



Forum of Enterprises for
Equitable Development



2024 - 2025

ANNUAL REPORT.



www.feed.net.in



FOREWORD

2024–25 has been a transformative year for FEED, marked by impactful interventions across rural India's agricultural and livelihood landscapes. Our initiatives have successfully demonstrated scalable models in agri-value chains, strengthened marginal farmer aggregation efforts, and pioneered partnerships bridging policy, markets, and technology.

As we reflect on our journey, this report highlights the milestones achieved, lessons learned, and the stories of resilience from the communities we serve.



INTRODUCTION

The Forum of Enterprises for Equitable Development (FEED) is dedicated to enhancing the livelihoods of marginal farmers through farmer community engagement, advocacy, research, and collaboration with various stakeholders. It strives to ensure that these farmers have access to new opportunities and resources that can lead to sustainable development.


FEED is committed to improving the economic wellbeing of marginal farmers in India. It aims to transform agricultural practices, enhance local markets, and develop human capital. FEED's strategy includes engaging with professional agencies to improve farm production systems and transition from subsistence to commercial farming. By leveraging public investments and technology, FEED seeks to create institutional aggregations and modern value chains.

In the financial year 2024-25, FEED expanded its ongoing projects, initiated new partnerships, and launched several strategic interventions. This report highlights the key developments, achievements, and future directions of the organization.



OUR MISSION

FEED's mission is to catalyse a transformational change in agricultural practices, rejuvenate local markets, and prioritize human capital development. This necessitates a concerted effort from farmer community organisations, professional agencies capable of engaging with farmers, enhancing farm production systems, and transitioning from subsistence to commercial farming. By harnessing public investments and tailoring technological solutions, FEED aims to establish institutional aggregations and modern value chains.



As an advocate for marginal farmers, FEED facilitates their connection with the private sector and champions their cause through seminars, policy briefs, and research papers. It underscores the importance of data-driven decision-making and industry partnerships to bolster the resilience and growth of marginal farmers. FEED is committed to creating a business-oriented approach to small-scale farming, fostering dialogue, and curating program coalitions that can reshape the narrative and unlock new opportunities for this vital yet overlooked community.

OUR VALUE



FEED believes in the empowerment of marginal farmers through micro-entrepreneurs in industrialised agriculture, leveraging new technology and focus on emerging segments and novel products. We are committed to making strides in reshaping the agricultural landscape to ensure resilience and growth for marginal farmers.

FEED intends to improve Marginal Farmers' incomes through Public Private Sector Advocacy and program coalition interventions as well as advocating for marginal farmers' rights and building new narratives through seminars, policy briefs, research papers, and required connects. As required, FEED engages in ground-level data collection, research, and analysis to drive decision-making processes.



OUR Leadership

FEED's leadership comprises a diverse group of professionals with extensive experience in agriculture, rural development, and policy advocacy:



Dr. Sanjeev Chopra
Chairperson

Former Director of the Lal Bahadur Shastri National Academy of Administration (LBSNAA) and Additional Chief Secretary to the Government of West Bengal. With over three decades of experience, he has been instrumental in driving policy changes and leading initiatives for sustainable agricultural development.



Suryamani Roul
Managing Trustee

A seasoned development management professional with expertise in building livelihoods strategy, leading agriculture and agri-value chain initiatives, and youth and women's economic empowerment.



S Baskar Reddy
Trustee

Former Executive Director of Syngenta Foundation India, he has been influential in developing the Public-Private Partnership for Integrated Agriculture Development (PPPIAD) model in India.



Anish Kumar
Trustee

Managing Director of Transform Rural India and Director of the Foundation for Development of Rural Value Chains, he has extensive experience in rural transformation and the integration of smallholder farmers into modern value chains.

INITIATIVES SPOTLIGHT

GLOBAL STATE OF MARGINAL FARMERS REPORT

In a high-level meeting on January 24, 2025, attended by key stakeholders—including representatives from the Netherlands Embassy in India, NAFED, The World Bank, GIZ, Heifer International, and more—the agenda was set to address challenges faced by marginal farmers, strengthen FPOs and SHGs, drive private sector investment in climate-resilient agriculture, and unlock opportunities in solar energy and diversified crops.



10TH INDIA MAIZE SUMMIT

During the 10th India Maize Summit, at FICCI, New Delhi, marked a significant milestone for the maize sector. Session 4 focused on Public-Private Partnership for Agriculture Value Chain Development (PPPAVCD) and Post-Harvest Infrastructure, highlighting maize's critical role in economic and nutritional security.

INNOVATIVE BACKYARD POULTRY MODEL

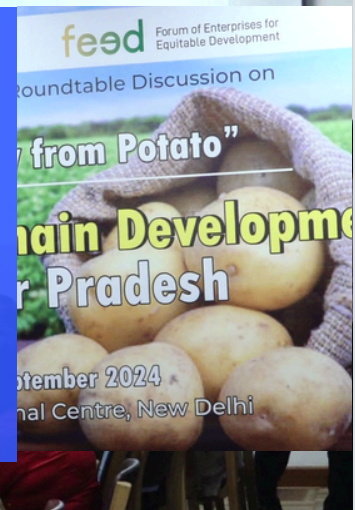
During the year, FEED organized jointly a special conference to unveil the Innovative Backyard Poultry Model under the Hatching Hope Program. Co-developed by Heifer International and Passing Gifts with support from Cargill, with intensive support partnership from FEED this model aims to enhance rural livelihoods through sustainable backyard poultry farming. This impact making model is focusing on women towards improving their livelihoods and entrepreneurship abilities.



INITIATIVES SPOTLIGHT

PROSPERITY FROM POTATO IN UTTAR PRADESH

FEED, in partnership with Transform Rural India, hosted a roundtable discussion titled "Prosperity from Potato in Uttar Pradesh." This convening focused on addressing challenges and opportunities within the potato value chain, emphasizing sustainable agricultural practices and strengthening market linkages for marginal farmers.



ANNUAL SURVEY ON THE STATE OF MARGINAL FARMERS OF INDIA 2024

Theme: Impact of Climate Change on Marginal Farmers

The report is the result of a survey conducted via telephonic interviews covering 6,615 farmers across 21 states, covering six zones of the country.

This was the second annual report by the FEED in collaboration with the Development Intelligence Unit underscoring their commitment as a knowledge organization dedicated to advocacy and strategic leads for income enhancement of marginal farmers.





REPORT LAUNCH

The main highlight of the event was the release of the Annual Survey on the State of Marginal Farmers of India 2024 with the core theme being the examination of impact of climate change on the marginal farmers. This was the second annual report by the Forum of Enterprises for Equitable Development (FEED) in collaboration with the Development Intelligence Unit underscoring their commitment as a knowledge organization dedicated to advocacy and strategic leads for income enhancement of marginal farmers. The event involved three major sessions, where the focus was on how to develop synergies between public and private sector to bring forth a convergence of efforts necessary for inclusive development and making agriculture and related activities a remunerative livelihood option.



Key Findings:

- 01** Only 7% of the respondent farmers cultivated crops in all three seasons: kharif, rabi, and zaid. A significant 95% farmed in two seasons, kharif and rabi, with 91% showing a preference for the kharif season.
- 02** The findings revealed that 80% of marginal farmers reported losses due to adverse climatic events in the last five years. Among them, 43% stated they lost at least half of their standing crop, with droughts and non-seasonal rains being the major contributors.
- 03** This climate-induced hardship has led marginal farmers to increase their engagement in part-time occupations, animal husbandry, and temporary migration in search of labor opportunities.
- 04** The survey found that 69% of respondents were members of some form of agricultural organization such as FPOs, FPCs, PGs, PEs, PACS, or Cooperative Societies. These organizations primarily provided subsidized agricultural inputs, credit support, and crop insurance.
- 05** Government scheme coverage was examined, revealing maximum participation in PMKSY and the lowest in PMFBY at 35%.
- 06** The survey also delved into the access to and usage of farming-related infrastructure, focusing on custom hiring centers, cold storage, and seed and fertilizer outlets.
- 07** Another critical point of study was the access to technical advice and extension services. A positive response was noted, with 72% of farmers confirming access, primarily through other progressive farmers and input dealers rather than formal sources such as Krishi Vigyan Kendras.
- 08** Less than one-third of marginal farmers affected by adverse climatic events have adopted any Climate Resilient Agriculture Practices. The biggest barriers to adoption were high upfront costs and limited knowledge.

INITIATIVES SPOTLIGHT

Engagement with Krushi Odisha 2025

Our Managing Trustee, Mr. Suryamani Roul, participated as a key panel member at Krushi Odisha 2025, held from January 3–5 at the Biju Patnaik Playground, Bhubaneswar. Organized by the Department of Agriculture and Farmers' Empowerment, Government of Odisha, this flagship event focused on the theme "A Step Towards Sustainable Food Systems"



Hatching Hope for Economic Sustainability of Smallholder Farmers

The 2nd Summit of Hatching Hope for Economic Sustainability of Smallholder Farmers marked a significant milestone with the launch of the Backyard Poultry (BYP) model, a transformative initiative aimed at strengthening economic resilience among smallholder farmers. The event, graced by Hon'ble Deputy Chief Minister of Odisha, Shri Kanak Vardhan Singh Deo, brought together key visionaries and changemakers committed to sustainable livelihoods.



UP-AGREES Project

FEED delegation attended the launch of the groundbreaking UP-AGREES Project by Hon'ble CM Yogi Adityanath, aimed at revolutionizing Uttar Pradesh's agricultural landscape.



PARTNERSHIPS

FEED - VAMNICOM MOU

Forum of Enterprises for Equitable Development (FEED) has signed an MoU with Vamnicom Pune to establish the Responsible Farming Lab. This groundbreaking initiative aims to foster sustainable farming and create a transformative impact on agricultural practices. The Responsible Farming Lab will focus on: Think Tank & R&D: Innovating sustainable farming methods and advancing value chains.



FEED - FICCI MOU

We are thrilled to announce that the Forum of Enterprises for Equitable Development (FEED) has signed a Memorandum of Understanding (MoU) with FICCI to promote the Public-Private Partnership for Agriculture Value Chain Development (PPPAVCD).

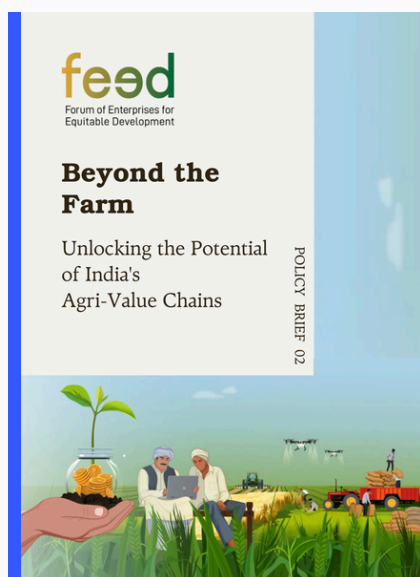


FEED - FDRVC MOU

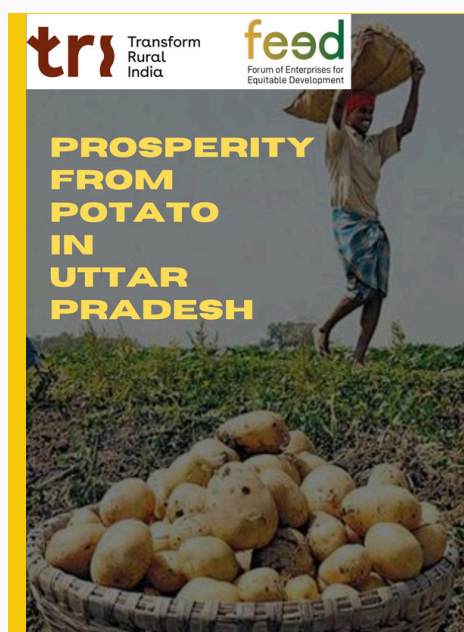
The Forum of Enterprises for Equitable Development (FEED) has joined hands with the Foundation for Development of Rural Value Chains (FDRVC) in a landmark partnership to revolutionize rural economies across India.



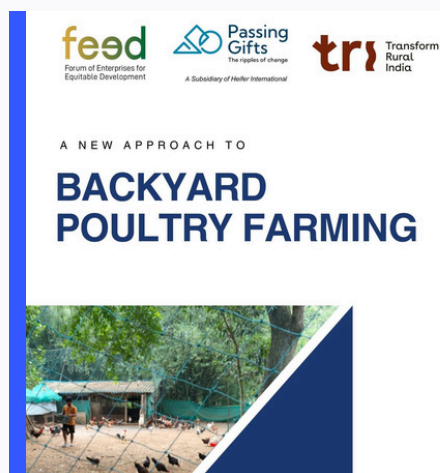
PUBLICATIONS



FEED has been expanding its engagement across multiple agricultural commodity value chains over the past few months. Our latest policy brief highlights the pivotal role of value chains in building sustainable and resilient food systems. In the face of climate change, technological disruptions, and evolving market dynamics, this initiative is a crucial step toward empowering marginal farmers and fortifying India's agri-economy.

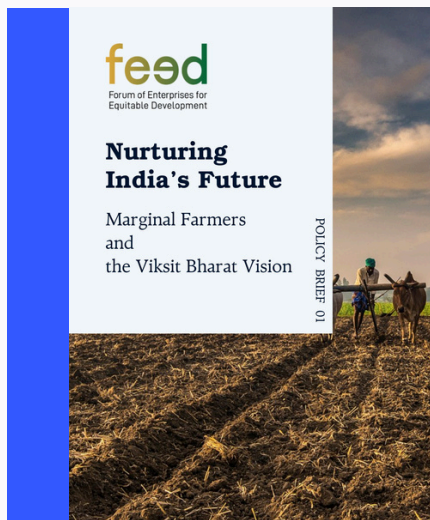


Unlike the Punjab model, where PepsiCo's contract farming efficiently aggregates produce through established farmer networks, Uttar Pradesh lacks structured aggregation models. This results in inefficiencies and reduced price realization for farmers. This report aims to address these challenges through expert consultations, focusing on developing effective strategies for enhancing the potato value chain in the region.



We're thrilled to share the highlights booklet from our recent event, where leaders and stakeholders across agriculture and development sectors came together to advance the Backyard Poultry model. The event underscored strategies that empower smallholder farmers, leverage indigenous poultry breeds, and ensure sustainable income generation.

PUBLICATIONS



This Policy Brief is an attempt to explore the transformative strategies to bolster India's agricultural value chains, driving economic growth and empowering farmers. This policy brief emphasizes the need for robust infrastructure, innovative financing, and policy reforms to reduce waste, minimize price volatility, and enhance the overall efficiency of agricultural markets.

FEED IN MEDIA



Future Outlook

For the upcoming year, FEED aims to build on the momentum of 2024-25 by focusing on scaling up successful initiatives and exploring new opportunities for collaboration and innovation.

- **Strengthening Value Chains and Farmer Aggregation:** FEED will prioritize commodity-focused cluster development by scaling models in maize, makhana, potato, and poultry value chains. Greater emphasis will be placed on farmer aggregation mechanisms, incentivization frameworks, and negotiation expertise to enable equitable market access for marginal farmers.
- **Driving Innovation through Circular Bioeconomy Initiatives:** With a dedicated “Circular Innovation Factory” in the pipeline, FEED will conceptualize and incubate at least five projects addressing bioenergy, crop residue management, and sustainable agri-inputs. Strategic collaborations with GIZ, NCUI, and private sector players will be pursued to operationalize bio-residue solutions like Compressed Biogas (CBG) and fermented organic manure (FOM) supply chains.
- **Thought Leadership and Policy Advocacy:** FEED aims to host 3–4 high-impact convenings annually, leveraging platforms for program coalitions, knowledge sharing, and agri-policy dialogues. A press monitoring initiative and advocacy bulletins targeting policymakers will be launched to enhance outreach. Efforts to integrate FEED into national dialogues on PPPAVCD and the State of Marginal Farmers Report will remain a cornerstone.
- **Organizational Growth and Strategic Partnerships:** A dedicated Fundraising Committee will focus on expanding revenue streams through CSR partnerships and institutional donors. New MoUs with IFPRI, ADB, and Wageningen University will strengthen FEED’s research and technical capacity. Digital presence will be enhanced with dedicated microsites for PPPAVCD and domain leadership in priority commodities like makhana.

Ongoing Initiatives:

1. Advancing Social Welfare & Rural Equity

The State of Marginal Farmers Report, 2025

Marginal farmers, forming the backbone of India's agrarian economy, often remain excluded from critical systems of credit, markets, and institutional support. Recognizing these challenges, FEED has embarked on a landmark initiative—the State of Marginal Farmers Report 2025—to generate actionable insights for driving rural transformation.

This study examines the role of agricultural cooperatives, particularly Primary Agricultural Credit Societies (PACS), in enabling access to essential services for marginal farmers. It explores key questions:

- How actively are marginal farmers engaging with cooperatives?
- To what extent are they assuming leadership roles within these institutions?
- Have PACS diversified their businesses enough to meet the evolving needs of their members?

Why This Matters

- Empowers cooperatives to design more inclusive, farmer-centric interventions.
- Strengthens leadership pathways for marginalized communities.
- Helps diversify cooperative business models to support holistic rural development.

By focusing on these dimensions, the report will inform policy frameworks and catalyze strategies that uplift marginalized farmers and fortify India's cooperative ecosystem.



2. Building Resilient Farming Communities

Climate-Smart Agriculture Strategy for Andhra Pradesh, Bihar, and Odisha

FEED, in partnership with Change Alliance, is spearheading the development of a Climate-Smart Agriculture (CSA) Strategy tailored to address the unique challenges faced by farmers in Andhra Pradesh, Bihar, and Odisha.

This initiative recognizes that climate change disproportionately affects smallholder and marginal farmers, especially women and vulnerable groups. To design meaningful interventions, the methodology blends qualitative and quantitative techniques, centered around the Climate-Smart Agriculture Rapid Appraisal (CSA-RA) framework.

Why This Matters

- Supports adaptive capacity of farmers in climate-vulnerable regions.
- Fosters inclusive decision-making, ensuring strategies are responsive to gender dynamics.
- Contributes to food security and sustainable livelihoods while combating climate risks.

Through this effort, FEED is empowering rural communities to adopt practices that are not only environmentally sustainable but also socially equitable and economically viable.



3. Empowering Marginal Farmers in Bihar's Kosi Region

Strengthening Makhana, Machhali, and Maize (MMM) Value Chains

FEED has developed a strategic programme to transform the agricultural landscape of Bihar's Kosi region by strengthening the value chains of Makhana (Fox Nut), Machhali (Fisheries), and Maize. This initiative spans six districts — Supaul, Madhubani, Darbhanga, Saharsa, Khagaria, and Madhepura — and is rooted in the vision of empowering 20,000 marginal farmers, with a strong emphasis on women farmers as key drivers of change.

Key Features of the Initiative

- **Cluster-Based Approach:** Focus on region-specific strengths and challenges to maximize impact.
- **Public-Private Partnerships (PPPAVCD):** Forge at least 20 strategic partnerships to bring market linkages, infrastructure development, and convergence with government schemes.
- **Technology-Driven Solutions:** Promote sustainable and climate-smart agricultural practices tailored to local conditions.
- **Income Enhancement:** Targeted interventions are designed to increase farmer incomes by 20–25% over three years.

Why This Matters

This programme addresses systemic gaps in the region's agri-ecosystem and builds resilient, efficient value chains that can withstand market and climate shocks. It creates a roadmap for equitable growth by:

- Enhancing women's participation in leadership and farming innovations.
- Bridging smallholders with markets, credit, and insurance.
- Encouraging environmentally sustainable practices for long-term productivity.

4. Young Minds for Rural Development & Resilience

First Cohort of Interns – Ryan International School, Vasant Kunj

At FEED, we believe that nurturing future leaders is as crucial as empowering farmers today. This year, we were proud to host the first cohort of student interns from Ryan International School, Vasant Kunj, as part of our efforts to inspire young minds towards rural development and resilience.



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