improving service delivery, and strengthening accountability within Nigeria's governance system.

3. Research Method

3.1. Research Design

This study adopts a mixed-methods approach, combining a large-scale citizen survey (qualitative and quantitative survey methods) with qualitative Key Informant Interviews (KIIs) to provide a comprehensive assessment of the CDT from both user and institutional perspectives.

3.2. Data Collection

Data collection employed a mixed sampling approach. A random selection method was used to administer the survey to 555 respondents, with an equal number of respondents (15 each)

across the 36 states and the FCT. In addition, convenience and snowball sampling techniques were used to administer the survey to another 1,423 respondents. Respondents were drawn from all 36 states and the FCT, except Delta and Bayelsa states, ensuring broad geographic coverage. This nationwide reach strengthened the representativeness of the findings and reduced the risk of regional bias.

Complementing the survey, Key Informant Interviews (KIIs) were conducted with:

- Senior officials and delivery/desk officers across selected MDAs (Industry, Interior, Education, Health and Socials, Power, Mining and Economy, Finance, Budget and Planning, and Environment).
- Members of the CRDCU team (Delivery Manager, Head of Technology, Head of Communications, and Coordinator)
- Representatives from 10 selected Civil Society Organisations (21st Century Community Empowerment for Youth and Women Initiative, Serene Society Initiative, Abraham's Children Foundation, BudgiT Foundation, TEM Foundation, DEAN Initiative, Youths Education on Human Rights and Civil Responsibilities, Initiative for Social Development in Africa, Better Community Life Initiative (BECOLIN), and Centre for Peace Education and Community Development)

These interviews provided in-depth, qualitative insights into institutional dynamics and system-level performance.

Data collection was conducted using web-based tools, specifically [Goloka](#) and [Google Forms](#). Goloka, a secure data collection and intelligence platform that leverages geospatial technology and citizen-sourced data, was used to capture responses across the 36 states and the FCT. Google Forms was also used to collect responses efficiently from 36 volunteers across various states. The volunteers were mobilised to circulate the form within an intensive 8-day period, leveraging their local networks for broader state-level reach without a formal random sampling method, but relying on convenience and snowball sampling through trusted community circulators to ensure accessibility and rapid data gathering.

3.3. Data Analysis

The study employed thematic content analysis to systematically examine interview responses. Data were transcribed, coded, and organised into thematic categories aligned with the study objectives.

The study was structured around several core themes:

- Awareness and familiarity with the CDT
- institutional and citizen adoption of the CDT
- The extent of platform integration within government workflows
- Responsiveness to citizen feedback
- Operational performance of the system
- Challenges and recommendations

Together, these methods enable a robust, triangulated understanding of both citizen experience and institutional effectiveness of the CDT platform.

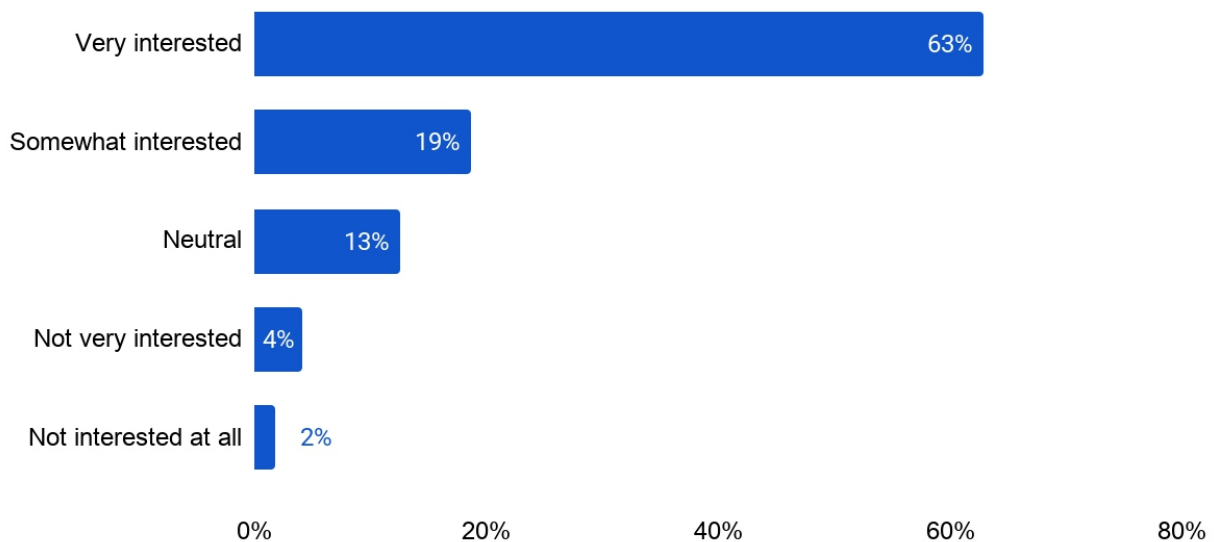
Citizen Survey

4. Key Findings

4.1. Citizen Demand for Accountability and Performance Tracking.

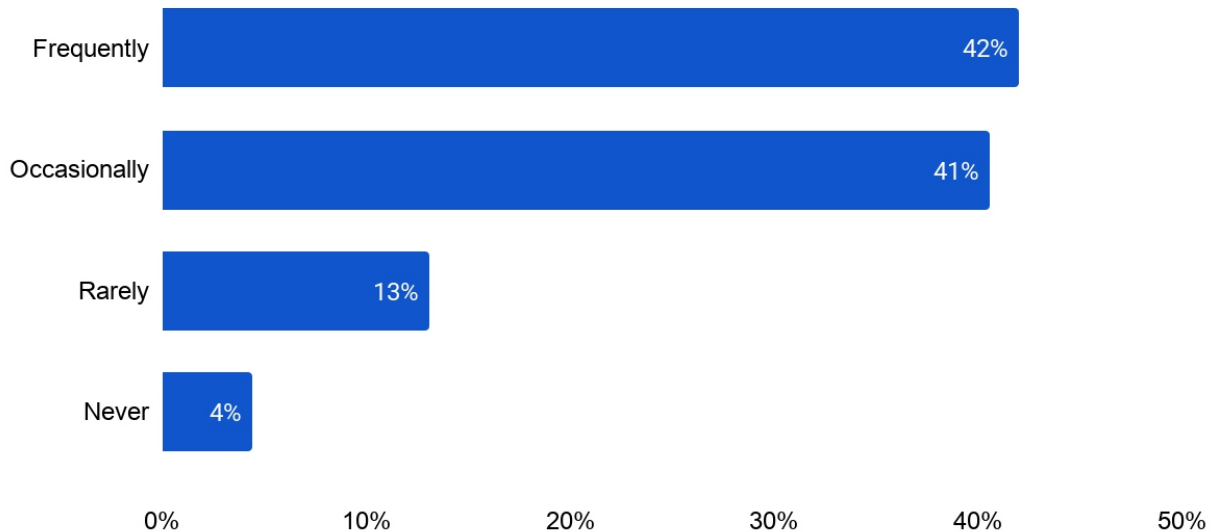
The survey shows that 82% of respondents expressed interest in tracking government performance and achievements; 63% reported being very interested, 19% showed somewhat interested, 13% were neutral, 4% of the respondents were not very interested, and 2% were not interested at all.

Figure 1: Interest in Tracking Government Performance and Achievements



A large portion of the respondents who expressed interest sought information about federal government projects and policies. Specifically, 42% reported that they frequently seek such information, while 41% do so occasionally. In contrast, 13% of respondents rarely seek information, and only 4% reported never seeking information on federal government projects and policies.

Figure 2: The Frequency of Seeking Information about Federal Governments Projects and Policies



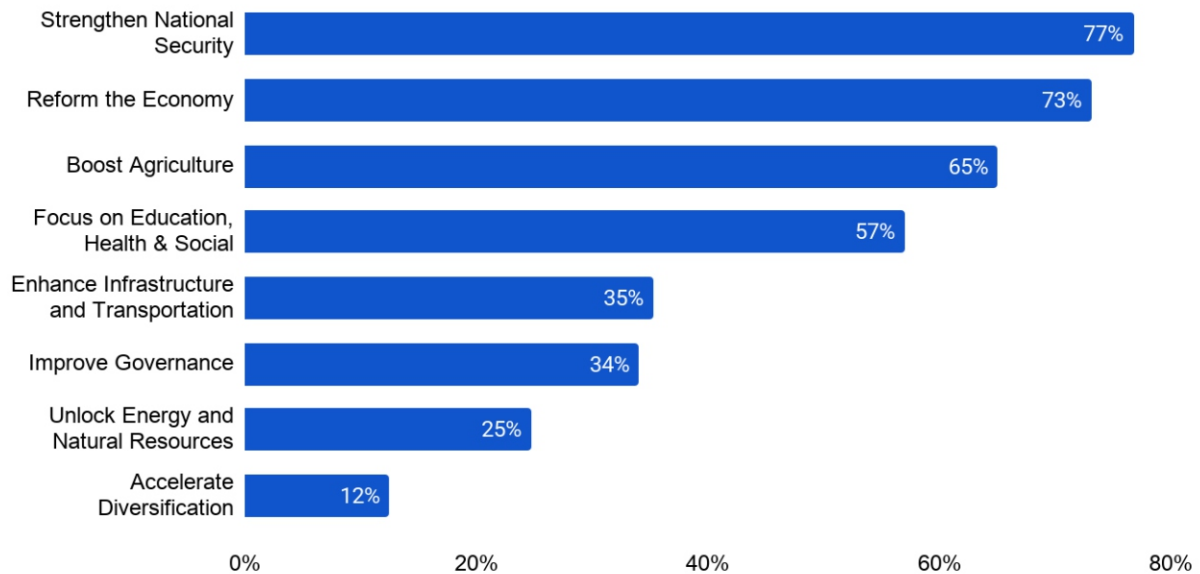
This high level of information-seeking behaviour indicates strong citizen interest in government activities and shows the demand for accessible, timely, and reliable platforms that provide clear updates on public projects and policy implementation.

4.2. Citizen Priorities for Government Delivery

The findings show a clear hierarchy in citizens’ priorities, with immediate concerns dominating the responses. Strengthening national security (77%) and economic reform (73%) emerge as the most urgent areas, reflecting widespread concerns about safety and economic hardship. Agriculture (65%) and human development, education, health, and social protection (57%) also rank highly, showing their importance for livelihoods and social outcomes.

In contrast, fewer respondents prioritise longer-term structural reforms, including infrastructure (35%), governance (34%), energy (25%), and economic diversification (12%). Overall, citizens prioritise interventions that address immediate security and economic pressures, while longer-term reforms are seen as less urgent and require a stronger linkage to short-term benefits.

Figure 3: Goals of the Federal Government that Repondents need the most urgent intervention

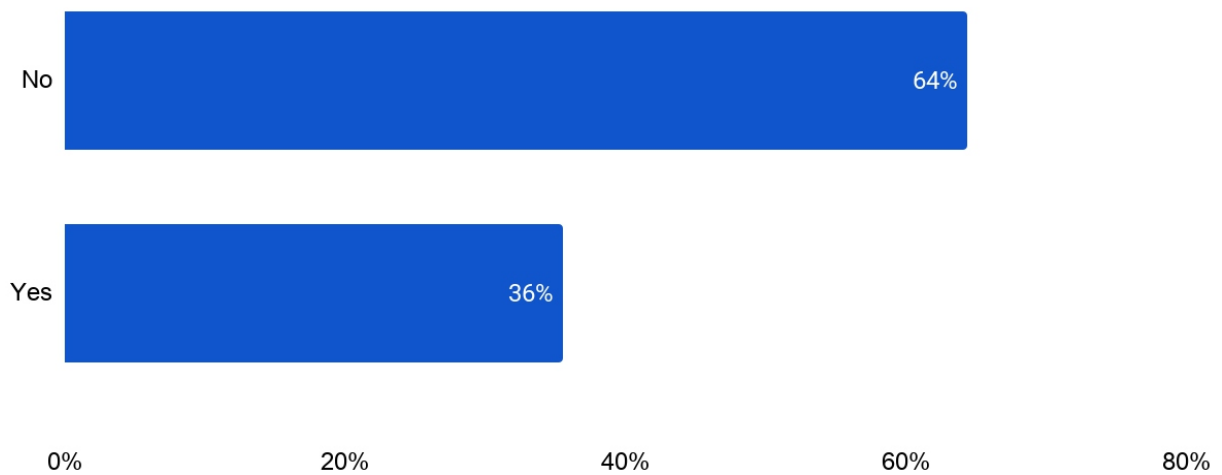


4.3. Awareness and Usage of the CDT

Public awareness of the CDT is low, with 64% of respondents unaware of the platform and only 36% indicating prior awareness.

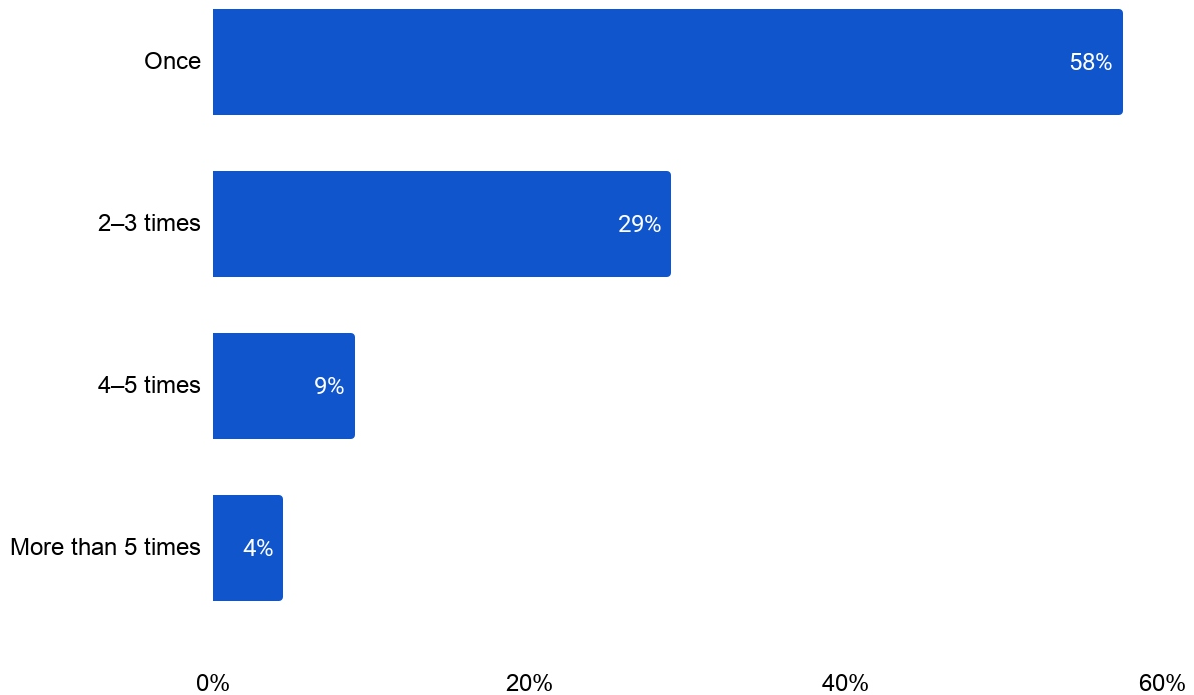
This awareness gap limits the CDT’s effectiveness as a citizen engagement and accountability tool and shows the need for targeted communication and outreach to improve visibility and adoption.

Figure 4: Awareness of the Citizen Delivery Tracker (CDT) for tracking performance and projects before the survey

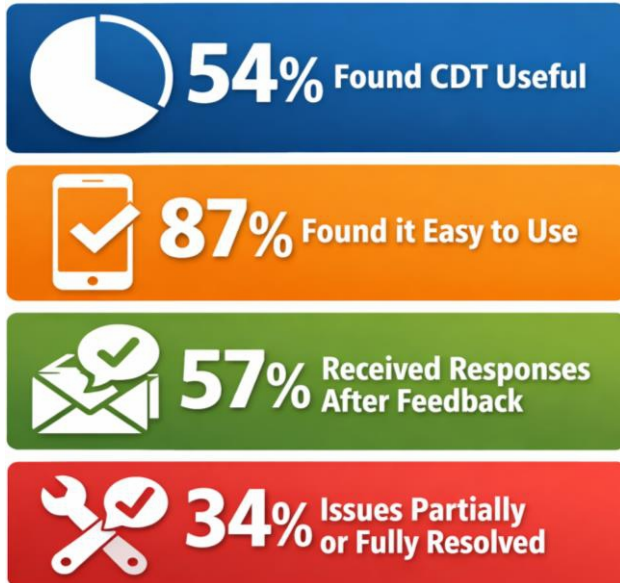


Consistent with the low levels of awareness observed, the majority of respondents reported that they have never visited or used the CDT app or website. Specifically, 74% of respondents indicated that they had not used the platform, while only 26% reported having accessed or used the CDT.

Figure 6: If yes, How many times have you visited or used the CDT app or website in the past 12 months



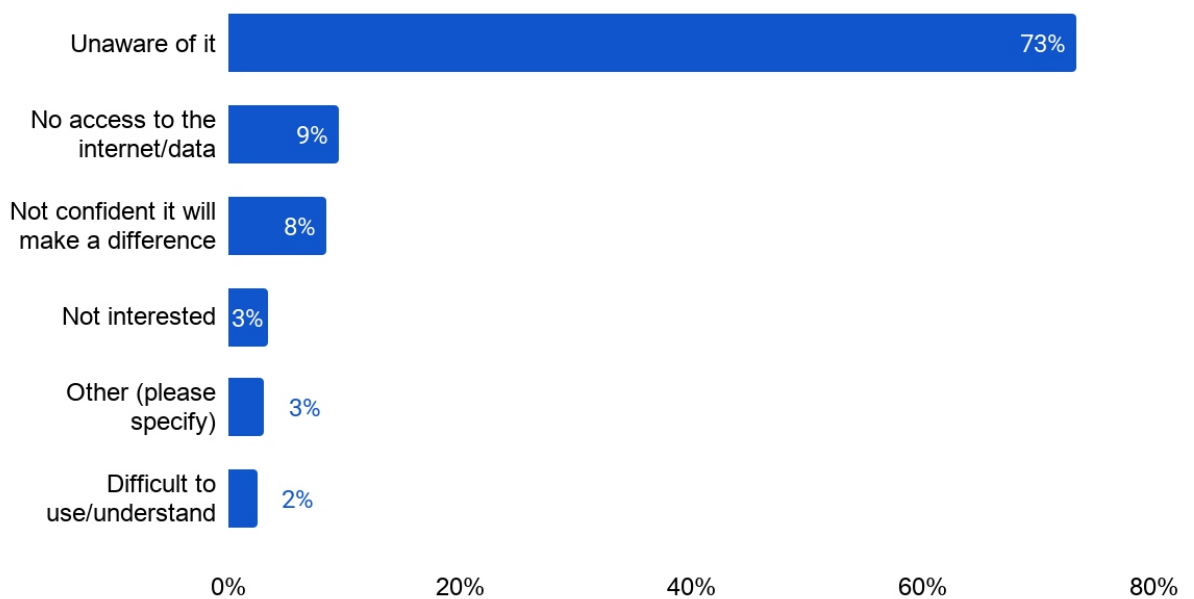
Among CDT users, perceptions are largely positive: 54% found the platform useful, and 87% reported it was easy to use. However, engagement outcomes are mixed, with 57% receiving responses after submitting feedback and only 34% reporting that their issues were partially or fully resolved.



5.4. Major reason for non-use.

Most respondents (73%) are not using the CDT primarily due to a lack of awareness. Other barriers include limited internet access (9%) and low confidence in impact (8%), while disinterest and usability challenges are minimal, suggesting uptake could improve with better awareness and accessibility.

Figure 8: Reason for Non-use of CDT



Ministries, Departments and Agencies (MDAs)

4. Key Findings

4.1 Awareness and Familiarity with CDT

The interviews reveal significant variation in the level of awareness and familiarity with the CDT across MDAs, indicating uneven institutional penetration of the platform. While some ministries demonstrate a clear understanding of the CDT's purpose and functionality, others exhibit only limited or superficial awareness.

This variation suggests that the CDT has not yet achieved uniform institutional adoption, with awareness largely dependent on factors such as departmental roles, level of engagement with the Central Delivery Coordinating Unit (CRDCU), and the extent of internal sensitisation within each ministry.

In ministries such as Power, Education, and Environment, respondents displayed high levels of familiarity, reflecting more structured engagement with the platform and integration into existing service delivery processes.

The Citizen Delivery Tracker is well known to me because of my role as the Director. We have the Central Result Delivery Coordinating Unit (CRCDU) monitoring the Ministry's performance quarterly and annually.

"And because of this CDT that is on the CRDCU platform, we were able to get feedback from the citizens on different complaints, suggestions and what the citizens face as challenges from the sector. So, through the CDT, we can monitor the impact of the sector on the citizens as a whole" **Director, Ministry of Power**

"We are very familiar with the citizens' delivery track because we use it, and we respond, you know, to the responses from the citizens." **Deputy Director, Ministry of Education**

The Ministry of Interior and Mining and Economy demonstrate a moderate level of awareness, characterised by a general understanding of the CDT's existence and purpose, but limited practical engagement and weak integration into core service delivery processes.

In contrast, the Ministries of Industry, Finance, Budget and Planning, and Health and Social Welfare exhibit low levels of awareness and engagement, with several respondents indicating only indirect or superficial knowledge of the CDT. In some instances, officials reported having merely heard of the platform without a clear understanding of its functionality, application, or relevance to their roles.

“On the CDT, it is a new initiative coming to us. It is still under the Central Delivery Manager of the CRCDU, who is about to introduce it to us in the ministry.” **Director, Ministry of Finance.**

“Well, in all honesty, the level of familiarity is low if you're talking about a Citizen delivery tracker, right? Yes, it's lower because we have not really been engaging on that platform.” **Director, Ministry of Industry.**

4.2 Access and Institutional Integration

Access to the CDT remains highly centralised, with limited institutional integration across Ministries, Departments, and Agencies (MDAs).

Most MDAs reported that they do not have backend administrative access to the platform and therefore rely on the Central Results and Delivery Coordination Unit (CRCDU) to retrieve, interpret, and transmit citizen feedback. This intermediary structure constrains responsiveness, weakens ownership, and limits the operational use of feedback within service delivery workflows.

“We don't have access, we don't have back-end access to the citizen delivery tracker. When we go to the portal on the tracker, we can only see as a citizen. So whatever feedback or complaint or whatever any citizen puts on the platform on the tracker, we don't get to see it.” **Delivery Officer, Ministry of Mining and Economy**

“Actually, the ministry is partly, not fully, for now, partnering with the CDT to get feedback from the public. We are not really deep into that, but I think we're working towards that.” **Director, Ministry of Interior**

“Well, with CDT, I don't have direct access to that. But all the information we get that comes from CDT, we get it through the CRCDU.” **Director of the Ministry of Mining and Economy.**

The absence of administrative permissions effectively disconnects operational units from the feedback loop, constraining the ability of MDAs to integrate citizen input into routine service delivery management.

4.3 Responsiveness to Citizen Feedback

Findings from the citizen survey showed that 33% received prompt responses, 24% experienced delays, and 43% received no responses at all. Also, only 34% of complaints get partially or fully resolved, while 22% remain unresolved. This shows that responsiveness to citizen feedback through the Citizen Delivery Tracker (CDT) varies significantly across Ministries, Departments, and Agencies (MDAs), reflecting differences in access, operational workflows, and institutional capacity.

Some MDAs reported structured processes for reviewing and escalating complaints; others showed delays arising from verification procedures, incomplete information from citizens, fragmented institutional coordination or policy-level interventions in resolving a complaint, or limited platform access as issues that lead to delays or lack of response in complaint resolution or feedback.

“So whenever we receive a citizen's complaint to the ministry, we immediately acknowledge it, and then we categorise them. Now, in the process of categorisation, we have to sieve it out to pull out those that are priorities.” **Desk Officer, Ministry of Finance.**

“But as I said, presently we have not officially deployed, and as such, we don't have people manning the citizens' delivery tracker. So I wouldn't be able to say for the respondent.” **Delivery Officer, Ministry of Health and Socials.**

“Regarding delayed responses, I think sometimes when these complaints come up, we have prompts from citizens to deal with something we need to also verify. Sometimes we do some form of verification to find out if these responses, if these are complaints, are genuine.” **Delivery Officer, Ministry of Environment**

“Like I said, it depends on either services or policy-related complaints. Some of these policy-related complaints may be delayed. And the reason being that most of the policy-related complaints cut across other ministries. Only one ministry might not be able to handle that particular issue, so there is a need for collaboration with other ministries...that could actually delay the response.” **Desk Officer, Ministry of Industry.**

Despite these constraints, MDAs that actively use the CDT reported that the platform has improved responsiveness by increasing visibility of citizen complaints and creating performance pressure to address issues.

4.4 Impact of the CDT on Service Delivery

MDAs that actively use the CDT reported clear, measurable improvements in service delivery. When integrated into operational workflows, the platform functions as both an accountability mechanism and a performance management tool, enabling systematic tracking of complaints, faster escalation, and closer monitoring of resolution outcomes.

“Just like I said, because now that we know that complaints are being tracked, there is no way you can be able to just slip off any complaint. So it has given us defence but improved our consciousness in attending to these complaints.” **Desk Officer, Ministry of Industry.**

“It has made a lot of impact now because most of the time that citizens complain of one thing, one issue or the other in the education sector, we quickly attend to it. There are so many examples, such as the recently introduced curriculum. We quickly attended to it.” **Deputy Director, Ministry of Education.**

5. Key Systemic Challenges

MDAs identified a set of systemic constraints limiting the accelerated adoption and effective use of the CDT both among citizens and within government institutions.

1. **Limited awareness and sensitisation:**

Several MDAs reported low awareness of the CDT among both officials and citizens, which constrains engagement with the platform. In some cases, officials indicated that although they had heard of the CDT, they lacked clarity on its functionality or had not received sufficient sensitisation to use it. This limits both complaint submission and institutional response.

2. **Limited direct access to the CDT:**

Many ministries reported not having backend access to the CDT, preventing them from viewing and responding to complaints in real time. Instead, feedback is routed through central coordinating units, creating delays and reducing institutional ownership of the response process.

3. **Fragmented institutional coordination:**

Service delivery responsibilities often span multiple departments, agencies, and external actors. This fragmented structure creates coordination bottlenecks, particularly where complaints require cross-agency action, thereby slowing resolution timelines.

4. **Weak feedback loop:**

Some MDAs noted that complaints submitted by citizens occasionally lack sufficient details for investigation, while in other cases, complainants do not follow up when additional information is requested. This weakens the feedback loop and contributes to unresolved or delayed cases.

5. **Absence of real-time monitoring tools:**

The lack of ministry-level dashboards and real-time monitoring tools reduces visibility into incoming complaints, response status, and resolution progress. This limits accountability and constrains the ability of MDAs to proactively manage service delivery performance.

The CRCDU Team

6. Key Findings

6.1. Operational Performance of the CDT

The CDT is operational as a centralised digital platform for monitoring government projects and capturing citizen feedback on service delivery. The system integrates with the CRDCU performance management portal, where Ministries, Departments, and Agencies (MDAs) submit periodic updates that are automatically reflected on the CDT. This enables citizens to track government commitments and provide real-time feedback, while CRDCU coordinates escalation and follow-up with responsible MDAs.

The operational model establishes a structured workflow: MDAs submit performance data, and after they upload it, the CDT automatically reflects the information, allowing citizens to interact with the data and provide feedback. The CRDCU then receives, reviews, and escalates citizen feedback to relevant MDAs for response and follow-up. This positions the CDT as both a monitoring and citizen engagement tool, supporting transparency and accountability.

Key operational strengths include:

- Automated integration between the CRDCU performance portal and the CDT, reducing duplication of reporting processes
- Real-time capture of citizen feedback, enabling continuous monitoring of public perception and service delivery outcomes
- A structured escalation mechanism that routes citizen feedback to relevant MDAs for action
- Quarterly performance reporting cycles that ensure periodic updates of government commitments
- Dashboard-based monitoring tools used by leadership to track implementation progress and citizen responses
- Centralised coordination by CRDCU to ensure consistency in reporting and feedback management
- A two-way communication framework allowing both citizen input and government response

6.2. Data Management and Privacy

According to the head of technology, the CDT incorporates data management and privacy safeguards within its technical architecture to ensure secure handling of citizen feedback and government performance data. From a data protection perspective, the platform applies encryption protocols for both data in transit and data at rest, reducing the risk of unauthorised access and ensuring the confidentiality of submitted information.

In addition, the system follows a minimal data collection policy, limiting data capture to only what is necessary for feedback processing and platform functionality. This approach reduces exposure to data breaches and strengthens user trust.

The platform is also designed to comply with applicable data protection standards, including the Nigeria Data Protection Act (NDPA) and elements of international data privacy frameworks. These compliance measures guide how data is collected, stored, processed, and accessed within the CDT ecosystem.

From a data management standpoint, the CDT integrates with the performance management platform, allowing updates submitted by MDAs to automatically reflect on the tracker. This real-time synchronisation supports timely information flow and reduces manual data handling. Citizen feedback submitted through the platform is captured live, routed to designated focal persons, documented, and processed for follow-up actions. This creates a structured response workflow while maintaining data integrity and traceability.

Key strengths of the current data management and privacy framework include:

- Encryption of data in transit and at rest
- Minimal data collection policy to reduce privacy risks
- Compliance with NDPA and international data protection standards
- Real-time synchronisation with the performance management platform
- Automated routing of citizen feedback to responsible authorities
- Documented feedback processing and response tracking

6.3. Impact of CDT on government decision-making:

Insights from the Delivery Manager and Head of Communications indicate that the CDT is shaping how the government understands citizen needs, monitors performance, and adjusts implementation priorities.

The CDT strengthens decision-making by providing a direct feedback loop between citizens and government. Citizen inputs collected through the platform offer real-time insights into public perception, service delivery gaps, and on-the-ground realities of government projects. These insights help government actors better align policies and implementation with citizen expectations.

The Delivery Manager highlighted that citizen feedback is systematically received, acknowledged, and escalated to relevant MDAs for action. Where issues fall within CRDCU's mandate, they are addressed directly; otherwise, they are forwarded to the appropriate agencies, and responses are communicated back to citizens where possible. This structured feedback loop ensures that citizen input does not remain passive but feeds into administrative actions and service improvements.

The Head of Communications further emphasised that the CDT is not just a feedback tool but a governance instrument that aligns public sector outcomes with citizen experience. By capturing how citizens perceive government projects and services, the platform enables policymakers to assess whether implementation outcomes match intended objectives. This alignment function is critical for improving policy relevance and effectiveness.

However, the extent of impact is still low and depends on the level of MDA responsiveness, institutional buy-in, and the systematic integration of feedback into formal planning and budgeting processes.

7. Institutional and Technical Challenges

7.1. Institutional challenges

The CRDCU team identified several institutional constraints that continue to affect the effective implementation and sustainability of the Citizen Delivery Tracker (CDT):

- **Limited Buy-in from the MDAs:** Some MDAs have yet to buy in or accept the inclusion of the CDT app in their operational workflow. In such cases, engagement with the CDT is often seen as an additional reporting requirement rather than an integral part of service delivery accountability.
- **Ministries operate in silos:** Before introducing the CDT, ministries worked and kept their data information to themselves. So, bringing in all the ministries, especially along the priority areas for them to work in collaboration, delays the aggregation of performance data and weakens the overall coherence of reporting on the CDT.
- **Internal coordination challenges:** Within larger MDAs, internal coordination challenges further complicate the process. The need to consolidate inputs from multiple departments and agencies creates bottlenecks, often resulting in delayed or incomplete submissions.
- **Frequent redeployment of trained desk officers:** Within the different MDAs, the frequent redeployment of trained desk officers leads to a loss of institutional memory and disrupts continuity. Newly assigned officers often require time and training to manage CDT-related responsibilities effectively.
- **Capacity gaps across ministries:** There are limited technical skills, insufficient understanding of reporting requirements, and inconsistent data management practices.
- **Weak ownership of the CDT at the MDA level:** Many ministries rely heavily on the CRDCU for coordination, follow-up, and updates. This centralised dependency reduces responsiveness and slows the feedback-response cycle.

7.2. Technical Challenges

The CRDCU team identified several technical constraints affecting the performance and usability of the CDT. While the platform supports real-time feedback and automated updates from the performance management system, its analytical and user-facing capabilities remain limited.

- **Limited analytics and reporting functionality:** The platform captures citizen feedback and performance updates; there are a few built-in tools for filtering, analysing, and

generating insights from the data. This restricts the ability to identify trends, prioritise issues, and support data-driven decision-making.

- **Absence of comprehensive real-time performance dashboards:** While information is updated automatically, the system does not yet provide interactive dashboards that track feedback volumes, response timelines, resolution rates, and MDA performance. This limits visibility into platform usage and service delivery outcomes.
- **Limited automation in feedback categorisation and routing:** Feedback is received in real time, but still requires manual review and processing to determine priority areas and appropriate authorities. This slows response time, particularly as feedback volume increases.
- **Need for improved UI/UX to enhance citizen accessibility:** There is a recognition that the platform requires more intuitive navigation, clearer interaction flows, and improved usability to encourage broader citizen participation.
- **Lacks multilingual functionality:** The lack of this functionality limits accessibility for citizens from diverse linguistic backgrounds. Expanding language support would help broaden participation and improve inclusivity.
- **Limited optimisation for mobile and low-bandwidth environments:** This affects accessibility for users in areas with weaker internet connectivity. Improving lightweight access and mobile usability would help expand reach, particularly in underserved and rural communities.

covering governance, anti-corruption, and open government partnerships... Nigerians are not aware." **21st Century Community Empowerment for Youth and Women Initiative.**

Respondents emphasised that the platform has not been sufficiently publicised beyond online channels, contributing to low visibility and utilisation. This limited awareness has constrained the CDT's effectiveness as a citizen-facing accountability tool.

"It needs to be popularised beyond the website, knowing fully well that not all Nigerians go to that website." **21st Century Community Empowerment for Youth and Women Initiative.**

8.2. Accessibility and Inclusivity

Respondents identified several accessibility challenges affecting CDT usage. The platform is primarily web-based, limiting access for citizens without smartphones, reliable internet, or digital literacy. Some respondents also noted that the platform is not fully optimised for mobile use and that the mobile application is not easily accessible at the time of the interview.

"The limitation I can see is that it is not very compatible with mobile phones. We have more people who have access to mobile devices than to laptops. So the platform is not mobile-friendly." **TEM Foundation.**

In addition, another respondent highlighted inclusivity gaps for persons with disabilities, particularly visually impaired users, and noted that the platform's content structure can be bulky and difficult to navigate.

"For people with disabilities, I will talk about those who have visual impairments. It is bulky that when you get to a particular project, people may not have the patience to go through it. So, it would be easier for a visually impaired person to access the information on it if there is a play button on the website." **Serene Society Initiative.**

9. Impact of the CDT on CSO's Advocacy

The respondents perceived the CDT as having strong potential to support advocacy and policy monitoring; however, its current impact remains limited. Only one organisation reported using CDT metrics for advocacy engagement with ministries or tracking government commitments. Most respondents indicated that they do not actively use CDT data due to outdated information, lack of regular updates, and insufficient reporting.

"There's no up-to-date information. That platform has been established for over a year now. We have not seen any annual reports on that platform. So, there is no report that Nigerians can engage with. The latest you can get there is 2024, which is very unfortunate." 21st Century Community Empowerment for Youth and Women Initiative.

A respondent also noted that inconsistent baseline updates and the absence of annual performance reports undermine the credibility of the platform and limit its usefulness for evidence-based advocacy.

"If you go to the petroleum resources angle of the app, which is under energy and natural resources, you discover that since 2024, no update has been made on the baseline. Now we are in the fourth quarter of 2025, and we have not gotten any feedback for the whole of 2024. So, if I want to track an indicator for a project and I did not see anything on the tracker for the whole year, do you think I will be encouraged to want to check again?" TEM Foundation.

Where used, the CDT provided a reference point for tracking government reforms and project delivery, but respondents emphasised that improved data reliability is required for meaningful advocacy outcomes.

10. Limitations of the CDT

The CSOs identified several limitations that continue to affect the effective adoption and engagement with the Citizen Delivery Tracker (CDT):

- **Limited awareness and engagement:**

Awareness of the CDT remains low and is largely confined to a small group of civil society actors, with many CSOs yet to integrate the platform into their advocacy or monitoring activities. Visibility of the CDT is primarily restricted to online channels, with limited dissemination through traditional media such as radio, television, and print. This constrained communication approach, coupled with minimal engagement at grassroots and subnational levels, has further limited uptake and broader utilisation of the platform.

- **Outdated and inconsistent data updates:**

Respondents noted that indicators, baselines, and project updates on the CDT are not regularly updated, limiting the platform's usefulness for tracking government performance. The absence of annual reports and recent news updates further undermines the credibility of the tracker, while prolonged gaps in updates across some sectors reduce confidence and discourage continued use of the platform.

- **Limited accessibility and digital dependence:**

The CDT is primarily accessible online, which limits participation among citizens without smartphones, reliable internet access, or sufficient digital literacy. High data costs further constrain usage, particularly for grassroots users. In addition, the mobile application is not easily accessible, and the web platform is not fully optimised for mobile devices, reducing usability for the majority of users who rely on mobile phones to access information.

- **Weak inclusivity for persons with disabilities:**

The CDT demonstrates limited inclusivity for persons with disabilities, particularly visually impaired users, due to the absence of audio functionality and other assistive accessibility features. In addition, the bulky and text-heavy content structure reduces usability and makes navigation difficult for users with accessibility needs, thereby limiting inclusive access to information on the platform.

- **Weak institutional responsiveness and platform management:**

The CSOs reported delayed or absent responses to inquiries, reflecting weak institutional responsiveness in the management of the CDT. In addition, there is limited evidence of active monitoring and routine maintenance of the platform, particularly in relation to updating content and ensuring data accuracy, which further undermines user confidence and engagement.

- **Limited scope for subnational engagement:**

The CDT primarily focuses on federal-level programmes, which reduces its relevance for civil society organisations working at state and local government levels. The absence of subnational data limits opportunities for broader participation, particularly for CSOs engaged in tracking service delivery and accountability at the community level.

11. Recommendations

The citizens, MDAs, CRDCU team, and CSOs proposed a set of institutional and technical improvements to strengthen the use, responsiveness, and overall performance of the Citizen Delivery Tracker (CDT).

1. **Increase access and ownership:**

Provide backend access to all MDAs to enable direct visibility of complaints and real-time engagement with citizen feedback. Expanding access would strengthen institutional ownership, reduce reliance on central intermediaries, and accelerate response timelines.

2. **Develop real-time performance dashboards:**

Introduce interactive dashboards accessible across MDAs to track complaint inflow, response times, resolution rates, and performance metrics. Real-time monitoring tools would improve visibility, support performance management, and enhance accountability.

3. **Enhance awareness and sensitisation:**

Implement nationwide awareness campaigns targeting both citizens and public servants to improve the usage of the CDT. Structured onboarding and training programmes for MDAs to ensure consistent operational integration should complement this.

4. **Improve inter-agency coordination:**

Establish clear escalation protocols for cross-ministerial and multi-agency complaints. Defining roles, timelines, and accountability mechanisms would reduce coordination bottlenecks and improve resolution effectiveness.

5. **Strengthen feedback quality and follow-up:**

Improve complaint submission processes by introducing mandatory information fields and automated follow-up reminders. These measures would enhance data completeness, support investigations, and reduce unresolved cases.

6. **Expand accessibility channels:**

Develop mobile applications and integrate SMS/USSD channels to improve access for digitally underserved populations. Expanding access points would increase citizen participation and enable faster submission and response to complaints.

7. Data management improvements:

Strengthening data management is essential to improving the CDT's effectiveness as a decision-support tool. Introducing automated data validation and a feedback tracking system would enhance data accuracy and ensure transparency from submission to resolution. Response monitoring dashboards and performance analytics tools would provide real-time insights, support trend analysis, and enable more responsive, data-driven decision-making.

8. Deploy advanced analytics

Deploying advanced analytics would enhance the CDT's ability to process citizen feedback and generate actionable insights. AI-powered sentiment analysis and automated feedback categorisation would help identify priority issues, improve routing, and streamline response management. Trend analysis dashboards and predictive performance alerts would enable decision-makers to monitor patterns, detect emerging risks, and take proactive corrective action.

9. Regular update of the CDT data

Regular updates of indicators and baseline data should be ensured to improve reliability. The platform should publish periodic performance reports and provide downloadable datasets to support CSO analysis. Linking CDT indicators to project-level transparency would further strengthen evidence-based advocacy and monitoring.

10. Leverage opportunities for collaboration

Establish a Civil Society Technical Working Group and structured feedback mechanisms to strengthen engagement with the CDT. Partnerships with state governments should be leveraged for grassroots dissemination, alongside periodic multi-stakeholder review forums to support continuous improvement and accountability.

12. Conclusion

The CDT represents a significant step toward institutionalising citizen feedback within Nigeria's public service delivery system. The platform has established a functional foundation for real-time feedback collection, performance monitoring, and structured escalation of service delivery issues across government institutions.

Evidence from the citizens, MDAs, the CRDCU, and CSOs indicates that when effectively utilised, the CDT improves responsiveness, strengthens accountability, and enhances visibility of citizen concerns. It also contributes to government decision-making by providing actionable insights into service delivery gaps and public perception.

However, the platform's overall impact remains constrained by a combination of institutional, technical, and accessibility challenges. Uneven adoption across MDAs, centralised access structures, weak institutional ownership, and fragmented coordination limit responsiveness and reduce the effectiveness of feedback integration into service delivery processes.

In addition, technical limitations, including limited analytics, absence of real-time dashboards, insufficient automation, and poor mobile optimisation, restrict the CDT's ability to function as a comprehensive decision-support system. From a citizen's perspective, low awareness, digital access barriers, data reliability concerns, and limited inclusivity further reduce engagement and trust in the platform.

Addressing these constraints presents a clear opportunity to strengthen the CDT's role as a national accountability mechanism. Expanding backend access to MDAs, improving real-time monitoring and analytics, enhancing data reliability, strengthening inter-agency coordination, and broadening accessibility channels, including mobile and offline options, will be critical.

Furthermore, sustained engagement with civil society and the public will be essential to improving awareness, driving usage, and reinforcing the credibility of the platform.

With these improvements, the CDT can transition from a largely centralised feedback system into a fully integrated, data-driven governance tool, capable of enhancing transparency, accelerating service delivery improvements, and aligning government performance more closely with citizen needs.

