

# Evaluability assessment process and its application to ethnic profiling in the Kenya National Cohesion and Integration Policy

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**Abstract** – Mismanagement of Kenya's racial and ethnic variety has fostered racial and ethnic distrust, friction, and conflict. To foster harmonious living in the country and protect the interests of the most vulnerable, the laws controlling ethnic profiling must be re-examined. This work aims to investigate how the Evaluability Assessment approach, when applied to the KNCIP, might foster greater racial and ethnic diversity by increasing participants' awareness of the program, pride in their participation, effective management, and informed policy decisions. The research aimed to understand better the role of evaluability evaluation in four key areas: (1) program design and redesign; (2) data collecting and its utility; (3) policy development; and (4) program performance to foster social cohesion. Both empirical and theoretical data were assessed using a desktop search and the Google scholar search engine and then picked using a purposive sample strategy. According to the study's key results, racial profiling severely damages Kenya's social fabric and undermines the country's overall sense of unity. By balancing reporting that alienates parts of society, elucidating misconceptions and misrepresentations, and encouraging community participation (especially from minorities and marginalized individuals) across socioeconomic and cultural divides, the EA process can help strengthen social cohesion with the help of management, stakeholders, and the necessary resources. To evaluate the KNCIP and develop interventions that further improve national harmony and social cohesion, this study concludes that a thorough EA should be undertaken on it by established standards. To improve the EA process and the outcomes of ethnic identity initiatives, it was suggested that training and education be provided to key parties that beneficiaries be involved in the EA, that policies be formulated more effectively, and that more empirical research is conducted.

**Keywords** – evaluability assessment, evaluability assessment process, ethnic profiling, social cohesion

## I. Introduction

Since the beginning of the 21st century, evaluability assessments have been popularized. Consequently, there is a scarcity of published material on how evaluators and researchers can practically apply prescriptive articulations of evaluability. This lack of information has led to a decrease in understanding of how to increase the quality of future evaluations and reduce program effectiveness. The aim of

this article is to conduct a literature review on Evaluability assessment techniques and their application to ethnic profiling in the Kenya National Cohesion and Integration Policy. Evaluability assessment (EA) is a systematic approach for the design of evaluation initiatives, as stated in the definition given by Leviton et al., 2010. This approach necessitates the creation and analysis of a logic model or theory of change, organized collaboration with stakeholders to clarify intervention goals and how these goals are intended to be achieved, and the provision of advice on whether an evaluation can be carried out at a reasonable cost or if additional development work on the intervention should be done first. To summarize, an Evaluability assessment is a speedy examination that determines whether or not a program will be advantageous and if it is practical to implement it.

Since the beginning of the 21st century, evaluability assessments have become increasingly popular. However, there is a lack of written material on the practical implementation of such assessments. According to Davies (2013), an evaluability assessment (EA) is established by program managers to help them make necessary modifications and corrections to the implementation of their program. EA helps to identify if an intervention is likely to have a measurable impact before resources are allocated to a full-scale evaluation. It can stop resources from being wasted on assessing programs that may not benefit, making the evaluations conducted more useful. Furthermore, it creates a platform for productive engagement with stakeholders, even if a full evaluation is not carried out. Ensuring that policy-makers and practitioners take part from the beginning in the creation and evaluation of assessment options should aid the translation of research findings into practice.

This research aimed to explore the application of evaluability assessment to the Kenya National Cohesion and Integration Policy (KNCIP) to enhance ethnic profiling in the country. This paper focuses on the first part of the policy's definition, which is both a process and an outcome in which everyone feels like part of the same community working together and facing similar difficulties and opportunities. The policy aims to promote national cohesion and integration in Kenya, with ethnic profiling being the main focus. Ethnic profiling involves suspecting someone has committed a crime based on their ethnicity, race or religion rather than any evidence (Keskinen, et al, 2018). This can lead to a decrease in the relationship between different groups in society, as well as deteriorating relations within the community. Evaluability assessments have the potential to help improve this policy by facilitating better policy choices and increased accountability in programs.

This study focused on applying evaluability assessment to the Kenya National Cohesion and Integration Policy (KNCIP) to improve ethnic profiling in Kenya. By following evaluability assessment procedures, information can be gathered from key documents and feedback from stakeholders to better measure the quality assurance systems. Wholey (1979) identified that such an assessment should be used as early as the design stage of an intervention in order to determine the questions to be answered, the evaluation criteria to be used, the data to be collected, and the analysis to be undertaken. This assessment is important for policy influencers in setting up policies that are geared towards reducing ethnic profiling and promoting community cohesion. However, in order for evaluability assessment to be successful, the management must be willing to invest in the evaluation and be able to identify project performance based on realistic, quantifiable goals.

## II. Objectives

The main purpose of the research paper was to examine the evaluability assessment process and its application to reducing ethnic profiling in the Kenya National Cohesion and Integration Policy. This study was guided by four objectives:

1. To review the theoretical and empirical literature on evaluability assessment in improving program performance aimed at reducing ethnic profiling in the Kenya National Cohesion and Integration Policy
2. To review the theoretical and empirical literature on how evaluability assessment can lead to better policy choices on ethnic profiling in the Kenya National Cohesion and Integration Policy
3. To review the theoretical and empirical literature on evaluability assessment in clarifying program designs on ethnic profiling in the Kenya National Cohesion and Integration Policy
4. To review the theoretical and empirical literature on the relevance of data collection and usefulness on ethnic profiling in the Kenya National Cohesion and Integration Policy

## III. Methodology

The research methodology employed consisted of a review of the related theoretical and empirical literature, a desktop search and a Google scholar search engine. On the review of the related theoretical and empirical literature, the research identified an evaluability assessment process based on multiple scholars' perceptions, opinions, attitudes, standpoints, and beliefs about an existing situation. Literature was also reviewed on ethnic profiling as a priority area in the Kenya National Cohesion and Integration policy.

As recommended by Jacsó, P. (2005), a desktop search was also conducted on the evaluability assessment process and selected variables on the KNCIP. A further related search was also conducted using the Google scholar search engine by incorporating terms such as "Evaluability", "Kenya National Cohesion and Integration policy", "evaluability assessment process", "transparency", "the importance of evaluability" and

"ethnic profiling". From this search, several results based on related articles were captured. Selection of the most suitable literature was conducted after the searches through purposive sampling, as recommended by Etikan, et al (2016) for the research study.

## IV. Literature review

### A. Evaluability Assessment

According to Wholey (1994), the primary goal of evaluability assessment is to monitor the quality assurance systems that are being established in an organization by the program staff and partners in the short, medium, and long terms, using the program documentation as a reference. This goal is highlighted as the most important aspect of the evaluability assessment. A successful Evaluability Assessment can lead to outcomes that are more appropriate and practical, as well as an implementation of the program that is more reliable. Smith (1989) and Wholey (1979) have pointed out that there are additional advantages to conducting an EA, including the capability to recognize if a program's lack of success was due to the failure of the program or the evaluation, an accurate estimation of long-term outcomes, a higher investment in the program by stakeholders, an improvement in program performance, an increase in the program development and evaluation capabilities of staff, and a higher profile for the program. To further demonstrate the advantages of EA, studies have been conducted which have shown that the process and EA systems that are in place can verify results and thus contribute to an increase in the performance of the programs.

Lam and Skinner (2021) conducted a study to analyze how evaluability assessments could be utilized to increase the practicality of future evaluations. To understand the characteristics, issues, and potential of evaluability assessments based on a review of case studies, a sample of 59 participants was deliberately selected to partake in the survey. The research revealed that evaluability assessments are currently being used for program development and evaluation planning, but only if suitable stakeholders are engaged and if organizations are willing to be involved in the evaluation. It was also noted that the EA process has its own set of difficulties, including the politics of evaluability, the vagueness that exists between evaluability and evaluation, and the lack of consideration given to gender equity and human rights. The findings of the study suggested that techniques need to evolve in a way that is consistent with the ever-changing environment in order for evaluability to be relevant. The recommendations proposed after the evaluation included incorporating evaluability assessment practice into the program life cycle; engaging stakeholders; making clear what evaluability assessments involve; examining program comprehension, plausibility, and practicality; and addressing cross-cutting themes. Zint et al. (2011) evaluated the "More Kids in the Woods" program of the United States Forest Service to assess whether or not it could be evaluated.

The primary objective of the process of evaluability evaluation was to examine an internal grant initiative that consisted of 26 funded submissions in order to the practicability of the program. An evaluator and a team

of seven stakeholders were responsible for carrying out the environmental assessment for the purpose. These stakeholders included forest management and staff members who understand the objective of environmental impacts on youths through the creation of logic models in order for the program design and its goals. A study was carried out, and the environmental assessment findings showed a better knowledge of why more underprivileged youngsters require outdoor experiences in the woods and the potential benefits that come along with it. In addition, the findings referred to the kinds of evaluations that will be valuable and add to the little literature on environmental grant programs. Furthermore, the findings pointed to the evaluation interests, practices, and perceived competencies of environmental educators. The EA made it easier to involve a greater number of children in projects of a similar nature and made certain that the project goal was achieved on schedule.

In 2020, Boodhoo and Louw conducted an empirical study to analyze how evaluators from different contexts, such as high-income or middle-income nations with or without developed evaluation cultures, view program evaluability. The Q-sort method was used to collect the responses of 229 evaluators from various countries, including the United States of America, the United Kingdom, Brazil, and South Africa. The Q factor analysis was applied to examine the responses. The results showed that program evaluability is imperative in all contexts, especially when it comes to cross-border cooperation and the creation of viable solutions to handle different perspectives. One of the recommendations made was to conduct the environmental assessment with the involvement of all stakeholders who are knowledgeable on the assessment and the setting of the study.

### *B. Ethnic profiling*

Politicians and other leaders in our country have employed ethnic profiling to disrupt social harmony. Recently, however, initiatives have been developed and some implemented to encourage peaceful coexistence. These initiatives come from both government and non-governmental sources. Precautions have been taken to prevent discriminatory racial or ethnic profiling from occurring or being misconstrued as happening. Such actions have been taken at both the managerial and operational levels. These measures include giving officers clear direction, training to enable officers to interact well with the community, recording the use of stop and search powers with proper internal oversight and complaints processes to identify and address discriminatory policing practices, using accurate intelligence, particularly with regard to suspect descriptions, and establishing positive relationships with the community through community policing. This is especially important when engaging with minorities who may already feel targeted. In the long run, this is an essential way to eradicate preconceived notions and misguided stereotypes that individual officers may possess. There is an abundance of research and theoretical work on ethnic profiling, exploring the different components as well as the advantages and disadvantages of the ethnic diversity within our social systems that can lead to decreased social solidarity.

Klaus (2020) conducted a survey to explore the political

implications of ethnic grievance appeals. The results of the survey showed that citizens who received land titles were more apprehensive of the electoral process, despite the fact that the attempts to do so in the state had increased due to the appeals process. This survey was based on an initial survey conducted in Kenya. Therefore, the experience of electoral violence is most likely very different from person to person, with some having very little fear of it and others viewing elections as a dangerous event. Furthermore, Wahman and Goldring (2020) found that although competitive elections may be more violent in general, the perpetrators do not necessarily target voters in the most competitive areas. In Gutierrez-LeBas' (2020) vignette experiment, it was revealed that voters are less likely to vote for a candidate alleged to have committed violence, though the sanctioning impact is weaker among the poor and those who have been exposed to violence in the past. Young (2020) studied the effects of violence on the likelihood of protesting and on negative emotional responses in oppressive settings. Von and Kuhn (2020) carried out a theoretical literature analysis that examined the effect of voter information on candidate tactics and the interactions between voters and politicians in developing countries. It was found that major factors which influence targeting include socioeconomic position, political knowledge, and educational level. Moreover, this special issue highlighted potential problems in voter education efforts, as violence is more likely to be targeted at groups that then anticipate threats and adjust their behavior accordingly. Von and Kuhn (2020) found that in African countries, informed voters are targeted with violence more often than uninformed voters, since they are harder to influence using other methods.

González-Ocantos et al. (2020) utilized list experiments within the context of Guatemala in order to uncover the various strategic motivations at the source of voter intimidation and vote-buying. It has been recognized that intimidation is employed as a tactic to discourage voters who are not responsive to vote-buying from taking part in the electoral process, as well as in circumstances where there is a minimal risk of intimidation being reported. Consequently, rural and low-income voters are placed at a higher disadvantage.

A study, titled "Why and how did fraud occur in Kenya's 2007 elections?", was conducted by Ferree, et al. in 2014, which explored the source of electoral fraud and its political repercussions. The study also focused on the consequences of electoral irregularities, such as protests and violence, and potential solutions to these issues, including promoting inclusion, engagement, and ethnic diversity. It was observed that elections in Kenya are highly influenced by power dynamics that favor certain groups, due to the lack of free and fair elections. This perception has been largely caused by political leaders who have divided citizens by their tribes, which impedes progress towards ethnic variety. Since then, numerous reforms have been implemented in Kenya, including a new constitution. This constitution curtails the powers of the executive branch of government and creates independent entities that are not subject to manipulation from the executive branch. These include a revamped judiciary and an Independent Election and Boundaries Commission

(IEBC) that upholds values such as respect, reciprocity, cultural sensitivity, and responsiveness, which helps to ensure harmony and peaceful co-existence. These are the main reforms that have been made.

The essay titled, *Management of Religious Conflicts in Kenya: Challenges and Opportunities*, published in the journal *Moywaywa* in 2018, aimed to answer questions concerning the necessity of religious communities in Kenya working together to promote harmonious coexistence. Using Kung's hypothesis, which states that successful management of religious disputes could also provide a foundation for the effective management of inter-ethnic conflicts without discrimination, the research employed a literature survey and interviews with members of the Christian, Muslim and Sikh communities. The findings from the study showed that religious conflicts are largely caused by religious profiling, which can be divided into categories such as historical, social, economic, cultural, environmental and religious trends. This consequently has a detrimental impact on the socio-economic and religious growth in the country, which does not facilitate peaceful coexistence or help the nation progress. Benefits such as peaceful coexistence, social cohesiveness, social fairness, social inclusion and others, arise from the absence of ethnic conflicts. Moreover, all religious groups embrace the virtues of peace, love and unity. As a result, the paper suggested the implementation of strategies to ensure the fostering of cooperation between the various religious groups as well as an increase in participation in inter-religious dialogue and initiatives to promote peace.

Namalu C. Kamalu on the other hand conducted a study in 2016 which aimed to understand the implications of African Americans and racial profiling by law enforcement in the United States. The research was conducted to examine the hypothesis that race is a predictor of who will be stopped, searched, arrested, detained, or prosecuted by the police. To collect data, both primary and secondary sources were gathered and analyzed. The results of the study indicated that there was considerable evidence of racial profiling on the part of law enforcement when making decisions. The research concluded that deliberate racial profiling of racial minorities (black/African American, Hispanic, and Native American) compared to their white counterparts in the state of Nebraska was to blame for the disproportionately high number of arrests. The report proposed reform of the law enforcement establishment in the form of public education, public involvement, community policing, sensitivity training, race-based diversity recruitment, and information gathering in order to strengthen law enforcement and prevent racial profiling in Nebraska and beyond.

### *C. Application of the Evaluability Assessment in Ethnic Profiling*

Carrying out analyses and appraisals of programs is an indication of successful project executions through the formation of improved policies and readjustment of programs. Evaluations have become a major point of conversation, laws, financing, and handling of almost all programs nowadays. Evaluation and Assessment (EA) is performed by impartial evaluators who work on their own but receive ideas from

decision-makers, directors, and project staff. This not only guarantees that the evaluators adhere to the standards set by the main stakeholders, but it also assists them in examining the effects of any possible changes to the activities or goals of the project.

As highlighted by Wholey (1994), the main aim of the evaluability assessment was to create effective quality assurance systems within an organization by program personnel and partners. This assessment is necessary to ensure that the program can provide satisfactory service to its customers. Furthermore, it provides a monitoring and research feature to improve the program's performance. For example, the Ministry of the Interior and Coordination plays a key role in formulating better policies concerning racial or ethnic profiling by evaluating documents such as laws, grant applications, evaluations, audits and internal memoranda. This will allow the program to understand the goal of the program and the extent to which it reduces racial or ethnic profiling. As a result, the program will have clear objectives, performance indicators and potential strategies for improvement.

To address ethnic profiling as a priority area in the KNCIP, through participation, a framework is used after evaluation, and it is supposed to align with the community's beliefs, perceptions, and opinions that interventions aimed at better policy choices include the establishment of exchange programs between different groups, such as inter-diversity study tours, should be in line with the beliefs, perspectives, and opinions of the community. Interventions meant to make better policy choices should include reinforcing the organizations that promote and enforce a zero-tolerance policy against those who propagate negative ethnicity, including politicians and other members of society. School curricula should include content on positive ethnicity, and an annual calendar of cultural events should be put in place and implemented across the country. Additionally, inter-ethnic and inter-community sports activities such as athletics and football should be encouraged, as well as entrepreneurial and business ventures that involve diverse groups. The public should be educated on the importance of racial and ethnic diversity and charitable initiatives and volunteer activities that involve more than one community or ethnic group should be promoted. Financial support should be given by the government to groups that work to strengthen ties between people of different cultures and ethnicities, and the media should be encouraged to report on issues and be monitored to prevent incitement. Data collection and management should be improved to fill in the data gaps, and capacity development programs should be created in the public and private sector to manage diversity and improve productivity and cohesion in the country. Finally, a communication strategy should be designed to foster inter-ethnic and inter-racial conversation.

Evaluating the evaluability of something will take a significant amount of time, ranging from days to weeks to months, based on the amount of time available and the range of evaluation actions that could take place. This ensures that the findings of the evaluation are timely, important, and useful for those making decisions and shaping policy. In accordance with Wholey's (1979) advice, this assessment of evaluability must go through a particular procedure, which will be outlined

below. Although each stage is important, it is imperative that progress is not hindered while focusing on one stage. The following is an outline of the steps involved in doing EA:

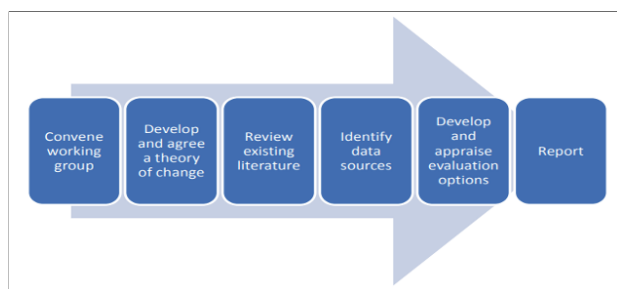


Fig. 1. Sequence of stages in an evaluability assessment

## V. Discussion

Evaluations based on a literature study and theoretical research have indicated that programs perform more effectively when their designs are made clearer and better policy decisions are made. This results in less racial profiling increased accountability and increased openness. The EA works to ensure that programs to reduce racial and ethnic profiling have a reasonable amount of consensus regarding their goals and the requirements they must meet to be successful. When conducting an Evaluability Assessment, which procedurally takes place, for the most part, the primary areas of concern that need to be addressed are key stakeholders, the plausibility of the Project goals (the probability that the goals will be accomplished), and the collection of relevant data at a cost that is reasonable.

The Evaluability Assessment of the KNCIP was required because it is a leading assumption in recently reviewed studies that recent social, political, and legal events have increased the risk of ethnic profiling, particularly for the marginalized groups in the country. This led to the requirement that the assessment is conducted. When this is done during the project's planning phase, it guarantees that all measures of difference, including sex, gender, age, nationality, race, and religion, are taken into account. This results in higher performance from the project overall. In addition to this, it ought to take into account the proposed interventions for improved policies that foster peaceful coexistence and acknowledge the value of ethnic variety to achieve this national cohesiveness, participation from a wide variety of official and non-state actors, such as the ministry of the interior and coordination, community representatives from the community's marginalized portion, religious leaders, politicians, and peace mediators, is required. who would be responsible for reviewing the documentation of the project in the future, including the laws that protect human rights and forbid bias in social structures?

Also, the results of the study indicated that the Evaluation of assessments has benefits that outweigh their disadvantages. The advantages aim at clarifying project goals, redesigning the projects, balancing reporting that does not antagonize components of society, clarifying misconceptions and misrepresentations, community participation irrespective of socio-economic and cultural differences, Campaigning for the

positive implementation of devolution as a means to cohesion and integration and rooting for minorities and marginalized individuals through the provision of interventions that is utilized by policy influencers. EA disadvantages that can be problematic during evaluability assessments if not addressed are a misrepresentation of a team and the time-consuming nature of the procedure.

The conclusion of the research paper states that a comprehensive EA promotes real knowledge of the program, ownership, management for success, and pathways to better policy choices and should therefore be conducted on the KNCIP on the priority area of ethnic profiling for improved relations and cohesion purposes.

## VI. Recommendations

We propose the following recommendations:

1. An empirical review on the application of evaluability assessments in ethnic profiling programs to further clarify project policy, formulate better projects and improve program performance.
2. Stakeholder engagement with beneficiaries and policy influencers in participation processes through the Ministry of Interior and Coordination of National Government to have better policy choices that promote ethnic diversity.

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