

Annual Report

2025 - 2026

"Building Opportunity.
Strengthening Communities."



OUR STRATEGIC JOURNEY

2024–25
CONSOLIDATE
Building what works.

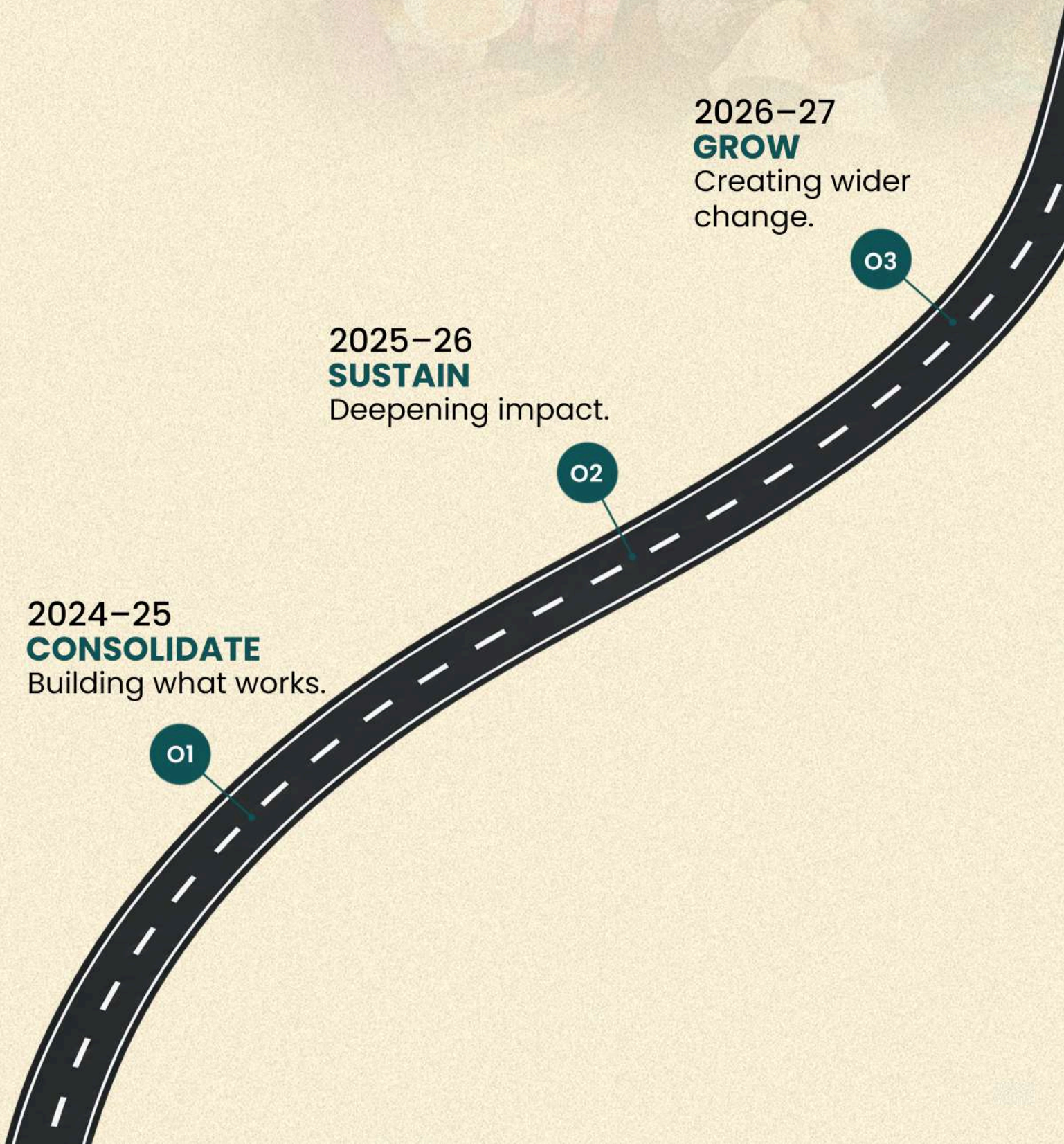
01

2025–26
SUSTAIN
Deepening impact.

02

2026–27
GROW
Creating wider
change.

03



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CHAIRMAN'S MESSAGE

The winds of change are sometimes slow and bearable and many times stronger and difficult to cope. This year, we have seen the slow and sure impact of Artificial Intelligence on our lives, which I think, will overtake our lives in the years to come.

Rural societies will have access to many technologies which can significantly alter their lives at a pace which we can hardly understand. There are technologies where crop and disease patterns are now analysed by AI at a reasonable cost available to the farming communities. Water Distribution patterns have achieved a significant accuracy in their predictive abilities. Even El Nino models are refined by AI to an extent that we know reasonably accurately how weather patterns are likely to impact our lives in the next year or two.

In all these, REEDS will continue to work in the partnership models to develop initiatives to make an impact on rural livelihoods. The CIRDAP-REEDS partnership is a major step in this direction. We believe that only partnerships will build the society we want to see as the task is too large for any single initiative to be effective across the country. It is in this spirit that we hope to strengthen existing partnerships and build new ones in the years ahead.

M.R.Vikram

Chairman



Promoting WASH awareness among schoolchildren

SECRETARY'S REPORT

Sustaining the journey. Deepening the purpose.

For REEDS, rural development has always been about more than delivering programmes. It is about enabling people and communities to build better, more secure and more hopeful lives. Since our beginning 37 years ago, this belief has shaped our journey and our evolution towards a broader vision of Inclusive Rural Empowerment.

2025–26 was a year of sustaining that journey and deepening its purpose. It was also a year in which some planned opportunities took longer to translate into programmes, while others did not materialise, and resource mobilisation remained below the levels envisaged in our strategic plan. These realities encouraged us to look more closely at how we work, where we can create greater value, and how partnerships, innovation and evidence can help us move further.

Our financial performance reflects both the opportunities and realities of the year. The difficult external environment, marked by protracted conflicts and competing humanitarian priorities, had an impact on economies and philanthropic resources, and India was no exception. This was evident in a significant reduction in contributions and grants to REEDS. At the same time, strong growth in fee-based services offered an encouraging pathway towards greater diversification of our resource base.

Overall, revenue was **₹8.4 million**, compared with **₹10.1 million** in the previous year, a decline of 17.2%. We maintained discipline in expenditure, which declined from **₹10.1 million to ₹9.3 million**. Nevertheless, the year closed with a deficit of ₹0.9 million, compared with a deficit of **₹0.05 million in 2024–25**.

We acknowledge the shortfall and see it as an area for action. Strengthening donor engagement, diversifying revenues, developing scalable programme models and building institutional resilience will be central to the journey ahead. At the same time, the year brought important progress and new possibilities. The first World Rural Development Day was marked through awareness and advocacy initiatives, drawing attention to the importance of rural communities and their contribution to sustainable development. The CIRDAP–REEDS Rural Innovation Challenge created a regional platform for rural innovations, attracting 187 proposals from 13 CIRDAP member countries and identifying 15 innovations for wider visibility.

Project RISE marked an important step in applying digital technology to expand rural opportunities, exploring an AI-enabled platform connecting rural households with verified service providers while creating opportunities for youth- and women-led micro-enterprises.

What gives us confidence is the growing recognition that lasting rural change is rarely achieved alone. Our partnerships have enabled us to bring diverse strengths together and create pathways for solutions to reach further. From safe drinking water and WASH to rural livelihoods, digital inclusion and community systems, we continue to develop and test solutions that work on the ground and, where successful, can be adapted and taken to scale.

As we look towards 2026–27, a year of strategic renewal, our focus will be on building on what has worked, strengthening what needs to be stronger, and opening new pathways for wider impact. Our aim is not simply to do more, but to create wider and more lasting change for rural communities.

The pages that follow offer a closer look at the programmes and initiatives that shaped the year.

Dr. Ravi K. Reddy
Secretary, REEDS



REEDS, Poster Launch Event for World Rural Development Day, in collaboration with CIRDAP.

REEDS AT A GLANCE

Our journey, reach and expertise.

37 Years
of commitment to rural development



15

States

across India



180+

Districts

reached through programmes, assessments and field assignments



15,000+

Villages

cumulative reach



300,000+

School Children

reached through WASH, sanitation and hygiene initiatives

REEDS is a voluntary, not-for-profit organisation working towards Inclusive Rural Empowerment through practical, community-centred and evidence-based solutions.

OUR EXPERTISE



Safe Drinking Water & WASH



Rural Livelihoods & Entrepreneurship



Digital Inclusion



Community Development



Research, Monitoring & Evaluation



Capacity Building & Skills Development

OUR KEY AREAS OF WORK



Capacity Building & Community Awareness



Innovation and Knowledge Partnerships



Research, Monitoring & Evaluation



Rural Entrepreneurship



Livelihood Promotion



Safe Drinking Water & WASH



Skills Development



Engaging schoolchildren through an interactive session

OUR REACH

Today, REEDS' footprint spans 15 states across India, reflecting our ability to deliver scalable, community-centred solutions across diverse rural landscapes. This reach demonstrates the depth of our engagement and our continued expansion of impact.

OUR STORY

From rural development to Inclusive Rural Empowerment

1989

Where it began

REEDS began in 1989 as a voluntary, not-for-profit organisation with a commitment to rural development and a simple aspiration—to contribute to better lives and brighter possibilities for rural communities.

From the beginning, we understood that rural development could not be reduced to a single intervention or a single need. It called for a more holistic approach—one that recognised the aspirations, capabilities and potential of rural people.

2004

A broader vision

As our experience grew, so did our understanding of what lasting rural change requires.

In 2004, REEDS reorganised its resources around a broader vision of Inclusive Rural Empowerment. It was an important turning point in our journey—from working for rural communities to strengthening their ability to shape their own futures. The vision continues to guide us.

The journey since

Over the years, REEDS has continued to evolve with the changing realities and aspirations of rural India. Our work has extended across safe drinking water and WASH, livelihoods and entrepreneurship, digital inclusion, community development, research and monitoring, and capacity building.

We have worked alongside communities, governments, development organisations, academic institutions and other partners. Each experience has brought new learning; each partnership has opened new possibilities; each challenge has encouraged us to find better ways of doing things.

Today, REEDS brings together grassroots understanding, technical knowledge, field-based evidence and partnerships to develop practical solutions to rural challenges.

What has remained constant

Much has changed over 37 years. Our purpose has not.

At the heart of our journey is a simple and enduring belief: when rural people and communities have the opportunity, knowledge and means to shape their own futures, meaningful and lasting change becomes possible.

That belief continues to define REEDS—and to guide the journey ahead.

OUR VISION, MISSION & VALUES

The principles that guide our work.

OUR VISION

An empowered and inclusive rural India thrives through sustainable growth, equal opportunities, education, healthcare, technology, and community-driven initiatives for all.

OUR MISSION

We implement innovative strategies through public, private, and community partnerships to drive sustainable and inclusive socio-economic development, while strengthening rural capabilities and enabling communities to achieve improved outcomes at scale.

OUR VALUES



Respect

We honour the values and beliefs of the people we work with.



Integrity

We uphold our commitments and deliver on our promises.



Excellence

We continuously strive to surpass our current capabilities.



Happiness

Our success is measured by the genuine smiles we inspire.



Release of the World Rural Development Day poster at NIRDPR in the presence of international participants

OUR GOVERNANCE

Steering REEDS with vision, integrity and purpose.

REEDS brings together governance, experience, expertise and field understanding through its Board of Governors, Advisory Council, Expert Group and Executive Team. Together, they provide the leadership, guidance and capabilities that strengthen our work and advance our purpose.



Mr. Ravindra Vikram M

Chairman

A Chartered Accountant and financial services consultant with extensive corporate board experience, Mr. Vikram brings disciplined governance and a strong social ethos to REEDS.

Dr. Ravi K. Reddy

Secretary

A Chartered Accountant and business and strategy consultant, Dr. Reddy brings a longstanding engagement with rural empowerment and supports REEDS' institutional growth and partnerships.



Ms. Sunanda S

Treasurer

An Arts graduate from Sri Venkateswara University, Ms. Sunanda oversees REEDS' financial management and supports its work in women's empowerment and rural livelihoods.



Mr. Sudhir Paul G

Member

A postgraduate in Business Management with expertise in safe drinking water solutions, Mr. Sudhir Paul coordinates REEDS' water initiatives, bringing practical insight to programme implementation.



Mr. Hari Prasad Babu C

Member

A Commerce and Law graduate with over two decades of experience in the insurance sector, Mr. Hari Prasad supports REEDS' outreach and community engagement.



OUR **ADVISORY COUNCIL**

Bringing diverse perspectives to shape our thinking.



| Dr. Shailendra Kumar Hajela

A renowned telecommunications expert with senior experience across government, industry and international development, Dr. Hajela brings global perspective and technical expertise to REEDS' strategic and technology-enabled initiatives.

| Ms. Sumeet Rawla

With experience across corporations, technology start-ups and non-profits, and philanthropic leadership with Community Pure Water Foundation (USA), Ms. Rawla brings expertise in partnerships and social impact to REEDS.



| Mr. D.L.V. Sridhar

An engineering graduate and entrepreneur with experience in transport and construction, Mr. Sridhar brings business insight, entrepreneurial perspective and a commitment to community and social well-being to REEDS.

| Mr. Vijay Reddy

A mechanical engineer and US-based entrepreneur associated with Bean Infosystems and SocialBirds, Mr. Vijay brings experience in technology, digital platforms and business innovation to REEDS' rural development initiatives.



| Ms. Harshita Sannapureddy

An MBA graduate from the Indian School of Business and NISM-certified investment consultant, Ms. Harshita brings expertise in start-up funding, entrepreneurship and business growth to REEDS' rural enterprise initiatives.

| **Ms. Suma Niveditha Karasala**

A social development professional with a Master's in Social Work and expertise in Social Impact Assessment and CSR, Ms. Suma brings research and evidence-based perspectives to REEDS' rural development initiatives.



OUR **EXPERT GROUP**

Bringing expertise to strengthen rural impact.



| **Dr. A. Mohan Reddy**

A Chartered Accountant and sustainability leader with expertise in renewable energy, carbon markets and Net Zero strategies, Dr. Mohan brings a climate and sustainability perspective to REEDS' rural development initiatives.

| **Dr. V.V. Sadamate**

An agricultural extension expert and former Adviser (Agriculture) to the Planning Commission, Government of India, Dr. Sadamate brings deep experience in rural policy and programme design to REEDS.



| **Dr. Hemnath Rao Hanumankar**

A development management professional, former Senior Professor & Director at the Development Management Institute, Patna, and Founder Director of StratPol International Advisory Services, Dr. Hemnath Rao brings expertise in governance, rural development and public systems to REEDS.

| **Mr. Manas Ranjan Mohanty**

Former Managing Director of Bharatiya Reserve Bank Note Mudran Pvt. Ltd. and currently Additional Director at RBI's CARL, Mr. Mohanty brings expertise in banking, credit risk and trade finance to REEDS' rural enterprise initiatives.





| Mr. Srinivasa Rao S

A techno-management professional with expertise in MSMEs and former Managing Director of APITCO, Mr. Rao brings experience in SME development and the broader enterprise ecosystem to REEDS.

OUR **EXECUTIVE TEAM**

Driving REEDS with commitment and capability



| Dr. Dayakar Seetha

Monitoring & Evaluation Lead

A scientist and public-health professional with a Ph.D. in Genetics, Dr. Dayakar brings over two decades of experience in research, healthcare, rural development and programme monitoring.

| Mr. Suryakanta Pradhan

Rural Livelihood Specialist

An MBA in Rural Management and a development and CSR professional, Mr. Pradhan brings experience in multi-state monitoring of government programmes and strong field insight to REEDS' community-based initiatives.



| Mr. Santosh Kumar Parida

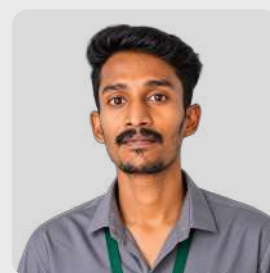
Qualitative Research Expert

A social research professional with a Master of Social Work, Mr. Parida brings over sixteen years of experience in field research, programme monitoring and stakeholder consultations.

| Mr. Vijay Raj P

Assistant Manager, Administration & Outsourcing

A commerce graduate, Mr. Vijay supports REEDS in administration, vendor management and project coordination, contributing to the smooth functioning of organisational operations and programme delivery.





Ms. Sneha Somavarapu

Finance and Risk Analyst

An IPCC-qualified finance professional, Ms. Sneha supports REEDS across budgeting, accounts, taxation and risk assessment, with a focus on financial reporting, compliance and internal controls.

Mr. Naveen T

Senior Office Executive

With nearly ten years at REEDS, Mr. Naveen supports office administration, reception and day-to-day operations, contributing to the smooth functioning of the organisation.



Mr. Mallela Konda Reddy

Lead – Programme Coordination

A rural development and agriculture professional with a Bachelor of Science, Mr. Konda Reddy brings extensive experience in field coordination, beneficiary verification and third-party assessments across large-scale government programmes.

Ms. Poonam Thakur

Lead – Programmes & Partnerships

A gold medallist in Agribusiness Management, Ms. Poonam Thakur brings experience in programme coordination, partner management, agriculture, international training and rural monitoring to REEDS.



Some members of the Executive Team are professional associates engaged on an assignment basis to provide specialised expertise across REEDS' programmes and projects.

OUR PARTNERS & SUPPORTERS

Together, we amplify purpose.

“REEDS’ work is strengthened by the organisations and individuals who support, partner and collaborate with us. We gratefully acknowledge their contribution to our programmes, reach and rural development efforts.”

FINANCIAL SUPPORTERS

- Apple India Private Limited
- Charities Aid Foundation America
- Hari Prasad Babu C
- Ravi Kumar Reddy Somavarapu
- Sadamate VV
- Sneha Somavarapu
- Sravya Somavarapu
- Sunanda Somavarapu
- Vijay P Raj

PROGRAMME PARTNERS

- Bharat Cares – SMEC Trust
- Centre on Integrated Rural Development for Asia and the Pacific
- EAI Advisors Private Limited
- Ministry of Rural Development, Government of India

OUR COLLABORATIVE PARTNERS

- Amrita Vishwa Vidyapeetham
- ANURAG University
- Benevity
- CCS National Institute of Agricultural Marketing
- DVR Foundation
- Life Skills & Livelihood Skills International
- Myriad USA
- National Institute of Agricultural Extension Management
- Shobhit University
- SocialBirds, USA
- Zenith Energy

OUR YEAR IN ACTION

Turning purpose into action.

RURAL INNOVATION CHALLENGE 2026

Connecting rural innovation across the Asia-Pacific

Initiated in October 2025 | Awardees announced in May 2026

Across Asia and the Pacific, rural communities are creating their own answers to local challenges. As co-host of the CIRDAP-REEDS Rural Innovation Challenge, REEDS helped bring these ideas to a regional platform, attracting 187 proposals from 13 countries and recognising 15 promising innovations. Their journey now moves to Colombo, where ideas, people and possibilities will come together.

187 proposals

13 countries

15 innovations recognised

SAFE DRINKING WATER | IN-LINE CHLORINATION

Strengthening safe water access in rural communities

Commenced in 2024-25 | Concluded in December 2025

As an implementation support partner to Evidence Action, REEDS continued its engagement in implementing in-line chlorination systems to strengthen access to safe drinking water in rural communities. Working with communities and local stakeholders, the initiative combined system implementation with awareness, capacity building and local engagement—helping make safe water a more reliable part of everyday life.

99,663 people

25,656 families

122 villages

WASH IN SCHOOLS

Creating safe and healthy learning spaces

Implemented during 2025-26

REEDS worked with rural government schools to strengthen WASH facilities and promote healthier learning environments. The initiative combined infrastructure assessments and improvements with engaging demonstrations, hygiene education and practical support for better maintenance. Through repairs, RO maintenance, IEC materials and hygiene monitoring, REEDS helped strengthen everyday hygiene practices and create safer, healthier spaces for children to learn and grow.

10 government schools

964 children reached

4 schools assessed & upgraded

PROJECT RISE

Opening new pathways for rural service access

Exploring an AI-enabled model for rural India

REEDS, together with **SERP** (Society for Elimination of Rural Poverty) and First-Global Services & Technologies, explored RISE—Resources and Innovation for Sustainable Enterprises, an AI-enabled platform connecting rural households with verified service providers. Field assessments examined service needs, digital readiness and opportunities for women and youth-led enterprise. The work is laying the foundations for a more structured, trusted and scalable rural service ecosystem.

AI-enabled platform

Verified services

Women & youth enterprise

NATIONAL LEVEL MONITORING

Strengthening accountability through field-based evidence

Independent monitoring of rural development programmes

During 2025–26, REEDS continued independent monitoring of rural development programmes of the Ministry of Rural Development, Government of India, undertaking field-level verification and assessment across selected locations. The work involved interactions with communities, beneficiaries and local functionaries, review of programme implementation, and verification of assets and outcomes, supporting greater transparency, accountability and informed decision-making.

3 states

7 districts

52 Gram Panchayats

WORLD RURAL DEVELOPMENT DAY

Taking the message of rural development across Andhra Pradesh

REEDS–CIRDAP collaboration | Advocacy, outreach and visibility

As a collaborative partner of CIRDAP, REEDS marked the first World Rural Development Day, observed on 6 July—the founding day of CIRDAP and a day recognised by the United Nations. With support from the Department of Rural Development & Panchayat Raj, Andhra Pradesh, the message reached districts and Panchayats across the state. Poster launches by the Principal Secretary and Director General, NIRD, extended its visibility nationally and internationally.

Statewide Outreach

Leadership Endorsement

International Visibility

WOMEN'S EMPOWERMENT ASSESSMENT

Assessing the impact of entrepreneurship and digital literacy

Post-implementation assessment for Bharat Cares

REEDS conducted a post-implementation assessment of Oonchee Udaan, examining the experiences and outcomes of women who participated in the livelihood, digital literacy and entrepreneurship programme. The assessment captured field-based insights into the programme's reach, relevance and effectiveness, while documenting participants' aspirations, entrepreneurial journeys and the changes emerging from their engagement.

38 rural women

Krishna District

Post-implementation assessment



OUR DEVELOPMENT AGENDA

Contributing to National & Global Goals

REEDS' work is rooted in the realities and aspirations of rural communities, while contributing to wider national priorities and global development goals. Across our programmes, we connect local action with national priorities and the Sustainable Development Goals, turning broad development aspirations into practical initiatives on the ground.

OUR DEVELOPMENT AREAS

Water & WASH

Education

Livelihoods & Enterprise

Women's Empowerment

Digital Inclusion

Community Development

Monitoring & Evidence



NATIONAL PRIORITIES



GLOBAL GOALS

SDGs — Sustainable Development Goals



OUR FINANCIALS

Stewarding resources with purpose.

Financial Overview

The financial performance in 2025–26 reflects a year of transition. REEDS recorded a total revenue of ₹8.36 million, down from ₹10.10 million in 2024–25—a decline of 17.2%, driven mainly by reduced donations and grants, even as fee-based services grew significantly.

Total expenditure for 2025–26 stood at ₹9.27 million, compared to ₹10.1 million in the previous year. While expenditure remained controlled, the year closed with a deficit of ₹0.90 million, compared with the ₹0.05 million deficit reported in 2024–25. The higher deficit underscores the importance of strengthening financial sustainability while sustaining programme commitments and investing in institutional capacity.

Income Summary (₹ Millions)

Income	2025–26	2024–25
Donations & Grants	2.24	7.54
Fees from Services	6.10	2.55
Other Income	0.02	0.01
Total Income	8.36	10.10

Expenditure Summary (₹ Millions)

Expenditure	2025–26	2024–25
Projects & Programmes	6.32	7.03
Employee Benefits	1.15	1.27
Depreciation & Amortisation	0.35	0.41
Finance Cost	0.09	0.14
Administration & Other Expenses	1.35	1.30
Total Expenditure	9.27	10.15
Deficit	0.90	0.05

Looking Ahead

In the year ahead, REEDS will focus on strengthening financial sustainability through diversified revenue streams, renewed donor engagement and scalable programme models. The organisation will continue to invest in digital enablement, strengthen operational resilience and advance long-term rural development outcomes.

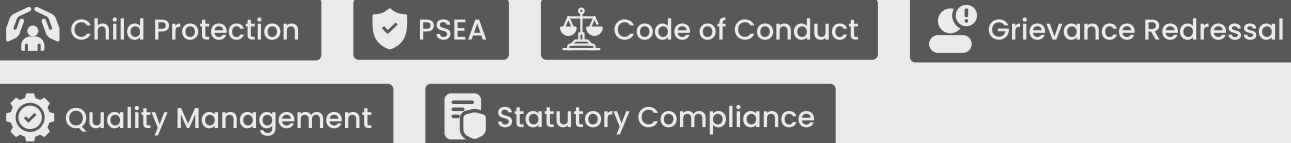
SAFEGUARDING & ACCOUNTABILITY

Protecting people. Upholding trust.

REEDS is committed to conducting its work with integrity, responsibility and respect for the people and communities we serve. Our institutional systems and policies provide safeguards for ethical conduct, protection of children and vulnerable people, prevention of sexual exploitation and abuse, grievance redressal and responsible organisational practice.

Our ISO 9001:2015-certified quality management system, together with established policies and internal processes, supports consistent standards, accountability and continuous improvement. As a statutory-compliant organisation, REEDS remains committed to meeting its legal, regulatory and institutional responsibilities while maintaining transparency and trust with our partners, communities and stakeholders.

OUR SAFEGUARDS



Engaging the community in promoting safe drinking water

LOOKING AHEAD

2026–27 | Creating wider change

The year ahead marks the **GROW** phase of REEDS' three-year strategic journey. Building on the foundations strengthened over the past two years, REEDS will focus on taking successful initiatives further, developing stronger partnerships and creating pathways for wider and more sustainable rural impact.

OUR PRIORITIES

GROW & DIVERSIFY

Expand programmes and services, strengthen resource mobilisation and develop diversified and sustainable revenue streams.

BUILD STRONGER PARTNERSHIPS

Deepen collaboration with government, CSR, philanthropy, academia and development organisations to bring together resources, knowledge and expertise for greater impact.

HARNESS TECHNOLOGY

Advance technology-enabled approaches that can improve access, strengthen service delivery and create new opportunities for rural communities, particularly through digital platforms and innovation.

STRENGTHEN THE INSTITUTION

Continue to strengthen governance, leadership, systems, team capabilities, monitoring and operational excellence, building an organisation that is resilient and ready to grow.



Interaction with beneficiaries during National Level Monitoring

WITH GRATITUDE

Together, we make the journey possible.

REEDS' journey through 2025–26 has been shaped by the support, trust and collaboration of many people and institutions.

We are grateful to our Board of Governors, Advisory Council, Expert Group and Executive Team for their guidance, commitment and stewardship.

We thank our partners, donors, supporters and collaborators for believing in our purpose and helping us turn ideas into action. Their knowledge, resources and encouragement have enabled REEDS to reach communities, strengthen programmes and explore new possibilities.

We are equally grateful to the communities, field teams, volunteers and local stakeholders who work alongside us. Their participation, experience and trust remain at the heart of everything we do.

As REEDS moves into the next phase of its journey, we carry forward not only what we have achieved, but also the relationships, learning and shared purpose that made it possible.

Thank you for being part of the REEDS journey.



Engaging with beneficiaries during a National Level Monitoring field visit



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