

## Exhibit 2.1 Achieving Intended Use by Intended Users: MIN SPECS\* for Utilization-Focused Evaluation

1. *Honor the personal factor:* Identify and engage primary intended users.
2. *Be purpose-driven:* Focus on priority intended uses.
3. *Facilitate process use:* Be active, reactive, interactive, and adaptive in engaging users in all aspects of the evaluation.
4. *Take a full-journey stance:* Focus on use from beginning to the end and every step along the way.
5. *Adapt to context changes:* When the context for an evaluation changes, the evaluation may need to change.

\*MIN SPECS (minimum specifications) define what is essential and core.

Exhibit 2.5 MIN SPECS Framework for Utilization-Focused Evaluative Thinking

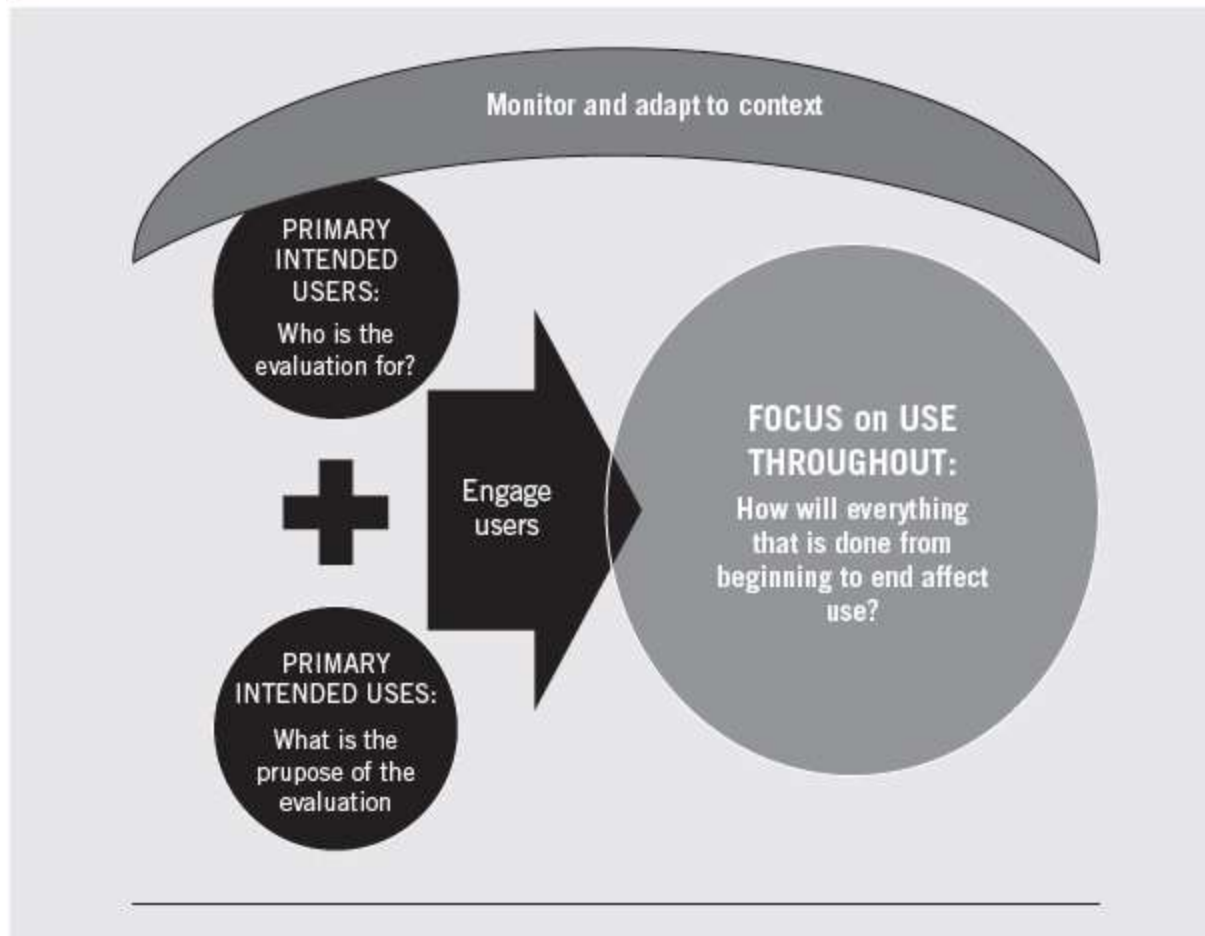
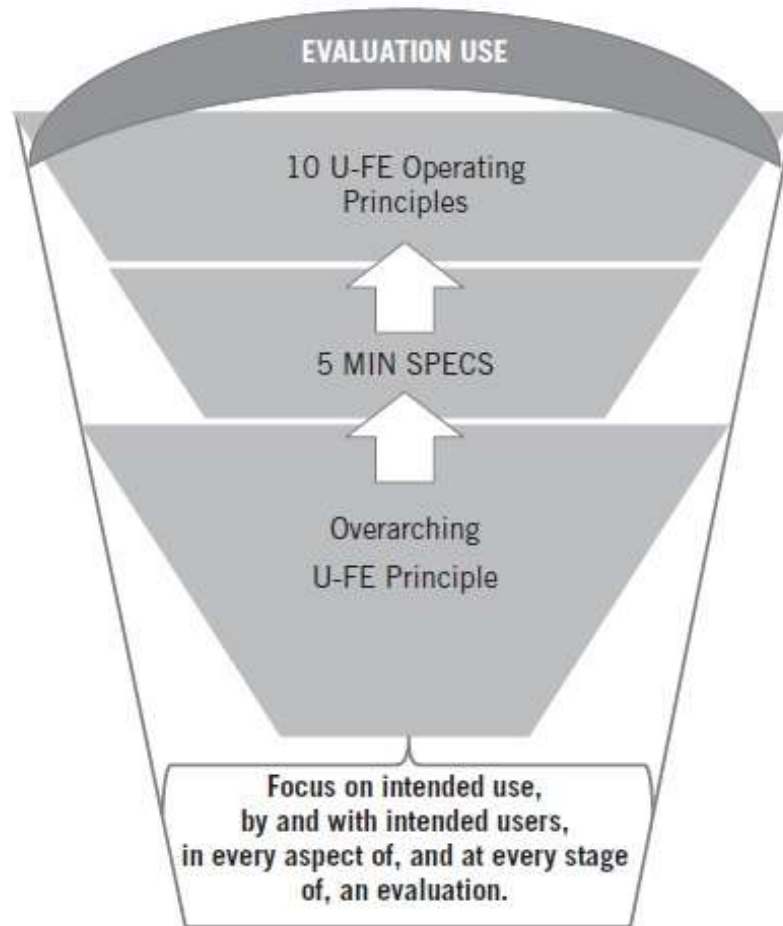


Exhibit P2.1 Three Levels of U-FE Principles Leading to Useful Evaluations Actually Used



## Exhibit 5.1 Principles of Utilization-Focused Evaluation

*Overarching U-FE Principle:* Focus on intended use, by and with intended users, in every aspect of, and at every stage of, an evaluation.

### Operating U-FE Principles

1. *Contextualize.* Understand and take into account the situation in which the evaluation will occur.
2. *Personalize.* Honor the personal factor; identify and engage with the primary intended users of the evaluation.
3. *Customize.* Be purpose-driven; engage with primary intended users to determine the evaluation's distinctive uses.
4. *Align.* Ensure conceptual alignment of evaluation questions, design, methods, and analysis with intended use by intended users.
5. *Prioritize.* Make attention to use the driving force of the evaluation from beginning to end.
6. *Engage users.* Be active-reactive-interactive-adaptive in working with and engaging intended users.
7. *Strategize process use.* Facilitate process use with intentionality. Be aware of and strategic about how being involved in the evaluation affects those involved.
8. *Adapt.* Watch for, be alert to, and adapt to changed circumstances, shifting priorities, turnover among intended users, reallocation of resources, changed timelines, and other factors that emerge over time; avoid blinders and rigidity.
9. *Mobilize follow-through.* Follow through with intended users to interpret, act on, and fully utilize the evaluation's findings.
10. *Reflect and learn.* Make time and space to reflect on the strengths and weaknesses of the utilization-focused evaluation process and results so as to learn and improve.