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# Civil society and hybridity: local solutions to global policy

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# Canadian Research Institute on Humanitarian Crises and Aid



Independent research centre on international aid affiliated with UQAM's School of Management Science (60 researchers and practitioners)



- **Management and delivery of international aid**
  - Security and negotiation in humanitarian aid
  - Localization agenda (prepositioning local capacity)
  - Impact of Western management practise on Southern NGOs



Manifestations of resistance to Western ideology and management approaches in the international aid chain



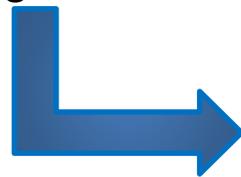
# Why look at management?

- Donors are compliance-oriented in their management approaches
- Ubiquity of Western management practices and standards (Gulrajani, 2011; Murphy, 2008)
- “Globalizing managerialism that tries to obliterate borders and differences” (Willmott, 2008)
- **What space is there for diverse management approaches and ideologies in this system?**
- **How are we being inclusive of diverse management approaches and ideologies?**



# Why look at resistance?

- Where there is resistance, there is power (Foucault, 1984)
- Resistance is productive
  - Comes in various forms: direct confrontation, covert (hidden) acts and « discreet strategic counteraction »



Working in parallel  
High jacking tools  
Compromise  
Consensus....

} **Hybridity**

## What do hybrid approaches or projects signal?

- Resistance as a productive force that generates locally appropriate and locally relevant projects and approaches
- Affirmation of autonomy, affirmation of capacity
- Hybridity signals diversity

# What does this mean for IVCOs?



To foster meaningful citizen engagement and a thriving civil society, we need to be inclusive of diversity beyond policy.

## **At the operational and management level:**

- How is diversity or inclusion incorporated in our management approaches, in our programming?
- How comfortable are we with hybridity (i.e. do we celebrate it, or do we call it non-compliance?)
- How does the current environment limit and/or enable our ability to foster participation for inclusive and sustainable development for women and youth

