Annex 2 - Evaluation matrix

CRITERION	KEY EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCE OF DATA	DATA COLLECTION TOOLS
Relevance	Do the project's expected outcomes remain valid as originally planned?	Did the project design continue to respond well to the current dynamics in Identity Management in Kenya?	Perceptions from project stakeholders supporting.	NRB Management/ Project stakeholders (IOM)	Document review/Interview
			Project response well to the GoK policies, IOM policies, community needs.	Policy papers, community members, Needs assessment	Document review/Interview
	Were the project activities and outputs consistent with the intended outcomes and objective?	Were the planned activities and outputs well designed to achieve the outcomes?	Training content remain valid and respond to the current dynamics.	NRB Management, officers	Document review/Interview
			Needs assessment was representative and the project activities responded to the results of the assessment.	NRB Management/ Project stakeholders (IOM)	Document review/Interview
			Designed community awareness materials were sufficient to respond to needs of the community (ability and willingness).	NRB Management/ Project stakeholders (IOM, community)	Document review/Interview
			Activities and output have cause-effect linkage.	Document review	Document review/Interview
		Would any other activities have been more useful in achieving the outcomes?	No reported more useful activities.	NRB Management/ Project stakeholders (IOM)	Interview
			List of additional activities suggested.		
	To what extent has the project addressed migration challenges and supported GoK development plans and strategies?	Were the planned activities and outputs well designed with GoK development plans?	Project response well to the GoK policies.	Policy papers, Needs assessment	Document review/Interview
	To what extent did the project incorporate IOM cross-cutting issues on: i) gender mainstreaming?	How were needs of boys and girls, men and women addressed in the design and implementation of the project?	Extent to which gender was considered in project design and implementation.	Project reports & Project stakeholders and beneficiaries	Desk review/ Interview
	To what extent did the project incorporate IOM cross-cutting issues on ii) rights-based approach	Was project aligned with IOM Rights-based approach to programming? What parts could be strengthened?	Project was aligned with the guideline.	IOM guideline	Desk review
			Suggestions of areas of improvement.	Project stakeholders (IOM)	Interview
Effectiveness	To what extent has the project achieved the intended results?	Was the needs assessment conducted, report created	Existence & distribution of the needs assessment report to relevant stakeholders (list).	Assessment report & Project stakeholders	Desk review/ Interview

		and distributed to relevant agencies?	Quality and comprehensiveness of the NA report is validated by stakeholders.	NRB Management/ Project stakeholders (IOM)	Interview
		Were ToT's and trainings conducted, leading to improved knowledge and skills on identity management?	Officials trained demonstrate improved skills and knowledge.	Survey report + project stakeholders	Desk review/ Interview
			Skills and knowledge were cascaded to benefit others.	Project stakeholders	Interview
		Were Public awareness campaigns and materials produced, delivered and target counties reached?	Materials and activities conducted as planned.	Project reports	Desk review
			The extent awareness improved through the activities.	Survey report + project stakeholders	Desk review/ Interview
		Did the project reach the intended beneficiaries?	The extent beneficiaries reached.	Project reports / project stakeholders	Desk review / Interview
	To what extent has the project enhanced: a) Effective management of civil registration of Kenyan citizens, issuance of secure ID documents and prevention of illegal registration	What changes the project brought about?	ToT participants cascaded their skills and knowledge.	ToT Participants, other stakeholders	Interview
		What is the most significant change?	Needs assessment has been utilized in resource mobilization and informed programming.	NRB Management	Interview
		What additional contributions would be needed to achieve the outcome?	Trained officials applied new skills and knowledge in the performance of their functions.	Trained officers, other stakeholders	Interview
			Evidence in improved expected medium-term changes i) Issuance of secure ID documents, ii) Prevention of fraudulent registration and iii) Implementation of international standards in identity management.	NRB Management, other stakeholders	Interview
			Evidence in improved expected MID- TO LONGER TERM CHANGES 1) Bridging the gaps in institutional staff capacities; 2) Efficient processes to serve the public in accessing secure ID documents; 3) Security of identity data and identity management chains; 4) Ownership of the Identity Management Chain (for GoK) and 5) Frameworks and forums for stakeholder coordination in identity management.	NRB Management, other stakeholders	Interview
	To what extent has the project enhanced: b) increased ability and willingness to acquire	What changes the project brought about?	Communities continue to acquire and promote importance of IDs.	NRB registers + Community members	Document review and FGD/ Interview

	relevant ID documents among target population	What is the most significant change?	The extent a) willingness, b) abilities improved through the activities.	NRB registers + Community members	Document review and FGD/ Interview
		What additional contributions would be needed to achieve the outcome?	Suggestions of areas of contribution.	Project stakeholders	Document review and FGD/ Interview
	What were the key factors influencing the achievement of the project's expected outcomes	Which internal and external factors influenced the project outcomes?	Perceptions on internal and external factors identified	Project stakeholders	Document review and FGD/ Interview
Efficiency	Extent of the project's use of resources as planned versus the actual status?	To what extent were project activities implemented within planned budgets / human resources?	Adherence to financial plans	Project reports & Project stakeholders	Document review/ Interview with stakeholders
		To what extent were activities implemented as scheduled?	Adherence to project plan	Project reports	Document review
	Extent of the project's leveraging and complementing interventions with other initiatives?	Could project utilize complementing interventions?	Other interventions	Project stakeholders	Interview
Sustainability	To what extent IOM KCO project enhanced structures, policies, resources and processes in place to ensure that benefits are maintained once external project support ceases?	How project benefits are utilized and maintained?	Plans to utilize project benefits	Project stakeholders	Interview
	How engaged were the main stakeholders throughout the development and implementation of the project?	To what extent were stakeholders involved in the project?	Positive perceptions from project stakeholders.	Project stakeholders	Interview with stakeholders
Impact	Based on stakeholders' feedback, what impact (positive and/or negative, intended or unintended) did the project have on its' beneficiaries and relevant stakeholders?	What positive impact the project brought about?	Perceptions from project stakeholders and beneficiaries	Project stakeholders	Interview
		What negative impact the project brought about?	Perceptions from project stakeholders and beneficiaries	Project stakeholders	Interview
		Were they intended or unintended?	Perceptions from project stakeholders and beneficiaries	Project stakeholders	Interview
		What other actors are contributing to these changes?	Perceptions from project stakeholders and beneficiaries	Project stakeholders	Interview

	What observed changes in attitudes, capacities and institutions etc. have occurred as a result of the project? Is the impact attributable to the project activities, or are they from external factors or from both?	What was the role of the project and IOM?	Perceptions from project stakeholders and beneficiaries	Project stakeholders	Interview