

Master's Thesis – Master Sustainable Business and Innovation

Inclusiveness of Dutch private sector development in Jordan

Date: 09-07-2021

Joëlle Güthschmidt

j.p.guthschmidt@students.uu.nl

Student number: 6521290

Supervisor: Dr. Marjanneke Vijge

Abstract

Inclusiveness is at the forefront of international development to ensure that poverty and inequality are reduced for the most marginalized in the world. The Netherlands is investing in private sector development in Jordan, focusing on its agricultural sector. However, private sector development has been subject to polarized opinions whether it reduces poverty and inequality in the recipient country, or whether it is beneficial for the donor country.

The purpose of this study was to examine if the Dutch private sector development strategy was inclusive to the most marginalized groups in Jordan. The conceptual framework for inclusiveness in private sector development that was developed for this thesis provided five principles to consider. The analysis was based on three levels, each including the five principles of the conceptual framework.

The results showed that no level is inclusive on all five principles. Furthermore, marginalized groups were significantly more included at the private sector development projects on the ground, compared to the overall development aid strategy of the Netherlands. Based on the empirical findings, the strategy applied by the Netherlands does not put marginalized groups upfront in its agenda, and leaves gaps for the private sector to fulfil. Therefore, to be more inclusive, the Netherlands must implement deliberate strategies in its development agenda regarding each principle in favour of marginalized groups. With the Dutch strategy that is currently applied, the most marginalized groups in Jordan are likely not catching up with those that have experienced greater progress.

The discussion remains when inclusiveness is fully achieved, and whether private sector development should focus on including all marginalized groups in all five principles. Nevertheless, governments play a major role to promote inclusiveness by having safeguards in place for the private sector when doing business abroad, and the Netherlands lacked a deliberate strategy to ensure that the most marginalized benefited.

Table of contents

1. Introduction	5
2. Theory	8
2.1. Development aid	8
2.2. Private sector development	8
2.3. Inclusiveness in private sector development	10
2.3.1. Employment opportunities	10
2.3.2. Knowledge inclusion	11
2.3.3. Safe working conditions	11
2.3.4. Capacity building	12
2.3.5. Decision-making	12
3. Methodology	13
3.1. Research design	13
3.2. Data collection	13
3.2.1. Interviews	16
4. Background	19
4.1. The Hashemite Kingdom of Jordan	19
4.1.1 Agricultural sector	20
4.1.2. Water resources	20
4.1.3. Population	21
4.1.4. Inequality in Jordan	21
4.1.5. Development agenda of Jordan	22
4.2. Dutch 'aid and trade' agenda	22
5. Analysis	24
5.1. Inclusiveness in the development aid agenda of the Netherlands	24
5.1.1. Employment opportunities	25
5.1.2. Knowledge inclusion	26
5.1.3. Safe working conditions	27
5.1.4. Capacity building	28

5.1.5. Decision-making	29
5.1.6. Summary	29
5.2. Inclusiveness in the Dutch country strategy for Jordan	31
5.2.1. Employment opportunities	32
5.2.2. Knowledge inclusion	33
5.2.3. Safe working conditions	34
5.2.4. Capacity building	36
5.2.5. Decision-making	37
5.2.6. Summary	37
5.3. Inclusiveness in case study 1: the HAED-Jo project	38
5.3.1. Employment opportunities	38
5.3.2. Knowledge inclusion	39
5.3.3. Safe working conditions	39
5.3.4. Capacity building	40
5.3.5. Decision-making	41
5.3.6. Summary	41
5.4. Inclusiveness in case study 2: the Holland Horti project	43
5.4.1. Employment opportunities	43
5.4.2. Knowledge inclusion	44
5.4.3. Safe working conditions	45
5.4.4. Capacity building	45
5.4.5. Decision-making	46
5.4.6. Summary	46
6. Conclusion	47
6.1. Inclusiveness in development aid agenda	47
6.2. Inclusiveness in country strategy	48
6.3. Inclusiveness in private sector development projects	49
6.4. Inclusiveness in strategy and practices of the Netherlands	50
6.5. Recommendations	53
7. Discussion	55



7.1 Limitations	56
References	57
Appendix I - Interview guide example	72

1. Introduction

In 2015, the United Nations (UN) adopted the Sustainable Developments Goals (SDGs) as part of the 2030 Agenda for Sustainable Development. All UN Member States have adopted the SDGs and they have become a reference point in global policymaking (European Parliament, 2019). The SDGs are a set of 17 goals which cover a broad range of sustainable development issues. A key aspect in the agenda is the pledge to 'leave no one behind'. This reflects a commitment to end issues such as extreme poverty and inequality, and to ensure that those who have been left behind can catch up to those who have experienced greater progress (UNDP, 2018).

Despite improvements in some regions, inequality keeps persisting and progress has been uneven, particularly for marginalized people (Francisco & Ravallion, 2008; Melamed, 2012). Marginalized people are those that experience exclusion due to unequal power relationships (UNDP, 2018). Without explicitly changing the current course, the most marginalized people are likely to continue to be locked out of global progress and will fall further behind than others. Extreme inequality is undesirable, if only on moral grounds, but there is evidence that it damages the worlds' economy (OECD, 2015a) and contributes to civil unrest and conflict (World Bank, 2012).

To reduce extreme inequality, the UN Member States have committed in the 2030 Agenda to achieve more inclusive economies and societies where wealth is shared and inequality addressed, and thus, leaving no one behind (United Nations Chief Executives Board for Coordination, 2017). For this reason, inclusiveness has emerged as a core aspiration in the 2030 Agenda and is defined as *"the process of improving the terms of participation in society, particularly for people who are marginalized, through enhancing opportunities, access to resources, voice and respect for rights"* (UN, 2016, p. 17). The word 'inclusive' is used in the title of five of the SDGs, which highlights the importance of this concept in the 2030 Agenda. Nevertheless, literature showed that the achievement of strong inclusiveness is rare, and politics tend to make trade-offs in favour of the economy at the cost of social issues (Gupta & Vegelin, 2016).

A common response of upper-income countries to poverty and inequality has been to stimulate economic growth through development aid in middle and lower-income countries. However, the debate on the relationship between poverty, inequality and economic growth is characterized by polarized beliefs. Some research showed that economic growth is the solution for the reduction of poverty (Honohan, 2004), while others argued that it contributes to marginalization and greater inequality and poverty (Clarke et al., 2006). Despite this, the SDGs assume that poverty reduction can go hand in hand with economic growth (UNDP, 2018). Development aid is therefore seen as essential for the achievement of the SDGs on a global scale (Focus2030, n.d.).

The Netherlands was recognized as one of the major donor countries in the world in terms of development aid (Hudson Institute, 2016). Since 2007, the country has changed both the

thematic and financial priorities in relation to development aid (Spitz et al., 2013). The Dutch government decided to combine its development aid agenda with its trade agenda. To implement this, the government aimed to reduce poverty in middle and lower-income countries while simultaneously encouraging the Dutch private sector to develop internationally through private sector development (Government of the Netherlands, 2018b). The Netherlands has an explicit private sector development strategy, which has been incorporated as an essential component of its development aid approach (Bökkerink & Verstappen, 2012).

Since 2018, the development aid of the Netherlands has concentrated on unstable regions near Europe, such as West Africa, the Middle East and North Africa. Specifically, Jordan has been designated as a focus country considering private sector development, as it has remained stable despite the conflicts in surrounding countries (Ministry of Foreign Affairs, 2017). A significant portion of the Dutch support is allocated to the Jordanian agriculture sector, with a focus on horticulture, which is the branch of plant agriculture dealing with garden crops. This sector has been prioritized due to its potential to contribute to economic growth, job creation, and the expertise that the Netherlands has to offer in this domain (Ministry of Foreign Affairs, 2019).

Many economists have argued that promoting economic growth through private sector development is the most sustainable way to fight poverty and inequality (Hasan, 2006; Bayar, 2017). However, both development organizations and scholars have expressed concerns about the trust placed in private sector development, as it has a history in misusing its power, resulting in unequal opportunities between groups of people (Beck et al., 2007; Schulpen & Gibbon, 2002; Zulkhibri, 2017). Furthermore, there has been evidence that the Dutch business community has been lobbying for the use of development aid to stimulate the export of Dutch companies. Reports have registered that the budget to stimulate the private sector in foreign countries and investments for Dutch companies has increased by more than €100 million, where the budget for development aid has experienced drastic cuts over recent years (Oxfam Novib, 2016). In addition, it has been estimated that 60 percent of the government-to-government (bilateral) aid has ended up at Dutch companies (Follow the Money, 2020). This information, combined with the two-fold approach of the Netherlands regarding aid and trade, challenges the legitimacy of the Dutch strategy regarding their intentions in Jordan. As a UN Member State, it is a requisite for the Netherlands that this approach ensures inclusiveness to benefit the most marginalized, instead of being a tool for the pursuit of its own interest in maintaining its competitive economic position.

This research will review the Dutch development aid agenda, how it ensures that its private sector development contributes to inclusiveness in Jordan. The analysis is based on three levels. The first level has a focus on how inclusiveness is ensured for marginalized groups in the general development aid agenda of the Netherlands. The second level will focus on how inclusiveness is ensured for marginalized groups in the Dutch strategy for Jordan. The third level includes a study of the strategy to ensure inclusiveness for marginalized groups in two case studies. These case studies are private sector development projects of the Netherlands in the Jordanian agricultural

sector. The main research question of this study is based on these levels and is complemented with three sub-questions. This has been formulated as followed:

How and to what extent is inclusiveness in private sector development realized in the strategy and practices of the Dutch government in Jordan?

1. How and to what extent is inclusiveness ensured by the Dutch government in their development aid agenda considering private sector development?
2. How and to what extent is inclusiveness ensured by the Dutch government in their country strategy for Jordan?
3. How and to what extent is inclusiveness ensured by the Dutch government in their private sector development projects in Jordan?

This empirical research led to a better understanding of the Dutch development aid agenda in general. The societal contribution was to research how and to what extent inclusiveness was ensured by the Dutch private sector development in Jordan. As an existing framework for inclusiveness in private sector development was non-existent beforehand, the conceptual framework that was developed is seen as the theoretical contribution of this thesis.

This thesis is part of the Master program “Sustainable Business and Innovation” at Utrecht University. This research will first describe theoretical aspects of development aid, private sector development and introduce the conceptual framework for inclusiveness in private sector development. Next, the qualitative methodology of the research is explained, entailing the justification for the methodological choices that were made. Followed by important background information and an introduction of the situation in Jordan, complemented with a brief history of development aid of the Netherlands. Followed by the analysis of the research, including the data of the literature review and the interviews. Finally, the conclusion and discussion of the research are presented in the last chapters.

2. Theory

This chapter elaborates theory on development aid and private sector development, followed by a framework of inclusiveness in private sector development.

2.1. Development aid

The most common definition of development aid is formulated as a flow of finances and provision of technical assistance to low-income countries with the aim to promote economic development and social welfare (OECD, 1972). The first large bilateral aid transfer occurred around the 1940s, also known as the Marshall Plan. Under this plan, the United States embarked on an aid program to European countries. This plan was successful in bringing Western Europe back onto a strong economic foundation, where aid restored a destroyed infrastructure, brought back political stability, and gave a future to European people. In addition to restoring Western Europe, the Marshall Plan also benefited the donor nation itself, as it provided the United States with the vehicle to influence foreign policy, winning its allies in Western Europe and building a base for multilateralism (Moyo & Ferguson, 2010). In the wake of the achievements of the Marshall Plan, it became widely accepted that investment capital was critical for economic growth.

Throughout history, development aid has often been used as a political tool by donor countries to maintain political and economic power over nations, which are often former colonies (Jakupec, 2018). Development aid has therefore been criticized as a form of neo-colonialism, as in some aspects it achieves the same objective. Colonialism was based on control over colonies, including its human and natural resources, while nourishing the industries of colonizers. When colonialism ended, former colonizers continued to influence politics and developments in these regions, where their political and economic relationship was based on their colonial ties on multilateral relations (Alemazung, 2010). Some also argue that development aid is a neo-colonial project that maintains dominance over recipient countries, through global capitalist expansion of donor countries (Kothari, 2016).

To try and avoid hidden agendas, and to ensure that recipients of development aid benefit, it is crucial to consider why upper-income countries invest in middle and low-income countries. Are upper-income countries providing development cooperation, or are they merely trying to obtain market share? Are the most marginalized people reached or mainly the paying middle class? A key principle to ensure effective development aid programs is that recipient countries maintain a high degree of ownership over the agendas and outcomes of aid activities. This represents a duty with respect to agenda-setting on the part of donors, who should ensure that aid programs cohere with the policies of the recipient country (Flint & Meyer zu Natrup, 2018).

2.2. Private sector development

Despite massive investments in development aid, the reality of nearly one billion people still living under the poverty line suggested the need for alternative approaches (McKague et al., 2014). In

response to this, countries made private sector development a key component of their overall strategy for supporting low-income countries in combating poverty and inequality. Private sector development is a term in international development aid that refers to “*the range of strategies that aim to establish markets that function vibrantly and fairly, providing economic opportunities of quality to poor people*” (DCED, 2019, p. 1).

In the debate about stimulating economic growth to reduce poverty and inequality, private sector development figures prominently. Supporters argue that private sector development provides a strong basis for generating economic growth and reducing poverty (Bayar, 2017; Department for International Development, 2008). From the perspective of the SDGs, the role of the private sector is defined by the ability of organizations to be drivers of change (Novum, 2020). This explains the importance private sector development is receiving in the development strategies being adopted by policymakers (Hasan, 2006).

Growth of the private sector may generate economic opportunities, but it also carries social risks. As with development aid, private sector development has been used in the past to abuse its power and did not always result in equal opportunities across individuals (Zulhibri, 2017). The debates about the role and responsibility of the private sector in society have been going on for decades. This discussion started in the 1970s with the argument that the only main obligation of organizations is to increase the profit of its shareholders’ (The New York Times, 1970). More recently, Beck et al. (2007) argued that increases in private sector development led to negative changes in both poverty and income inequality. This research found that when investments into private sector development increased, only the incomes of the rich rose, hence increasing income inequality. The research of Schulpen & Gibbon (2002) reviewed private sector development policies, arguing that they were shaped mostly by the interests of the industries in donor countries themselves.

This indicates that even though some literature shows that private sector development is important for economic growth and poverty reduction, it is crucial to have supportive regulations in place to provide opportunities and to include marginalized groups. In private sector development, donor countries have an important role to play. They can support recipient countries in developing a flourishing private sector, including promoting a favourable business climate. While the governments in recipient countries are responsible for creating an environment beneficial to private sector growth, donor countries can help by steering private sector activities, especially to contribute to inclusiveness (OECD, 2015b). As governments are ultimately responsible for overcoming inclusiveness issues (UNDP, 2018), the public sector can provide regulations to enable inclusiveness in the private sector (International Finance Corporation, 2011).

Investing in middle and lower-income countries creates many opportunities to identify societal needs. While overall growth is important, barriers for marginalized groups must be specifically addressed as part of private sector development to ensure all members of society can benefit. Most private sector development projects focus on strengthening value and supply

chains, on improving vocational training and on corporate social responsibility activities. In general, this embraces a “doing no harm” focus (Buhmann et al., 2018). However, some scholars have argued that increased attention should be paid to how the private sector may actively contribute by “doing good”, aiming to combine value creation for people with financial value creation for companies (Wettstein, 2012; Kolstad, 2012). With this, interventions can be developed that focus on local needs and gain moral legitimacy of the private sector.

2.3. Inclusiveness in private sector development

As discussed above, due to unevenly distributed opportunities in private sector development, marginalized people are often constrained that disable them to benefit from these opportunities. As a result, they benefit less from development and if left completely to markets, growth will generally not include them. Inclusiveness emphasizes ensuring that opportunities are available to all, to the greatest extent. Gupta & Vegelin (2016) proposed five principles on how to achieve inclusive development in the context of the SDGs:

1. *“Adopting equity principles to share in development opportunities and benefits.*
2. *Including the knowledge of the marginalized in defining development processes and goals.*
3. *Ensuring a social minimum through a higher level of protection for the most marginalized.*
4. *Targeted capacity building to help low-income workers benefit from opportunities.*
5. *Engaging the marginalized in the politics of development governance.”* (p. 437)

The research of Gupta & Vegelin (2016) was used as a guide to develop a conceptual framework for this study, as currently there is no existing framework to evaluate inclusiveness in private sector development. The research of Gupta & Vegelin (2016) was chosen as it applied the concept of inclusive development within the SDGs, prioritizing whether the SDG agenda is in the interest of upper-income countries or marginalized groups. As inclusiveness in development has a different shape and focus than inclusiveness in private sector development, the principles of Gupta & Vegelin (2016) were adapted to fit the scope of this thesis. This operationalization was initiated with a literature review on the topic of inclusiveness, with each principle being adjusted to private sector development. This resulted in a conceptual framework, including five principles that were considered during this research:

2.3.1. Employment opportunities

The first principle of Gupta & Vegelin (2016) has a focus on equal access to development opportunities and benefits. A society where people’s education and earnings strongly relate to those of their parents, indicates that it does not offer equal opportunities to succeed in life. Providing employment plays a central role in securing people’s access to opportunities over their lives, but marginalized groups miss out on many of those benefits (OECD, 2020). Promoting equal employment opportunities through private sector development for marginalized groups encourages participation in the labour market and boosts incomes. As self-employment or

receiving a salary are seen as the main factors in alleviating poverty (Narayan et al., 2000), access to employment opportunities is an essential component of inclusiveness in private sector development (Lanting, 2013). Therefore, **equal access to employment opportunities** resulted in the first principle to consider for inclusiveness in private sector development.

2.3.2. Knowledge inclusion

Gupta & Vegelin (2016) highlighted the inclusion of knowledge of marginalized groups in development. It is important in development to listen to the voices of people affected by its implementation (Milner et al., 2016). Additionally, knowledge is fundamental for effective private sector development, and regardless of its origins, knowledge shapes decisions and implementation (Fazey et al., 2012).

In general, the primary purpose of the inclusion of knowledge in public policy is the inclusion of both scientific and socially based knowledge. Where scientific based knowledge is the knowledge based on the methods and procedures of science, socially based knowledge refers to the collective knowledge produced within a particular group. Often, private sector development seems to be lacking in their inclusion of socially based knowledge and tends to have a stronger focus on the use of scientific knowledge, reducing the quality of the interventions (McAdam & Reid, 2000). A combination of both, and thus a two-way knowledge exchange, can offer a more cost-effective and better guide to good policy development (Adams & Hess, 2001). Therefore, the **inclusion of socially based knowledge** of marginalized groups is considered important for inclusiveness in private sector development, resulting in the second principle of the framework.

2.3.3. Safe working conditions

According to Gupta & Vegelin (2016), marginalized groups should be protected through a higher level to ensure a social minimum. The priority of a social minimum in private sector development is to question whether safe working conditions are protected for marginalized groups (World Bank, 2018). Most people in poverty are employed, but employment conditions are frequently inadequate. Although many enterprises demonstrate a respect for high standards of working conditions, some may neglect the standards to gain competitive advantage. This may be particularly true in environments where regulatory, legal, and institutional frameworks are fragile (OECD, 2016). The higher level in the case of private sector development is a government that can provide means to binding and clear regulations that can benefit the private sector (OHCHR, 2013).

The private sector can complement these efforts by adhering to corporate social responsibility. Corporate social responsibility is generally used in literature as a term to describe the relationships between private sector and society and to account for the (social) impacts of business activity (Moir, 2001). However, research has argued that the implementation of formalized corporate social responsibility management systems, such as certifications or the production of sustainability reports, may cause adverse effects when focusing on small and

medium-sized enterprises (Jamali et al., 2016). This highlights the importance of **ensuring safe working conditions** in private sector development by a higher level, such as a government, resulting in the third principle of the framework.

2.3.4. Capacity building

Furthermore, Gupta & Vegelin (2016) emphasized the importance of targeting marginalized groups to benefit from capacity building. Improving capacity building is seen as critical for inclusiveness, as individuals can obtain and improve their skills, knowledge, and other resources needed to do their jobs competently (International Institute for Democracy and Electoral Assistance, 2012). Knowledge mobilization, learning by doing, and educational programs are a few examples of capacity building interventions in private sector development (TERI University & United Nations Development Programme, 2018). As improving capacity building is important for inclusiveness, how **capacity building** is focused on marginalized groups in private sector development is considered the fourth principle of the framework.

2.3.5. Decision-making

As recommended by Gupta & Vegelin (2016), focusing on engagement in politics of development is necessary to find a means to include members of marginalized communities. Policy makers often act in an isolated manner with solely information from experts. This has resulted in a situation where the needs of communities are not well represented in the decision-making processes, resulting in development interventions becoming ineffective and unsustainable (Upali, 2015). Increasing marginalized people's decision-making in politics in development is seen of particular importance to inclusiveness and can improve appropriate interventions (Hedström & Smith, 2013). Governments have a moral responsibility to ensure that power relations are structured so that all stakeholders participate equally in decision-making and that no groups are socially excluded (Riege & Lindsay, 2006). Therefore, this research will look at how marginalized groups are engaged in **decision-making** processes of private sector development.

These five principles resulted in the conceptual framework that was used to research inclusiveness in the Dutch private sector development strategy and practices. The principles were implemented in the analysis and answered using literature review and interviews. The methodology of the thesis that was applied is elaborated in the following chapter.

3. Methodology

3.1. Research design

This research followed a qualitative research design to determine how inclusiveness is ensured for marginalized groups in private sector development. The approach adopted an inductive approach, consisting of literature review, combined with semi-structured interviews. This resulted in empirical findings based on demonstrable, objective facts that were determined through observations of the researcher. The processes that were chosen for this research were selected to make a study of development policy, not necessarily on their outcomes, but of the assumptions on which they are based.

The analysis was based on three levels, where the five principles of the conceptual framework were implemented in each level. The first level focused on the general development aid agenda of the Netherlands. The second level, aimed at the Dutch country strategy for Jordan. The third level was centred around the two private sector development projects that were selected as case study for this research (Figure 1).

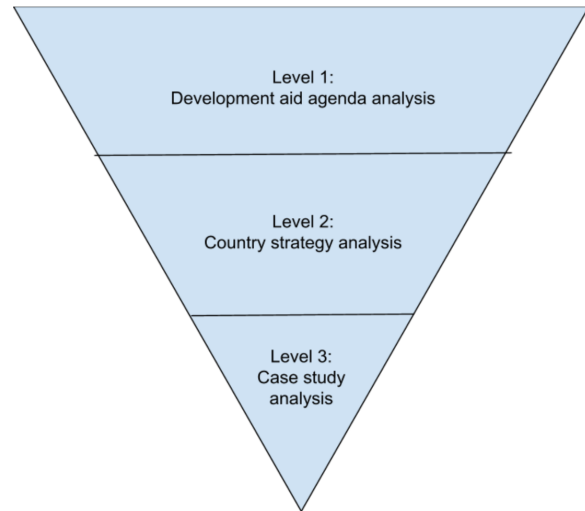


Figure 1. The three levels of the research.

3.2. Data collection

The first phase of this research consisted of the development of the conceptual framework. As a framework to determine inclusiveness in private sector development was non-existing, a conceptual framework was developed. For this, the study of Gupta & Vegelin (2016) was selected as a guiding framework, as this research elaborates on how development aid can contribute to inclusiveness. Each principle of Gupta & Vegelin (2016) was adapted from development aid to private sector development through a literature review on the related concepts.

The review of literature included mostly scientific journals and was supplemented with grey literature where necessary. For the scientific journals, Google Scholar was used, selecting papers written in English, and written in the past fifteen years. For grey literature, the search engine of Google was utilized. For both Google Scholar and Google, the following keywords were used: “inclusiveness” OR “marginalized” OR “vulnerable” AND “private sector development” AND “employment opportunities” OR “equal access employment opportunities” OR “socially based knowledge” OR “safe working conditions” OR “social safety” OR “capacity building” OR “decision-making”. This review of the literature was additionally used as a basis to avoid possible bias in the interviews.

The second phase consisted of the implementation of the conceptual framework in the analysis and the acquisition of data, based on the three levels.

The first level of the analysis focused on the development aid agenda of the Netherlands. The policy documents of the Netherlands on development aid and private sector development were analysed, consisting of official publications of the Dutch government. These documents were found through the Government of the Netherlands' public authorities' website (Ministry of General Affairs, 2021). To select which policy documents were relevant, the following keywords were used: "development aid" OR "private sector development" AND "leave no one behind" OR "inclusiveness" AND "marginalized" OR "vulnerable" AND "SDGs" OR "2030 Agenda". All policy documents were read multiple times, and at different moments throughout the study, to fully grasp the discussions and developments of the Dutch development policy. In addition, highlighting using colour schemes was used to categorize relevant data, as a strategy to find distinctive concepts in policy texts. With this, it was possible to notice gaps in the data available through literature review, which were thereafter implemented in the interview guides (see chapter 3.2.1.).

The analysis on the Dutch policy focused on the 'Investing in Global Prospects' policy report from 2018, as it was the most recent development aid strategy. This report showed how the Dutch government responds to the international challenges and opportunities in the interests of the Netherlands, including the SDGs. The report mentioned that the SDGs have been drawn up from a human rights approach and contribute to realizing international human rights and labour rights for everyone. Subsequently, the 'Human Rights Report 2017' ties in with the human rights approach in the development aid policy (Government of the Netherlands, 2018a).

Compared to previous human rights policies of the Netherlands, two themes have been dropped as priorities in the human rights report of 2017: human rights and business; and countering the most serious human rights violations. The first theme remains a point of attention, but because of the intersections with international corporate social responsibility, it was relocated in the 'Investing in Global Prospects' policy report. Therefore, this research focused on the analysis of the 'Investing in Global Prospects' policy report. Additional attention has been paid to 'Chapter 3 - Sustainable and inclusive growth worldwide', as this chapter includes the inclusive growth strategy of private sector development. The analysis was supplemented with other relevant data from the Dutch government, including critical reviews on Dutch policy from third parties. After this research, there was a clear overview to answer the first research question: "*How and to what extent is inclusiveness ensured by the Dutch government in their development aid agenda considering private sector development?*".

The second level of the research focused on the second research question: "*How and to what extent is inclusiveness ensured by the Dutch government in their country strategy for Jordan?*". In the development aid of the Netherlands, the embassies in partner countries are asked to create a document called a "Multi-Annual Country Strategy". The aim of this document is to set the development policy context in line with the country's context (Acevedo, 2017). To research how the Netherlands ensured inclusiveness in Jordan, the analysis was supplemented

with the country strategy report for Jordan: the ‘Multi-Annual Country Strategy 2019-2022: Jordan’ (Multi-Annual Country Strategy Jordan, 2019). This document was based on the ‘Investing in Global Prospects’ report and the Dutch government policy on migration and was obtained through contact with the Dutch Ministry of Foreign Affairs. It was used to determine how its development aid policy ensured inclusiveness in Jordan, using the five principles of the conceptual framework. In addition, other relevant information regarding development aid, private sector development and Jordan that originated from grey literature, the interviews and literature review was included in the analysis. During the research, all policy documents were analysed to search for the principles from the framework.

The third level in the research was established to answer the third research question “*How and to what extent is inclusiveness ensured by the Dutch government in their private sector development projects in Jordan?*”. A document containing all private sector development projects of the Netherlands in the Jordanian agriculture and/or horticulture sector was received through contact with the Dutch Ministry of Foreign Affairs (Kingdom of the Netherlands, 2020). This document was used to select the projects to be considered as case study. This selection was based on the following requirements: it is a private sector development project funded by the Government of the Netherlands; it is in Jordan; it has been operating for the year of 2021; and it is focused on the agricultural and/or horticulture sector. Two out of nineteen projects met the requirements, and both are shown in Table 1. Desk research was used to find data on each case study. However, as data was often insufficiently available, additional information on the projects was collected through interviews (see chapter 3.2.1.).

Table 1. The two selected case studies, including a brief introduction to each of them.

Case study	Name project	Implementation partner	Time frame	Goal
1.	The Hydroponic Agriculture and Employment Development Project: HEAD-Jo project	Eco Consult	2017 – 2021	Aimed to advance efficient farming in Jordan, create employment opportunities in agricultural production and reduce the usage of water. Advanced greenhouse and hydroponic systems for farmers were developed, helping them overcome the challenges of climate and soil conditions, pest control, and increasing their productivity.
2.	Pilot Project Inclusive Horticulture Value Chains Jordan: Holland Horti project	Advance Consulting	2019 – 2021	Aimed to increase the competitiveness and performance of Jordanian horticulture produce, rural job creation and income generation of farmers.

The document of Kingdom of the Netherlands (2020) showed a third suitable private sector development project that emerged to meet the requirements, named JordanHortiFuture.

However, it appeared during the interviews that this project is still in the inception phase of developing a proposal, which has been extended until August 2021. Therefore, as the project proposal has not been completed yet, it was not included in this research.

With this, each level was analysed using the conceptual framework. Each level in the analysis closed with a summary, including a table to briefly show the most important findings. Highlights were implemented in the summary tables, based on three colour schemes to showcase an overview of which principle is awarded high/medium/low in the strategy of the Netherlands for inclusiveness to marginalized groups. High inclusiveness for marginalized groups was awarded when marginalized groups were incorporated in the strategy as beneficiaries and when it was equally accessible to a broad range of marginalized groups (Green). Medium inclusiveness was awarded when there was a strategy to include marginalized groups in place, but this was not equally shared across all marginalized groups (Yellow). Low inclusiveness was when there was no evidence found that marginalized groups were included and a strategy to do so was lacking (Red). In the end, the tables of each level were merged into one, to present the findings in a comprehensive method, which was used to compose the conclusion.

3.2.1. Interviews

Interviews were selected to supplement lacking data and to confirm findings from literature review. In addition, they were essential to get a complete overview of the current situation in Jordan, as literature review could have been outdated. The data collection through interviews consisted of semi-structured interviews that were conducted with experts on the topic of development aid and private sector development in both the Netherlands and/or Jordan. The method of semi-structured interviews was chosen due to the research focusing on exposing explanations that were unable to be found in the policy documents. Besides that, the data would be of greater extent and more detailed than with structured interviews, increasing the reliability of the research. To further increase reliability, only experts in their field were interviewed. These experts were selected based on their experience regarding the subject area. Furthermore, snowball sampling was used during the interviews to reach other important experts (Bryman, 2012). In total, thirteen experts were questioned during twelve interviews. Table 2 shows an overview of all experts that were interviewed for this research, including their function, the organization they are operative at, and the key reason why each interviewee was selected.

Table 2. Overview of the interviewees.

Expert	Function	Organisation	Reason
1	Project manager	Advance Consulting	High degree of knowledge on the Holland Horti project
2	Agricultural Counsellor	Ministry of Foreign Affairs Netherlands	High degree of knowledge on the Jordanian agricultural situation, including the two case studies

3	Secretary - Economic Affairs	Embassy of the Netherlands in Jordan	High degree of knowledge on the Jordanian agricultural situation, including the two case studies. Assisted in developing the MACS
4	Policy Advisor - Economic Resilience	Embassy of the Netherlands in Jordan	High degree of knowledge on the Jordanian agricultural situation. Assisted in developing the MACS and other private sector development projects of the Netherlands in Jordan
5	Senior Strategic Advisor Sustainability	Primum	High degree of knowledge of when governments 'doing no harm' or 'doing good'
6	Policy Officer Private Sector Development	Ministry of Foreign Affairs Netherlands	Developing the private sector development strategy in the 'Investing in Global Prospects' policy report
7	Agricultural Advisor	Embassy of the Netherlands in Jordan	High degree of knowledge of the case studies
8	Project manager	Eco Consult	High degree of knowledge on the HAED-Jo project
9	Technical Officer Jordan	International Labour Organisation	High degree of knowledge of the social safety in the case studies
10	Project Manager	Mercy Corps	High degree of knowledge on the HortiFuture project
11	Executive Director	Horizons for Green Development (NGO)	High degree of knowledge of the situation in Jordan considering inclusiveness and sustainable development
12	Policy Officer - SDGs	Ministry of Foreign Affairs Netherlands	High degree of knowledge on the Dutch ministries on SDG development
13	Head of Environment, Climate Change & Disaster Risk Reduction	UNDP Jordan	High degree of knowledge on sustainable development in Jordan

Questions that were unable to be answered by means of literature review were implemented in the interview guides. These interview guides were established with a series of questions, written in Dutch or English, depending on the spoken language of the interviewee. To preserve internal validity, instrumentation was maintained by establishing the format of each interview guide according to the five principles of the conceptual framework, and thus, the interviews would not be subjected to distortion. Each guide was slightly adapted depending on the interviewee, based on their expected knowledge, and building on the data from previous

interviews. To illustrate the structure of the interview guides, an example is shown in Appendix I. The interviews were held on the digital platform of Microsoft Teams.

To maintain the validity of the outcome, each interview has been recorded with permission. Each interviewee was informed about the fact that the interviews will be used as data for this research, including the meaning and a brief description of the study. It was of importance to obtain informed consent from the respondents about participation in the research in combination with communication of the academic purpose of the research (Bryman, 2012). Informed consent of all interviewees for the recording and processing of data was received at the beginning of the interviews. The principles of protection of privacy (Bryman, 2012) were present throughout the research. It was important that all respondents remain unharmed during and after the research. The names of the interviewees were omitted to ensure appropriate levels of privacy. The interviews with experts were recorded and stored electronically, ensuring anonymity during the whole process, including transcription. All documents or data shared during the research was in agreement with the supervisor of this research.

After conducting the interviews, all the recordings have been transcribed. The transcripts of the recordings have been read multiple times, to grasp the claims and underlying reasoning that were made by the interviewees. An iterative process of restructuring quotes and linkages to different principles was developed, and manual coding has been applied using highlights with colour schemes. This began with highlighting all sections in the transcripts that were considered of importance and to fill research gaps, as a strategy to find distinctive concepts in interviews. Thereafter, these highlights were implemented, restructured, and rewritten into the analysis, ensuring the message of the interviewee remained intact. Quotes were used to support claims and to illustrate ideas. As some interviews were held in Dutch, paraphrasing was done to translate parts of text to English, while maintaining close to the wording of the original content. The results from this method informed the inductive process to perform the qualitative analysis required for addressing the research questions.

The original conceptual framework was adjusted during the data collection phase. The most considerable modification occurred to the conceptual framework, which was first defined as the participation of marginalized groups in the projects and was subsequently changed to the inclusion of decision-making. This choice was made because of the unexpected outcome from the interviews, as it appeared that the inclusion in decision-making seemed increasingly more important to inclusiveness than participation in private sector development. Hereafter, the conceptual framework was slightly adapted using literature review to better suit the research.

4. Background

This chapter provides context to the situation in Jordan, including the challenges the country must deal with. In addition, the development agenda of Jordan is discussed, to determine similarities or differences with the Dutch country strategy for Jordan. The chapter is closed with a brief overview and history on the ‘aid and trade’ agenda of the Netherlands.

4.1. The Hashemite Kingdom of Jordan

Jordan, officially named the Hashemite Kingdom of Jordan, is a Middle Eastern country with a population around 10,9 million people in 2021 (Department of Statistics, 2021). The population is concentrated particularly in the northwest, in and around Amman, which is the capital and largest city in Jordan (Figure 2). It is considered an upper middle-income country with high literacy rates, among the safest and most stable Arab countries in the Middle East, and it has avoided long-term terrorism and instability (International Labour Organization, 2017). Nevertheless, the events inside the Middle East, including the Syrian conflict, the advance of Islamic State of Iraq, the conflict between Israel and Palestine, and the complicated management of Syrian migration flows, threaten its borders and security. The consequences have been considerable, as former export routes have been closed, rising insecurity has hindered tourism and recent influxes of refugees have strained development efforts in both rural and urban areas (Central Intelligence Agency, 2021). Jordan's economy is among the smallest in the Middle East, with a lack of natural resources, making the reliance on foreign assistance fundamental (World Bank, 2017). Due to regional unrest and the refugee crisis, inclusiveness in economic growth has remained a challenge, as the country is coping with high unemployment and low economic growth rates (International Labour Organization, 2018). Moreover, the economy in Jordan does not generate enough private sector employment to provide decent prospects for all (International Labour Organization, 2017).

Figure 2. Amman, Jordan, and the region (European Commission, 2021).



4.1.1 Agricultural sector

Around 80 percent of the land area in Jordan is classified as scarce vegetated rangeland or desert, and only 5 percent is considered as arable (Central Intelligence Agency, 2021). Due to this, horticulture is an important sector within agriculture, including 8.000 ha of plastic tunnels and greenhouses (Advance Consulting, 2019). The agricultural sector in Jordan is seen as problematic, due to its exports to the east of Europe having been blocked by the war in Syria. Due to declining export levels and increasing level of indebtedness, many farms are not sufficiently profitable. Nevertheless, the agricultural sector supports many jobs, even though the farmers are barely surviving (Advance Consulting, 2021).

Agriculture is the main source of income for about 20 to 25 percent of Jordanian families, where 40 percent of agriculture sector households are considered poor. Often, farmers do not own the land and are unwilling to make long-term investments as tenant farmers, and there is limited access to alternative sources of income (Food and Agriculture Organization, 2019). According to Sixt & Poppe (2019), the agricultural sector is not viewed as an attractive sector to work in, especially by Jordanians. This is because many of the jobs do not provide social security and health care, the seasonal income, and the hard-working conditions. Previous research brought attention to cases of bad working conditions in Jordan, especially in sectors such as agriculture (Kattaa et al., 2018).

Up until recently, agricultural employees were not covered and were not represented by the General Federation of Trade Unions, and it was excluded in the labour law. In 2021, a new bylaw was adopted, providing better protection for agricultural workers. This bylaw extended what already existed under the regular labour law for other sectors, by offering protection, including a formal contract, work safety requirements, and compensation for workplace injuries (Sottile & Abdelhadi, 2021).

4.1.2. Water resources

Jordan is a country with insufficient supplies of natural resources and has one of the lowest levels of water availability per capita in the world. Water management in Jordan has been focusing on supplying additional water for human consumption. Many new policies and efficiency improvements have been undertaken to conserve, reuse and recycle all available freshwater. However, climate change has and will exacerbate the water shortage, and if the current trend continues, Jordan will be in absolute water shortage by 2025 (Odeh, 2019).

One of the most water intensive sectors in Jordan is the agricultural sector, and it is responsible for 52 percent of Jordan's water resources. Agricultural practices such as the overuse of fertilizers and pesticides have been responsible for groundwater contamination in multiple areas of the country (Al-Shibli et al., 2017). The challenge considering water and agriculture is an important topic of policy priorities, but different stakeholders have divergent views of prioritizing policies and its implementation. This results in contradictory policy goals that hinders sustained progress and adjustment in water and agricultural policies (Al Naber et al., 2020).

4.1.3. Population

The population can be described as youthful, with 52 percent of Jordanians being under the age of 25 (International Labour Organization, 2017). Most of the youth is facing a huge lack of prospects for the future, among other things due to the enormous unemployment. Under the unemployed, there is a high share of graduates, suggesting that the economy does not create sufficient jobs to meet the career expectations. Job creation is a structural challenge and Jordan has one of the lowest labour force participation rates in the world, reaching just over 40 percent in 2017. Their female labour force participation rate is also the third lowest globally (DOS, 2021). Jordanian women face significant social, economic, and political barriers that negatively affect coping capacities under extreme environmental conditions (International Labour Organization, 2018).

In addition, Jordan has the highest growth rate in population in the Middle East and the population is expected to double by 2050 (Ministry of Interior, 2020). Since the start of the Syrian crisis in 2011, Jordan has been accepting a stream of Syrian refugees fleeing the violence in their homeland. The exact number of refugees differ per source, but according to the Government of Jordan (2017), the number of registered refugees has reached 2,8 million. This makes Jordan the largest refugee-hosting country worldwide, when compared to the size of its Jordanian population. Jordan had socioeconomic challenges prior to the Syrian crisis, particularly in rural communities where refugees later settled. Jordan is willing to grant refugees more leeway to participate in local society, in exchange for closer international cooperation (Government of the Netherlands, 2018b).

Sixteen percent of the total population lives in rural areas, where poverty is more prevalent than in urban areas. Hosting communities are those usually in rural areas, due to Syrian refugees crossing borders into villages close to the Syrian border. Prior to the Syrian crisis, those communities were already suffering from different challenges related to services such as education and health. Due to the influx of refugees, host communities face pressure from increased labour competition, decrease in access and quality of public services, and rising social tensions among refugees and residents of host communities (International Labour Organization, 2018).

4.1.4. Inequality in Jordan

Inequality measures are rather low when compared to countries with similar GDP, and inequality is similar in level to that of the developed European Organization for Economic Cooperation and Development (OECD) members. However, the country faces important challenges.

It has been estimated that 90 percent of the total number of farms in Jordan are small-scale farmers (Food and Agriculture Organization, 2014). It should be noted that 40 percent of the small-scale farmers are located where nearly a quarter of the total population is Syrian refugees. During the last years, small-scale farmers in Jordan have suffered and become more vulnerable (Food and Agriculture Organization, 2019). Initial findings suggested that significant numbers of marginal and small-scale farmers have suffered significant losses in farm income due

to reduced availability of water for irrigation, vulnerability of agricultural exports, and the loss of agricultural land to urbanization (International Labour Organization, 2017).

As a result, farmers have been forced to find alternative work, most of which are found in urban areas with high unemployment rates and low wages, and so increasing the risk of falling into poverty. Rural women play an important role in agriculture, where they are responsible for most tasks in animal care, feeding and watering. They are also responsible for household and community milking and dairy production. However, female agricultural labour is viewed as an extension of household responsibilities in Jordan (Food and Agriculture Organization, 2014). Additionally, female and youth unemployment rates are incredibly high. Inequality in wealth and access to services is likely to lead to inequality in opportunities, which is mostly faced by children and women in Jordan (United Nations Development Programme, 2015). Unemployment is particularly common among refugee women, making them more vulnerable to poverty (Food and Agriculture Organization, 2014). These communities, combined with the large group of refugees in Jordan, are seen as marginalized groups and considered as important focus areas for donor countries of developing aid (Arabiyat et al., 2020).

4.1.5. Development agenda of Jordan

Several challenges are being addressed by the Jordanian government that include pro-poor growth; high structural unemployment, with focus on youth unemployment; and labour market segmentation by gender and other levels of disaggregation. A selection of the marginalized groups is reflected in the development agenda of Jordan, where youth and women are represented as priority targets (Government of Jordan, 2017). A guideline for SDG implementation was developed that mainstreamed the SDGs into national planning. This report provided an overview of some of the socioeconomic and development challenges from an SDG-based perspective, giving particular attention to the following six SDGs: poverty (SDG 1), hunger (SDG 2), health (SDG 3), gender equality (SDG 5) and infrastructure (SDG 9) (Government of Jordan, 2017).

The government's willingness to present a voluntary national review in 2017, reflects a motivation of the government working towards the implementation of the 2030 Agenda. Nevertheless, the development policies and strategies have lacked consistency and continuity. Successive governments, most of which have remained in power for periods shorter than two years, often counteract their predecessors' programs (Phenix, 2017).

4.2. Dutch 'aid and trade' agenda

Reflecting on the history of Dutch development, international relations have been shaped around economic self-interest and moral obligation. The former has been an essential part from the beginning of Dutch aid policies, as it was seen as important to promote Dutch interests and knowledge, while maintaining international influence. In 2013, the Dutch development agenda 'A World to Gain' introduced the merging of 'aid and trade' under the same policy (Government of

the Netherlands, 2013). This agenda was the precursor of the 2018 'Investing in Global Prospects' agenda. The 2018 agenda continued to combine 'aid and trade' and shifted from a social to an economic agenda by bringing in the private sector (Government of the Netherlands, 2018b). This combination has been adopted due to its connection in terms of development cooperation and international trade. The concept stems from the belief that it is tackling two matters under one policy, which was assumed to result in more coherence and impact (Acevedo, 2017).

However, it has been seen as controversial by some to merge aid and trade under the same idea of development (Sjoerdsma, 2013). This new agenda has been criticized as primarily benefiting the Dutch private sector, instead of contributing to local development (Hoebink, 2013). On the other hand, there have also been positive responses, by seeing it as contributing to sustainable supply chains (Kamphof et al., 2015). The OECD (2016) has advised countries that when promoting aid and trade, safeguards need to be in place to avoid vague lines between development and trade with the private sector, especially in vulnerable countries.

5. Analysis

The current chapter is based on the three levels as discussed in the methodology chapter, each following the five principles for inclusiveness in private sector development. The first sub-chapter is focused on the first level and discusses general Dutch development aid policy considering private sector development. This is followed by the second sub-chapter, that discusses the second level including the Dutch country strategy for Jordan. Finally, the analysis is closed in the third and fourth subchapter, that includes an overview of inclusiveness in two private sector development projects that were selected as case studies.

5.1. Inclusiveness in the development aid agenda of the Netherlands

The ‘Investing in Global Prospects’ policy report aimed to respond to challenges in the world, such as growing conflict and instability, large flows of refugees and migrants, extreme poverty and inequality of opportunity. To do so, the government promoted four overarching objectives, with a strong emphasis on the interlinkages between them:

1. Preventing conflict and instability.
2. Reducing poverty and social inequality.
3. Promoting sustainable inclusive growth and climate action worldwide.
4. Promoting economic growth of the Netherlands.

A cross-cutting goal of this policy is to advance gender equality and improve the position of women and girls. Efforts have increased on the “fragile regions”, as defined in the policy report: the West African Sahel, the Horn of Africa, and the Middle East and North Africa region (Government of the Netherlands, 2018b). This thesis used the term partner countries when referring to these focus regions. With the aim of carrying out this analysis, the focus was on the general development policy from the Netherlands, referred to as the “development aid agenda”. Considering inclusiveness, the development aid agenda reads:

“inclusiveness must be at the forefront of national, European and international agreements.”
(Government of the Netherlands, 2018b, p. 53).

How and to what extent inclusiveness is ensured is discussed below, using the five principles that were developed. As private sector development is a component of development aid, this first level analysis will focus on private sector development in the development aid agenda where possible. In case data was lacking for private sector development, the general development strategy was utilized. As the development aid agenda did not always target the agricultural sector, the focus was on the overall strategy, unless it was possible to focus specifically on agriculture.

5.1.1. Employment opportunities

A part of the third objective 'promoting sustainable and inclusive growth and climate action worldwide' was to increase employment for vulnerable groups through economic growth of private sector development:

"The aim is to increase productivity and promote economic growth that specifically helps increase the labour participation and prosperity of poor, vulnerable groups, measured in terms of jobs and disposable income." (Government of the Netherlands, 2018b, p. 57).

The Dutch government presumed that poverty reduction is linked to economic growth through improved employment. Therefore, the Dutch government has supported policies that encourage private sector development in partner countries (Kazimierczuk, 2015). The Netherlands committed €30 million annually in their development agenda for new programs supporting this. This investment included funding for the small and medium-sized enterprise sector in partner countries, where additional investments were aimed at employment for women and youth. The belief is that this will lead to structural improvements for local entrepreneurs and present opportunities to increase the economy (Government of the Netherlands, 2018b). However, Follow the Money (2020) estimated that 60 percent of Dutch development investment has been channelled to Dutch companies, which aligns more with the last objective to 'promote economic growth of the Netherlands' than to stimulate inclusive growth in partner countries.

Another objective on the agenda was 'preventing conflict and instability'. Both the Government of the Netherlands and the European Union view migration because of a lack of development (European Parliament, n.d.; Government of the Netherlands, 2018b). A total of €128 million of the Dutch development funding was allocated to the protection of refugees, which includes a target on increasing cooperation with the private sector (Government of the Netherlands, 2018b). However, Partos (2019) argued that a substantial part of this development budget was spent on aspects that benefit the Netherlands itself, such as Dutch asylum policies and anti-migration agreements with foreign governments. This trend is more in light of the European 'migration crisis' than supporting refugees in cooperating with the private sector. Additionally, this strategy is inconsistent with the development policy in the field of inclusiveness.

The combination of the refugee budget benefiting the Netherlands and most of the investment being channelled to Dutch companies, appeals to one common denominator to emerge, which is self-interest. To conclude, the development aid agenda does not include a transparent strategy on how it ensures that opportunities enabled by private sector development in partner countries will be equally accessible to marginalized groups. It is unsure whether the private sector development strategy contributes to inclusiveness for marginalized groups, or if the Netherlands is merely trying to obtain market share.

5.1.2. Knowledge inclusion

The development aid agenda was drawn up by the Dutch Ministry of Foreign Affairs, including the opinions of other Dutch ministries. For the implementation, scientific based knowledge was included, as the views and ideas of the business community, civil society organisations and knowledge institutions in the Netherlands and abroad were utilized. To include other stakeholders, the Ministry of Foreign Affairs used an online consultation that attracted over 200 responses (Government of the Netherlands, 2018b), of which 176 submitted responses were published online (Overheid.nl, n.d.). Generally, public consultations are carried out for stakeholders to give their feedback and views on policies presented by the government. It is important for inclusiveness that these consultations are easily accessible to a wide variety of stakeholders. These consultations are seen as inclusive and accessible for marginalized groups when they include both online and offline methods, to include participants that may be excluded from online consultation (TAP Network, 2016).

During the online consultation, representation of marginalized groups was through civil society and intergovernmental organizations. Many of those representative organizations want to increase the perspective of vulnerable groups (Expert 6, personal communication, 18 May 2021), and through these partners there is access to marginalized groups to include socially based knowledge indirectly. In development, indirect participation is a frequent way of including marginalized groups (CARE Nederland, 2018). However, when reviewing the 176 published replies of the online consultation, only one organization that represents migration was included. In addition, three organizations were included that represent women, all from Dutch origin. Moreover, out of the 176 responses, 26 originated from organizations abroad, resulting in a greater part of Dutch opinions included. This showed that representation of marginalized groups in the online consultation was not strong.

Nevertheless, the Netherlands is a diverse country, with more than 22 percent of its residents coming from over 220 countries (Partos, 2019). It is home to a variety of diaspora communities that could play a role in making the development policies more inclusive. The term diaspora refers to a community of people who live outside their country of origin but maintain active connections with it. Diaspora communities can contribute through knowledge transfer in development, as they own in-depth practical knowledge of local contexts (Bond, 2015). However, the Dutch Minister for Foreign Trade and Development Cooperation wrote that “*the diaspora is no longer regarded as a distinct target group, neither for the collaboration on migration nor for private sector development*” (Kaag, 2019, p. 4). This shows that the inclusion of the knowledge of the diaspora is not prioritized by the Dutch government.

The doubtful representation of representative organizations in the development agenda, combined with the lack of an offline consultation targeting marginalized groups and the exclusion of diaspora communities, indicates that socially based knowledge was likely not included in the development aid agenda. There has been no further evidence of how the knowledge of

marginalized groups was included and there was no strategy found to promote the inclusion of socially based knowledge by its private sector development.

5.1.3. Safe working conditions

In 2013, the Dutch government developed a National Action Plan on Business and Human Rights (Ministry of Foreign Affairs, 2013). According to this plan, the Netherlands sought an active policy to promote respect for human rights by the business community and to prevent businesses from abusing human rights. The government expected companies that operate abroad to follow the same standards for corporate social responsibility and human rights as in the Netherlands. This also returned in the 'Investing in Global Prospects' policy report, in the sub-chapter of business and human rights:

"The government is expanding its successful integrated approach to corporate social responsibility (CSR) and sustainable global value chains, and is scaling it up in the Netherlands, Europe and internationally." (Government of the Netherlands, 2018b, p. 66).

This successful integrated approach consisted of collaborating with the business community and non-governmental organisations, where *"CSR here contributes to sustainability and inclusiveness there"* (p. 66). According to KPMG (2020), around 88 percent of Dutch companies report on corporate responsibility, putting the country in the top ranking of corporate reporters. This percentage included mostly multinational companies, and the high percentage has been assigned to the small-country effect, which implies that highly visible multinationals are watched particularly closely in open economies (Katzenstein, 1985). However, this does not directly apply to smaller companies that do business abroad, in foreign countries where they are being monitored less.

Nevertheless, the last few years have shown an increase towards promoting responsible business abroad. The development aid agenda informed the launch of a finance instrument worth €70 million for public-private partnerships, with the aim to challenge Dutch and foreign businesses to collaborate and develop innovative proposals to increase agricultural production in partner countries (Bitzer et al., 2017). Additionally, this strategy included promoting better working conditions, especially for women and youth. International corporate social responsibility agreements were encouraged to identify the risks of abuses of human rights and to protect safe working conditions. However, with the emphasis on the voluntary contribution of international corporate social responsibility, monitoring and reporting is not required. With this, there is an expectation of companies to follow voluntary standards abroad, and binding regulations are lacking in the development aid agenda.

When doing business abroad, previous research showed that Dutch companies have lacked management in international corporate social responsibility in the past (Asif et al., 2012). Additionally, only a small percentage of businesses doing business abroad adopted a proactive

attitude considering corporate social responsibility (Kazimierczuk, 2015). Since corporate social responsibility is voluntary and only a small percentage of businesses have shown a proactive approach, it is not a given that Dutch companies contribute to corporate social responsibility abroad. Focus countries of the Netherlands are labelled as “fragile states” in the development aid agenda, as these countries are affected by war, weak governance, and ethnic and political tensions. Additionally, the ‘Investing in Global Prospects’ lacked safeguards to ensure safe working conditions by private sector development in partner countries. This is surprising given the fact that the UN Guiding Principles have stated that the most severe human rights abuses take place in conflict-affected countries (OHCHR, 2011). To conclude, safe working conditions for marginalized groups are not ensured by the Dutch development aid agenda.

5.1.4. Capacity building

Additionally, the objective ‘promoting sustainable and inclusive growth and climate action worldwide’ included a focus on the transfer of knowledge and expertise from the Netherlands to partner countries:

“The government wants to use Dutch knowledge and expertise worldwide to help achieve the SDGs and to take advantage of new business opportunities.” (Government of the Netherlands, 2018b, p. 60).

The emphasis is on transferring Dutch knowledge on topics such as agriculture, water and circular economy, as the Netherlands has advanced knowledge and expertise in this. Low-income countries generally struggle with low productivity, which hampers their development and economic growth. The Netherlands believed that one of the main causes of low productivity is low knowledge and skills levels (Ministry of Foreign Affairs, 2014a). This is addressed by multiple Dutch private sector development programmes, aimed to strengthen both knowledge and skills. Several programmes of the Netherlands that have been subject to evaluations include positive effects of capacity building (Bitzer et al., 2017).

Considerable attention has been given to building knowledge in private sector development. The Dutch government aimed to invest in the mobilization of the private sector in focus countries, to attract investment and ensure that investment projects contribute more to inclusive growth. The Netherlands expanded its activities in the field of general and vocational education. To support this, €30 million has been allocated annually to invest in programs to enable more people, especially female and young entrepreneurs, to gain access to such services. Extra funds were allocated to encourage businesses, especially small and medium-sized enterprises, to apply their knowledge and expertise to develop new products and services tailored to local development needs (Government of the Netherlands, 2018b).

Capacity building can be seen as a priority of the Dutch government, and marginalized groups are targeted to benefit by the strategy. The aim is to expand training and education especially for female and young entrepreneurs to build their capacity. Additionally, as self-

employment or receiving a salary are seen as the main factors in alleviating poverty, the focus on building knowledge and mobilizing the private sector for employment targeting women and youth is seen as a suitable strategy for inclusiveness in private sector development.

5.1.5. Decision-making

There are two levels of decision-making when considering the development aid agenda of the Netherlands. These levels consist of the Ministry of Foreign Affairs and the embassies located in the partner countries, where each can decide on different development projects (Acevedo, 2017).

With the cross-cutting goal of gender equality, one target on the development aid agenda was to increase women's participation in political decision-making. To encourage this, the government claimed to support organisations for women and led by women, as these programs aim to make women part of decision-making of projects (Government of the Netherlands, 2018b). However, how women were included in the decision-making of the policy report was not included in the development aid agenda. As mentioned before, three organizations that represent women were included in the online consultation, making it unlikely that marginalized women were included in decision-making. Moreover, the funding allocated to fighting causes of women's rights in the development aid agenda is set for €10 million annually, which is the lowest allocation in the development aid agenda. This showed that including women in decision-making is not of high priority. The empirical findings indicate no evidence that other marginalized groups have been included in the decision-making of the policy report.

The development policy of the Netherlands claimed it supported programmes that promote women's inclusion in decision-making. However, marginalized women are likely to be excluded from decision-making processes of the development aid agenda of the Netherlands itself. This, combined with the low budget allocation considering women, reflects that including women in decision-making is not a priority in the development aid agenda. Additionally, including other marginalized groups in decision-making is likely not a priority, as there was no evidence found how they were incorporated in the decision-making process.

5.1.6. Summary

In closing, this chapter analysed the findings from the policy documents and interviews regarding inclusiveness in Dutch development aid policy. Overall, there is no deliberate strategy to include marginalized groups in its private sector development strategy. It was found that some interest was given in including marginalized groups in capacity building by promoting education for female and young entrepreneurs. Table 3 elaborates the most important findings of the first level in the analysis. To have a better understanding of the effect of this development agenda in Jordan, the following chapter will look at the strategy developed for Jordan.

Table 3. Brief overview of the general aid agenda contribution to inclusiveness.

Question	Inclusiveness in private sector development in development aid agenda
Employment opportunities	More contribution to market share of the Netherlands than to employment opportunities for marginalized groups
Knowledge inclusion	Socially based knowledge likely not included due to weak representation of marginalised groups
Safe working conditions	No mandatory regulations for private sector to ensure safe working conditions in partner countries
Capacity building	Building knowledge and mobilizing private sector targeted on women and youth
Decision-making	A lack of strategy to include marginalized groups in decision-making

5.2. Inclusiveness in the Dutch country strategy for Jordan

Jordan's location and its efforts to maintain peaceful relations have made the country a relevant partner country for the Netherlands. To ensure that the aid strategy of the Netherlands suits the policies of Jordan, the development agendas of both countries will be briefly analysed, before continuing to the five principles.

The formulation of the country strategy was done by the Dutch Ministry of Foreign Affairs, together with the Netherlands Embassy in Amman, and representatives of the Jordanian government, to determine local needs and to identify what corresponds to what the Netherlands has to offer. There were various Jordanian ministries collaborating with the Dutch embassy, such as the Ministry of Education, Agriculture, Industry and Trade (Expert 3, personal communication, 6 May 2021; Multi-Annual Country Strategy Jordan, 2019).

When comparing the country strategy with the Jordanian development agenda, the Netherlands added an additional focus on reducing inequalities (SDG 10), which was not in the Jordanian agenda. Furthermore, it is notable that gender equality (SDG 5) was not mentioned as SDG in the Dutch country strategy for Jordan, even though this is a cross-cutting goal in both the development aid agenda, and it is set as a specific aim in the country strategy. A reason could be that this additional focus has been given to reduce overall inequalities, instead of primarily focusing on gender equality. As this was the only inconsistency and as gender equality can be covered under reducing inequalities, the development aid strategy of the Netherlands suits the development aid agenda of Jordan. With the participation of multiple representatives of the Jordanian government, the degree of ownership of the development agenda is seen as high, as both parties were able to communicate and decide on the approach.

The Dutch private sector development strategy for Jordan focused on the food-water-energy nexus, called the '3x3x3 approach'; achieving three times more earning capacity, while at the same time using three times less water and three times less energy. In addition, the strategy stated:

"This Country Strategy, although with a broad reach, will specifically target refugees, youth and women, whether in education, economic participation or employment, or social protection"
(Multi-Annual Country Strategy Jordan, 2019, p. 2).

How and to what extent the country strategy included marginalized groups will be discussed in this chapter. With the aim of carrying out this analysis, the focus is on the Multi-Annual Country Strategy of the Netherlands in Jordan, referred to as the "country strategy". Additionally, as the scope of this research is on the agricultural sector, the analysis will focus on this sector, unless otherwise specified.

5.2.1. Employment opportunities

The Dutch strategy aimed to make the agricultural sector more beneficial for Jordanian farmers. As a result, Jordanian farmers would be able to provide employment to, for example, marginalized groups. How this strategy was developed is elaborated below.

First, the short-term objective of the 3x3x3 approach was to keep the horticulture sector in Jordan alive. A loss of jobs and income-generating activities were expected if the sector fails in increasing its competitiveness, which would impact the employment of migrant workers, Syrian refugees, and Jordanian farmers. The long-term objective was a competitive and resilient horticulture value chain, with farmers and other value chain actors making more profits and creating employment for both Jordanians and Syrians (Multi-Annual Country Strategy Jordan, 2019). A large share of the budget in the country strategy (€1,4 million) went to employment creation (Government of the Netherlands, 2021). The first target group included bigger commercial farms, as their role in employment opportunities are seen as essential. The second target group included small and medium-sized farmers who were expected to be able to meet market requirements and demands with the right assistance. The third phase consisted of micro-sized farmers who would be supported in increasing yield in an efficient way and who would be brought closer to local markets. Overall, the focus was primarily on commercial farms as drivers of innovation and investment (Multi-Annual Country Strategy Jordan, 2019). Considering inclusiveness, when small- and micro-scale farmers were selected as the first target group, they could catch up to those who have experienced greater progress.

Second, agriculture is the sector where people with different backgrounds can be employed more effortlessly. This is due to the easy procedure of acquiring an agriculture work permit, in contrast to other sectors that require a longer procedure (Sixt & Poppe, 2019; Expert 9, personal communication, 20 May 2021). Therefore, the agriculture sector is an accessible sector for refugees to work in. Commonly, Jordanian farmers have several fixed labourers that are employed year-round. Jordanians and its youth are not motivated to be daily workers in agriculture (Sixt & Poppe, 2019). Hence, these fixed laborers are often Egyptians, as they are preferred over Syrian refugees due to stereotyping. Generally, when there are labour peaks, such as sowing or harvesting, farmers will bring in seasonal laborers, who are Syrians refugees. The Netherlands aimed to promote employment opportunities for Syrian refugees, by working with local NGOs that collaborate with farmers to set parameters considering employment for Syrian refugees in the contracts, in return for Dutch support (Expert 3, personal communication, 6 May 2021). With this, promoting employment opportunities for refugees is seen as a priority of the Dutch strategy.

In addition to promoting employment for Syrian refugees, the Netherlands aimed to advance women's economic participation by removing barriers to women's employment and improving attitudes towards women's work among employers (Multi-Annual Country Strategy Jordan, 2019). However, in the agricultural sector in Jordan, it is often not straightforward to employ women, due to cultural reasons (Expert 6, personal communication, 18 May 2021) and even (sexual) harassment in the workplace (Expert 11, personal communication, 24 May 2021).

There are opportunities for women to work in the agriculture sector, but mainly in the value chain of post harvesting (Expert 7, personal communication, 18 May 2021). However, the budget allocated to support women's equality was set at €600.000 (Multi-Annual Country Strategy Jordan, 2019), which was the lowest budget allocation in the entire country strategy. It is unclear if women benefited from employment opportunities, and with the relatively low funding allocated to it, promoting employment opportunities for women is not seen as a priority of the Netherlands.

As creating employment is seen as an essential component of inclusiveness and with most of the budget being allocated to creating employment in the agriculture sector, this is considered a priority in the strategy. The target group in creating employment opportunities was on Syrian refugees, as this group is more easily employed and motivated to work. This could indicate a reason why the budget for women is relatively small, as priority was given to employment creation for refugees. Additionally, the strategy showed the target groups ranging from large to small-scale farmers, which indicates that the strategy is inclusive for different sizes of farms. Nevertheless, prioritizing small-scale farmers would enhance their benefits of opportunities. With this, employment opportunities are created, but they are not equally accessible to marginalized groups.

5.2.2. Knowledge inclusion

The country strategy did not include any details on how knowledge from marginalized groups was included. Therefore, data was gathered from interviews with experts. During the interviews there appeared to be several barriers to include socially based knowledge of marginalized groups in the Jordanian agriculture.

A first barrier is the complexity of reaching marginalized groups in rural areas in Jordan. This is specifically true for the agricultural sector, as a database that contains all farmers of Jordan is non-existing (Expert 11, personal communication, 24 May 2021). To include local needs, the embassy communicated with third parties, such as local NGOs and community-based organizations. In addition, the embassy coordinated with the International Labour Organization, United Nations High Commissioner for Refugees, UNICEF, and local Jordanian organizations (Expert 6, personal communication, 18 May 2021). With this, the local needs of marginalized groups were included indirectly:

"We did not have direct discussions, but indeed, it's like indirect." (Expert 3, personal communication, 6 May 2021).

Jordanian NGOs engage with marginalized communities in rural areas through community-based organisations, which are a variation between agriculture cooperatives and charities (Expert 8, personal communication, 20 May 2021). According to Expert 11 (personal communication, 24 May 2021), marginalized groups in Jordan are most likely well represented through these community-based organizations. Moreover, since the refugee influx in Jordan, the role of local NGOs has been significant in supporting host communities as well as Syrian refugees

in the country. Local NGOs play an important role to support the government in its developmental efforts targeting the marginalized population. Research showed that the efforts of NGOs in Jordan contribute significantly to local society development (Al Zyoud, 2019).

A second barrier is the assumption that Jordanian farmers lack socially based knowledge. Even with the high level of educated Jordanians, agricultural cooperatives are seen as an underdeveloped movement:

“Agriculture never made a lot of sense in this country because of the resource intensity, because of the water scarcity.” (Expert 9, personal communication, 20 May 2021).

As the Jordanian government is not investing in knowledge and research, the best practises in terms of technology and scientific knowledge stem from donor countries.

A third barrier appeared and includes the time frame set for private sector development projects, which is seen as too short for a sufficient two-way knowledge exchange. The best way of succeeding in private sector development is cooperating and learning from each other (Expert 2, personal communication, 5 May 2021). However, this approach needs long term programming, and the Dutch private sector development projects do not have this time frame. In a three-year project, which is often the case due to the appointment of new cabinets, there is a lack of time to learn from each other and to include knowledge (Expert 2, personal communication, 5 May 2021; Expert 6, personal communication, 18 May 2021).

Empirical findings did not show that socially based knowledge was included in the country strategy. This could be a result of the three barriers that were found during the research. The embassy did collaborate with third parties to communicate local needs with marginalized groups, and it is shown that marginalized groups are well represented through this. However, during the interviews the focus was on including local needs, not on including socially based knowledge. With this, there is a lack of knowledge originating from marginalized groups in the country strategy. Additionally, there was no evidence of a strategy in place to promote the inclusion of socially based knowledge by its private sector development.

5.2.3. Safe working conditions

In general, ensuring social safety in the agriculture sector is seen as a complicated issue, which is especially true for rural areas. Globally, the agricultural sector is one of the worst sectors for compliance and difficult to regulate (Expert 9, personal communication, 20 May 2021). Additionally, the local context in Jordan does not facilitate this. For example, it appeared from the interviews that there is a conceptual gap in Jordan, as farmers often do not own the knowledge about labour rights, due to a lack of education. Moreover, the Ministry of Agriculture is one of the weakest ministries in Jordan, resulting in a gap between the conditions on the ground and governmental regulations. Even with regulation and implementation from the International Labour Organization, there is no control on the ground considering human rights in the agricultural sector

in Jordan (Expert 9, personal communication, 20 May 2021; Expert 11, personal communication, 24 May 2021).

With these fragile institutional frameworks in the agricultural sector in Jordan, it is important to promote safeguards to ensure safe working conditions (OHCHR, 2013). Research brought attention to the cases of bad working conditions in the agriculture sector in Jordan (Kattaa et al., 2018). As a result, the Netherlands worked on a decent work program for laborers in the agriculture sector, called Prospects. This is an international partnership program with five multilateral organizations: World Bank; IFC; United Nations High Commissioner for Refugees; International Labour Organization and UNICEF. In this program, the International Labour Organization was responsible for the decent work program, where they provided occupational safety and health sessions for both employees and employers. The Prospect program aimed to view current situations on farms and to determine realistic steps to enhance the working conditions of the workers. With this, ensuring safe working conditions is allocated to the International Labour Organization, an organization that has experience on the ground considering social safety.

Considering the implementation of corporate social responsibility in the country strategy, this topic only appeared once and lacked regulations for implementation:

“Moreover, the Netherlands will look for possibilities to create business linkages between the Dutch private sector and Jordanian organizations that not merely have a purely commercial interest, such as Corporate Social Responsibility (CSR) activities that have the aim to create employment and can transfer technology, skills or knowledge.” (Multi-Annual Country Strategy Jordan, 2019, p. 19).

When asking the embassy how corporate social responsibility was applied in the private sector development projects, the following was said:

“First and foremost, you always have the laws of the land. [...] in a situation where both entrepreneurs as well as the workers are in a tight situation, you also have to be flexible”
(Expert 3, personal communication, 6 May 2021).

With this, the implementation of corporate social responsibility is not ensured by the embassy. Due to the need of the embassy to be flexible, the opportunity to raise awareness regarding corporate social responsibility has likely not been taken. However, it is important to take the local context into account. During the interview with International Labour Organization (Expert 9, personal communication, 20 May 2021), it appeared that Jordan has not signed to labour conventions of the International Labour Organization, which defines the state of the labour law and what is legally binding to the firms that operate in Jordan. It is expected when the system

catches up on the newly implemented bylaw for labour rights in the agricultural sector, social safety will improve (Expert 9, personal communication, 20 May 2021).

Safe working conditions are difficult to ensure in the agricultural sector, particularly in Jordan due to its rurality. The Netherlands responded to this by partnering with the International Labour Organization to protect the farmers and the employees on farm with the Prospects program. However, the International Labour Organization cannot ensure safe working conditions on the ground and with the lack of binding regulations or a deliberate tactic for private sector development, ensuring safe working conditions is not of high priority.

5.2.4. Capacity building

The building of capacity of the Netherlands in Jordan focused on transferring Dutch knowledge and expertise and is seen as one of the main priorities in the approach. The country strategy stated the following focus area:

“Strengthened economic actors and job creation in the horticultural value chain, with a special focus on youth, refugees and women” (Multi-Annual Country Strategy Jordan, 2019, p. 2).

To implement this, the Netherlands aimed to support skills and knowledge development, with a focus on technical and vocational education and training. In collaboration with Nuffic, a Dutch organization focusing on the internationalization in education, the government explored options for developing a skills and knowledge development program that meets Jordanian labour market demand (Multi-Annual Country Strategy Jordan, 2019). The focus was on a transition towards a more knowledge-based economy, as it was assumed that this would stimulate private sector growth and job creation in Jordan (Netherlands Enterprise Agency, 2019). This knowledge transfer was linked to the 3x3x3 approach, as it is the specific knowledge and expertise that the Netherlands has to offer in this domain.

Most of the budget (€2,8 million) went to food assistance (Government of the Netherlands, 2021), focusing on capacity building for farmers. The focus was on supporting and providing farmers better seeds, irrigation, storage and logistics, and business skills, as these were seen as essential for the development of the sector. This modernization of the value chain was conceived to create opportunities for skilled labour. Moreover, labour market relevant education was offered for more opportunities for employees. There were specific courses being provided typically on the horticultural tasks that employees had to perform on the farm, such as harvesting, sowing and managing the crops (Expert 3, personal communication, 6 May 2021). With this, support was provided to employees, and with simultaneously creating employment opportunities for refugees, they could enhance their skills, resulting in a better chance of being hired as fixed employees on farms.

The priority of the Netherlands focused on building knowledge and providing education for farmers and employees. The chosen strategy has a relatively broad reach, where both farmers and employees benefit from capacity building. This strategy builds solutions to specific social and economic problems in Jordan, such as high levels of unemployment and the weak agricultural sector. However, there is no deliberate strategy to ensure that marginalized groups, such as women and youth, benefit from capacity building.

5.2.5. Decision-making

Considering the engagement of marginalized groups in the decision-making of the country strategy, empirical findings did not show that marginalized groups were engaged. As mentioned before, inclusion of marginalized groups was done indirectly through communicating with local NGOs. This could be a result of marginalized groups being hard to reach in Jordan. Nevertheless, there is a lack of transparency and strategy to include marginalized groups in decision-making.

5.2.6. Summary

In short, the Dutch government aimed to stimulate economic development that creates employment for refugees in the agricultural sector to give them an opportunity in the labour market. With a focus on small and medium-sized enterprises and start-ups in Jordan, local entrepreneurship was additionally stimulated to create more employment. However, not all marginalized groups in Jordan benefited from this, as the focus on farmers and refugees excluded women and youth. There was no evidence of deliberate strategies to include marginalized groups' knowledge or participation in decision-making processes. Table 4 shows an overview of the most important findings considering inclusiveness.

Table 4. Brief overview of the country's strategy contribution to inclusiveness.

Question	Inclusiveness in private sector development in the country strategy
Employment opportunities	Opportunities are created, but they are not equally accessible to marginalized groups
Knowledge inclusion	Socially based knowledge of marginalized likely not included in the country strategy and an approach to include marginalized groups in private sector development was lacking
Safe working conditions	A lack of binding regulations or a deliberate tactic for private sector development projects
Capacity building	Focus on farmers and refugees. No deliberate strategy in place to ensure that marginalized groups benefit from capacity building
Decision-making	A lack of strategy to include marginalized groups in decision-making

5.3. Inclusiveness in case study 1: the HAED-Jo project

This project was set up when the global support for the Syrian conflict shifted from humanitarian response to development, as refugees were inclined to stay in host countries where they have sought asylum. It was decided that the Netherlands government would support the host countries to provide prospects for Syrian refugees. Simultaneously, the idea was to support and to create enablers to ensure that there is a long term and sustainable impact of those projects and at the same time supporting vulnerable Jordanians and refugees (Ministry of Foreign Affairs, 2017).

The first target group in the country strategy was selected to be bigger commercial farms, and therefore this was the main target group of the HAED-Jo project. This project was implemented by Eco Consult, supported by Wageningen University & Research and the Netherlands' private sector was involved in constructing greenhouses and providing greenhouse technology. The HAED-Jo project failed in accomplishing their initial plan with reaching eight to ten large-scale farmers, as its innovations were too high-tech and cost intensive. As a result, it only reached two large-scale farmers that were willing to invest. The project was initiated in 2017 and scheduled to finish in 2019, but it requested a no-cost extension to be conducted over the period of 2020 to 2021, which was approved by the Government of the Netherlands (Kingdom of the Netherlands, 2020). How and to what extent the HAED-Jo project included marginalized groups will be discussed below.

5.3.1. Employment opportunities

A key component of the project was to increase employment opportunities in commercial farming, to create jobs and increase livelihoods of both Jordanians and Syrian refugees within host communities (Wageningen University & Research, n.d.). Hydroponic farming is a type of horticulture which involves growing plants without soil. HAED-Jo aimed to offer access to employment opportunities of differing skill levels for the Jordanian and Syrian refugee workforce. The expected impact of the project was to include eight to ten farms, accessing 600 employment opportunities (Wageningen University & Research, 2017).

A group of large-scale farmers was selected for investments and offered an improved greenhouse concept, which was partly funded by the farmers, partly by the project. In return, the farmers would employ refugees (Wageningen University & Research, n.d.). However, due to the innovations being too high-tech and cost intensive for most farmers, the project reached two high productivity farmers, resulting in around 190 direct job opportunities for Jordanians and Syrian refugees throughout the value chain (Kingdom of the Netherlands, 2020). In contrast to these results provided by the Dutch government, there was an assumption of the Dutch government that Jordanian farmers would employ Syrian refugees, but that it turned out to be disappointing due to employment law regulations. As Jordanian agricultural entrepreneurs preferred Egyptian workers, the opportunities were provided for Egyptian workers, who were employed in the projects (Expert 2, personal communication, 5 May 2021).

With a focus of HAED-Jo on the whole value chain of agriculture, additional and different types of employment are created. For example, when focusing on post-harvest handling, different facilities in Jordan are targeted by HAED-Jo to package produce, and to ensure that it is well handled, innovative mechanizations are introduced (Expert 8, personal communication, 20 May 2021). Investing in this section of the value chain could create employment opportunities especially for women, as these are more willing to work in the post-harvest handling due to it being off farm (Expert 11, personal communication, 24 May 2021). However, empirical findings did not show if women benefited from employment opportunities in the post-harvest handling. Additionally, the findings did not include data that the project provided opportunities for youth.

The initial aim of the project was to create employment opportunities for Syrian refugees. However, it appeared that the farmers in the project did not always employ Syrian refugees, but instead provided employment for Egyptian workers. Additionally, opportunities were created for women by investing in post-harvest handling. There have been no findings that indicate that opportunities were created for youth. Creating employment opportunities is seen as a priority in this project, but it was likely not equally accessible for all marginalized groups.

5.3.2. Knowledge inclusion

Another key component of the project was to create and share knowledge. HAED-Jo aimed to expand the development of hydroponic projects in Jordan, while exchanging information and knowledge (Wageningen University & Research, n.d.). A knowledge core group was established to develop manuals on specific topics for farmers, representing Jordanian knowledge institutions such as universities, research centres, but also farmers who are practising that knowledge. A Dutch organization, HollandDoor, transferred the knowledge from the Netherlands by setting up these manuals, and shared them with Jordanian experts to tailor it to the Jordanian context (Expert 8, personal communication, 20 May 2021; HollandDoor, 2017). With this approach, the Dutch experts brought in their expertise on innovations and the Jordanians brought in what is available in Jordan specifically, combining both expertise into the manuals to suit the Jordanian context. The socially based knowledge that was included in the project, focused on the knowledge of Jordanian experts and local farmers.

With this, the project included both scientific and socially based knowledge, resulting in a two-way knowledge exchange. If and how marginalized groups, other than Jordanian farmers, were included did not appear from the empirical findings. The project documents do not show the inclusion of knowledge of other marginalized groups, which could be a result as the project is focused on the agricultural sector. Therefore, the strategy to include socially based knowledge of local farmers is seen as a contribution to enhancing inclusiveness.

5.3.3. Safe working conditions

There are two reports made by Wageningen University & Research that include the strategy of the HAED-Jo project (Sixt & Poppe, 2019; Schripsema & Oostewechel, 2018), but both reports

do not include how safe working conditions are ensured. Therefore, information resulted mostly from interviews with experts.

As stated before, the agricultural sector in Jordan is not an attractive sector to work in. HAED-Jo responded to this by collaborating with the institutional and regional specialists International Labour Organization (Expert 9, personal communication, 20 May 2021). The International Labour Organization participated in a future webinar for farmers on specifically occupational safety and health for pesticide usage on farms. As there is a conceptual gap in the agricultural sector considering safe working conditions, these trainings on pesticide use increase safe working conditions for employees:

“We go into [the farm] and we see that nobody’s wearing any gloves and they’re all spraying chemicals.” (Expert 11, personal communication, 24 May 2021).

Considering safety on site, the International Labour Organization provided hygiene uniforms and hygiene kits to ensure safety of the employees considering chemicals. In addition, they provided technical assistance supplying guidance on how to improve social safety for both farmers as employees. Monitoring on site was done through periodic farm visits, ensuring that hygiene rules were met according to the contract agreements set up with the farmers (Expert 9, personal communication, 20 May 2021). However, as mentioned before, the regulation and implementation from the International Labour Organization does not ensure control on the ground considering human rights in the agricultural sector in Jordan (Expert 11, personal communication, 24 May 2021).

Ensuring social safety in the agriculture sector is complicated, especially in rural areas. Therefore, working with partners that have experience in promoting safe working conditions is a strategic solution. However, transparency on how working conditions are ensured by the project itself is lacking. As the International Labour Organization cannot ensure safe working conditions in the Jordanian agriculture sector, ensuring safe working conditions is not seen as a priority in the project.

5.3.4. Capacity building

Overall, capacity building focused on increasing knowledge of professional farmers through training. Expanding the skills of human resources in hydroponics is seen as an important factor, and HAED-Jo collaborated with institutions to build the capacity of the hydroponic sector through training and knowledge sharing. The goal of these activities was to provide growers, researchers, students, agricultural engineers, and workers with the skills necessary to implement these advanced systems of the Netherlands (Wageningen University & Research, n.d.). In 2017, a group of 13 professionals from Jordan were in the Netherlands to become informed with innovative technologies and training that could help them to optimize their production of greenhouse products. In addition, three national workshops on specialized topics of hydroponic

production were planned (HollandDoor, 2017). This showed the dedication of the project to build on the capacity for its implementation partners.

Besides large-scale farmers, the project supported community-based organizations that were women or youth led, which would increase the capacity building of those organizations (Kingdom of the Netherlands, 2020). Women-led organizations were given several greenhouses, including the installations of hydroponics and a learning trajectory on how they can operate these greenhouses in their own community. In addition, these community-based organizations shared their knowledge with different members in their organisation. Furthermore, youth organizations, such as Youth Without Borders, were also supported with several greenhouses, technology, and training. Periodic visits were provided to these different organizations to ensure that they can operate the greenhouses on their own, to ensure sustainability of the project (Expert 8, personal communication, 20 May 2021). With this, capacity building targets a broad range of marginalized groups to benefit in the agricultural sector.

After the extension of the project, a Knowledge & Innovation Centre was initiated where training could take place, where Dutch technology could be shown, and where people from Iraq and the Gulf could go to share knowledge (HAED-Jo, n.d.). However, this centre is fully subsidized, receiving all kinds of gifts from many different donors without having to finance it for them themselves. Because of this, there are doubts about whether it really contributes sustainably to a different way of farming. Nevertheless, the knowledge centre is seen as a good contribution to the capacity building of farmers in and around Jordan.

The strategy of the HAED-Jo project prioritizes capacity building, especially for farmers. Additionally, women and youth led community-based organizations were included in capacity building, ensuring that a broad range of marginalized groups benefit from capacity building. Similarly, this is the case with the Knowledge & Innovation Centre, that increases the knowledge of and education on new technologies in farming.

5.3.5. Decision-making

The target groups of the project were set for large, medium, and small-scale farmers, community organizations and knowledge institutions. The project manager (Expert 8, personal communication, 20 May 2021) explained that upon a partnership with a farmer, a memorandum of agreement was signed, including arrangements between the project and farmers. From empirical findings there was no evidence that the target groups were directly engaged in the decision-making process of the project. The inclusion of marginalized groups focused on knowledge exchange and participation.

5.3.6. Summary

The priority of the project has been given to capacity building, followed by employment opportunities. Overall, the emphasis was on providing support to Jordanian farmers, who assumably benefitted the most from this project. The project was set up as a response to provide

prospects to Syrian refugees, but it is unsure whether they benefited from the created employment opportunities, due to employment law regulations. The selected target group of HAED-Jo, consisting of large-scale farmers, is not seen as a marginalized group in Jordan, and it is unlikely that small-scale farmers benefited. Other marginalized groups, such as women and youth, were targeted, but not prioritized. Table 5 shows the most important findings. Overall, the HAED-Jo project did not have a strategy in place to ensure inclusiveness for marginalized groups, but focused on large-scale farmers.

Table 5. Brief overview of HAED-Jo's contribution to inclusiveness.

Question	Inclusiveness in case study 1: HAED-Jo
Employment opportunities	A priority for large-scale farmers, but likely not equally accessible or excluding refugees, women, and youth
Knowledge inclusion	A strategy to include socially based knowledge of farmers was found, resulting in a two-way knowledge transfer
Safe working conditions	Protected by collaborating with the International Labour Organization. There is no other strategy in place
Capacity building	Clear strategy in place to ensure that broad range of marginalized groups' benefit
Decision-making	Farmers have a degree of influence in decision-making. No data on inclusion of other marginalized groups

5.4. Inclusiveness in case study 2: the Holland Horti project

This project followed as a successor from the HAED-Jo project. The second target group of the country strategy included small and medium-sized farmers. Therefore, this was the focus for the Holland Horti project, to assist the farmers that were not able to access the advanced greenhouse technology of HAED-Jo. The time frame was set from 2019 to 2021, where Advance Consulting coordinates the project and provides business development assistance and horticulture supply chain support. The Holland Horti project was the largest project within the private sector development portfolio with a budget of €1,8 million (Expert 1, personal communication, 5 May 2021). This three-year project was financed by the Dutch Government through RVO Netherlands Enterprise Agency and implemented by a consortium led by Advance Consulting in collaboration with Wageningen University & Research, Profyta, and HollandDoor (Kingdom of the Netherlands, 2020).

How and to what extent the Holland Horti project included marginalized groups will be discussed below. As project documents of Holland Horti were not in abundance, most data were gathered through the interview with the project manager, as this is the representative of the project.

5.4.1. Employment opportunities

The project assists farmers that are not (yet) able to access advanced greenhouse technology. The primary focus was on providing farmers with agricultural technologies to improve their business by introducing feasible low-cost interventions with a significant impact (Kingdom of the Netherlands, 2020). As a result, the levels of employment in the horticulture sector would likely be sustained (Advance Consulting, 2020).

Considering employment opportunities for marginalized groups, the project manager confirmed that the inclusion of refugees and women is considered more complex. This is due to the agricultural sector being in a crisis and it being seasonal work. Furthermore, it is seen as hard to impose conditions for farmers regarding the employment of refugees and women, as this is often not affordable for the farmer. Due to this, the Holland Horti project does not force employment restrictions for the farmers. Nevertheless, the project implemented a strategy to make farming more interesting for Jordanian youth, by innovating and applying new methods and techniques (Expert 1, personal communication, 5 May 2021). Additionally, the project includes one female agricultural engineer, who is embraced as an example and a role model (Expert 2, personal communication, 5 May 2021). Role models are seen as important in inclusiveness, as marginalized groups can benefit from role models that reflect themselves, showing that achieving their goal is possible (Amy-Vogt, 2020).

The project prioritized small and medium-sized farmers when creating employment opportunities. This focus is putting marginalized small-scale farmers upfront. Additionally, the project does not force employment restrictions on farmers but creates other ways to include youth

and women in employment opportunities. In contrast to HAED-Jo, the Holland Horti project does not focus on employment opportunities for Syrian refugees.

5.4.2. Knowledge inclusion

To select farmers to cooperate with, Advance Consulting collaborated with a local implementation partner named Bakker Brothers, which is an international seed company with a large network in Jordan. During the first phase of the pilot project, five or six pilot farms were selected, based on being progressive and respected by other farmers, due to their influence in the sector. As a result, other farmers approached Advance Consulting for collaborations. The project reached 80 leading farmers by introducing and testing various innovations and good agricultural practices (Holland Horti Support Jordan, n.d.). In addition, 720 small and medium sized horticulture enterprises were reached by means of a scaling strategy, where the leading farmers involve 'follower farmers' to innovate their value chain.

Considering knowledge inclusion, the farmer informed Advance Consulting on the details on his farm, such as the size of the land, number of employees, what crops are being produced, and what fertilizers are being used. With this information, the farmer and Advance Consulting worked closely together to define the specific needs and gaps (Expert 1, personal communication, 5 May 2021). Subsequently, agricultural innovations were tested with Jordanian farmers, where Advance Consulting introduced innovations and good agricultural practices that are internationally acknowledged. The project used scientific based knowledge from the University of Wageningen, combined with socially based knowledge from local farmers (Expert 1, personal communication, 5 May 2021):

"We really use the knowledge and the help of the private sector of the country, who really knows the market and the growth techniques here and through their knowledge and their network." (Paraphrase Expert 1, personal communication, 5 May 2021).

By introducing technology and good agricultural practices in a pragmatic way, Advance Consulting emphasized collaboration with the farmers. The project manager highlighted a certain care with development projects, as the implementation partner should not assume they know it all and that innovations will work in a different country. Together with the farmers, along with the local knowledge and expertise available, they study what improvements could be made. In agreement with the Dutch government, there was a certain degree of freedom to choose which innovations and which good agriculture practices could be introduced at farms, which would be selected in collaboration with Wageningen University & Research and the local farmers (Expert 1, personal communication, 5 May 2021).

It has been mentioned that in a three-year project there is little time to co-innovate, but Advance Consulting included a two-way knowledge transfer in the project. The socially based knowledge stems from local farmers, and not women or youth. Nevertheless, the strategy to

include socially based knowledge of local farmers is seen as a contribution to enhancing inclusiveness, as it is an agricultural project.

5.4.3. Safe working conditions

How safe working conditions are ensured, was not found in the project documents that were available for the public. From the interviews, it appeared that ensuring safe working conditions focused on occupational health and safety on the farms, such as working with chemicals and pesticides in a responsible way. One goal was responsible and reduced agrochemical usage, mainly pesticides (Expert 1, personal communication, 5 May 2021). To give this more attention within the project, Advance Consulting entered a partnership with the International Labour Organization to pay more attention to personal health and safety (Expert 9, personal communication, 20 May 2021).

Furthermore, corporate social responsibility is not considered, as this is solely required when farmers export their products. Around 80 percent of all farmers in Jordan produce for the local market, generally the small and medium sized farmers, which is also the target group of Advanced Consulting. An agreement is set-up beforehand between Advance Consulting and the farmer that includes ground rules on aspects such as costs, responsibilities, and monitoring visits. In addition, the farmers received visits from field-experts to assist with the implementation of the innovation (Expert 1, personal communication, 5 May 2021).

Ensuring safe working conditions on the farms is protected by collaborating with the International Labour Organization. However, as mentioned before, ensuring social safety in the agriculture sector is complicated and the International Labour Organization does not always control safe working conditions on the ground. Regulations by Holland Horti on enhancing safe working conditions are not elaborated in the project documents and were not found in the empirical findings, making it likely that it is not included in the strategy.

5.4.4. Capacity building

The consortium aimed for a practical, knowledge-based, and market-oriented approach to improving farmer and sector performance. It occurred that farmers try to cut costs in a way that the quality of their production reduces. Inexpensive innovations were introduced at farm level to prevent this, where all the actors are supported through training and coaching. This support and training continued online throughout the COVID-19 pandemic (Expert 2, personal communication, 5 May 2021; Expert 9, personal communication, 20 May 2021). The training had a focus on enabling farmers to enhance earning capacity while reducing water and energy use, and by innovating and improving their production, those farms remained viable. The agricultural practices of Holland Horti often concern innovations that do not have a very high investment, which contrasts with the HAED-Jo project (Expert 1, personal communication, 5 May 2021). Additionally, the project tested seven different innovations at the 80 pilot farms to determine what innovation

works best in the local context. From this, the best practices were transferred to 720 following farmers (Expert 1, personal communication, 5 May 2021).

Initially, the project aimed at introducing innovations and building capacity for the farmers, less on building capacity of its employees. With this, the farmers benefit from the capacity building as their knowledge and expertise will increase and improve their performance. As employment restrictions are not included by the project, it is unsure how other marginalized groups benefit from capacity building.

5.4.5. Decision-making

Upon collaboration with Advance Consulting, an agreement is set-up that entails the partnership throughout the project. In terms of decision-making of the farmers, Advance Consulting referred to this agreement that explains the cooperation (Expert 1, personal communication, 5 May 2021). With the information that Advance Consulting and the farmers work closely together when drafting the strategy for the farm, it is likely that the farmers have some degree of influence in the decision-making process. However, there is no evidence that showed that other marginalized groups were included in the agreement between Advance Consulting and the farmer.

5.4.6. Summary

In summary, the Holland Horti project is prioritizing the inclusion of marginalized groups by focusing on medium and small-scale farmers, combined with a strategy to include youth and women in the horticulture sector. Mainly capacity building is prioritized in the project, followed by employment opportunities and knowledge inclusion. Table 6 shows the most important findings summarized.

Table 6. Brief overview of Holland Horti's contribution to inclusiveness.

Question	Inclusiveness in case study 2: Holland Horti
Employment opportunities	Opportunities for small-scale farmers. Other strategies are in place to include women and youth. The project does not focus on refugees
Knowledge inclusion	A strategy to include socially based knowledge of farmers was found, resulting in a two-way knowledge transfer
Safe working conditions	Protected by collaborating with the International Labour Organization. There is no other strategy in place
Capacity building	Prioritized in the project for farmers. Excluding employees and other marginalized groups
Decision-making	Farmers have a degree of influence in decision-making. No data on inclusion of other marginalized groups

6. Conclusion

This thesis researched inclusiveness in the private sector development of the Netherlands. As Jordan being a priority country of the Netherlands regarding private sector development, it was selected as a focus country for this thesis. The analysis consisted of three levels covering private sector development: the general strategy of the Netherlands; the country strategy for Jordan; and the strategy of two private sector development projects of the Netherlands in Jordan that were used as case study. This resulted in the following main research questions consistent of three sub-questions:

How and to what extent is inclusiveness in private sector development realized in the strategy and practices of the Dutch government in Jordan?

1. How and to what extent is inclusiveness ensured by the Dutch government in their development aid agenda considering private sector development?
2. How and to what extent is inclusiveness ensured by the Dutch government in their country strategy for Jordan?
3. How and to what extent is inclusiveness ensured by the Dutch government in their private sector development projects in Jordan?

This thesis presented a conceptual framework including five principles to evaluate inclusiveness in private sector development. This conceptual framework was based on the study of Gupta & Vegelin (2016), that proposed five principles on how to achieve inclusive development in the context of the SDGs. These five principles were adapted to fit the scope of private sector development and include: employment opportunities; knowledge inclusion; safe working conditions; capacity building; and decision-making. Based on this framework, the data was analysed to address the research questions. The empirical findings were largely based on policy documents of the Netherlands and interviews with thirteen experts, supplemented with relevant literature, critical reviews, and grey literature. The answers to the research questions are highlighted below.

6.1. Inclusiveness in development aid agenda

The first research sub-question reads "*How and to what extent is inclusiveness ensured by the Dutch government in their development aid agenda considering private sector development?*". This can be addressed by pointing out that overall, inclusiveness for marginalized groups is not given a high priority on the development agenda. This is due to the lack of an overall strategy to include them as beneficiaries. For example, how marginalized groups are included or targeted rarely appeared in four out of five principles.

The only principle that received attention in the agenda, regarding the inclusion of marginalized groups, was capacity building, where building knowledge and stimulating the

private sector was targeted on women and youth as entrepreneurs, along with small and medium-sized businesses. This strategy was put in place to include marginalized groups, contributing to inclusiveness.

Safe working conditions were ensured by having voluntary safeguards in place for companies doing business abroad. As the partner countries considering private sector development are seen as “fragile states”, safe working conditions are likely not well ensured with voluntary regulations. The development agenda showed an incentive to promote safe working conditions, with a strategy that included promoting safe working conditions for women and youth. However, without regulations for the private sector when doing business abroad, the Dutch government expects companies to follow international social responsibility standards, which does not ensure safe working conditions for marginalized groups in “fragile states”.

Two principles that were given little attention in the agenda were knowledge inclusion and decision-making. The only evidence that was found considering the inclusion of marginalized groups, was through online consultation, where very few representatives of marginalized groups were included. The findings showed that knowledge inclusion consisted of socially based knowledge of the Netherlands itself, as most of the participants in the consultation were Dutch organizations. The focus throughout the development aid agenda was on the scientific based knowledge of the Netherlands itself. Additionally, no evidence was found that including socially based knowledge of marginalized groups was promoted for private sector development.

Considering employment, the development policy does show willingness to promote employment opportunities for women, youth, and refugees. However, when tracing the funding allocations, it appeared that the strategy is more focused in the interest of the Netherlands, and a strategy to ensure the marginalized are benefitting from employment opportunities is absent.

At the beginning of the analysis, this thesis touched upon the belief of the Netherlands that inclusiveness must be at the forefront of national and international agreements. However, the agenda does not include a clear strategy on how it includes marginalized groups in its agenda, and it is not at the forefront of their agreements. Barriers for including marginalized groups are not specifically addressed in the principles as part of private sector development to ensure all marginalized groups can benefit. Leading to the conclusion that inclusiveness is not ensured by the current Dutch development aid agenda, as it does not specifically target marginalized groups and put them upfront in the strategy. The main priority appeared to be the Dutch agenda as their economy is prioritized over inclusiveness.

6.2. Inclusiveness in country strategy

The second sub-question asked “*How and to what extent is inclusiveness ensured by the Dutch government in their country strategy for Jordan?*”. Based on the analysis, the country strategy paid more attention to include marginalized groups than the development aid agenda.

The creation of employment opportunities, as laid out in the country strategy, had a clear focus on including marginalized groups to benefit, as it includes a broad range of target groups. Such as, different sized farms to develop their business, which stimulates and creates employment opportunities for other marginalized groups. The priority in employment opportunities was given to refugees, as they are more easily employed and motivated to work in the agricultural sector. However, there is no strategy to include women and youth in private sector development. Additionally, the first target group of the 3x3x3 approach that is applied in Jordan, focused on large-scale farmers instead of prioritizing small-scale farmers. This shows that the country strategy made trade-offs in favour of the economy at the cost of inclusiveness. Most of the budget in the country strategy was allocated to capacity building in the agricultural sector. The focus was on increasing knowledge and supporting skills for farmers and refugees. Hence, these groups are likely to benefit from capacity building, but this strategy excluded women and youth, indicating that the strategy was not inclusive for all marginalized groups.

There was no evidence of direct consultation of the opinions of marginalized groups on the policy of the country strategy. The strategy of the embassy focused on collaborating with local NGOs to include local needs. This strategy did show that local needs were included, but not that marginalized groups were included into the decision-making or that their socially based knowledge was included in the process.

Overall, the country strategy focused on including farmers and refugees in capacity building and creating employment opportunities. Additionally, it did not show a deliberate tactic to include any groups of marginalized in the principles of knowledge inclusion, safe working conditions, and decision-making. To conclude, the country strategy applied for Jordan did not aim to create additional value for a broad range of marginalized groups and excluded women and youth in the 3x3x3 strategy. This strategy appeared to be more of interest of the Netherlands, considering the 'migration crisis' and economic interests, and did not include marginalized groups at the forefront of agreements.

6.3. Inclusiveness in private sector development projects

The last sub-question reads "*How and to what extent is inclusiveness ensured by the Dutch government in their private sector development projects in Jordan?*". To answer this question, the analyses of both case studies was combined in the accompanying chapter, as both their results contribute to private sector development of the Netherlands in Jordan. The two case studies each had different strategies considering private sector development and the inclusion of marginalized groups.

Considering employment opportunities, each project showed a different focus of the target group, as the successor (Holland Horti) included more marginalized groups than its predecessor (HAED-Jo). Where HAED-Jo focused on large-scale farmers and refugees, Holland Horti focused on medium and small-scale farmers and applied strategies to include women and youth. Combined, the projects included a broad range of marginalized groups in

their strategies. However, the focus of HAED-Jo on creating employment opportunities for refugees did not turn out as expected, as results showed that opportunities were created for Egyptian workers, who are not considered a marginalized group in Jordan.

Considering the knowledge exchange, both projects included the knowledge of the farmers they collaborated with, resulting in a two-way knowledge transfer. However, both projects did not show a strategy in place to include the knowledge from other marginalized groups, such as refugees, women, or youth. However, as the focus of the 3x3x3 approach was on the agricultural sector and both projects showed a two-way knowledge transfer strategy in place to include farmers, it is seen that it contributes to inclusiveness.

Capacity building appeared to be of high priority in both projects, as both expanded the skills of farmers and employees using Dutch knowledge and expertise to build solutions to specific social and economic problems in Jordan. Additionally, investments were made to create a Knowledge Innovation Centre to expand knowledge for farmers. However, the focus was on building the capacity of farmers, rather than of marginalized groups.

Regarding safe working conditions, both projects collaborate with the International Labour Organization to ensure that these standards are met for farmers and employees. The International Labour Organization provides training and knowledge building of both parties but cannot always control safe working conditions on ground. From empirical evidence, ensuring safe working conditions seemed important but it did not appear to be of high priority, as safeguards and regulations are not in the project reports.

Both projects showed that they work closely together with farmers, and agreements are set-up to include some sort of decision-making for the farmer, as the farmer can communicate what happens on his farm. Nevertheless, other marginalized groups, such as women, youth, and refugees, are excluded from this decision-making process.

Inclusiveness is ensured by both projects by targeting different beneficiaries. Therefore, there is a broad range of marginalized groups that could benefit from its approach. Empirical findings showed that the strategy of including marginalized groups did not always go as planned due to local contexts. Additionally, it appeared from the empirical findings that the primary focus of HAED-Jo was on large-scale farmers and of Holland Horti on medium and small-scale farmers. Refugees, women, and youth appeared more to be a secondary target group in the case studies. This shows that the priority was given to promote the private sector instead of inclusiveness for marginalized groups.

6.4. Inclusiveness in strategy and practices of the Netherlands

To conclude, the overarching question of this thesis is answered: *“How and to what extent is inclusiveness in private sector development realized in the strategy and practices of the Dutch government in Jordan?”*

Throughout the analysis, inclusiveness was most prevalent in the practices of creating employment opportunities and capacity building, contributing to including marginalized groups in

private sector development. The absence of including marginalized groups was found in knowledge inclusion, safe working conditions and engagement in decision-making. Leading to the conclusion that inclusiveness was most realized by prioritizing capacity building, and by enhancing employment opportunities for farmers. Capacity building was utilized to the extent that mostly farmers benefited from it. This was similar in employment opportunities, as farmers were directly targeted, this group was likely to benefit the most. Women, refugees, and youth were targeted as beneficiaries where possible, but they were not included as a primary focus group and often a clear strategy to include these groups was deficient.

This research found that each level of the analysis showed different strategies considering inclusiveness, and that no level is inclusive in all five principles to all marginalized groups. The analysis furthermore showed that marginalized groups were significantly more considered in the projects, when compared to the general aid agenda and the country strategy. The general development aid agenda showed that the self-interest of the Netherlands was more prevalent in the strategies than inclusiveness. The empirical findings showed a top-down strategy of inclusiveness, where the Netherlands decides what is best for development, and marginalized groups were not empowered to participate. From this, the question arose whether the approach contributed to inclusiveness for marginalized groups, or if the Netherlands is merely trying to obtain market share. The empirical findings could not conclude which of the two is true. However, even though the general development aid agenda did not prioritize inclusiveness, the country strategy and the case studies presented a degree of flexibility to enhance inclusiveness. This flexibility was likely embraced, as both the country strategy and the private sector development projects give more attention to the inclusiveness of marginalised groups. Table 7 shows an overview of the five principles and which of them are considered inclusive in the strategy of the Netherlands.

Table 7. summary of empirical findings.

Question	Development aid agenda	Country strategy	HAED-Jo	Holland Horti
Employment opportunities	More contribution to market share of the Netherlands than to employment opportunities for marginalized groups	Opportunities are created, but they are not equally accessible to marginalized groups	A priority for large-scale farmers, but likely not equally accessible or excluding refugees, women, and youth	Opportunities for small-scale farmers. Other strategies are in place to include women and youth. The project does not focus on refugees
Knowledge inclusion	Socially based knowledge not included due to weak representation of marginalised groups	Socially based knowledge likely not included in the country strategy and a strategy to include marginalized groups in private sector development was lacking	A strategy to include socially based knowledge of farmers was found, resulting in a two-way knowledge transfer	A strategy to include socially based knowledge of farmers was found, resulting in a two-way knowledge transfer
Safe working conditions	No mandatory regulations for private sector to ensure safe working conditions in partner countries	A lack of binding regulations or a deliberate tactic for private sector development projects	Protected by collaborating with the International Labour Organization. There is no other strategy in place	Protected by collaborating with the International Labour Organization. There is no other strategy in place
Capacity building	Building knowledge and mobilizing private sector targeted on women and youth	Focus on farmers and refugees. No deliberate strategy in place to ensure that other marginalized groups benefit	Clear strategy in place to ensure that broad range of marginalized groups benefit	Prioritized in the project for small-scale farmers. Excluding employees and other marginalized groups

Decision-making	A lack of strategy to include marginalized groups in decision-making	A lack of strategy to include marginalized groups in decision-making	Farmers have a degree of influence in decision-making. No data on inclusion of other marginalized groups	Farmers have a degree of influence in decision-making. No data on inclusion of other marginalized groups
-----------------	--	--	--	--

6.5. Recommendations

The Netherlands emphasized the importance of an integrated approach to trade and development. In practice, however, the Netherlands focused on transferring its developed strategy that suits the Dutch agenda, rather than including marginalized groups to develop a strategy that suits both. An emphasis to include marginalized groups at the forefront throughout the development aid agenda would increase the level of inclusiveness, in addition to having safeguards in place for the private sector when doing business abroad. Therefore, to be more inclusive, the Netherlands must implement deliberate strategies in each principle in its development agenda in favour of marginalized groups and must not leave gaps expecting that the private sector will fill them.

Governments are in a strong position to promote inclusiveness in private sector development, by means of binding regulations in the field of human rights that can benefit private sector development. The recognition of marginalized groups as partner citizens with rights and responsibilities, rather than as voiceless beneficiaries of development aid, is therefore important. Emphasize decision-making and knowledge inclusion of marginalized groups in the process of policy; this means the Netherlands assessing their support in favour of marginalized people. The government remains ultimately responsible and must therefore make sufficient investment in the quality of private sector development to benefit marginalized groups.

The strategy applied by the Netherlands revolves around capacity building and knowledge transfer, which could be an old-fashioned idea of inclusiveness. This strategy is not in line with the conceptual framework that was developed for inclusiveness in private sector development. The Netherlands promotes inclusiveness where it transfers its skills and knowledge to partner countries, which is a top-down method of inclusiveness. Rather, marginalized groups should be included more in the development of the development agenda, the country strategy, and the private sector development projects to empower their participation.

The development policy of the Netherlands integrated gender in all its foreign policy, particularly focused on the inclusion of women in decision-making. However, this research showed that marginalized women are likely to be excluded from decision-making processes in the development aid agenda of the Netherlands. Additionally, evaluation of the budget allocation is inconsistent and suggests that supporting women is not a priority in the development aid agenda, nor in the country strategy and the private sector development projects. This is

especially concerning given the challenges to achieve gender equality and the incredible gains that could result from it. Research by Grabowski & Essick (2020) showed that while self-reported gender equality funding figures have increased, it is unclear if the funding is for gender equality work. This elaborates on a large-scale problem, and as the Netherlands has declared itself an advocate of women's rights (Ministry of Foreign Affairs, 2014b), investments in tackling gender inequality are expected. The Netherlands needs to act on this by not allowing projects to state they consider gender equality a top priority if they do not include critical components of this topic. Further research could explore the best method to increase women's participation in the private sector development projects of the Netherlands in the agricultural sector of Jordan, contributing to "doing good" of the Dutch government.

Recommendations for the private sector development projects focus on the inclusion of other marginalized groups to benefit alongside Jordanian farmers. This is not in line with leaving no one behind, as without a clear strategy to put marginalized groups upfront, they are likely to be left out. Since this was not prioritized by the Dutch government in the development aid agenda, this results in the exclusion of marginalized groups in Jordan, but likely also in other partner countries. Some degree of flexibility can result in positive outcomes, which is demonstrated in the principles of employment opportunities and knowledge inclusion. However, and especially in short term projects, there is a risk that outcomes of development projects do not protect the most vulnerable in society. The local context does not contribute to the protection of these groups hence the development projects can react to this by prioritizing them in their strategy.

Furthermore, the Dutch strategy clearly showed a focus on transferring knowledge and not on including knowledge of marginalized groups, which could be a trade-off. However, according to the conceptual framework, a two-way knowledge transfer should be included, as the Netherlands can transfer their knowledge, while simultaneously including knowledge of others in its strategy. Additionally, extending the time frame of private sector development projects will contribute to knowledge sharing, and thus, stimulate the inclusion of socially based knowledge of marginalized groups. This could furthermore benefit the Netherlands, as it can offer a better guide to good policy development, which can enhance their legitimacy. Overall, the Netherlands should invest in including marginalized groups in its development policy, in line with the 2030 Agenda.

7. Discussion

According to the conceptual framework, there are five principles to consider when ensuring inclusiveness for marginalized groups. This raised the question whether and when a development policy is inclusive. Is it considered inclusive when all five principles target all marginalized groups in a partner country? Or is inclusiveness also ensured when one principle is highlighted, focusing on one marginalized group in particular? To what extent is the participation of all marginalized groups in private sector development possible? Considering “leaving no one behind” and the conceptual framework, all marginalized groups should be involved in all five principles. This is also the assumption of the SDGs, as they frame “leaving no one behind” as a key commitment of the 2030 agenda. However, the question is whether this is feasible and realistic, considering budgets, efficiency of the projects and local contexts. This would be interesting to include in further research, as it would assist governments to find suitable approaches to ensure inclusiveness while promoting private sector development, and it could help them justify their focus on particular groups.

The Dutch government combined its agenda for development aid with the approach to maintain its position as one of the most competitive economies in the world. In addition, the Netherlands pledged as a UN member state to leave no one behind, and to improve the participation of marginalized groups through enhancing opportunities. As shown in the results, the development aid agenda scores particularly bad compared to the private sector development projects. This is probably due to the flexibility that the Dutch government gives to the embassy and the project developers. Two questions arose from this, should inclusiveness be a main priority in the general agenda, if the implementation partners act independently? And should the general strategy be assessed, or rather the effects and results of this strategy on ground? This question could be interesting to consider for further research, as it will show the importance of an overall development agenda and the influence of flexibility given by the government.

To take a step back, it is furthermore interesting to question why the Netherlands would want to invest in Jordan? Normally, development aid is given to low-income countries (OECD, 1972), where Jordan is perceived as an upper middle-income country. Is this due to the movement of refugees in the region, where Jordan has shown to be interested in granting refugees more leeway in society in return for international assistance? Or is this the Netherlands investing in Jordan due to its stability, and can the Netherlands maintain some sort of control through capitalist expansion in a vulnerable region? These questions are important to discuss in further research, where the focus is less on the inclusiveness of the strategies on the ground in Jordan, but more on the Dutch overall approach to development and private sector development.

7.1 Limitations

A first limitation of this study is assigned to the lack of available data. As data on both case study projects was not sufficiently available, it was complex to find a meaningful relationship between the principles. Additionally, as it was impossible to access the case study projects due to a global pandemic, data was mostly acquired through the interviews. This also exposed the cultural bias of the researcher, as it was impossible to view the Jordanian context in an accurate way. This could have resulted in differences among viewpoints or groups. Further research could focus on a visit on site to obtain new data considering drivers or barriers that are relevant for inclusiveness.

A second limitation was the lack of prior research on the topic of inclusiveness in private sector development, and a conceptual framework was developed to fit the scope. However, this framework has not been tested before, and could therefore be limiting to the outcome of the research. Further research could include testing this framework in other cases to improve its effectiveness and reliability.

After completing the interviews and during the interpretation of the analysis, it appeared that not enough focus was given to the principle of decision-making. The interview guide focused more on participation of marginalized groups in the projects, and less on their inclusion in decision-making. As a result, the actual outcome of decision-making could be different that is shown in this study. Due to the limited time frame of this research, it was not possible to initiate supplementary interviews to obtain this knowledge. Additionally, by conducting qualitative research, self-reported data is limited by the interpretation of the data by the researcher. This includes exaggeration of the outcomes, as some events could have been interpreted as more significant than they were. Additionally, the attribution of positive and negative events to the outcome was influenced by bias of the researcher.

The contribution of this thesis to the literature was the conceptual framework including five principles based on inclusiveness in private sector development. The development of this framework can assist in assessing a wide range of policy options regarding inclusiveness in private sector development. Additionally, it can be used to evaluate inclusiveness in the development strategy of other countries. The food for thought that resulted from this thesis remains around the best way of pursuing inclusiveness in private sector development. The Netherlands based its strategy around two principles regarding inclusiveness, where the conceptual framework highlighted five principles to consider. Whichever one is true, the Netherlands did not place marginalized groups at the forefront of its development policy, and it would grace the Netherlands if it focused more on benefiting people that are less off, than improving its own economy and market share.

References

- Acevedo, G. (2017, January). *Shifting Dutch Priorities: Changes in discourse, financing and decision-making for international development in the Netherlands*.
https://www.researchgate.net/publication/314077792_Shifting_Dutch_Priorities_Changes_in_discourse_financing_and_decision-making_for_international_development_in_the_Netherlands
- Adams, D., & Hess, M. (2001). Community in Public Policy: Fad or Foundation? *Australian Journal of Public Administration*, 60(2), 13–23. <https://doi.org/10.1111/1467-8500.00205>
- Advance Consulting. (2019, September). *Status report: SME Vegetable Farming in Jordan*.
<https://www.hollandhortisupportjordan.com/wp-content/uploads/2019/09/Jordan-SME-Horti-Sector-2019.pdf>
- Advance Consulting. (2020, November). *Towards a more competitive and profitable SME horticulture sector in Jordan; White Paper on priorities to be pursued by public and private sector partners*.
- Advance Consulting. (2021, April). *Towards a more Competitive and Profitable SME Horticultural Sector in Jordan*.
- Al Naber, M., Alhaddadin, R., & Gilmont, M. (2020, January). *Water and Agriculture in Jordan: Understanding Current Water and Agricultural Priorities and Futures*.
http://wanainstitute.org/sites/default/files/publications/Water%20and%20Agriculture%20in%20Jordan_Priorities_and_Futures.pdf
- Al Zyoud, I. (2019). The Role Of Non-Governmental Organizations In Development Of Jordanian Society. *The Role of Non-Governmental Organizations in Development of Jordanian Society*, 453. <https://doi.org/10.35516/0103-046-987-028>
- Alemazung, J. (2010). Post-Colonial Colonialism: An Analysis of International Factors and Actors Marring African Socio-Economic and Political Development. *The Journal of Pan*

Africa Studies, 3(10), 62–84.

<https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.455.8686&rep=rep1&type=pdf>

Al-Shibli, F., Maher, W., & Thompson, R. (2017). The Need for a Quantitative Analysis of Risk and Reliability for Formulation of Water Budget in Jordan. *Jordan Journal of Earth and Environmental Sciences*, 8(2), 77–89.

https://www.researchgate.net/publication/350182724_The_Need_for_a_Quantitative_Analysis_of_Risk_and_Reliability_for_Formulation_of_Water_Budget_in_Jordan

Amy-Vogt, B. (2020, October 14). *Diversity, inclusion and equality leadership: Role-model executives share key insights*. SiliconANGLE.

<https://siliconangle.com/2020/10/13/diversity-inclusion-equality-leadership-role-model-executives-share-key-insights-cubeconversations/>

Arabiyat, T. S., Mdanat, M., & Samawi, G. (2020). Trade Openness, Inclusive Growth, And Inequality: Evidence From Jordan. *The Journal of Developing Areas*, 54(1).

<https://doi.org/10.1353/jda.2020.0008>

Asif, M., Searcy, C., Santos, P. D., & Kensah, D. (2012). A Review of Dutch Corporate Sustainable Development Reports. *Corporate Social Responsibility and Environmental Management*, 20(6), 321–339. <https://doi.org/10.1002/csr.1284>

Bayar, Y. (2017). Financial development and poverty reduction in emerging market economies. *Panoeconomicus*, 64(5), 593–606. <https://doi.org/10.2298/pan150403014b>

Beck, T., Demirgüç-Kunt, A., & Levine, R. (2007). Finance, inequality and the poor. *Journal of Economic Growth*, 12(1), 27–49. <https://doi.org/10.1007/s10887-007-9010-6>

Bitzer, B., van Balen, R., & de Steenhuijsen Piters, B. (2017). *Aid & Trade in Dutch Development Cooperation*. https://www.kit.nl/wp-content/uploads/2018/08/5989a53dacc28_KIT_Aid_Trade_Report_06.pdf

Bond. (2015). *What Development Means to Diaspora Communities*.

https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwjJutSXuM7xAhWF2qQKHd35BmMQFjABegQIBBAD&url=https%3A%2F%2Feuropa.eu%2Fcapacity4dev%2Ffile%2F28144%2Fdownload%3Ftoken%3DGq29vnC9&usg=AOvVaw3V_Ba1vpbJYsqQk7mFzyyw

Bökkerink, S., & Verstappen, S. (2012). *Aid and the Private Sector*.

https://www.realityofaid.org/wp-content/uploads/2013/02/ROA_Report_2012-Aid_and_the_Private_Sector1.pdf

Bryman, A. (2012). Sampling in qualitative research. *Social research methods*, 4, 415-429

Buhmann, K., Jonsson, J., & Fisker, M. (2018). Do No Harm and Do More Good Too:

Connecting Business and Human Rights with Political CSR to Identify Business Opportunities for Contributing to the SDGs. *SSRN Electronic Journal*, 389–403.

<https://doi.org/10.2139/ssrn.3376681>

CARE Nederland. (2018). *The political participation and influence of marginalised women in*

fragile and conflict affected settings. <https://www.carenederland.org/wp-content/uploads/2018/11/CARE-Global-Study-Report-v0.2.pdf>

Central Intelligence Agency. (2021, May 10). *Jordan - The World Factbook*.

<https://www.cia.gov/the-world-factbook/countries/jordan/>

Clarke, G. R. G., Xu, L. C., & Zou, H. F. (2006). Finance and Income Inequality: What Do the

Data Tell Us? *Southern Economic Journal*, 72(3), 578. <https://doi.org/10.2307/20111834>

DCED. (2019, March). *Private Sector Development*. [https://www.enterprise-](https://www.enterprise-development.org/wp-content/uploads/PrivateSectorDevelopment.pdf)

[development.org/wp-content/uploads/PrivateSectorDevelopment.pdf](https://www.enterprise-development.org/wp-content/uploads/PrivateSectorDevelopment.pdf)

de Groot, J. (2020, September 30). *What is the General Data Protection Regulation?*

Understanding & Complying with GDPR Requirements in 2019. Digital Guardian.

<https://digitalguardian.com/blog/what-gdpr-general-data-protection-regulation-understanding-and-complying-gdpr-data-protection>

Department for International Development. (2008). *Private Sector Development Strategy*.

<https://web.archive.org/web/20091215084254/http://www.dfid.gov.uk/Documents/publications/Private-Sector-development-strategy.pdf>

Department of Statistics. (2021, May 5). *Department of Statistics*. <http://dosweb.dos.gov.jo>

European Commission. (2021, March). *Jordan*.

https://reliefweb.int/sites/reliefweb.int/files/resources/jordan_2020-02-07.pdf

European Parliament. (n.d.). *Immigration policy*. Retrieved June 25, 2021, from

<https://www.europarl.europa.eu/factsheets/en/sheet/152/immigration-policy>

European Parliament. (2019, February). *Europe's approach to implementing the Sustainable Development Goals: good practices and the way forward*.

[https://www.europarl.europa.eu/RegData/etudes/STUD/2019/603473/EXPO_STU\(2019\)603473_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2019/603473/EXPO_STU(2019)603473_EN.pdf)

Fazey, I., Evely, A. C., Reed, M. S., Stringer, L. C., Kruijssen, J., White, P. C. L., Newsham, A., Jin, L., Cortazzi, M., Phillipson, J., Blackstock, K., Entwistle, N., Sheate, W., Armstrong, F., Blackmore, C., Fazey, J., Ingram, J., Gregson, J., Lowe, P., Trevitt, C. (2012).

Knowledge exchange: a review and research agenda for environmental management.

Environmental Conservation, 40(1), 19–36. <https://doi.org/10.1017/s037689291200029x>

Flint, A., & Meyer zu Natrup, C. (2018). Aid and development by design: local solutions to local problems. *Development in Practice*, 29(2), 208–219.

<https://doi.org/10.1080/09614524.2018.1543388>

Focus2030. (n.d.). *Understanding development aid*. Focus 2030. Retrieved July 5, 2021, from

<https://focus2030.org/Understanding-development-aid>

Follow the Money. (2020, September 4). *Lobbyclub DTIB tovert ontwikkelingsgelden om in exportsubsidies (en mag van ministers meedenken over beleid)*.

https://www.ftm.nl/artikelen/lobbyclub-dtib-tovert-ontwikkelingsgelden-om-in-exportsubsidies?utm_source=Follow%20the%20Money&utm_campaign=994818cde5-

[&share=%2FTDmbfD2G67aa4o%2BxCYp6%2FLxsfXnbgyP58PYUEPZvnANMgCV0CGpm%2B1qGT%2F2%2BA%3D%3D](https://www.fao.org/3/as705e/as705e.pdf)

Food and Agriculture Organization. (2014). *PLAN OF ACTION*.

<http://www.fao.org/3/as705e/as705e.pdf>

Food and Agriculture Organization. (2019). Access to Agricultural Finance in Jordan. Retrieved January 18, 2021, from <http://www.fao.org/family-farming/detail/en/c/1263915/>

Francisco, F., & Ravallion, M. (2008). *Global Poverty and Inequality : A Review of the Evidence*. World Bank. <https://openknowledge.worldbank.org/handle/10986/6675>

Government of Jordan. (2017). *Jordan's Way to Sustainable Development*.

https://www.susana.org/_resources/documents/default/3-3353-189-1532846414.pdf

Government of the Netherlands. (2013, April). *A world to gain: A New Agenda for Aid, Trade and Investment*.

<https://www.government.nl/binaries/government/documents/letters/2013/04/05/global-dividends-a-new-agenda-for-aid-trade-and-investment/a-world-to-gain-en.pdf>

Government of the Netherlands. (2018a). *Human Rights Report 2017*.

<https://www.rijksoverheid.nl/binaries/rijksoverheid/documenten/rapporten/2018/05/28/mensenrechtenrapportage-2017/Mensenrechtenrapportage+2017+-+EN.pdf>

Government of the Netherlands. (2018b). *Investing in Global Prospects*.

<https://www.government.nl/binaries/government/documents/policy-notes/2018/05/18/investing-in-global-prospects/Investing+in+Global+Prospects.pdf>

Government of the Netherlands. (2019, June). *Onvoldoende beschermd - Geweld in de Nederlandse jeugdzorg van 1945 tot heden*.

<https://www.rijksoverheid.nl/binaries/rijksoverheid/documenten/rapporten/2019/06/12/onvoldoende-beschermd-geweld-in-de-nederlandse-jeugdzorg-van-1945-tot->

[heden/onvoldoende-beschermd-geweld-in-de-nederlandse-jeugdzorg-van-1945-tot-heden.pdf](#)

Government of the Netherlands. (2021, February 26). *Rijksbegroting Hoofdstuk XVII*. Tableau Software.

https://public.tableau.com/views/RijksbegrotingHoofdstukXVII/ChapterXVII?amp%3B%3AshowVizHome=no&%3Aembed=y&%3Adisplay_count=no%231

Grabowski, A., & Essick, P. (2020, February). *ARE THEY REALLY GENDER EQUALITY PROJECTS? OXFAM RESEARCH REPORTS*.

<https://oxfamilibrary.openrepository.com/bitstream/handle/10546/620945/rr-are-they-really-gender-equality-projects-donors-050220-en.pdf;jsessionid=9F7F2A37B3163E34B11161D9DB0EA55A?sequence=1>

Gupta, J., & Vegelin, C. (2016). Sustainable development goals and inclusive development. *International Environmental Agreements: Politics, Law and Economics*, 16(3), 433–448.

<https://doi.org/10.1007/s10784-016-9323-z>

HAED-Jo. (n.d.). *Knowledge and Innovation Center (KIC) | HAED-Jo*. Retrieved June 3, 2021, from <https://www.haed-jo.org/our-work/6>

Hasan, R., Mitra, D., & Ulubasoglu, M. (2006, July). *Institutions and Policies for Growth and Poverty Reduction: The Role of Private Sector Development*.

<https://www.econstor.eu/bitstream/10419/109289/1/ewp-082.pdf>

Hedström, J., & Smith, J. (2013). *Overcoming Political Exclusion*.

<https://iknowpolitics.org/sites/default/files/overcoming-political-exclusion-strategies-for-marginalized-groups-to-successfully-engage-in-political-decision-making-pdf.pdf>

Hoebink, P. (2013). *Ouderwets of gloednieuw? Het beleid van minister Ploumen*.

http://www.ru.nl/publish/pages/546128/column_beleid_van_ploumen_-_internationale_spectator_november_2013.pdf

Holland Horti Support Jordan. (n.d.). *Home*. Holland Horticultural Support Jordan. Retrieved July 5, 2021, from <https://www.hollandhortisupportjordan.com/#whatwedo>

HollandDoor. (2017). *Reconstructing the Jordanian horticulture sector*.

<https://www.hollanddoor.nl/component/content/article/46-region/asia/238-reconstructing-the-jordanian-horticulture-sector?Itemid=101>

Honohan, P. (2004). *Financial Development, Growth, and Poverty : How Close are the Links?*

World Bank. <https://openknowledge.worldbank.org/handle/10986/14439>

Hudson Institute. (2016). *THE INDEX OF GLOBAL PHILANTHROPY AND REMITTANCES*.

<https://s3.amazonaws.com/media.hudson.org/files/publications/201703IndexofGlobalPhilanthropyandRemittances2016.pdf>

International Finance Corporation. (2011). *International Finance Institutions and Development Through the Private Sector*.

http://www.ifc.org/wps/wcm/connect/region_ext_content/regions/western+europe/news/ifc+and+deg+present+international+finance+institutions+and+development+through+the+private+sector

International Institute for Democracy and Electoral Assistance. (2012). *Successful Strategies Facilitating the Inclusion of Marginalized Groups in Customary and Democratic Governance: Lessons from the Field*.

<https://www.idea.int/sites/default/files/publications/successful-strategies-facilitating-the-inclusion-of-marginalized-groups.pdf>

International Labour Organization. (2017). *Jordan Decent Work Country Diagnostic*.

https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_542358.pdf

International Labour Organization. (2018). *Decent Work Country Programme Jordan 2018 -*

2022. https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/genericdocument/wcms_656566.pdf

- Jakupec, V. (2018). *Development Aid–Populism and the End of the Neoliberal Agenda*. Springer. <http://ndl.ethernet.edu.et/bitstream/123456789/77134/1/207.pdf.pdf>
- Jamali, D., Lund-Thomsen, P., & Jeppesen, S. (2016). SMEs and CSR in Developing Countries. *Business & Society*, 56(1), 11–22.
<https://doi.org/10.1177/0007650315571258>
- Kaag, S. (2019, October). *Policy response to evaluation projects diaspora entrepreneurship*. https://www.tweedekamer.nl/kamerstukken/brieven_regering/detail?id=2019Z20630&did=2019D43150
- Kamphof, R., Spitz, G., & Boonstoppel, E. (2015). *Financing Development Now and in the Future*. Kaleidos Research/Stichting NCDO.
<http://kaleidosresearch.nl/download/2015/07/2015-Financing-for-Development-report.pdf>
- Kattaa, M., Byrne, M., & Al-Arabi, A. (2018). *Decent Work and the Agriculture Sector in Jordan*. International Labour Organisation (ILO).
https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_646170.pdf
- Katzenstein, P. (1985). *Small States in World Markets: Industrial Policy in Europe*. Ithaca; London: Cornell University Press. Retrieved July 4, 2021, from <http://www.jstor.org/stable/10.7591/j.ctvrf8crm>
- Kazimierczuk, A. (2015). *Historical overview of development policies and institutions in the Netherlands, in the context of private sector development and (productive) employment creation*. <https://scholarlypublications.universiteitleiden.nl/handle/1887/36351>
- Kingdom of the Netherlands. (2020, June). *The Netherlands in Jordan: Economic Agriculture Programming*.
- Kolstad, I. (2012). Human rights and positive corporate duties: the importance of corporate-state interaction. *Business Ethics: A European Review*, 21(3), 276–285.
<https://doi.org/10.1111/j.1467-8608.2012.01654.x>

KPMG. (2020, December). *The time has come*.

<https://assets.kpmg/content/dam/kpmg/xx/pdf/2020/11/the-time-has-come.pdf>

Lanting, S. (2013). *Promoting Productive and Sustainable Employment: Elaborating a Knowledge and Research Agenda | Knowledge Platform Security & Rule of Law*.

KPSRL. <https://www.kpsrl.org/publication/promoting-productive-and-sustainable-employment-elaborating-a-knowledge-and-research-agenda>

McKague, K., Wheeler, D., & Karnani, A. (2014). An Integrated Approach to Poverty Alleviation: Roles of the Private Sector, Government and Civil Society. *The Business of Social and Environmental Innovation*, 129–145. https://doi.org/10.1007/978-3-319-04051-6_7

Melamed, C. (2012). *Putting inequality in the post-2015 picture*.

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.365.5421&rep=rep1&type=pdf>

Milner, H., Nielson, D., & Findley, M. (2016). Citizen preferences and public goods: comparing preferences for foreign aid and government programs in Uganda. *The Review of International Organizations*, 11(2), 219–245. <https://doi.org/10.1007/s11558-016-9243-2>

Ministry of Foreign Affairs. (2013, December). *National Action Plan on Business and Human Rights*. <https://media.business-humanrights.org/media/documents/files/documents/netherlands-national-action-plan.pdf>

Ministry of Foreign Affairs. (2014a). *Op zoek naar focus en effectiviteit*.

<https://www.rijksbegroting.nl/system/files/18/2.beleidsdoorlichting-nederlandse-inzet-voor-private-sector-ontwikkeling-2005-2012.pdf>

Ministry of Foreign Affairs. (2014b). *Women: Powerful Agents for Peace and Security*.

<https://www.nap1325.nl/assets/NAP-1325-2012-2015.pdf>

Ministry of Foreign Affairs. (2017, August 2). *Refugees and Migration: the Netherlands and Jordan*. Jordan | Netherlandsandyou.NI. <https://www.netherlandsandyou.nl/your-country->

[and-the-netherlands/jordan/and-the-netherlands/refugees-and-migration-the-netherlands-and-jordan](#)

Ministry of Foreign Affairs. (2019). *Dutch Development results Jordan*. Dutch Development Results. Retrieved January 25, 2021, from <https://www.dutchdevelopmentresults.nl/countries/jordan>

Ministry of General Affairs. (2021, May 28). *Information from the Government of The Netherlands - Government.nl*. Government of The Netherlands. <https://www.government.nl>

Ministry of Interior. (2020). *Estimated population of 2020 and some of selected data*. The Population Statistics Division. http://dosweb.dos.gov.jo/DataBank/Population_Estimares/PopulationEstimates.pdf

Moir, L. (2001). What do we mean by corporate social responsibility? *Corporate Governance: The International Journal of Business in Society*, 1(2), 16–22. <https://doi.org/10.1108/eum0000000005486>

Moyo, D., & Ferguson, N. (2010). *Dead Aid: Why Aid Is Not Working and How There Is a Better Way for Africa* (Reprint ed.). Farrar, Straus and Giroux.

Multi-Annual Country Strategy Jordan. (2019). *Multi-Annual Country Strategy 2019-2022 Jordan*, in effect until 31 December 2022. Amman: Embassy of the Netherlands in Jordan.

Narayan, D., Patel, R., Schafft, K., Rademacher, A., & Koch-Schulte, S. (2000). *Can Anyone Hear Us?: Voices of the Poor (World Bank Publication)* (First Edition). World Bank Publications.

Netherlands Enterprise Agency. (2019). *Knowledge exchange and networking*. Rijksdienst voor Ondernemend Nederland (RVO). <https://www.rvo.nl/subsidie-en-financieringswijzer/partners-international-business/modules/kennisuitwisseling-en-netwerken>

- Novum, M. (2020, December 17). *Does the private sector play a role in sustainable development?* Momentum Novum. <https://www.mnovum.com/post/does-the-private-sector-play-a-role-in-sustainable-development>
- Odeh, O. (2019). Water Shortage in Jordan. *International Journal of Engineering and Management Sciences*, 4(4), 277–286. <https://doi.org/10.21791/ijems.2019.4.31>.
- OECD. (1972). *Official development assistance – definition and coverage*. <https://login.proxy.library.uu.nl/login?url=https://www.oecd.org/development/financing-sustainable-development/development-finance-standards/officialdevelopmentassistancedefinitionandcoverage.htm>
- OECD (2015a), *In It Together: Why Less Inequality Benefits All*, OECD Publishing, Paris, <https://doi.org/10.1787/9789264235120-en>.
- OECD. (2015b). *DEEPENING PRIVATE SECTOR ENGAGEMENT IN AID FOR TRADE*. https://www-oecd-ilibrary-org.proxy.library.uu.nl/docserver/aid_glance-2015-12-en.pdf?expires=1617720317&id=id&acname=guest&checksum=6AFD5A0D0B8372097683A5D55E2A37C2
- OECD. (2016, February). *DAC HIGH LEVEL MEETING COMMUNIQUÉ*. <https://www-oecd-org.proxy.library.uu.nl/dac/DAC-HLM-Communique-2016.pdf>
- OECD. (2020). *Enhancing equal access to opportunities for all in G20 countries*. <https://www-oecd-org.proxy.library.uu.nl/economy/Enhancing-equal-access-to-opportunities-OECD-background-note-for-G20-Framework-Working-Group-july-2020.pdf>
- OHCHR. (2011). *Guiding Principles on Business and Human Rights*. https://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf
- OHCHR. (2013). *Integrating Human Rights into the Post-2015 Development Agenda*. <https://www.ohchr.org/Documents/Issues/MDGs/Post2015/AccountabilityAndThePost2015Agenda.pdf>

- Overheid.nl. (n.d.). *Consultatie Vernieuwd Beleid Buitenlandse Handel en Ontwikkelingssamenwerking*. Retrieved April 20, 2021, from <https://www.internetconsultatie.nl/bhos/reacties>
- Oxfam Novib. (2016). *Zaken eerst: BV Nederland in ontwikkelingssamenwerking*. <https://www.oxfamnovib.nl/Redactie/Downloads/Rapporten/20161209%20BedrijfslevenInOntwikkelingssamenwerkingRapport-300.pdf>
- Partos. (2019, September 17). *Rijksbegroting 2020: Ontwikkelingsbudget sinds 1973 procentueel niet zo laag geweest*. <https://www.partos.nl/actueel/pers/artikel/news/rijksbegroting-2020-ontwikkelingsbudget-sinds-1973-procentueel-niet-zo-laag-geweest/>
- Phenix. (2017). *Pursuing the Sustainable Development Goals Strengthening Protections and Ensuring Inclusion*. <https://www.socialwatch.org/sites/default/files/2017-SR-JORDAN-eng.pdf>
- Riege, A., & Lindsay, N. (2006). Knowledge management in the public sector: stakeholder partnerships in the public policy development. *Journal of Knowledge Management*, 10(3), 24–39. <https://doi.org/10.1108/13673270610670830>
- Rosche, D. (2018). *The Netherlands: A mixed message on ODA*. <https://www.realityofaid.org/wp-content/uploads/2018/12/12-A-mixed-message-on-ODA.pdf>
- Ruano, A. L., Friedman, E. A., & Hill, P. S. (2014). Health, equity and the post-2015 agenda: raising the voices of marginalized communities. *International Journal for Equity in Health*, 13(1). <https://doi.org/10.1186/s12939-014-0082-6>
- Schripsema, A., & Oostewechel, R. (2018, March). *HAED-Jo: postharvest systems Fact-finding mission*. Wageningen Food & Biobased Research. <https://doi.org/10.18174/453843>

- Schulpen, L., & Gibbon, P. (2002). Private Sector Development: Policies, Practices and Problems. *World Development*, 30(1), 1–15. [https://doi.org/10.1016/s0305-750x\(01\)00097-3](https://doi.org/10.1016/s0305-750x(01)00097-3)
- Sixt, G., & Poppe, K. (2019, January). *The agricultural knowledge and innovation system of Jordan's horticultural sector*. Wageningen Economic Research. <https://edepot.wur.nl/462569>
- Sjoerdma, S. (2013, May 22). *Zo makkelijk gaan hulp en handel niet samen*. Trouw. <http://www.trouw.nl/nieuws/zo-makkelijk-gaan-hulp-en-handel-niet-samen~bc703a77/>
- Sottile, Z., & Abdelhadi, R. (2021, May 4). *Farmers, advocates hail new bylaw, though 'imperfect.'* Jordan News. <https://www.jordannews.jo/Section-109/News/Farmers-advocates-hail-new-bylaw-though-imperfect-2472>
- Spitz, G., Muskens, R., & van Ewijk, E. (2013). *The Dutch and development cooperation*. NCDO. https://www.wereldinwoorden.nl/wp-content/uploads/2013/01/Report-Analysis-The-Dutch-and-Development-Cooperation_Full-Report.pdf
- TAP Network. (2016). *Promoting Inclusive Government Consultations*. <https://secureservercdn.net/166.62.112.219/9bz.99d.myftpupload.com/wp-content/uploads/2019/05/Promoting-Inclusive-Government-Consultations.pdf>
- TERI University & United Nations Development Programme. (2018). *ACCELERATING SDG 7 ACHIEVEMENT*. The United Nations. <https://sustainabledevelopment.un.org/content/documents/17474PB7.pdf>
- The New York Times. (1970, September 13). *A Friedman doctrine— The Social Responsibility Of Business Is to Increase Its Profits*. <https://www.nytimes.com/1970/09/13/archives/a-friedman-doctrine-the-social-responsibility-of-business-is-to.html>
- United Nations Chief Executives Board for Coordination. (2017). *Leaving No One Behind: Equality and Non-Discrimination at the Heart of Sustainable Development*.

https://unsceb.org/sites/default/files/imported_files/CEB%20equality%20framework-A4-web-rev3.pdf

United Nations Development Programme. (2015). *Socio-economic Inequality in Jordan*.

https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwiqg7Dk18zxAhWrhv0HHWm2AJkQFjABegQIBBAD&url=https%3A%2F%2Fwww.undp.org%2Fcontent%2Fdam%2Fjordan%2Fdocs%2FPoverty%2FUNDP%2520Socio%2520economic%2520Inequality%2520in%2520Jordan%2520English.pdf&usg=AOvVaw0ug_C_Gao3ytcn1OzwrE-W

Upali, P. (2015). *Excluding the Worthy: The Need of Marginalized Groups in the Decision Making Process*.

https://www.researchgate.net/publication/283725800_Excluding_the_Worthy_The_Need_of_Marginalized_Groups_in_the_Decision_Making_Process

Wageningen University & Research. (n.d.). *Jordan Hydroponic Agriculture and Employment Development Project*. https://www.wur.nl/upload_mm/3/0/8/aee57c78-fa3b-4d2d-bb41-f43c2041a69f_HAED-Jo-EN-Fact%20Sheet.pdf

Wageningen University & Research. (2017). *Creating food security and employment for Syrian refugees in Jordan*. <https://www.wur.nl/en/project/Creating-food-security-and-employment-for-Syrian-refugees-in-Jordan.htm>

Wettstein, F. (2012). Human Rights as a Critique of Instrumental CSR : Corporate Responsibility Beyond the Business Case. *Notizie Di Politeia*, 18, 18–33. <https://www.alexandria.unisg.ch/215481/>

World Bank. (2012). *The Sendai Report : Managing Disaster Risks for a Resilient Future*. <https://openknowledge.worldbank.org/bitstream/handle/10986/23745/80608.pdf?sequence=2&isAllowed=y>

World Bank. (2017). *JORDAN ECONOMIC MONITOR*.

<https://openknowledge.worldbank.org/bitstream/handle/10986/29098/122139-WP->



disclose-dec-20-2am-v1-JEM-Fall-2017-Final-19Dec-
onlineversion.pdf?sequence=1&isAllowed=y

World Bank. (2018, March). *Safety Nets*. <https://www.worldbank.org/en/topic/safetynet>

Appendix I - Interview guide example

Before I start, I need to record this interview. Do you agree with this? I want to inform you about the fact that this is for my master's research and that I use the interview as data. I will omit your name in my thesis and use tags such as 'Expert 1'. Also, everything will be stored securely and will be destroyed when finishing the research.

My name is Joëlle Güthschmidt and I am doing the master's study Sustainable Business and Innovation at Utrecht University.

For my thesis I am researching the level of inclusiveness of the Dutch aid & trade agenda. My main RQ is: *How does the Dutch government frame inclusiveness in their foreign aid and trade agenda, and what are the possible implications for marginalized groups in Jordan?*

The 'Investing in Global Prospects' policy report is my main guideline for this. In addition, I want to investigate the outcome of this agenda. For this, Jordan is used as a focus country, because the Netherlands is very active here in developing and investing in the private sector. For this, the MACS is the main guideline I am working with, where interviews will supplement. I am also working with some case studies of private sector development projects of the NL in Jordan. Two examples of these case studies are HAED-Jo & Pilot Project Inclusive Horticulture Value Chains Jordan.

Do you have any questions before starting the interview?

START INTERVIEW

1. Can you introduce yourself?
2. Can you say something about your function?
3. How involved in the country strategy?

ACCESS TO EMPLOYMENT OPPORTUNITIES

- Who owns / manages the projects being set up in Jordan?
- Who determines how much employment there will be?
- How is it ensured that women / refugees / youth come to work here?
 - What are the percentages of women / refugees / youth in the projects in 2020?

KNOWLEDGE

- How is knowledge of marginalized groups included?
- How do you reach them?
- When are these percentages seen as inclusive / enough?

SAFE WORKING CONDITIONS

- How is social safety guaranteed?
- Are these available for marginalized groups within the projects?

- How are safe working conditions ensured for workers?
- What about corporate social responsibility?

CAPACITY BUILDING

- Who can benefit from the private sector development projects in Jordan?
- What are the development opportunities for employees of these projects?
 - Can they grow within their job?
 - Are training courses given for employees?
- How is capacity building ensured for small-scale farmers?
- How is capacity build?

DECISION-MAKING

- Who is involved in drawing up the policy reports?
- What is the role of marginalized groups in this?
 - How are they reached?
- How are these marginalized groups involved in project decision-making?

END

Do you have any important documents or contacts that I cannot afford to miss?

Are there any new developments that are important for me to include in my research?

Would you like to receive the transcript or my thesis afterwards?