

IDRC  **CRDI**

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graph TD
    CS[Corporate Strategy] --> PP[Program performance]
    PP --> CS
  
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tensions

"Identifying tensions and molding them ending creates an opportunity to learn from them and become more intentional and effective in managing them. Tensions are largely not avoidable... Now can perfect or even optimal behavior be easily be achieved? Indeed, what constitutes "balance" can change as conditions and situations "change" (to use two words that constitute *balance*) change, so too with what constitutes effectiveness, being alert to tensions and, importantly, their consequences, can enhance execution of strategy." (Patriot and Schuchman 2008, 5)

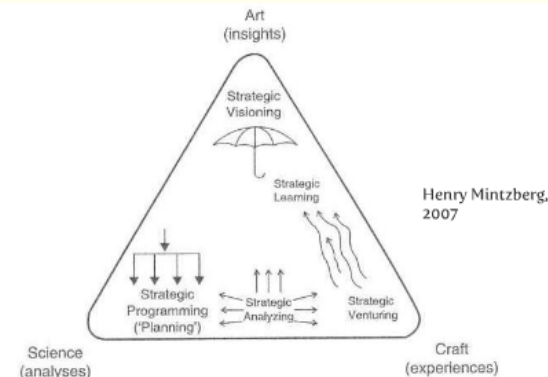
strategy questions into evaluation

evaluative questions into strategy

- strategy and its evolution
- research findings
- outcomes
- lessons

External review panel:
To what extent was the
implementation of the
prospectus appropriate?

New program plans:
articulate perspective,
position and tensions.
Document strategic
decisions as well as
outcomes



Evaluating strategy:
Experiences from the
international development
research centre

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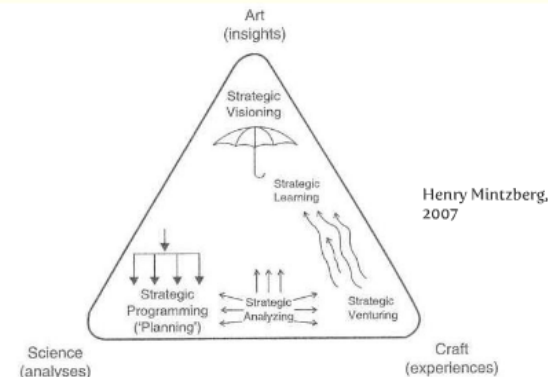
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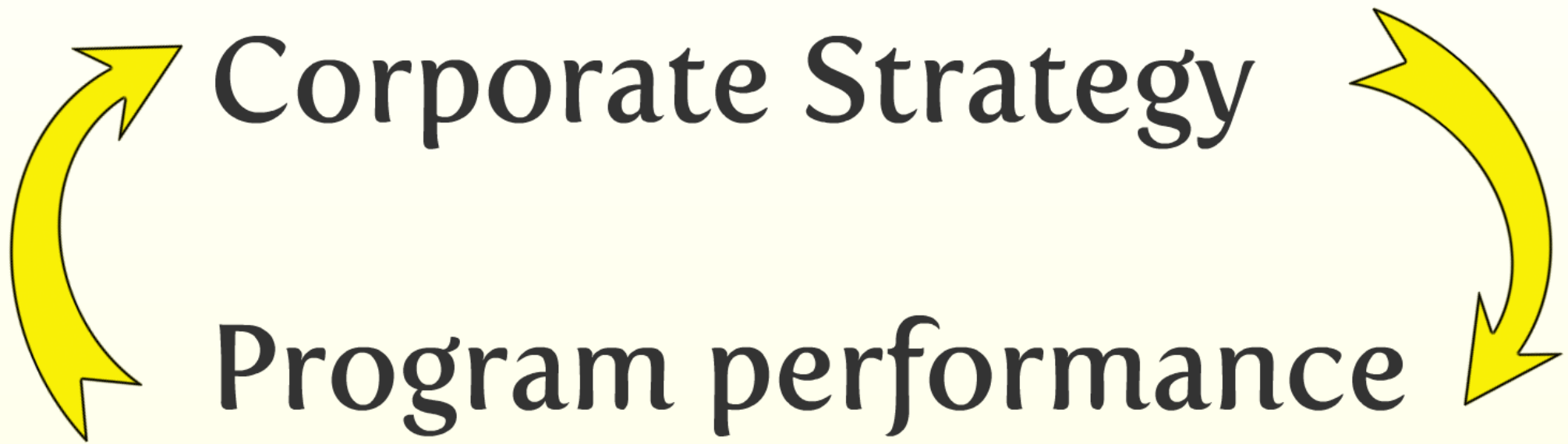
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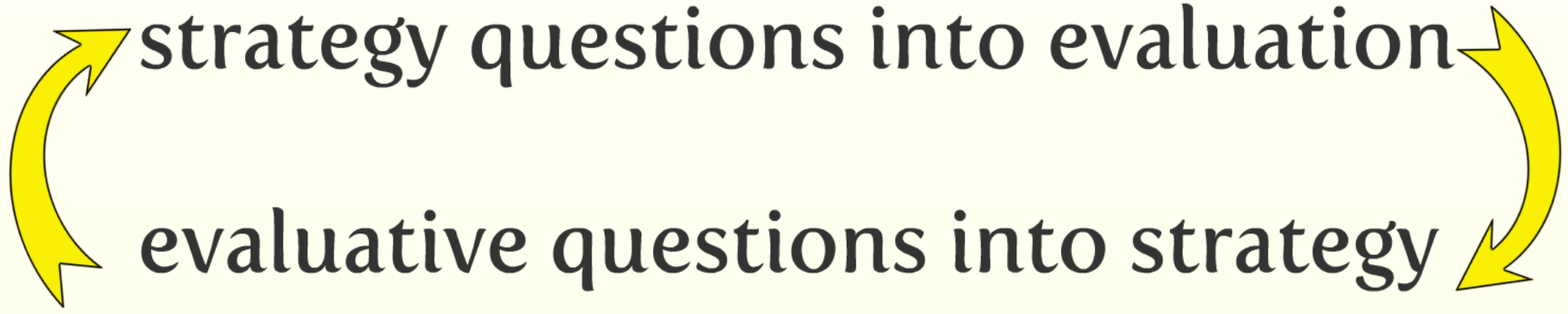
4 P's of strategy

- plan
- perspective
- position
- pattern

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“Identifying tensions and making them explicit creates an opportunity to learn from them and become more intentional and effective in managing them. Tensions are largely not resolvable... Nor can perfect or even optimal balance necessarily be achieved ... Indeed, what constitutes “balance” can change as conditions and situations change, so too with what constitutes effectiveness. Being alert to tensions and, importantly, their consequences, can enhance execution of strategy.” (Patrizi and Patton 2009, 5)

based on a paper by Tricia Wind and Fred Carden, to be published in an upcoming edition of New Directions in Evaluation



program self report:
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research findings
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program self report:

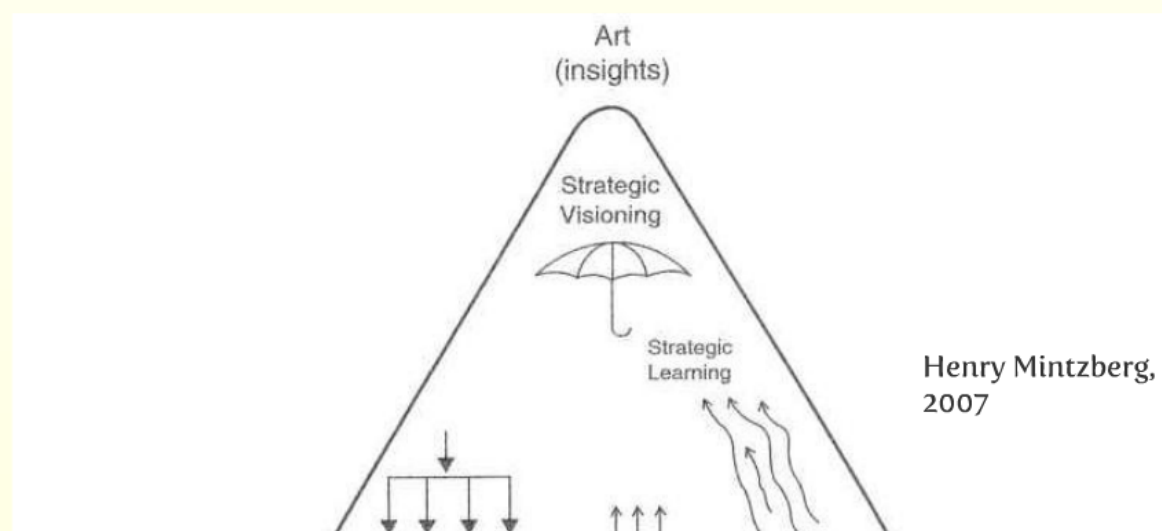
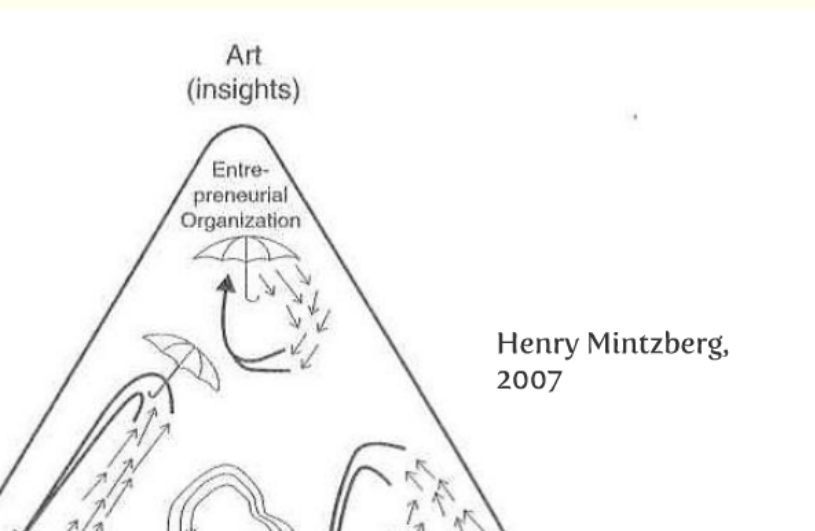
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How strategy functions within an organization, and implications for evaluation

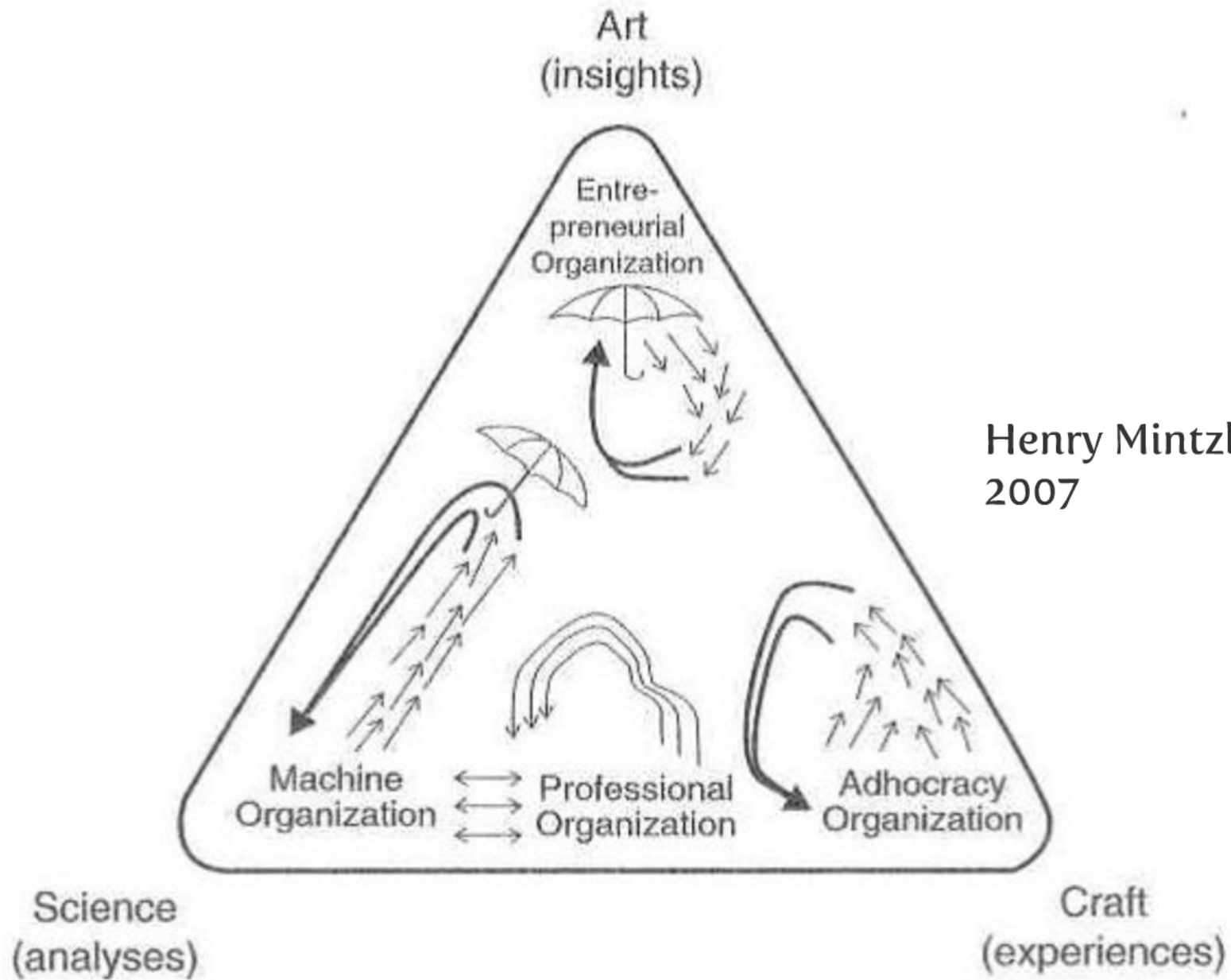


program self report:

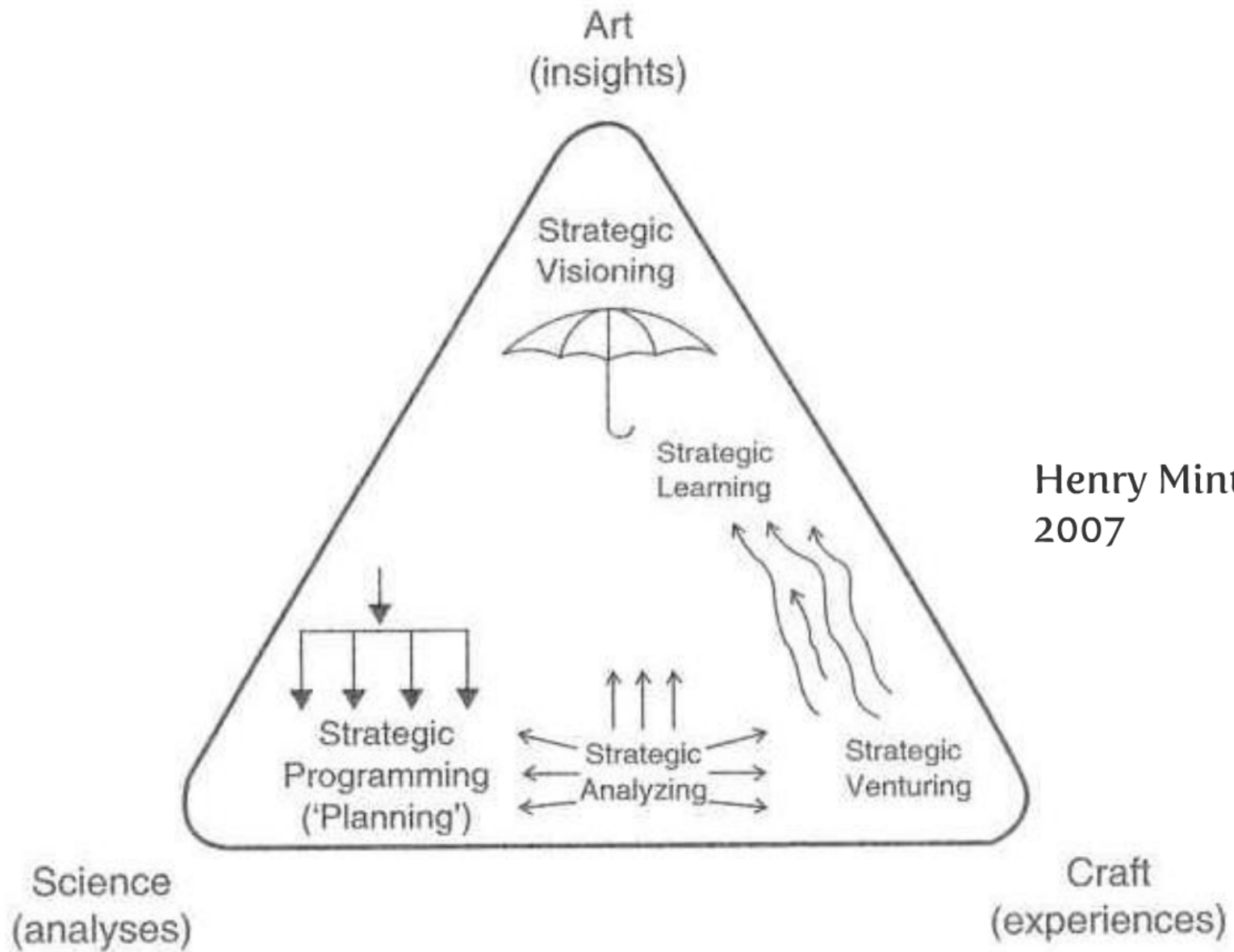
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Henry Mintzberg,
2007



Henry Mintzberg,
2007

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