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Applying a Positive Deviance Approach in Multi-Stakeholder Partnerships

von

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| | |
|-----|-----------------------------------|
| IDP | International development project |
| LFA | Logical Framework Approach |
| MSP | Multi-stakeholder partnerships |
| PAK | Practice-Attitude-Knowledge |
| PC | Project Cycle |
| PCM | Project Cycle Management |
| PD | Positive Deviance |
| SDG | Sustainable Development Goals |
| SLR | Systematic literature review |

1 Introduction

This bachelor thesis examines the application of the Positive Deviance Approach within the framework of multi-stakeholder partnerships. The introduction initially outlines the problem definition. Subsequently, the objective and the course of study of this thesis is outlined.

1.1 Problem Definition

A central element of today's sustainability governance are multi-stakeholder partnerships (MSPs).¹ They represent cross-sectoral interaction and cooperation between a variety of stakeholders from at least three different sectors.² Especially with regard to the promotion of international and sustainable development, multi-stakeholder partnerships are characterised as being an element that has the capacity to efficiently promote the latter.³ The potential of MSPs does not only include collective cooperation and communication, but also the ability to link established norms and rules directly to local action, and thus to ensure an effective enforcement.⁴ The traditional approach of MSPs to solve international challenges and projects, such as the Sustainable Development Goals (SDGs), is predominantly based on approaches that operate in accordance with the top-down procedure.⁵ The Logical Framework Approach (LFA), which is cited as the traditional approach in this thesis, follows this principle as well. Nevertheless, top-down procedures within multi-stakeholder partnerships are frequently criticised for their lack of linkage to the groups affected by the projects and the requirements that arise from them.⁶ The LFA is also described as not being able to reflect the complexity of international development projects, due to oversimplification within the process, determinism and the highly logic-driven process, as well as the lack of flexibility due to the rigidity of the systematic and analytical process.⁷ In addition, important elements, such as individual cultural aspects, are often not taken into account in this approach.⁸ Consequently, there is an increasing

¹ Cf. *Buckup, S.*, multi-stakeholder partnerships, 2014, p. 7 et seqq.

² Cf. *Clarke, A., MacDonald, A.*, multi-stakeholder partnerships, 2019, p. 299.

³ Cf. *Buckup, S.*, multi-stakeholder partnerships, 2014, p. 7 et seqq.

⁴ Cf. *Clarke, A., MacDonald, A.*, multi-stakeholder partnerships, 2019, p. 299 et seqq.

⁵ Cf. *Buckup, S.*, multi-stakeholder partnerships, 2014, p. 73 et seq.

⁶ Cf. *Buckup, S.*, multi-stakeholder partnerships, 2014, p. 73 et seq.

⁷ Cf. *Golini, R., Klachschmidt, M., Landoni, P.*, multi-stakeholder partnerships, 2018, p. 146 et seqq.

⁸ Cf. *Golini, R., Klachschmidt, M., Landoni, P.*, multi-stakeholder partnerships, 2018, p. 146 et seqq.

relevance of bottom-up approaches that rely on the community's existing resources, assets, capabilities and knowledge, to address development challenges.⁹ Among these approaches is the asset-based Positive Deviance (PD) Approach, which, in contrast to the traditional approach, operates according to the bottom-up principle.¹⁰ Its key feature is seeking to identify existing solutions that can be implemented without additional resources and, based on this, to solve a prevailing problem.¹¹ This is done by determining outliers whose practices and behaviours are unusual in order to achieve better solutions than their peers, even though they face the same challenges and have access to the same resources.¹² These outliers are referred to as positive deviants.¹³ The adoption and further dissemination of the positive deviants' solutions are another key aspect of this approach.¹⁴ However, applying this approach in multi-stakeholder partnerships requires a paradigm shift and rethinking of the underlying concept from the traditional approach to the Positive Deviance Approach, which is also referred to as a flip in thinking.¹⁵

Therefore, this thesis researches and analyses the indispensable shift in the way of thinking, that is required to successfully apply the Positive Deviance Approach in multi-stakeholder partnerships. As already indicated above, this change in mindset is also referred to as flip in this work. Therefore, the research question of this thesis is: 'Which flips are required when applying the Positive Deviance Approach in multi-stakeholder partnerships compared to the traditional approach?'. In the context of this research, the focus is specifically on the flips related to the aforementioned key aspects of the Positive Deviance Approach, including problem-solving, resource utilisation, and the dissemination process.

1.2 Objective and Course of Study

The purpose of this bachelor thesis is to identify which flips are required when applying the Positive Deviance Approach in multi-stakeholder partnerships compared to the traditional approach. There is a range of flips to be mentioned when it comes to the process of

⁹ Cf. *Albanna, B., Heeks, R.*, Positive Deviance, 2018, p. 1 et seq.

¹⁰ Cf. *Baxter, R., Kellar, I., Lawton, R. et al.*, Positive Deviance, 2015, p. 196 et seq.

¹¹ Cf. *Ahmed, Z. N., Howell, E. A., Sofaer, S.*, Positive Deviance, 2019, p. 3.

¹² Cf. *Baxter, R., Kellar, I., Lawton, R. et al.*, Positive Deviance, 2015, p. 196 et seq.

¹³ Cf. *Ahmed, Z. N., Howell, E. A., Sofaer, S.*, Positive Deviance, 2019, p. 3.

¹⁴ Cf. *Ahmed, Z. N., Howell, E. A., Sofaer, S.*, Positive Deviance, 2019, p. 3.

¹⁵ Cf. *Chaparro, M., Durá, L., Perez, L.*, Positive Deviance, 2019, p. 378.

rethinking from traditional top-down approaches to the PD bottom-up approach. This innovative scientific research field however would broaden the scope to an extent beyond the ambition of this work. In the context of this research, the focus is therefore specifically laid upon the three flips related to which is required when focusing on the problem-solving, the flip which is required concerning the utilisation of resources as well as the flip that is required referring to the dissemination process. With respect to these three aspects, a brief analysis of the existing opportunities and challenges of the Positive Deviance Approach is conducted. To provide a fundamental knowledge in this context, the following chapter outlines the theoretical background. This includes an explanation of how the term multi-stakeholder partnerships is used and defined in the framework of this thesis. Thereafter, both approaches, the Logical Framework as traditional approach and the Positive Deviance Approach are introduced. Comprehending both approaches is essential in order to be able to identify the flips, as well as the opportunities and challenges of the Positive Deviance Approach with regard to the flips, which is subject to chapter 2.4. Chapter 3 is dedicated to the formulation of the research question and its sub-research questions. Following the theoretical background and the elaboration of the research question, the underlying methodology applied in this thesis is explained in Chapter 4. This includes a description of the procedure of a systematic literature review (SLR), along with the specific search terms and the inclusion and exclusion criteria chosen for the SLR. Hereafter, the results of the systematic literature review are analysed. Chapter six then provides a discussion of the research results that were discovered through the systematic literature review. These are synthesised and evaluated to answer the identified research questions. Additionally, the practical implications and limitations of the conducted research are highlighted in this section. The seventh chapter of this thesis ultimately forms the conclusion, by summarising the relevant information gathered in the course of this work and presenting potential approaches for future research.

2 Theoretical Background

To ensure a fundamental knowledge about multi-stakeholder partnerships, the latter are initially explained within the theoretical background. For this purpose, the background, and the definition of these partnerships in the context of this thesis are presented first, as well as the corresponding characteristics that can be attributed to these partnerships. In

addition, the challenges and chances of multi-stakeholder partnerships are explained. Subsequently, the traditional approach of multi-stakeholder partnerships for the implementation of development projects as well as the Positive Deviance Approach are described within the theoretical background. After providing a fundamental understanding of these two approaches, they are contrasted in order to point out the corresponding flips that are relevant within the framework of this thesis and that are required for applying the Positive Deviance Approach in multi-stakeholder partnerships.

2.1 Multi-stakeholder Partnerships

This section defines the term multi-stakeholder partnerships as it is used in the framework of this thesis. Subsequently, the characteristics that are attributed to MSPs in the context of this thesis are outlined. Lastly, both the chances and the challenges associated with MSPs are explained to elaborate their importance with respect to the promotion of sustainable development through international development projects.

2.1.1 Background and Definition

With the establishment of the Agenda 2030 by the United Nations, the 17 Sustainable Development Goals are the main focus for the advancement of sustainable development.¹⁶ The agenda and its 17 goals apply to all states at the international level and should be achieved by 2030.¹⁷ Moreover, sustainable development aims to be promoted by calling for “ending poverty, protecting the planet and ensuring prosperity for all”¹⁸ through these goals as a call-to-action.¹⁹ In connection with the establishment of the Sustainable Development Goals, the striving to find long-term solutions to overcome these major challenges has increased.²⁰ During the World Summit on Sustainable Development in 2002, the implementation of the Sustainable Development Goals was described as lacking in effectiveness and velocity.²¹ As a result, at the World Summit on Sustainable Development, it was advocated that multi-stakeholder partnerships should be established to work towards these goals.²² Therefore, multi-stakeholder partnerships for the promotion of international

¹⁶ Cf. *Schramade, W.*, SDGs, 2017, p. 87 et seq.

¹⁷ Cf. *Schramade, W.*, SDGs, 2017, p. 87 et seq.

¹⁸ Cf. *ibid.*

¹⁹ *Schramade, W.*, SDGs, 2017, p. 87.

²⁰ Cf. *Eweje, G., Kobayashi, K., Nath, S. D. et al.*, multi-stakeholder partnership, 2020, p. 187 et seq.

²¹ Cf. *Beisheim, M., Simon, N.*, multi-stakeholder partnerships, 2017, p. 195 et seq.

²² Cf. *Beisheim, M., Simon, N.*, multi-stakeholder partnerships, 2017, p. 195 et seq.

and sustainable development become more relevant and are a fundamental factor in this process.²³ The UN also recommends MSPs in the 17th goal of the Agenda 2030 and emphasises their effectiveness in addressing sustainability challenges collectively and in cooperation with a variety of stakeholders.²⁴ These multi-stakeholder partnerships, abbreviated as MSPs in this thesis, are in most publications described as associations of stakeholders representing “a tripartite”²⁵ of different sectors.²⁶ According to the authors Böhm, Moog and Spicer, the stakeholders refer to representatives of civil society, the public sector, the private sector and the scientific sector.²⁷ The authors include academic institutions, for example, among the scientific sector.²⁸ Similarly, in the cited publication the author Momen points out that at least three stakeholders from different sectors work together in multi-stakeholder partnerships.²⁹ Momen includes the public sector, the private sector and also academic or research institutions, which are representative of the scientific sector.³⁰ Likewise, the authors Biermann, Conze, Höh and Treichel describe in their cited publication that multi-stakeholder partnerships should consist of a minimum of three actors from different sectors.³¹ These stakeholders should then be representing the state, the private sector, civil society as well as the academic-scientific sector.³² Hence, partnerships with stakeholders from only one sector, or public-private partnerships which represent stakeholders from only two sectors, are excluded from the definition of multi-stakeholder partnerships in this thesis.³³ Through the association of diverse stakeholders, international challenges and public concerns are addressed and an attempt is made to jointly develop an approach to a problem that affects each of them but at the same time is too complex to be solved without collaboration.³⁴

The pertinent literature does not use a constant term to describe this type of collaboration between different stakeholders. The terminology multi-stakeholder initiative, multi-

²³ Cf. Eweje, G., Kobayashi, K., Nath, S. D. et al., multi-stakeholder partnership, 2020, p. 187 et seq.

²⁴ Cf. Eweje, G., Kobayashi, K., Nath, S. D. et al., multi-stakeholder partnership, 2020, p. 187 et seq.

²⁵ Roloff, J., multi-stakeholder partnerships, 2008, p. 237.

²⁶ Cf. Roloff, J., multi-stakeholder partnerships, 2008, p. 237.

²⁷ Cf. Böhm, S., Moog, S., Spicer, A., multi-stakeholder partnerships, 2015, p. 472.

²⁸ Cf. Böhm, S., Moog, S., Spicer, A., multi-stakeholder partnerships, 2015, p. 472.

²⁹ Cf. Momen, N. M., multi-stakeholder partnerships, 2020, p. 1.

³⁰ Cf. Momen, N. M., multi-stakeholder partnerships, 2020, p. 1.

³¹ Cf. Biermann, S., Conze, P., Höh, A. et al., multi-stakeholder partnerships, 2017, p. 12.

³² Cf. Biermann, S., Conze, P., Höh, A. et al., multi-stakeholder partnerships, 2017, p. 12.

³³ Cf. Biermann, S., Conze, P., Höh, A. et al., multi-stakeholder partnerships, 2017, p. 12.

³⁴ Cf. Brouwer, H., Hemmati, M., van Vugt, S. et al., multi-stakeholder partnership, 2019, p. 14 et seq.

stakeholder network or global action network for example are commonly used as a substitute when referring to the term multi-stakeholder partnerships.³⁵ Due to the inconsistency in applying the different definitions among the various terms for MSPs, this thesis focuses on the term multi-stakeholder partnership to describe the process of cooperation between a minimum of three actors representing the public sector, the private sector and research institutions from the scientific sector. In detail, the following section outlines the characteristics that are attributed to MSPs in the context of this thesis.

2.1.2 Characteristics

A precise distinction between the diverse terminologies that are used to refer to multi-stakeholder partnerships proves to be rather difficult. Although some of the terminologies can be differentiated according to the affiliation of the different actors, these are not always defined congruently in literature.³⁶ Nevertheless these various terms generally describe the collaboration of diverse stakeholders with regard to a common concern.³⁷ To provide a fundamental understanding of the characteristics of MSPs, the following section elaborates the defining criteria and characteristics of MSPs as they are approached in this thesis.

Multi-stakeholder partnerships are predominantly characterised by the fact that the stakeholders which are involved share a common ambition to develop appropriate approaches for solving environmental and social challenges.³⁸ Among these challenges are, for example, those related to climate change, poverty, and other environmental and societal concerns, in accordance with the SDGs.³⁹ The corresponding solutions are commonly developed in a collaborative effort across a long period of time.⁴⁰ The objective is to address challenges and generate a long-term solution that is beneficial for the entire community.⁴¹ Correspondingly, a further defining criteria with respect to MSPs is the fact, that they focus on those challenges that an individual stakeholder's actions are not capable of overcoming.⁴² This applies to the aspect of the funding capacity of a single stakeholder

³⁵ Cf. *Biermann, S., Conze, P., Höh, A. et al.*, multi-stakeholder partnerships, 2017, p. 10 et seqq.

³⁶ Cf. *Oliver, D., Sloan, P.*, multi-stakeholder partnerships, 2013, p. 1836 et seq.

³⁷ Cf. *Oliver, D., Sloan, P.*, multi-stakeholder partnerships, 2013, p. 1836 et seq.

³⁸ Cf. *Oliver, D., Sloan, P.*, multi-stakeholder partnerships, 2013, p. 1836 et seq.

³⁹ Cf. *Kolk, A., Pinkse, J.*, multi-stakeholder partnerships, 2012, p. 184.

⁴⁰ Cf. *Clarke, A., Huang, L., MacDonald, A.*, multi-stakeholder partnerships, 2019, p. 209 et seqq.

⁴¹ Cf. *Biermann, S., Conze, P., Höh, A. et al.*, multi-stakeholder partnerships, 2017, p. 11 et seqq.

⁴² Cf. *Roloff, J.*, multi-stakeholder partnerships, 2008, p. 238 et seq.

as well as the influence and power that a single stakeholder can exert.⁴³ In a group of stakeholders, resources in terms of funding, competence and power potential are more readily available for promoting the implementation of various problem-solving approaches.⁴⁴

Furthermore, the stakeholders participating in MSPs contribute to these partnerships voluntarily.⁴⁵ Consequently, it can be inferred that MSPs do not operate profit-oriented, which highlights another characteristic of MSPs.⁴⁶ Since the stakeholders are taking the initiative to achieve a common goal, it can be assumed that the commitment of the individual stakeholders is significantly higher than in those partnerships, that are formed on an involuntary level.⁴⁷ Equal participation within the MSP is also an important factor. Decision-making processes within the MSP are designed in a way that allows each stakeholder to be an active participant and to contribute their perspectives and recommendations.⁴⁸ Thus, the active participation of all stakeholders strengthens cooperation among the partners.⁴⁹ It is therefore equally important in MSPs that the partnership does not depend on the participation of a specific stakeholder.⁵⁰ Moreover, it is relevant to emphasise that operating within MSPs is a protracted process. The challenges that are addressed by MSPs are very complex, making the process of implementing potential new solutions or facilitating change a long-term commitment.⁵¹ The following figure summarises the aforementioned main characteristics of a multi-stakeholder partnership.

⁴³ Cf. *Biermann, S., Conze, P., Höh, A. et al.*, multi-stakeholder partnerships, 2017, p. 11 et seqq.

⁴⁴ Cf. *Jansen, L. J. M., Kalas, P. P.*, multi-stakeholder partnerships, 2020, p. 1 et seqq.

⁴⁵ Cf. *Brockmyer B., Fox, J. A.*, multi-stakeholder partnership, 2015, p. 7 et seq.

⁴⁶ Cf. *Biermann, S., Conze, P., Höh, A. et al.*, multi-stakeholder partnerships, 2017, p. 11.

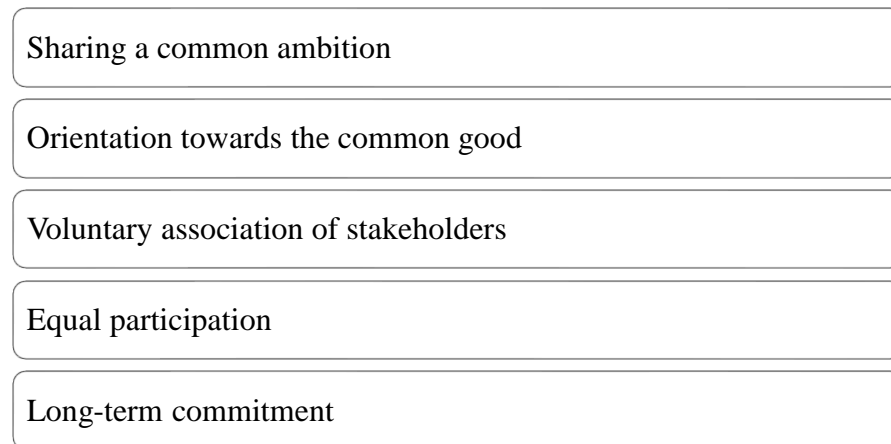
⁴⁷ Cf. *Biermann, S., Conze, P., Höh, A. et al.*, multi-stakeholder partnerships, 2017, p. 13.

⁴⁸ Cf. *Biermann, S., Conze, P., Höh, A. et al.*, multi-stakeholder partnerships, 2017, p. 13.

⁴⁹ Cf. *ibid.*

⁵⁰ Cf. *ibid.*

⁵¹ Cf. *Bäckstrand, K.*, multi-stakeholder partnership, 2006, p. 295 et seq.

Figure 1: Characteristics of Multi-stakeholder Partnerships

Source: Own representation based on *Biermann, S. Conze, P., Höh, A. et al., multi-stakeholder partnerships, 2017, p. 11 et seqq.*

2.1.3 Challenges and Opportunities

A key challenge in multi-stakeholder partnerships is the management of conflicts.⁵² In the initial phase of a partnership, the stakeholders have to jointly develop a common basis on which they can work with each other, which in most cases is a defined problem that needs to be solved.⁵³ Contradictory values and perceptions have to be resolved in order to define a common problem that is addressed within the MSP.⁵⁴ A further challenge within the partnership concerns the asymmetries of power and availability of resources among the stakeholders.⁵⁵ Comparatively powerful stakeholders are likely to seek for more control over the individual steps of the process and the implementation of potential solutions.⁵⁶

Besides the aforementioned challenges of multi-stakeholder partnerships, literature refers to various opportunities coming along with MSPs. Several authors emphasise that the association of stakeholders represents a major advantage in the context of solving complex societal issues, which an individual stakeholder would not be capable of solving independently.⁵⁷ A reason for this can be insufficient availability of the required resources

⁵² Cf. *Roloff, J.*, multi-stakeholder partnerships, 2008, p. 239 et seq.

⁵³ Cf. *Roloff, J.*, multi-stakeholder partnerships, 2008, p. 239 et seq.

⁵⁴ Cf. *ibid.*

⁵⁵ Cf. *Jansen, L. J. M., Kalas, P. P.*, multi-stakeholder partnerships, 2020, p. 20 et seqq.

⁵⁶ Cf. *Jansen, L. J. M., Kalas, P. P.*, multi-stakeholder partnerships, 2020, p. 7 et seqq.

⁵⁷ Cf. *Brouwer, H., Hemmati, M., van Vugt, S. et al.*, multi-stakeholder partnership, 2019, p. 20.

of an individual actor as well as a lack of capacity and the corresponding ability to implement solutions on their own. Conversely, in partnerships, the resources, the knowledge, and the expertise are pooled.⁵⁸ The cross sectoral cooperation of a broad range of stakeholders entails increased and variable access to adequate resources and networks.⁵⁹ By pooling the power, know-how and resources of different stakeholders from various sectors the opportunities for creating change towards the common good, in relation to complex challenges, increases significantly.⁶⁰

2.2 Traditional Approach

In this section, the Logical Framework Approach is explained to ensure that, based on this information, the necessary flips from the traditional approach to the Positive Deviance Approach can be outlined in the further course of the thesis. Therefore, an introduction explaining the Logical Framework Approach and its background is provided first. This is followed by an outline of the process of the Logical Framework Approach.

2.2.1 Background

This thesis elaborates on the Logical Framework Approach as an example for a traditional approach to explain how multi-stakeholder partnerships conventionally handle international development projects (IDP), for instance the implementation of each Sustainable Development Goal.⁶¹ International development projects are characterised by the fact that they strive for sustainable and long-term change for the affected groups of the respective project and by the fact that they involve a variety of stakeholders, for instance in the form of multi-stakeholder partnerships.⁶² The methodology that is traditionally applied in International development projects is the Logical Framework Approach, which is part of the Project Cycle Management (PCM) Framework.⁶³ The authors Rodríguez-Rivero and Ortiz-Marcos describe the LFA in connection with the Project Cycle Management as the most frequently used method in IDPs, that are addressed by multi-stakeholder partnerships.⁶⁴ Moreover the authors Ringhofer and Kohlweg, describe the Logical

⁵⁸ Cf. *Jansen, L. J. M., Kalas, P. P.*, multi-stakeholder partnerships, 2020, p. 1 et seqq.

⁵⁹ Cf. *Jansen, L. J. M., Kalas, P. P.*, multi-stakeholder partnerships, 2020, p. 1 et seqq.

⁶⁰ Cf. *ibid.*

⁶¹ Cf. *Ortiz-Marcos, I., Rodríguez-Rivero, R.*, LFA, 2021, p. 756.

⁶² Cf. *Golini, R., Landoni, P., Kalchschmidt, M.*, LFA, p. 145.

⁶³ Cf. *Golini, R., Landoni, P., Kalchschmidt, M.*, LFA, p. 145.

⁶⁴ Cf. *Ortiz-Marcos, I., Rodríguez-Rivero, R.*, LFA, 2021, p. 756.

Framework Approach in the cited article as the most common method within the context of international development.⁶⁵ These statements have also been supported by the authors Couillard, Garon and Riznic.⁶⁶

2.2.2 Process of the Logical Framework Approach

Project Cycle Management (PCM) encompasses the management actions and decision-making processes throughout the phases of the entire project life cycle.⁶⁷ The LFA is an approach within the framework of PCM, but its application is focused on the area of international development.⁶⁸ It is an analytical process that is utilised to plan, implement, monitor and measure a project.⁶⁹ Although the Logical Framework Matrix is also a part of the LFA, it is important to differentiate these from each other. While the approach refers to the required development steps, the matrix summarises the pathways of the whole project and serves as a tool for monitoring the implementation of the project.⁷⁰ Accordingly, it is the final product of the Logical Framework process and provides an overview of the actual implementation of the process and the associated activities and their expected results.⁷¹ Within the scope of this thesis, the focus is on the process within MSPs and thus specifically on the Logical Framework Approach. The LFA is subdivided into two main phases.⁷² These are the analysis phase and the planning phase, which are illustrated in figure two below.

⁶⁵ Cf. Kohlweg, K., Ringhofer, L., LFA, 2019, p. 112.

⁶⁶ Cf. Couillard, J., Garon, S., Riznic, J., LFA, 2009, p. 31.

⁶⁷ Cf. Dzienis, A., McCaleb, A., LFA, 2020, p. 213.

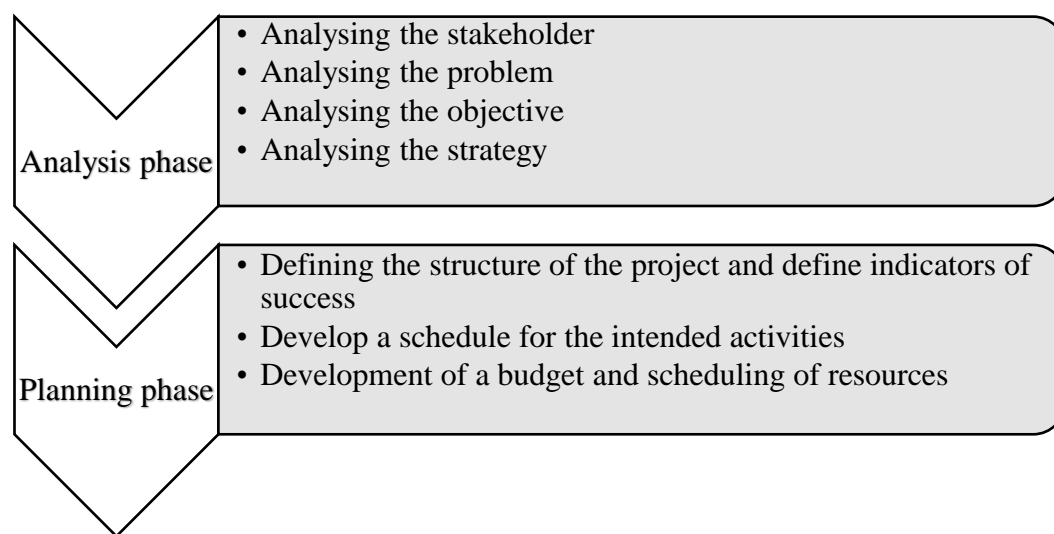
⁶⁸ Golini, R., Landoni, P., Kalchschmidt, M., LFA, p. 145.

⁶⁹ Golini, R., Landoni, P., Kalchschmidt, M., LFA, p. 145.

⁷⁰ Cf. Kohlweg, K., Ringhofer, L., LFA, 2019, p. 118.

⁷¹ Cf. Kohlweg, K., Ringhofer, L., LFA, 2019, p. 113.

⁷² Cf. Iiritano, G., Pellican, D., Russo, F. et al., LFA, 2020, p. 236.

Figure 2: Phases within the Logical Framework Approach

Source: Own representation based on *Kohlweg, K., Ringhofer, L., LFA, 2019, p. 113*

The first phase, the analysis phase, involves analysing the stakeholder, the problem as well as analysing the objective and strategies.⁷³ Stakeholder analysis is one part of the first phase, which examines the interests and capacities of the relevant stakeholders.⁷⁴ Moreover, the analysis phase focuses on analysing problems of a situation and identifying its cause-and-effect relationships.⁷⁵ The problems to be addressed are analysed in a structured way.⁷⁶ For this purpose, a problem-tree is used, which systematically maps the core problem, its effects or consequences and causes.⁷⁷ Ideally, this should be done in a participatory way with all stakeholders involved.⁷⁸ An example of a problem-tree within the Logical Framework Approach is illustrated in the following figure.

⁷³ Cf. *Iiritiano, G., Pellican, D., Russo, F. et al., LFA, 2020, p. 236.*

⁷⁴ Cf. *ibid.*

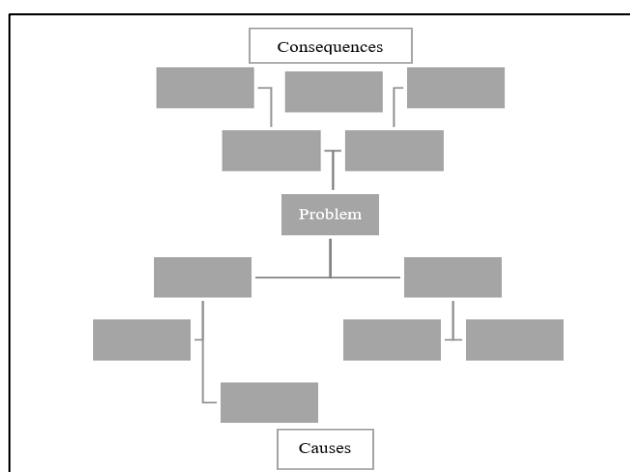
⁷⁵ Cf. *Månsson, P., LFA, 2017, p. 739.*

⁷⁶ Cf. *Månsson, P., LFA, 2017, p. 739.*

⁷⁷ Cf. *ibid.*

⁷⁸ Cf. *European Integration Office, LFA, 2011, p. 13 et seq.*

Figure 3: Problem-tree within the Logical Framework Approach



Source: Own representation based on *Månsson, P.*, LFA, 2017, p. 739

Based on the systematic structure and the prevailing if-then-logic within the problem analysis, the LFA tries to reduce the complexity of the problem.⁷⁹ Consequently, a clear problem definition should provide a firm foundation for the development of the objectives.⁸⁰ The following objective analysis develops potential solutions for the previously defined problems.⁸¹ It attempts to identify possible methods for ending the identified cause-effect associations.⁸² Proceeding from this, the purpose within the strategy analysis is to evaluate different approaches or strategies that potentially lead to the predefined solution.⁸³ The strategy that seems most appropriate is selected.⁸⁴ Nevertheless, the analysis phase is not supposed to be a strictly linear process.⁸⁵ It should rather be designed as an iterative process.⁸⁶

The planning phase correspondingly builds up on the analysis phase.⁸⁷ Using the data and information gathered regarding the problem, strategy and objective from the analysis phase, a planning process is set up to operationalise these and practically implement the project.⁸⁸ This process is supported by the Logical Framework Matrix mentioned

⁷⁹ Cf. *Kohlweg, K., Ringhofer, L.*, LFA, 2019, p. 115.

⁸⁰ Cf. *European Commission*, LFA, 2005, p. 67.

⁸¹ Cf. *European Integration Office*, LFA, 2011, p. 20 et seqq.

⁸² Cf. *European Integration Office*, LFA, 2011, p. 20 et seqq.

⁸³ Cf. *European Integration Office*, LFA, 2011, p. 22 et seqq.

⁸⁴ Cf. *European Integration Office*, LFA, 2011, p. 13.

⁸⁵ Cf. *European Commission*, LFA, 2004, p. 60.

⁸⁶ Cf. *European Commission*, LFA, 2004, p. 60.

⁸⁷ Cf. *Iiritiano, G., Pellican, D., Russo, F. et al.*, LFA, 2020, p. 236.

⁸⁸ Cf. *European Commission*, LFA, 2004, p. 60.

earlier.⁸⁹ Activity planning and resource allocation also play an important role in the planning phase.⁹⁰ The planned activities that are necessary for the implementation of the project are allocated among the participating stakeholders.⁹¹ In the planning phase, the necessary inputs are determined to implement the scheduled activities.⁹² Inputs refer mainly to the necessary funds and human resources that need to be contributed to the project.⁹³ Also, based on the activity plan, a budget that should be available during the project is defined.⁹⁴ The activities and associated resources that are planned in this framework should also be reviewed in an iterative process.⁹⁵ Continuous monitoring during the implementation of the project is done on the basis of specific indicators and resources assigned to the relevant activity in the Logical Framework Matrix.⁹⁶ The scheduled resources and the budget provide the opportunity of comparing the planned investment with the actual investment for monitoring purposes.⁹⁷

2.3 Positive Deviance Approach

In this section, the Positive Deviance Approach is explained to ensure that, based on this information, the flips to the traditional approach can be outlined in the further course of the thesis. Therefore, an introduction explaining the Positive Deviance Approach and its background is provided first. Ultimately, the process within the scope of a PD project is outlined using the 6D process.

2.3.1 Background and General Information

In the 1960s, the term Positive Deviance was first mentioned in literature on nutrition research and was expanded in the 1980s by Marian Zeitlin, a professor at Tufts University.⁹⁸ Zeitlin investigated within the field of nutrition research why there were children within a community who were better nourished and healthier than others, although they

⁸⁹ Cf. *European Commission*, LFA, 2004, p. 60.

⁹⁰ Cf. *European Integration Office*, LFA, 2011, p. 13 et seqq.

⁹¹ Cf. *European Integration Office*, LFA, 2011, p. 13 et seqq.

⁹² Cf. *ibid.*

⁹³ Cf. *ibid.*

⁹⁴ Cf. *European Commission*, LFA, 2004, p. 59 et seqq.

⁹⁵ Cf. *European Commission*, LFA, 2004, p. 59 et seqq.

⁹⁶ Cf. *Iiritiano, G., Pellican, D., Russo, F. et al.*, LFA, 2020, p. 235 et seqq.

⁹⁷ Cf. *Iiritiano, G., Pellican, D., Russo, F. et al.*, LFA, 2020, p. 235 et seqq.

⁹⁸ Cf. *Gale, D., LeMahieu P. G., Nordstrum, L. E.*, *Positive Deviance*, 2017, p. 110.

had comparable living conditions and equal access to resources.⁹⁹ Zeitlin's model is based on the assumption that there are individuals in every community whose behaviour deviates from the norm.¹⁰⁰ These unusual behaviours enable these individuals to find more effective solutions for prevailing problems in the community, while having the same resources and living conditions as other members of the community. With her model, she encourages to address major challenges according to the concept of “acting your way into a new way of thinking rather than thinking your way into a new way of acting”¹⁰¹. These individuals are referred to as positive deviants, whose specific behaviours are described as micro-behaviours.¹⁰²

Nowadays, the Positive Deviance Approach as an asset-based approach is applied broadly in the field of social and behavioural change with regard to international development challenges.¹⁰³ The key attributes of the Positive Deviance Approach are the practical approach to address a problem and to learn from existing practice by using the resources that are already accessible, as well as the process of dissemination that is carried out by the community itself.¹⁰⁴ Discovering the wisdom that is already existing and then applying and further disseminating it, is the essence of the Positive Deviance Approach.¹⁰⁵ Therefore, the procedure of the Positive Deviance Approach is also described as “Practice-Attitude-Knowledge”¹⁰⁶. According to this, the focus of the approach is to generate new attitudes through changes in practice that lead to the acquirement of new knowledge.¹⁰⁷ Therefore, according to the Positive Deviance Approach, an individual is more willing to implement changes when the changes have been derived from tangible action steps.¹⁰⁸

Correspondingly, in any community, the PD Approach assumes that certain behaviours or habits already exist and are able to solve the prevailing problem.¹⁰⁹ PD therefore focuses on observable behaviours that positively deviates from what is considered to be the

⁹⁹ Cf. *Dearing, J., Singhal, A.*, Positive Deviance, 2020, p. 311.

¹⁰⁰ Cf. *Gale, D., LeMahieu P. G., Nordstrum, L. E.*, Positive Deviance, 2017, p. 110.

¹⁰¹ *Burdick, W., Gilani, A., Moin, S. et al.*, Positive Deviance, 2012, p. 96.

¹⁰² Cf. *Singhal, A., Svenkerud, P.*, Positive Deviance, 2019b, p. 153.

¹⁰³ Cf. *Albanna, B., Heeks, R.*, Positive Deviance, 2018, p. 1 et seq.

¹⁰⁴ Cf. *Lewis, J.*, Positive Deviance, 2009, p. 282 et seqq.

¹⁰⁵ Cf. *Lewis, J.*, Positive Deviance, 2009, p. 282 et seqq.

¹⁰⁶ *Dearing, J., Singhal, A.*, Positive Deviance, 2020, p. 311.

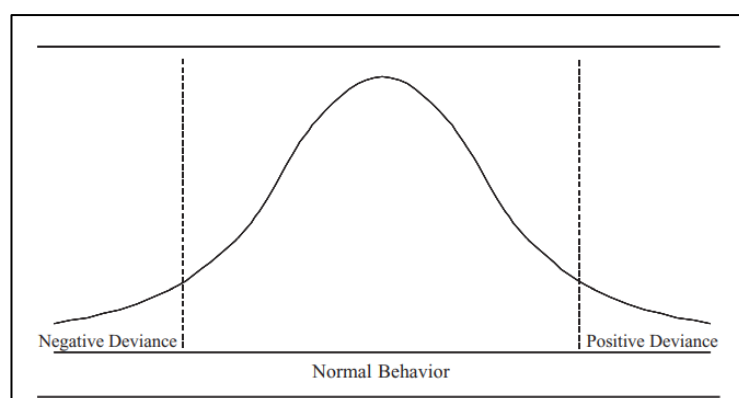
¹⁰⁷ Cf. *Singhal, A., Svenkerud, P.*, Positive Deviance, 2019b, p. 159 et seqq.

¹⁰⁸ Cf. *Durá, L., Singhal, A.*, Positive Deviance, 2009, p. 3.

¹⁰⁹ Cf. *Lewis, J.*, Positive Deviance, 2009, p. 282 et seqq.

norm.¹¹⁰ From the perspective of the PD Approach, every social or behavioural change originates from a previously identified deviation or outlier.¹¹¹ The following figure illustrates a statistical perspective on the aspect of outliers. Individuals belonging to a minority on the behavioural curve shown below can be described as outliers.¹¹² They either belong to the negative outliers, represented on the left side of the curve, or they are positive outliers, represented on the right side of the curve.¹¹³ Those who are positive outliers are the individuals whose unusual behaviour, compared to the norm, offers the potential solution.¹¹⁴

Figure 4: A Statistical Approach to Deviance



Source: *Sonenshein, S., Spreitzer, G., Positive Deviance, 2004, p. 831*

Thus, PD strives for tackling existing challenges by utilising local resources and without involving additional external resources.¹¹⁵ As opposed to focusing on what is currently not working, the PD Approach focuses on identifying what is already working and how to further operationalise it in the wider community.¹¹⁶ Thus, PD aims to strengthen the acceptance of already existing and indigenous solutions after they have been identified.¹¹⁷ The researcher Jerry Sternin also states that “The very core of PD is the belief in the wisdom and untapped resources inherent in the community”¹¹⁸. The evidence from different partnerships and initiatives that already worked with the PD Approach demonstrate

¹¹⁰ Cf. *Sonenshein, S., Spreitzer, G., Positive Deviance, 2004, p. 832 et seqq.*

¹¹¹ Cf. *Durá, L., Positive Deviance, 2016, p. 67.*

¹¹² Cf. *Sonenshein, S., Spreitzer, G., Positive Deviance, 2004, p. 830 et seqq.*

¹¹³ Cf. *Sonenshein, S., Spreitzer, G., Positive Deviance, 2004, p. 830 et seqq.*

¹¹⁴ Cf. *ibid.*

¹¹⁵ Cf. *Durá, L., Singhal, A., Positive Deviance, 2009, p. 4.*

¹¹⁶ Cf. *Durá, L., Singhal, A., Positive Deviance, 2009, p. 2.*

¹¹⁷ Cf. *Singhal, A., Svenkerud, P., Positive Deviance, 2019b, p. 159 et seqq.*

¹¹⁸ *Sternin, J., Positive Deviance, 2002, p. 62.*

that this approach is effective due to the fact that both, the problem and the solution to the problem, are already inherent in a community.¹¹⁹

2.3.2 Process of the Positive Deviance Approach

The theoretical process of the Positive Deviance Approach can be divided into different steps. Besides a six-step process description of the Positive Deviance Approach, which is often referred to as the 6Ds of Positive Deviance, literature also includes descriptions that refer to a four-step process.¹²⁰ Scientific publications concerning a four-step process of PD often do not consider the first two steps of the 6Ds of Positive Deviance in detail.¹²¹ Since they are important components of the PD process, this thesis focuses on the 6D process of the Positive Deviance Approach. In this case, the PD Approach is divided into two major phases, with each phase consisting of three process steps.¹²² The first of these two phases is the PD Inquiry Phase, which is followed by the PD Intervention Phase.¹²³ The researcher Sternin characterises the first phase, the PD Inquiry Phase, as “the heart of the PD Approach”¹²⁴. Furthermore, he emphasises the chosen wording. The word inquiry was deliberately chosen instead of the word study.¹²⁵ The intention is to highlight that the focus is on a quick and, moreover, practical investigation rather than on a rigorous scientific process that includes potential analyses for statistical purposes.¹²⁶

The Inquiry Phase involves the discovery of the extraordinary practices of positive deviants in a community based on the following three steps in this phase.¹²⁷ The first step in this stage is the problem definition, in which the prevailing problem is defined based on existing baseline information about the problem, and in cooperation with the community.¹²⁸ Furthermore the “somersault question”¹²⁹, as the authors Sternin and Pascale describe it in the cited publication, of whether there is any individual who, despite all odds,

¹¹⁹ Cf. Durá, L., Singhal, A., Positive Deviance, 2009, p. 3.

¹²⁰ Cf. Curry, L. A. Bradley, E., H., Ramanadhan, S. et al., Positive Deviance, 2009, p. 2 et seq.

¹²¹ Cf. Curry, L. A. Bradley, E., H., Ramanadhan, S. et al., Positive Deviance, 2009, p. 2 et seq.

¹²² Cf. Durá, L., Positive Deviance, 2016, p. 67.

¹²³ Cf. Durá, L., Positive Deviance, 2016, p. 67.

¹²⁴ Sternin, J., Positive Deviance, 2002, p. 59.

¹²⁵ Cf. Sternin, J., Positive Deviance, 2002, p. 59.

¹²⁶ Cf. Sternin, J., Positive Deviance, 2002, p. 59.

¹²⁷ Cf. Durá, L., Positive Deviance, 2016, p. 67.

¹²⁸ Cf. Durá, L., Positive Deviance, 2016, p. 67.

¹²⁹ Pascale, R., Sternin, J., Sternin, M., Positive Deviance, 2010, p. 29.

is able to solve the problem, can be formulated, so that existing solutions can be sought.¹³⁰ The second stage, Determine, seeks to identify possible positive deviants, which are also referred to as outliers.¹³¹ The term describes individuals who, against all odds, perform significantly better than other members of the community.¹³² In the third and final stage of the PD Inquiry Phase, the discovery of the exceptional, but replicable, behaviours of these pre-identified positive deviants takes place.¹³³ The Discover stage thus explores which behaviours are exhibited by the outliers that make them perform superior to the other individuals of a community.¹³⁴

The Inquiry Phase of the PD process is followed by the Intervention Phase, which can also be divided into three further steps.¹³⁵ The focus of the Inquiry Phase, in contrast to the Intervention Phase, is more on collecting data and examining the entire situation first.¹³⁶ In the Intervention Phase, by contrast, more emphasis is put on action-based implementation.¹³⁷ Thus, the fourth step of the entire PD process represents the first stage of the Intervention Phase.¹³⁸ It focuses on designing and assessing possible interventions.¹³⁹ Building on the knowledge gained from the stages in the Inquiry Phase, an attempt is made to design an initiative for an action-learning with activities, that enable other members of the community to learn and implement new behaviours.¹⁴⁰ An important aspect to emphasise in this stage is that the main priority is not to transfer knowledge, but to practice the new behaviours.¹⁴¹ The subsequent step, which is discerning the effectiveness, involves recognising and evaluating the effectiveness of the developed interventions.¹⁴² Evaluation and monitoring of the applied measures are of high importance in order to determine the success of a project and its measures.¹⁴³ In the context of PD, the monitoring measures that are developed to determine effectiveness should

¹³⁰ Cf. *Pascale, R., Sternin, J., Sternin, M.*, Positive Deviance, 2010, p. 29.

¹³¹ Cf. *Durá, L.*, Positive Deviance, 2016, p. 67.

¹³² Cf. *Folke, T., Ruggeri, K.*, Positive Deviance, 2021, p. 2.

¹³³ Cf. *Durá, L.*, Positive Deviance, 2016, p. 67.

¹³⁴ Cf. *Durá, L.*, Positive Deviance, 2016, p. 67.

¹³⁵ Cf. *ibid.*

¹³⁶ Cf. *ibid.*

¹³⁷ Cf. *ibid.*

¹³⁸ Cf. *Agarwal, S., Jain, P., Sachdev, A. et al.*, Positive Deviance, 2019, p. 12 et seqq.

¹³⁹ Cf. *Agarwal, S., Jain, P., Sachdev, A. et al.*, Positive Deviance, 2019, p. 12 et seqq.

¹⁴⁰ Cf. *ibid.*

¹⁴¹ Cf. *Agarwal, S., Jain, P., Sachdev, A. et al.*, Positive Deviance, 2019, p. 12 et seqq.

¹⁴² Cf. *Durá, L.*, Positive Deviance, 2016, p. 75.

¹⁴³ Cf. *Durá, L.*, Positive Deviance, 2016, p. 75.

include the relevant local indicators of change.¹⁴⁴ Because these often cannot be recognised by outside experts, PD encourages self-monitoring within the community.¹⁴⁵ The final stage in the PD process is the dissemination process, which is about implementing the positive deviants' behaviours.¹⁴⁶ The focus is on the positive deviants themselves in order to spread the micro-behaviours. The authors Agarwal, Jain, Sachdev et al. refer to the dissemination process as a possibility for the individuals to “acting their way”¹⁴⁷ into learning new processes and ways of acting.¹⁴⁸ Other affected individuals should be able to learn about the positive deviants' behaviour through the process of self-discovery and adapt them to their individual conditions.¹⁴⁹ This process is also referred to as scaling-up.¹⁵⁰ The previously outlined process of the Positive Deviance Approach is summarised in Table 1 below.

¹⁴⁴ Cf. *ibid.*

¹⁴⁵ Cf. Agarwal, S., Jain, P., Sachdev, A. et al., *Positive Deviance*, 2019, p. 12 et seqq.

¹⁴⁶ Cf. Svenkerud, P. J., Singhal, A., *Positive Deviance*, 2019b, p. 154 et seqq.

¹⁴⁷ Agarwal, S., Jain, P., Sachdev, A. et al., *Positive Deviance*, 2019, p. 13.

¹⁴⁸ Cf. Agarwal, S., Jain, P., Sachdev, A. et al., *Positive Deviance*, 2019, p. 13.

¹⁴⁹ Cf. Svenkerud, P. J., Singhal, A., *Positive Deviance*, 2019b, p. 154 et seqq.

¹⁵⁰ Cf. Durá, L., *Positive Deviance*, 2016, p. 76.

Table 1: Process of the Positive Deviance Approach

| | “6Ds” of the PD Approach | Framework |
|------------------------------|--|---|
| PD Inquiry Phase | 1. Define the problem | Establishment of a baseline by gathering data and information, in order to be able to define the current problem and thus formulating the “somersault question” ¹⁵¹ , that seeks to identify existing solutions and practices that already work. |
| | 2. Determine existing outliers | Determination of possible outliers who perform better than others and find better solutions through certain behaviours. |
| | 3. Discover unusual behaviours and practices | By observing or conducting interviews the micro-behaviours, or rather PD behaviours and practices, can be identified. |
| PD Intervention Phase | 4. Design intervention | Developing interventions that will enable other members of the community to learn and implement the new PD behaviours. |
| | 5. Discern effectiveness | Implementation of monitoring and evaluation measures. |
| | 6. Dissemination | Learning from practice by making the identified behaviours of positive deviants accessible to others. |

Source: Own representation based on *Durá, L.*, Positive Deviance, 2016, p. 67

2.3.3 Positive Deviance: The Vietnam Case

The thesis lays emphasis on the flips that relate to the aspects of problem-solving, the utilisation of resources and the dissemination process. To ensure the comprehension of these aspects within the framework of the Positive Deviance Approach, they are explained in the following using the first-ever Positive Deviance project, the Vietnam case, as an example. The approach was operationalised for the first time by the researchers Jerry and Monique Sternin in the scope of a project by the initiative Save the Children to address malnutrition in Vietnam in the 1990s.¹⁵² The initial approach for this project was based on involving external experts to develop potential solutions, such as new agricultural

¹⁵¹ Pascale, R., Sternin, J., Sternin, M., Positive Deviance, 2010, p. 29.

¹⁵² Cf. Dearing, J., Singhal, A., Positive Deviance, 2020, p. 310.

methods, utilising additional resources.¹⁵³ This approach proved to be unsuccessful within this project, as the nutritional status only recovered when experts supplied additional resources.¹⁵⁴ Consequently, the Positive Deviance Approach was applied in order to solve the problem of malnutrition among children in Vietnam.¹⁵⁵ Correspondingly, the researchers' procedure for solving the problem was to identify existing solutions within the Vietnamese community, by attempting to determine positive deviants.¹⁵⁶ Thus, they started to search for families with children who were well nourished and did not suffer from malnutrition despite having the same access to resources and the same living conditions.¹⁵⁷ The research was based on the somersault question if there “[are] any of the well-nourished children [that] came from very, very poor families [?]”¹⁵⁸, which sought to discover the existing practices that are already working within the community. Within the framework of this research, it was discovered that some families showed behaviours that were not common among other families.¹⁵⁹ These included, for instance, collecting small crabs while they were working on the paddy field.¹⁶⁰ These collected crustaceans were added to the children's meals by these families.¹⁶¹ Furthermore, it was observed that these families also added the greens of sweet potato plants to the meals of their children.¹⁶² Although the other families in the community could also access these nutrients, most of them did not use them.¹⁶³ These behaviours thus represented the solution that could be implemented based on internal and locally available resources. As part of the project and to further disseminate these practices to other communities, Vietnamese families with malnourished children went to visit the PD families to learn from their routines.¹⁶⁴ As a result, the non-PD families were engaged in a process of self-discovery and learned how to use the resources that were already available for cooking new recipes, although they did not know how to use them before, assisted by the PD families and their micro-

¹⁵³ Cf. *Dearing, J., Singhal, A.*, Positive Deviance, 2020, p. 311.

¹⁵⁴ Cf. *Pascale, R., Sternin, J., Sternin, M.*, Positive Deviance, 2010, p. 22.

¹⁵⁵ Cf. *Gale, D., LeMahieu P. G., Nordstrum, L. E.*, Positive Deviance, 2017, p. 110 et seq.

¹⁵⁶ Cf. *Gale, D., LeMahieu P. G., Nordstrum, L. E.*, Positive Deviance, 2017, p. 110 et seq.

¹⁵⁷ Cf. *ibid.*

¹⁵⁸ *Pascale, R., Sternin, J., Sternin, M.*, Positive Deviance, 2010, p. 30.

¹⁵⁹ Cf. *Gale, D., LeMahieu P. G., Nordstrum, L. E.*, Positive Deviance, 2017, p. 111 et seqq.

¹⁶⁰ Cf. *Gale, D., LeMahieu P. G., Nordstrum, L. E.*, Positive Deviance, 2017, p. 111 et seqq.

¹⁶¹ Cf. *ibid.*

¹⁶² Cf. *ibid.*

¹⁶³ Cf. *ibid.*

¹⁶⁴ Cf. *Dearing, J., Singhal, A.*, Positive Deviance, 2020, p. 310 et seqq.

behaviours.¹⁶⁵ Among those communities where the Sternins implemented Positive Deviance and the practices of the positive deviants were disseminated, child malnutrition dropped by up to 85 percent.¹⁶⁶ Until now, the PD Approach has been applied successfully in more than 50 different countries. In most of these countries it has been applied in projects that address complex problems within the framework of the SDGs.¹⁶⁷

2.4 Positive Deviance Approach vs. Traditional Approach

Referring to the preceding theoretical background and the procedures of the LFA and the Positive Deviance Approach, this section outlines the flips from the traditional approach to the Positive Deviance Approach, covered in this thesis, that would be required for applying the PD Approach in multi-stakeholder partnerships. Subsequent to this, both the challenges and opportunities of the PD Approach with respect to the aforementioned flips are outlined.

2.4.1 Flips from Traditional Approach to Positive Deviance Approach

The following distinctions between the traditional approach, as it is described earlier in chapter 2, and the Positive Deviance Approach are also referred to as flips in this thesis. This term is not only intended to highlight the difference between the asset-based PD Approach and the problem-centred LFA. Flips are used to describe a fundamental shift in thinking.¹⁶⁸ This “reframe[ing] ... [within the] way of thinking”¹⁶⁹, as described by the authors Bjurström and Singhal, is required for shifting from the traditional approach to towards the PD Approach. To identify already existing solutions, although they are usually not immediately visible, a shift in the mindset is required.¹⁷⁰ Hence, the term flip is used to refer to this process in this thesis. In line with the research questions, the flips from the traditional to the PD Approach, which are presented in this section, are limited to problem-solving, the utilisation of resources and to the dissemination process.

Initially, the flip regarding the process of problem-solving is described. A change in mindset is required to the extent that within the framework of PD, existing solutions that

¹⁶⁵ Cf. *Dearing, J., Singhal, A.*, Positive Deviance, 2020, p. 310 et seqq.

¹⁶⁶ Cf. *Dearing, J., Singhal, A.*, Positive Deviance, 2020, p. 311.

¹⁶⁷ Cf. *Dearing, J., Singhal, A.*, Positive Deviance, 2020, p. 311.

¹⁶⁸ Cf. *Crump, M., Gilpin-Jackson, Y.*, Positive Deviance, 2018, p. 44 et seq.

¹⁶⁹ *Bjurström, E., Singhal, A.*, Positive Deviance, 2015, p. 1 et seq.

¹⁷⁰ Cf. *Bjurström, E., Singhal, A.*, Positive Deviance, 2015, p. 1 et seq.

already work have to be identified within a community.¹⁷¹ The traditional approach focuses on discovering the exact problem and its causes in order to be able to develop new solutions.¹⁷² Within the PD Approach, on the other hand, this is done by defining a central problem first. By asking the “somersault question”¹⁷³, an attempt is then made to find out whether there are already individuals within a community who, against all odds, are able to develop a better solution than others in the community.¹⁷⁴ Thus, PD works in a solution-oriented way. On the contrary is the Logical Framework Approach, the traditional approach of this thesis. In this approach, a problem is defined systematically on the basis of a problem tree.¹⁷⁵ The LFA operates in a problem-centred way and identifies the causes and effects of the problem in order to be able to develop innovative solutions and strategies to resolve the problem.¹⁷⁶

The second flip refers to the utilisation of resources. For the implementation of solutions within the framework of the Positive Deviance Approach, it attempts to utilise few to hardly any additional external resources.¹⁷⁷ As PD already focuses on the solutions that already exist within a system, it rarely requires additional resources, as for instance funding.¹⁷⁸ As the identified positive deviants are able to circumvent a problem even without additional resources and the already existing solutions, PD rather tries to pass on internal wisdom and the behavioural patterns of the outliers.¹⁷⁹ The LFA stands in contrast to this. After analysing the problem as well as the strategies and goals in the analysis phase of the LFA, the planning phase focuses on operationalisation. The use of additional resources necessary for implementation also has an important impact. Each activity planned within the framework of the LFA includes a definition of the additional resources required.¹⁸⁰ Moreover, a budget is defined for the entire project.¹⁸¹ Therefore, the flip from the traditional approach to the Positive Deviance Approach in this case involves focusing on the fact that solutions do not necessarily have to be implemented through external

¹⁷¹ Cf. *Lewis, J.*, Positive Deviance, 2009, p. 284.

¹⁷² Cf. *Jackson, B.*, LFA, 1997, p. 1 et seqq.

¹⁷³ *Pascale, R., Sternin, J., Sternin, M.*, Positive Deviance, 2010, p. 29.

¹⁷⁴ Cf. *Lewis, J.*, Positive Deviance, 2009, p. 282 et seqq.

¹⁷⁵ Cf. *Jackson, B.*, LFA, 1997, p. 3 et seqq.

¹⁷⁶ Cf. *Jackson, B.*, LFA, 1997, p. 3 et seqq.

¹⁷⁷ Cf. *Lewis, J.*, Positive Deviance, 2009, p. 283 et seq.

¹⁷⁸ Cf. *Lewis, J.*, Positive Deviance, 2009, p. 283 et seq.

¹⁷⁹ Cf. *ibid.*

¹⁸⁰ Cf. *Jackson, B.*, LFA, 1997, p. 8 et seqq.

¹⁸¹ Cf. *Jackson, B.*, LFA, 1997, p. 8 et seqq.

resources.¹⁸² Instead, the project can be developed with the support of existing internal resources, as evidenced by the positive deviants within the framework of PD.¹⁸³

The third flip can be recognised within the process of dissemination. The PD Approach conducts the dissemination process through the positive deviants themselves.¹⁸⁴ The positive deviants disseminate their behaviour, which enabled them to find better solutions to problems than others, for instance, within the framework of diverse activities.¹⁸⁵ In the Vietnam example, this took place in the context of cooking classes.¹⁸⁶ Individuals from other communities should learn within a process of self-discovery to be able to later adapt them for themselves to their individual circumstances.¹⁸⁷ Thus, the dissemination process within PD projects refers to learning by doing and to “Acting into a new way of thinking”¹⁸⁸. The LFA, on the other hand, schedules the activities that are supposed to lead to the planned objectives and allocates them to the respective stakeholders within the framework of a project according to expertise, the availability of resources and capacity.¹⁸⁹ Both phases of the Logical Framework Approach are based on different analytical processes, explaining why the LFA is implementing actions based on previously obtained knowledge.¹⁹⁰ In this thesis, this is also referred to as thinking into new ways of acting.¹⁹¹ The following table provides a concise summary of the flips described above.

¹⁸² Cf. *Singhal, A., Svenkerud, P.*, Positive Deviance, 2019b, p. 160.

¹⁸³ Cf. *Lewis, J.*, Positive Deviance, 2009, p. 283 et seqq.

¹⁸⁴ Cf. *Lewis, J.*, Positive Deviance, 2009, p. 283 et seqq.

¹⁸⁵ Cf. *Konovalenko Sletli, V., Singhal, A.*, Positive Deviance, 2017, p. 19.

¹⁸⁶ Cf. *Konovalenko Sletli, V., Singhal, A.*, Positive Deviance, 2017, p. 24 et seq.

¹⁸⁷ Cf. *Svenkerud, P. J., Singhal, A.*, Positive Deviance, 2019b, p. 154 et seqq.

¹⁸⁸ *Pascale, R. T., Sternin, J.*, Flips, 2005, p. 4.

¹⁸⁹ Cf. *Jackson, B.*, LFA, 1997, p. 1 et seqq.

¹⁹⁰ Cf. *Kohlweg, K., Ringhofer, L.*, LFA, 2019, p. 116.

¹⁹¹ Cf. *Pascale, R. T., Sternin, J.*, Flips, 2005, p. 4.

Table 2: Positive Deviance Approach vs. Traditional Approach

| Frame-work | Positive Deviance Approach | Traditional Approach | Flip |
|---------------------------|---|---|--|
| Problem-solving | Focussing on existing solutions and what is already working to solve a problem. ¹⁹² Using the somersault question that seeks to identify the existing solution. ¹⁹³ | Solving problems by developing solutions based on a systematic problem analysis. ¹⁹⁴ | From “Problem Solving to Solution Identification” ¹⁹⁵ within the traditional approach to “Solution Identification to Problem Solving” ¹⁹⁶ within the PD Approach. |
| Utilisation of re-sources | Utilising internal resources, those that already exist within the community. ¹⁹⁷ | Planning the required, external resource utilisation. ¹⁹⁸ | From utilising external resources within the traditional approach ¹⁹⁹ to utilising existing resources, from existing solutions within the community of the PD project. ²⁰⁰ |
| Dissemination | Micro-behaviours are disseminated through the positive deviants and other community members “learn by doing” ²⁰¹ . | Implement project objectives based on knowledge gathered from the analytical, systematic process within the LFA. ²⁰² | From “thinking into a new way of acting” ²⁰³ within the traditional approach to “Acting into a new way of thinking” ²⁰⁴ within the PD Approach. |

Source: Own representation

¹⁹² Cf. *Lewis, J.*, Positive Deviance, 2009, p. 283 et seq.

¹⁹³ Cf. *Pascale, R., Sternin, J., Sternin, M.*, Positive Deviance, 2010, p. 29.

¹⁹⁴ Cf. *Jackson, B.*, LFA, 1997, p. 3 et seqq.

¹⁹⁵ *Pascale, R. T., Sternin, J.*, Flips, 2005, p. 4.

¹⁹⁶ *Pascale, R. T., Sternin, J.*, Flips, 2005, p. 4.

¹⁹⁷ Cf. *Lewis, J.*, Positive Deviance, 2009, p. 283 et seq.

¹⁹⁸ Cf. *Sartorius, R. H.*, LFA, 1991, p. 139 et seqq.

¹⁹⁹ Cf. *Jackson, B.*, LFA, 1997, p. 8 et seqq.

²⁰⁰ Cf. *Lewis, J.*, Positive Deviance, 2009, p. 283 et seq.

²⁰¹ Cf. *Pascale, R. T., Sternin, J.*, Flips, 2005, p. 4.

²⁰² Cf. *Jackson, B.*, LFA, 1997, p. 1 et seqq.

²⁰³ *Pascale, R. T., Sternin, J.*, Flips, 2005, p. 4.

²⁰⁴ *Pascale, R. T., Sternin, J.*, Flips, 2005, p. 4.

2.4.2 Challenges and Opportunities of the Positive Deviance Approach

Reflecting the previous section's outlines of flips and the contrast of the PD Approach to the traditional approach in multi-stakeholder partnerships, the potential challenges and opportunities of the PD Approach are now presented. Within the framework of problem-solving, the PD Approach focuses on identifying certain individuals within a group who are able to find better solutions and perform superior to others, although they are facing the same conditions and access to resources.²⁰⁵ Therefore, a major challenge in some cases is to identify these individuals within an investigated population in the first place and thereby obtain the relevant sample that serves as a baseline for the further PD process.²⁰⁶ If the PD behaviours are investigated by observation methods, for example, the investigated individuals might show behaviour that diverges from their actual behaviour.²⁰⁷ Moreover, this is a time-consuming process that can extend over several months.²⁰⁸ Furthermore, the dissemination process within PD can also be challenging. The Positive Deviance Approach requires that positive deviants are willing to share their practices with others and to disseminate them.²⁰⁹ If the positive deviants are not willing to do so, this could be an impeding factor in the dissemination process.²¹⁰

In addition to the aforementioned challenges, recent literature outlines a variety of opportunities of the PD Approach. By identifying outliers and their micro-behavioural patterns the PD Approach focuses on existing solutions that are already practised within a community.²¹¹ Therefore, the existing solution enables the PD Approach to directly implement and further disseminate it.²¹² Additionally, the PD Approach requires few to hardly any additional external resources or financial resources.²¹³ Thus, solutions can be identified and disseminated in the most sustainable way possible, as they are already available locally.²¹⁴ Therefore, the required resources are equally available and accessible to all.²¹⁵ This enables the most cost-effective dissemination in a financial context. Besides, it

²⁰⁵ Cf. *Ceccarelli, V., Bijarniya, D., Groot, J. et al.*, Positive Deviance, 2020, p. 2.

²⁰⁶ Cf. *Albanna, B., Heeks, R.*, Positive Deviance, 2018, p. 7 et seq.

²⁰⁷ Cf. *Albanna, B., Heeks, R.*, Positive Deviance, 2018, p. 7 et seq.

²⁰⁸ Cf. *ibid.*

²⁰⁹ Cf. *ibid.*

²¹⁰ Cf. *ibid.*

²¹¹ Cf. *Ceccarelli, V., Bijarniya, D., Groot, J., et al.*, Positive Deviance, 2020, p. 2 et seq.

²¹² Cf. *Ceccarelli, V., Bijarniya, D., Groot, J., et al.*, Positive Deviance, 2020, p. 2 et seq.

²¹³ Cf. *ibid.*

²¹⁴ Cf. *ibid.*

²¹⁵ Cf. *ibid.*

reduces the risk of dependency on external resources or interventions that can only be provided or implemented within the project and cannot be accessed after the project.²¹⁶

The objective of PD is to identify barriers that are faced by disadvantaged groups in the real world in order to understand how certain groups can mitigate or circumvent these barriers in order to find possible processes to validate them so that they can be further disseminated.²¹⁷ As a result, PD focuses on practice-based evidence, ensuring a consistent focus on practical application, resulting in enhanced adaptability.²¹⁸

3 Research Question

Within the theoretical background of this thesis, the process of a traditional multi-stakeholder project is described, as well as the process of a Positive Deviance project. It also emerges from the theoretical background, that the application of the PD Approach in multi-stakeholder partnerships requires a change in mindset, so-called flips. Therefore, the research gap that is to be evaluated in this thesis, and the resulting central research question addressed in this thesis is: ‘Which flips are required when applying the Positive Deviance Approach in multi-stakeholder partnerships compared to the traditional approach?’ Due to the scope of this thesis, the research question is limited to three flips to be identified as part of the three sub-research questions. These sub-research questions are ‘What flip is required when focusing on the aspect of problem-solving?’, as well as ‘What flip is required regarding the utilisation of resources?’ and ‘What flip is required regarding the dissemination process?’. A further reason for the choice of these flips is that they can be found in the core assumption of the PD Approach and thus are of particular relevance.²¹⁹ The key assumption of the PD Approach is that in every community are already people who, due to their specific behaviours, are able to find better solutions to problems without the need for additional external resources, and that these behaviours can be disseminated to further communities.²²⁰

²¹⁶ Cf. *Areesantichai, C., Mukhtar, M., Perngparn, U. et al.*, Positive Deviance, 2022, p. 3.

²¹⁷ Cf. *Singhal, A., Svenkerud, P.*, Positive Deviance, 2019a, p. 54 et seqq.

²¹⁸ Cf. *Singhal, A., Svenkerud, P.*, Positive Deviance, 2019a, p. 54 et seqq.

²¹⁹ Cf. *Gale, D., LeMahieu, P. G., Nordstrum, L. E.*, Positive Deviance, 2017, p. 109 et seq.

²²⁰ Cf. *Gale, D., LeMahieu, P. G., Nordstrum, L. E.*, Positive Deviance, 2017, p. 109 et seq.

4 Methodology

This section introduces the systematic literature review as the qualitative methodology applied in this thesis. For this purpose, an overview of the methodology of this qualitative research is provided, as well as an outline of the procedure for collecting the data, that is used to address the research question that is stated in the previous section.

4.1 Qualitative Research

This thesis conducts a qualitative research with the aim to answer the formulated research question. The method that is applied for this purpose is the systematic literature review. Thereby, the systematic review must be separated from the narrative review. The purpose of a narrative review is to provide an overview of the current state of research on a particular topic.²²¹ The literature reviewed is selected from a more subjective point of view and not systematically.²²² The systematic literature review similarly summarises existing literature and studies concerning a specific subject but applies predefined criteria for inclusion and exclusion of literature.²²³ Its objective is to consider all the publications concerning the topic, while respecting the predefined inclusion and exclusion criteria, as far as possible.²²⁴ Relevant information from the included publications is extracted. That procedure is also applied in this thesis. In the framework of the systematic literature review, the research question is answered using secondary research since in this thesis, as opposed to primary research, no self-generated data and research results are examined.²²⁵

4.2 Criteria for Literature Research

To reflect the state of research, the research period is limited to the period from the year 2000 up to February 2022. Therefore, all publications prior the year 2000 and after February 2022 are not included in the systematic literature research. The limitation of the period of time is justified by the increase in PD literature from 2000 onwards, since this was the period after the approach was first operationalised by the researchers Jerry and Monique Sternin.²²⁶ After that, a significant number of researchers published data and

²²¹ Cf. Blettner, M., Klug, S., Rassing, M., literature review, 2009, p. 456 et seqq.

²²² Cf. Blettner, M., Klug, S., Rassing, M., literature review, 2009, p. 456 et seqq.

²²³ Cf. Blettner, M., Klug, S., Rassing, M., literature review, 2009, p. 456 et seqq.

²²⁴ Cf. *ibid.*

²²⁵ Cf. Tausendpfund, M., literature review, 2018, p. 141.

²²⁶ Cf. Albanna, B., Heeks, R., Positive Deviance, 2018, p. 5.

publications on the Positive Deviance Approach. An additional inclusion criterion is the language, which is limited to English and German. Publications in other languages have thus been excluded. As a further criterion for inclusion in this research, the relevant full text must be accessible for the institution FOM University. Hence, publications with only limited access to the full text and access to the abstract and the title only are being excluded, as they do not present enough comprehensive information to answer the research questions. Non-scientific publications are a further criterion for exclusion, due to their deficiency in reliability and validity. Research studies, case studies, systematic reviews, scientific articles in journals, scientific papers relevant to the topic form a criterion for inclusion in the literature review. Furthermore, publications should include information on problem-solving, utilisation of resources and dissemination or scaling up of solutions within Positive Deviance projects and traditional multi-stakeholder projects, for inclusion in the literature review. Those publications that do not contain the relevant information mentioned before, are out of scope. The following table provides an overview of the relevant inclusion and exclusion criteria.

Table 3: Criteria for Inclusion and Exclusion

| | Criteria for Inclusion | Criteria for Exclusion |
|-----------------------|---|---|
| Time frame | 2000 - February 2022 | Publications prior to 2000 and post February 2022 |
| Language | German, English | All other languages |
| Availability | Full text open access for FOM University | Access to title or abstract only |
| Type of source | Research studies, case studies, systematic reviews, scientific articles in journals, scientific papers relevant to the topic | Non-scientific publications |
| Content | Information regarding problem-solving, the utilisation of resources and the dissemination or scaling-up of solutions within Positive Deviance projects and traditional multi-stakeholder projects | Publications without relevant information regarding problem-solving, the utilisation of resources and the dissemination or scaling-up of solutions within Positive Deviance projects and traditional multi-stakeholder projects |

Source: Own representation

For the search terms that were used, the Boolean operators and the asterisk symbols were added in order to specifically restrict the search query to the two approaches used in this thesis. The Boolean operators ‘AND’ and ‘OR’ are used to combine the individual search terms appropriately.²²⁷ The Boolean operator ‘NOT’ to exclude certain literature, was not used in this systematic literature review. The asterisk symbol is used for truncation and to replace any number of characters in the marked word.²²⁸ To ensure the accuracy of the search terms, those that consist of multiple words are enclosed in quotation marks. Accordingly, there were two different search queries. One for the research regarding Positive Deviance literature and one for the traditional approach. In each case, both search queries included German and English search terms. The search query for reviewing literature regarding the Positive Deviance Approach is: ‘(“Positive Deviance” OR “positive deviant*” OR “PD Approach” OR “Positive Deviance Ansatz”) AND (“international development” OR “Internationale Entwicklung” OR “sustainable development” OR “nachhaltige Entwicklung”) AND (“problem solving” OR “problem-lösung” OR “resource” OR “dissemination”)’. To ensure that Positive Deviance is a main aspect of the publications, the terms ‘(“positive deviance” OR “positive deviant” OR “PD approach” OR “positive deviance approach”)’ were searched within the abstract and the remaining search terms were searched throughout the entire publications.

The search query for reviewing literature regarding the traditional approach is: ‘(“multi-stakeholder initiative” OR “multi-stakeholder partnership” OR “multi-stakeholder Partnerschaft” OR “multi-actor” OR “multi-akteur” OR “multi-stakeholder”) AND (“international development” OR “sustainable development” OR “internationale Entwicklung” OR “nachhaltige Entwicklung”) AND (“project” OR “project management” OR “project” OR “projekt management”)’. In this search query, the terms ‘(“problem solving” OR “problem-lösung” OR “resource” OR “dissemination”)’ were not included, as these are often only explicitly used in literature within the framework of PD projects and were therefore included in the search query for the literature on Positive Deviance. Consequently, the search terms generally refer to international and sustainable development projects in order to identify publications referring to the traditional approach in MSPs. Furthermore, the search terms ‘(“multi-stakeholder initiative” OR “multi-stakeholder

²²⁷ Cf. Denyer, D., Tranfield, D., literature review, 2009, p. 684.

²²⁸ Cf. Denyer, D., Tranfield, D., literature review, 2009, p. 684.

partnership” OR “multi-stakeholder partnership” OR “multi-actor” OR “multi-actor” OR “multi-stakeholder”)’ were searched in the respective keywords of the publications to ensure that they are relevant within the publications. The remaining search terms of the search query were searched within the entire publications.

To provide a concise overview of the search queries, each is presented in the following table.

Table 4: Search Queries

| | Search Queries including Boolean Operator |
|-----------------------------------|---|
| Positive Deviance Approach | (“Positive Deviance” OR “positive deviant*” OR “PD Approach” OR “Positive Deviance Ansatz”) AND (“international development” OR “internationale Entwicklung” OR “sustainable development” OR “nachhaltige Entwicklung”) AND (“problem solving” OR “problem-lösung” OR “resource” OR “dissemination”) |
| Traditional Approach | (“multi-stakeholder initiative” OR “multi-stakeholder partnership” OR “multi-stakeholder Partnerschaft” OR “multi-actor” OR “multi-akteur” OR “multi-stakeholder”) AND (“international development” OR “sustainable development” OR “internationale Entwicklung” OR “nachhaltige Entwicklung”) AND (“project” OR “project management” OR “project” OR “projekt management”) |

Source: Own representation

4.3 Procedure of the Literature Research

The selected databases for the literature search include the EBSCO Discovery Service, Sage Journals and ScienceDirect. Sage Journals and ScienceDirect are selected because they provide a platform covering a multitude of different scientific journals and publications and thus enable the most comprehensive search possible.²²⁹ The EBSCO Discover

²²⁹ Cf. *ScienceDirect*, literature review, n.d, no page number; *Sage Journals*, literature review, n.d, no page number.

Service is selected, as it searches multiple databases and similarly enables a comprehensive literature search.²³⁰ The databases included in the EBSCO Discovery Service are listed in Appendix 1. Additionally, all databases provide the opportunity to retrieve literature published in both German and English. For each of the two search queries, that were outlined in the previous section, these databases are then used to identify publications that are suitable for inclusion in the systematic literature search of this thesis.

5 Research Results

This chapter outlines the relevant information obtained from literature and included in this thesis based on the inclusion and exclusion criteria. These results are presented in a structured way according to the sub-research questions. Based on the theoretical background outlined in this thesis, the deductive categories defined are referring to the flips concerning the aspect of problem-solving, the utilisation of resources and the dissemination process.

5.1 Included Literature

The research for publications that provide information on the Positive Deviance Approach in projects and the aspect of problem-solving, resource utilisation and the dissemination process results in a total of ten publications, that are included in this thesis.

Using the search queries outlined in the previous section, the search via the EBSCO Discovery Service provided a total of 22 search results. First, one publication was directly excluded as it appeared twice in the results list. Another eight publications were excluded after screening the abstracts, and seven more were excluded after screening the full text, as these publications were not relevant to the research questions of this thesis. Consequently, six publications were included in the analysis. During the full-text analysis of these six publications, three additional publications were identified through backward searches and additionally included in the search results.

With the search string for the publications of the Positive Deviance Approach, the search on the Sage Journals database yielded a number of 15 search results. Eight of these publications were excluded directly because they were duplicates. Three additional

²³⁰ Cf. *EBSCO Discovery Service*, literature review, n.d., no page number.

publications were excluded after screening the abstract and another three after screening the full text, as these publications did not provide any information that would contribute to answering the research questions. As a result, one publication from the Database Sage Journals is included in this literature review.

The database ScienceDirect was also investigated. The search on PD publications returned eleven search results. Among these search results, nine publications were inaccessible due to restricted access. In addition, the remaining two publications were excluded because they had already been identified by the database search through the EBSCO Discovery Service. Thus, no publications from the ScienceDirect database concerning the Positive Deviance Approach are included.

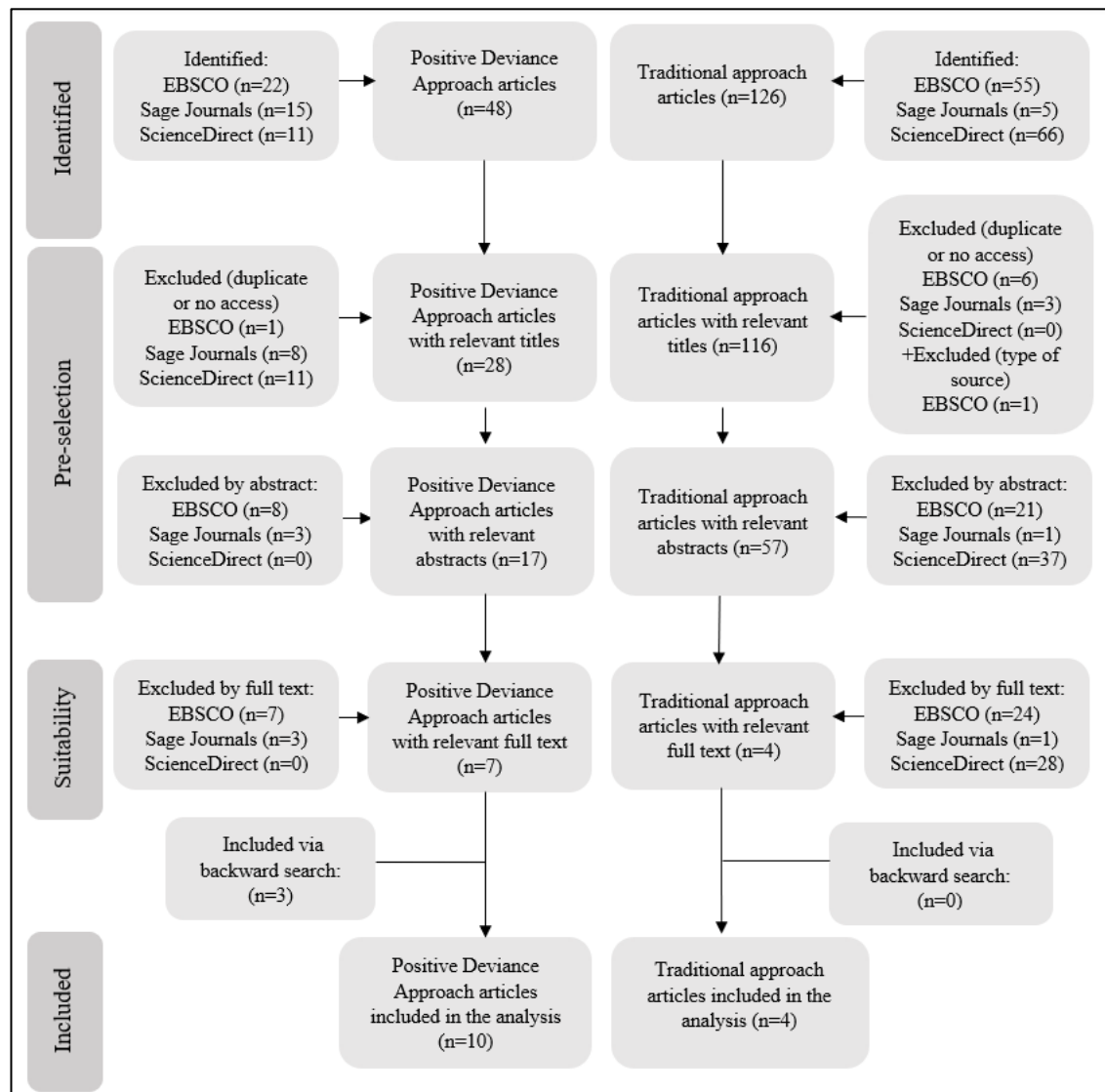
For the publications that provide information on the traditional approach to projects in multi-stakeholder partnerships and its approach to problem-solving, resource utilisation and the dissemination process, a total of four search results were found, which are all included in this work.

By using the search query shown in the previous table, 55 search results were obtained in the EBSCO Discovery Service, of which six publications were directly excluded as duplicates. Another publication was directly excluded since it did not comply with the inclusion criteria regarding the type of source and was therefore not included in this literature review. After screening the abstracts, 21 publications were excluded and a further 24 were excluded after screening the full text of the remaining publications. Exclusion was based on the fact that these publications did not provide any information regarding the research questions and were therefore not relevant for this research. Accordingly, three publications are included in total from the database search using the EBSCO Discovery Service.

Further searches on the database ScienceDirect, provided a total of 66 search results. After screening the abstracts, 37 publications were already excluded, and another 28 after the full text of the remaining publications was screened. The publications were excluded as they also did not provide any information on the research questions and consequently are not applicable to this research. Overall, one publication is included from the database ScienceDirect.

Within the database Sage Journals, a total of five search results was found. Three of the publications could not be accessed due to restricted access and are thus not included in the literature search. For the remaining two publications, the abstract and the full text were screened and excluded, as they did not contain any explicit information that could be considered to be relevant to answer the research questions.

The exact process of the literature research is further depicted in the subsequent flowchart. The publications evaluated in the scope of the literature search are listed in a table which is included in Appendix 2. The table included in Appendix 2 contains additional information on the publications that were evaluated, including the database on which the publications were found, the year, the names of the authors, the name of the journal and the title of the publications respectively. The included publications are of adequate scientific quality due to the methodology applied in this thesis, as the literature search was conducted exclusively on databases that contain scientific content.

Figure 5: Flow-Chart of the Systematic Literature Review

Source: Own representation based on *Altman, D. G., Liberati, A., Moher, D. et al., literature review, 2009, p. 877*

5.2 Problem-solving

It can be observed that the Positive Deviance projects in the included publications, within the framework of problem-solving, generally focus on the solutions that already exist within a system or community. The solutions are represented by the positive deviants, which are those who perform particularly well and are thus able to solve a prevailing problem.

One study that can be considered is a PD project from Uganda that focused on reducing the number of women who were affected by sexually transmitted diseases.²³¹ The study focused on identifying behaviours that already work in the community and thus on discovering existing solutions that have not been discovered yet.²³² For this purpose, the study aims to identify the behaviours that PD women use to avoid these transmittable diseases and unwanted pregnancies despite having the same access to resources and the same barriers like the other women.²³³

An additional included study utilises the approach of Positive Deviance to identify the behaviours that community members use to avoid and prevent dengue fever.²³⁴ The authors Areesantichai, Mukhtar et al. of this publication refer to the fact that “PD emphasises that solutions to most ... problems already exist”²³⁵. In this publication, the PD Approach was applied and focused on solving the problem of dengue fever infections by identifying uncommon behaviours that circumvent the existing problem and thus provide an internal solution to it.²³⁶

Furthermore, a study from Pakistan can be cited with regard to the solution-oriented approach to problem-solving. The procedure for solving the problem of improving children's health is also described here as focusing on “finding viable solutions from within to solve some of their problems”²³⁷. Within the scope of this study, the authors describe the approach as focusing on identifying existing solutions in the form of PD behaviours and based on this, improving the health of new-borns in Pakistan.²³⁸

With regard to the problem-solving approach of the Positive Deviance Approach, Chaparro, Durá and Perez describe it as “solution focused”²³⁹. The authors further contrast the PD Approach with alternative approaches in which “the formulation of the problem is often more essential than its solution”²⁴⁰, while PD focuses on using existing solutions to

²³¹ Cf. *Jimba, M., Kiriya, J., Kosugi, H. et al.*, Positive Deviance, 2020, p. 1 et seqq.

²³² Cf. *Jimba, M., Kiriya, J., Kosugi, H. et al.*, Positive Deviance, 2020, p. 6 et seqq.

²³³ Cf. *Jimba, M., Kiriya, J., Kosugi, H. et al.*, Positive Deviance, 2020, p. 6 et seqq.

²³⁴ Cf. *Areasantichai, C., Mukhtar, M., Perngparn, U. et al.*, Positive Deviance, 2022, p. 1 et seqq.

²³⁵ *Areasantichai, C., Mukhtar, M., Perngparn, U. et al.*, Positive Deviance, 2022, p. 2.

²³⁶ Cf. *Areasantichai, C., Mukhtar, M., Perngparn, U. et al.*, Positive Deviance, 2022, p. 1 et seqq.

²³⁷ *Bari, A., Ihsan, T., Khadduri, R.*, Positive Deviance, 2002, p. 115.

²³⁸ Cf. *Bari, A., Ihsan, T., Khadduri, R.*, Positive Deviance, 2002, p. 107 et seqq.

²³⁹ *Chaparro, M., Durá, L., Perez, L.*, Positive Deviance, 2019, p. 387.

²⁴⁰ *Chaparro, M., Durá, L., Perez, L.*, Positive Deviance, 2019, p. 377.

solve existing problems.²⁴¹ With the help of the case study described in the publication of the three authors, they also make evident that PD questions traditional approaches to solve problems by trying to identify which existing solution can already solve a problem instead of focusing on the problem.²⁴² The following quote can substantiate this “in identifying matters of fact, a PD framework challenges the assumptions of a deficit, risk, adverse, or seemingly intractable problem by pivoting into what is already working against the odds”²⁴³.

In their publication, the authors Albanna and Heeks also show that the Positive Deviance Approach attempts to solve problems based on existing solutions and describe this as a key factor of the Positive Deviance Approach.²⁴⁴ They state that “The essence of the PD Approach is to uncover ... solutions”²⁴⁵. Adding to this, the authors Chaparro et al. state that PD requires “flipping our thinking”²⁴⁶ in contrast to traditional approaches in order to start with solution identification instead of problem identification in the context of problem-solving.²⁴⁷

The results in the context of problem-solving in Positive Deviance projects stand in contrast to the results of the literature review that refer to a traditional procedure in projects of multi-stakeholder partnerships. With regard to the aspect of problem-solving, the reviewed literature indicates that multi-stakeholder initiatives focus on first analysing and identifying the problem and its causes, and then identifying the necessary solutions accordingly.²⁴⁸

In her publication, the author Lindsay describes a multi-stakeholder partnership in Peru that addresses the problem concerning water management.²⁴⁹ Within the framework of this multi-stakeholder partnership, the author describes that the partnership focuses on identifying the problem and its root causes.²⁵⁰ Therefore, in this case, the partnership

²⁴¹ Cf. *Chaparro, M., Durá, L., Perez, L.*, Positive Deviance, 2019, p. 377 et seqq.

²⁴² Cf. *Chaparro, M., Durá, L., Perez, L.*, Positive Deviance, 2019, p. 378 et seqq.

²⁴³ *Chaparro, M., Durá, L., Perez, L.*, Positive Deviance, 2019, p. 384.

²⁴⁴ Cf. *Albanna, B., Boy, J., Heeks, R. et al.*, Positive Deviance, 2022, p. 6.

²⁴⁵ *Albanna, B., Boy, J., Heeks, R. et al.*, Positive Deviance, 2022, p. 6.

²⁴⁶ *Chaparro, M., Durá, L., Perez, L.*, Positive Deviance, 2019, p. 378.

²⁴⁷ Cf. *Chaparro, M., Durá, L., Perez, L.*, Positive Deviance, 2019, p. 378.

²⁴⁸ Cf. *Lindsay, A.*, Traditional Approach, 2018, p. 477 et seqq.

²⁴⁹ Cf. *Lindsay, A.*, Traditional Approach, 2018, p. 477 et seqq.

²⁵⁰ Cf. *ibid.*

examines what causes water scarcity in relation to water management.²⁵¹ As a result, they identify deforestation as the cause, as well as a deficiency in alternative economic activities that could be used to protect the watershed.²⁵² Based on this problem analysis, in a next step they aim to develop possible solutions to the perceived problem and its causes.²⁵³ The author describes the procedure of this multi-stakeholder partnership in their publication verbatim that “the process led to a convergence in understanding of the problem, its cause, and preferred solutions”²⁵⁴.

5.3 Resource Utilisation

From the included publications that were identified in this systematic literature review, it consistently emerges that the Positive Deviance Approach focuses primarily on the utilisation of resources that are available locally or internally and does not involve any additional external resources, including funding or similar, within the reviewed literature.²⁵⁵ That is due to the fact that, as described in the previous section, the focus is already on existing solutions for solving the problem.²⁵⁶

According to the authors Chaparro, Durá and Perez, these are mostly the behaviours of positive deviants, who manage their problems “without access to special resources”²⁵⁷. Svenkerud and Singhal also describe the Positive Deviance Approach as an approach that requires scarce up to no additional resources.²⁵⁸ This becomes evident from the following quotation in their publication. Their publication states verbatim that the PD Approach “Needs limited resources as someone is practising those behaviours against all odds”²⁵⁹. The evidence is provided with a study by the authors Jain, Singhal and Svenkerud, that addresses the success of female entrepreneurs in India. The study conducted a PD project to explore how certain women manage to succeed in spite of unequal treatment of men and women and difficult cultural conditions.²⁶⁰ With regard to the utilisation of resources in the project, the researchers found that no additional external resources were needed to

²⁵¹ Cf. *Lindsay, A.*, Traditional Approach, 2018, p. 480 et seqq.

²⁵² Cf. *Lindsay, A.*, Traditional Approach, 2018, p. 480 et seqq.

²⁵³ Cf. *Lindsay, A.*, Traditional Approach, 2018, p. 480 et seqq.

²⁵⁴ *Lindsay, A.*, Traditional Approach, 2018, p. 483.

²⁵⁵ Cf. *Chaparro, M., Durá, L., Perez, L.*, Positive Deviance, 2019, p. 378.

²⁵⁶ Cf. *Chaparro, M., Durá, L., Perez, L.*, Positive Deviance, 2019, p. 378.

²⁵⁷ *Chaparro, M., Durá, L., Perez, L.*, Positive Deviance, 2019, p. 379.

²⁵⁸ Cf. *Singhal, A., Svenkerud, P. J.*, Positive Deviance, 2019a, p. 56 et seqq.

²⁵⁹ *Singhal, A., Svenkerud, P. J.*, Positive Deviance, 2019a, p. 60.

²⁶⁰ Cf. *Jain, P., Singhal, A., Svenkerud, P. J.*, Positive Deviance, 2020, p. 10 et seqq.

become a successful woman entrepreneur.²⁶¹ The authors state that “women entrepreneurs ... succeed with no extra resources”²⁶², based on this study. The behaviours of successful women entrepreneurs, such as actively inviting customers or building customer loyalty, could be carried out without external resources, and should be passed on to non-PD women through a process of self-discovery.²⁶³ The fact that PD does not require additional resources to solve problems is reinforced by Chaparro, Durá and Perez's publication which states that the PD Approach works with internal and local resources.²⁶⁴ Furthermore, they describe in their study that by sharing internal behaviours, the implementation of the solution is possible “at low or no cost”²⁶⁵.

Another study by Areesantichai et al. which examines the problem of dengue fever in Pakistan, similarly, describes that PD mainly involves internal resources, as the positive deviants that were identified managed to operate with the available resources as well.²⁶⁶ They describe that “PD behaviours are simple, and therefore accessible, affordable, and replicable by the other community members facing similar risks”²⁶⁷.

Furthermore, the study of Barney, Bassett, and Levinson is referred to. Their study investigates child malnutrition and attempts to discover how to prevent and manage undernourishment among poor families.²⁶⁸ Based on the PD behaviours of positive deviants, the researchers recognise that there are activities that do not depend on additional external household resources to improve children's health and growth.²⁶⁹

Furthermore, the authors Dearing and Singhal cite a case study in which they demonstrate that “the PD process, by definition, does not need access to expensive investments of outside resources given that positive deviant solutions emanate from resource-poor individuals”²⁷⁰.

Moreover, the project conducted by researchers Jerry and Monique Sternin in Vietnam to address malnutrition among children. The publication of the Sternins is identified by

²⁶¹ Cf. Jain, P., Singhal, A., Svenkerud, P. J., *Positive Deviance*, 2020, p. 16 et seqq.

²⁶² Jain, P., Singhal, A., Svenkerud, P. J., *Positive Deviance*, 2020, p. 21.

²⁶³ Cf. Jain, P., Singhal, A., Svenkerud, P. J., *Positive Deviance*, 2020, p. 15 et seqq.

²⁶⁴ Cf. Chaparro, M., Durá, L., Perez, L., *Positive Deviance*, 2019, p. 378.

²⁶⁵ Chaparro, M., Durá, L., Perez, L., *Positive Deviance*, 2019, p. 379.

²⁶⁶ Cf. Areesantichai, C., Mukhtar, M., Perngparn, U. et al., *Positive Deviance*, 2022, p. 2 et seqq.

²⁶⁷ Areesantichai, C., Mukhtar, M., Perngparn, U. et al., *Positive Deviance*, 2022, p. 3.

²⁶⁸ Cf. Barney, J., Bassett, L., Levinson, F. J. et al., *Positive Deviance*, 2007, p. 259 et seqq.

²⁶⁹ Cf. Barney, J., Bassett, L., Levinson, F. J. et al., *Positive Deviance*, 2007, p. 262 et seq.

²⁷⁰ Dearing, J., Singhal, A., *Positive Deviance*, 2020, p. 312.

backward searching within the publication of Dearing and Singhal and the Authors Chaparro, Durá and Perez. The Sternins address the problem of child malnutrition in Vietnam in their project. Referring to the utilisation of resources, the Sternins describe that positive deviant families, in which children did not suffer from malnutrition, made use of the available nutritional resources, and supplemented their children's meals with them, whereas other families did not use these nutritional resources.²⁷¹ Thus, they focus on those solutions that work with resources that are already internally available.²⁷²

On the contrary, implementing traditional multi-stakeholder projects focus on the utilisation of external resources.²⁷³ Resource utilisation in the context of traditional multi-stakeholder projects is consistently described in literature that is included in this systematic literature review. All publications that address the use of resources in their articles describe, that external resources are necessary to be able to implement projects and disseminate solutions. Most frequently, external funding is mentioned as a key resource.

The authors Meinhold and Darr describe in the cited publication the project of a multi-stakeholder initiative, which deals with food security through the promotion of traditional agroforestry systems by introducing the usage of baobab.²⁷⁴ In order to implement the project, external funding was requested to support the project.²⁷⁵ Concerning the implementation of the project, the authors explicitly state in their publication: “it has to be acknowledged that without external funding the implementation would not have been feasible”²⁷⁶.

The authors Eweje, Kobayashi et al. complement this statement. Similarly, they elaborate in their work that the implementation of projects within the framework of multi-stakeholder partnerships requires additional resources in order to be able to implement them.²⁷⁷ They do not explicitly refer to the financial aspect but describe the use of material resources in general and that this is essential to support the implementation of the projects.²⁷⁸

²⁷¹ Cf. Pascale, R., Sternin, J., Sternin, M., Positive Deviance, 2010, p. 33 et seqq.

²⁷² Cf. Pascale, R., Sternin, J., Sternin, M., Positive Deviance, 2010, p. 33 et seqq.

²⁷³ Cf. Atela, J., Conway, D., Crick, F. et al., Traditional Approach, 2021, p. 4 et seqq.

²⁷⁴ Cf. Darr, D., Meinhold, K., Traditional Approach, 2021, p. 1343 et seqq.

²⁷⁵ Cf. Darr, D., Meinhold, K., Traditional Approach, 2021, p. 1353 et seq.

²⁷⁶ Darr, D., Meinhold, K., Traditional Approach, 2021, p. 1354.

²⁷⁷ Cf. Eweje, G., Kobayashi, K., Nath, S. D. et al., Traditional Approach, 2020, p. 202.

²⁷⁸ Cf. Eweje, G., Kobayashi, K., Nath, S. D. et al., Traditional Approach, 2020, p. 202.

Furthermore, with regard to the use of resources in the context of traditional approaches in multi-stakeholder partnerships, the publication by the authors Atela, Conway, Crick and Gannon can be referred to, which is also cited in relation to the dissemination process. In the cited publication, the authors examined different multi-stakeholder partnerships and their methods, as well as their upscaling possibilities in relation to climate change adaptation in Kenya.²⁷⁹ In the context of dissemination methods, the multi-stakeholder partnerships mentioned in this publication rely on external resources, which in this case were mainly financial resources.²⁸⁰

5.4 Dissemination Process

With regard to the dissemination process, it emerges from the included publications concerning the Positive Deviance Approach, that were identified in this systematic literature review, that the Positive Deviance Approach predominantly focuses on the dissemination of the identified behaviours of the positive deviants, or micro-behaviours. From the publications examined, it is evident that the dissemination mainly involves the positive deviants, or the community itself.²⁸¹ Others should adopt the behaviours of the positive deviants as part of a process of self-discovery and by learning from practice.²⁸²

In the cited publication, the authors Dearing and Singhal also refer to a case study, demonstrating that dissemination mainly refers to the dissemination of the micro-behaviours of positive deviants and attempts to make them accessible to a wider circle.²⁸³

Within this context, the case study of the Sternins, who investigated the problem of child malnutrition in Vietnam, is cited. This study was identified by the backward search conducted in the publications of the authors Chaparro, Durá and Perez, and in the publication of the authors Dearing and Singhal. Concerning the dissemination process, in this particular project, after identifying micro-behaviours that proved to be successful, these behaviours are introduced and disseminated by PD families.²⁸⁴ The Sternins state that “people learn best by doing”²⁸⁵, and describe that the dissemination of positive deviant behaviours

²⁷⁹ Cf. *Atela, J., Conway, D., Crick, F. et al.*, Traditional Approach, 2021, p. 4 et seqq.

²⁸⁰ Cf. *Atela, J., Conway, D., Crick, F. et al.*, Traditional Approach, 2021, p. 4 et seqq.

²⁸¹ Cf. *Dearing, J., Singhal, A.*, Positive Deviance, 2020, p. 310 et seqq.

²⁸² Cf. *Dearing, J., Singhal, A.*, Positive Deviance, 2020, p. 310 et seqq.

²⁸³ Cf. *ibid.*

²⁸⁴ Cf. *Pascale, R., Sternin, J., Sternin, M.*, Positive Deviance, 2010, p. 48 et seqq.

²⁸⁵ *Pascale, R., Sternin, J., Sternin, M.*, Positive Deviance, 2010, p. 43.

took place in the form of what is called “living universities”²⁸⁶ in this project.²⁸⁷ Individuals from further communities directly witnessed the micro-behaviours of the positive deviants over a certain period of time and thus managed to learn through a process of self-discovery and later adapt them for themselves in their own communities.²⁸⁸

Building upon the Sternins' case study, the authors Chaparro, Durá and Perez also outline that dissemination is conducted by the community and through experiencing the PD behaviours.²⁸⁹ Verbatim, they state that the Positive Deviance Approach refers to learning from existing practices “rather than taking the traditional step of spreading the word ... (i.e., telling people what to do)”²⁹⁰. The authors further describe the process as PAK, which refers to “practices change attitudes, which help internalise knowledge”²⁹¹. This describes the generation of new knowledge through an experiencing of practice rather than the development of behaviour grounded from knowledge.²⁹² This perception of dissemination in the context of Positive Deviance is shared by the authors Dearing and Singhal. Verbatim, the authors describe the process as follows: “Instead of pursuing the traditional knowledge-attitude-practice route”²⁹³, Positive Deviance focuses on generating knowledge based on experienced practice.²⁹⁴

In line with that, the cited study by the authors Jimba, Kosugi and Kiriya et al., can be referred to. This study has already been cited with regard to problem-solving in the context of PD and investigates the reduction of sexually transmitted diseases and unexpected pregnancies among women in Uganda through the use of double contraception.²⁹⁵ Concerning the process of dissemination, this publication referred to the dissemination of micro-behaviours of positively deviant women, who were able to use the dual method of contraception due to their exceptional behaviours.²⁹⁶ Dissemination of these women's behaviours was carried out in workshops later on.²⁹⁷ The aim was to pass on the PD women's

²⁸⁶ Pascale, R., Sternin, J., Sternin, M., Positive Deviance, 2010, p. 43.

²⁸⁷ Cf. Pascale, R., Sternin, J., Sternin, M., Positive Deviance, 2010, p. 42 et seq.

²⁸⁸ Cf. Pascale, R., Sternin, J., Sternin, M., Positive Deviance, 2010, p. 42 et seq.

²⁸⁹ Cf. Chaparro, M., Durá, L., Perez, L., Positive Deviance, 2019, p. 382.

²⁹⁰ Chaparro, M., Durá, L., Perez, L., Positive Deviance, 2019, p. 382.

²⁹¹ Chaparro, M., Durá, L., Perez, L., Positive Deviance, 2019, p. 382.

²⁹² Cf. Chaparro, M., Durá, L., Perez, L., Positive Deviance, 2019, p. 382.

²⁹³ Dearing, J., Singhal, A., Positive Deviance, 2020, p. 311.

²⁹⁴ Cf. Dearing, J., Singhal, A., Positive Deviance, 2020, p. 311.

²⁹⁵ Cf. Jimba, M., Kiriya, J., Kosugi, H. et al., Positive Deviance, 2020, p. 1 et seqq.

²⁹⁶ Cf. Jimba, M., Kiriya, J., Kosugi, H. et al., Positive Deviance, 2020, p. 2 et seqq.

²⁹⁷ Cf. Jimba, M., Kiriya, J., Kosugi, H. et al., Positive Deviance, 2020, p. 12 et seq.

behaviour to other women through learning by doing.²⁹⁸ The authors describe these as “participatory workshop[s] delivered by PDs to disseminate their effective behaviours”²⁹⁹ which are “community-led”³⁰⁰.

Furthermore, the cited study by Areesantichai, Mukhtar and Perngparn et al., examined the problem of dengue fever in Pakistan and can be referred to with regard to the process of dissemination. The dissemination of the discovered micro-behaviours of positive deviants were disseminated in the form of several so-called “PD sessions”³⁰¹. In these sessions, the PD role models presented their “local, simple behaviours and strategies to avoid dengue, which served as social proof for the other community members”³⁰². Through role-playing and the experiences of the positive deviants, other people were encouraged to adapt these behaviours by experiencing them.³⁰³

On the contrary, traditional multi-stakeholder projects operate in a contradictory way. The process of disseminating multi-stakeholder initiatives in order to further distribute the developed concepts or solutions is also referred to as scaling-up in literature.³⁰⁴ Two of the included publications provided information on the dissemination of solutions. While both publications represent different forms of disseminating solutions, they have in common that dissemination is promoted by external actors that seek to spread knowledge and disseminate solutions by external measures and additional resources.

In this regard, the following publication by the authors Meinhold and Darr can be cited, which has already been mentioned with regard to the use of resources in the context of multi-stakeholder projects. In this publication, the authors explain the implementation of training in the form of coaching for experts who subsequently disseminate their knowledge to other communities with the aim of disseminating and promoting the assurance of food security through agroforestry systems.³⁰⁵ Moreover, the two authors state

²⁹⁸ Cf. *Jimba, M., Kiriya, J., Kosugi, H. et al.*, Positive Deviance, 2020, p. 1 et seqq.

²⁹⁹ Cf. *Jimba, M., Kiriya, J., Kosugi, H. et al.*, Positive Deviance, 2020, p. 13.

³⁰⁰ Cf. *Jimba, M., Kiriya, J., Kosugi, H. et al.*, Positive Deviance, 2020, p. 2.

³⁰¹ Cf. *Areasantichai, C., Mukhtar, M., Perngparn, U. et al.*, Positive Deviance, 2022, p. 6 et seqq.

³⁰² *Areasantichai, C., Mukhtar, M., Perngparn, U. et al.*, Positive Deviance, 2022, p. 7.

³⁰³ Cf. *Areasantichai, C., Mukhtar, M., Perngparn, U. et al.*, Positive Deviance, 2022, p. 6 et seqq.

³⁰⁴ Cf. *Darr, D., Meinhold, K.*, Traditional Approach, 2021, p. 1345.

³⁰⁵ Cf. *Darr, D., Meinhold, K.*, Traditional Approach, 2021, p. 1347 et seqq.

that disseminating this knowledge would not be possible without external resources in the form of funding opportunities.³⁰⁶

Another publication by the authors Atela, Conway, Crick and Gannon can additionally be cited with regard to upscaling. The authors' publication examines different multi-stakeholder partnerships as well as their methods and scaling-up strategies in relation to climate change adaptation in Kenya.³⁰⁷ The partnerships presented in this publication also consisted of at least three different actors representing the private, public, and scientific sector. Concerning dissemination activities, financial mechanisms were identified by which the actors within the MSPs seek to create incentives.³⁰⁸ These incentives refer to subsidies, loans or even tax incentives and grants, which are intended to encourage adaptation to climate change among further actors within the private sector to promote and support adaptation to climate change at their level as well.³⁰⁹ Moreover, it was mentioned that innovation funds are established to provide funding for small and medium-sized enterprises to develop new products and services in order to improve the climate change value chain.³¹⁰ Correspondingly, the multi-stakeholder partnerships outlined in this publication aim to further disseminate adaptation to climate change by focusing on using external resources and transferring solutions from external experts into a system or community.³¹¹

6 Discussion

The purpose of this thesis was to fill the research gap regarding an application of the Positive Deviance Approach in multi-stakeholder partnerships. This was done by identifying the flip that would be required from the traditional approach in multi-stakeholder partnerships to the Positive Deviance Approach, in order to apply the PD Approach in these partnerships within the framework of projects relating to international and sustainable development. The previous section outlines how literature presents the traditional approach in multi-stakeholder partnership development projects, as well as the approach in Positive Deviance projects. Based on the identified research results, these results are

³⁰⁶ Cf. *Darr, D., Meinhold, K.*, Traditional Approach, 2021, p. 1354.

³⁰⁷ Cf. *Atela, J., Conway, D., Crick, F. et al.*, Traditional Approach, 2021, p. 4 et seqq.

³⁰⁸ Cf. *Atela, J., Conway, D., Crick, F. et al.*, Traditional Approach, 2021, p. 6 et seqq.

³⁰⁹ Cf. *Atela, J., Conway, D., Crick, F. et al.*, Traditional Approach, 2021, p. 6 et seqq.

³¹⁰ Cf. *ibid.*

³¹¹ Cf. *ibid.*

synthesised and evaluated in the following section to answer the research questions of this thesis by defining the flips that are essential with regard to the aspects of problem-solving, utilisation of resources and the dissemination process.

6.1 Discussion of the Research Results

It is evident from the theoretical background outlined in chapter two on the application of the Positive Deviance Approach and the application of a traditional approach in multi-stakeholder partnerships, that applying the Positive Deviance Approach in MSPs would require a shift in thinking. This shift in mindset is exemplified by the flips presented in section 2.4.1. From the conducted systematic literature research, it can be deduced as well that a shift in thinking, referred to as flip, would be essential to successfully apply a Positive Deviance Approach in multi-stakeholder partnerships.

With regard to the problem-solving process, it is evident from literature that multi-stakeholder partnerships focus on systematically analysing the problem and its causes in order to generate a proven approach to solve a problem. Evidence is provided by the cited publication of the author Lindsay, who outlines the aspect of analysing the causes of problems in her publication.³¹² Therefore, it can be concluded that first the problem is identified by the multi-stakeholder partnership in order to be able to identify a suitable solution accordingly. Hence, this can equally be aligned with the traditional approach of MSPs for development projects, which was explained in the theoretical background based on the Logical Framework Approach. The LFA refers to a systematic approach in the context of problem-solving, within the analysis phase, and describes the focus on a problem and the identification of its causes in order to be able to develop solutions based on this.³¹³

Conversely, the Positive Deviance Approach focuses on existing solutions and attempts to identify them by focusing on individuals who, despite having the same access to resources, already have a solution to the problem or can circumvent it more effectively due to their specific behaviour.³¹⁴ This procedure can be identified consistently in the included publications regarding problem-solving within the framework of PD. Thus, a connection to the theoretical background of this thesis can be identified, as the PD Approach is

³¹² Cf. *Lindsay, A.*, Traditional Approach, 2018, p. 480 et seqq.

³¹³ Cf. *Jackson, B.*, LFA, 1997, p. 3 et seqq.

³¹⁴ Cf. *Areesantichai, C., Mukhtar, M., Perngparn, U. et al.*, Positive Deviance, 2022, p. 1 et seqq.

explained to focus on existing solutions in terms of micro-behaviours, which is reflected in the Define phase of the 6D process.³¹⁵

According to the literature regarding the application of the Positive Deviance Approach and the traditional approach in multi-stakeholder partnerships, it can be identified that the proposed flip is related to the theoretical background of this thesis. When applying the PD Approach in a multi-stakeholder partnership, it is advisable to consider the flip regarding the aspect of problem-solving, which has already been described in the theoretical background. The flip implies that the focus should be shifted from a problem-oriented solution development to a solution-oriented problem-solving.³¹⁶ The above discussed procedures can be summarised as the traditional approach of multi-stakeholder partnerships in projects is to move from problem-solving to solution identification. For the application of the PD Approach, the pertinent literature proves that this approach moves from solution identification to problem-solving. A challenge that can be derived from this is to identify the existing solutions within PD projects, as this could be a lengthy process. Conversely, the PD Approach has the potential to create a better acceptance of solutions, as they are more tangible than solutions that are implemented based on scientific facts and brought in by outside experts.³¹⁷

According to the reviewed literature concerning the utilisation of resources, traditional projects of multi-stakeholder partnerships commonly involve the utilisation of external resources. The systematic literature review identified the most frequent use of external resources in the form of supplemental funding. In their publication, Meinhold and Darr also describe a multi-stakeholder project dealing with the promotion of agroforestry systems for food security in Kenya.³¹⁸ In this respect, they share the opinion that the implementation of the project would not have been possible at all without additional financing.³¹⁹ In this regard, a link to the theoretical background of this thesis can be identified. The Logical Framework Approach, which describes the traditional approach of MSPs in

³¹⁵ Cf. *Durá, L.*, Positive Deviance, 2016, p. 67 et seqq.

³¹⁶ Cf. *Pascale, R. T., Sternin, J.*, Flips, 2005, p. 4.

³¹⁷ Cf. *Singhal, A., Svenkerud, P.*, Positive Deviance, 2019b, p. 159 et seqq.

³¹⁸ Cf. *Darr, D., Meinhold, K.*, Traditional Approach, 2021, p. 1353 et seq.

³¹⁹ Cf. *Darr, D., Meinhold, K.*, Traditional Approach, 2021, p. 1353 et seq.

this thesis, similarly relies on external resources such as funding and refers to the allocation of financial resources to corresponding activities.³²⁰

Regarding the utilisation of resources within Positive Deviance projects, it can be identified that the focus in these projects is on the utilisation of locally available resources. The literature identified reflects that the PD Approach, due to the fact that it focuses on existing solutions in the form of micro-behaviours, does not necessarily require additional external resources.³²¹ The identified positive deviants already manage to solve the prevailing problem with the existing resources, which is the reason that no or hardly any additional resources are required in Positive Deviance projects.³²² The theoretical background of this thesis confirms these findings, as it coincides with the identified research results.

Summarising the utilisation of resources within these two approaches, it can be concluded that traditional projects rely on external resources. Positive Deviance projects on the contrary focus on utilising internally available resources. The flip that refers to the change in mindset that can be derived from the gathered research results, can thus be deduced. When applying the Positive Deviance Approach in multi-stakeholder partnerships, it is therefore recommended to consider the flip, which describes the shift in mindset from focusing on the utilisation of external resources to focusing on utilising resources that are available internally. The possibility of the PD Approach that can be extracted from this includes the implementation of solutions in a sustainable way, as no additional or hardly any additional resources need to be solicited in order to be able to solve an existing problem. Thus, there is no risk of being dependent on external resources to solve the problem in the long term.³²³

The information regarding the dissemination process, respectively the scaling-up, to further disseminate possible solutions in the context of traditional multi-stakeholder projects indicates that these are mainly driven by experts of the partnership or its stakeholders. The reviewed literature implies that the dissemination of knowledge regarding addressed problems is a possible option in the context of dissemination, by initiating specific

³²⁰ Cf. *Jackson, B.*, LFA, 1997, p. 8 et seqq.

³²¹ Cf. *Pascale, R., Sternin, J., Sternin, M.*, Positive Deviance, 2010, p. 33 et seqq.

³²² Cf. *Singhal, A., Svenkerud, P. J.*, Positive Deviance, 2019a, p. 60.

³²³ Cf. *Areesantichai, C., Mukhtar, M., Perngparn, U. et al.*, Positive Deviance, 2022, p. 3.

trainings or educational sessions for example.³²⁴ In this regard, the dissemination of knowledge is of significance. This can also be linked to the theoretical background of this thesis, as the Logical Framework Approach defines a dissemination process that is based on the development of possible strategies or actions based on scientific knowledge and a systematic problem analysis.³²⁵ Moreover, the aspect of resource utilisation is applied here again, as the included literature identifies that dissemination can also be driven by additional, external resources.³²⁶ In this context, another possibility for dissemination of solutions, which has been identified, are financial incentives or additional financing, which are provided and made available by the relevant actors of a partnership³²⁷. The main conclusion that can be drawn from this, is that the process of disseminating solutions following the traditional approach tends to evolve from the outside in. Thus, the process is driven by stakeholders and experts and rather relates to the thinking, based on expert knowledge, into new patterns of action.

Concerning the dissemination of solutions in the context of Positive Deviance projects, literature uniformly describes that the solutions are driven by the positive deviants, respectively by individuals of the community itself. Thereby, literature especially refers to the fact that other individuals can learn from the actions of the positive deviants. From this, it can be inferred that there is no mere transfer of knowledge. According to the findings of the systematic literature review, positive deviants disseminate their micro-behaviours, as for instance by offering their knowledge in the form of courses to other individuals, who are supposed to discover the micro-behaviours for themselves and adapt them to their individual circumstances.³²⁸ It can be deduced that PD tries to disseminate solutions from within, based on a concept of learning by doing. Actors in Positive Deviance projects thus engage in a new way of thinking, based on the micro-behaviours of positive deviants. Again, a connection to the theoretical background can be detected, as dissemination in the theory of the PD Approach is equally described as the transmission of micro-

³²⁴ Cf. *Darr, D., Meinhold, K.*, Traditional Approach, 2021, p. 1347 et seqq.

³²⁵ Cf. *Kohlweg, K., Ringhofer, L.*, LFA, 2019, p. 116.

³²⁶ Cf. *Atela, J., Conway, D., Crick, F. et al.*, Traditional Approach, 2021, p. 6.

³²⁷ Cf. *Atela, J., Conway, D., Crick, F. et al.*, Traditional Approach, 2021, p. 6.

³²⁸ Cf. *Jimba, M., Kiriya, J., Kosugi, H. et al.*, Positive Deviance, 2020, p. 2 et seqq.

behaviours by local actors, namely the positive deviants.³²⁹ This becomes evident in the Disseminate phase of the 6D process, outlined in chapter 2.3.2.

Consequently, the traditional approach in MSPs can be summarised as attempting to disseminate solutions through external resources and the transfer of knowledge by stakeholders and experts. Positive Deviance projects, on the other hand, disseminate the solutions by making the positive deviants' micro-behaviours available to a wider group of individuals, allowing further individuals to obtain new knowledge from the practical experience. Hence, in order to apply the Positive Deviance Approach in multi-stakeholder partnerships, a shift from the traditional approach of relying on thinking into new patterns of action to acting into new ways of thinking would be advisable.³³⁰ The flip from external resource utilisation within the traditional approach to the use of internal resources within the PD Approach is also reflected in the dissemination process.

Additionally, it can be deduced that a challenge of the Positive Deviance Approach is that dissemination depends on the willingness of positive deviants to cooperate in order to disseminate their micro-behaviours to further individuals.³³¹ On the other hand, the Positive Deviance Approach can also provide the opportunity for other individuals to discover the proposed solutions, in the form of micro-behaviours, through self-discovery processes and to transfer them into their own scope.³³² This could ensure a higher acceptance of the solution.

In conclusion, it can be stated that the theoretical background can be confirmed by the systematic literature research. Furthermore, the flips already presented in the theoretical background, which were identified with a focus on the sub-research questions, can be deduced and recognised from the results of the systematic literature review.

6.2 Practical Implications

Building up on the research results gathered in this thesis, practical implications can be derived which are relevant for multi-stakeholder partnerships that consider applying the

³²⁹ Cf. *Svenkerud, P. J., Singhal, A.*, Positive Deviance, 2019b, p. 154 et seqq.

³³⁰ *Pascale, R. T., Sternin, J.*, Flips, 2005, p. 4.

³³¹ Cf. *Albanna, B., Heeks, R.*, Positive Deviance, 2018, p. 7 et seqq.

³³² Cf. *Svenkerud, P. J., Singhal, A.*, Positive Deviance, 2019b, p. 154 et seqq.

Positive Deviance Approach in development projects, especially with regard to sustainable development.

According to the results of the theoretical background and the following literature review, proof is given that multi-stakeholder partnerships should shift their way of thinking towards problem-solving, the utilisation of resources and the dissemination process when applying the Positive Deviance Approach in potential projects.

As a result, it is advisable for multi-stakeholder partnerships to consider the flips that are identified within the scope of this thesis. With respect to problem-solving, it would be recommendable for these partnerships to start from “solution identification to problem solving”³³³, as opposed to the traditional approach that moves from “problem identification to problem solving”³³⁴.

Regarding the second flip, the utilisation of resources, it is recommended that multi-stakeholder partnerships should reflect the flip that is identified in this regard. It suggests that MSPs should shift their way of thinking towards the use of internal resources that are already available rather than the utilisation of external resources in the traditional way.

Furthermore, the third flip regarding the dissemination process should be considered by multi-stakeholder partnerships when applying the Positive Deviance Approach. Traditionally, the focus is on developing new practices based on knowledge and on disseminating solutions from outside experts, as well as through the utilisation of additional resources. For MSPs, it would be recommendable in the context of PD, that instead of the approach of thinking one's way into new patterns of action, the approach of acting one's way into new ways of thinking should be advocated.³³⁵ Moreover, as opposed to using external experts to promote the process of dissemination, MSPs should support the dissemination of solutions by the community members themselves.

6.3 Critical Reflexion and Limitations of Research

The method applied in this bachelor thesis is the systematic literature review, which is used to answer the research question: ‘Which flips are required when applying the Positive Deviance Approach in multi-stakeholder partnerships compared to the traditional

³³³ *Pascale, R. T., Sternin, J., Flips, 2005, p. 4.*

³³⁴ *Pascale, R. T., Sternin, J., Flips, 2005, p. 4.*

³³⁵ *Cf. Pascale, R. T., Sternin, J., Flips, 2005, p. 4.*

approach?'. Nevertheless, due to the framework of this bachelor thesis and the limited time available for the research, it is important to consider the limitations of this thesis. First, the systematic literature review is limited to the EBSCO Discovery Service and the databases Sage Journals and ScienceDirect. Therefore, potential further literature references that might be available in other databases were presumably not considered for inclusion in this thesis. Furthermore, the inclusion and exclusion criteria of this study have limited the number of potential literature references related to the research subject of this thesis, which may have not been discovered and therefore are not included in this thesis. Another aspect to be considered is that comparatively few reliable and explicit literature sources could be included with regard to the traditional approach in multi-stakeholder partnerships, especially when referring to the aspect of problem-solving, and it was thus not possible to substantiate and examine the results in more depth. Finally, the sub-research questions restricted the research question to three specific aspects and therefore no further aspects that would require a possible flip were investigated.

Nevertheless, on the whole, this thesis can fulfil the fundamental quality criteria of the qualitative research. The triangulation of data in the context of this thesis is given by the fact that different sources from different databases are included in this research. To ensure that the quality criteria of procedural documentation and rule-guidedness are fulfilled, the entire research process is documented in chapter four and the evaluation in chapter five is carried out systematically according to the categories that are related to the sub-research question.

7 Conclusion

In the final section of this thesis, the information gathered throughout this research is briefly reviewed and the answers to the research questions are presented. Additionally, opportunities for future research are suggested that could expand the research on the Positive Deviance Approach in multi-stakeholder partnerships.

7.1 Summary

The purpose of this thesis was to explore the research gap pertaining the application of the Positive Deviance Approach in multi-stakeholder partnerships. The research question 'Which flips are required when applying the Positive Deviance Approach in multi-

stakeholder partnerships compared to the traditional approach?’ is answered in this research. Within the scope of this thesis, special research interest is laid on identifying the three flips that would be advisable in order to successfully implement the Positive Deviance Approach in MSPs. They are outlined in the respective sub-research questions: ‘What flip is required when focusing on the aspect of problem-solving?’, as well as ‘What flip is required regarding the utilisation of resources?’ and ‘What flip is required regarding the dissemination process?’. Furthermore, possible opportunities and challenges of the PD Approach in multi-stakeholder partnerships with regard to the respective flips are evaluated.

The systematic literature review provides evidence for the theoretical background of this thesis. Consequently, the PD Approach is an approach that focuses on existing solutions within the framework of problem-solving and concentrates on the utilisation of existing resources. In terms of dissemination, the PD Approach emphasises learning by doing and acting into a new way of thinking. In addition, the identified micro-behaviours are disseminated with the help of the community and local positive deviants. The dissemination is thus mainly carried out by the involved local actors.

Conversely, the traditional approach in MSPs focuses on identifying problems and their causes and developing solutions based on this and the implementation of these solutions is mainly promoted by external resources. Within the dissemination or scaling up process, the traditional approach utilises a variation of external resources and attempts to disseminate solutions that were developed in a systematic process based on knowledge.

In conclusion, to apply the Positive Deviance Approach in MSPs, the MSP needs to flip their traditional procedures from solving the problem by identifying solutions to identify existing solutions that can already solve the problem.³³⁶ They need to flip from depending on external resources to utilise internal available resources. And finally, with regard to the dissemination process, they need to flip from disseminating mere knowledge and thinking towards new ways of acting to disseminating practice and acting towards new ways of thinking.³³⁷

³³⁶ Cf. *Pascale, R. T., Sternin, J.*, Flips, 2005, p. 4.

³³⁷ Cf. *Pascale, R. T., Sternin, J.*, Flips, 2005, p. 4.

Applying the Positive Deviance Approach in multi-stakeholder partnerships would primarily involve the challenge of identifying the positive deviants, or outliers, and could thus become a time-consuming process.³³⁸ However, contrary to the implementation of the traditional approach multi-stakeholder partnerships can implement solutions as sustainable as possible by applying the PD Approach, as they hardly require any additional resources.³³⁹ Moreover, there is less risk of becoming dependent on the resources provided and of the system collapsing as soon as these are no longer provided, since PD, in contrast to the traditional approach, mainly uses local resources in projects. Finally, the Positive Deviance Approach promotes the acceptance of solutions, as individuals learn them through practice and self-discovery, rather than implementing externally developed solutions through a mere transfer of knowledge.

Nevertheless, it is important to acknowledge that the flips analysed in this thesis are not necessarily the only advisable flips for applying the Positive Deviance Approach in MSPs. It is relevant to acknowledge, that the PD Approach is not a substitute, but merely another opportunity for multi-stakeholder partnerships to advance and implement development projects within the framework of the 2030 Agenda and its sustainable development goals. Moreover, it is important to mention that Positive Deviance is not a one-size-fits-all solution for all types of MSPs' projects. Thus, multi-stakeholder partnerships should assess in advance whether the Positive Deviance Approach is appropriate for the respective project.

7.2 Future Research

To broaden the research field of this thesis and to obtain further insights into the application of the Positive Deviance Approach in multi-stakeholder partnerships, it would be advisable to conduct further research. Considering the limited literature that could be identified on the traditional approach of multi-stakeholder partnerships in development projects, it would be advisable to extend the literature research to further databases in order to enrich the analysis material. Additionally, it would be valuable to extend this research by collecting further data from interviews with multi-stakeholder partnerships that are currently working on development projects and contrasting their approach to the

³³⁸ Cf. *Albanna, B., Heeks, R.*, Positive Deviance, 2018, p. 7 et seqq.

³³⁹ Cf. *Ceccarelli, V., Bijarniya, D., Groot, J., et al.*, Positive Deviance, 2020, p. 2 et seq.

Approach of Positive Deviance, in order to verify the identified flips and to explore further flips. Further potential research that could build on this thesis is, for example, to explore the challenges and opportunities that the Positive Deviance Approach could represent in multi-stakeholder partnerships in more depth.

Being a fairly promising field of research, literature around the Positive Deviance Approach needs to be enriched with more valuable elaborations on its theory to further spread the word on this effectful concept and promote a successful implementation of the latter in multi-stakeholder partnerships for creating momentum to support development projects.

Appendix

Appendix 1: Sources within the EBSCO Discovery Service

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| <ul style="list-style-type: none"> • ABC-CLIO Social Studies Databases, Academic Edition • ABC-CLIO Social Studies Databases, School Edition • Academia • Academic OneFile • Academic Search Index • Accessible Archives • AccessScience • ACLS Humanities E-Book • Adam Matthew Digital • AGRIS • Alexander Street Press • American National Biography Online • arXiv • BiblioBoard • Biography in Context • BioOne Online Journals • Books at JSTOR • Books24x7 • Bridgeman Education • Britannica Online • British Library ETHOS • British Standards Online • Business Insights: Essentials • Business Source Premier • Canada In Context • Canadian Electronic Library • Center for Research Libraries • China Science & Technology Journal Database • China/Asia On Demand • Cochrane Database of Systematic Reviews • CogPrints • Credo Reference Collections • Data-Planet Statistical Datasets & Statistical Ready Reference • Digital Access to Scholarship at Harvard • DigiZeitschriften • Directory of Open Access Journals • Discovery eBooks • eArticle • eBook Business Collection • eBook Collection • ECONIS • EconLit with Full Text • Energy Citations Database | <ul style="list-style-type: none"> • J-STAGE • JSTOR 19th Century British Pamphlets • JSTOR Journals • Key Note Market Research Reports • Knovel • KyoboScholar • Lan Publishing • LexisNexis Academic: Law Reviews • LexisNexis U.S. Serial Set Digital Collection • Literature Resource Center • LUNA Commons • Manuscriptorium Digital Library • McGraw-Hill • Media Archive • MEDLINE • Mergent Annual Reports Collection • Minority Health Archive • Mintel Oxygen Reports • NBC Learn Higher Ed • NBC Learn K-12 • NewsBank - Archives • NewsBank • Newswires • OAPEN Library • OECD iLibrary • Openedition.org • Opposing Viewpoints in Context • Oxford African American Studies Center • Oxford Biblical Studies Online • Oxford Bibliographies • Oxford Dictionary of National Biography • Oxford Handbooks Online • Oxford Islamic Studies Online • Oxford Medicine Online • Oxford Reference • Oxford Scholarly Editions Online • Oxford Scholarship Online • Oxford's Who's Who & Who Was Who • PhilSci Archive • Project MUSE • PsycARTICLES • PsycBOOKS • PsycCRITIQUES |
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| <ul style="list-style-type: none"> • ERIC • Erudit • Expanded Academic ASAP • Films on Demand • General OneFile • Harvard Library Bibliographic Dataset • Health & Wellness Resource Center • HeinOnline • Hoover's Company Profiles • IBISWorld • Industry Studies Working Papers • Informit Business Collection • Informit Engineering Collection • Informit Health Collection • Informit Humanities & Social Sciences Collection • Informit Indigenous Collection • Informit Literature & Culture Collection • InfoTrac Computer Database • InfoTrac Health Reference Center Academic • InfoTrac Informe! • InfoTrac Junior Edition • InfoTrac LegalTrac • InfoTrac Newsstand • InfoTrac Student Edition | <ul style="list-style-type: none"> • PsycheVisual • PSYINDEX: Literature and Audiovisual Media with PSYINDEX Tests • Public Information Online • Publications New Zealand Metadata • Publisher Provided Full Text Searching File • RACO • Regional Business News • Research Starters • SA ePublications Service • Science In Context • ScienceDirect • Small Business Resource Center • SOFIS - Sozialwissenschaftliche Forschungsinformationen • SOLIS - Sozialwissenschaftliche Literatur • SpringerMaterials • SpringerProtocols • SSOAR – Social Science Open Access Repository • STAT!Ref • Student Resources in Context • Supplemental Index • SwePub • TDX • U.S. History in Context • University Press Scholarship Online • USPTO Patent Applications • USPTO Patent Grants • vLex • World Book • World History in Context |
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Source: *EBSCO Discovery Service*, literature review, n.d., no page number

Appendix 2: Included Publications from the Systematic Literature Review

| | Database | Year | Author(s) | Journal | Title |
|----------------------------|---|------|--|---|--|
| Positive Deviance Approach | Wiley Libraries via EBSCO Discovery Service | 2020 | <i>Dearing, James W., Singhal, Arvind</i> | Human Behavior & Emerging Technologies, Vol. 2 (2020), Nr. 4, p. 307-313. | New directions for diffusion of innovations research: Dissemination, implementation, and Positive Deviance. |
| | Complementary Index via EBSCO Discovery Service | 2022 | <i>Areesantichai, Chitlada, Muhammad, Mukhtar, Muhammad, Shafique, Usaney, Perngparn</i> | Insects, Vol. 13 (2022), Nr. 1, p. 1-19. | Effectiveness of Positive Deviance, an Asset-Based Behavior Change Approach, to Improve Knowledge, Attitudes, and Practices Regarding Dengue in Low-Income Communities (Slums) of Islamabad, Pakistan: A Mixed-Method Study. |
| | Directory of Open Access Journals via EBSCO Discovery Service | 2022 | <i>Albanna, Basma, Boy, Jeremy, Handl, Julia, Heeks, Richard, Gluecker, Andreas, Pawelke, Andreas</i> | Development Engineering, Vol. 7 (2022), p. 1-16. | Data powered Positive Deviance: Combining traditional and non-traditional data to identify and characterise development-related outperformers |
| | Complementary Index via EBSCO Discovery Service | 2019 | <i>Chaparro, Magdalena, Conner, Trey, Durá, Lucía, Moses, Joe, Perez, Lauren, Pope-Ruark, Rebecca, Tham, Jason</i> | Journal of Business & Technical Communication, Vol. 33 (2019), Nr. 4, p. 376-399. | Positive Deviance as Design Thinking: Challenging Notions of Stasis in Technical and Professional Communication. |
| | Springer Nature Journals via EBSCO Discovery Service | 2020 | <i>Jimba, Masamine, Kiriya, Junko, Kosugi, Hodaka,</i> | International Journal of Environmental Research and Public Health, | Positive Deviance for dual-method promotion among women in Uganda: study protocol for a cluster |

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| | | | <i>Mucunguzi, Stephen, Muzoora, Conrad, Ong, Ken Ing Cherng, Shibanuma, Akira</i> | Vol. 17 (2020), p. 1-15. | randomized controlled trial |
| Positive Deviance Approach | Complementary Index via EBSCO Discovery Service | 2007 | <i>Barney, Jessica, Bassett, Lucy, Levinson, F. James, Schultink, Werner</i> | Food & Nutrition Bulletin, Vol. 28 (2007), Nr. 3, p. 259-265. | Utilization of Positive Deviance analysis in evaluating community-based nutrition programs: an application to the Dular program in Bihar, India. |
| | SAGE Journals | 2002 | <i>Bari, Abdul, Ihsan, Tariq, Khadduri, Rolla, Lapping, Karin, Marsh, David R., Nazir, Raheel, Sternin, Monique</i> | Food and Nutrition Bulletin, Vol. 23 (2002), Nr. 4, p. 107-116. | Identification of model newborn care practices through a Positive Deviance Inquiry to guide behaviour-change interventions in Haripur, Pakistan |
| | Researchgate via Backward search | 2019 | <i>Singhal, Arvind, Svenkerud, Peer Jacob</i> | The Journal of development communication, Vol.29 (2019), No. 2, p. 54-64. | Diffusion of Evidence-based Interventions or Practice-based Positive Deviations |
| | Researchgate via Backward search | 2019 | <i>Jain, Pallavi, Sachdev, Anu, Singhal, Arvind, Svenkerud, Peer Jacob</i> | Journal of Development Communication, Vol. 30 (2019), Nr. 1, p. 10-22. | A Positive Deviance Inquiry on Effective Communicative Practices of Rural Indian Women Entrepreneurs |
| | Google Scholar via Backward search | 2010 | <i>Pascale, Richard T., Sternin, Jerry, Sternin, Monique</i> | Harvard Business Press. | The Power of Positive Deviance |

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|----------------------|--|------|--|---|--|
| Traditional Approach | Sciencedirect | 2021 | <i>Atela, Joanes, Gannon, Elizabeth Kate, Crick, Florence</i> | Climate Risk Management, Vol. 32 (2021), p. 1-13. | What role for multi-stakeholder partnerships in adaptation to climate change? Experiences from private sector adaptation in Kenya |
| | Springer Nature Journals via EBSCO Discovery Service | 2021 | <i>Darr, Dietrich, Meinhold, Kathrin</i> | Agroforest Systems, Vol. 95 (2021), Nr.7, p. 1343-1358. | Using a multi-stakeholder approach to increase value for traditional agroforestry systems: the case of baobab (<i>Adansonia digitata</i> L.) in Kilifi, Kenya |
| | Emerald Publishing Limited via EBSCO Discovery Service | 2020 | <i>Eweje, Gabriel, Nath, Shobod Deba, Kobayashi, Kazunori, Sajjad, Aymen</i> | Marketing Intelligence & Planning, Vol. 39 (2020), Nr.2, p.186-212. | Multi-stakeholder partnerships: a catalyst to achieve sustainable development goals |
| | Springer Nature Journals via EBSCO Discovery Service | 2018 | <i>Lindsay, Abby</i> | Journal of Environmental Studies and Sciences, Vol. 8 (2018), p. 477-487. | Social learning as an adaptive measure to prepare for climate change impacts on water provision in Peru |

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Declaration in lieu of oath

I hereby declare that I produced the submitted paper with no assistance from any other party and without the use of any unauthorized aids and, in particular, that I have marked as quotations all passages, which are reproduced verbatim or near-verbatim from publications. Further, I declare that this thesis has never been submitted before to any other examination board in either its present form or in any other similar version. I herewith agree that this thesis may be published. I herewith consent that this thesis may be uploaded to the server of external contractors for the purpose of submitting it to the contractors' plagiarism detection systems. Uploading this thesis for the purpose of submitting it to plagiarism detection systems is not a form of publication.

Bochum, 04.04.2022

location, date

A handwritten signature in purple ink that reads "A. Kistczynski". The signature is written in a cursive style with a distinct loop for the letter 'i'.

(genuine signature)