



CAPABILITY STATEMENT · OCTOBER 2026

# Evidence and strategy for inclusive growth.

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NexPAL is a Ghana-based development consulting firm helping institutions and businesses use evidence, strengthen programmes and pursue inclusive growth.

We support development institutions and businesses with research, monitoring and evaluation, digital data systems, programme design and market-system advisory. Based in Accra and Tamale, we combine technical expertise with local understanding to improve decisions and delivery.

Your data-driven impact partner.

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## Four service pillars

Most assignments draw on more than one. Gender equality and social inclusion runs through all four, as dedicated assessment capability and as sampling, instrument and field-protocol decisions in every study.

01

### Research, Evaluation and Learning

You need to understand a starting position, track progress, test what is being reported, and make decisions on evidence you can defend.

We design and run quantitative and qualitative studies, build monitoring and evaluation systems that programme teams can actually use, and carry out independent verification where a funder or a buyer needs an outside view. Methods are chosen for the question, and we are explicit about what a given design can and cannot establish.

- Baselines, midlines, endlines and outcome studies
- MEL frameworks, indicator plans and results frameworks
- Programme and outcome evaluations
- Independent verification of reported results
- Graduate tracer and labour-market studies

02

### Digital Data Systems and Analytics

Your data sits in separate spreadsheets, forms and folders, and pulling a reliable number together takes days every time somebody asks.

We bring programme, institutional and enterprise data into one working system: a single register with one identifier, digital collection tools, routine quality checks and reporting that runs without a consultant in the room. We build with tools your team can keep using, and we hand over with training and documentation.

- Data-system diagnostics and design
- Practical databases and single registers
- Digital data collection tools and forms
- Data quality routines and back-checking
- Dashboards and reporting workflows

03

### Programme Design and Policy Advisory

You have an objective and a budget, and you need a programme or an institutional strategy that can actually be delivered and measured.

We turn objectives into designs: the diagnosis, the theory of change, the results framework, the delivery arrangements and the capacity work that has to go with them. Our policy and institutional analysis is focused on the areas we know well, including agricultural development, employment, inclusion and private-sector growth.

- Programme diagnostics and design
- Theories of change and results frameworks
- Policy and institutional analysis
- Organisational and sector strategy
- Implementation and delivery planning

04

### Market Systems and Enterprise Development

You need to know where the market opportunity is, who can reach it, and what a commercially realistic path to growth or employment looks like.

We analyse value chains and market systems, and work with enterprises on growth strategy, inclusive sourcing and market linkages. We prepare growth strategies, investment cases and funding proposals grounded in commercial analysis, so a decision maker can see what the numbers rest on.

- Market and value-chain diagnostics
- Agricultural market systems analysis
- Enterprise growth and commercialisation strategy
- Inclusive sourcing and market linkage design
- Youth training-to-work models

## WHO WE WORK FOR

### For development institutions

Agencies, foundations, NGOs, government bodies, training institutions and international consultancies looking for a capable Ghanaian partner.

- Baselines, evaluations and independent verification for programme reporting
- MEL systems and data systems that institutions can run themselves
- Programme design, results frameworks and policy analysis
- Field data collection at national scale, managed from the north

### For businesses

Corporate sustainability teams, agribusinesses, processors, exporters and growing enterprises.

- Measurement and verification for sourcing and sustainability commitments
- Market and value-chain analysis behind an expansion decision
- Enterprise growth strategy and inclusive sourcing models
- Business cases, investment preparation and funding proposals

## SECTORS

### Where we focus

#### Agriculture and Food Systems

Value chains, sourcing, smallholder livelihoods and processing, from shea and sorghum to horticulture and grains. Our deepest and most documented area of work.

#### Skills and Youth Employment

Technical and vocational training, graduate tracing, labour-market analysis and training-to-work pathways for young people entering the labour market.

#### Enterprise and Private-Sector Development

Growth strategy, market linkages, investment readiness and the evidence that sits behind a commercial or funding decision.

Climate and resilient livelihoods runs through this work rather than beside it. Tree planting and parkland management, improved cookstoves, water access and climate-exposed farming systems appear in assignments we are delivering now. We measure and advise on them as part of agricultural and livelihood programmes. We are not an engineering or carbon certification firm.

## SELECTED ASSIGNMENTS

### Delivery record

Status is stated as it actually stands. Work in progress is marked as such. Programme targets quoted are the client's targets for that programme, not NexPAL results.

#### Beiersdorf and AAK Ghana

Kolo Nafaso shea programme, northern Ghana  
Independent baseline and multi-year verification

##### VERIFICATION IN PROGRESS

Baseline February 2026. Verification across the 2025 to 2030 programme.

A five-year programme supports women in the shea value chain through savings groups, financial resilience training, improved cookstoves, tree planting and parkland management. The funder and the implementer both needed an independent account of what is actually happening in the communities, measured the same way each round.

**What we did.** Focus group discussions with 91 women across seven communities. Some activities had already started, so the report is written as an early-stage account rather than a strict pre-intervention baseline, and says so in the methodology. Rather than working from a supplied list, the frame was assembled from the implementer's own training records so that participations and people could be told apart. A stratified sample of 198 women has been drawn, with 99 reserves held in advance against non-contact.

**Outputs. Delivered to date.** Qualitative baseline report; verification framework; sampling note and drawn sample with reserves; field instruments and enumerator training materials.

**Planned for Year 1.** Cleaned verification dataset, findings and the Year 1 report, once fieldwork is complete.

Year 1 verification fieldwork is scheduled for 14 to 26 October 2026. Findings are not yet available.

#### WUSC

ACTIVATE Performance Measurement and Tracer Study  
System design, tools, training and pilot delivery

##### PHASE I COMPLETE

Phase I delivered.

Technical and vocational institutions had no consistent way of knowing what happened to their graduates after they left. Any answer had to come from the institutions themselves, and keep working once the consultants had gone.

**What we did.** We started with what each institution already held, who owned it, and what it was already required to report, before designing anything. A Performance Measurement and Tracer Study system: operating manual, survey instruments, graduate database structure, analysis templates and reporting formats that an institution can run on its own.

**Outputs. Outputs delivered.** Needs assessment, PMTS manual and tools, graduate database, training delivery, pilot datasets, analysis and learning reports.

The 25 institutions figure describes training participation. The 273 respondents figure describes the two pilot surveys. They are different activities and different populations. A wider roll-out has been proposed but is not contracted.

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## Feed the Future Ghana Trade and Investment Activity

National farmer survey, Ghana  
Enumerator deployment and primary data collection

**DELIVERED 2024**

Contracted July 2024.

The Activity needed a large farmer survey executed across its zone of influence, to a fixed timetable, with teams who could work in the local languages of each district.

**What we did.** Interviews were allocated across 26 districts in eight regions, concentrated in the Upper East and North East where most of the farmer population sat. We recruited, contracted, trained and supervised a field team of more than forty enumerators, deployed by district. Supervision, back-checking and data review ran while teams were still in the field, so issues were raised and resolved during collection rather than left to surface at analysis.

**Outputs. Outputs delivered.** Deployed and supervised enumerator teams, completed interview datasets, district allocation and completion records, and field reporting.

The survey was commissioned by the Feed the Future Ghana Trade and Investment Activity, which is funded by USAID. NexPAL contracted to the Activity, not to USAID.

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## SNV

P3SG sustainable sorghum sourcing  
Baseline research

**DELIVERED 2024**

Delivered 2024.

A sustainable sorghum sourcing programme needed a documented starting position before it could set targets or report progress.

**What we did.** Inception methodology, field instruments, sampling and workplan agreed with the programme team before any fieldwork. Data collection and analysis across the sourcing areas, with the findings set out as a starting position rather than as an effect of the programme.

**Outputs. Outputs delivered.** Inception report and methodology, field instruments, baseline dataset and baseline report.

Delivered by the same team under ASRAHMS, the predecessor practice, before the consulting work was carried on as NexPAL LLC.

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## WUSC

GESI and labour market assessment  
Gender equality, social inclusion and labour-market research

**DELIVERED 2024**

Delivered 2024.

A skills programme needed to know where the work actually was across Ghana's agro-ecological zones, and which young people could realistically reach it.

**What we did.** A labour-market assessment and a gender equality and social inclusion study run as one piece of work, so that opportunity and access were analysed together. Enumerator recruitment and training, stakeholder engagement, key informant interviews and focus group discussions across the three agro-ecological zones, followed by analysis and reporting.

**Outputs. Outputs delivered.** Assessment methodology, field instruments, analysis and a combined labour-market and GESI report.

Delivered by the same team under ASRAHMS, the predecessor practice, before the consulting work was carried on as NexPAL LLC.

## HOW WE WORK

# Delivery

### Scope before method

We agree what question the work must answer and what the evidence is for, then choose the design. A question about reach needs a different study from a question about effect, and we say which one we are doing.

### Quality control during collection

Validation built into the instrument, supervision in the field, back-checks on a fixed share of interviews, and a discrepancy log, so problems are corrected in the same week.

### Built to be handed over

Instruments, codebooks, datasets and documentation written for the client to reuse. On system work, handover includes training, a named owner and a maintenance arrangement.

### Fieldwork in the language of the district

Enumerators are recruited in the districts where the work happens and work in the local language. Field teams are mobilised and supervised from Tamale.

### Transparent reporting

Findings separated from interpretation, limitations stated plainly, and recommendations written so a programme team can act on them.

### Inclusion designed in

Sampling, instruments and field protocols set up so that women and less reachable groups are represented in the evidence.

## WHO DELIVERS

# Leadership and team



### Rahaman Abdul-Salam, founder and lead consultant

A monitoring, evaluation and learning specialist working across development programmes, agriculture, trade and enterprise development. He holds an MSc in Development Policy and Planning, a diploma in monitoring and evaluation, and a first degree in integrated community development, and works in English, Hausa, Twi, Dagbani and Gruni.

NexPAL runs with a small core team and a network of associate consultants brought in for the assignment that needs them, covering data systems and analysis, research and evaluation, gender equality and social inclusion, agriculture and market systems, field operations and client coordination. Enumerator teams are recruited in the districts where fieldwork happens and supervised by a field coordinator.

Quality accountability sits with the lead consultant. Instruments, sampling notes and draft reports are reviewed internally before they reach a client, and the review is documented.

Several assignments listed here were delivered by the same team under ASRAHMS, the predecessor practice, before the consulting work was carried on as NexPAL LLC. Those are identified individually.

## Start a conversation

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