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**DIGITAL TRANSFORMATION AND CITIZEN-CENTRIC  
GOVERNANCE: AN ANALYTICAL STUDY OF THE PUBLIC  
GRIEVANCE REDRESSAL MANAGEMENT SYSTEM IN ANDHRA  
PRADESH STATE, INDIA**

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**Murali Mohan Raju Yarragudi,<sup>1\*</sup> Prof. G.L.Narayanappa<sup>2</sup>**

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<sup>1</sup>Ph.D Research Scholar, Department of Business Management, Dravidian University,  
Kuppam, Andhra Pradesh State, India – 517426.

<sup>2</sup>Former Dean, Department of Business Management, Dravidian University, Kuppam,  
Andhra Pradesh State, India – 517426.

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<b>*Corresponding Author: Murali Mohan Raju Yarragudi</b>
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## **ABSTRACT**

The Public Grievance Redressal System is a fundamental pillar of democratic governance and citizen-centric administration. As societies evolve, governments are increasingly expected to provide transparent, responsive, and efficient mechanisms to address citizen concerns. The Government of Andhra Pradesh has emerged as a national model through its Public Grievance Redressal Management System (PGRMS), integrating digital governance, decentralized service delivery, and real-time monitoring mechanisms. This study evaluates the effectiveness of PGRMS, using a mixed-methods approach that combines quantitative survey data from 600 respondents across six districts along with qualitative interviews from field staff, secretariat personnel, and departmental officers. The research examines accessibility, timeliness, service quality, departmental coordination, technological integration, and overall citizen satisfaction. The findings reveal that the Public Grievance Redressal System platform, Village/Ward Secretariats, Real-Time Governance Society (RTGS) dashboards, and the 1100 Call Centre have significantly improved grievance accessibility and tracking. However, issues persist in revenue and housing departments due to field verification complexity and documentation burdens, resulting in longer resolution cycles. The statistical tests demonstrate strong associations between digital literacy, platform preference, resolution

timelines, and satisfaction levels. The study concludes that PGRMS represents a robust and innovative governance mechanism with scope for strengthened AI integration, enhanced administrative capacities, and improved inter-department coordination. Policy recommendations and future areas for governance research are provided.

**KEYWORDS:** Public Grievance Redressal System, Digital Governance, Andhra Pradesh, e-Governance, Service Delivery, Citizen Satisfaction, RTGS.

## INTRODUCTION

The effective governance is measured not only by policy design but, more importantly, by the accessibility and responsiveness of mechanisms that address citizen grievances. In democratic systems, citizens expect transparent, fair, and timely redressal processes that reflect the accountability of the administration. Public grievance redressal systems (PGRS) are therefore essential institutional mechanisms that safeguard citizen rights, enhance government legitimacy, and strengthen public trust. In India, where administrative complexity and socio-economic diversity amplify service delivery challenges, grievance redressal platforms serve as critical bridges between citizens and government institutions.

Over the past decades, digital transformation in public administration has drastically changed the way governments interact with citizens. With the emergence of Information and Communication Technologies (ICT), governments have moved from manual, paper-based processes to integrated, real-time, technology-driven platforms. These transformations aim to ensure efficiency, transparency, and inclusiveness—the core principles of good governance. In this context, the state of Andhra Pradesh stands out as a pioneer, implementing one of India's most comprehensive Grievance Redressal Eco-Systems through platforms such as *Public Grievance Redressal System*, Village and Ward Secretariats, the 1100 Call Centre, and the Real-Time Governance (RTG) Centre.

The Public Grievance Redressal Management System (PGRMS) in Andhra Pradesh is unique for its hybrid model—combining decentralized governance at the grassroots level with advanced digital monitoring systems at the state level. The Village/Ward Secretariat system represents one of the most ambitious governance reforms in India, offering almost 540 government services at citizens' doorsteps. Together with the Public Grievance Redressal System—a unified grievance registration and tracking platform—Andhra Pradesh State Government has successfully built a structured, multi-layered grievance ecosystem. This

model reduces physical visits, avoids intermediaries, and ensures that even digitally disadvantaged citizens can access grievance services through Secretariats and MeeSeva centres.

However, despite remarkable progress, challenges remain. Continuous increases in grievance volume, documentation-related delays, and technological downtime in rural regions, varying departmental capacities, inadequate staffing at secretariats and inconsistent communication practices affect overall efficiency. Moreover, citizen expectations continue to rise with growing digital literacy and awareness, necessitating continuous optimization of digital and administrative systems.

The present study investigates the systematic functioning, strengths, weaknesses, and real-world performance of PGRMS in Andhra Pradesh. Employing a mixed-methods research approach, the study analyses data from 600 survey respondents along with qualitative insights from frontline staff and departmental officers. The analysis focuses on grievance patterns, access channels, resolution time compliance, citizen satisfaction, inter-department coordination, and technology adoption.

The significance of this study lies in its holistic assessment of a major state-level governance system, providing evidence-based insights valuable for policymakers, scholars, and practitioners. With increasing global interest in digital governance and citizen-centric reforms, Andhra Pradesh State Government's model offers replicable best practices and lessons for other regions. This study offers a comprehensive empirical performance assessment of digital grievance redressal systems, evaluating how effectively such platforms respond to citizen needs within the broader framework of administrative reforms. It also presents a detailed analysis of citizen satisfaction and service delivery efficiency, capturing both the quantitative trends and the qualitative dimensions of user experiences. In addition, the research contributes a policy-oriented framework for strengthening e-governance mechanisms, providing recommendations that align with contemporary governance priorities. A forward-looking perspective is included through insights into the transformative role of Artificial Intelligence (AI) and predictive analytics, highlighting how emerging technologies can reshape grievance redressal processes and enhance administrative responsiveness. The subsequent sections build on these contributions by outlining the theoretical and empirical foundations of governance reform, followed by an extensive literature review that situates the current study within global and Indian contexts. The next sections discuss the theoretical and

empirical foundations of governance reforms, followed by an extensive literature review situating this study in global and Indian contexts.

### **Literature Review**

The literature surrounding grievance redressal, digital governance, and citizen-centric public administration has expanded significantly over the last two decades. This review synthesizes global, national, and state-level studies, establishing the scholarly context for analyzing the Public Grievance Redressal Management System (PGRMS) in Andhra Pradesh State. The review covers conceptual frameworks, administrative theories, e-governance models, citizen satisfaction determinants, technological innovations, and empirical experiences across countries and Indian states.

### **Governance, Accountability, and Public Service Delivery**

The Governance refers to the processes and structures that guide political and administrative decision-making. According to UNDP (2015), good governance rests upon the pillars of transparency, accountability, responsiveness, inclusiveness, and participation. Grievance redressal systems serve as an accountability tool within democratic governance frameworks, allowing citizens to hold public institutions responsible for service lapses, delays, corruption, or administrative negligence. Many Scholars such as Bovens (2007) argue that effective accountability mechanisms reduce the “principal-agent problem,” ensuring that state agents act in the best interests of citizens. Public grievance systems are essential instruments for operationalizing administrative accountability. They provide structured platforms where citizens can register complaints and seek timely remediation.

The Public service delivery, particularly in developing economies, is shaped by bureaucratic capacity, institutional design, and political commitment. Studies by Peters (2019) emphasize that well-functioning public service delivery mechanisms require adequate staffing, streamlined processes, citizen awareness, and technology adoption. Grievance systems help bridge the gap between service delivery expectations and actual performance. In the Indian context, administrative reforms have long recognized the importance of grievance redressal. The Second Administrative Reforms Commission (2008) highlighted that grievance redressal should be the “heart of responsive governance,” recommending the establishment of integrated, citizen-centric grievance systems. These principles further guide state-level systems, including Andhra Pradesh State Government’s Public Grievance Rederessal System.

### **Digital Transformation in Public Administration**

The Digital transformation represents a shift from analog government processes to ICT-enabled service systems. The literature identifies various benefits of digital governance, including reduced delays, enhanced transparency, minimized human discretion, improved data management, and greater accessibility for citizens (Heeks, 2020). The E-governance initiatives worldwide aim to increase state-citizen interaction and deliver services efficiently. According to West (2004), digital governance promotes “transactional efficiency,” enabling services that are faster, cheaper, and more transparent. Moon (2002) suggests that digital governance also democratizes access to information, thereby empowering citizens.

The India’s digital governance innovations have been largely driven by the National e-Governance Plan (NeGP, 2006), the Digital India Mission (2015), and the proliferation of state-level ICT platforms. These frameworks encourage the development of online portals, service centers, integrated databases, and digital identity systems (Aadhaar). The scholars such as Misuraca (2021) note that digital transformation is not merely technological but institutional, requiring administrative capacity, inter-departmental coordination, and citizen readiness. In grievance redressal specifically, digital platforms minimize paperwork, create transparent tracking mechanisms, and facilitate real-time monitoring. Automating workflows reduces human error and limits discretionary abuse. Several studies highlight that ICT-enabled grievance systems significantly elevate citizen satisfaction levels, especially in service-delivery sectors.

### **Grievance Redressal Mechanisms – Global Perspective**

The global grievance redressal mechanisms vary according to administrative culture and digital capacity, yet leading international models share key principles such as centralization, transparency, technological integration, and strong accountability. Singapore’s OneService platform exemplifies seamless municipal coordination through AI-based triaging and quick routing of complaints, while South Korea’s OECD-recognized e-People system stands out for automated classification, transparent tracking, public disclosure, and legally enforced timelines supported by a citizen review panel. The United Kingdom’s Ombudsman model highlights the importance of institutional independence and procedural fairness, despite limited digitization. Similarly, major U.S. cities operate 311 systems that offer round-the-clock access, real-time updates, and public dashboards, promoting high levels of citizen engagement. Together, these global experiences underline the value of integrated digital

platforms, predictive technologies, legal enforcement of timelines, participatory mechanisms, and robust monitoring—principles that increasingly inform grievance redressal reforms in India, including the evolving model in Andhra Pradesh.

### **Grievance Redressal Mechanisms in India: National and State-Level Models**

India's grievance redressal architecture operates across multiple tiers—central, state, district, and local levels—combining long-standing administrative systems with modern digital governance initiatives. At the national level, the **Central Public Grievance Redress and Monitoring System (CPGRAMS)** functions as the Government of India's flagship platform, administered by the Department of Administrative Reforms and Public Grievances (DARPG). CPGRAMS offers a unified, transparent, and citizen-centric mechanism for lodging complaints against any central Ministry or Department. Its key strengths include online submission and real-time tracking, automated routing through nodal grievance officers, and performance-monitoring dashboards that provide insights into pendency, average disposal time, grievance categories, and compliance with timelines. These dashboards support evidence-based decision-making by helping Ministries identify bottlenecks, allocate resources efficiently, and implement targeted corrective measures. Through this system, the grievance process becomes structured, time-bound, and technologically enabled, promoting administrative responsiveness and transparency.

Complementing these features, CPGRAMS incorporates a multi-tier escalation mechanism that reinforces accountability across administrative hierarchies. Delayed grievances are automatically flagged and escalated to higher authorities through alerts and dashboard notifications, prompting timely intervention. Regular monthly and quarterly reviews by DARPG and ministerial committees ensure that departments with persistent delays present explanations and implement corrective action plans. This escalation and review structure institutionalizes top-down oversight, reduces procedural lapses, and ensures that senior officials remain accountable for timely grievance resolution. Collectively, these mechanisms transform CPGRAMS from a basic complaint repository into a performance-driven governance tool, strengthening citizen trust while promoting transparency, administrative discipline, and service delivery efficiency across the central government.

### **Scale, Challenges, and Overall Significance of CPGRAMS**

The CPGRAMS has grown into one of the world's largest digital grievance redressal platforms, processing **over** one million grievances annually as per Government of India data

[www.ijarp.com](http://www.ijarp.com)

(2021). Its nationwide adoption demonstrates the system's extensive reach, making it a central pillar of the country's administrative accountability framework. The ability to handle such a large volume of complaints reflects both the platform's technological sophistication and its importance as a primary interface between citizens and the Union Government.

Despite its scale, CPGRAMS faces several persistent implementation challenges. Delays in grievance closure continue in certain Ministries, creating backlogs and dissatisfaction. The quality of disposal also varies widely, with some departments offering detailed responses while others provide superficial replies. The inter-departmental coordination gaps hinder the resolution of grievances involving multiple Ministries, and the platform's limited integration with state and local systems restricts seamless, end-to-end redressal for issues rooted at the district or municipal level. Nevertheless, CPGRAMS remains a critical backbone of India's grievance ecosystem—advancing digital governance, strengthening citizen trust, setting new standards for accountability, and supplying valuable data for administrative reforms. It reinforces the national vision of Minimum Government, Maximum Governance by promoting transparency and fostering stronger citizen–administration engagement.

### **State-Level Grievance Redressal Models in India**

Indian states have developed diverse grievance redressal systems that reflect their administrative priorities and governance models. **Kerala** follows a decentralization-driven approach, with strong Panchayati Raj institutions, ward-level monitoring, and frequent physical hearings that reinforce grassroots accountability. **Karnataka's JanaSamparka** focuses on digital grievance management through real-time tracking and department-wise dashboards, though performance varies across districts. **Delhi** has introduced citizen-centric innovations such as Doorstep Delivery, reducing bureaucratic barriers and linking grievance mechanisms with service accessibility. **Tamil Nadu**, meanwhile, operates a high-impact **Chief Minister's Grievance Cell**, known for quick responses and strong political oversight through direct CMO involvement.

### **Why Andhra Pradesh State Shines Bright**

Among Indian states, Andhra Pradesh distinguishes itself through a uniquely integrated and technologically advanced grievance redressal ecosystem. The state combines deep decentralization via Village/Ward Secretariats, strong community-level engagement, and real-time governance tools that track performance across administrative layers. This blend of accessibility, structured escalation, data-driven monitoring, and citizen-focused service



delivery makes Andhra Pradesh's model more inclusive, responsive, and operationally robust than many other state-level systems in India.

A defining strength of the Andhra Pradesh grievance redressal model is its deep decentralization through Village and Ward Secretariats, which act as the first point of contact for citizens. These secretariats ensure proximity, easy access, and micro-level resolution of many routine issues through trained Volunteers and Secretariat staff who collect, record, and escalate grievances efficiently. Complementing this grassroots structure is a hybrid grievance system that integrates digital and physical channels. Citizens can use the state grievance portal and mobile app, participate in weekly *Mee Kosam/Grievance Mondays*, or seek support through call centers and Secretariat-based documentation. This seamless coordination ensures inclusive participation across rural, semi-urban, and remote areas, enabling smooth data flow from physical hearings to RTG dashboards and enhancing overall accessibility, equity, and service delivery.

Alongside decentralization, Andhra Pradesh State Government leverages an advanced technology through the Real-Time Governance Society (RTGS), which provides live dashboards, heat maps, performance indicators, and alerts for overdue grievances. This real-time analytics system supports rapid decision-making, early detection of governance gaps, and continuous officer-level accountability. Weekly review mechanisms—such as Grievance Mondays and CMO-led performance monitoring—reinforce administrative seriousness, ensure timely corrective action, and build public trust. Together, these elements form a citizen-centric, decentralized, and technologically progressive grievance ecosystem. The integration of hyper-local access points, real-time monitoring, and routine accountability has positioned Andhra Pradesh as a national benchmark in grievance redressal, demonstrating how decentralized governance and data-driven oversight can significantly enhance administrative responsiveness.

#### **Andhra Pradesh Model: Unique Characteristics and Innovations,**

The Andhra Pradesh model of public grievance redressal has evolved into one of India's most sophisticated and decentralized governance ecosystems. It stands out for its institutional integration, seamless citizen interface, and strong technological backbone. At the heart of this framework is the Village and Ward Secretariat system, established in 2019, which represents an unparalleled experiment in administrative decentralization. With more than 15,000 secretariats delivering over 500 services, Andhra Pradesh has institutionalized governance at



the doorstep, reducing dependence on higher administrative tiers. Scholars such as Rao (2022) note that this model strengthens democratic access by ensuring proximity, dedicated last-mile staff, and transparent service timelines, while significantly lowering transaction costs for socially and economically vulnerable groups. The secretariats operate as the foundational nodes in the state's grievance redressal structure, linking citizens directly to departmental systems with minimal procedural friction.

Central to this ecosystem is the Public Grievance Redressal System (PGRS), an integrated multi-channel platform that consolidates online grievances, mobile applications, secretariat submissions, MeeSeva centres, and the 1100 toll-free call centre. This unified architecture enables standardized Service Level Agreements (SLAs), automated escalation mechanisms, department-wise routing, and real-time tracking—ensuring speed, accountability, and transparency in complaint resolution. Governance scholars highlight this multi-modal approach as a significant departure from traditional fragmented systems, as it allows citizens to lodge grievances through any preferred medium without compromising service quality. The PGRS thus acts as the central nervous system of grievance governance in Andhra Pradesh, providing a reliable and citizen-friendly interface for diverse administrative interactions.

The technological core of the Andhra Pradesh model is the Real-Time Governance Society (RTGS), a pioneering institution that embeds data-driven decision-making into daily administrative processes. Through dynamic dashboards, heat maps, SLA compliance trackers, and automated red-flag alerts, RTGS enables departments to monitor grievances in real time and respond proactively. Its use of predictive analytics marks a shift from reactive complaint handling to anticipatory governance, identifying patterns such as geographically clustered service failures or recurrent departmental delays. The RTGS's capacity for cross-departmental data integration strengthens accountability and offers policymakers granular insights into systemic inefficiencies, making it one of the most advanced governance monitoring mechanisms in India.

Complementing this digital and institutional architecture are inclusive access channels such as the 1100 call centre and MeeSeva centers, both of which play critical roles in bridging socio-economic and digital divides. The 1100 call centre provides a voice-based grievance platform particularly valuable for elderly citizens, women without smartphones, illiterate populations, and remote rural communities, thereby ensuring universal access irrespective of

literacy or technology barriers. MeeSeva centers further enhance inclusiveness by offering assisted digital services—submitting grievances, guiding documentation, printing status updates, and supporting citizens unfamiliar with online processes. Together, these channels reflect the hybrid philosophy of the Andhra Pradesh model: leveraging cutting-edge digital tools while ensuring human assistance remains available for those who need it most.

### **Challenges in the Andhra Pradesh Model**

While the Andhra Pradesh grievance redressal ecosystem is widely recognized for its decentralization and digital integration, the model is not without structural and operational limitations that restrict its optimal performance. A significant challenge frequently highlighted in literature (Prasad, 2021) concerns the excessive workload placed on Village and Ward Secretariat staff. With each secretariat responsible for delivering hundreds of services and handling a large volume of grievances, frontline personnel often experience role overload, burnout, and delays in processing complaints. These pressures become more pronounced during peak periods, when documentation requirements, verification protocols, and data entry obligations collectively impose substantial administrative burdens. As a result, timelines mandated under Service Level Agreements (SLAs) are not always met, particularly in rural and high-population secretariats, thereby diminishing the intended efficiency of the system.

Connectivity-related barriers further complicate the smooth functioning of the grievance architecture. Many tribal, hilly, and remote regions of Andhra Pradesh still struggle with poor internet access, intermittent power supply, and limited digital infrastructure, which directly affects the secretariats' ability to upload grievances, track SLA compliance, or access real-time updates through the PGRS and RTGS platforms. These limitations create a digital divide within the state's otherwise technologically advanced governance model, resulting in slower processing, incomplete data capture, or temporary reliance on offline workarounds. The literature on digital governance in India notes that infrastructural disparities undermine the promise of real-time governance, causing variability in citizen experience and unequal access to administrative remedies across regions.

In addition to infrastructural challenges, the AP model faces systemic issues related to technological limitations, manual triaging, and inter-departmental coordination. Despite the presence of advanced dashboards and escalation mechanisms, the grievance triaging process in many departments remains predominantly manual, with limited use of automation or AI-

based classification tools. This slows down prioritization, increases human error, and constrains the ability to detect recurring patterns or emerging service bottlenecks. Complex, multi-department grievances—related to land issues, welfare entitlements, or infrastructure projects—are particularly vulnerable to delays due to coordination gaps between field-level staff, departmental officers, and supervisory authorities. These operational constraints underscore the need for deeper institutional reforms, stronger technological infusion, and better inter-agency integration. Recognizing and analysing these challenges becomes essential for shaping the empirical framework and analytical direction of the present research, enabling a more realistic evaluation of the strengths, gaps, and future potential of Andhra Pradesh's grievance redressal model.

### **Research Methodology**

A sound methodological foundation is essential for producing credible scientific knowledge in public administration research. The methodology adopted for this study is aligned with the objectives of examining the operational efficiency, citizen satisfaction, and technological integration of the Public Grievance Redressal Management System (PGRMS) in Andhra Pradesh. This section outlines the research design, sampling framework, data collection methods, instruments used, analytical techniques, and limitations encountered during the study.

### **Research Design**

The present study employs a mixed-methods research design to generate a comprehensive and multidimensional understanding of the Public Grievance Redressal Management System (PGRMS) in Andhra Pradesh. Mixed-methods research—widely endorsed in governance and public administration scholarship (Creswell, 2014)—enables the blending of quantifiable patterns with contextual depth, ensuring that both citizen experiences and institutional processes are systematically captured. The quantitative component of this study involved a structured survey administered to 600 citizens who had used the PGRMS in the preceding two years. This survey measured key indicators such as user satisfaction, frequency and mode of platform usage, timeliness of grievance resolution, documentation and verification barriers, and overall perceptions of administrative responsiveness. Such quantification provides measurable evidence about system performance while illuminating variations across demographic groups and service categories.

Complementing the quantitative analysis, the qualitative component employed semi-structured interviews with a broad range of stakeholders, including Village and Ward Secretariat staff, grievance redressal operators, MeeSeva personnel, and departmental officials. These interviews were designed to explore operational complexities that are not fully visible in survey data, such as staff workload pressures, inter-departmental coordination issues, documentation bottlenecks, infrastructural constraints, and gaps in digital and technological adoption. By integrating these two methodological approaches, the study strengthens internal validity through triangulation and ensures a more holistic interpretation of findings. This combined design not only captures the numerical trends in citizen experiences but also contextualizes them within the lived realities of frontline staff and administrative mechanisms, thereby offering a deeper and more reliable assessment of the effectiveness and challenges of the PGRMS.

### **Sampling Technique**

The study targeted citizens across Andhra Pradesh who had filed grievances through any officially recognized channel, including the Public Grievance Redressal Management System (web/mobile), Village and Ward Secretariats, MeeSeva Centres, the 1100 Call Centre, and direct departmental submissions. These diverse access points ensured that the study population represented the full spectrum of grievance users across the state's administrative framework. To achieve balanced representation, a stratified random sampling technique was employed. Andhra Pradesh was divided into six strata—North Coastal, South Coastal, Rayalaseema, Urban Districts, Semi-Urban Districts, and Rural Mandals. From each stratum, **100 respondents** were randomly selected, yielding a total sample of **600 participants**. This approach ensured proportionate inclusion across rural–urban zones, income and literacy levels, gender groups, and varying administrative contexts, thereby improving the generalizability of findings and minimizing sampling bias.

### **Data Collection Instruments**

The study employed two primary instruments to capture both quantitative patterns and qualitative insights. The **structured questionnaire**, developed using prior research, government guidelines, and service delivery frameworks, consisted of five sections: demographic details, nature of grievance, platform or channel used, resolution timeline and communication quality, and overall satisfaction measured on a 5-point Likert scale. A pilot test with 30 respondents helped refine item clarity and strengthen content validity, ensuring

the tool was both reliable and relevant for field use. The balancing the survey, a semi-structured interview schedule was used to gather in-depth qualitative information from staff and stakeholders involved in grievance redressal. The interview guide maintained thematic direction while allowing flexibility for respondents to elaborate on operational challenges, staff workload, documentation practices, technology usage, departmental coordination, and citizen–official interactions. Each interview lasted between 25 and 45 minutes, providing rich contextual data that enhanced the depth and interpretative strength of the study.

### Data Collection Procedure

The quantitative data was collected by trained enumerators using a combination of direct household visits, interactions at Village and Ward Secretariats, and phone interviews for respondents in remote areas. To ensure accuracy and minimize transcription errors, all responses were recorded in real time using Google Forms and Excel-based data sheets, enabling efficient data validation and immediate digital storage. For the qualitative component, interviews were audio-recorded with informed consent and then manually transcribed to capture detailed verbal responses. Enumerators also maintained observational field notes documenting contextual aspects such as staff workload, citizen traffic, and documentation processes. Throughout both quantitative and qualitative data collection, strict ethical protocols were followed, ensuring voluntary participation, confidentiality, and respect for respondent privacy.

### Quantitative Analysis

The quantitative data collected through structured questionnaires was analysed using **SPSS 26.0** and **Microsoft Excel**, allowing for systematic statistical examination of grievance patterns and respondent characteristics. Descriptive statistics—including frequencies, percentages, means, and standard deviations—were used to present a clear overview of demographic profiles, types of grievances filed, and patterns in platform usage and resolution timelines.

To explore relationships between key variables, **cross-tabulations** were conducted, such as analysing the association between the grievance platform used and the respondent's education level, or between the concerned department and the time taken for resolution. **Chi-Square tests** were employed to assess the significance of associations between categorical variables (e.g., *H1: Education ↔ Platform Usage*), while **Pearson correlation analysis**

examined relationships between continuous variables, most notably the link between **resolution time and overall citizen satisfaction (H2)**.

### **Qualitative Analysis**

The qualitative data obtained through semi-structured interviews was analysed using Thematic Analysis, following the systematic framework outlined by Braun and Clarke (2006). The process involved verbatim transcription of interviews, generation of initial codes, grouping of similar codes into broader categories, and the development of overarching themes that reflected recurring patterns in respondents' experiences.

Through this method, several prominent themes emerged, including **accessibility of grievance channels, documentation burdens, staff workload pressures, technology-related barriers, and communication gaps** during the grievance process. When integrated with the quantitative results, these themes provided deeper interpretative insight into the operational and citizen-centric dimensions of the system, thereby strengthening the overall validity and richness of the study's conclusions.

### **Reliability and Validity**

Ensuring methodological rigor was central to this study, and several procedures were implemented to establish the **reliability** of the research instruments. Internal consistency was assessed using **Cronbach's Alpha**, which produced a value of **0.78**, indicating good reliability for social science research. This confirms that the questionnaire items were cohesive, stable, and effectively measured the key constructs relating to grievance redressal and citizen satisfaction.

**Validity** was strengthened through multiple complementary strategies. **Content validity** was ensured through expert review by faculty members, governance practitioners, and subject specialists who evaluated the clarity and relevance of the instruments. **Construct validity** was supported through pilot testing with 30 respondents, allowing refinement of question wording and structure in alignment with theoretical frameworks and prior literature. Additionally, **triangulation**—the cross-verification of quantitative and qualitative findings—enhanced the credibility and depth of interpretations. Collectively, these measures ensured that the study's instruments were robust, accurate, and academically sound.

### **Ethical Considerations**

The study adhered strictly to established ethical standards governing social science research. All respondents participated **voluntarily**, with the purpose and scope of the study clearly explained prior to data collection. Participants were assured that their identity, personal details, and responses would remain confidential, and no information that could directly or indirectly identify an individual was disclosed at any stage. The researcher ensured that no financial incentives, gifts, or material inducements were offered, thereby preventing any form of coercion or undue influence on participation. Respondents were informed that the data collected would be used solely for academic and research purposes, and not for administrative, political, or commercial activities. Explicit verbal consent—and written consent wherever feasible—was obtained before administering questionnaires or conducting interviews. As the study dealt with non-sensitive topics related to administrative experiences and citizen feedback, and did not involve vulnerable populations or intrusive personal questions, it appropriately falls under the category of “minimal-risk” research. Nevertheless, due diligence was exercised throughout the process to uphold integrity, respect, autonomy, and privacy, ensuring that participants’ rights and dignity were fully protected.

### **Limitations of the Study**

Like any empirical investigation, this study has certain limitations. Although a stratified sampling approach was adopted, the geographic coverage remained limited to six district strata, making full state-wide representation impractical. The reliance on self-reported data also introduces potential recall bias and subjective interpretation. Additionally, some aspects of the analysis depended on the availability and accuracy of administrative records, which varied across departments. Technical challenges, particularly network issues in rural areas, occasionally affected real-time digital data entry. Time constraints further restricted the possibility of conducting repeated follow-ups for complex or long-pending grievances.

Despite these constraints, the study’s mixed-method design, structured sampling procedures, and triangulation of data sources contribute to the **credibility, reliability, and robustness** of its findings. The limitations do not diminish the validity of the conclusions but instead offer important context for interpreting the results and guiding future research.



### Data Analysis and Results

This section presents the findings derived from the analysis of primary data collected from **600 respondents** across six stratified regions of Andhra Pradesh. Using descriptive statistics, cross-tabulations, chi-square tests, and correlation analysis, the study evaluates citizen interactions with various grievance channels, including the Public Grievance Redressal System (web/mobile), Village and Ward Secretariats, MeeSeva Centres, and the 1100 Call Centre. These analytical tools help identify usage patterns, demographic influences on platform choice, and variations in resolution timelines and satisfaction levels across administrative departments.

In addition to quantitative results, qualitative insights from semi-structured interviews provide deeper understanding of operational challenges, staff workload, documentation bottlenecks, and communication gaps within the grievance ecosystem. By integrating statistical evidence with thematic interpretations, this section offers a comprehensive assessment of the **effectiveness, efficiency, and citizen satisfaction** associated with Andhra Pradesh's Public Grievance Redressal Management System (PGRMS). The mixed-method approach ensures that the results capture both measurable performance indicators and the experiential realities of citizens and frontline staff.

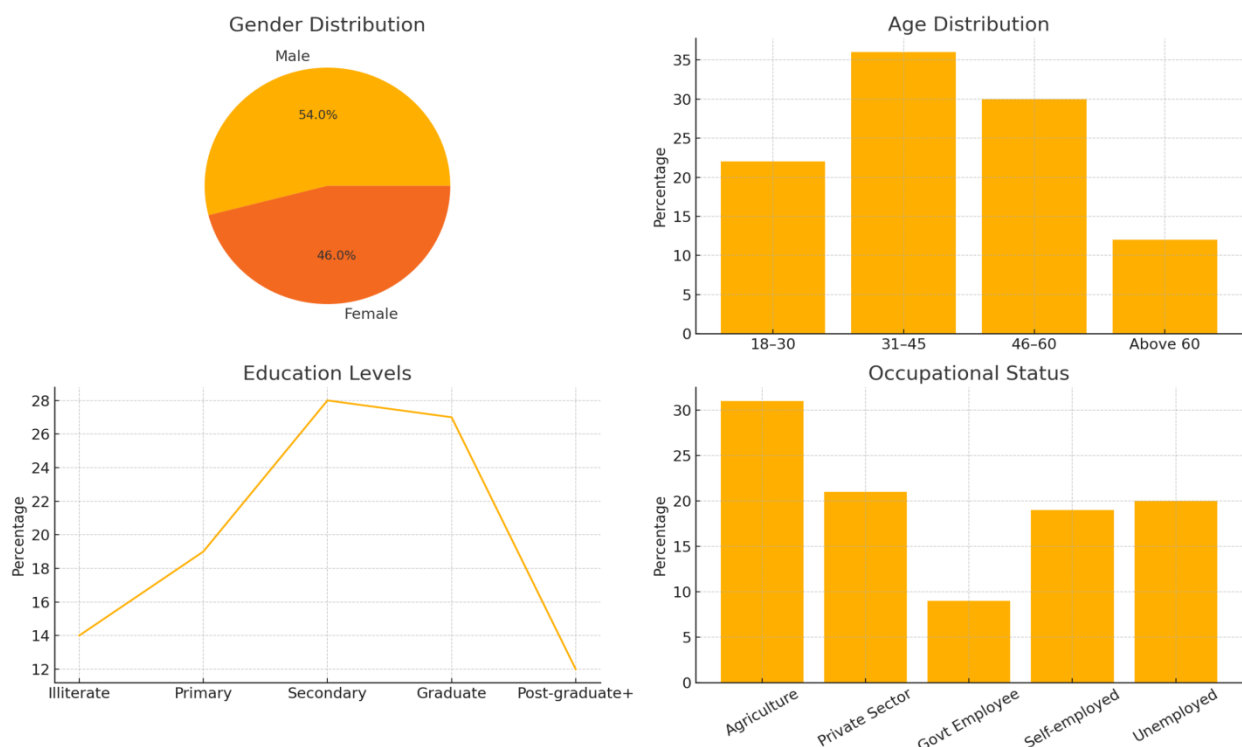
### Demographic Profile of Respondents

The demographic characteristics of the 600 respondents provide an important foundation for interpreting grievance patterns and understanding variations in service accessibility across Andhra Pradesh. The gender distribution is balanced, with **54% male** and **46% female** respondents, reflecting broad participation enabled by accessible mechanisms such as Village/Ward Secretariats and Grievance Mondays. In terms of age, the majority fall within the **31–45 years (36%)** and **46–60 years (30%)** categories, representing individuals most engaged with public services related to revenue, pensions, welfare, and infrastructure. Younger respondents (18–30 years, 22%) increasingly use digital modes, while **12% above 60 years** rely more heavily on facilitated channels like MeeSeva centres and secretariats.

Education and occupation patterns further illustrate the socio-economic diversity of the sample. Respondents possess varied educational backgrounds, ranging from **illiterate (14%)** to **post-graduate and above (12%)**, with the highest proportion at the secondary (28%) and graduate (27%) levels—indicating rising digital literacy while also highlighting the continued need for assisted grievance platforms for low-literacy groups. Occupationally, **agriculture**

(31%), self-employment (19%), and private sector work (21%) dominate the profile, reflecting the typical livelihood patterns of Andhra Pradesh's population. Grievances from agricultural households commonly relate to land, loans, irrigation, and welfare schemes, while unemployed respondents (20%) frequently seek support for social benefits and documentation services.

Dashboard: Demographic Profile of Respondents

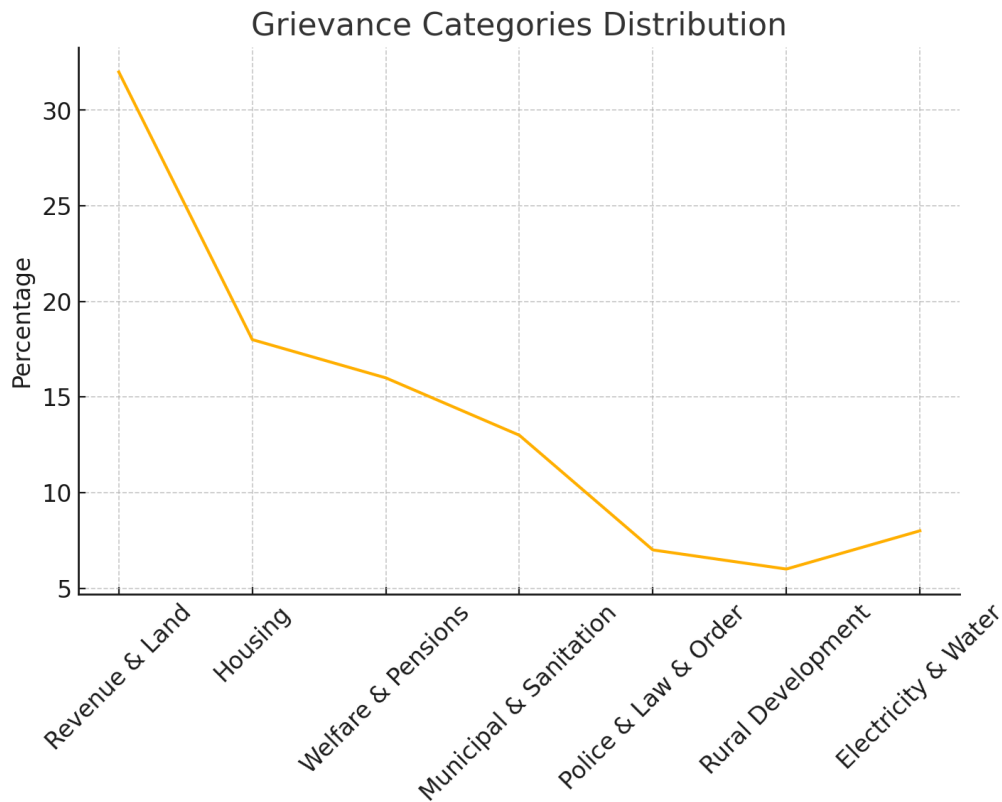


**Fig.1-Dashboard:1. Gender Distribution (Pie Chart), 2. Age Distribution (Bar Chart), 3. Education Levels (Line Chart) and 4. Occupational Status (Bar Chart).**

### Nature and Categories of Grievances

The analysis of grievance categories provides valuable insights into the workload distribution across departments and the systemic bottlenecks observed in Andhra Pradesh's Public Grievance Redressal Management System (PGRMS). As shown in the table, **Revenue and Land-related grievances constitute the highest share (32%)**, reflecting the persistent challenges surrounding land disputes, documentation gaps, and property verification. Housing (18%) and Welfare & Pensions (16%) form the next major clusters, indicating the continued dependence of citizens on government welfare schemes. Municipal and sanitation issues account for 13%, followed by essential services such as Electricity & Water Supply (8%), Police and Law-and-Order matters (7%), and Rural Development (6%). These trends

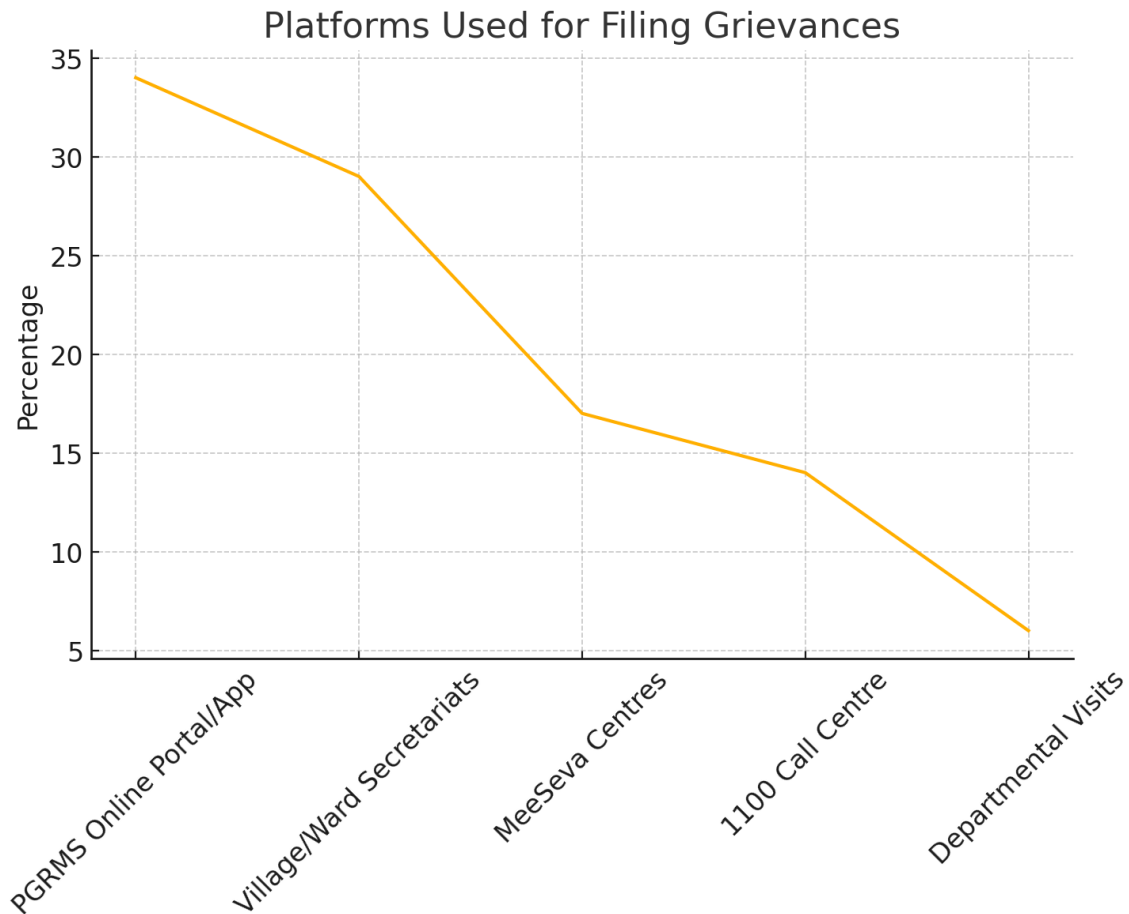
mirror national patterns and reinforce the argument that land- and document-intensive departments require targeted administrative reforms.



**Fig.2: Grievance Categories Distribution.**

### Platforms Used for Filing Grievances

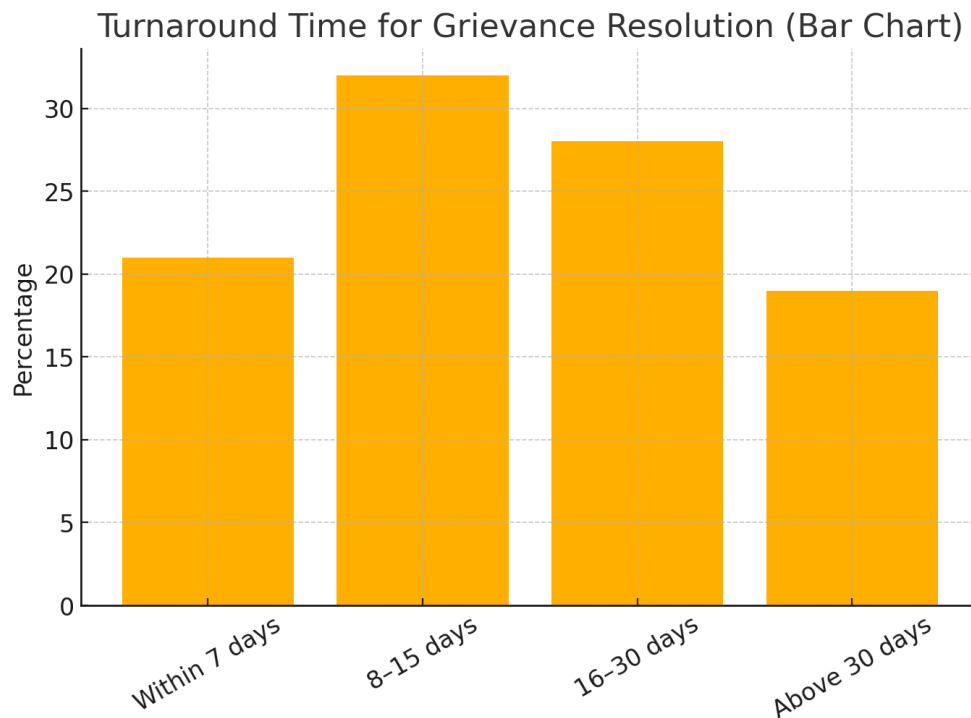
The Citizens used a diverse mix of digital and physical platforms to file grievances. The data reveals that **the PGRMS Online Portal/App is the most used channel (34%)**, reflecting growing digital adoption. However, **Village/Ward Secretariats account for a significant 29%**, highlighting their crucial role in supporting rural, elderly, and low-literacy populations. MeeSeva centres (17%) and the 1100 Call Centre (14%) continue to serve as essential intermediaries, while direct departmental visits (6%) are gradually declining due to improved decentralization. These patterns confirm that Andhra Pradesh's hybrid grievance architecture ensures inclusiveness across socio-economic groups.



**Fig.3: Platforms Used for Filing Grievances.**

#### **Turnaround Time (TAT) for Grievance Resolution**

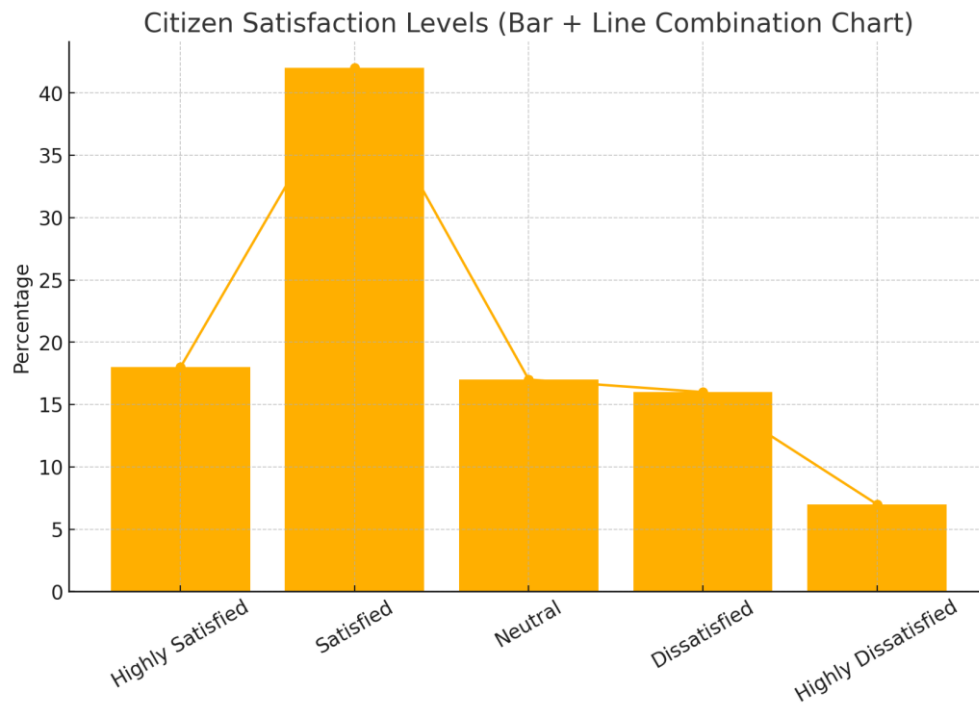
The Turnaround time analysis indicates mixed performance across departments. While **21% of grievances were resolved within 7 days** and **32% within 8–15 days**, about **19% exceeded 30 days**, primarily involving Revenue, Housing, and Municipal departments where documentation and field verification are mandatory. These delays highlight structural issues beyond digital infrastructure—particularly verification bottlenecks, manual file movement, and inter-departmental dependencies. Nevertheless, achieving **53% compliance within 15 days** reflects moderate adherence to Service Level Agreements (SLAs).



**Fig.4: Turnaround Time for Grievance Resolution.**

#### **Citizen Satisfaction Levels**

The citizen satisfaction levels show an encouraging pattern, with **60% of respondents falling into the “Satisfied” or “Highly Satisfied” categories**, reflecting improved accessibility, transparency, and responsiveness. Neutral respondents (17%) indicate mixed experiences, while 23% expressed dissatisfaction, often due to documentation delays, portal downtime, or lack of clear communication in case closures. The data clearly suggests that faster resolution and clearer communication significantly enhance satisfaction.

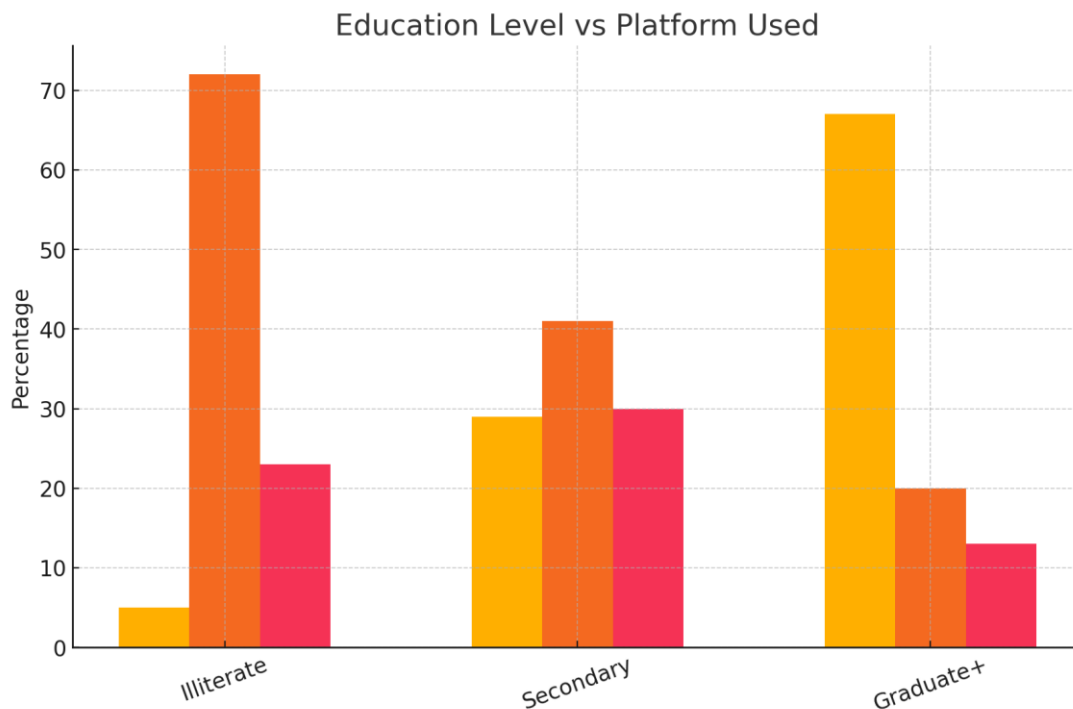


**Fig.5: Citizen Satisfaction Levels.**

### Cross-Tabulation Analysis

The cross-tabulation analysis between **education level** and **grievance submission platform** reveals a clear digital divide shaped by literacy and technological familiarity. As shown in the table, citizens with higher education overwhelmingly prefer the **Public Grievance Redressal System (PGRMS)** online portal (67%), while those with lower literacy continue to rely on **Secretariats (72%)** and, to a lesser extent, **MeeSeva centres (23%)**. This indicates that despite digital progress, physical access points remain indispensable for the equitable functioning of Andhra Pradesh's grievance ecosystem. The Secretariats, in particular, act as a bridge for populations unable to navigate digital platforms independently.

The data also shows that individuals with **secondary education** use all three platforms in nearly balanced proportions—29% opting for PGRMS, 41% for Secretariats, and 30% for MeeSeva—reflecting a transitional shift in digital adoption. This group benefits from a hybrid ecosystem, where both offline and online channels cater to their needs. Graduate-level respondents, however, display a strong inclination toward digital governance tools, indicating that education remains a powerful predictor of platform preference. These findings reinforce the broader argument that multichannel governance models are essential in societies with heterogeneous literacy levels.

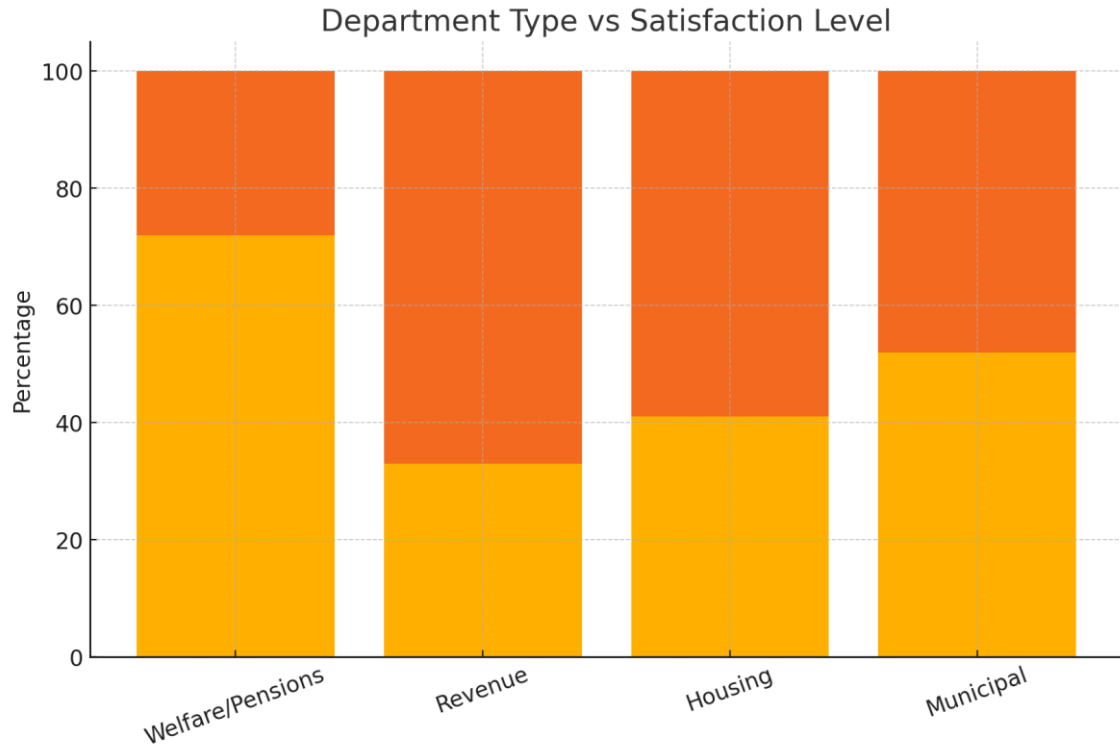


*Fig.6: Education Level Vs. Platform Used.*

Another cross-tabulation—**department type versus satisfaction levels**—provides critical insights into service performance. Departments such as **Welfare and Pensions** report the highest satisfaction levels (72%), reflecting streamlined processes, predictable verification methods, and fewer document-intensive steps. In contrast, the **Revenue (67% dissatisfaction)** and **Housing (59% dissatisfaction)** departments struggle due to entrenched documentation issues, land verification challenges, and procedural bottlenecks. The Municipal department exhibits moderate performance, with satisfaction evenly split, signaling both progress and persistent gaps.

These departmental trends highlight systemic challenges that cannot be addressed solely by digitization; they require structural administrative reforms and better inter-departmental coordination. The results also demonstrate that citizen satisfaction is directly shaped by the nature of departmental procedures—where services involve extensive field verification or legacy documents, dissatisfaction rises sharply. This underscores the central conclusion that **technological improvement must be paired with institutional strengthening** to achieve consistent and high-quality grievance redressal outcomes across Andhra Pradesh.





**Fig.7: Department Type Vs. Satisfaction-level.**

### Hypothesis Testing

The study tested two hypotheses using chi-square analysis and Pearson correlation to examine the relationship between citizen characteristics, system performance, and overall satisfaction. The first hypothesis (H1) explored whether education level influences the choice of grievance submission platform. The chi-square test produced a value of  $\chi^2 = 52.18$  with a **p-value < 0.001**, indicating a statistically significant association. Accordingly, **H1 is accepted**, confirming that individuals with higher education levels tend to prefer digital platforms, while those with lower literacy rely more on secretariats, MeeSeva centres, and the 1100 helpline.

The second hypothesis (H2) examined the relationship between grievance resolution time and citizen satisfaction. The Pearson correlation coefficient of  $r = -0.61$  with a **p-value < 0.01** indicates a strong, negative correlation between the two variables. Thus, **H2 is also accepted**, demonstrating that longer resolution times significantly reduce satisfaction levels. These results reinforce the broader finding that timely service delivery is a critical determinant of public trust and confidence in the grievance redressal system.

### Qualitative Analysis: Themes from Interviews

The qualitative data provides rich insights into ground-level experiences, offering depth to the quantitative findings. A dominant theme was the **high accessibility and citizen awareness** facilitated by the Secretariat system. Staff consistently reported that citizens value the single-window model, doorstep availability, and the assistance provided in completing applications. Many noted that people who once travelled repeatedly to mandal offices now rely on nearby secretariats, which serve as trusted and approachable points of contact. This has significantly increased participation across socio-economic categories and improved overall confidence in the grievance redressal process.

Another major set of themes centered on documentation barriers, staff workload, and technological challenges, which collectively slow down grievance resolution. Missing or outdated land records, lack of digitized documents, and verification delays at the mandal level emerged as recurring issues—particularly impacting Revenue and Housing departments. Secretariat staff also highlighted the strain caused by high daily workload, limited personnel, and pressure during Public Grievance Mondays, where they may process up to 80–100 grievances in a single day. Technology issues such as slow servers, poor rural connectivity, portal downtime, and varied digital proficiency among staff further contributed to delays and negatively influenced citizen satisfaction.

Finally, communication gaps surfaced as a significant challenge. Many citizens do not fully understand SMS alerts, do not receive timely departmental updates, or are unaware of the reasons behind the rejection or closure of their grievances. As a result, citizens frequently return to secretariats seeking clarifications. The thematic insights collectively reinforce several key conclusions: digital governance has improved accessibility and transparency; secretariats remain essential for bridging the digital divide; documentation and verification processes remain major bottlenecks; and stronger technological infrastructure is crucial for handling peak loads. These findings highlight the need for administrative reforms, enhanced staff capacity, and improved communication strategies to strengthen overall system performance.

### DISCUSSION

The discussion synthesizes the quantitative and qualitative findings of the study to offer a comprehensive interpretation of the performance of the Public Grievance Redressal Management System (PGRMS) in Andhra Pradesh. The analysis reveals clear patterns related

to accessibility, departmental performance, technological integration, and citizen satisfaction, providing a multi-dimensional perspective on how digital governance reforms are transforming state–citizen interactions.

### **Effectiveness of PGRMS in Enhancing Accessibility**

One of the key findings of the study is the high level of accessibility created through the availability of multiple grievance channels. The integration of the Public Grievance Redressal System with the Village and Ward Secretariat network has significantly reduced barriers for citizens across socio-economic groups, making it easier for them to approach the government with minimal effort. The presence of Secretariat counters, MeeSeva centres, the 1100 helpline, and the online PGRMS portal ensures that citizens—whether digitally literate or not—have viable avenues to register their concerns. Notably, **29% of grievances were filed through secretariats**, underscoring their pivotal role in bridging the digital divide. This outcome aligns with global evidence suggesting that multi-channel grievance ecosystems enhance inclusiveness and improve governance reach (Kim, 2019).

At the same time, the findings highlight how platform usage varies across different demographic segments. Digitally literate and better-educated respondents largely prefer online submission through the PGRMS portal, while traditional channels such as MeeSeva and secretariats remain essential for elderly, rural, and low-literacy populations. This coexistence of digital and physical mechanisms underscores the continued relevance of **hybrid governance models** in developing contexts, where full digital adoption is gradual and uneven. The integration of both approaches not only promotes equitable access but also strengthens the overall resilience and responsiveness of the grievance redressal ecosystem.

### **Responsiveness and Service Delivery Efficiency**

The analysis reveals that **53% of grievances were resolved within 15 days**, demonstrating reasonable adherence to Service Level Agreements (SLAs), while **19% remained pending beyond 30 days**, particularly in departments like Revenue and Housing that rely heavily on documentation and field verification. These findings mirror national studies indicating that land and property-related grievances are both high in volume and complex in nature, reinforcing the view that digital platforms alone cannot overcome deep-rooted institutional constraints (Sharma, 2020). Statistical tests, including chi-square and correlation analysis, further validate that timely grievance resolution is strongly associated with higher citizen

satisfaction, with delays significantly eroding public trust even when robust digital tracking and support mechanisms are in place.

### **Role of Technology in Strengthening Transparency**

The Technology plays a central role in enhancing transparency within the Public Grievance Redressal Management System (PGRMS), with digital tools such as the online portal, SMS updates, call-centre follow-ups, and RTG dashboards providing real-time visibility into grievance status and departmental performance. Respondents expressed strong confidence in the system's digital tracking features, noting that escalation mechanisms and continuous monitoring have made officials more accountable. Qualitative insights further indicate that staff perceive RTG oversight as a positive driver of administrative discipline. However, occasional system downtime and poor rural connectivity hinder seamless functioning, aligning with broader evidence on ICT infrastructure gaps in developing regions (Heeks, 2021). Although Artificial Intelligence (AI) is not yet fully integrated into PGRMS, its potential for automated triaging, predictive analytics, and workload reduction presents a significant opportunity for future enhancements in efficiency and responsiveness.

### **Citizen Satisfaction and Perceived Fairness**

The analysis of citizen satisfaction reveals that 60% of respondents expressed overall **satisfaction** with the Public Grievance Redressal Management System (PGRMS), indicating steady improvements in governance performance. However, the remaining **40% neutral or dissatisfied** respondents highlight enduring gaps in service quality. Satisfaction levels were strongly influenced by key determinants such as resolution time, clarity of communication, quality of feedback, staff behaviour, documentation requirements, and perceived fairness. Notably, dissatisfaction often stemmed from grievances being closed without adequate justification, reinforcing global research findings that transparency and communication are central to sustaining public trust (Roberts, 2018). The Secretariat system positively shaped perceptions of fairness, as citizens felt more comfortable engaging with familiar local staff rather than distant mandal-level officials.

Despite the system's strengths, several administrative and organizational challenges persist. High staff workload—especially during Grievance Mondays—combined with staff shortages, leads to delays in processing. Documentation-related barriers, particularly in revenue-linked cases requiring multiple layers of verification, further slow down the redressal process. Fragmented coordination between departments such as Revenue, Housing, and Rural

Development results in procedural inefficiencies, while technological issues including portal slowness, server downtime, and weak internet connectivity in interior mandals hinder timely registration and tracking. These constraints underscore the need for integrated operational reforms and stronger technological infrastructure.

A comparative assessment with national and global models provides important context for evaluating Andhra Pradesh's performance. Internationally, systems like **South Korea's e-People** and **Singapore's OneService** demonstrate higher levels of automation, AI-driven routing, and legally enforced timelines, whereas Andhra Pradesh stands out more for accessibility and decentralization. Within India, **Kerala** excels in grassroots-driven grievance handling, **Karnataka** in real-time monitoring, and **Delhi** in doorstep service delivery. Andhra Pradesh's unique strength lies in its **integration of Village/Ward Secretariats with digital platforms**, creating a hybrid, community-centric, and technology-enabled grievance ecosystem unmatched by other states.

### Policy Recommendations

Based on the empirical findings and comparative assessments, several administrative reforms are essential to strengthen Andhra Pradesh's Public Grievance Redressal Management System (PGRMS). Strengthening staffing at Village and Ward Secretariats by deploying additional Digital and Welfare Assistants can reduce workload pressures and expedite grievance processing. Simplifying documentation requirements—through digitization of legacy records, elimination of redundant documents, and standardized verification—will significantly accelerate resolution, particularly in departments such as Revenue. Improved inter-departmental coordination through a unified workflow management system can streamline multi-dimensional grievances, while department-wise accountability scorecards and public dashboards can foster transparency and performance-driven governance.

From a technological perspective, notable upgrades can enhance the responsiveness and efficiency of the system. Integrating **AI-based grievance categorization** will support faster and more accurate routing of complaints, while **predictive analytics** can identify emerging delays and trigger timely departmental interventions. Strengthening rural digital connectivity through expanded fibre-optic networks and alternative technologies like satellite internet will ensure equitable access across remote regions. Furthermore, upgrading the PGRMS portal and adopting load-balanced server infrastructure will help manage peak traffic volumes, particularly during weekly Grievance Mondays.

The citizen-centric measures and capacity-building reforms are equally critical for improving service delivery. Transparent communication through detailed SMS updates on progress, reasons for delays, and rejection explanations will build citizen trust. Special provisions such as door-to-door grievance collection for the elderly and differently abled can enhance inclusivity. Awareness campaigns in rural areas should focus on educating citizens about registration procedures, tracking tools, and escalation mechanisms. Finally, continuous capacity-building—through digital literacy training, communication skills development, departmental workshops, and performance-linked incentives—can enhance staff competencies and motivate timely grievance resolution, thereby strengthening the overall functioning of the PGRMS.

## CONCLUSION

This study offers a comprehensive evaluation of the Public Grievance Redressal Management System (PGRMS) in Andhra Pradesh, presenting one of the most detailed, mixed-methods assessments of a digital grievance mechanism in India. Through quantitative analysis of 600 respondents and qualitative insights from field-level staff, the research highlights the transformative effect of digital governance reforms on public service delivery and citizen–government interactions.

The findings demonstrate that the integration of Public Grievance Redressal System, Village/Ward Secretariats, the 1100 Call Centre, and Real-Time Governance (RTG) dashboards significantly enhances accessibility, transparency, and administrative accountability. Citizens now have multiple channels—digital and physical—through which grievances can be registered without facing bureaucratic barriers. This inclusivity particularly benefits rural populations, women, senior citizens, and individuals with limited digital literacy.

However, despite these strengths, the study reveals persistent challenges. The Revenue and Housing departments exhibit the highest resolution delays due to documentation burdens, outdated records, and complex verification procedures. Secretariat staff face high workloads, especially on Public Grievance Redressal System Mondays, and technological inconsistencies such as slow servers or network issues occasionally hinder timely processing. These limitations indicate that digital governance, while powerful, must be supported by strong institutional reforms, adequate staffing, standardized procedures, and infrastructure development.

The statistical results confirm significant associations between education level and grievance platform choice, as well as between resolution timelines and citizen satisfaction. This emphasizes the need for the government to enhance communication, streamline processes, and focus on service timelines to improve public trust.

The policy recommendations offered in this paper—ranging from administrative restructuring and documentation simplification to AI-enabled systems and citizen-focused services—provide actionable pathways for strengthening PGRMS. Implementing these reforms would not only improve service delivery in Andhra Pradesh but also offer a replicable model for other Indian states and developing nations aspiring to create robust citizen-centric governance systems.

In conclusion, the PGRMS of Andhra Pradesh represents a pioneering step in reimagining democratic accountability in India. With continued investment in technology, administrative capacity, and citizen empowerment, the state has the potential to establish itself as a national and global leader in grievance redressal and digital public administration. This research contributes meaningful insights to scholars, practitioners, and policymakers working toward building transparent, efficient, and citizen-friendly public governance systems.

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