



Forum of Enterprises for
Equitable Development

Annual Report 2025-2026





About Us

The Forum of Enterprises for Equitable Development (FEED) is a collaborative platform that brings together enterprises, institutions, and stakeholders committed to advancing inclusive and sustainable development. FEED recognizes that equitable growth requires not only economic progress but also fairness, participation, and shared opportunities across communities. By leveraging collective knowledge, resources, and innovation, FEED aims to strengthen enterprises that contribute to social good, empower marginalized groups, and create a more just economic ecosystem.

* Vision



FEED envisions a future where enterprises become key agents of social and economic transformation, ensuring that no community is left behind in the journey of progress. It imagines a world where growth is inclusive, resources are distributed fairly, and opportunities are accessible to all, especially marginalized and underserved populations.

The vision of FEED is to establish an ecosystem of equitable enterprises that are innovative, ethical, and sustainable—enterprises that not only generate wealth but also reinvest in communities, preserve the environment, and strengthen democratic participation. Through collaboration and shared responsibility, FEED aspires to redefine the role of enterprises as powerful contributors to building a just, equitable, and resilient society.

Mission *



The mission of FEED (Forum of Enterprises for Equitable Development) is to build and nurture a community of enterprises that are committed to driving growth with a human face. FEED seeks to enable businesses and organizations to go beyond profit-making by embedding principles of equity, justice, and sustainability in their core functioning.

By providing a common platform for knowledge sharing, capacity building, and advocacy, FEED empowers enterprises to address systemic barriers, create livelihood opportunities, and promote inclusive growth models. Its mission also extends to strengthening community-based enterprises, promoting responsible value chains, and influencing policies that support equitable development at local, regional, and national levels.

The Year in Review: 2025-26

The fiscal year 2025-26 was a watershed moment for FEED. We transitioned from foundational research to active ecosystem building. Recognizing that charity must be combined with systemic reform to be sustainable, we focused our energies on four key pillars:

Strategic Advocacy



Public Knowledge



Institutional Strengthening



Livelihood Transformation



Building Bridges for Sustainability

True service requires collaboration. We cannot walk this path alone. To drive long-term change, we have actively sought out partners who share our moral obligation to the poor.



Our delegation visited the Ambuja Foundation this year with a singular purpose: to align our limited resources for the greater good. We engaged in deep dialogues to identify how we can jointly strengthen agricultural value chains.

The Outcome: We are developing a "safety net" framework for marginal farmers, combining Ambuja's grassroots reach with FEED's policy expertise to create high-impact, community-centric interventions.

A Voice for the Voiceless at CRB & FOLU At the 12th India and Sustainability Standards Conference, FEED served as the voice of the smallholder. In collaboration with the Centre for Responsible Business (CRB), the Food and Land Use Coalition (FOLU), IDH, WRI India, and WWF, we championed the "Value Chain Approach."

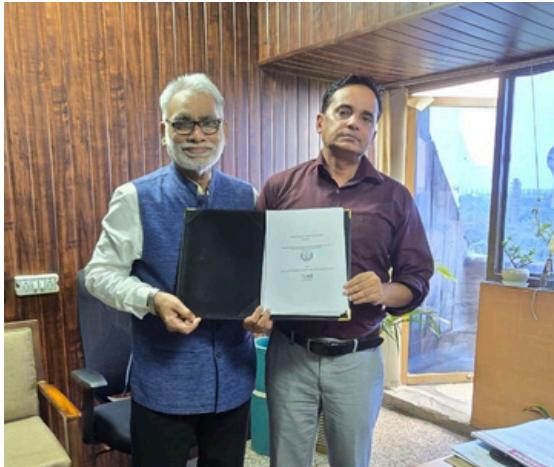


Our Message: Sustainability cannot be an elite concept. We argued that true environmental sustainability is impossible without the economic survival of the farmer. We successfully lobbied for "Regenerative Agriculture" to be framed not just as a climate solution, but as a livelihood solution for the poor.



The Workshop: Strengthening Small Ruminant Value Chains In a landmark event organized in partnership with GIZ India and Passing Gifts, we brought together policymakers, industry experts, and community leaders to draft a "Roadmap" for the sector.

Pillar 1: Uniting for the Greater Good



Alone, a marginal farmer is vulnerable to the whims of the market and the climate. Together, they are a fortress. This year, FEED took a monumental step in strengthening the institutional fabric that holds rural India together.

The FEED-NEDAC Alliance We are proud to announce our strategic alliance with the Network for the Development of Agricultural Cooperatives in Asia and the Pacific (NEDAC). This partnership is not a mere corporate agreement; it is a pledge to serve.



NETWORK FOR THE DEVELOPMENT OF AGRICULTURAL COOPERATIVES IN ASIA AND THE PACIFIC
Established in 1991 by FAO, ICA and ILO

- **The Goal:** To bring global best practices in cooperative management to the doorsteps of Indian villages.
- **The Impact:** By integrating with NEDAC, we are ensuring that Indian cooperatives are not isolated entities but part of a vibrant regional movement. This allows us to advocate for democratically driven development where the profits of agriculture return to the hands that till the soil.

Our Partners:



syngenta foundation India



DIU Development Intelligence Unit





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STATE OF MARGINAL FARMERS OF INDIA - 2025

*Assessing Cooperative Societies' Engagement and Their
Business Diversification Strategies Across India*

TECHNICAL PARTNER: **DIU** Development
Intelligence
Unit

KNOWLEDGE AS A PUBLIC SERVICE

In an age of information, the lack of accurate data on the poor is a form of exclusion. FEED believes that rigorous, empathetic research is a form of public service. By documenting the reality of the marginal farmer, we force the system to acknowledge their existence and their needs.



This year, we released our flagship publication: **"The State of Marginal Farmers Report 2026"**.

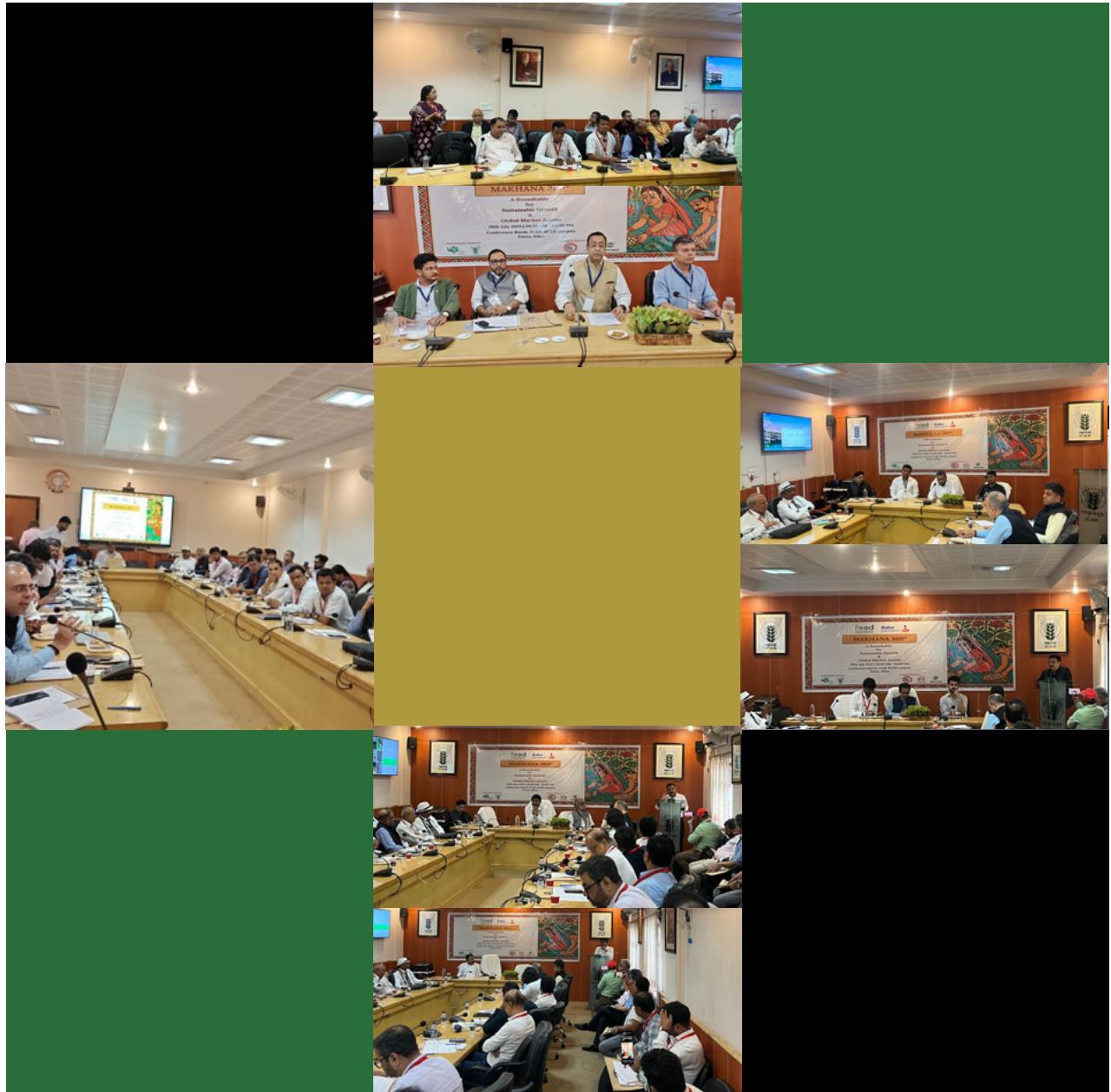
Launched against the backdrop of the **International Year of Cooperatives and the New National Cooperation Policy**, this report serves as a diagnostic tool for the nation. It was designed to answer a critical question: How can the cooperative movement become a vehicle for the prosperity of the marginal farmer?

This report was not written in an ivory tower. It was built from the ground up, involving:

- **Assessment of 6 States:** Andhra Pradesh, Bihar, Himachal Pradesh, Maharashtra, Tripura, and Uttarakhand.
- **The Voices of the People:** We conducted interviews, focus group discussions, and surveys with thousands of marginal farmers, ensuring their "lived realities" formed the foundation of the document .
- **Technical Partners:** The study was powered by the Development Intelligence Unit (DIU), ensuring statistical rigor, and supported by ISAP, IDOBRO, VAMNICOM, and NCUI

The Makhana Roundtable:

Elevating the "Black Diamond" of Bihar



Makhana (Fox Nut) is often called "Black Diamond" for its potential, but for the marginal farmers who cultivate it in stagnant waters, the reality has often been one of exploitation and low returns.

This year, FEED convened a high-level Makhana Roundtable to address the structural inequities in this booming superfood market.

The Gathering of Minds: Bringing together key stakeholders—from cultivator collectives in the Kosi belt to processors, exporters, and policy experts—we initiated a dialogue to rewrite the rules of the trade.

Key Outcomes & Strategic Direction:

- **Ending the Distress Sale:** The roundtable highlighted that while global prices for Makhana are soaring, the primary grower sees a fraction of that value due to distress selling at the farm gate. We are working to establish Community Storage Facilities that allow farmers to hold their stock and sell when prices stabilize.
- **Grading & Standardization:** A major resolution was to train farmers in primary processing (popping and grading). By moving the first layer of value addition to the village, we ensure that the wage labor income stays within the community.
- **Policy Advocacy:** The roundtable concluded with a submission to the state government, advocating for Makhana to be treated not just as a crop, but as an "Aquatic Industrial Asset," eligible for higher insurance and credit brackets similar to mainstream horticulture.

The CSR Dialogue: Aligning Capital with Conscience

FEED hosted a high-impact CSR Dialogue, bringing together heads of CSR foundations and corporate leaders. We advocated for a shift from "charitable giving" to "impact investing" in rural infrastructure.

The Maize Summit: Securing the 'Golden Grain'

Food, Feed, and Future for the Marginal Farmer Maize is emerging as a miracle crop for India, but often the smallholder is left out of the industrial value chain. To address this, FEED participated in the 11th India Maize Summit 2025 organised by FICCI in collaboration with the ICAR- Indian Institute of Maize Research (IIMR).

The Sunkranti Summit: A Festival of Ideas

The summit served as a clarion call for "Regenerative Justice," emphasizing that climate-smart agriculture must not burden the poor but reward them. It reinforced our commitment to ensuring that the wisdom of the harvest season informs our policy for the entire year.



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Thank you
