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# Kisan Mitra

Helpline for Farmers by Centre for Sustainable Agriculture



Caring for Those Who Feed the Nation

# KISAN MITRA FARMERS HELPLINE

## Andhra Pradesh — Case Analysis Report

April 2023 — March 2026 (Three-Year Dataset)

YSR Kadapa · Sri Sathya Sai · Kurnool · Annamayya

**Centre for Sustainable Agriculture (CSA)**

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## Foreword

At the Centre for Sustainable Agriculture, we have spent two decades watching a paradox unfold across Indian agriculture. Scheme after scheme is designed, announced, and allocated — and yet the farmers most in need of support are often the last to receive it, if they receive it at all. Small and marginal farmers, tenant farmers, women farmers, tribal farmers — they exist at the intersection of every structural failure in the system. Their land records are incomplete. Their Aadhaar is not linked. Their crop booking was missed. Their insurance claim was never filed. The scheme that was meant for them was processed for someone else, or for no one at all.

This is not a failure of policy intent. It is a failure of delivery — of the last mile between what the government has promised and what the farmer actually receives. And in our experience, this failure is not accidental. It is the predictable outcome of a governance system in which departments operate in silos, accountability stops at the district headquarters, and the burden of navigating administrative complexity falls entirely on the farmer who is least equipped to carry it.

Kisan Mitra — literally, a friend to the farmer — was born from this understanding. We started the initiative in partnership with Rythu Swarajya Vedika (RSV) and the district administration of Vikarabad, with a simple conviction: that if someone stood between the farmer and the system, investigated what had gone wrong, followed up with the right official, and refused to close the case until it was resolved, a significant share of these failures could be corrected. Not by changing policy. Not by waiting for systemic reform. But by creating an accountable interface where none existed.

What began as a pilot has, over the years, grown into a programme covering multiple districts across Andhra Pradesh — YSR Kadapa, Sri Sathya Sai, Kurnool, and Annamayya — with over 2,393 documented cases across three fiscal years and an overall resolution rate that consistently exceeds 80 percent in its mature coverage areas. Behind each of those cases is a farmer who did not receive what they were owed, called the helpline, and received it. A Rythu Bharosa payment that finally reached a bank account. A banana crop loss claim that was filed after the flood. A CCRC card that unlocked crop insurance and scheme access for a tenant farmer who had been invisible to the system for years. A widow who received ex gratia that the system had already sanctioned but never disbursed.

The numbers matter. But so does what the numbers cannot capture — the field coordinator who visited a farmer suicide family and sat with them long enough to understand which document was missing from the ex gratia application. The mandal-level awareness meeting that taught 200 farmers about crop booking before the kharif season, preventing next year's loss compensation failures before they happened. The veterinary camp organised in Talupula that vaccinated 954 cattle in a day because someone made a phone call to the right official. These are not exceptional acts. They are what happens when a facilitated interface exists between farmers and the institutions that are supposed to serve them.

This report presents the three-year story of Kisan Mitra in Andhra Pradesh — what farmers faced, how the helpline responded, what resolved and what didn't, and what the pattern of 2,393 cases tells us about the structural character of agricultural governance failure. We have tried to be honest about both the programme's achievements and its limits. High resolution rates in Agriculture and Horticulture demonstrate what is possible when administrative relationships

exist. Near-zero resolution on land rights cases and job card denials show where facilitation alone is insufficient and policy intervention is required. Both findings are worth recording.

We are grateful to the district administrations that have partnered with CSA across these years — the Collectors, Joint Collectors, District Agriculture Officers, District Horticulture Officers, Revenue officials, and banking correspondents who attended review meetings, responded to escalations, and treated farmer grievances as matters worth their attention. The resolution rates we report are, in the end, a measure of their responsiveness as much as the helpline's persistence.

We are grateful to every field coordinators Bhaskar, Jayanna and Call Centre Coordinator Naresh who carried this work at the ground level — who made the calls, visited the families, filed the grievances, and followed up across months without the assurance that any particular case would be resolved. This programme runs on that persistence.

And we are grateful to the farmers who called. Many called with little expectation that anything would change. That something did — in 83 to 95 percent of cases, depending on the year and the department — is both the validation of this model and the most compelling argument for taking it to scale.

The framework for doing so is laid out in the pages that follow. We would be glad to partner with any organisation, institution, network, or government body that shares the conviction that the last mile of agricultural governance is not an implementation detail — it is the point where the entire system either keeps its promise or doesn't.

Individuals and organisations who wish to volunteer or collaborate are warmly invited to reach out.

*G.V. Ramanjaneyulu*

*Executive Director*

*Centre for Sustainable Agriculture Hyderabad, April 2026*

## Executive Summary

The Kisan Mitra Farmers Helpline has operated in Andhra Pradesh since 2017, providing a facilitated interface for small and marginal farmers to access entitlements, resolve grievances, and navigate government scheme systems. This report presents the last three-year analysis of AP data: 2,393 cases across FY 2023-24 (1,311 cases), FY 2024-25 (627 cases), and FY 2025-26 (455 cases), covering four districts — YSR Kadapa, Sri Sathya Sai, Kurnool, and Annamayya.

The three-year arc reveals a programme that has moved well beyond its origins as a distress prevention helpline or payment-scheme grievance mechanism. During FY 2024-25, the year of the state government transition from YSRCP to TDP (June 2024), saw a pronounced shift: 161 Sri Sathya Sai cases entered the dataset for the first time, Animal Husbandry emerged as a major department with 85 vaccination-linked cases, MGNREGS grievances spiked, and the fastest resolution times across the three years were recorded. This suggests adaptive capacity in the programme even through political transition.

**A critical contextual note:** the TDP government that took office in June 2024 renamed several flagship schemes. Rythu Bharosa became Annadata Sukhibhava, YSR Bheema became Chandranna Bima, Amma Vodi became Thalliki Vandanam, and education scholarship schemes were restructured. These renames appear in the ERP data and are explained in Section 1.3. Category names in this report use harmonised labels where possible.

### Key Findings at a Glance

<p><b>2,393</b></p> <p><b>Total Cases (3 Years)</b> FY 2023-24 to FY 2025-26</p>	<p><b>82.9%</b></p> <p><b>Resolved / Closed</b> 1,982 of 2,393 cases</p>	<p><b>26 days</b></p> <p><b>Median Resolution Time</b> Down from 30 → 13 → 9 days</p>	<p><b>4</b></p> <p><b>Districts Covered</b> From 1 in FY 2023-24</p>
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Five findings define the three-year analytical picture:

- DBT payment failures account for ~50% of FY 2023-24 cases but decline sharply by FY 2025-26, as the helpline's issue mix diversifies into information provision, NREGS grievances, agriculture inputs, and land rights.
- Resolution speed has improved consistently: FY 2023-24 median 30 days, FY 2024-25 median 13 days, FY 2025-26 median 9 days — signalling improving operational efficiency and departmental relationships.
- The programme's geographic expansion from YSR Kadapa (FY 2023-24) to Sri Sathya Sai (FY 2024-25) and Kurnool/Annamayya (FY 2025-26) brings a distinct issue character to each district: Kadapa — scheme payments; Sri Sathya Sai — livelihoods, NREGS, animal husbandry; Kurnool — land rights, PM-KISAN.
- Revenue department cases remain systemically intractable across all three years: 36.3% overall resolution rate and a 448-day median resolution time. Land correction and patta cases in particular show 0% resolution and require a legal-aid instrument, not helpline facilitation.
- Women callers (28.7% of total) achieve higher resolution rates (88.7%) than men (80.5%) across all three periods, a consistent pattern pointing to the issue-type character of women's cases.

## 1. Background and Context

### 1.1 The Problem of Last-Mile Delivery

Small and marginal farmers across Andhra Pradesh face compounding barriers to entitlements that are nominally available to them — crop loss compensation, DBT scheme payments, land title regularisation, input subsidies, MGNREGS wages, and veterinary services. Administrative systems presuppose literacy, connectivity, and institutional familiarity that are unevenly distributed. The result is systematic exclusion of the most land-marginal and income-marginal farmer households from programmes designed for them.

The institutional architecture compounds this. Departments operate in silos with no unified farmer interface. The **Mee Bhoomi** land records portal introduced new discrepancies alongside its digitisation mandate. DBT transfers require Aadhaar seeding, E-KYC, and bank linkage that generate silent exclusion at each step. MGNREGS wage delays and job card denials affect the poorest households most acutely. Grievance mechanisms exist on paper but function primarily for administrative compliance.

### 1.2 The Kisan Mitra Model

CSA's Kisan Mitra Helpline addresses last-mile exclusion through three mutually reinforcing elements:

- A centralised ERP-based case logging and tracking system that receives cases through field coordinators, phone, and social media; assigns them to departments; and tracks resolution
- Trained field coordinators at village and mandal level who document, facilitate departmental follow-up, and support farmers navigating complex claim processes
- District-level escalation via the District Collector's grievance mechanism for cases that require administrative authority beyond departmental staff

In AP, the helpline has been operational in YSR Kadapa since 2017, with expansion to Sri Sathya Sai in FY 2024-25 and Kurnool and Annamayya in FY 2025-26. The FY 2024-25 data in this report represents the first full year of documented multi-district operation.

### 1.3 Government Transition and Scheme Renames

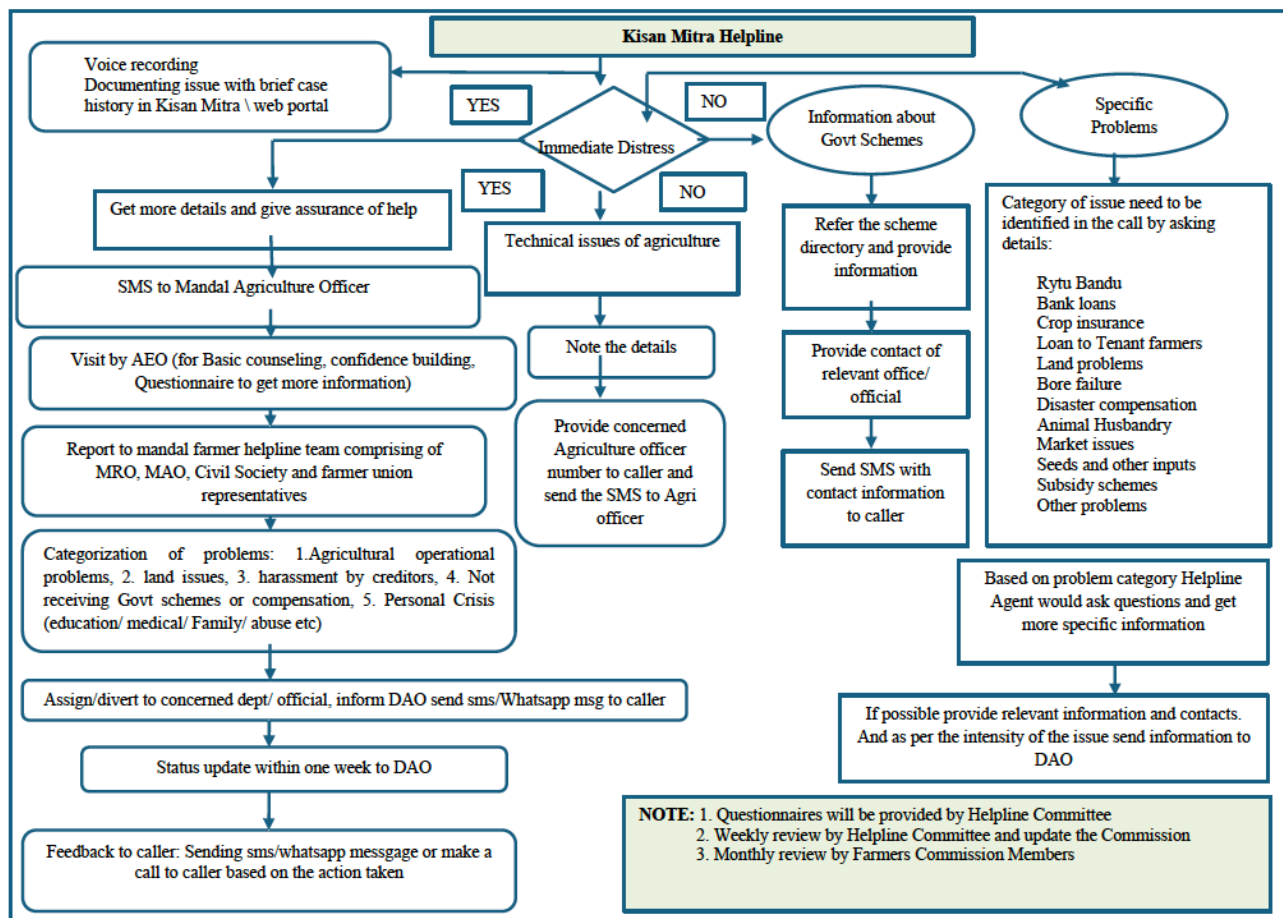
The TDP-led coalition government took office on June 12, 2024. Between June and September 2024, several flagship YSRCP-era schemes were renamed or restructured. This has direct implications for reading the AP Kisan Mitra data across periods, as case categories in FY 2023-24 and early FY 2024-25 reflect the old scheme names.

YSRCP Scheme Name	TDP Scheme Name	Date of Change	Cases in Dataset
Rythu Bharosa (farm input support)	Annadata Sukhibhava	June 25, 2024	334 + 174 = 508 total
YSR Bheema (farmer life insurance)	Chandranna Bima	~July 2024	161 total
Amma Vodi (mothers' ed. support)	Thalliki Vandanam	June 12, 2025	21 total
YSR Cheyutha (women livelihood)	Adabidda Nidhi	~July 2024	32 + 27 = 59 total
Jagananna Vidya Deevena	Post Matric Scholarships (RTF)	June 18, 2024	Minor
Jagananna Vasathi Deevena	Post Matric Scholarships (MTF)	June 18, 2024	Minor

Where the ERP records original scheme names for FY 2023-24 cases, this report uses the original name with a notation. Category-level analysis uses harmonised groupings where the same programme appears under two names across periods.

### 1.4 Scope and Data

This report analyses 2,393 unique AP-state cases across three fiscal years. Sheets in the source file contain: FY 2023-24 (1,311 cases, Apr 2023–Mar 2024), FY 2024-25 (627 cases, Apr 2024–Mar 2025), and FY 2025-26 (455 cases, Apr 2025–Mar 2026). There is no overlap between sheets by KM case ID. FY 2025-26 data was extracted in April 2026 and includes cases still under active facilitation.



## 2. Volume and Annual Trends

### 2.1 Year-on-Year Case Volume

Case volume peaked in FY 2023-24 when the programme was concentrated in a single mature district (YSR Kadapa) with high farmer awareness and field coordinator density. FY 2024-25 saw a 52% contraction in volume as the YSR Kadapa caseload normalised, partly offset by the entry of Sri Sathya Sai. FY 2025-26 contraction continues in Kadapa, with Kurnool and Annamayya as new additions.

Period	Cases	Resolved	In Process	Open	Res %	Median Resolution
FY 2023-24	1,311	1,241	70	0	95%	30 days
FY 2024-25	627	486	141	0	78%	13 days
FY 2025-26	455	255	133	67	56.0%	9 days
<b>3-Year Total</b>	<b>2,393</b>	<b>1,982</b>	<b>344</b>	<b>67</b>	<b>82.9%</b>	<b>26 days</b>

On resolution rates: FY 2025-26's 56.0% reflects) — 133 cases are under active follow-up and will resolve. Only 67 cases (14.7% of FY 2025-26) are purely Open. The improving median resolution time (30 → 13 → 9 days) is the more analytically significant trend: the programme is getting faster even as it expands geographically.

### 2.2 The Three-Year Arc of Issue-Type Evolution

The most important trend in the three-year data is the transformation of what farmers are calling about. The programme has shifted from a payment-scheme grievance mechanism in FY 2023-24 to a more diversified agricultural support service.

Category / Issue Type	FY 2023-24	FY 2024-25	FY 2025-26	3-Year Total
<b>DBT Scheme Payments</b>				
Kisan Samman (PM-KISAN)	361	24	77	462
Rythu Bharosa / Annadata Sukhibhava	323	11+24=35	76	434+
YSR Bheema / Chandranna Bima	160	1	—	161
<b>Agricultural Operations</b>				
Crop Loss (all crops)	247	14+	14	271+
Information / Advisory	—	107	91	200
Pest attack / crop protection	—	56	7	64
Crop Insurance (PMFBY)	—	46	9	55
Agriculture Inputs / Seeds	—	—	34+10	44+
<b>Livestock &amp; Veterinary</b>				
Vaccination / Animal Health	—	64	—	67+

Category / Issue Type	FY 2023-24	FY 2024-25	FY 2025-26	3-Year Total
<b>MGNREGS / Rural Development</b>				
NREGS wage delays + job cards	13	70	—	83+
YSR Cheyutha / Adabidda Nidhi	5	27	—	32
<b>Land Rights (Revenue)</b>				
Land corrections / Patta / Inam	~10	~15	41	66+

### 2.3 District Year-on-Year Evolution

The geographic centre of gravity shifts substantially across the three years, from a Kadapa-dominated programme to a multi-district operation with district-specific issue profiles.

District	FY 2023-24	FY 2024-25	FY 2025-26	3-Year Total	Overall Res %
YSR Kadapa	1,307	463	211	1,981	89%
Sri Sathya Sai	2	161	57	220	53%
Kurnool	2	2	128	132	45%
Annamayya	—	—	48	48	67%
Others	—	1	11	12	83%
<b>TOTAL</b>	<b>1,311</b>	<b>627</b>	<b>455</b>	<b>2,393</b>	<b>82.9%</b>

YSR Kadapa's volume decline from 1,307 to 463 to 211 across the three years does not indicate weakening demand — it reflects that a mature programme resolves the main backlog categories (Rythu Bharosa, YSR Bheema) and the remaining caseload shifts to structural issues (land, MEE BHOOMI corrections) that are harder and slower to resolve. Sri Sathya Sai's emergence in FY 2024-25 (161 cases) as a significant district — driven by animal husbandry, NREGS, and livelihood scheme issues — shows a distinctly different issue character from Kadapa.

### 2.4 Monthly and Seasonal Call Patterns

The ERP data enables a more granular look at call volume than annual totals permit. Analysing cases by month and day of week across the three fiscal years reveals a strong and consistent seasonal pattern that maps directly onto the agricultural calendar, scheme payment cycles, and weather events — and has direct implications for how the programme should allocate field coordinator capacity and when awareness campaigns should be deployed.

#### a. Average Calls Per Day

Period	Total Cases	Active Days	Avg Calls / Day
FY 2023-24	1,311	360	3.6 / day
FY 2024-25	627	357	1.8 / day
FY 2025-26	455	347	1.3 / day

Period	Total Cases	Active Days	Avg Calls / Day
<b>3-Year Overall</b>	<b>2,393</b>	1,077	<b>2.2 / day</b>
Peak month (July 2023)	294	26	<b>11.3 / day</b>
Weekdays (Mon–Fri)	2,112	—	<b>2.7 / day</b>
Weekends (Sat–Sun)	281	—	0.9 / day

Weekday volume is three times weekend volume, confirming that farmers call primarily during working hours — likely because they need to coordinate with field coordinators and officials on the same day. Saturday generates some calls (primarily information requests) but Sunday is near-silent. This has direct staffing implications: coordinator availability on Monday mornings, when the week's backlog from missed calls accumulates, is particularly important.

### b. The Dual-Peak Pattern

The monthly data reveals a consistent dual-peak structure that repeats across all three fiscal years and is driven by two distinct mechanisms: monsoon-related crop distress in June–August, and scheme payment settlement failures in November–January.

Month	FY 2023-24	FY 2024-25	FY 2025-26	What drove the calls
April	31	51	6	Low — pre-kharif transition
May	28	71	1	Low — awareness gap between seasons
<b>June</b>	<b>142</b>	6	4	Kharif input support (Rythu Bharosa/Annadata Sukhibhava) — payment window opens, failures surface
<b>July</b>	<b>294 ★</b>	54	56	Peak: crop loss from monsoon rains (240 calls in Jul 2023 alone); PM-KISAN; Rythu Bharosa
<b>August</b>	<b>210</b>	47	<b>85</b>	Continuing crop loss + PM-KISAN; Aug 2025 multi-district expansion visible
September	9	56	57	Quiet in 2023 (post-kharif lull); grows in later years as new districts added
October	38	13	39	Transition — low
<b>November</b>	<b>200</b>	64	46	Post-harvest payment cycle — PM-KISAN instalment, YSR Bheema/life insurance claims
<b>December</b>	100	82	<b>133</b>	Payment settlement period; Dec 2025 driven by Kurnool expansion (63 of 133 calls)
<b>January</b>	<b>176</b>	80	12	PM-KISAN + YSR Bheema settlement continuing; peak in FY 2023-24
February	73	30	7	Winding down; land and revenue cases become relatively more prominent
March	10	73	9	Year-end; carried-over cases processed

★ July 2023 was the single busiest month across all three years: 294 calls, averaging 11.3 per working day. Of these, 240 were crop loss cases — almost entirely banana crop damage from heavy monsoon rains across

nine mandals. This was not a helpline failure; it was the helpline doing exactly what it is designed for. But it illustrates the scale of surge that weather events can create and the importance of coordinator capacity being highest during kharif.

### C. What Drove Each Peak — and What It Means

#### ***Kharif Peak (June–August): Payment Failures and Weather Events***

June calls are almost entirely scheme payment failures — in June 2023, 108 of 142 calls were Rythu Bharosa non-payments. This is the point at which the kharif input support payment is expected: when it doesn't arrive, farmers call within days. July and August layer crop loss claims on top as monsoon damage accumulates. The pattern is predictable enough to plan around: June is a payment-failure month, July–August are weather-event months, and the two often interact when a farmer who missed crop booking (because they didn't know about it) also fails to receive the input support they expected.

#### ***Post-Rabi Peak (November–January): Scheme Settlement Cycle***

The November–January peak is driven by the PM-KISAN instalment cycle and life insurance claim processing. Both have payment windows in this quarter, and farmers who haven't received theirs call after a few weeks of waiting. In FY 2023–24, 182 PM-KISAN and 139 YSR Bheema calls came in this three-month window — over 70% of the year's total for both categories. The pattern is scheme-cycle driven and therefore predictable to the week: calls spike within 10–14 days of the expected payment date.

#### ***The September Lull — and Its Operational Value***

September 2023 produced just 9 calls — the lowest month across the entire dataset — falling between the kharif distress peak and the post-rabi payment cycle. The September lull is structurally consistent: it is the one month per year when no major payment cycle is open and weather-related crises from kharif have settled. This makes September the optimal window for training refreshers, data quality audits, ERP system updates, and coordinator capacity building — the only low-pressure month in the operational calendar.

#### ***April–May: The Awareness Opportunity***

April and May are consistently the lowest-volume months — the summer pre-kharif transition when no scheme payment windows are active. This is precisely when crop booking awareness meetings should be held. The July–August crop loss surge is largely preventable: most compensation claim failures stem from farmers not having registered their crop before the deadline. Running awareness sessions in May — before the kharif sowing season begins — converts the quiet period into prevention that reduces the July peak.

### d. Three Implications for Programme Planning

1. Coordinator capacity should be highest in July–August and November–January. These two windows together account for the majority of the annual caseload. Advance recruitment, refresher training, and backup coverage arrangements should be in place before each peak — not reactive to it.
2. Crop booking and scheme eligibility awareness campaigns should run in May–June, before kharif sowing begins. The data makes the case plainly: the July surge is not random — it follows the rains and the missed registrations that precede them. Preventive awareness in the quiet months reduces reactive case volume in the peak months.
3. The September window should be protected for internal programme work — training, data audits, ERP quality checks, district relationship-building meetings. It is the only reliable low-pressure month in the year, and it falls conveniently between the two peaks that need the most operational preparation.

The dual-peak pattern is ultimately driven by government payment cycles, not farming seasons. When a payment window opens and money doesn't arrive, farmers call within days — not weeks. This means the most effective long-term intervention to reduce helpline call volume is fixing the upstream DBT architecture: automatic error notifications, farmer-facing grievance tracking, and E-KYC reconciliation before payments run rather than after. Until that happens, the helpline's surge periods are a predictable feature of the agricultural governance calendar.

### 3. Geographic Coverage

#### 3.1 District-wise Three-Year Summary

District	Total	Resolved	In Process	Open	Res %
<b>YSR Kadapa</b>	1,981	1,766	196	19	<b>89%</b>
Sri Sathya Sai	220	116	94	10	<b>53%</b>
Kurnool	132	59	36	37	<b>45%</b>
Annamayya	48	32	15	1	<b>67%</b>
Others (7 districts)	12	9	3	0	<b>75%</b>
<b>TOTAL</b>	<b>2,393</b>	<b>1,982</b>	<b>344</b>	<b>67</b>	<b>82.9%</b>

#### 3.2 Mandal-level Coverage

Field coordinator deployment patterns determine the distribution of cases within districts. Vemula mandal (YSR Kadapa) remains the single highest-volume mandal with 968 cases across three years. Talupula mandal (Sri Sathya Sai) has emerged rapidly with 215 cases in just one year of active coverage.

Mandal	District	Total	Resolved	In Process	Open	Res %
Vemula	YSR Kadapa	968	927	39	2	<b>96%</b>
Vempalle	YSR Kadapa	277	237	40	0	<b>86%</b>
Proddatur	YSR Kadapa	248	215	21	12	<b>87%</b>
Talupula (MDL)	Sri Sathya Sai	215	115	90	10	<b>54%</b>
Jammalamadugu	YSR Kadapa	147	135	12	0	<b>92%</b>
C. Belagal (MDL)	Kurnool	129	56	36	37	<b>43%</b>
Brahmamgarimattam	YSR Kadapa	105	68	37	0	<b>65%</b>
Pulivendla	YSR Kadapa	102	94	7	1	<b>92%</b>
T. Sundupalli (Manl)	YSR Kadapa	47	31	15	1	<b>66%</b>
Chakrayapet	YSR Kadapa	37	24	13	0	<b>65%</b>

Mandal	District	Total	Resolved	In Process	Open	Res %
Vontimitta	YSR Kadapa	34	30	4	0	88%

Brahmamgarimattam (YSR Kadapa) shows notably low resolution (65%) for a well-established mandal — the FY 2024-25 NREGS and IHHL (latrine construction) cases from this area are largely unresolved, indicating a local Rural Development department bottleneck.

## 4. Department-wise Analysis

### 4.1 Overview

Agriculture and Horticulture remain dominant but their combined share has declined from 93% in FY 2023-24 to 84% in FY 2025-26, as Rural Development, Animal Husbandry, and Revenue grow. This reflects both geographic expansion (Sri Sathya Sai brings a different service demand) and programme maturation (field coordinators actively seeking out NREGS and livelihood cases).

Department	FY 2023-24	FY 2024-25	FY 2025-26	3-Yr Total	Resolved	In Process	Res %
<b>Agriculture</b>	947	251	336	1,534	1,361	173	<b>89%</b>
Horticulture	265	80	24	369	335	34	<b>91%</b>
Rural Development	28	143	20	191	109	82	<b>57.1%</b>
Revenue	34	35	44	113	41	72	<b>36.3%</b>
Animal Husbandry & Vet.	5	85	5	95	83	12	<b>87%</b>
Education	5	2	17	24	7	17	<b>29.2%</b>
Ministry of Labour & Empl.	—	14	—	14	11	3	<b>79%</b>
Banking	7	5	—	12	7	5	<b>58%</b>
Women & Child Welfare	11	—	—	11	11	0	<b>100%</b>
Marketing / Markfed	4	4	4	12	8	4	<b>67%</b>
Others (Elec., Irrig., Medical, etc.)	5	8	5	18	14	4	<b>78%</b>
<b>TOTAL</b>	<b>1,311</b>	<b>627</b>	<b>455</b>	<b>2,393</b>	<b>1,982</b>	<b>406</b>	<b>82.9%</b>

### 4.2 Agriculture

Agriculture remains the largest department across all three years but its internal character has evolved substantially. In FY 2023-24 it was dominated by DBT payment failures; by FY 2025-26 information requests, PM-KISAN E-KYC issues, Annadata Sukhibhava transition problems, and input subsidies account for a much larger share.

- PM-KISAN (Kisan Samman): 462 cases across three years, 84.6% resolved. The E-KYC re-verification requirement introduced in 2023-24 continues to generate exclusions — 101 E-KYC pending cases in FY 2023-24 created a backlog that persists.
- Rythu Bharosa / Annadata Sukhibhava: The same programme under two names across the political transition. FY 2023-24 Rythu Bharosa cases (334) achieved 100% resolution. FY 2024-25 and FY 2025-26 Annadata Sukhibhava cases show 58.7% resolution — scheme renaming introduced real disruption to the payment architecture.
- YSR Bheema / Chandranna Bima: 161 cases across FY 2023-24 and FY 2024-25, all resolved. This farmer life insurance claim category demonstrates what the helpline can achieve when the department is responsive and the claim pathway is clear.
- Information and advisory: 200 cases across FY 2024-25 and FY 2025-26 — a category barely present in FY 2023-24. This signals the helpline's expanding function as a two-way agricultural information channel.

### 4.3 Horticulture

Horticulture (369 cases, 90.8% resolution) is the second-strongest department in the dataset by resolution rate. The dominant issue across all three years is banana crop loss from heavy rain events in YSR Kadapa's command areas. FY 2024-25 added irrigation (drip subsidy, 17 cases) and mango-related queries. The department's strong resolution performance reflects effective engagement by Horticulture officers once cases are flagged through the helpline escalation pathway.

### 4.4 Rural Development — The FY 2024-25 Spike

Rural Development jumped from 28 cases in FY 2023-24 to 143 in FY 2024-25 — a 411% increase — before returning to 20 in FY 2025-26. This spike is almost entirely attributable to Sri Sathya Sai district and specific issue clusters:

- **NREGS wage delays (52 cases, 71.2% resolved):** Workers completing MGNREGS tasks who are not receiving wages within the mandated timeline.
- **NREGS Job Card denial (36 cases, 19.4% resolved):** Eligible workers being denied job cards — a more structural issue that requires administrative discretion at mandal level.
- **YSR Cheyutha / Adabidda Nidhi (32 cases):** The women's livelihood scheme under both names — 100% resolved, suggesting effective departmental response.
- **IHHL Payments (16 cases, 0% resolved):** Individual Household Latrine construction under CRSP — all currently in District Committee review with no resolution. This appears to be a scheme implementation gap in newly covered mandals.

The NREGS job card category (19.4% resolution) is particularly concerning: workers without job cards are effectively excluded from the entire rural employment guarantee architecture, and denial is often discretionary at the panchayat level, making it difficult to resolve through standard escalation.

### 4.5 Animal Husbandry — A New Programme Dimension

Animal Husbandry increased from 5 cases in FY 2023-24 to 85 in FY 2024-25, driven entirely by cattle and poultry vaccination requests from Sri Sathya Sai farmers. With an 87.4% overall resolution rate and a median resolution time of just 3 days, this category demonstrates the helpline's capacity to mobilise government services quickly when a direct service-delivery pathway exists. The Animal Husbandry department's responsiveness to vaccination requests offers a model for other departments.

### 4.6 Revenue — Persistent Structural Failure

Revenue has maintained a consistently low-resolution rate across all three years (34 in FY 2023-24, 35 in FY 2024-25, 44 in FY 2025-26 — with 36.3% overall resolution). The median resolution time for resolved cases is 448 days. The issue clusters are specific:

- Land less farmer certification (15 cases, 100% resolved) and ROFR-Forest patta (8 cases, 100% resolved): Administrative tasks that departments process when flagged.
- MEE BHOOMI land corrections (20 cases, 15% resolved): Portal record discrepancies requiring multi-departmental approval. The portal's correction mechanism is slow and opaque.
- Patta-Assigned Land (17 cases, 0% resolved): Government-assigned land without formal title issuance — a category that requires a state-level policy response, not departmental facilitation.
- Farmer Suicide-linked cases (6 cases): Cases where the Revenue officer's role is in issuing financial support — these have a 33% resolution rate, suggesting administrative hesitation.

The 0% resolution rate on patta for assigned land cases across all three years of data is a signal that requires a structural response — legal aid referral, revenue tribunal representation, or a state-level land rights campaign. The helpline can document and refer; it cannot resolve.

## 5. Issue Typology

### 5.1 Top Categories — Three-Year View

Category	Total	FY23-24	FY24-25	FY25-26	Res %	Key Issue
Kisan Samman (PM-KISAN)	462	361	24	77	85%	E-KYC failure, non-credit
Rythu Bharosa / Annadata Sukhibhava	508*	323+11	24	76	87%*	Payment delay, transition disruption
Crop Loss (all crops)	271	247	14	10	97%	Banana dominant; PMFBY linkage
Information / Advisory	200	—	107	91	94%	Crop mgmt, scheme queries
YSR Bheema / Chandranna Bima	161	160	1	—	100%	Life insurance claims
Vaccination (cattle/poultry)	67	3	64	—	99%	Service mobilisation
Pest attack / crop protection	64	—	56	8	100%	Blackgram, other crops
Crop Insurance (PMFBY)	55	—	46	9	93%	Bengal gram dominant
NREGS Wages + Job Cards	88	13	70	5	52%	Wage delay + card denial
YSR Cheyutha / Adabidda Nidhi	59	32	27	—	100%	Women's livelihood scheme
Agriculture Inputs / Seeds	44+	—	—	44	97%	Input access, new districts
Land rights (Patta, corrections, Inam)	66+	10	15	41	15%	Systemic — requires legal aid
Drip irrigation	23	—	17	6	17%	Sanction delays
IHHL / Sanitation	16	—	16	—	0%	CRSP scheme — blocked
Amma Vodi / Thalliki Vandanam	21	—	4	17	24%	Transition disruption

\* Rythu Bharosa and Annadata Sukhibhava are the same programme under YSRCP and TDP names. Combined count includes all cases logged under either name.

## 5.2 The DBT Payment Failure Cluster in Perspective

In FY 2023-24, DBT payment failures (PM-KISAN, Rythu Bharosa, YSR Bheema) accounted for approximately 65% of cases. By FY 2025-26, this cluster accounts for roughly 35% of cases. This is not because DBT systems have been fixed — PM-KISAN E-KYC failures and Annadata Sukhibhava transition confusion persist — but because the programme has expanded into districts and issue types where DBT scheme failures are less dominant.

The structural point remains: every resolved PM-KISAN or Annadata Sukhibhava case represents an exclusion that should not have occurred. The helpline is absorbing system failures at the individual level without a corresponding systemic remedy. The cumulative three-year data (462 PM-KISAN cases, 508 input scheme cases) constitutes a body of evidence for advocacy with the Agriculture Department on DBT error-correction mechanisms.

## 5.3 The FY 2024-25 Transition Year — A Distinct Profile

FY 2024-25 is analytically distinctive in several ways that the three-year view reveals clearly. The government changed in June 2024 mid-year, scheme names changed, and the Sri Sathya Sai district entered at scale. But what makes FY 2024-25 distinctive is not disruption — it is the highest volume of new service categories:

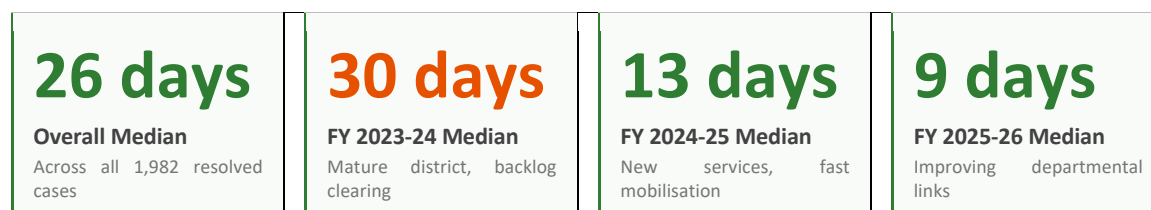
- Animal Husbandry vaccination: 64 cases — a category that didn't exist in FY 2023-24 and nearly disappeared in FY 2025-26, suggesting a specific campaign-linked deployment
- Pest attack / crop protection: 56 cases — leaf crinkle attack in blackgram, likely linked to a specific outbreak in Sri Sathya Sai in the kharif 2024 season
- Crop Insurance (PMFBY): 46 cases — Bengal gram crop insurance primarily, showing the helpline's role in facilitating insurance enrollment and claims
- Ministry of Labour: 14 cases — E-Shram card applications, PMEGP loan facilitation — a category entirely absent in other years
- YSR Cheyutha / Adabidda Nidhi: 27 cases — women's livelihood scheme with 100% resolution

This profile suggests that in FY 2024-25, field coordinators in Sri Sathya Sai mobilised around specific seasonal and scheme-cycle opportunities rather than primarily receiving distress calls. This is a different and arguably more proactive programme mode than the Kadapa distress-reception model.

## 6. Time to Resolution

### 6.1 Three-Year Pattern

Resolution time has improved consistently across the three periods. The improving trend is driven by two factors: the growing share of information and service-mobilisation cases (which resolve in days) and improving departmental relationships in the newer districts as field coordinators establish protocols.



Resolution Window	Cases	% of Resolved
Same day or next day ( $\leq 1$ day)	585	29.5%
Within 1 week	712	35.9%
Within 1 month	1,111	56.1%
Within 3 months	1,392	70.2%
Over 1 year	115	5.8%

The 585 same-day cases are predominantly information requests and service mobilisation (vaccination, pest response) — categories where the field coordinator provides the resolution directly. The 115 cases taking over a year are Revenue and Women & Child Welfare cases where systemic blockages prevent timely resolution.

### 6.2 Median Resolution by Department

Department	Median Days	Interpretation
Animal Husbandry & Vet.	3 days	Vaccination camps mobilised quickly
Agriculture	18 days	Standard dept. turnaround — healthy
Horticulture	27 days	Field inspection + compensation processing
Ministry of Labour	77 days	PMEGP / E-Shram multi-step processing
Rural Development	76 days	NREGS and pension — multi-officer chain
Education	54 days	Scholarship verification process
Banking	167 days	Credit cases — lender discretion involved
<b>Revenue</b>	<b>448 days</b>	<b>Structural blockage — land cases require sustained multi-agency pressure</b>
Women & Child Welfare	417 days	Scheme transition delays — Amma Vodi/Thalliki Vandanam

The Animal Husbandry 3-day median and Agriculture 18-day median demonstrate what responsive departmental engagement looks like. The Revenue 448-day median — for cases that are eventually resolved — is not about complicated procedures; it is about administrative reluctance and unclear accountability chains.

## 7. Caller Profile

### 7.1 Gender

Over three years, women account for 688 cases (28.7%) and men 1,705 (71.3%). Women's resolution rate is consistently higher at 88.7% vs 80.5% for men — a pattern that holds across all three fiscal periods.

Gender	Total Cases	% of Total	Resolved	In Process	Res %
Female	688	28.7%	610	78	<b>88.7%</b>
Male	1,705	71.3%	1,372	333	80.5%
<b>Total</b>	<b>2,393</b>	<b>100%</b>	<b>1,982</b>	<b>411</b>	<b>82.9%</b>

The resolution rate differential is consistent with the issue-type pattern: women's cases cluster around scheme payments (Rythu Bharosa, Annadata Sukhibhava, Amma Vodi) and vaccination requests, where departmental action is relatively straightforward once escalated. Men's cases include more land disputes, NREGS job card denials, and credit access issues where resolution requires administrative discretion or legal process.

### 7.2 Caste

Caste data was recorded for 514 of 2,393 cases (21.5%). Of those with data: OC — 379, BC — 91, ST — 27, SC — 17. The low capture rate (78.5% missing) severely limits equity analysis. ST and SC farmers face disproportionate exposure to land rights failures (patta denial, MEE BHOOMI errors) and NREGS exclusions, but this cannot be quantified from the current dataset.

Recommendation: Mandatory caste category recording should be implemented in the ERP system with field coordinator training. This is essential for equity monitoring — CSA's own mission requires demonstrating that the helpline serves the most marginalised farmers, not primarily OC landholders.

### 7.3 Source of Cases

Field coordinators remain the dominant case intake channel at 88.3% of all cases. Social media has grown from negligible in FY 2023-24 to 48-99 cases in FY 2024-25 and FY 2025-26, signalling expanding organic reach.

Source	3-Year Total	% of Total	Resolution %
<b>Field Coordinators</b>	2,113	88.3%	<b>83.8%</b>
Social Media	99	4.1%	88.9%
Others / Walk-in	114	4.8%	57.9%
Select Source / Database	65	2.7%	87.7%

Source	3-Year Total	% of Total	Resolution %
Other Farmers	2	0.1%	50.0%

The 57.9% resolution rate for 'Others/Walk-in' cases is notable — these farmers arrive without field coordinator pre-screening, documentation preparation, or case categorisation. The lower resolution rate likely reflects more complex or ambiguous cases arriving through this channel rather than lower effort on the helpline's part.

## 8. Structural Observations

### 8.1 Programme Maturation — From Grievance Reception to Adaptive Service

The three-year arc reveals a programme that has moved substantially from its initial configuration as a scheme-payment grievance mechanism. FY 2023-24 was almost entirely reactive — farmers called about payments not received. FY 2024-25 and FY 2025-26 show a more proactive and diversified model: vaccination mobilisation, crop insurance facilitation, MGNREGS wage advocacy, information provision, and pest response. The improving resolution time (30 → 13 → 9 days median) is not just operational efficiency — it reflects the helpline learning which departmental pathways work and which don't, and routing cases accordingly.

### 8.2 District Character Differentiation

The three-year data reveals that different districts generate qualitatively different issue profiles — this is not simply a product of coverage maturity:

- YSR Kadapa: Payment scheme failures, banana crop loss, land rights. Issue profile driven by scheme-heavy agriculture policy and concentrated smallholder cultivation.
- Sri Sathya Sai: NREGS grievances, animal husbandry, livelihood scheme access, drip irrigation, crop insurance. Issue profile driven by mixed livelihoods and proximity to the tribal interface.
- Kurnool: PM-KISAN, land corrections, new district dynamics. Dominantly male callers with more land and credit issues.

This differentiation has operational implications: field coordinators in different districts need different knowledge bases, and the helpline's escalation protocols need to be tuned to the departments that dominate in each district. A single national/state protocol is insufficient.

### 8.3 Resolution Speed as Institutional Barometer

The department-wise median resolution times (Animal Husbandry 3 days, Agriculture 18 days, Revenue 448 days) function as an institutional responsiveness barometer. They reveal not the complexity of the cases but the willingness and capacity of departments to act when flagged. The Agriculture Department in YSR Kadapa — calibrated by years of helpline interaction — responds in under three weeks. Revenue, across all three years and all districts, does not resolve land cases in any reasonable timeframe. This is accountability data that CSA should use in district-level reviews and state-level advocacy.

## 8.4 The Scheme Transition as Systemic Risk

The government transition of June 2024 created measurable disruption that appears clearly in the data. Annadata Sukhibhava's resolution rate (58.7%) vs Rythu Bharosa's (100%), Thalliki Vandanam's 0% resolution, and IHHL's 0% resolution all track directly to the transition. What is analytically significant is that the programme adapted — FY 2024-25 produced the fastest resolution times of any year — but it absorbed the transition friction without a structural remedy. When political cycles create new programme disruptions every five years, CSA needs an explicit transition monitoring protocol: identifying scheme continuity risks early and advocating for uninterrupted beneficiary databases.

## 8.5 Field-Coordinator Dependency and the Reach Ceiling

88.3% of cases come through field coordinators. This is both the programme's strength and its structural ceiling. Reach cannot exceed coordinator deployment. In FY 2025-26, Social Media sourcing (99 cases, 88.9% resolution) shows that inbound organic demand exists and resolves well — these farmers found the helpline without coordinator introduction. A deliberate investment in walk-in and digital channels (toll-free promotion, WhatsApp, SHG referral networks) in newly expanded districts would extend reach without proportional coordinator cost.

# 9. From the Field — What Farmers Faced and How the Helpline Responded

The quantitative analysis in Sections 1–8 is drawn from the Kisan Mitra ERP database covering FY 2023-24 to FY 2025-26. This section draws on a different body of evidence: three annual programme reports prepared by the Kisan Mitra field team, covering FY 2022-23, FY 2023-24, and FY 2024-25. These reports document what numbers alone cannot show — the specific nature of each problem category, the reasoning and process used to investigate it, and what resolution actually looked like on the ground. Together, the two bodies of evidence span four years of operation and give the framework proposals in Part II their operational foundation.

## 9.1 Scale Across Three Annual Report Periods

Year	Total Cases	Resolved	Pending	Resolution Rate
FY 2022-23	2,215	1,992	223	90%
FY 2023-24	1,314	1,188	126	90%
FY 2024-25	626 new + 486 carried over	911 total	203	~82%

The decline in new case volume from FY 2022-23 to FY 2024-25 reflects the partial resolution of systemic backlogs in the main scheme categories — particularly PM-KISAN and YSR Bheema — rather than any reduction in farmer distress. Carried-over cases from previous periods continue to be resolved in each subsequent year, indicating sustained follow-up on pending cases rather than case abandonment.

## 9.2 Broad Categories of Problems

### a. DBT and Scheme Payment Failures

Consistently the largest category across all three years. PM-KISAN (Kisan Samman Nidhi), Rythu Bharosa/Annadata Sukhibhava, and YSR Bheema/Chandranna Bima together accounted for the bulk of Agriculture department cases. In FY 2022-23 alone, 748 farmers from 20 mandals called about PM-KISAN and Rythu Bharosa payment failures. The pattern recurred in FY 2023-24 (750 farmers, 12 mandals) and FY 2024-25 (260 farmers, 16 mandals).

The root causes documented in all three reports are strikingly consistent:

- E-KYC not completed or not updated
- Aadhaar not linked to the bank account or registered mobile number
- Land records not updated on the online portal — a MAA BHOO MI digitisation gap
- Incorrect bank account details entered at enrollment
- Bank account placed on hold or dormant
- Duplicate registration — one family member enrolled causes automatic rejection of another

The government transition of June 2024 added a new layer: Rythu Bharosa was renamed Annadata Sukhibhava, the website went offline, and payments were suspended during the transition. Farmers who had been enrolled and receiving payment found themselves excluded again through no fault of their own.

None of these failures notify the farmer automatically. The system does not generate an error message, a grievance number, or a callback. The farmer discovers the failure only when she checks her bank account — and then has no pathway to investigate or correct it without external facilitation.

### b. Crop Booking, Crop Loss, and Input Subsidy

Crop loss compensation is a right — but only for farmers who registered their standing crop through a mandatory process called crop booking, within a narrow pre-harvest window. Most farmers who called about crop loss had not done crop booking, not because they were negligent but because they did not know the process existed, did not know the deadline, or could not operate the mobile app required.

In FY 2022-23, 218 farmers called about crop loss, compensation, and input subsidy. In FY 2023-24, 245 banana farmers from nine mandals reported flood damage. The field reports document the Kisan Mitra team filing grievances at mandal and district level, accompanying farmers to agriculture offices, and running awareness meetings with Agriculture Department officials specifically on the crop booking process — reaching an additional 1,200–1,500 farmers annually through these sessions.

Input subsidy cases covered drip irrigation approval delays, mulching subsidies for horticulture farmers, and seed replacement. In one documented case, a mini-sprinkler approval that had been pending for months was cleared within weeks of helpline escalation to the APMIP department, benefiting six farmers.

### c. Land Rights and Revenue Administration

Farmers came to the helpline with the same cluster of revenue problems in every year: missing or incorrect passbooks, land succession not transferred after the death of a family member, names wrongly entered in Pahani records, land occupied by others without legal recourse, government acquisition of land for canal works without compensation paid, and MAA BHOO MI portal digitisation errors that introduced new discrepancies into records that had previously been correct.

Landless tenant farmers formed a persistent and structurally important sub-category. Without a CCRC card (Cultivation Rights Certificate Card) confirming their cultivation of another farmer's land, tenant farmers were invisible to the entire scheme architecture — no Rythu Bharosa, no crop insurance, no crop loan. The helpline ran CCRC card awareness camps jointly with Agriculture, Horticulture, Revenue, and Velugu staff across multiple mandals in all three years.

A documented case from FY 2023-24 makes the stakes concrete: one tenant farmer in Proddatur mandal who received a CCRC card subsequently received ₹13,500 in Rythu Bharosa payments and ₹89,802 in crop insurance for cotton crop loss from rain — both in the same year. Without the card, he would have received nothing.

The SC Corporation DKT land issue — 2,081 farmers cultivating 3,520.87 acres of government-assigned land since approximately 1990 without formal patta — was raised in all three years. The helpline escalated this to the Executive Director of the SC Corporation and the Joint Director of Agriculture, requesting CCRC cards as interim recognition and permanent assignment pattas as the long-term solution. As of FY 2024-25, a government land survey was in progress, with patta issuance conditional on its completion.

#### **d. Farmer Distress and Suicides**

FY 2023-24 was the first year the helpline formally documented farmer suicides as a programme category. The field team gathered 225 cases from multiple sources, drafted verified data on 209, visited 124 families through fact-finding surveys, and engaged with MRO, RDO, ADA, and the District Legal Services Authority. They found that 109 families had not received the ex gratia payment mandated under Government Order 43 — a legal entitlement for suicide-affected farming families that was going unclaimed because families were unaware of it or could not navigate the application process.

In FY 2024-25, a further 30 cases were compiled and 8 families visited. The field team documented the causes: borewell failure, crop loss, low yield, delay in crop loans, and accumulated household debts of ₹20–60 lakh. In the families visited, the financial crisis following the farmer's death had typically worsened — children's education was at risk, and surviving family members had no independent income. Three families received ex gratia during the year; the team continued to follow up for the remaining families.

A notable institutional outcome was a meeting organised with the RDO of Badvel Division and families of 10 farmer suicide victims. The RDO committed to inquiry and support under GO 43 for every case, promised LEC cards for all tenant farmers in the division, and stated a commitment to farmer suicide prevention in the division. These commitments were recorded as outcomes by the helpline.

#### **e. Animal Husbandry and Veterinary Services**

This category showed the most dramatic year-on-year variation. FY 2022-23 produced 25 cases — cattle vaccination, buffalo deaths from viral infection — all resolved through direct engagement with mandal veterinary doctors. The helpline coordinated vaccination of 300 sheep across seven farmers in Vempalli mandal and 450 sheep across 85 farmers in Vemula mandal.

FY 2024-25 saw this category spike to 84 cases, driven primarily by a lumpy skin disease and viral infection outbreak in the Sri Sathya Sai district coverage area. The field team visited affected villages, documented approximately 10 animal deaths, and immediately escalated to the Talupula Mandal Veterinary Doctor. CSA organised a veterinary camp at which the Mandal Veterinary Doctor vaccinated 954 cattle, 500 sheep and goats, and several poultry in a single intervention. Eighty of the 84 callers had their cases resolved.

The Animal Husbandry data illustrates what responsive government looks like when an effective interface exists. Median resolution time for this department across the three years: 3 days. The department did not lack capacity — it lacked a channel through which community demand could reach it in organised form.

## f. MGNREGS and Rural Development

Rural Development cases grew significantly across the three years — from 32 cases in FY 2022-23 to 28 in FY 2023-24 and 143 in FY 2024-25 — as coverage expanded into Sri Sathya Sai district where MGNREGS grievances were a dominant issue. The problem categories included:

- MGNREGS wage delays — workers completing guaranteed employment work but not receiving wages within the mandated timeline
- Job card denials — eligible workers being refused job cards at the panchayat level, effectively excluding them from the entire scheme
- IHHL (Individual Household Latrine) payments stuck at district committee level under the CRSP scheme
- Bore well applications, farm pond construction, animal shed support, and land levelling under MGNREGS
- Social pensions — Aasara (old age, widow, disability, Abhaya Hastham) not reaching entitled households
- YSR Cheyutha and YSR Jalakala scheme payments pending

The helpline escalated these cases through the Collector's Grievance Programme and facilitated direct mandal and district-level meetings. In FY 2024-25, 105 of 143 Rural Development cases were resolved. The 36 job card denial cases, however, resolved at only 19% — a reflection of the discretionary power that gram panchayat and block officials hold over job card issuance, which is not correctable through standard administrative escalation.

## g. Crop Advisory and Pest Response

FY 2024-25 introduced a category that was absent in earlier years: 114 calls on pest and disease attacks on blackgram, green gram, groundnut, jowar, paddy, redgram, cotton, and horsegram. The helpline routed these to CSA's field and state-level technical teams, who provided crop management advice. Ninety-three farmers confirmed receiving actionable information.

This category marks a meaningful shift in how farmers were using the helpline. They were not only calling in distress — they were calling for information during a crop cycle. The helpline was functioning as a two-way agricultural knowledge service alongside its grievance function. This is the origin of the Information category that grows to 200 cases across the ERP dataset in Sections 4 and 5.

## h. Banking and Credit Access

Banking cases were small in volume but structurally significant across all three years. Cases involved JLG (Joint Liability Group) payment failures where groups had completed work but were not receiving payments; delays in Kisan Credit Card and crop loan renewals; and PMEGP (Prime Minister's Employment Generation Programme) loan applications for dairy farm establishment. The root problem in most cases was institutional distance — bank officials were not present in villages at the frequency or accessibility that farmer groups needed.

The helpline's resolution approach in this category was distinctive: rather than case-by-case facilitation, it convened institutional meetings. In one documented instance in FY 2024-25, the field coordinator spoke directly with the Wempalli DCCB Manager about JLG payment delays in two villages; the manager then held a direct meeting with affected farmers and committed to clearing the

payments. This model — using the helpline as a convening mechanism rather than a routing mechanism — is applicable to other departments but is most explicitly documented in the banking cases.

### **i. Labour Rights and Social Identity Documents**

FY 2024-25 added E-Shram card applications as a helpline category — 13 cases, 11 resolved. The E-Shram card is the identity document for unorganised sector workers, including farmers and daily wage labourers, that provides access to government schemes and accident insurance of up to ₹2 lakh. Most callers did not know the card existed or were eligible for it.

This category reflects a proactive dimension of the helpline that is easy to overlook in aggregate data: field coordinators were not only responding to farmer-identified problems. They were identifying entitlements that farmers did not know they qualified for and facilitating access. This is the preventive and capacity-building function of the helpline — converting proximity and institutional knowledge into proactive outreach — and it is what distinguishes a facilitated helpline from a passive complaint-receipt system.

## **9.3 How Problems Were Analysed**

The analytical method used by Kisan Mitra field coordinators was consistent across all three years, combining five approaches that together gave the team both the information needed to resolve individual cases and the pattern recognition needed to identify systemic failures.

### **a. Case Logging and Categorisation**

Every call was entered into the ERP with the farmer's identity, landholding details, village and mandal, issue type, and department. This created a structured, searchable record that could be tracked individually and aggregated for reporting. The categorisation itself was an analytical act — correctly assigning a case to the right department and sub-category determined what the resolution pathway would be.

### **b. Root Cause Investigation**

Field coordinators did not simply log and forward. For each DBT failure, they identified the specific technical reason — E-KYC pending, Aadhaar not seeded, land record mismatch, account on hold — before escalating to the MAO. For each crop loss case, they verified whether crop booking had been completed. For each land case, they reviewed available documents, identified the specific legal or administrative obstruction, and assessed whether it was resolvable at mandal level or required district intervention. This investment in diagnosis before escalation is what produced the high resolution rates in Agriculture and Horticulture.

### **c. Field Visits for Complex Cases**

Farmer suicides, animal disease outbreaks, and land disputes with competing claims required physical presence that a call centre cannot provide. The field team visited 124 farmer suicide families in FY 2023-24 and 8 families in FY 2024-25 — meeting surviving family members, collecting documentation, and speaking with local revenue and agriculture officials. Animal disease outbreaks required field visits to count affected animals, assess the severity, and identify the correct veterinary authority to engage. This field verification layer is what made the helpline's representations to district officials credible.

### **d. Pattern Identification and Systemic Response**

When multiple farmers in the same mandal presented the same problem — 93 Pulivendla farmers all with YSR Bheema claims pending, 300 sheep in Vempalli mandal needing vaccination, 245 banana farmers across nine mandals with uncompensated flood loss — the helpline shifted from individual case management to systemic response. This meant organising a collective meeting, filing a batch grievance at district level, convening a veterinary camp, or running a mandal-level crop booking

awareness session. The pattern identification capacity is only possible because cases are logged in a shared ERP system that allows geographic and categorical clustering.

#### e. Cross-Period Tracking

The annual reports explicitly document cases from previous periods that were resolved in the current year. In FY 2024-25, 486 cases carried over from prior years were resolved — meaning the helpline maintained active follow-up on pending cases across financial year boundaries rather than closing them as 'pending' and moving on. This longitudinal persistence is operationally significant: land rights cases, SC Corporation DKT pattas, and Mission Vatsalya scheme cases that could not be resolved in Year 1 remained in active follow-up in Year 3.

## 9.4 How Problems Were Resolved

The resolution approach operated at four distinct levels, with escalation triggered by the complexity and age of the case. Most cases entered at Level 1 and were resolved there. Cases that required escalation moved to Level 2 or Level 3. A small but important category of structurally blocked cases was managed at Level 4 — not to produce quick resolution but to create a formal institutional record and apply sustained pressure.

### Level 1 — Mandal-Level Facilitation

The first line of response for all cases. Field coordinators approached the Mandal Agriculture Officer, Mandal Revenue Officer, local veterinary doctor, CDPO, or block-level MGNREGS official directly, presenting a logged case with farmer identity, issue description, and specific documentation. For straightforward DBT failures — a known E-KYC error, a seedable Aadhaar number, a correctable bank account — this level resolved most Agriculture and Horticulture cases within the 18-day Agriculture median documented in Section 6.

### Level 2 — District-Level Grievance Filing

For cases that mandal officials could not or would not act on, the helpline filed formal grievances at district level. The Collector's Grievance Programme was used consistently across all three years as the principal escalation mechanism — it creates a formal record, assigns a case number, and mandates a response timeline from the department head. District Agriculture Officers, the District Revenue Officer, the District Rural Development Officer, and the Lead District Manager were the primary district contacts.

### Level 3 — Collective and Institutional Engagement

For issues affecting multiple farmers or requiring institutional decisions rather than individual corrections, the helpline organised collective engagements. Documented examples across three years include:

- CCRC card awareness camps organised jointly with Agriculture, Horticulture, Revenue, NREGA, and Velugu staff across six mandals — reaching 80+ landowner farmers and 40+ tenant farmers in a single campaign
- A meeting with the RDO of Badvel Division and families of 10 farmer suicide victims — producing recorded departmental commitments on ex gratia payment, LEC cards for tenant farmers, and suicide prevention protocols
- Coordination with the Wempalli DCCB Manager to convene a direct bank-farmer meeting on JLG payment failures
- Organisation of a veterinary camp in Talupula with the Mandal Veterinary Doctor — vaccinating 954 cattle, 500 sheep, and goats in a single day

- Escalation of the SC Corporation DKT land issue to the Executive Director and subsequently to the Collector's attention — creating a formal institutional record for 2,081 farmers and 3,520 acres

#### Level 4 — Awareness and Capacity Building as Prevention

A distinctive feature of the Kisan Mitra approach — documented clearly across all three annual reports — is the investment in awareness as a resolution mechanism, not just case-handling. Crop booking awareness meetings were organised specifically because the majority of crop loss claim failures were preventable: farmers who did not know about crop booking could not claim compensation, however severe their crop damage. By running awareness sessions with agriculture officials present, the helpline prevented next season's cases rather than only resolving this season's.

Social media outreach reached 1,200–2,500 farmers annually — far beyond the case volume — on scheme processes, eligibility requirements, and application deadlines. The YSR Bheema claim process, CCRC card benefits, and PM-KISAN enrollment steps were all covered through these channels. This capacity-building function is why a mature programme area like YSR Kadapa shows declining new case volumes over time even though farmer distress does not decline: more farmers know what they are entitled to and how to access it before they need to call.

The helpline's investment in awareness reflects an understanding that the gap between entitlement and delivery has two components: an administrative failure component (the system doesn't process correctly) and a knowledge failure component (the farmer doesn't know what to ask for or how). Both need to be addressed. Case resolution fixes the administrative failure for one farmer. Awareness meetings reduce the knowledge failure for the next hundred.

### 9.5 Three Types of Problems, Three Types of Response

Across three years of field reports, the problems the helpline handled fall into three qualitatively distinct categories that require fundamentally different responses — and understanding this distinction is essential for the framework proposals in Part II.

Type	What it looks like	Resolution pathway	Helpline effectiveness
<b>Administrative dysfunction</b>	Payments that should happen automatically but don't — E-KYC errors, bank mismatches, crop insurance lapses, MGNREGS wage delays	Facilitation and escalation — identify the error, route to the right officer, follow up until corrected	<b>High — 87–95% resolution in Agriculture and Horticulture; median 3–27 days</b>
<b>Structural exclusion</b>	Landless farmers without pattas or CCRC cards, farmers who missed crop booking, tenant farmers outside formal scheme architecture	Awareness, legal instruments, and sustained institutional advocacy — takes months to years	<b>Partial — CCRC camps work; MAA BHOOMI corrections and DKT patta issuance require policy-level action</b>
<b>Crisis</b>	Farmer suicides, animal disease outbreaks, urea shortages, acute household financial collapse	Rapid field presence, multi-agency coordination, legal services engagement — different from standard escalation pathway	<b>Significant for ex gratia, veterinary response — cannot reverse the underlying crisis</b>

The helpline handles all three types — which is both its operational strength and the explanation for why some cases remain pending across years. The structural exclusion cases are genuinely not resolvable through facilitation alone, and the crisis cases require a depth of field presence that a helpline can support but cannot substitute for. Part II of this report addresses how to deepen the programme's capacity in all three areas through FPO and SHG integration, training, and a strengthened district grievance mechanism.

Section 10 onward builds the policy and implementation framework on the foundation this section has established. The case for facilitated helplines, the FPO and SHG integration model, the training design, and the district grievance architecture are all grounded in what the Kisan Mitra field reports show actually happened — and what they show about the limits of what can happen without structural change.

## 10. Key Takeaways — The Case for Facilitated Helplines

### 10.1 What the Three-Year Data Established

The three-year Kisan Mitra dataset for Andhra Pradesh — 2,393 cases across FY 2023-24, FY 2024-25, and FY 2025-26, covering four districts — is the evidentiary foundation for everything that follows in this part of the report. Before making the case for why facilitated helplines are critical infrastructure, it is worth stating plainly what the data showed.

The helpline worked. In its most mature district, YSR Kadapa, 94.7% of cases were resolved in FY 2023-24. Across all three years and all districts, the overall resolution rate was 82.9%. Agriculture cases resolved in a median of 18 days. Animal Husbandry mobilised vaccination camps in 3 days. Life insurance claims under YSR Bheema/Chandranna Bima were resolved at 100%. These are not marginal outcomes — they represent hundreds of lakhs in payments, compensation, and services reaching farming households that the system had already excluded once.

The helpline also showed its limits. Revenue department cases resolved at 36.3%, with a median time of 448 days. Land correction cases show 0% resolution across three years. MGNREGS job card cases resolve at 19%. Thalliki Vandanam (Amma Vodi), disrupted by the government transition in June 2024, resolved at 0% across 17 cases. These are not failures of facilitation — they are precise maps of where the administrative system is structurally blocked, and where a different instrument beyond facilitation is required.

Both findings — what resolved and what didn't — are arguments for institutionalising the helpline model. The high resolution rates demonstrate that facilitated grievance redressal works when administrative relationships exist. The zero-resolution categories identify exactly where policy intervention, legal aid, and systemic reform are additionally needed. The data is simultaneously a programme result and a policy submission.

The core finding: 2,393 farmers documented across three years received entitlements they were already owed — not through new policy, but through someone investigating why the existing system had excluded them and following up until it corrected itself. That is the case for a facilitated helpline, stated in the simplest possible terms.

### 10.2 The Entitlement Delivery Gap is Structural, Not Incidental

The dominant impression from three years of data is that entitlement delivery failures are not accidents or temporary lapses — they are structural features of how Indian agricultural administration operates. PM-KISAN enrolled 462 farmer cases in three years for a single district cluster. Rythu

Bharosa generated 334 cases in one year alone. Crop loss compensation required 271 facilitated interventions. These are not edge cases; they are the normal experience of a system that processes claims with insufficient transparency, feedback, or correction mechanisms.

#### What the data shows

In YSR Kadapa (the mature district), 94.7% of cases were resolved in FY 2023-24 — but only because there was a helpline. Without it, these 1,241 households would have navigated a system with no acknowledgement of their problem, no tracking, and no escalation pathway. The cases exist in the dataset because someone made them visible.

Three structural features generate the gap that helplines address:

- **Information asymmetry:** farmers do not know eligibility criteria, application deadlines, required documents, or what to do when a payment fails. Departments do not proactively communicate exclusions or errors.
- **Accountability absence:** when a PM-KISAN payment fails or a crop loss claim is rejected, there is no automatic notification to the farmer, no grievance number, and no officer responsible for resolution. The burden of discovering and correcting the error falls entirely on the farmer.
- **Coordination failure:** most farmer problems cut across departments. A missing patta affects credit eligibility, which affects insurance enrollment, which affects crop loan access. No single department has a mandate to resolve the chain. A facilitated helpline does.

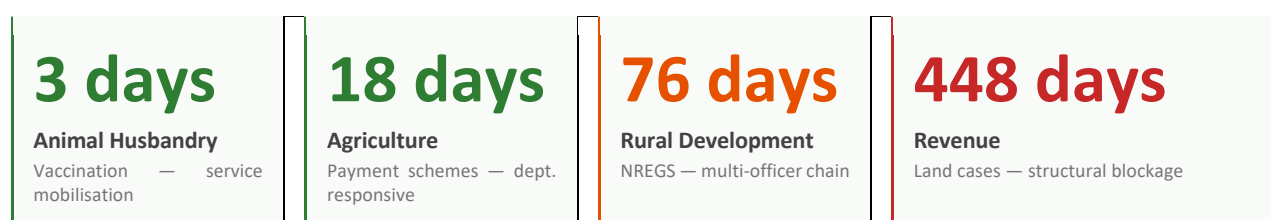
### 10.3 Facilitation Multiplies Resolution Probability

The data provides a direct, if imperfect, measure of the facilitation effect: the contrast between resolution rates in mature districts (with established facilitation) and newer districts (without it). YSR Kadapa in FY 2023-24 achieved 94.7% resolution. Sri Sathya Sai in its first full year (FY 2024-25) achieved 53% overall, with individual mandals lower. The difference is not the character of the problems — it is the depth of the facilitated relationship between the helpline and the district administration.

What facilitation provides	What happens without it
Case is documented with farmer identity, land details, issue type, and contact	Farmer makes verbal complaint; no record; no follow-up possible
Issue is categorised and routed to the correct department/officer	Farmer approaches the wrong office; is redirected or ignored
Escalation pathway exists: field coordinator → helpline → district administration	No escalation possible; farmer gives up or approaches moneylender
Status is tracked; department must respond within a defined window	No tracking; department faces no accountability for non-response
Farmer receives feedback on outcome; learns entitlement process	No feedback; farmer remains uninformed; problem recurs
Pattern data (many cases of same type) enables systemic advocacy	Individual failures are invisible; systemic problems persist unreported

### 10.4 Resolution Speed as an Accountability Indicator

The department-wise resolution times from the AP data are among the most actionable findings in the report. They reveal not problem complexity but departmental responsiveness — the willingness to act when a case is formally flagged and tracked.



When Animal Husbandry can respond in three days and Agriculture in eighteen, the argument that slow resolution is inherent to government systems collapses. Slow resolution is a departmental choice, shaped by whether cases are visible, tracked, and linked to accountability. The helpline creates visibility and tracking; the district grievance mechanism creates accountability. Together, they can compress the Revenue median from 448 days to something resembling the Agriculture median.

### 10.5 The Investment Argument

The cost of not having a helpline is borne invisibly by farmers: unpaid entitlements, foregone compensation, exclusion from insurance, and distress borrowing when scheme payments fail. These costs are diffuse and unrecorded. The cost of running a helpline is explicit and auditable. The AP data suggests a resolution rate of 83-95% for facilitated cases in mature districts — meaning that the overwhelming majority of cases brought to the helpline are resolved. For every PM-KISAN E-KYC case resolved, a farm household receives what it was entitled to. For every Rythu Bharosa claim settled, a payment reaches a bank account. For every banana crop loss claim processed, a farmer receives compensation that might otherwise have gone to the moneylender.

The helpline is not an add-on to agricultural governance — it is a corrective mechanism for a system that generates exclusions faster than it corrects them. The data shows 2,393 documented corrections in three years in four districts. The undocumented exclusions in the same area over the same period are orders of magnitude larger.

### 10.6 Seven Evidence-Based Arguments for Scaling

Summarising the analytical findings from the three-year AP dataset:

1. High resolution rates are achievable. Mature districts achieve 91-95% resolution across most department types. This is not exceptional — it is what happens when facilitation, tracking, and escalation are in place.
2. Resolution speed improves with programme maturity. Median resolution time fell from 30 to 13 to 9 days across three years as departmental relationships deepened. Investment in the helpline yields compounding returns.
3. Women achieve higher resolution rates (88.7% vs 80.5%) — because their issue types are more scheme-specific. A helpline that proactively recruits women callers and deploys women coordinators will achieve better population-level outcomes.
4. The programme adapts to new geographies and issue types. FY 2024-25 Sri Sathya Sai cases were dominated by Animal Husbandry and NREGS — categories barely present in Kadapa. The helpline structure handled them with the same framework.
5. Even one year of operation in a new district produces measurable outcomes. Sri Sathya Sai's first year (161 cases, 53% resolved) represents 85 households with resolved issues who would otherwise have had none.

6. Social media sourcing (88.9% resolution) shows the model works without in-person coordinators once reputation is established. Digital channels can expand reach at lower marginal cost.
7. The data is advocacy evidence, not just programme evidence. 462 PM-KISAN cases, 508 Rythu Bharosa/Annadata Sukhibhava cases, 17 zero-resolution patta cases — this is a policy submission waiting to be written.

## 11. Integration with FPOs and SHGs

The Kisan Mitra Helpline's current reach is bounded by CSA field coordinator deployment — 88.3% of cases come through this channel. Extending the programme to the scale that district-level impact requires means embedding it within institutions that are already present at village level with community trust, ongoing farmer relationships, and accountability to members: Farmer Producer Organisations (FPOs) and Self-Help Groups (SHGs). This section maps the integration model.

### 11.1 Why FPOs and SHGs are the Right Integration Points

The decision to integrate with FPOs and SHGs rather than scale CSA coordinator staff directly is both strategic and structural:

Dimension	CSA Field Coordinator (current)	FPO / SHG Member (proposed)
Community presence	Deployed from outside, often district HQ	Lives in the village; known to farmers personally
Scale	Limited by CSA budget and HR capacity	FPOs cover hundreds of member farmers; SHGs reach women at household level
Trust	Institutional — CSA reputation	Social — community member, neighbour, kinship network
Continuity	Programme-dependent; stops with funding	Institutional — FPO and SHG are self-sustaining entities
Issue awareness	Relies on farmers coming to them	Hears issues in meetings, markets, and informal settings
Accountability	To CSA and programme targets	To members — driven by member benefit
Farmer eligibility knowledge	Trained, general	Often deep — personal knowledge of member landholdings and circumstances

The integration model is not about outsourcing CSA's role to FPOs and SHGs — it is about embedding the helpline function within institutions that are positioned to reach farmers the helpline currently cannot. CSA retains the coordination, ERP management, escalation, and departmental relationship functions. FPOs and SHGs become the first-mile intake and follow-up layer.

## 11.2 FPO Integration Model

### Role of the FPO

FPOs are incorporated entities with governance structures, member registers, and existing institutional linkages with banks, markets, and input suppliers. Their integration into the Kisan Mitra model should leverage these structures rather than create parallel ones.

- FPO as case intake point: FPO board meetings (monthly/fortnightly) become structured occasions for members to raise issues. The FPO Secretary or a trained Case Coordinator logs cases using the Kisan Mitra WhatsApp interface or mobile ERP form.
- FPO as issue aggregator: FPOs can identify common issues across members (e.g., multiple members with PM-KISAN E-KYC failures in the same village) and present them as collective cases, enabling batch resolution and departmental attention.
- FPO as follow-up mechanism: the FPO's existing relationship with local agricultural officers, market functionaries, and banks means it can follow up on pending cases through channels it already uses.
- FPO as feedback channel: members inform the FPO board about scheme deadlines, new applications, and entitlement changes; the FPO validates and disseminates this through the helpline's information function.

### FPO Case Coordinator Role

Each integrated FPO should identify one Case Coordinator — typically the FPO CEO, Business Development Executive, or a senior board member — who receives helpline training and acts as the primary interface between FPO members and the Kisan Mitra system.

Responsibility	Frequency	Support from CSA
Collect and log member cases at board meeting	Monthly / fortnightly	ERP access, case format training
Follow up on pending cases with mandal agriculture officer	Weekly	Escalation scripts, officer contacts
Report resolved cases to members at next meeting	Monthly	Automated ERP status updates
Flag systemic issues for collective representation	As arising	Issue brief template, advocacy support
Receive and disseminate scheme information to members	As information is available	CSA information bulletins

### FPO Collective Grievance — A New Category

FPO integration opens a new category of intervention that the individual-case helpline model cannot access: collective grievance representation. When multiple FPO members face the same problem — all with PM-KISAN exclusions from the same eligibility error, or all affected by a procurement delay at the same APMC — the FPO can present this as a consolidated representation to the district administration, backed by member data from the helpline ERP. This transforms individual distress into institutional accountability.

## 11.3 SHG Integration Model

### Why SHGs Specifically

SHGs reach women farmers at the household level — the group of callers who achieve the highest resolution rates in the Kisan Mitra data (88.7%) but are underrepresented at 28.7% of callers. SHG integration directly addresses this gap. SERP-linked SHGs in AP are federated at village, mandal, and district level, creating a ready institutional infrastructure for issue aggregation and escalation.

### SHG as Household-level Issue Detection

- SHG weekly meetings are the most frequent institutional touchpoint between women farmers and any organised structure in rural AP. A Kisan Mitra case-raising protocol embedded in the meeting agenda makes issue identification routine rather than crisis-driven.
- SHG animators who already support loan recovery, government scheme enrollment, and saving group management can extend this role to helpline case logging with minimal additional capacity.
- Women SHG members are typically better informed about household entitlements (rations, pensions, maternity benefits, education support) than about agricultural schemes — the helpline can be expanded to cover these categories through SHG channels.

### SHG-FPO Linkage

Where FPO members and SHG members overlap — common in AP where women farmers are increasingly FPO members — the two channels can be integrated: the SHG surfaces agricultural distress at household level; the FPO aggregates and processes it at the institutional level. The Kisan Mitra coordinator sits at the intersection, managing the ERP and the department relationship.

#### The integration logic from the data

FY 2024-25 introduced 27 YSR Cheyutha / Adabidda Nidhi cases — a women's livelihood scheme — with 100% resolution. These are exactly the cases SHG animators would surface if trained: scheme payment failures for women farmers known personally to the SHG group. The 100% resolution rate demonstrates the system can handle them efficiently.

## 11.4 Joint FPO-SHG Field Coordination Protocol

At mandal level, the integration of FPO and SHG channels into a coherent field coordination system requires a joint protocol. The following operating model is proposed:

Level	Entity	Function	Frequency
Village hamlet	/ SHG group meeting	Case collection from women members; distress identification	Weekly
Village hamlet	/ FPO member cluster	Case collection from farmer members via FPO contact	Bi-weekly
Mandal	Kisan Mitra Field Coordinator	Aggregates cases from SHG and FPO; logs to ERP; follows up with MAO, MRO, CDPO	Daily
Mandal	FPO CEO / Case Coordinator	Routes FPO-collective cases; follows up with procurement, input, credit officers	Weekly
Mandal	SHG Cluster Federation	Aggregates women-specific cases; escalates to block-level officers	Monthly

Level	Entity	Function	Frequency
District	Kisan Mitra District Coordinator	Reviews pending cases; escalates to department heads; prepares monthly review data	Weekly
District	District Helpline Review Committee	Reviews pending cases by department; time-bound resolution directives	Fortnightly

## 11.5 What Integration Requires from CSA

- Legal / MoU framework: simple memoranda of understanding with each FPO and federated SHG cluster defining roles, data use, and accountability
- ERP access for FPO case coordinators: a simplified mobile interface (WhatsApp-based or form-based) that does not require training on the full ERP
- Monthly data sharing: each FPO and SHG cluster receives a report on their members' pending and resolved cases from the ERP — this creates accountability to members and demonstrates programme value
- Integration into CSA's existing FPO support work: where CSA already provides business development, certification, or input aggregation support to FPOs, the helpline function can be folded into existing field visits rather than requiring separate deployments

## 12. Training Framework for FPO and SHG Field Coordinators

Training is the enabling condition for FPO and SHG integration. Without structured capacity building, the integration model risks creating data entry points rather than genuine facilitation capacity. This section outlines a practical training framework for two distinct roles: the FPO Case Coordinator and the SHG Community Facilitator.

### 12.1 Two Training Tracks

Role	Target Participant	Primary Function	Training Depth
FPO Case Coordinator	FPO CEO / BDE / senior board member (1-2 per FPO)	Case logging, departmental follow-up, collective grievance	3-day residential + quarterly refresher
SHG Community Facilitator	SHG animator / cluster federation representative (1 per cluster)	Case detection and referral, women's scheme support, distress identification	1.5-day workshop + monthly group support

### 12.2 FPO Case Coordinator — Training Programme (3 Days)

1

#### Understanding the Entitlement Landscape · Half day

What schemes exist, who is eligible, what documentation is needed, and where to find scheme directories. Focus on Agriculture (PM-KISAN, Annadata Sukhibhava, input subsidies), Horticulture (crop loss, drip), Revenue (land documents, passbooks), Rural Development (MGNREGS, pensions), and Banking (KCC, crop loans).

2

**Diagnosing a Case** · Half day

How to identify the correct issue category; what information must be collected from the farmer (land details, Aadhaar, scheme application number, relevant dates); how to distinguish an information request from a grievance; and how to recognise distress situations requiring immediate escalation.

3

**Using the Kisan Mitra ERP / WhatsApp Interface** · Half day

Practical hands-on training on case logging: entering farmer details, selecting the correct department and category, uploading supporting documents, checking case status, and updating case notes. Covers both the ERP portal (for coordinators with smartphones) and the WhatsApp form interface.

4

**Departmental Follow-up Skills** · Half day

How to approach a Mandal Agriculture Officer, MRO, or CDPO with a logged case; what language and framing to use; how to read an ERP case status update; when to escalate from officer to district committee; and how to document follow-up in the system.

5

**Collective Grievance and FPO Representation** · Half day

How to identify common issues across FPO members; how to aggregate individual cases into collective representations; how to use the helpline data for FPO-level advocacy with district administration; and how to facilitate a structured issue-mapping exercise at FPO board meetings.

6

**Distress Recognition and Referral** · Half day

Warning signs of financial and psychological distress; how to approach a farmer in crisis; the referral pathway (helpline coordinator, local ASHA, Jeevitha Bima claim, district CMRF); and key contacts for emergency support. Covers farmer suicide prevention awareness.

**12.3 SHG Community Facilitator — Training Programme (1.5 Days)**

A

**What Farmers are Entitled To** · 2 hours

A simplified, visual overview of five key entitlements: PM-KISAN, Annadata Sukhibhava, crop insurance, MGNREGS, and the education scheme (Thalliki Vandanam). What the payment amounts are, when they should arrive, and what to do when they don't. Uses local-language pictorial job aids.

B

**Spotting and Recording a Problem** · 2 hours

How to run a structured 'entitlement check' at the weekly SHG meeting: did PM-KISAN arrive? Is Annadata Sukhibhava credited? Does the MGNREGS job card reflect actual days worked? A simple 10-question checklist that the SHG facilitator reads out and members respond to. Problems identified are reported to the FPO Case Coordinator or Kisan Mitra helpline.

C

**Using the WhatsApp Helpline Channel** · 1.5 hours

Practical exercise: how to send a case to the Kisan Mitra WhatsApp number; what details to include; what response to expect; how to check status. Emphasis on simplicity — even feature phone users can participate through voice notes.

**D****Distress and Crisis Response** · 1.5 hours

Warning signs in the SHG meeting context (a member unable to pay savings, reporting harassment by creditors, expressing hopelessness); the referral pathway; key contacts. Role-play exercise on how to support a distressed member without advice beyond one's competence.

**E****Feedback and Case Status** · 1 hour

How the SHG facilitator reports back to members on case outcomes; how to read a WhatsApp status update from the helpline; and how to use a simple case register at the group level to track what was reported and what was resolved.

## 12.4 Ongoing Support Structure

Training without ongoing support generates coordinators who are capable immediately after training and lose competence within six months. The support structure is as important as the initial programme:

Support Mechanism	Frequency	Content	Responsible
Monthly WhatsApp group updates	Monthly	New scheme information, common case errors, resolved cases, Q&A	CSA District Coordinator
Quarterly refresher workshop (FPO CCs)	Quarterly	New categories, ERP updates, collective grievance cases, peer learning	CSA Training Team
Monthly support visit to SHG cluster	Monthly	Checklist review, case status, new facilitator support, group problem-solving	Kisan Mitra Field Coordinator
Annual skills assessment	Annual	Case logging accuracy, departmental knowledge test, resolution rate review by coordinator	CSA M&E Team
Peer coordinator network	Ongoing	WhatsApp group of all FPO Case Coordinators to share solutions and ask questions	Self-managed, CSA moderates

## 12.5 Certification and Incentive

FPO and SHG facilitators who complete training and maintain active case logging should receive a Kisan Mitra Facilitator Certificate — a formal recognition that carries value in the FPO ecosystem (it signals training and community accountability capacity). Incentives should be non-cash to avoid creating transactional rather than service motivation, but can include:

- Recognition at district-level review meetings
- Priority access to CSA training programmes and exposure visits
- FPO Case Coordinators who achieve 80%+ resolution rates in their cases are featured in CSA's annual report and annual farmer connect event
- SHG Facilitators with consistent monthly case reporting receive a recognition letter from the District Collector (to be negotiated as part of the district-level integration)

## 13. Strengthening District-Level Grievance and Redressal

The Kisan Mitra Helpline functions as the intake, documentation, and facilitation layer of a farmer grievance system. For this to produce resolution — particularly for cases that departments do not address voluntarily — it must be connected to a district-level institutional mechanism with administrative authority, departmental accountability, and political backing. This section proposes the structure, protocols, and KPIs for a strengthened district-level grievance and redressal system.

Evidence from the data: YSR Kadapa's 91% resolution rate versus Sri Sathya Sai's 53% and Kurnool's 45% is not primarily a function of issue complexity — it is a function of whether the District Collector's office has been engaged and whether a review mechanism exists. Administrative linkage is the critical variable.

### 13.1 The Current Gap

In YSR Kadapa, the helpline established working links with the District Collector's office in the early years, producing fortnightly review meetings that drove resolution of pending cases. This was the key institutional innovation. In Sri Sathya Sai, Kurnool, and Annamayya — districts added in FY 2024-25 and FY 2025-26 — no equivalent mechanism exists. Cases are logged, facilitated by coordinators, but have no formal administrative escalation pathway. The result is visible in the data: Resolution rates of 44–67% and cases stuck in 'In Process' for months.

### 13.2 The District Helpline Review Committee

#### Structure

Member	Role	Authority
District Collector / Joint Collector	Chair — convenes and directs	Overall accountability; IAS authority to direct all departments
District Agriculture Officer (DAO)	Member — Agriculture cases	Directs Mandal Agriculture Officers; PM-KISAN, Annadata Sukhibhava, crop loss
District Revenue Officer (DRO)	Member — Revenue cases	Directs MROs; land corrections, patta, passbook issues
District Horticulture Officer	Member — Horticulture cases	Crop loss compensation, subsidy, drip irrigation
District Rural Development Officer	Member — Rural Dev cases	MGNREGS, pensions, housing, sanitation
Lead District Manager (LDM)	Member — Banking cases	KCC, crop loans, PMEGP, insurance linkage
Kisan Mitra District Coordinator (CSA)	Secretary — case presenter	Presents pending case data; records commitments; follows up
FPO Federation Representative	Observer	Presents collective FPO grievances; provides field-level context
SHG/SERP District Coordinator	Observer	Presents women's scheme and household entitlement cases

## Meeting Protocol

The Committee should meet fortnightly. The agenda should be structured around data from the Kisan Mitra ERP, not ad hoc presentations:

1. Opening: CSA District Coordinator presents the pending case report — total cases by department, cases over 30/60/90 days, newly logged cases in the fortnight
2. Department-wise review: each department officer responds to their pending cases. For each case over 30 days, the officer must state (a) current status, (b) blocking factor, (c) committed resolution date
3. Escalated cases: cases that individual departments cannot resolve (multi-department, policy-level blockages) are presented to the Joint Collector for direction
4. Resolutions recorded: commitments made in the meeting are recorded in the ERP against the case, with the officer's name and committed date
5. Closed cases review: cases resolved since the last meeting are reviewed briefly — what worked, what can be replicated
6. New pattern issues: if 10+ cases of the same type have arrived in the fortnight (indicating a systemic problem), the committee discusses a systemic response rather than case-by-case resolution

## 13.3 The Escalation Ladder

A clear, pre-agreed escalation ladder transforms the helpline from a facilitation service into an accountability mechanism. Cases move up the ladder based on age and complexity:

Stage	Timeframe	Actor	Action
Level 1 — Field facilitation	0-14 days	Kisan Mitra Field Coordinator / FPO Case Coordinator	Direct follow-up with Mandal Agriculture Officer, MRO, CDPO, or relevant mandal official
Level 2 — District department	15-30 days (unresolved)	Kisan Mitra District Coordinator	Formal case escalation to District Agriculture Officer / DRO / District-level department head with ERP reference number
Level 3 — District review committee	31-60 days (unresolved)	CSA District Coordinator (presenting to committee)	Case presented at fortnightly District Helpline Review Committee; department officer required to state blocking reason and commit to resolution date
Level 4 — Collector / Joint Collector	61-90 days (unresolved)	Committee Chair (Joint Collector)	Direct directive from Joint Collector to department head; case flagged as 'priority pending' in ERP
Level 5 — State-level referral	90+ days (unresolved)	CSA Programme Director / Legal aid partner	Written representation to Commissioner of Agriculture / Revenue Secretary with case file; referral to District Legal Services Authority for land rights cases

### 13.4 Department-wise Accountability Protocols

Each department that receives cases through the helpline should agree to a set of minimum response commitments. These are negotiated during the helpline's onboarding in a new district and formalised through the Collector's office:

Department	Minimum Response Commitment	Responsible Officer
Agriculture	Acknowledge logged case within 7 days; resolve PM-KISAN / Annadata Sukhibhava cases within 21 days; crop loss inspection within 14 days of reporting	District Agriculture Officer
Horticulture	Crop loss field inspection within 10 days; compensation processing within 30 days of inspection; subsidy cases within 21 days	District Horticulture Officer
Revenue	Land correction cases: issue processing order within 45 days; patta issuance: direct to Legal Services if not resolved in 60 days; farmer suicide support: 7 days	District Revenue Officer / Tahsildar
Rural Development	MGNREGS wage delay: resolve within 14 days; Job Card denial: MAO/MPDO review within 21 days; IHHL sanction: 45 days	District Rural Development Officer
Banking (LDM)	KCC and crop loan cases: LDM facilitation with bank within 21 days; insurance claim linkage: 14 days	Lead District Manager
Animal Husbandry	Vaccination requests: mobilise camp within 7 days; disease outbreak response: 48 hours	District Animal Husbandry Officer

### 13.5 KPIs for District-level Performance Monitoring

The district helpline review committee should track a small set of performance indicators from the ERP data at each fortnightly meeting. These indicators serve two functions: they give the committee actionable data for each meeting, and they constitute the evidence base for CSA's annual reporting on programme effectiveness.

KPI	Definition	Target	Data Source
Overall district resolution rate	% of cases resolved or closed	>85% (mature district), >70% (first year)	ERP
Department-wise resolution rate	% resolved per department	>80% Agriculture, Horticulture; >60% Revenue, RD	ERP
Median time to resolution	Median days from logging to resolution	<30 days overall; <21 days Agriculture	ERP
Cases over 60 days	Number of cases unresolved for >60 days	<5% of total active cases	ERP
In-process to open ratio	% of active cases with defined escalation stage vs. purely open	>90% in-process (active facilitation)	ERP
New cases per fortnight	Volume trend — indicator of awareness and reach	Track trend; report to committee	ERP

KPI	Definition	Target	Data Source
Collective issues identified	Number of systemic/batch issues raised to committee	Track; no fixed target	ERP + committee minutes
Caste equity rate	% SC/ST cases logged vs. their population share	Track; flag if <district SC/ST population %	ERP (requires caste data)

### 13.6 Building Political Will — The District Collector Engagement

The mechanism described above requires the District Collector's office as its institutional anchor. The evidence from YSR Kadapa and the contrast with newer districts is the most powerful argument for this engagement. The following approach is recommended for a new district:

1. Entry meeting with Joint Collector: present the three-year AP data and the Kadapa case — the resolution rate contrast makes the argument for administrative engagement more clearly than any advocacy document can
2. Propose a six-month pilot: a six-month fortnightly review cycle with defined department commitments and ERP-based reporting. This is a bounded, low-risk ask
3. Monthly data brief to Collector's office: a one-page ERP summary showing pending cases by department, with department-officer names and pending days. Visibility creates pressure
4. Recognise resolution achievements: when departments achieve strong resolution rates, publicly acknowledge this in the review meeting. Positive reinforcement matters alongside accountability
5. FPO and SHG voice at the review: having FPO federation and SHG cluster representatives in the room ensures that the committee hears farmer voices, not just case numbers

### 13.7 The District-to-State Learning Channel

A district-level mechanism that systematically tracks cases, resolution rates, and departmental performance generates evidence that extends well beyond district use. CSA should establish a State-Level Learning and Advocacy Channel that:

- Aggregates district KPI data quarterly into a state-level performance report for the Agriculture Commissionerate and the Revenue Secretary
- Identifies state-level policy blockages (E-KYC failures, MAA BHOOMI portal errors, scheme transition gaps) that cannot be resolved at district level and presents them with case evidence to the relevant state departments
- Connects district Kisan Mitra coordinators across AP in a peer learning network for sharing escalation strategies, successful resolution pathways, and common departmental contacts
- Uses the cumulative data to contribute to state agricultural policy processes — budget consultations, scheme design reviews, and APCRDA/APCNF programme design — with farmer-level evidence

## 13.8 Way Forward — Consolidated Recommendations

The following recommendations draw together the evidence from the three-year data analysis (Part I), the call pattern findings (Section 2.4), and the framework proposals across Sections 10–13. They are organised by theme and are intended to be actionable within a 12-month horizon unless otherwise noted.

### Increasing Access to the Helpline

The data shows that 88.3% of cases came through field coordinators. The helpline's reach is currently co-terminous with coordinator deployment — farmers who are not within a coordinator's coverage area cannot easily access the service. Expanding access requires deliberate investment across three channels:

#### *Making the Number Known*

- Print the toll-free helpline number prominently on all scheme-related documents that reach farmers — crop booking receipts, PM-KISAN enrollment acknowledgements, Rythu Bharosa passbooks, and MGNREGS job cards. Every document that records a government promise to a farmer should also carry the number to call when that promise is not kept.
- Display the helpline number at all mandal agriculture offices, rural service centres (Mee Seva), gram panchayat boards, and primary agriculture cooperative society (PACS) notice boards. The number should be visible wherever farmers go for government services.
- Run IVR-based awareness through the state agriculture department's farmer database. AP has mobile numbers for millions of enrolled farmers in PM-KISAN, Rythu Bharosa, and crop insurance databases. A simple voice call in Telugu during the pre-kharif and pre-rabi periods — explaining what the helpline does and how to call — would reach the enrolled farmer population directly.
- Include the helpline number and a one-minute explanation in the mandatory training sessions for MGNREGS job card holders, SHG federation meetings, and FPO annual general body meetings.

#### *Reducing the Barrier to Calling*

- Add a WhatsApp-based case intake channel — a dedicated number that farmers can message in Telugu with a photograph of a document or a voice note describing their problem. Social media cases in FY 2025-26 already achieved 88.9% resolution; the channel works when farmers can find it. WhatsApp is far more accessible than a formal phone call for farmers who are uncertain whether their problem 'qualifies' for the helpline.
- Create a simple two-question triage bot on the WhatsApp channel: 'What scheme is the problem related to?' and 'What is your district?' This routes the case to the right field coordinator without requiring the farmer to navigate an IVR menu or wait on hold.
- Ensure the helpline is accessible in Telugu with no English requirement at any stage — IVR, WhatsApp, and coordinator language should all be in the farmer's language. Extend this to other regional languages as coverage expands to new districts.
- Publicise the helpline through community radio stations operating in coverage districts. A five-minute weekly slot explaining the previous week's case types and resolutions — without identifying farmers — builds awareness of what the helpline actually does and creates the trust that makes a farmer willing to call.

#### *Seasonal Access Campaigns — Timed to the Call Pattern*

- Run a focused 'Know Your Entitlement' campaign every May–June, before the kharif payment and crop loss window opens. The campaign should cover four things: the Rythu

Bharosa/Annadata Sukhibhava payment schedule and what to do if it doesn't arrive; crop booking deadlines and how to register; PM-KISAN E-KYC requirements and how to complete them; and the Kisan Mitra helpline number. Reaching 5,000 farmers in May prevents 500 calls in July.

- Run a 'Claim What Is Yours' campaign every October, before the post-rabi PM-KISAN and life insurance settlement window opens. Focus on YSR Bheema/Chandranna Bima claim documentation (death certificates, family member details), PM-KISAN instalment schedule, and crop insurance claim filing timelines.
- Use the September operational lull to review which villages in each coverage district have never generated a single helpline case — these are almost certainly areas with zero awareness, not areas with zero problems. Plan coordinator visits or SHG meetings in these villages before the November peak.

### **Embedding Access in Community Institutions**

- Designate a 'Helpline Anchor' in every active SHG cluster — a trained member who reads the monthly ERP case status report, runs the bi-weekly entitlement checklist in group meetings, and is the first point of contact for members who need to report a problem. The anchor does not log cases in the ERP — that remains the field coordinator's role — but she identifies and refers cases that would otherwise never reach the helpline.
- Integrate helpline access into FPO annual general body meetings: a 15-minute slot in every AGM where the FPO Case Coordinator presents pending cases, resolved cases, and the schemes with active payment windows in the coming quarter. This normalises helpline use as a routine part of FPO membership rather than an emergency measure.
- Partner with gram panchayat secretaries and ward volunteers to run quarterly 'grievance collection days' where the Kisan Mitra coordinator is physically present at the panchayat office for two hours. This lowers the barrier for farmers who will not make a phone call but will approach someone who is already in their village.

### **Strengthening the Helpline Programme**

- Establish district-level administrative review mechanisms in Kurnool and Sri Sathya Sai on the model of the YSR Kadapa Collector-led fortnightly review — identify the Joint Collector contact, agree department-wise pending case protocols, and formalise the review calendar.
- Develop a dedicated land rights referral mechanism: cases unresolved after 90 days of active facilitation should be referred to the District Legal Services Authority or a partner legal organisation.
- Create a scheme-transition monitoring protocol: identify the top 10 active scheme categories in the ERP before any government transition, flag which are at risk of portal downtime or payment suspension, and begin beneficiary database documentation in advance.
- Align coordinator capacity with the call pattern: ensure maximum field coordinator availability in July–August (kharif peak) and November–January (post-rabi settlement peak). Use September for internal training, data audits, and district relationship-building — the only reliable low-pressure month in the year.
- Make caste category recording mandatory for all new case entries. Equity monitoring is not possible without it.
- Track in-process cases with 30/60/90-day milestones in the ERP to prevent silent stalling in the 344 currently in-process cases from FY 2025-26.

### FPO and SHG Integration

- Execute memoranda of understanding with the first cohort of integrated FPOs — prioritising FPOs already in CSA's programme portfolio — before the kharif 2026 season.
- Deploy the simplified WhatsApp-based ERP interface to FPO Case Coordinators and SHG cluster animators trained under Section 12 by June 2026, with monthly member case reports going back to each FPO board.
- Pilot the joint FPO-SHG field coordination protocol in two mandals each in Sri Sathya Sai and YSR Kadapa by September 2026.
- Run the annual 'Know Your Entitlement' campaign through FPO and SHG networks — these institutions have the village presence and member registers to reach farmers the helpline cannot currently access.

### Policy Advocacy

- Submit a consolidated PM-KISAN E-KYC failure representation to the Agriculture Department and DBT Mission: 462 cases across three years, proposing automatic farmer notification when exclusion errors are detected and targeted camp-based E-KYC correction in high-failure mandals.
- Document and submit the Annadata Sukhibhava transition failure data (58.7% resolution vs 100% for Rythu Bharosa) to the Agriculture Department as evidence for beneficiary continuity protocols during scheme renames.
- Compile the zero-resolution land rights cases into a structured representation to the Revenue Secretary with farmer names, survey numbers, and the specific administrative step that is blocked in each case.
- Use the NREGS job card denial data (36 cases, 19.4% resolution) for district-level engagement with the Rural Development Commissioner on discretionary denial patterns.
- Advocate for a mandatory grievance tracking number to be generated automatically whenever a DBT payment fails — eliminating the farmer's need to call a helpline to discover that a failure has occurred.

### District Grievance and Redressal Mechanism

- Operationalise the District Helpline Review Committee in Sri Sathya Sai and Kurnool within 90 days, presenting the current pending case register by department at the first meeting.
- Negotiate minimum departmental response commitments (Section 13.4) at the first review committee meeting in each new district.
- Implement the eight KPIs (Section 13.5) in the ERP reporting dashboard for all active districts by June 2026, with automated fortnightly reports shared with the Joint Collector's office.
- Use the call pattern data (Section 2.4) in district review meetings: show the department-wise peaks in July–August and November–January, and ask each department to prepare pre-season capacity plans for those windows rather than managing the surge reactively.

### Research and Documentation

- Conduct a qualitative study of the 67 currently open cases to document resolution bottlenecks systematically.

- Establish a State-Level Learning and Advocacy Channel that aggregates district KPI data quarterly into a state-level performance report for the Agriculture Commissionerate and Revenue Secretary.
- Develop an annual State of Farmer Grievances brief using Kisan Mitra ERP data — timed for release before each state budget session.
- Analyse the call pattern data by district as each new district matures, to determine whether the dual-peak pattern (scheme payment cycle) or a different pattern (weather-event driven, NREGS cycle) dominates — and calibrate awareness campaign timing accordingly.

The most important single action to increase access is the simplest: put the helpline number on every document that records a government promise to a farmer. When PM-KISAN enrollment receipts, Rythu Bharosa passbooks, and MGNREGS job cards carry the number, the farmer who encounters a failure already has the pathway to resolve it. Every other access intervention builds on this foundation.

The Kisan Mitra Helpline has demonstrated, across three years and 2,393 cases, that facilitated grievance resolution works — and that it works fastest when administrative relationships are deepest and farmer awareness is highest. The task now is to embed this model in institutions that are permanent, community-owned, and accountable to members. The data is ready. The framework is here. The next step is implementation.