



COMPANY PROFILE

DRIVING GLOBAL AND LOCAL
PERSPECTIVES FOR POSITIVE CHANGE

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WHO WE ARE?

Edmaaj is a Jordan-based consulting firm that contribute to excellence and institutional transformation across government, private sector, and civil society organizations throughout the Middle East and North Africa. Edmaaj deliver strategic advisory and technical support that strengthen governance, enhance performance, and generate measurable, lasting impact.

Our work helps institutions operate more efficiently, elevate client and beneficiary satisfaction, and navigate change with confidence—building resilient systems and organizations capable of adapting to future challenges.

Anchored in innovation, accountability, and evidence-based decision-making, our vision is to enable partners to achieve sustainable growth and operational excellence that endure.

At a Glance



Established in
2019



Headquarters
**AMMAN,
JORDAN**



**100%
WOMAN-
OWNED &
LED**

Coverage
**MENA
REGION**

Clients

Government institutions,
UN agencies, INGOs,
local CSOs



Global Affiliation

- WEPs Signatory

Focus Area

- Public Sector Transformation and Institutional Development
- Corporate and NGO Governance & Sustainability
- Gender Equality and Inclusive Workplace Assessments
- Monitoring & Evaluation and Research

150+

consulting projects &
capacity-building trainings
delivered



**OUR TEAM BRINGS
25+ YEARS OF
EXPERIENCE**

OUR VISION & MISSION

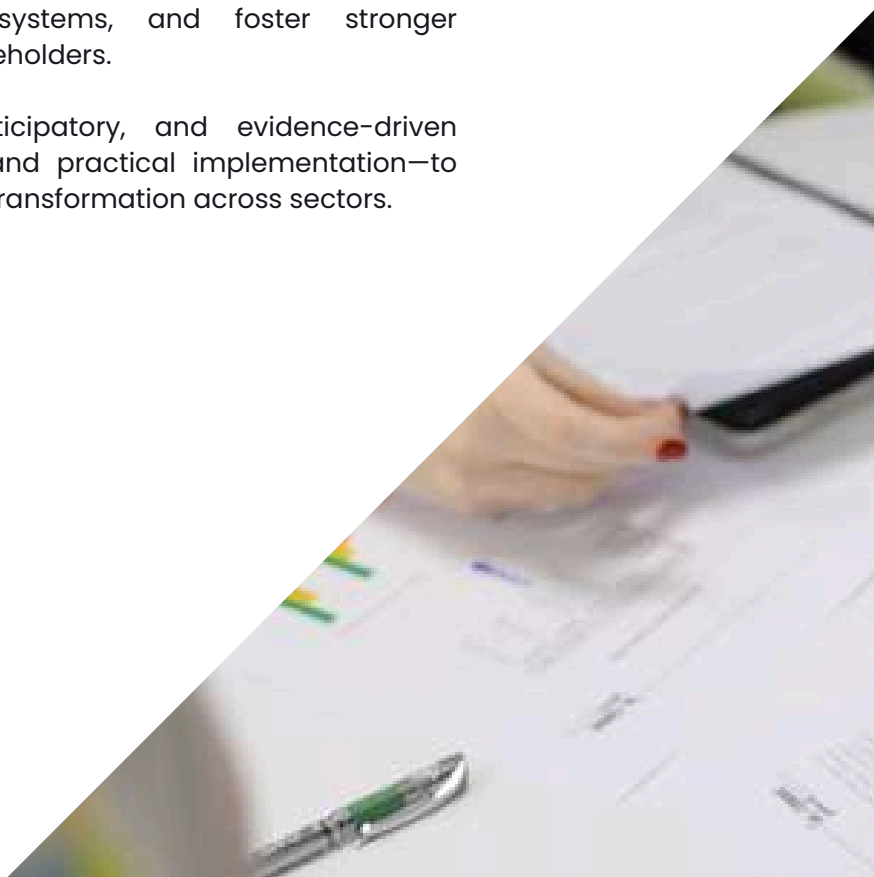
VISION

To be a trusted partner in delivering evidence-informed advisory services grounded in a deep understanding of local contexts.

MISSION

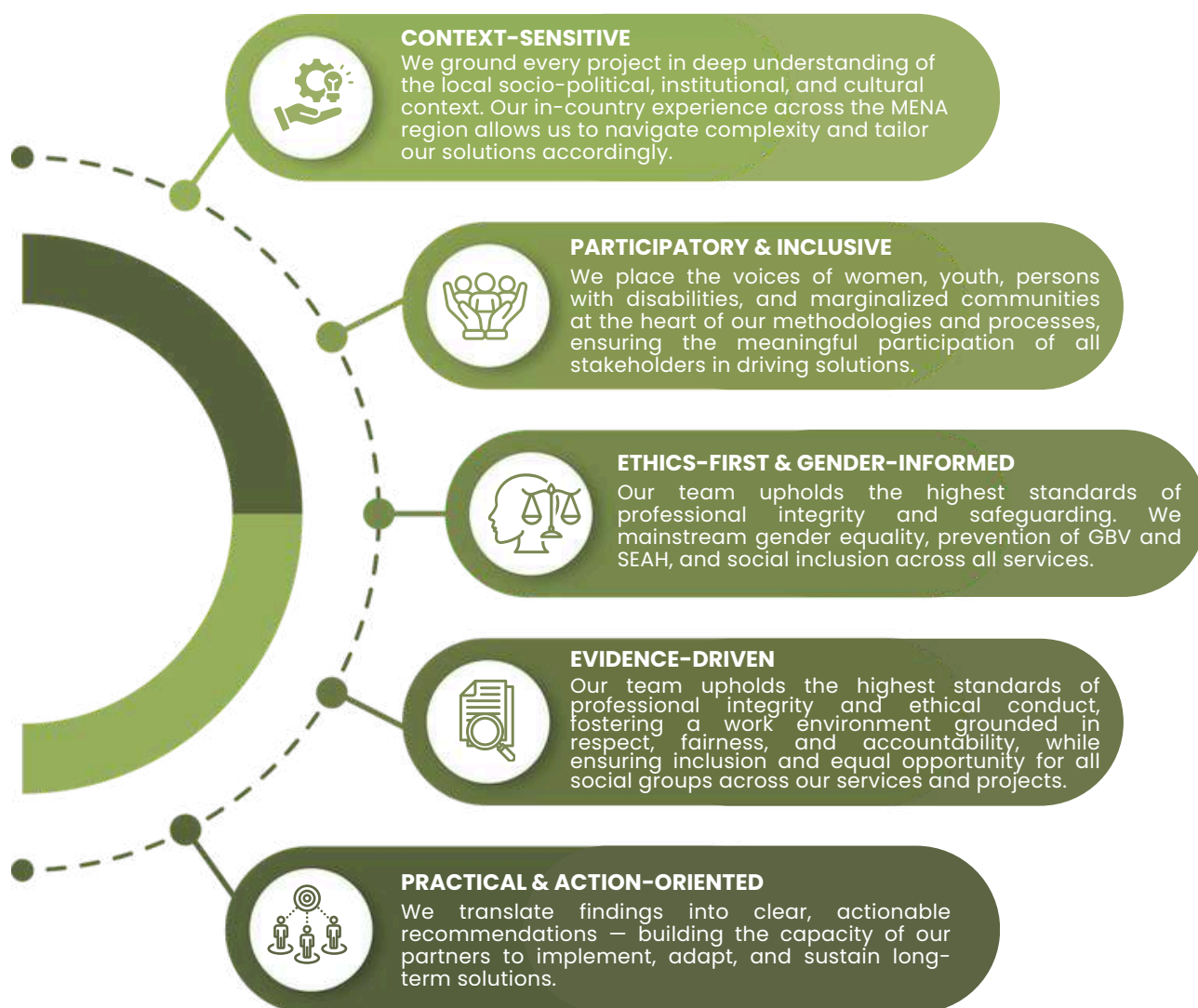
To deliver high-quality advisory, research, and capacity-building services that enable governments, NGOs, and the private sector to enhance institutional performance, optimize systems, and foster stronger collaboration with communities and stakeholders.

We apply a context-grounded, participatory, and evidence-driven approach—rooted in ethics, inclusion, and practical implementation—to promote excellence, accountability, and transformation across sectors.



OUR APPROACH

At Edmaaj, we believe that sustainable impact requires more than just technical solutions — it requires local ownership, inclusive processes, and evidence-based decision-making. Therefore, We ensure that our methodologies, advisory services, and solutions are grounded in the following principles:



OUR CORE SERVICE LINES

**PUBLIC SECTOR TRANSFORMATION:**

Enhancing institutional performance, governance systems, and service delivery.

**NGO AND CORPORATE GOVERNANCE & SUSTAINABILITY:**

Strengthening transparency, accountability, and strategic growth of organizations.

**INCLUSION AND SOCIAL EQUITY:**

Promoting inclusive policies, equitable participation, and community engagement.

**RESEARCH, MONITORING, AND EVALUATION:**

Delivering evidence-based insights to inform decision-making and continuous improvement.

SERVICE 1:

PUBLIC SECTOR TRANSFORMATION

At Edmaaj, we empower public institutions to lead transformation and deliver lasting change by strengthening institutional capacity, improving service quality, and enhancing operational efficiency.

Our integrated strategic support helps government entities elevate planning and performance at institutional, program, and service levels, while fostering transparency, accountability, and trust between institutions and the citizens they serve.

Our approach is grounded in national visions, government strategies, and existing legislation, combined with international best practices and global standards to ensure sustainable, measurable outcomes.

Through practical tools, innovative solutions, and integrated systems, we enable public institutions to respond effectively to community needs and to achieve visible and measurable improvements in service delivery and institutional performance.

Key Beneficiaries:



Government
Ministries



National
Institutions



Local Administration
Bodies



What We Offer:

- 1.Strategic and Institutional Advisory Support:** Developing national, institutional, and sectoral strategies and plans that enhance efficiency, effectiveness, and impact.
- 2.Analytical and Policy Studies:** Conducting analytical evaluations of national plans and strategies to inform evidence-based policymaking and improve the quality of public services.
- 3.Environmental and Social Impact Assessments:** Implementing comprehensive assessments to ensure that government policies and programs are designed and delivered in a sustainable and effective manner.
- 4.Governance Frameworks and Operational Manuals:** Designing practical tools and systems that strengthen institutional consistency, transparency, and service quality.
- 5.Comprehensive Service Evaluations:** Assessing the performance, efficiency, and citizen responsiveness of public services.
- 6.Performance, HR, and Grievance Systems:** Supporting the development of human resource and grievance mechanisms that foster fairness, trust, and accountability, and prevent all forms of workplace misconduct.
- 7.Government Communication and Citizen Engagement:** Enhancing citizen dialogue through participatory platforms and feedback systems that strengthen institutional reputation in global governance and participation indices (e.g., Open Government Index, E-Government Development Index, Global Competitiveness Index).
- 8.Digital Transformation and E-Governance Solutions:** Supporting the design of digital governance systems that improve efficiency, transparency, and oversight.

SERVICE 2:

NGO AND CORPORATE GOVERNANCE & SUSTAINABILITY

At Edmaaj, we support NGOs, nonprofit institutions, and private sector entities to strengthen governance, compliance, risk management, and institutional resilience.

We help organizations build transparent, accountable, and efficient systems, aligning with national regulations and international best practices to achieve excellence and sustainability.

Our work focuses on governance frameworks, ethical leadership, compliance, and risk management systems that foster integrity, efficiency, and trust.

We conduct comprehensive governance assessments based on global standards, develop action plans with practical recommendations, and support their implementation to drive measurable improvement. Through innovative tools and evidence-based methodologies, Edmaaj enables institutions to embed fairness, inclusion, and accountability across their operations and partnerships.

Key Beneficiaries:



National NGOs



Community Based Organisations



Private Sector Entities



Charities



Nonprofit Institutions



What We Offer:

- 1. Governance and Compliance Systems:** Designing and strengthening governance structures, board functions, and compliance mechanisms aligned with national and international standards.
- 2. Risk analysis assessments and support non-profit organizations in developing internal policies to ensure compliance with anti-money laundering (AML) and counter-terrorism financing (CTF) requirements.**
- 3. Governance Assessments and Action Planning:** Conducting institutional assessments based on global benchmarks, developing actionable improvement plans, and supporting implementation.
- 4. Organizational Excellence and Accountability:** Developing policies, codes of conduct, and control systems that promote fairness, transparency, and ethical performance.
- 5. Risk, Safeguarding, and OHS Systems:** Establishing frameworks for risk analysis, safeguarding, and workplace safety to strengthen institutional accountability.
- 6. ESG and Sustainability Integration:** Supporting the adoption of Environmental, Social, and Governance principles to enhance credibility and long-term resilience.
- 7. Strategic Planning and Change Management:** Guiding organizations in developing adaptive strategies and management systems that drive operational excellence.
- 8. Human Resources and Ethical Leadership:** Enhancing HR policies, grievance systems, and leadership development practices to ensure safeguarding, integrity and fairness.
- 9. Corporate Diplomacy, Advocacy, and Partnerships:** Supporting constructive engagement between public and private sector institutions and key stakeholders to advance national priorities, inclusive development, and corporate social responsibility.

SERVICE 3:

INCLUSION AND SOCIAL EQUITY

At Edmaaj, we support national institutions, NGOs, and private sector organizations in advancing women's participation, leadership, and economic empowerment.

Our work focuses on creating inclusive, equitable, and safe workplaces and policy areas that enable women to thrive and contribute effectively to institutional and national development goals.

We design and conduct institutional assessments such as Gender Audits, Inclusive Workplace Reviews, and Diversity Management Assessments, helping organizations identify barriers, define priorities, and implement targeted reforms.

Our approach promotes inclusion as a performance driver—strengthening organizational culture, compliance, and competitiveness through fair systems and safe, respectful environments.

Key Beneficiaries:



Government
Entities



National &
Local NGOs



Private Sector
Institutions



What We Offer:

- 1. Women's Leadership and Economic Participation:** Supporting policies and programs that expand women's roles in leadership, entrepreneurship, and the national workforce.
- 2. Institutional Assessments and Inclusive Practices:** Conducting Gender Audits, Equitable Workplace Assessments, and Diversity Management Reviews to strengthen inclusion and accountability systems.
- 3. Institutional Units for Women's Empowerment:** Establishing dedicated units within government, private, and NGO structures to sustain empowerment efforts and embed equity across institutional systems.
- 4. Safe and Supportive Work Environments:** Developing safeguarding frameworks, SEAH prevention mechanisms, and grievance systems that protect employees and promote a culture of respect and trust.
- 5. Inclusive Workforce and HR Systems:** Integrating fairness and equity principles into recruitment, promotion, compensation, and retention policies to ensure balanced and transparent HR practices.
- 6. Advisory and Research for Empowerment:** Conducting studies and developing strategies that inform women's economic, political and social empowerment policies, inclusive growth initiatives, and institutional change.
- 7. Capacity Building and Leadership Development:** Delivering training, coaching, and mentorship to strengthen institutional capacity in inclusive leadership, safeguarding, and equitable workplace management.

SERVICE 4:

RESEARCH, MONITORING, AND EVALUATION

At Edmaaj, we support organizations in measuring performance and transforming data into actionable knowledge and tangible solutions through the implementation of independent evaluations, baseline studies, and applied research. Our work is grounded in rigorous international methodologies and a participatory, mixed-methods approach that combines quantitative and qualitative analysis to generate credible evidence. These insights help improve program design, inform policy development, and enhance institutional efficiency. We also develop integrated monitoring, evaluation, and learning (MEL) systems that enable organizations to track progress, strengthen accountability, and achieve sustainable development impact.

Key Beneficiaries:



Government
Entities



National &
Local NGOs



Private Sector
Institutions



What We Offer:

- 1. Evaluation and Impact Assessment:** Conducting external, mid-term, and endline evaluations using international methodologies such as OECD-DAC, outcome harvesting, and impact evaluation.
- 2. Baseline Studies and National Surveys:** Implementing baseline, perception, and national-level studies to inform program design, policy reform, and strategic planning.
- 3. Performance Frameworks and KPI Development:** Designing theories of change, logframes, = comprehensive KPI frameworks and M&E Plans with clear indicators, data collection tools, and measurable performance targets.
- 4. Data Intelligence and Analytics:** Building national data visualization dashboards, digital tracking tools, and analytics systems to enhance monitoring and evidence-based decision-making.
- 5. Institutional MEL Systems and Capacity Support:** Establishing institutional MEL units, training staff, and offering outsourced M&E support to ensure consistency and sustainability.
- 6. Learning and Knowledge Management:** Converting evaluation findings into knowledge products, lessons-learned briefs, and reflection workshops that foster institutional learning and innovation.

KEY CLIENTS



KEY AREAS OF TRAINING AND THEMATIC COVERAGE



30+ Government Trainings
delivered, engaging **over 500** public officials from various government institutions.

20+ CSO Trainings
Strengthening the capacities of **300+** CSO professionals.

20+ Specialized trainings
for **300+** Jordanian companies in leadership, governance, and corporate diplomacy.

Countries where Edmaaj has delivered trainings

 Jordan	 Kuwait	 Yemen
 Libya	 Syria	 Iraq
 Algeria	 Morocco	 Tunisia
 Mozambique	 Uganda	

Edmaaj is a leading provider of specialized training and capacity-building programmes in Jordan and across the Middle East and North Africa, supported by a team with **over 25 years of experience** in institutional development and public policy.

All of Edmaaj's training programmes are grounded in participatory and adult learning, ensuring that knowledge is effectively translated into practical actions that improve institutional performance and sustain long-term impact.

1. GOVERNANCE, COMPLIANCE, AND RISK MANAGEMENT

Edmaaj has delivered specialized training programmes aimed at strengthening compliance with international standards and improving governance practices among public institutions, private companies, and non-profit organisations. These include:

- **Anti-Money Laundering and Counter-Terrorism Financing (AML/CFT):** Training for government officials and CSO representatives on FATF standards, risk-based approaches, and participatory national risk assessment methodologies.
- **Regulatory and Policy Compliance:** Supporting government entities, regulatory bodies, and non-profit organisations to align institutional policies with international best practices and strengthen oversight and accountability systems.
- **Evidence-Based Decision-Making:** Enhancing analytical and strategic planning skills using data-driven and participatory approaches.
- **Environmental and Social Systems Management and Assessment:** Building institutional capacities to integrate environmental and social considerations into project planning, implementation, and evaluation through training on risk analysis, grievance mechanisms, stakeholder consultation, and monitoring practices that ensure sustainable and responsible development.

KEY AREAS OF TRAINING AND THEMATIC COVERAGE

2. CORPORATE DIPLOMACY AND STAKEHOLDER ENGAGEMENT

Edmaaj has designed and delivered specialized training programmes on Corporate Diplomacy, based on Witold J. Henisz's model, to strengthen private sector capacity in building trust-based relationships with local communities and government entities. Training topics included:

- Stakeholder mapping and analysis
- Risk and reputation management
- Negotiation, conflict resolution, and advocacy
- Social licence acquisition and corporate social responsibility (CSR)

3. ADVOCACY, COALITION BUILDING, AND POLICY INFLUENCE

Edmaaj has implemented comprehensive training programmes to strengthen the advocacy and coordination capacities of civil society organisations, youth groups, and community leaders. Core topics included:

- Designing and implementing advocacy strategies
- Coalition building and networking
- Social accountability and participatory governance
- Strategic communication and policy influence

4. GENDER EQUALITY, INCLUSION, AND PROTECTION

Edmaaj delivers gender-responsive and socially inclusive training programmes that promote equality and protection across institutional settings. These include:

- Integrating the needs of women, men, and persons with disabilities into planning and project design
- Prevention of gender-based violence (GBV) and sexual exploitation and abuse
- Women's empowerment and leadership development
- Inclusive service delivery addressing the needs of vulnerable and marginalized groups

EDMAAJ'S TRAINING DESIGN COMBINES THEORY AND PRACTICE THROUGH:

Interactive workshops using simulations, practical scenarios, and case studies

Group discussions, stakeholder mapping, and brainstorming exercises

Individual and group coaching and mentorship sessions to support applied learning

Pre- and post-training assessments and continuous feedback to ensure quality and effectiveness

SELECTED PROJECTS

At a Glance



25+

**GENDER
AUDITED
INSTITUTIONS
(MINISTRIES,
MUNICIPALITIES,
CORPORATES,
FACTORIES)**



50+

**EVALUATIONS &
ASSESSMENTS
CONDUCTED
USING OECD-
DAC CRITERIA TO
SUPPORT MORE
INCLUSIVE AND
EFFECTIVE POLICY
DEVELOPMENT**



20+

**PROJECTS
IMPLEMENTED IN
PUBLIC SECTOR
DEVELOPMENT
AND
GOVERNANCE**



50+

**CSOS & CBOS
SUPPORTED
THROUGH
PROJECTS ON
EVALUATION,
INSTITUTIONAL
DEVELOPMENT,
AND
GOVERNANCE**



Development of the National Procedural Manual for Managing and Publishing E-Consultations through the Unified Government Portal “Tawasal” | 2024 |

Edmaaj implemented a national-level project for the Ministry of Digital Economy and Entrepreneurship (MoDEE) to develop the Procedural Manual for Preparing and Publishing E-Consultations through the Unified Governmental Portal for E-Participation “Tawasal” and Analysing Consultation Results.

The Tawasal platform enables citizens and stakeholders to actively participate in government decision-making by providing input on draft laws, policies, and public services through online consultations and surveys.

Edmaaj designed and authored the manual, which serves as a national reference framework guiding public institutions on how to plan, conduct, and analyse electronic consultations in line with the 2024 Executive Rules for Using the Portal and OECD citizen participation principles. In parallel, Edmaaj delivered a capacity-building program for over 150 government focal points, strengthening institutional readiness to implement inclusive, transparent, and participatory digital governance across ministries and public agencies.



وزارة الاقتصاد
الرقمي والريادة

SELECTED PROJECTS



Development of the National Platform for Monitoring and Evaluation of Gender Indicators | 2020 – 2021 |

The project aimed to enhance the Jordanian government's ability to monitor and evaluate progress on gender equality, focusing on key areas such as women's political participation, economic empowerment, access to the labor market, and prevention of gender-based violence (GBV). It also emphasized the importance of using sex-disaggregated data to support evidence-based policymaking and guide national priorities.



The project was achieved through the creation of the National Gender Indicators Platform, which serves as a comprehensive national tool to measure and track progress on gender equality, improve transparency, and strengthen coordination among government institutions.

Edmaaj implemented the project in partnership with the Ministerial Committee for Women's Empowerment under the Prime Ministry, working closely with key national entities including the Ministry of Health, Ministry of Justice, Ministry of Social Development, Ministry of Labor, Department of Statistics, Social Security Corporation, and the Criminal Information Department.

Edmaaj's role included developing national indicators, collecting baseline data, and collaborating with an IT company to design and launch an interactive digital dashboard. The firm also conducted training workshops for government employees on data collection, analysis, and use, helping to ensure the sustainability of the platform and its integration into national planning and reporting processes.

SELECTED PROJECTS



Development of the Community Engagement and Monitoring and Evaluation Methodologies for Public Investment Projects in Jordan | 2023 - 2024 |

The project aimed to enhance the Jordanian government's ability to monitor and evaluate progress on gender equality, focusing on key areas such as women's political participation, economic empowerment, access to the labor market, and prevention of gender-based violence (GBV). It also emphasized the importance of using sex-disaggregated data to support evidence-based policymaking and guide national priorities.

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SELECTED PROJECTS



Development of Jordan's National Action Plan for the Closing the Gender Gap Accelerator (2022–2025) | 2022 |

Edmaaj provided technical support to the Business and Professional Women Association (BPWA), the World Economic Forum (WEF), and the Ministry of Planning and International Cooperation (MoPIC) in developing and drafting Jordan's National Action Plan for the Closing the Gender Gap Accelerator (2022–2025) – an ambitious national initiative designed to increase women's participation in the economy and enhance their presence in the labor market and entrepreneurship.



The initiative represents a pioneering public–private partnership model, bringing together government institutions, private sector leaders, and civil society organizations to identify economic gender gaps and develop a three-year national implementation plan outlining clear commitments and concrete measures to address them. Jordan is one of the first ten countries globally and the second in the MENA region to adopt the World Economic Forum's model for closing the gender gap.



Edmaaj played a central role in conducting a national baseline assessment to identify priority gender gaps in the economy, using qualitative and quantitative research methods and extensive consultations with representatives from the public and private sectors, civil society, and international partners. Based on these findings, Edmaaj developed a comprehensive National Action Plan that included specific interventions, measurable performance indicators, implementation timelines, and clear institutional responsibilities.

To strengthen governance and accountability mechanisms and ensure sustainable implementation, Edmaaj also developed a Governance Charter for the Gender Gap Accelerator Steering Committee, which clearly defined institutional mandates, roles, and coordination mechanisms among national stakeholders to ensure national ownership, policy coherence, and effective cross-sectoral collaboration.

SELECTED PROJECTS


cbm
christoffel blindenmission

Development of Jordan's Community-Based Inclusive Development (CBID) National Strategy 2026–2030 | 2024–2025 |

The project aimed to develop a National Strategy and Action Plan for Community-Based Inclusive Development (CBID) for the years 2026–2030, designed to promote the inclusion of persons with disabilities across social, economic, and political spheres in Jordan. Commissioned by the Higher Council for the Rights of Persons with Disabilities (HCD), the assignment sought to create a comprehensive national framework that strengthens equitable access to services, community participation, and multi-sectoral collaboration, ensuring sustainable and inclusive integration of persons with disabilities.

Edmaaj led the strategy development through a broad participatory process, which included in-depth desk reviews, key informant interviews, focus group discussions, and national consultative workshops involving representatives from government ministries and institutions, local organizations, and the private sector.

This process resulted in a comprehensive CBID National Strategy and Action Plan that outlines specific interventions to be implemented by multiple government institutions, with clearly defined roles and responsibilities, implementation timelines, and Key Performance Indicators (KPIs). The strategy also includes a monitoring and evaluation framework aligned with international standards and national priorities, ensuring a systematic and sustainable approach to inclusive development across Jordan's policies, programs, and public services.


المجلس الأعلى لحقوق
الضعاف ذوي الاعاقة
Higher Council for the Rights of
Persons with Disabilities (HCD)

SELECTED PROJECTS



WORLD BANK GROUP



رئاسة الوزراء
الملك عبد الله الثاني



هيئة الخدمة والإدارة العامة
SERVICE AND PUBLIC ADMINISTRATION COMMISSION (SPAC)

Evaluation and Enhancement of Service Delivery and Citizen Voice Mechanisms under Jordan's Public Sector Modernization Roadmap | 2023-2024 |

The project aimed to improve the quality of public services provided to citizens, with a focus on developing digital service infrastructure and strengthening citizen voice and feedback mechanisms, thereby promoting transparent and accountable governance in Jordan. It was implemented in collaboration with the Prime Ministry's Public Investment Management Unit and the Civil Service and Public Administration Commission (SPAC), as part of national efforts to modernize public service delivery systems.

Edmaaj conducted a comprehensive diagnostic assessment of public service delivery frameworks and grievance handling mechanisms, including the national complaints platform "Bakhidmetkom", the mystery shopper system, and internal complaints and grievance systems across more than 15 ministries and government entities. The assessment was grounded in international best practices and national standards, and included key informant interviews, stakeholder consultations, and institutional and operational gap analyses to identify challenges and opportunities for improving government responsiveness. Based on the findings, Edmaaj produced a detailed evaluation report containing practical recommendations to enhance service quality and strengthen citizen voice and feedback mechanisms. The results and recommendations were validated through broad stakeholder consultations to ensure alignment with Jordan's national priorities for public sector modernization and service improvement.

Additionally, Edmaaj developed a Service Standards Manual and a Citizen Voice Mechanism Manual, which define service quality benchmarks and performance indicators for monitoring how citizens' feedback is collected and addressed. These manuals will serve as key reference tools for the government entities and SPAC to track service quality and assess citizen voice mechanisms across ministries and government agencies.

SELECTED PROJECTS



Institutionalisation and Capacity Building for the Women's Empowerment Directorate at the Ministry of Social Development **| 2023- 2024 |**

The project aimed to institutionalize and strengthen the Women's Empowerment Directorate within the Ministry of Social Development (MoSD) as a central mechanism for advancing gender equality and women's empowerment across social protection and care services in Jordan. It focused on embedding gender perspectives in the Ministry's work, improving coordination with partners, and expanding opportunities for women's participation in social and economic life.

Edmaaj implemented the project in two complementary phases combining institutional development and capacity building:

Phase I: Institutional Roadmap Development: This phase established a strategic and operational roadmap to guide the Directorate's integration into the Ministry's structure. Using a participatory, evidence-based approach, Edmaaj reviewed MoSD strategies, analyzed best practices, and conducted consultations and focus groups with ministry staff and other gender units. The resulting Institutional Roadmap defined the Unit's structure, roles, responsibilities, action plan, and M&E framework, along with a capacity-building plan on gender and institutional performance. The roadmap was officially endorsed during a validation session chaired by Her Excellency, Minister of Social Development.

Phase II: Capacity Building for the Women's Empowerment Unit and Gender Focal Points: Building on the roadmap, this phase focused on enhancing the operational and leadership capacities of the Unit and gender focal points in 42 field directorates. Edmaaj delivered five specialized training programs to over 120 MoSD employees on gender analysis, empowerment, M&E, sex-disaggregated data, stakeholder engagement, and project design. A Gender Skills Manual compiling training content and practical tools was also developed.

The project strengthened MoSD's institutional readiness to mainstream gender equality and positioned the Women's Empowerment Unit as a key driver of inclusive, gender-responsive governance within the Ministry.

SELECTED PROJECTS

ICNL
INTERNATIONAL CENTER
FOR NOT-FOR-PROFIT LAW

EXPERTISE
FRANCE
GROUPE AFD



National Terrorist Financing (TF) Risk Assessment and AML/CFT Compliance Strengthening in Jordan's Non-Profit Sector | 2021- 2022 |

The project aimed to enhance Jordan's compliance with international Anti-Money Laundering and Counter-Terrorist Financing (AML/CFT) standards in the non-profit sector (NPOs), in line with FATF Recommendation 8 and the risk-based, proportionate approach. It also sought to strengthen collaboration between government authorities and NPOs, ensuring effective oversight while safeguarding civic space and legitimate charitable work. The project was implemented for the AML/CFT Unit at the Central Bank of Jordan through multiple phases:

Phase I – National TF Risk Assessment (Recommendation 8): Edmaaj led the national TF risk assessment to identify NPO types most vulnerable to misuse and understand the nature of related threats, applying a mixed-method approach aligned with FATF guidance. The process included:

- A Local Assessment Team of 15 government and non-government representatives to oversee and validate findings.
- A structured questionnaire completed by 11 government entities and 6 banks on cases, investigations, and supervisory actions related to NPOs.
- A phone survey of 689 NPOs (95% confidence level, 5% margin of error), representing local associations, foreign branches, Islamic centers, church-based entities, and mosque committees.
- A comprehensive legal and regulatory review of relevant laws and national/sectoral risk reports, including MENAFATF's Mutual Evaluation and prior national assessments.

The phase produced risk maps by legal type, activity, size, location, and funding source, using a five-level risk scale (low to high). It also evaluated the adequacy and proportionality of existing measures based on FATF principles of effectiveness, risk-based supervision, and non-disruption of legitimate activities.

Phase II – Capacity Building: Edmaaj delivered specialized training programs reaching over 100 NPO representatives and 30 participants from government and financial institutions. The sessions covered FATF Recommendation 8 requirements, international best practices for safeguarding NPOs, risk assessment methodologies, data analysis, and coordination mechanisms between regulators and civil society. Trainings were conducted in Amman and Irbid to foster a unified national understanding of the risk-based approach.

Phase III – Risk Matrix Development and Application:

Edmaaj developed a national NPO risk indicator matrix to support the AML/CFT Unit in monitoring and classifying higher-risk organizations. The matrix was piloted on a sample of 500 NPOs identified as medium- to high-risk through a survey, helping refine the analytical framework and establish a systematic institutional process for ongoing monitoring.

The project significantly contributed to Jordan's upgrade from "non-compliant" to "largely compliant" with FATF standards, strengthened the national risk-based supervision framework, and laid the foundation for a sustainable, evidence-driven partnership between the government and the non-profit sector in managing terrorist financing risks.

SELECTED PROJECTS



Design and Implementation of Jordan's 4th and 5th Open Government Partnership (OGP) National Action Plans | 2019–2022 |

The project aimed to advance transparency, accountability, and public participation in policymaking as part of Jordan's commitment to the global Open Government Partnership (OGP) initiative, which Jordan joined in 2011 as the first Arab country to do so. Under this commitment, Jordan develops a biannual national action plan that outlines a set of government commitments focused on improving public services, enhancing integrity, managing public resources more efficiently, building safer communities, and strengthening institutional accountability across the public and private sectors. Edmaaj provided long-term technical support to the Ministry of Planning and International Cooperation (MoPIC) between 2019 and 2022, through two main phases.

The first phase involved establishing the Open Government Unit within the Ministry, which serves as the national reference body for coordinating transparency and open government efforts.

The second phase focused on leading the design and implementation of Jordan's Fourth National Action Plan for Open Government (2018–2021), which addressed key national priorities such as strengthening dialogue between government and civil society, advancing open data policy, supporting political reform through national dialogue, unifying complaints and human rights grievance mechanisms, and enhancing the enforcement of the Access to Information Law.

The fourth plan was developed through a broad national consultation process that engaged representatives from government institutions, civil society organizations, and the private sector. It was characterized by a high level of public participation and integration of human rights and development priorities. Edmaaj also supported the implementation of the plan's commitments by providing technical assistance to participating ministries, coordinating with donors, and building partnerships with civil society organizations, ensuring effective and timely delivery. This work led to tangible progress in transparency, access to information, and public accountability.

In parallel, Edmaaj organized national workshops and open dialogue platforms to strengthen communication between government entities, civil society, and local communities. It also built the capacities of government staff in areas of transparency, open governance, and citizen engagement, helping to position Jordan as a regional leader in open government reform and a model for participatory policy development.

In 2021, Edmaaj led the development of Jordan's Fifth National Action Plan for Open Government (2021–2024), which introduced innovative and regionally pioneering initiatives focusing on advancing gender equality in the public sector, engaging local communities in social impact assessments of government capital investment projects, enabling e-participation through an online citizen feedback portal for draft laws and policies, enhancing youth engagement in public policy, and strengthening anti-money-laundering and counter-terrorism frameworks while promoting good governance and anti-corruption practices in both public and private sectors.

The fifth plan received international recognition from the OECD and the global Open Government Partnership for its highly consultative and participatory approach, which elevated Jordan's co-creation and participation score, marking it as a fully collaborative process and reinforcing Jordan's reputation as a regional pioneer in open, transparent, and accountable governance.



SELECTED PROJECTS



Corporate Diplomacy Capacity Building for the Private Sector | 2023 |

The project aimed to strengthen the capacity of private sector firms in Jordan by fostering trust-based relationships with local communities and government institutions, while improving stakeholder engagement practices to promote inclusive development and corporate social responsibility.

The intervention was built on **Witold J. Henisz's Corporate Diplomacy Model**, which is structured around six foundational pillars: Due Diligence, Integration, Personal, Learning, Openness, and Mindset. Guided by this framework, Edmaaj designed a specialized Corporate Diplomacy training programme to equip companies with the skills needed to manage stakeholder relationships, mitigate risks, protect institutional reputation, and align business practices with community expectations.

Edmaaj designed and delivered a comprehensive training programme targeting managers from private sector companies operating in the manufacturing, tourism, media, and service industries. The training focused on stakeholder mapping and analysis, engagement planning, risk and reputation management, negotiation and advocacy, and acquiring social licences from local communities and government institutions.

Interactive training sessions were delivered across Jordan with the participation of 250 companies. The sessions applied diverse facilitation methods including simulations, group discussions, case studies, and reflective learning, ensuring active engagement and practical application of the concepts covered.

To ensure sustainability, Edmaaj developed an Arabic Corporate Diplomacy Manual as a practical reference tool consolidating core concepts, templates, and practical tools. The firm also designed a Comprehensive Stakeholder Engagement Strategy Model and conducted individual and group coaching sessions to support companies in translating the training content into actionable strategies.

As a result, several companies developed comprehensive Corporate Diplomacy Strategies with Edmaaj's technical support. The project contributed to embedding corporate diplomacy as a key institutional competency within Jordan's private sector and advancing responsible, inclusive, and sustainable business practices.

INSIGHTS ON OTHER PROJECTS

External Evaluation of Development and Humanitarian Programmes

Edmaaj brings extensive experience in designing and delivering independent, high-quality evaluations across Jordan and the wider MENA region. Our work combines rigorous evaluation methodologies, context-sensitive tools, and participatory approaches to generate actionable evidence that informs programme design, policy development, and strategic decision-making.

Edmaaj applies a wide range of evaluation methodologies, including impact evaluations and outcome harvesting, and the OECD-DAC evaluation criteria—relevance, coherence, efficiency, effectiveness, impact, and sustainability. We employ mixed-methods designs that integrate quantitative tools (surveys, performance indicators) with qualitative approaches (key informant interviews, focus group discussions, and case studies). All evaluations are inclusive, participatory, and gender- and vulnerability-sensitive, ensuring credibility and stakeholder ownership.

Edmaaj has conducted over twenty external evaluations in partnership with leading international organisations across Jordan, Libya, Iraq, and Lebanon, covering diverse thematic areas such as:

- Gender equality and gender-based violence prevention
- Youth economic empowerment and entrepreneurship
- Inclusive education and support for children with disabilities
- Governance, migration, and social cohesion
- Institutional capacity-building and organisational development

Our evaluations are recognised for their methodological rigour, participatory analysis, and practical recommendations, which have directly informed programme design, donor strategies, and policy reforms. Using advanced automated tools for qualitative and quantitative analysis, Edmaaj ensures a comprehensive understanding of results and impact while upholding the highest ethical and professional standards.

Through this work, Edmaaj has established itself as a trusted regional partner in producing evidence-based evaluations that strengthen adaptive learning, enhance accountability, and improve institutional performance across development and humanitarian programmes.

Key Clients:



INSIGHTS ON OTHER PROJECTS

Baseline Assessments and Applied Research Studies

Edmaaj has extensive experience in designing and implementing baseline assessments and applied research studies that generate practical evidence to inform programme design, policy development, and strategic planning. Our approach integrates methodological rigour, deep contextual understanding, and participatory engagement, enabling development partners to capture field realities and measure meaningful change.

We employ mixed-methods research designs, combining quantitative tools such as large-scale household surveys, sampling frameworks, and structured questionnaires with qualitative methods including key informant interviews (KIIs), focus group discussions (FGDs), and in-depth interviews (IDIs). All studies are inclusive, ethical, and gender-responsive, ensuring representation across gender, age, disability, and vulnerability groups.

Edmaaj has conducted over twenty baseline and contextual studies across Jordan and the wider MENA region in collaboration with leading international organizations. These studies span a broad range of development themes, including:

- Early childhood development and parental engagement in education
- Inclusive education and support for children with disabilities
- Gender equality, women's empowerment, GBV prevention, and access to protection services
- Youth and refugee economic empowerment and entrepreneurship
- Social inclusion and community resilience in fragile and urban settings

Edmaaj's research is recognised for its high data quality, evidence-based analysis, and actionable recommendations that have shaped programme design and national and regional policy frameworks. The company also utilises advanced digital data-collection and analytical tools to ensure data reliability, transparency, and precision.

Key Clients:



INSIGHTS ON OTHER PROJECTS

Women-Friendly Environment Audits and Inclusive Workplace Assessments

Edmaaj implemented more than 50 institutional assessments and audits to evaluate and enhance women-friendly environments and equal opportunity frameworks across diverse sectors, including factories, government entities, local municipalities, administrative units, private companies, and local and international NGOs. The process aimed to promote inclusion, diversity, and safety in workplaces by identifying structural gaps, assessing policies and practices, and supporting the development of institutional improvement plans.

Edmaaj applies internationally recognized methodologies, including the ILO participatory audit framework, customized to local and organizational contexts. Each assessment involves a combination of desk reviews, surveys, key informant interviews, and participatory workshops to analyze institutional culture, policy implementation, and work environment dynamics.

Following each audit, Edmaaj provides organizations with a detailed assessment report, an action plan for improvement, and ongoing technical assistance to ensure corrective measures are fully implemented. Accredited under global standards for organizational development, the process strengthens transparency, accountability, and inclusivity while enabling institutions to achieve measurable progress toward equitable and safe workplace environments.

Key Clients:



MEET THE FOUNDER

Mai Eleimat – Founder & CEO

Subject matter expert in inclusive governance, gender equity and inclusion, and institutional excellence across MENA.



With over 22 years of experience across government, private sector, international organisations, and local civil society sectors, Mai Eleimat has led more than 200 national and regional projects advancing inclusive governance, institutional reform, and gender equality. As Founder and CEO of Edmaaj, she drives transformative initiatives that strengthen public systems, empower communities, and promote evidence-based decision-making across the MENA region.

She previously served as Senior Advisor and Head of the Open Government Unit at Jordan's Ministry of Planning and International Cooperation for five years, where she led national transparency and citizen participation reforms. Currently, she serves as an Advisor to the World Bank on gender, GBV/SEA, and social risk management since 2021.

She is an active board member of several high-level advisory bodies, including the World Bank Group's Expert Advisory Council on Citizen Engagement (since 2019), the Global CSO Coalition on Human Rights and Counterterrorism (since 2017), and the Women Professionals and Business Association – Jordan (since 2025). She also serves as an advisory board member of the Refugee, Displaced and Forced Migration Studies Centre (RDFMSC) at Yarmouk University and the Women's Studies Centre at the University of Jordan.

Mai holds a Master's in Major Programme Management from the University of Oxford and is pursuing a PhD in Development Studies at the University of Sussex. She is also certified by the International Labour Organization in gender auditing and by the World Bank in Environmental and Social Framework (ESF) standards and assessments.

At Edmaaj, we lead with integrity, inclusion, and knowledge. Every project is a partnership for transformation and development to empower institutions and communities to build systems that are just, responsive, and sustainable.

– Mai Eleimat

GET IN TOUCH

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