



Annual Report

2025

INSTITUTE FOR PEACE AND DEVELOPMENT

Prepared by
The Institute for Peace and Development

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OUR STORY

The Institute for Peace and Development is a research and evaluation non-governmental organization based in Tamale, Northern Region, Ghana. We uncover, develop, and share knowledge and information to support inclusive development planning, coordination, and management, drawing on our professional expertise in research, evaluation, assessment, monitoring, and learning initiatives. Over the years, IPD has supported local, international, and multinational organizations by sharing practical knowledge and evidence from stakeholders' lived experiences to inform strategy and deliver interventions, programs, and projects. Our impact is centred on developing organizational capacity, peacebuilding, promoting good governance, and improving diversity, inclusion, equity, and sustainable development.

We are dedicated to amplifying the voices and advancing the views and realities of societies, groups, and individuals that benefit from the interventions of the organizations we serve. We bring to the fore their views, ideas, and experiences by using inclusive, holistic approaches and frameworks in conducting research and evaluations. We understand that our services are only foundational for the attainment of comprehensive development and promotion of sustainable peace if we enlighten our partners and clients about the experiences and realities of individuals, groups, and societies they work with.

Vision

The vision that drove the establishment of IPD is a world where peace and development flourish in and with the gifts of nature.

Mission

The mission of IPD is to build flourishing and peaceful communities that cherish and harness diversity, act justly and inclusively, and promote the goodness and dignity of all.

Values

IPD's programmes and projects are guided by a set of core values that serve as our working principles. These principles are our compass for decision-making and quality assurance, and they reflect our commitment to the people and partners we serve.

- **Respect:** We show regard for all people without prejudice.
- **Diversity:** We welcome a wide range of perspectives and experiences.
- **Fidelity:** We demonstrate deep commitment to delivering the work we undertake.
- **Accountability:** We are accountable to our technical and financial supporters, and to the communities and stakeholders whose resources we mobilize and deploy.

Philosophy of Work

IPD's working ethos is: **Peace is Possible because Change is Possible.** We recognise that people make war and people make peace, and that development is of people, by people, and for people. We insist that development centres people (not things), while acknowledging that appropriate systems and resources help duty bearers to deliver people-centred results.

With the right conditions, spaces, and processes, the drivers of conflict can be transformed into demand for peace, and barriers to progress can become stepping stones for inclusive and sustainable development. IPD works to build peaceful, flourishing communities that cherish diversity, act justly, and uphold the dignity of all.

BOARD CHAIR'S MESSAGE

It is a great honour to have a front row seat and to witness the expansion of IPD over the last 10 years. From humble beginnings with an empty slate in terms of governance and oversight, IPD has developed, institutionalized and used various policies in an accountable governance sense. One area of growth, I am particularly impressed with is financial oversight. The Board pays attention to the numbers, asks keen questions and contribute input in a ways that have demonstrated the increased strengthening of the board but also the Boards' commitment to the organization. In the last year, IPD has moved to appoint a substantive external auditor that will further ensure the cleanliness of the organization's fiduciary responsibilities. We have also adopted a new financial sustainability plan that is aims to expand the organization's dependency on assignments. The success of this plan would also create leverage for the IPD to conduct independent research germane to the development of the west African sub-regions, the rest of Africa and share that with the world.



It is with continuing sadness that IPD reports the untimely death Professor Regine Uwibereyeho King who passed mid-stream of her second term as Board member of IPD. Dr. Uwibereyeho King hopefully contended for a little over

a year with leiomyosarcoma which did not let go until it took her on June 3rd, 2026. She was a full professor of Social Work at the University of Calgary focussing on healing and reconciliation in post-genocide Rwanda,

frame-working Homegrown Solutions to development based on the Rwandan experience, as well as issues of black identity and anti-black racism. The consummate scholar, Dr. Uwibereyeho King, brought incisive queries to the research work IPD wanted to undertake and emphasized documenting the African story from the African perspective. IPD's research arm benefitted from her inputs and anytime IPD puts out a publication we would do so knowing our continuing work extends her passion for African development and extends her legacy.

To all the partners who have over time, recognized the value IPD brings and trusts us to work together, together we each achieve more:

- Supporting major international partners with evaluation and learning work.
- Conducting context, conflict, and human rights analyses to inform programming.
- Helping partners strengthen gender-responsive and inclusive strategy design.
- Providing monitoring and data collection support for peace-building initiatives.
- Contributing to global advocacy for fairer evaluation contracting practices

To all the staff members of IPD, Mr. Emmanuel Kuuchille, Ms. Lisa Kodomo and Bernard Konde, who despite being a small staff remain committed and work long and hard to support the growing efforts of IPD. Outside of your work, IPD would be less. To the Executive Director, Dr. Hippolyt Pul, whose visionary and forceful leadership glues, binds and moves forward IPD, may you not lose a spring in your step. IPD thrives on your steps. The board sees all of you and appreciates your work.

As always, deep gratitude to all continuing board members. Your commitment and investment in IPD is forever seen: Dr. Claudia Bess, Professor George Millar, Mr. Kofi Ahanogbe, Ms. Antoinette Pul, Dr. Ana Watson, Dr. Leonard Baatiema, and Mr. Roderick Besseling who continues his role with IPD although no a geographically inconvenient time zone. We appreciate all your remote engagement with IPD as you fulfil your role.

From my seat as Board Chair, I am hopeful for the future of IPD. I confidently vouch for the integrity and expertise of the teams it pulls together to get work done. I am also asking the world outside to reach out and collaborate and/or partner with us so that together we can forward the agenda of development in a peaceful Africa.

Thank you

Dr. Rita Yembilah, CE
Board Chair

EXECUTIVE LEADER'S MESSAGE

The 2025 reporting year was both challenging and transformative for the Institute for Peace and Development (IPD). Significant shifts in the funding environment for international humanitarian and development work placed considerable pressure on the research and evaluation space in which IPD operates, resulting in fewer and more competitive opportunities. Despite these constraints, IPD demonstrated resilience and institutional discipline. We successfully managed operational transitions arising from resource limitations while sustaining our core mandate in peace, development, and policy research across Africa and beyond. We also retained our full staff complement and relocated to new office premises to support our operations more effectively.

At the programs level, we strengthened and expanded our partnerships, working alongside institutions across five continents. During the year, we continued to provide carry-over evaluation services to several organizations while bringing new partnerships on stream, working with the Dala Institute in Indonesia, Asuntos del Sur in Argentina, Altai Consulting in France, the Peace Research Institute Frankfurt (PRIF) in Germany, RED2RED in Spain, and the Social Science Research Council in the United States. We also had the opportunity to work with the Ghana and Togo country programs of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on two separate assignments. Although not all proposal efforts yielded the outcomes we had anticipated, the experience of responding to several bid opportunities generated important lessons that will strengthen our competitive positioning and improve the quality of our bidding processes in the years ahead.

Financial Stewardship and Accountability

We maintained a firm commitment to stewardship, transparency, and accountability in the management of our resources throughout the year. The completion of audits covering 2017 through 2024 last year marked a significant milestone in strengthening institutional governance and financial accountability. The 2025 audit has also been completed, bringing our accounting and reporting cycles fully up to date. These processes have provided greater clarity in the following areas:

- **Revenue Growth:** Total income for 2025 reached GHC774,928, reflecting a 21% increase over the 2024 figure of GHC642,436. This growth underscores our expanding program portfolio and strengthening partnerships.
- **Expenditure:** Operational expenses for 2025 totaled GHC1,025,436, driven by the office relocation, payment of audit fees for eight years of accumulated audits completed, our decision to settle a disputed tax liability, and staff salary adjustments. The resulting deficit was prefunded by loans secured from private sources to ensure continuity of operations
- **2026 Outlook:** We project total income of GHC958,136 (approximately US\$88,634 / EUR 76,406) for 2026, with planned expenditure prioritizing staff welfare, institutional capacity development, and internal research initiatives.

Enhancing Resilience, Sustainability, and Resource Mobilization

Ensuring the long-term sustainability of IPD remains a central institutional priority. To advance this objective, we have developed a comprehensive resource mobilization strategy built on multiple revenue streams to reduce dependence on any single funding source. The strategy encompasses the following measures:

- **Diversified Revenue Streams:** Our sustainability model includes the introduction of membership subscription fees for fellows and affiliates, the expansion of research and evaluation consultancies, the strengthening of institutional overhead recovery from partnerships, and the design and launch of specialized cost-recovery training programs, particularly for young professionals seeking to build competencies in research and evaluation practice.
- **Strategic Alliances:** We continue to cultivate partnerships with universities, think tanks, NGOs, and multilateral institutions in order to expand access to regional and international funding opportunities. This includes sustained engagement with the Strengthening Evaluation Contracting Partnerships Initiative (SECPI), through which we advocate for contracting practices that create more equitable opportunities for small and independent evaluation entities to contribute meaningfully to high-quality assignments and deliver shared value to commissioners, implementers, participating communities, and evaluation partners alike.
- **Visibility and Outreach:** We regard a stronger public profile across radio, television, and digital media as essential to attracting new partners and communicating the relevance and impact of our work to a wider audience.
- **Institutionally Initiated Research and Learning:** We believe that internally initiated research and learning projects, supported through internally generated funds and targeted fundraising, will strengthen both the impact and visibility of our evidence-based approach to policy and program development. This will further position IPD as a credible thought partner in advancing peace, reconciliation, social cohesion, and sustainable development.

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Hippolyt A.S. Pul, PhD
Executive Leader

STRATEGIC VISION

IPD AGENDA 2027-2032

The operating environment in which IPD was established has changed fundamentally. We now operate within a fractured global landscape marked by the retreat of globalization, increasingly transactional geopolitics, and the rise of inward-looking national agendas. Confidence in international institutions as stewards of cooperation and mediators of global relations has weakened, while the weaponization of trade and the resurgence of geopolitical conflict have intensified uncertainty across markets and institutions. The wars in Ukraine and the Middle East have further disrupted trade, strained international relations, and narrowed the fiscal and political space for humanitarian, peacebuilding, and development assistance.

At the same time, countries that once positioned themselves as champions of democratic governance have, through their actions, weakened the very norms they long advocated. Consequently, democratic ideals once regarded as anchors of peace, accountable governance, inclusive development, and international cooperation have come under sustained pressure. For many of the developing countries in which IPD works, this has deepened exposure to overlapping political, economic, and institutional crises. Conventional bilateral and multilateral arrangements can no longer be assumed to provide reliable pathways for trade, financing, and development partnerships. In parallel, the erosion of democratic norms and rights has emboldened political actors in many developing contexts to entrench power through both legitimate and illegitimate means.

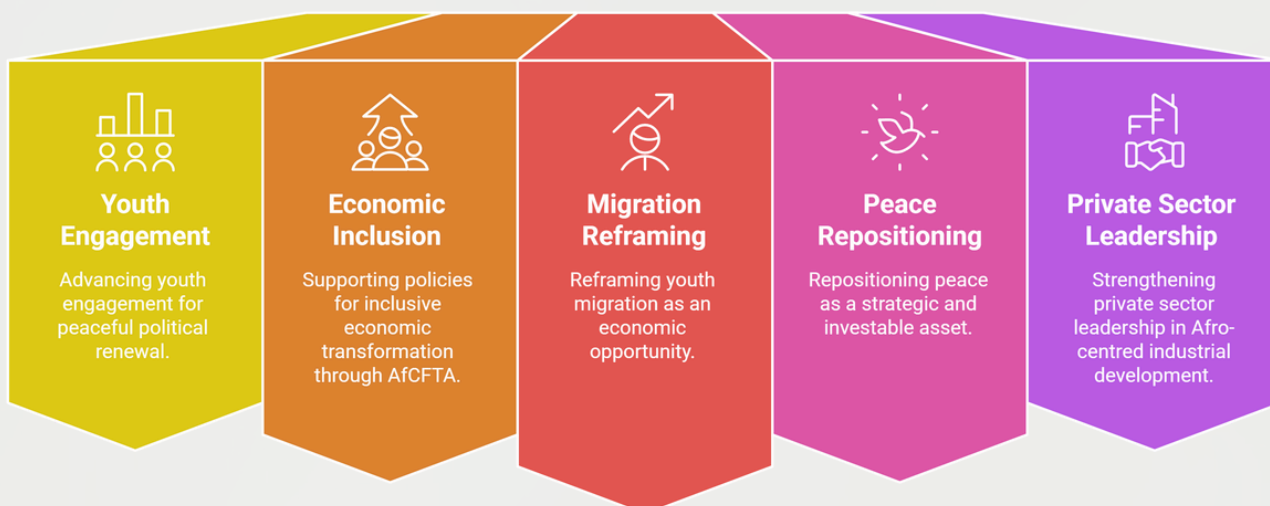
Effective response to these situations requires creating opportunities for constructive dialogue that bridge gaps. Such dialogues must be founded on grounded and forward-looking evidence, not retrospective assessments of

the past alone. IPD is repositioned to lead the path from a primarily reactive model of knowledge generation through evaluation toward a more proactive model centered on research that informs learning, strategy, and policy action. Our Agenda 2027-2032 reflects this strategic shift. We believe that policies and programs grounded in anticipatory, context-responsive learning are better equipped to address emerging challenges comprehensively and sustainably.

Five Strategic Pillars: To advance Agenda 2027-2032, we have identified five strategic priorities that will guide our research, policy engagement, and institutional contribution.

- Advancing youth engagement as a pathway for peaceful political renewal;
- Support for policies and programs that center the inclusion of small, private, informal sector economic actors in Africa's continental economic transformation agenda through the African Continental Free Trade Area (AfCFTA);
- Reframing intra-African youth migration as an economic and development opportunity, rather than a curse or cause for exclusion, alienation, and xenophobia;
- Repositioning peace as one of Africa's most strategic and investable assets; and
- Strengthening private sector leadership in Afro-centred industrial development.

These pillars are grounded in extant realities and informed by lived experience. They build on local competencies and relevant indigenous knowledge systems to create pathways to peace, shared economic growth, and strong governance systems rooted in the values of the people. With more than a decade of earned trust in the knowledge generation space, IPD is uniquely positioned to serve as a credible bridge and knowledge broker between communities and policymakers, enabling a two-way flow of insight and evidence that makes true, constructive, and lasting change happen. We are ready to help shape policies rooted in lived realities that support a more self-reliant, peaceful, and integrated Africa.



PROGRAMME AND PROJECTS

The William and Flora Hewlett Foundation Inclusive Governance Initiative

Client: Hewlett Foundation Inclusive Governance Team

Funder: Hewlett Foundation

Duration: April 2024 – March 2025

Geographic Coverage: Global

Partners: BLE Solutions, USA

IPD remains a key partner in the Ananse team, serving as evaluation partners for the Hewlett Foundation's Inclusive Governance Team. This year, the team focused on collaborating with the Inclusive Governance (IG) Strategy team of the Gender Equality and Governance (GEG) program at the William and Flora Hewlett Foundation to understand the impact of the strategy and inform future decisions. The team worked with the IG Team, program beneficiaries, and external experts to assess the foundation's aim of supporting and empowering the disadvantaged population and making governments aware of and responsive to their needs. They examined how their approaches in supporting movements and coalitions, enhancing independent and pluralistic media, leveraging government information, and sharing lessons learned among partners contributed to the overall strategy objective.

Evaluation of the IDRC Sustainable Inclusive Economies Program

Client: International Development Research Council (IDRC)

Funder: International Development Research Council (IDRC)

Duration: May 2025 – July 2026

Geographic Coverage: Global

Partners: Dala Institute (Indonesia); Ashntos del Ur (Argentina)

IPD, in a consortium with Dala Institute in Indonesia and Ashntos del Ur in Argentina, continued the formative evaluation of IDRC's Sustainable Inclusive Economies Program. The evaluations aim to assess implementation coherence, research quality, and contribution to outcomes across the 2030 strategy. Leading the African Team, IPD and its partners completed the inception phase and began work on the first leg of the implementation phase involving document reviews and data collection protocols design. Preparations for the RQ+ Review, completion of the implementation phase, and the Reporting Phase were made to ensure the timely completion of the evaluation in 2026.



Source: DRC Workshop in South Africa 2025

Integrated Context and Human Rights Analysis (iPCA)- GIZ Togo

Client: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Funder: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Duration: August – November 2025

Geographic Coverage: Togo

IPD conducted an Integrated Context and Human Rights Analysis for GIZ_Togo. The consultancy facilitates their understanding of the integrated context and human sensitivity in Togo to guide GIZ's planning, implementation, and monitoring of their country-wide portfolio at the national and regional levels. We conducted two iPCAs, one focused on GIZ's entire portfolio cluster in Togo, and the other on the Integrated Territorial and Good Governance Project in the northern regions of Togo. IPD carried out a context analysis of the main conflicts, fragility patterns, violent phenomena, and human rights situation of various sectors of the nation. We formulated the needs for peace and improved security and human rights. We drew up linkages on how the existing cluster of GIZ-Togo's portfolio addressed these needs and gaps that existed. The iPCAs conclude with a risk and mitigation analysis. The consultancy concluded with a workshop in Togo, and its inputs were integrated into the final report submitted to GIZ-Togo.

Portfolio-Wide Gender Transformative Analysis Strategy Development Guide – GIZ Ghana

Client: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Funder: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Duration: September – October 2025

Geographic Coverage: Ghana

In accordance with GIZ's global directive for integrating gender mainstreaming in all programming areas in GIZ's country portfolios, IPD was selected to develop a gender strategy for GIZ-Ghana. The strategy

aimed to institutionalize, coordinate, and synergize gender transformation programming across all sectors. IPD in the assignments conducted a context analysis to understand ongoing processes for gender mainstreaming and implementation in the GIZ-wide portfolio. A sprint workshop was organized to appraise the integration of Gender Transformative Approaches (GTA) into programming within and across clusters and identity, and document gaps in addressing gender issues. The workshop further provided the platform for staff to collectively identify common strategies for promoting gender transformation, identify collaborative opportunities across sectors, and enhance the impact of GIZ_GH in sustainably tackling gender disparities. This culminated in a comprehensive strategy report providing short, medium, and long-term Gender Transformation strategy development guidelines for GIZ.

Data Collection Professional Services – Altai Consulting (EU-funded Peace Protect)

Client: Altai Consulting

Funder: European Union

Duration: September – October 2025

Geographic Coverage:

PD provided professional data collection services for Altai Consulting, implementing a third-party monitoring mechanism (TPM) for the European Union-funded project on Preventing Violent Extremism and Supporting Peace in the Northern Border Regions of Ghana (Peace Protect). IPD, collaborating with a 2-member Altai team, conducted Key Informant Interviews(KIIs), Group Interviews, and Focus Group Discussions with implementing partners, project beneficiaries, community leaders, and members from the communities targeted by the project. This assignment covered all five regions of Northern Ghana.



Source: IPD, Tamale

Strengthening Evaluation Contracting Partnerships Initiative (SECPI)

Duration: 2022 – 2026

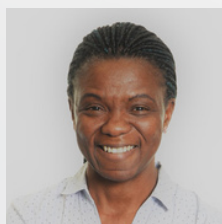
Geographic Coverage: Global

Partner: BLE Solutions

IPD and BLE Solutions maintained their efforts promoting equity in the evaluation contracting initiative through Strengthening Evaluation Contracting Partnership Initiatives (SECPI). SECPI advocacy continues to draw attention and collaboration from funding agencies, evaluation firms, and solo evaluators globally. SECPI continues to influence funding agencies to adopt their evaluation contracting processes to be equitable and convenient for small evaluation firms and solo evaluators. In 2025, SECPI continued to influence and impact the international evaluation space through its webinars, gatherings, and publications on fostering relationships between evaluation commissioners and evaluation firms.

OUR TEAMS

International Advisory Board



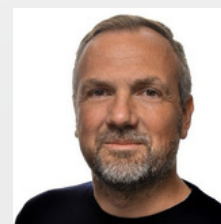
Rita Yembilah, PhD, CE
Board Chair



Ana Watson, PhD
Vice Chair



Hippolyt A. S Pul, PhD
Executive Leader



Mr. Roderick Besseling
Board Member



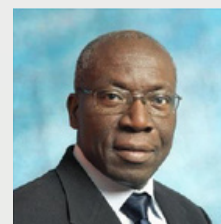
Prof. George Meyiri, Bob-Milliar - *Board Member*



Ms Annette Pul
Board Member



Ing Claudia Bess
Board Member



Koffi Ahanogbe, PhD
Board Member

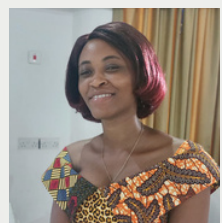


Leonard Baatiema, PhD
Board Member

Core Staff



Hippolyt A. S Pul, PhD
Executive Director



Lisa A. Kudamo
*Account and
Administrative Officer*



Emmanuel V. Kuuchille
Programs Officer



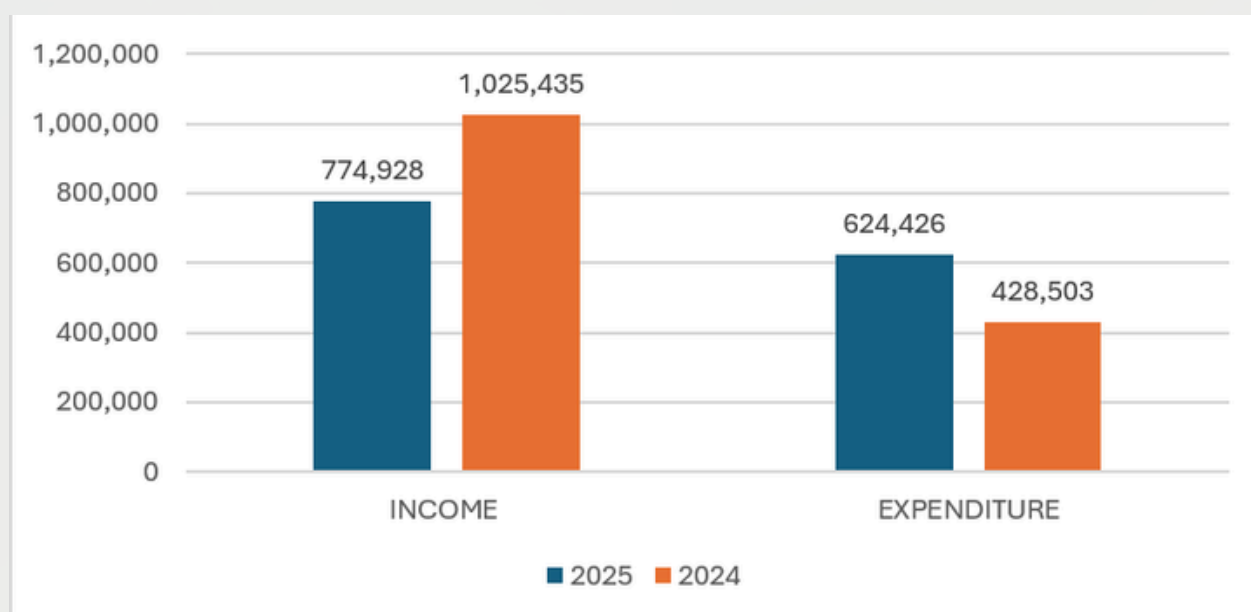
Bernard Konde
*Programs Officer/
Board Secretary*

FINANCIAL REPORT

Statement of Income 2024 & 2025

YEAR	INCOME	EXPENDITURE	TOTALS
2025	774,928	1,025,435	(250,508)
2024	624,426	428,503	213,933

Statement of Income Chart 2024 & 2025

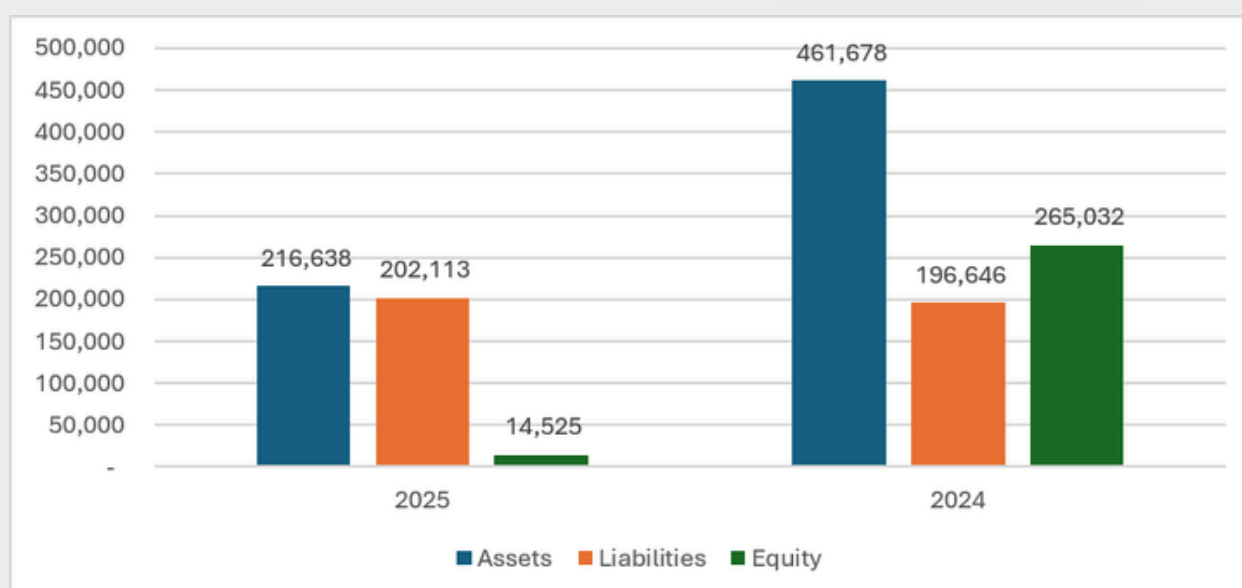


The statement above summarises IPD's income and expenditure for 2025 compared with 2024. Income increased year-on-year, while expenditure increased at a faster rate, resulting in a net deficit in 2025.

Statement of Financial Position (as at 31 December 2025)

	2025	2024
	GH¢	GH¢
Current Assets	180,998	402,214
Fixed Assets	35,640	59,464
Total Assets	216,638	461,678
Liabilities	202,113	196,646
Equity	14,525	265,032
Total Liabilities and Equity	216,638	461,678

Chart for Statement of Financial Position



The statement of financial position presents IPD's assets, liabilities, and equity as at 31 December 2025, with comparative figures for 2024. Total assets reduced from GH¢461,678 in 2024 to GH¢216,638 in 2025, while liabilities increased slightly from GH¢196,646 to GH¢202,113. As a result, equity reduced to GH¢14,525 in 2025 (2024: GH¢265,032).



INSTITUTE FOR PEACE AND DEVELOPMENT

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