

Cambridge Elements

Elements in Public and Nonprofit Administration

edited by

Andrew Whitford

University of Georgia

Robert Christensen

Brigham Young University

REDEFINING DEVELOPMENT

*Resolving Complex Challenges
in a Global Context*

Second Edition

Jessica Kritz

Georgetown University



CAMBRIDGE
UNIVERSITY PRESS

Cambridge University Press & Assessment
978-1-009-39486-4 — Redefining Development
Jessica Kritz
Frontmatter
[More Information](#)



Shaftesbury Road, Cambridge CB2 8EA, United Kingdom
One Liberty Plaza, 20th Floor, New York, NY 10006, USA
477 Williamstown Road, Port Melbourne, VIC 3207, Australia
314–321, 3rd Floor, Plot 3, Splendor Forum, Jasola District Centre,
New Delhi – 110025, India
103 Penang Road, #05–06/07, Visioncrest Commercial, Singapore 238467

Cambridge University Press is part of Cambridge University Press & Assessment,
a department of the University of Cambridge.

We share the University's mission to contribute to society through the pursuit of
education, learning and research at the highest international levels of excellence.

www.cambridge.org
Information on this title: www.cambridge.org/9781009394864

DOI: 10.1017/9781009394833

© Jessica Kritz 2020, 2023

This work is in copyright. It is subject to statutory exceptions and to the provisions of
relevant licensing agreements; with the exception of the Creative Commons version
the link for which is provided below, no reproduction of any part of this work may take
place without the written
permission of Cambridge University Press.

An online version of this work is published at
doi.org/10.1017/9781009394833 under a Creative
Commons Open Access license CC-BY-NC 4.0 which permits
re-use, distribution and reproduction in any medium for non-commercial
purposes providing appropriate credit to the original work is given and any
changes made are indicated. To view a copy of this license visit
<https://creativecommons.org/licenses/by-nc/4.0>

All versions of this work may contain content reproduced under license
from third parties. Permission to reproduce this third-party content must be
obtained from these third-parties directly.

When citing this work, please include a reference to the DOI 10.1017/9781009394833

First published 2020
Second edition 2023

A catalogue record for this publication is available from the British Library.

ISBN 978-1-009-39486-4 Paperback
ISSN 2515-4303 (online)
ISSN 2515-429X (print)

Additional resources for this publication at www.cambridge.org/Kritz_2nd_edition

Cambridge University Press & Assessment has no responsibility for the persistence
or accuracy of URLs for external or third-party internet websites referred to in this
publication and does not guarantee that any content on such websites is, or will
remain, accurate or appropriate.

Redefining Development

Resolving Complex Challenges in a Global Context

Second Edition

Elements in Public and Nonprofit Administration

DOI: 10.1017/9781009394833
First published online: June 2020

Jessica Kritz
Georgetown University

Author for correspondence: Jessica Kritz, jessica.kritz@georgetown.edu

Abstract: In 2015, Old Fadama, the largest informal community in Accra, was a government “no-go zone.” Armed guards accompanied a participatory action research team and stakeholders as they began an empirical research project. Their goals were to resolve wicked problems, advance collaboration theory, and provide direct services to vulnerable beneficiaries. In three years, they designed a collaboration intervention based on rigorous evidence, Ghana’s culture, and data from 300 core stakeholders. Sanitation policy change transformed the community, and the government began to collaborate freely. By 2022, the intervention was replicated in Accra, Kumasi, and eleven rural communities, providing health services to more than 10,000 kayayei (women head porters) and addressing complex challenges for 15,000 direct and hundreds of thousands of indirect beneficiaries. This collaboration intervention improved community participation, changed policy, and redefined development in theory and practice. This title is also available as Open Access on Cambridge Core.

Keywords: cross-sector collaboration, international development, complex challenges, Africa, participatory action research

© Jessica Kritz 2020, 2023

ISBNs: 9781009394864 (PB), 9781009394833 (OC)
ISSNs: 2515-4303 (online), 2515-429X (print)

Contents

1	Introduction	1
2	Why Cross-sector Collaboration?	8
3	The Accra Stakeholder Platform: Designing a Cross-sector Collaboration Intervention	21
4	Confronting Development as Usual: Process and Project Results	40
5	Network Analysis: Replicating the PAR Intervention	54
6	Conclusion	64
	Appendix A Old Fadama Cross-sector Collaboration: Interview Protocol	68
	Appendix B Old Fadama Cross-sector Collaboration: Focus Group Facilitator’s Guide	70
	Appendix C Old Fadama Cross-sector Collaboration: Community Survey (Sanitation Management)	73
	References	79