



The Palestinian Maintenance Fund
An Enabling Environment for Immediate Access to Justice
Strategic Plan 2021– 2026

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2 BACKGROUND AND HISTORY

The Palestinian Maintenance Fund (PMF) works to achieve justice in its two aspects, protection and accountability, by upholding the rights and dignity of the groups who are entitled to maintenance, defending them, and enabling them legally, economically, socially and psychologically. Moreover, the PMF holds accountable and prosecutes fugitives fleeing their responsibilities to pay maintenance in order to ensure the application of the rule of law. The PMF carries out its responsibilities as a public institution of political will in accordance with international treaties to which the State of Palestine has acceded, namely the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) United Nations Security Council Resolution 1325 on Women, Peace and Security, and the UN Convention on the Rights of the Child (CRC).

The PMF was established through the Maintenance Fund Law No. (6) for the year 2005, issued on 26 April 2005, and as amended by Resolution No. (12) for the year 2015. Executive Regulation No. (2) of 2007 was issued on 8 October 2007 to ensure the implementation of the provisions of the Palestinian Fund Law. As the only public body directly executing non-compliant maintenance decisions, the PMF guarantees payment of maintenance provisions that cannot be implemented for a variety of reasons. The PMF law also obligates the evading parties (fathers, sons, daughters, and husbands) to pay maintenance in order to retrieve the funds paid to families including children, women, the elderly, and people with disabilities, who are entitled to maintenance. The PMF, as a public institution with a mandate to deal with issues related to personal status matters in the private sphere, exercises legal authority over evaders of justice.

The PMF strengthens the role of the state in prosecuting individuals who evade the implementation of maintenance provisions by taking the necessary legal measures such as travel bans, confinement and seizure of movable and immovable funds and assets. These legal actions compel evaders to pay the value of maintenance provisions decided upon by a court ruling in favour of the deserving groups that the PMF ensures receive systematic payments and thus, has acquired the privilege of collecting these funds as public funds. The PMF works in partnership with courts, the Judiciary, the Palestinian Monetary Authority, the Ministries of Interior, National Economy, Transportation and Communications, Local Government, the Land Authority, and other relevant official bodies. The PMF also partners with the Ministries of Health, Social Development, civil society organizations, and the private sector, to ensure that maintenance rights-holders are included in national strategies, policies, programmes, and activities in order to enable rights-holders to benefit from complimentary services and activities.

3 CONTEXT

3.1 LEGAL CONTEXT

The first part of this section will focus on the Israeli occupation and jurisdictional and legal challenges faced by the PMF and all Palestinian governmental and non-governmental organizations that has led to de-development across sectors.

The State of Palestine's National Voluntary Review on the Implementation of the 2030 Agenda in 2018 states that, "Palestine continues to be locked within a series of vicious circles; the most vicious circle is the prolonged Israeli occupation" (State of Palestine, 2018, p. 9). In addition to the building of Israeli settlements on Palestinian lands, encompassing 46% of the West Bank, the Review notes that the direct impediments to sustainable development include the lack of access to and confiscation of Palestinian land in Area C which constitutes over 60% of the West Bank land; the entrapment of over 350,000 Palestinians between the Segregation Wall and the 1967 borders; the debilitation of approximately 740,000 citizens in 612 communities in Area C and Jerusalem which also contain the majority of Palestine's natural resources; and the Israeli blockade affecting over 1.9 million Palestinians in the Gaza Strip (State of Palestine, 2018, p. 9). According to the Oslo Accords of 1993 and the Oslo II Agreement, the West Bank is divided into Areas A, B and C, each with differing governing structures and jurisdictional status. Area A comprises 18% of the West Bank and is

under the administrative control of the Palestinian Authority; Area B is jointly controlled on the administrative and security levels by the Palestinian Authority and the Israeli occupation government; and Area C comprising over 60% of the West Bank, is under the full control of the Israeli occupation government.

The West Bank is further divided into Israeli-made cantons such as Areas H1 and H2 in the Hebron District where H1 is under the administrative control of Palestinian Authority and H2 comprising 20% of Hebron is under control of the government of Israel. Jerusalem which is recognized by international law, specifically the United Nations General Assembly Resolution 303 (United Nations, 1949), as *corpus separatum*, meaning that it was to be administered by the United Nations, is under full control of the Israeli occupation government where Palestinians live as 'permanent residents' under the constant threat of forced transfer and eviction due to demographic plans and policies to decrease the Palestinian population in the city.

The rural areas in the West Bank are fragmented from urban areas through a web of Israeli imposed permit regimes, the Segregation Wall, roadblocks and checkpoints, impeding Palestinian movement and contiguity. According to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), obstacles include "140 fully or occasionally-staffed checkpoints, 165 unstaffed road gates (of which nearly half are normally closed), 149 earth mounds and 251 other unstaffed obstacles (roadblocks, trenches, earth barriers, etc.)" (OCHA, 2018). In the Gaza Strip, borders, water and airspace are fully controlled by the government of Israel. Since 2007, the occupation authorities have imposed a siege on the Gaza Strip and since 2008; the Israeli occupation authorities launched three wars on Palestinians in the Gaza Strip with mass destruction to human life and infrastructure. The United Nations in 2012 stated that the Gaza Strip will not be liveable by 2020 unless urgent action is taken to improve living conditions including water supply, electricity, health and schooling.

In the State of Palestine, as in other country contexts, women's access to justice and economic agency are contingent on upholding laws and policies by an enabling state. However, unlike many other country contexts, Palestine continues to be occupied by a military regime whose policies and practices hinder the prospects of an enabling state including "restrictions on access and movement of people and goods, on access to natural resources, on economic and productive activities, as well as the practice of demolitions and the threat of forced displacement and violence" (United Nations Country Team, 2016). Thus, the Israeli occupation and its military regime have had a disproportionate impact on women. This includes the restrictions on women to reach and access resources including health and protection services, legal and psychological services, academic institutions, places of worship, and family. Home demolitions have had unprecedented impacts on women including the expectations of caring for the family, especially children, while traumatized; and the new living conditions forced upon them including living with members of the extended family.

Moreover, due to jurisdictional issues, the Palestinian government has limited capacity in holding perpetrators, including perpetrators of violence accountable. This has specifically impacted women and their families in Area C and Jerusalem including neighbourhoods behind the Separation Wall.

The Israeli occupation restrictions have had a direct impact on the work of the PMF including jurisdictional challenges, for example, access to Area C and Jerusalem to hold accountable convicts on the one hand, and to provide legal and other services to women and their families maintenance rights-holders, on the other hand.

National Policies and Legal Frameworks

The forthcoming section focuses on Palestinian policies and legal frameworks with a specific emphasis on those that impact the lives of maintenance rights-holders.

The State of Palestine was recognized as a non-voting member state of the United Nations in 2012. In 2014, the State of Palestine ratified seven international human rights treaties and conventions including the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) the Covenant on Economic, Social and Cultural Rights (CESCR), the Convention on the Rights of the Child (CRC), Convention on the Rights of Persons with Disabilities (CRPD), and the International Covenant on Civil and Political Rights

(ICCPR). According to a 2017 report by the Non-Governmental Women Coalition for the implementation of CEDAW in Palestine, the government has not put in place any policies to adopt the measures, nor has it harmonized the local laws with the ratified convention. The report urges the State of Palestine to continue to amend legislations and develop policies that conform to CEDAW articles. (occupied Palestinian territory, 2017). The State of Palestine approved/joined the CEDAW optional protocol on 10 April 2019.

In addition to acceding to the international human rights treaties and conventions in 2014, the Palestinian Cabinet endorsed the Strategic National Framework for implementing UNSCR 1325, which reaffirms the important role of women in the prevention and resolution of conflicts, peace negotiations, peace-building, peacekeeping, humanitarian response and in post-conflict reconstruction. The four pillars of UNSCR 1325 call for the prevention of structural violence, the inclusion of women and women's interests in decision-making processes, the protection of women including safety and economic security, and that the specific needs of women are met in conflict and post-conflict situations (United Nations Security Council).

The implementation of UNSCR 1325 in the State of Palestine is led by the National Higher Committee for the Implementation of UNSCR 1325, led by the Ministry of Women's Affairs and the National Coalition for the Implementation of UNSCR 1325, led by the General Union of Palestinian Women (GUPW) on behalf of civil society organizations. In 2016, the 2017-2019 National Action Plan (NAP) for the Implementation of UNSCR 1325 on Women, Peace, and Security was developed and in 2019, a review of the NAP was conducted in order to assess implementation levels, identify challenges and upgrade the existing document. Thus, the Second National Action Plan (NAP) for the Implementation of UNSCR 1325 and Subsequent Resolutions was launched in 2021 (Minsitry of Women's Affairs, 2021).

The State of Palestine's 2017-2022 National Policy Agenda (NPA), 'Putting Citizens First,' is the main planning national document presented through three pillars: (1) A path to independence; (2) Government reform; and (3) Sustainable development (State of Palestine, 2016). The government's policy agenda centres on the political and economic independence from the Israeli occupation while fostering job growth in the private sector, enhancing public institutions to effectively serve all Palestinian citizens, and protecting society's vulnerable communities, with women at the centre (State of Palestine, 2016).

The Cross-Sectoral National Strategy for Promoting Gender Equality, Justice and the Empowerment of Women (CSNGS) (2017-2022), led by the Ministry of Women's Affairs (MoWA) and cross-cuts with all line ministries who were involved in its development, guides the work of the government in the areas of gender equality, justice and empowerment. The CSNGS envisions a "Palestinian society in which men, women, girls, and boys enjoy equal rights and opportunities in both the public and private spheres," (State of Palestine, Palestinian Ministry of Women's Affairs, 2017). Five strategic objectives were designed to contribute to the realization of the vision: (1) Decrease by half the incidence of violence against Palestinian women in all its forms; (2) Increase women's participation in decision-making positions in governmental and non-governmental institutions by 10 per cent; (3) Institutionalize gender equality, justice, and women's empowerment in government institutions and entities; (4) Enhance women's participation in the economic sector; and (5) Improve the quality of life for poor and marginalized families.

Palestinian Basic Law: The amended Palestinian Basic Law 2003 and then 2005, as well as its preamble, prohibit discrimination against women. They enshrine the equality of all Palestinians before the law and the judiciary without discrimination. Article (9) explicitly stipulates, "Palestinians shall be equal before the law and the judiciary, without distinction based upon race, sex, colour, religion, political views or disability"; Article (10) guarantees the protection and respect of human rights; Article (11) guarantees personal freedom as a natural right; and Article (29) provides that maternal and childhood welfare are national duties (State of Palestine).

Personal Status Laws: Personal Status Laws, which are based on the Sharia'a Law, regulate rights in marriage, divorce, custody, and inheritance. The Personal Status Law in the State of Palestine is comprised

of two different laws: the Jordanian Personal Status Law of 1976 (in force in the West Bank) and the Egyptian Family Rights Law of 1954 (in force in the Gaza Strip), while the varied ecclesiastical courts rule on personal status issues for Christians.

In terms of divorce, under both the Personal Status Laws (PSL) in the West Bank and the Family Rights Law in the Gaza Strip (FRL), a husband may unilaterally repudiate without much restrictions. Article (101) of the PSL and Article (77) of the FRL require a husband to inform a judge of the repudiation. Article (101) of the PSL provides that the husband must register his repudiation of the marriage before a judge. In case he divorced his wife outside the court and did not register it, he must report to the religious court for the registration of the divorce within 15 days. Failure to register the repudiation is penalised. The court must notify the wife who is absent within one week from its registration. Under the PSL, a husband may delegate his unilateral right to divorce to his wife (*isma'*) through a stipulation in the marriage contract, thus permitting her to pronounce *talāq* upon herself (*talāq -i-tafwid*). Article (77) of the FRL provides that a husband who has divorced his wife must inform the judge. The FRL is silent on the ability of a husband to delegate his right to divorce to his wife. However, Sunni *fiqh*, including the Hanafi School, permits this delegation to the wife. Under the PSL and the FRL, valid grounds for seeking a judicial divorce by a wife – *Fasakh* - include a husband's: (i) impotence or inability to consummate a marriage; (ii) incurable or contagious and dangerous disease, madness (a wife may obtain a divorce after one year of the husband's diagnosis); (iii) failure to provide maintenance; (iv) prolonged and unjustified absence of more than one year; and (v) receiving a prison sentence of over three years (wife may seek divorce after one year) (Musawah for Equality in the Family, 2018, p. 22).

Under the PSL, a wife can seek and obtain a redemptive divorce (*mukhala'ah* or *khul'*), in exchange for a mutually-agreed compensation to be paid to the husband. Generally, a *khul'* divorce requires the consent of both parties and is not subject to a court ruling. In addition: (i) a wife's entitlement to financial maintenance during the waiting period after the divorce (*iddah*) is not forfeited unless the *khul'* agreement clearly states so; and (ii) Child custody, support and maintenance may not be negotiated as part of a *khul'* agreement. With regard to *khul'* divorce in the Gaza Strip, according to media reports and information on the ground: (i) While *khul'* divorce is not specifically recognised under the FRL, in practice, where a woman petitions a judge for divorce, a judge may rule for judicial divorce if both parties agree to a specific sum of money that a wife pays to the husband in exchange for his consent to divorce; and (ii) A 2015 report on judicial divorce in Gaza suggests that hundreds of women reportedly obtain divorce by *khul'* annually (Musawah for Equality in the Family, 2018, p. 23).

In terms of early marriage, Article (5) of the PSL stipulates, the minimum age of marriage is 15 for females and 16 for males. Article 1 of the Palestinian Childhood Law No. 7/2004, issued by the Palestinian Authority in the West Bank, defines a child as anyone below 18. The law, however, does not explicitly prohibit child marriage. Article 44(8) of the Law only prohibits subjecting a child to forced marriage. Article (5) of the FRL stipulates that the minimum legal age for marriage is 17 for females and 18 for males (Musawah for Equality in the Family, 2018, p. 14). In 2019, Article (2), Law No. 21, revised the age of marriage whereby the minimum age for marriage is 18 for both males and females. However, the Law came with an addition whereby exceptions to cases would be allowed and would require the approval of the relevant Sharia'a Court and the Palestinian government's Supreme Sharia'a judge.

Penal Code: The State of Palestine does not have a unified Penal Code. In the West Bank, courts apply the Jordanian Penal Code of 1960 and in the Gaza Strip courts apply the Mandatory Penal Law No. 74 of 1936 amended by the Egyptian Military Governor No. 555) of 1957. Both laws contain discriminatory articles affecting the status and security of women and girls, especially articles relating to sexual offenses. Therefore, legal decisions were issued to amend some prejudicial legal texts to ensure protection of rights in life for women and girls and accountability for perpetrators of crimes. For example, the issuance of Law No. 5 of 2018, which provides for the abolition of Article 308 of the 1960 Penal Code in force in the West Bank, which

allows rapists to evade prosecution if they marry their victims. In 2011, Article 340 of the 1960 Penal Code which permits a reduced sentence against a man convicted of murdering or attacking his wife or female relative if he claims that he found her in a state of fornication or having sex outside of marriage, was repealed. In 2014, the President issued a decree amending Article 98 of the 1960 Penal Code, which allows for a reduction in the penalties of the perpetrators of the crime for “a surge of anger resulting from an unjust and dangerous act of the victim.” The amendment prohibited the use of the defence that “if the act was committed against a female out of honour.” Article 18 of the Penal Code of 1936, enforced in the Gaza Strip, was also amended.

Maintenance Fund Law: The Maintenance Fund Law No. 6 of 2005 and amended by Resolution No. (12) for the year 2015, established the Palestinian Maintenance Fund, applicable in the West Bank and Gaza Strip, aims to guarantee the execution of court-ordered maintenance to specified persons including children, women, elderly, relatives who are unable to earn income, and people with disability. Article (8) of the Maintenance Fund Law stipulates that court-ordered maintenance shall be made for maintenance that cannot be implemented by the competent courts, so that maintenance rights-holders benefit from the payment within 15 days from the date of submission of a legitimate application by the specified person.

Family Protection Bill: The Family Protection Bill provides measures to prevent and combat violence against families, ensure protection and reparations for and empowerment of survivors of violence while holding perpetrators accountable for their crimes. Advocacy to end violence against family violence has historically been driven by Palestinian civil society organizations and the women’s movement. In 2004, civil society organizations began the process of drafting a Family Protection Bill to protect families from violence. While the Bill was submitted to the Palestinian President for his endorsement in 2014, due to a dysfunctional Palestinian Legislative Council (PLC) since 2006, minimal or no formal steps were taken to ratify and adopt the proposed Bill. The Palestinian Cabinet began to review the proposed Bill in May 2020 following additional recommendations by the women’s movement. However, it has yet to be adopted and ratified.

3.2 SOCIO-ECONOMIC CONTEXT INCLUDING PROBLEM ANALYSIS

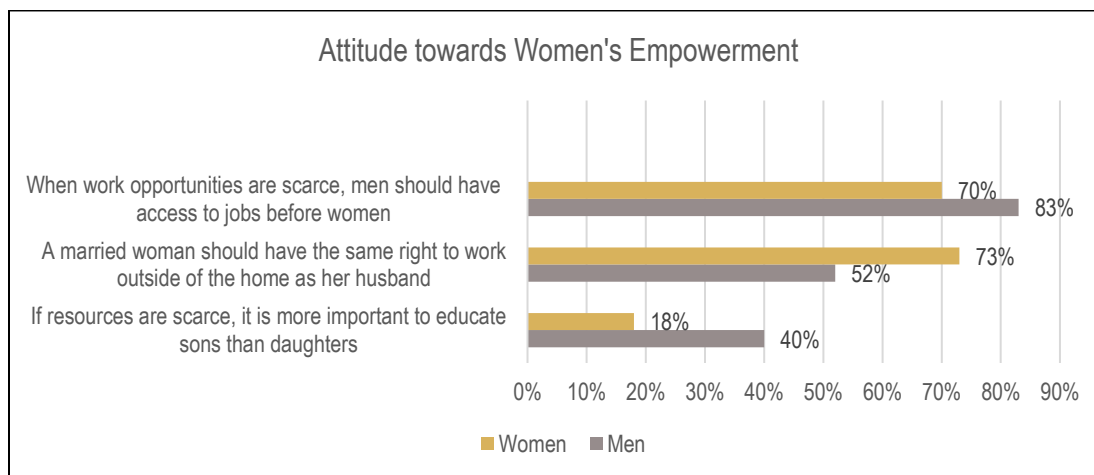
The Palestinian Central Bureau of Statistics (PCBS) estimates that the Palestinian population in the West Bank (including Jerusalem) and Gaza Strip in mid-2020 stood at around 5.10 million (2.59 million males and 2.52 million females). The estimated population of the West Bank was approximately 2.99 million (1.53 million males and 1.46 million females) and in the Gaza Strip, 1.99 million (1.01 million males and 980 thousand females) (Palestinian Central Bureau of Statistics, 2020).

According to the PCBS January – March 2020 preliminary results for the labour force participation, 7 out of 10 males participated in the labour force compared with 2 out of 10 females (Palestinian Central Bureau of Statistics, 2000). The same report shows that female labour force participation stood at 17% in the West Bank and 18% in the Gaza Strip. The number of individuals employed decreased by 18,000 between the last quarter of 2019 and first quarter of 2020 (from 906,000 to 888,000) with a decrease in the Gaza Strip by 9.4% and in the West Bank an increase by 1.2%. While females comprise 49% of the Palestinian population, women’s labour force participation stood at 18% in 2019, compared to 70% among males of which 4% was among females with disabilities compared to 24% for males with disabilities. This is asymmetrical to education data which shows that in the 2018/2019 scholastic year, females enrolled in secondary education comprised 91% compared to 71% among males. However, there is a clear decline upon entering institutions of higher learning whereby female student enrolment stood at 60%. In terms of the private sector, data shows that 29% of male employees receive less than the minimum wage (1,450 NIS) per month compared to 35% of female employees. Moreover, 25% of female employees in the private sector work without an employment contract, and only 49% receive financing retirement/end of service packages. In 2019, less than half of female employees in the private sector (48%) were granted paid maternity leave. For the public sector, females comprised 44% of the total employees. A large disparity exists, however, in decision-making processes whereby only 13% of females hold positions of Director General or higher, compared with 87% of males. This

disparity is further reflected across government structures whereby female representation comprises a low 5% among members of the Palestinian Central Council, 11% among Palestinian National Council members, 14% representation in the Council of Ministers, 11% of ambassadors, and only 1 female governor among 16 (Palestinian Central Bureau of Statistics, 2020).

Unemployment among females and males is due mainly to two factors. Firstly, the Israeli occupation. The occupation negatively affects almost every aspect of daily life in Palestine, imposing vast annual economic costs. While the precise calculation of the economic impact of occupation is difficult to measure, in 2019, the United Nations Conference on Trade and Development reported that the real GDP per capita declined by 1.6% for the third year in a row, falling by 1.1% in the West Bank and 2.8% in the Gaza Strip (UNCTAD, 2020, p. 2). According to the UNCTAD report, the Paris Protocol signed between the Palestinian Authority and Israel in 1994, “entrenched the dependence of the Palestinian economy on Israel via a customs union that leaves no space for independent Palestinian economic policies” (UNCTAD, 2020, p. 3). The Palestinian government reports that due to the Israeli government control these revenues, 70% or \$350 million is lost on an annual basis (State of Palestine, 2018, p. 3). UNCTAD also reports that the negative trend in aid where donor budget support to the Palestinian government declined from 32% of GDP in 2008 to 3.5% of GDP in 2019 combined with unpredictability and fluctuations, has resulted in fiscal uncertainty (UNCTAD, 2020, p. 4).

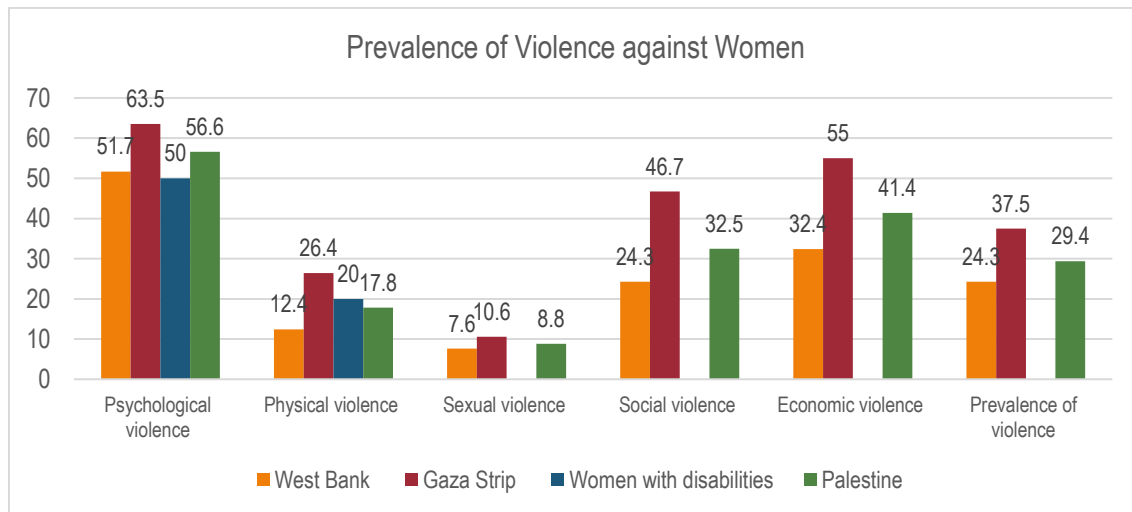
Secondly, Palestinian perceptions (attitudes and behaviours) towards women’s rights, including violence against women, play a role in the status of women, socially and economically. A 2017 UN Women study, Men and Gender Equality Survey (IMAGES) in the Middle East and North Africa, found that 83% of men and 70% of women believe that men’s access to work takes precedence over that for women when opportunities are scarce. The study also found that 40% of men and 18% of women surveyed believed that when resources are scarce, it is more important to educate males over females (Promundo and UN Women, 2017). Moreover, according to the IMAGES MENA study, “...women’s support for gender-affirmative policies ranges from a low of 76%, for quotas for women in executive positions, to a high of 90%, for equal pay for equal work. Men’s support varies from a low of 52%, for women quotas in executive positions, to a high of 75% supporting equal pay for equal work” (Promundo and UN Women, 2017).



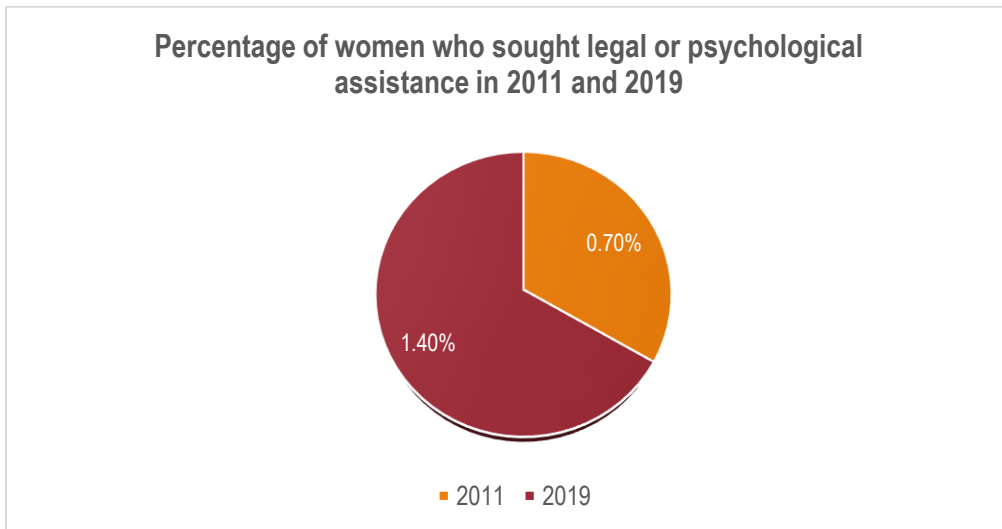
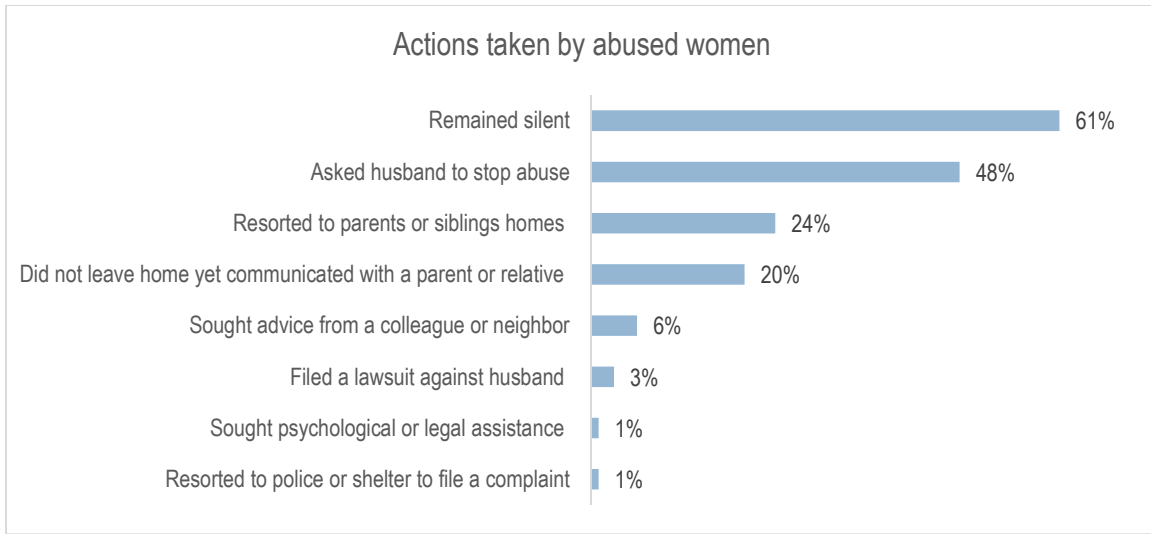
While 2018 data on early marriage indicates that there is a decline among females and males compared to previous years, it remains a high 20% (19% in the West Bank and 21% in Gaza Strip) among females and 1% among males. This is critical to the work of the PMF as our data shows that many of the PMF female maintenance rights-holders were married at an early age including as young as fourteen. Also critical to the PMF is women headed households. The 2019 Labour Force Survey indicates that 11% of households are headed by women (12% in the West Bank and 9% in Gaza Strip) (Palestinian Central Bureau of Statistics, 2020). 100% of female PMF maintenance rights-holders are head of their households.

According to a 2019 survey on violence in Palestinian society conducted by the Palestinian Central Bureau of Statistics (PCBS), the prevalence of violence by husbands against currently married or ever-married women aged 18 – 64 years is 29.4% - 24.3% in the West Bank and 37.5% in the Gaza Strip. Women with disabilities reported facing two types of violence - psychological (50%) and physical (20%). The survey was conducted in the West Bank and Gaza Strip in 2019 on 11,545 sample households (7,913 households in the West Bank and 3,632 in the Gaza Strip) (Palestinian Central Bureau of Statistics, 2019).

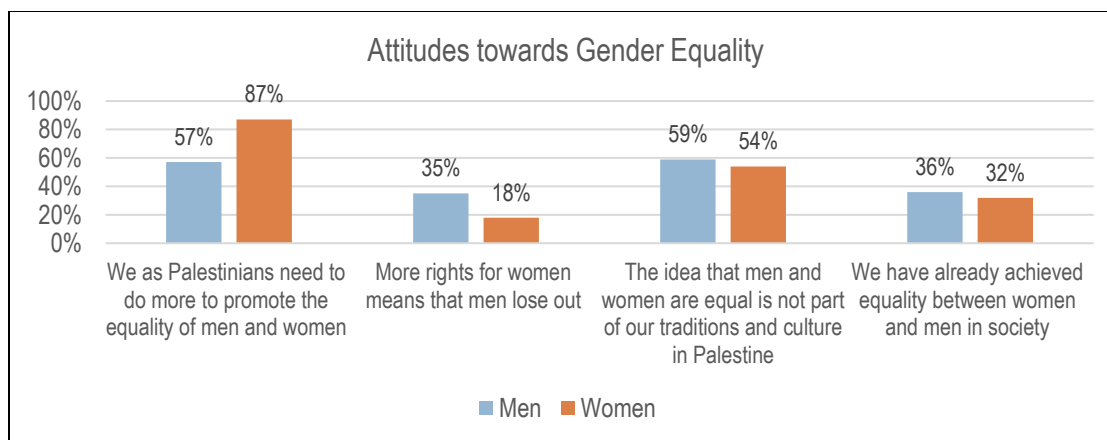
The highest reported form of violence in 2011 was economic violence that stood at 88.3% followed by social violence (78.9%), psychological violence (76.4%), physical violence (34.7 percent), and sexual violence (14.9%). The below chart shows that economic, social, and sexual violence decreased by almost half in 2019 while psychological and physical violence decreased between 6% to 9% (Palestinian Central Bureau of Statistics, 2019).



While legal, psychological and social assistance for women victims of violence by governmental institutions/entities and non-governmental organizations exist, the chart below shows that over 60% of abused women remained silent about their abuse while only 1% sought psychological or legal assistance and filed complaints through the police or shelter. It is critical to further analyse the data in order to better understand why the majority of women remained silent and why a staggering low percent sought formal assistance while 40% reported that they were aware of the existence of centres/institutions for the protection against violence in their localities and governorates.



However, the chart below on attitudes towards gender equality, shows that 75% of men and 87% of women reported that Palestinian society has to do more in order to achieve gender equality (Promundo and UN Women, 2017). This requires change on the societal level, and more importantly, the government through both, the enforcement of existing laws and the ratification of pending legal frameworks including the Family Protection Bill and the nationalization of CEDAW.



The masculinities study combined with the above statical data indicate that transformative change for women's rights and gender equality remain priority areas yet also indicates that as a society, more actions are required on the level of governmental and non-governmental institutions with regard to creating an enabling environment for the development and implementation of policies and legislation.

Children and Youth

According to the PCBS, almost half of the Palestinian society are children (under 18 years), estimated at 2.27 million or 45% (42% in the West Bank, and 48% in Gaza Strip) of the population in mid-2020, of which 1.16 million are male and 1.11 million are female (Palestinian Central Bureau of Statistics, 2020). The below chart designates the number of children by age group, region and sex in mid-2020.

Age group	West Bank		Gaza Strip	
	Males	Females	Males	Females
0 - 4	202,441	193,388	155,637	149,389
5 - 9	188,248	178,258	145,137	138,626
10 - 14	173,700	165,978	131,314	125,399
15 - 17	97,550	93,701	66,702	63,692
Total	661,939	631,325	498,790	477,106

Data for the 2019/2020 scholastic year shows that the number of enrolled students in Palestine reached 1.313 million, of which 1.063 million were enrolled in primary school (50.8% male and 49.2% female) and 250,000 in secondary school (45.2% male and 54.8% female). Data for the 2017/2018 scholastic year indicates that the percentage of children leaving school was quite low, 1.0% among males and 0.6% among females. However, when comparing the dropout rate by grade, the PCBS found that the highest dropout rate among males was in the vocational branch (10th grade) standing at 6%, while the highest dropout rate among females was in the technology branch (12th grade), 21% (Palestinian Central Bureau of Statistics, 2020). The latter clearly indicates that further efforts are required with males in vocational learning and with females studying in the field of technology. This is critical to the PMFs work as many of the children/youth beneficiaries, mainly males, have turned to vocational education.

While the percentage of children and youth leaving schools may be considered low, the level of violence in educational institutions is high. 4% of youth aged 18 – 29 years reported psychological violence inside institutions of higher learning (colleges and universities) and 25% of children aged 12 to 17 years reported that they experienced at least one form of violence in school. For the latter, 15% were girls and 36% boys of which 19% were in the West Bank (15% girls and 25% boys) and 34% in the Gaza Strip (17% girls and 51% boys). In terms of the type of violence, 17% of children reported that they experienced physical violence by a male or female teacher (7% among girls and 26% among boys/10% in the West Bank (6% girls and 15%

boys); 26% in the Gaza Strip (10% girls and 41% boys). 15% of children reported that they experienced psychological violence at school by a male or female teacher of which 12% were girls and 18% boys (13% in the West Bank and 18% (10% girls and 24% boys) in the Gaza Strip) (Palestinian Central Bureau of Statistics, 2019, p. 18).

The environment (home, school, neighbourhood) of children and youth is critical for their well-being, development and their academic performance, social skills, critical thinking and problem solving. However, youth aged 18 – 29 reported high levels of psychological (42.55%) and physical (16.75%) violence by a household member. Both forms of violence were considerably higher in the Gaza Strip whereby psychological violence stood at 53.95% compared to the West Bank, 36.05%; and psychical violence stood at 24% in the Gaza Strip compared to 12.55% in the West Bank. The table below delineates never married youth in this age category exposed to violence by a household member by type of violence, region and sex (Palestinian Central Bureau of Statistics, 2019, p. 25).

Type of violence	Palestine		West Bank		Gaza Strip	
	Males	Females	Males	Females	Males	Females
Psychological	40.4	44.7	31.3	40.8	57.0	50.9
Physical	17.1	16.4	11.8	13.3	26.8	21.2
Sexual	0.5	0.7	0.4	0.7	0.7	0.7
Social	7.3	9.2	6.0	8.7	9.6	10.1
Economic	9.0	3.5	7.1	2.9	12.6	4.3

Although 36% of youth (41% female and 32% male) reported that they are aware of protection institutions and centres in their locality and governorate, the majority opted for alternative solutions in dealing with the violence. 48.5% opted to stay silent about the abuse (43.9% males and 53% females); 44.6% avoided talking to the abuser for a few days (42.4% males and 46.7% females); 43.9% opted not to leave their homes and talk to a sibling or relative (38.8% males and 48.9% females); 19.5% talked to a friend (18.9% males and 20.1% females); and 15.8% asked the abuser to stop the abuse (13.3% males and 18.3% females) (Palestinian Central Bureau of Statistics, 2019, pp. 26 - 27). Given the number of national institutions and non-governmental organizations that provide protection services for abused females and males and that in fact, over one-third of those reporting abuse were aware of these mechanisms for support, it is critical to further explore why this option was not utilized by this age group.

As noted in the above section, early marriage remains high, specifically among females (20%). For the 19 – 29 age brackets, both females and males, with a larger discrepancy among females, face harsh realities upon completing their university/college education. In 2019, the unemployment rate for youth (aged 19 – 29 years) graduates reached 52% (68% among females and 35% among males) (Palestinian Central Bureau of Statistics, 2020). The combination of violence including in schools, early marriage, high unemployment rates, and an adverse political forecast with the continuation of the Israeli occupation, as with the situation of women, requires that we work differently including accountability at the international level.

3.3 COVID-19 AND ITS DISPROPORTIONATE IMPACT ON WOMEN:

Following the State of Palestine's declaration of a state of emergency on 5 March 2020 in order to limit the spread of the coronavirus among the Palestinian population in the West Bank and Gaza Strip, all governmental and non-governmental institutions halted their work with the exception of essential services such as health, security and social protection. This necessary decision has nonetheless impacted the PMFs important work on three levels:

1. The inaccessibility of women and other potential maintenance-rights holders to courts in order to submit, complete and/or follow-up on applications to benefit from the PMF;

2. The disruption to the work of the execution/implementation departments negatively impacted the measures taken to question and prosecute those fleeing the implementation of maintenance provisions; and
3. The cessation of PMF revenues from fees collected from birth certificates, marriage contracts and divorce procedures.

This situation undoubtedly has social, economic, health and psychological implications on the Palestinian population as a whole including the emergence of poverty and an increase in gender-based violence (GBV). During this period, the PMF received an increase in requests for psychological support from 122 families and individuals, of whom the majority were women. Of the 122 cases, 62 were from maintenance rights-holders of whom 51 were referred to UNRWA and 6 to the Women's Centre for Legal Aid and Counselling (WCLAC). The remaining 60 families and individuals who contacted the PMF through our Facebook page and calls to the PMF offices were referred to the Ministry of Social Development (MoSD), the Sharia'a Court in Ramallah, the emergency committees in the Governorate of Ramallah and Al-Bireh, the Madad electronic platform for Jerusalemites, and the Family and Juvenile Protection Unit in Hebron.

A Gender Rapid Analysis of Covid-19 in Palestine conducted by UN Women found that 68% of women interviewed reported an increase in unpaid work since the outbreak of the Covid-19 pandemic. Working from home increased the levels of stress among women due to the expectations that while working from home women also take full responsibility for childcare including schooling through e-learning, and housework. The report found that men's work, even when working remotely, is prioritized over that of women. In addition to the layers of responsibility, the report found that violence against women increased (UN Women, 2020).

According to a flash survey on the impact of Covid-19 on 300 women Micro-Small and Medium Enterprises (MSMEs), 95% of women reported that their businesses were negatively impacted as a result of the pandemic and 27% of women owned business were forced to shut down (UN Women, 2020). The survey found that the most affected sectors were food products (agriculture) at 26%, the handcrafts sector including embroidery at 20%, and childcare services at 11%.

Lessons learnt from the pandemic have been incorporated into the PMF short and long-term planning cycles.

3.4 PROBLEM ANALYSIS

This section is designated specifically for main challenges and recommendations identified by women participants in the three focus groups and eight individual interviews held for the purpose of this strategy. The challenges and recommendations which also include the needs and rights of their children, cross-cut through three main categories that require further investment by the PMF, specifically 1. policy and legal frameworks; 2. social, economic, learning and education, health/mental health needs; and 3. social norms/community perceptions.

Policy and legal frameworks:

1. Courts

Some of the main challenges identified by the women include the difficulty in accessing courts due to financial constraints and long and arduous processes and procedures. Women also shared that they have encountered bullying and mistreatment in the courts, specifically from judges and employees. This is from the point of view of the women, who say that this mistreatment includes societal perceptions towards women's access to justice, specifically women demanding accountability from their husbands and the judiciary.

Financial constraints in accessing justice include transportation costs, legal fees, and fees for paper-work completed in the courts. This is a challenge for the majority of women and their children and as a result some have resorted to dropping the legal case against their husbands due to the lack of finances. In addition, the majority of women shared that the leniency in court sentences (low maintenance judgements and the

unlikelihood of their implementation) for convicts relieves them of their responsibility and sends a dangerous message that abandonment is not perceived as a critical issue, yet is at the core of family disintegration. This sets a dangerous precedent for husbands and family members that abandon their families, including elderly parents. Another challenge highlighted by women is the amount of maintenance approved by the courts, specifically related to children which varies, for example between 150 NIS to 500 NIS per month. According to the women, these amounts barely cover basic necessities (food and clothing) as well as rent, school supplies, health care, among others. This challenge requires that the PMF advocate decision-makers to develop criteria for determining the maintenance value in line with the needs of the beneficiaries. This is vital for the sustenance of the women and their families as maintenance is the sole source of income for almost 50% of maintenance rights-holders.

The PMF will address these issues in the coming years through a Legal Programme and will work with the courts to ensure more efficient procedures and decent treatment and respect for maintenance rights-holders. In order to support women and their families, the PMF will, in agreement with the courts, raise awareness of maintenance rights-holders on their rights.

2. Failure to implement imprisonment and travel bans

Many of the women shared that the lack of implementation of court orders for the detention of their husbands is a challenge. Over 30% of perpetrators with court orders are now living abroad yet come home to Palestine regularly. Also, many of the perpetrators use the Allenby Bridge in their travels – this is not limited to those who now live abroad. The women shared that the police should be more proactive in detaining the perpetrators when traveling abroad as court orders are accessible to border police yet masculinities play a negative role in the realization of their arrest.

The PMF will develop a new database, accessible by the police, to immediately alert them of court orders and the detailed information required regarding the perpetrator. Moreover, the PMF will increase its efforts in partnership with the Ministry of Foreign Affairs (MoFA) who will hold accountable perpetrators through Palestinian embassies around the globe. Having an effective system for accountability, with border police and MoFA access, will increase the percentage of perpetrators held accountable for their dereliction of duty and ensure access to justice for maintenance rights-holders on the one hand, and ensure that the PMF is reimbursed for funds allocated to maintenance rights-holders on the other.

3. Custody and child visitations

The implementation of custody provisions and child visitations by the father's relatives were also identified as challenges. Several women openly discussed that their husbands were alcohol and drug addicts and thus feared for the well-being of their children when courts allowed for guardianship and/or visitations upon the return of the father. Fear included potential for harming the children through physical, emotional, and sexual abuse. Women also shared that paternal family members have on many occasions attempted to kidnap the children either during visitations or upon identifying the new address of the family. Women demanded protective measures for children and requested that the PMF find safe spaces for family visitations. In the coming years, the PMF will expand on partnership agreements with the relevant national authorities to address this challenge and ensure that the best interest of the child and the do-no-harm approach are at the core of decision-making processes.

Psychological, social, health and economic needs:

1. Health Insurance

Many of the women in the focus groups shared that health care remains a priority yet families that receive maintenance are not eligible for health insurance by the Ministry of Social Development. Maintenance rights-holders do not fit within the criteria for eligibility categories identified by the MoSD for support given that they

are not considered poor (which many are), the women are not divorced (they and their children are deserted and abandoned), among other criteria.

Maintenance rights-holders, mainly women and children, are amongst the most vulnerable in Palestine as they are not clearly identified in national and cross-sectoral plans, thus the PMF will work with the ministries of Social Development, Health, Labour, Economy, among others, to ensure that maintenance-rights holders are identified in the forthcoming national and cross-sectoral strategies.

2. Economic security

Economic security through economic projects, programmes, and vocational training have been pressing priority issues for women, not only identified during focus groups and individual interviews, but an ongoing request for many years. In many cases, maintenance covers the most basic of needs, however, this is insufficient for the over 50% of families whose main and only source of income is maintenance. The majority of women, who are head of their households, shared that the amounts received are usually depleted in the first few weeks of the month and they have to borrow, mainly from family, to meet the family's basic needs until the end of the month. Recommendations included increasing maintenance amounts on the one hand, and finding long-term solutions that also empower them and their children to live a life with dignity. An economic programme on a national level that benefits the women (as employees) while also contributing to the PMF budget for sustainability was amongst the most formidable of recommendations proposed by the women. Some women also shared that they have small economic projects and recommended that the PMF assists them in seeking grants and seed money to grow their projects. The majority of women shared that they have skills either in agriculture and food production, handcrafts, and baking yet require further training in managing their finances, marketing and outreach including using social media, and packaging. Others shared that they have hobbies but require investments in training and finances so that these hobbies become skills.

Another challenge reported by women included volunteer work, training and job placements for their children during and following graduation from university. Several women reported that the stigma associated with abandonment had cost some of their children (youth) work opportunities as well as scholarships, mainly due to societal perceptions. In response to these challenges, women recommended that the PMF support their children in training and job placements as well as access to government scholarships for university education.

The PMF will develop an economic programme as opposed to scattered activities and initiatives in order to ensure long-term opportunities for women and a contribution to PMFs sustainability. In addition, the PMF will develop a youth programme which will also include recruitment of volunteers and interns, children maintenance rights-holders as well as other university students, as well as a job placement mechanism with governmental institutions, CSOs and the private sector. One of the components of the youth programme will include scholarships for maintenance rights-holders – women and their children, in order to provide further opportunities for one of the most marginalized and vulnerable groups in Palestine.

Social norms/community perceptions:

During individual interviews with eight women and focus group discussions, among major challenges identified by the women was societal perceptions towards them as abandoned women. Some shared that community members blamed them for their husband's abandonment, others refused to rent them apartments, and some family members openly informed them that they were an economic burden on the family and should find alternative means for housing and sustenance. This has led to high stress levels among the women who continue to request psychological support, stress release activities, and economic projects.

The PMF will continue to conduct outreach and awareness raising in the eleven governorates of the West Bank in partnership with national institutions, CSOs/CBOs, the police apparatuses, among others. Moreover, the PMF will increase its visibility through media outlets (radio and television) and our website and Facebook page.

Development of Programmes:

Based on the recommendations, the PMF will develop and institutionalize long-term programmes in order to meet the needs, priorities, and rights of maintenance rights-holders. These programmes are: 1. Legal Services; 2. Poverty Alleviation and Empowerment Programme; and 3. Protection and Inclusion Programme. While activities and short-term projects exist, long-term programmes will ensure both, the continued development and sustainability of actions.

3.5 IN THEIR OWN WORDS

The below is a compilation of comments and written responses collected by the consultant in response to the question 'What does the PMF mean to you?'.

Through the support of the PMF, I was able to educate my children.	The PMF has helped me stand on my feet and supported me in my life.
Through the PMF, we began to understand that the failure of our husbands to provide for their families, was not our failure. This was important for us because society looked down upon us as if we were the cause.	The PMF supports women and their children on the financial level which is the most important in order to live a life with dignity.
The PMF uplifts us and meets the needs of our children, our needs for treatment and medical expenses, especially for children with chronic diseases.	The PMF fights for and gives us our rights by holding our husbands accountable for their responsibilities and pursues them to pay their dues.
I am now a strong woman and I assert myself. When I first came to the PMF I was weak because I was so exhausted and vulnerable. Through the maintenance payments I finally bought some furniture and other basic necessities. Through the PMF's moral and financial support I became independent. I worked on myself and my personality became stronger.	The PMF gave me and my children our spirits back. Through the monthly maintenance, I ensure that I buy what my children need. The PMF is my strength, my determination and my breadwinner. I am not alone – the PMF has saved many lives and society as a whole.
The PMF stands side by side with women – it gives us strength.	The PMF is a priority for women.
For my son, the PMF is his father. This is what he says.	To me, the PMF means dignity and mental well-being.
The only right I was able to fulfil in my life was my right to maintenance.	The PMF filled the existing gap in my life and the lives of my children.
No other institution has the authority and power to do what the PMF is doing.	The PMF is the lifeline for me and my children.
The PMF gave us strength. Many of us did not have access to the basics including food and water. When we reached the PMF, our lives changed.	The PMF strengthened my personality and my ambition for a better life– I started to rely on myself. Through this experience I learned that I can rely on myself. It gave me strength and ambition. The PMF was my only refuge, my shelter. The organization is the only one that lifted me, guided me, believed in

	me, encouraged me, and raised my spirit morally and emotionally. I was a corpse; I had given up hope but then the PMF gave me life.
My son and I started to have hope. The PMF became a source of hope for my son.	The first time I received my maintenance payment, I felt that I had life.
I came to the PMF to attest to the rights of my children and to show their father that there is an organization that will attain my rights and the rights of my children.	Through the PMF, I want my children to live their best lives and continue until they complete their higher education.
Years ago, the PMF would transfer maintenance payments every two to three months, now it's every month, and this helps me plan my life and my children's lives for the whole month.	The PMF provides unique services that ensures the minimum rights for women.

4 MAINTENANCE AND MAINTENANCE RIGHTS-HOLDERS

4.1 MAINTENANCE FOR RIGHT-HOLDERS

Maintenance is considered an economic right which is represented in the law, it includes general expenditures such as food and clothing as well as housing, medical treatment, education, and any other necessities. This is based on customs and the maintenance amount, according to the law, is determined by relations with the wife and/or relatives.

This right guarantees the promotion of a decent life and one of participation among the various family members, including women, men and children (male and female). Each individual has important contributions and roles, whether reproductive, productive and or community, which positively affects the investment in the capabilities and energies of these individuals, regardless of their gender.

Maintenance in its literal understanding for basic forms of subsistence including food, clothing, housing, education, and health, among others. It is one of the most important sources of empowerment and right for vulnerable and marginalized groups in Palestinian society, especially children, women/wife, the elderly, and persons with disability - who have been abandoned by the main provider. The deprivation of this right means the loss of a basic source of financial security to meet the needs of those who have been abandoned, in line with a judicial ruling that has not been implemented for reasons beyond the control of the courts. These files (which may include a minimum of one individual and could reach seven to nine individuals per file) are then referred to the PMF for implementation.

Maintenance rights-holder: A Palestinian holding an unexecuted maintenance ruling from the competent court including children, wives, young and elderly relatives, including persons with disabilities, who are unable to earn an income. Persons with a maintenance ruling can benefit from the PMF regardless of their place of residence - the West Bank including Jerusalem, the Gaza Strip, and those living abroad; their religion; gender; and health status. The PMF is mandated to work individuals (female and male) of all faiths, genders, and disabilities.

Types of maintenance include children, women/wife, elderly parents, guardianship, housing, education, and relatives with disabilities.

- Wife alimony: In the participatory life of the family, the wife has the right to acquire the expenditures she requires, whether she is formally employed or unemployed, within the framework of the right to alimony. This is based on the pretence that marriage is considered an economic partnership in which both spouses participate with equal important contributions, regardless of the form of contribution. Therefore, and accordance to the law, the wife is entitled to alimony from her husband when the marriage contract between them is dissolved. Alimony is obligatory notwithstanding if the wife moves back to live with her family yet the amount is legally calculated from the moment she is called upon by the competent court. In the event of a divorce, the maintenance is terminated with the end of the required three-month waiting period, and if the divorced wife is pregnant, alimony payments are terminated upon her giving birth.
- Children's (female and male) maintenance: In order to ensure the development and best interest of children in proportion to their needs, and to underscore the family responsibilities of the concerned party in line with the basic standards for providing the basic needs of children, the law mandates maintenance for children as follows: minor children, male or female, adult unmarried females, and adult sons who cannot earn an income due to physical or mental disabilities. Their maintenance is obligatory upon and a responsibility of their father, even if he is insolvent. The father is also obligated to continue maintenance payments during all stages of education until the children obtain the first university certificate/degree and are successful in their studies.
- Parents' maintenance: Parents' maintenance is considered as a continuous and essential function of family responsibility and a form of social security for all family members. In underscoring the importance of achieving a minimum level of shared responsibility within the family, the law obligates that in cases whereby the mothers and/or fathers have no financial means, maintenance payments are the responsibility of adult children (males and females) with financial means.
- Relatives' maintenance: Maintenance for impoverished relatives is considered as a form of solidarity and assistance among family members. This ensures the preservation of human dignity through solidarity and social security and whereby stipulates the right of impoverished young relatives and adults who are unable to earn due to physical or mental illnesses and/or disabilities. Thus, and due to their situation in lacking basic needs and money for sustenance, these individuals have the right to request maintenance from relatives in accordance to their inheritance shares. If the direct heir is insolvent, the obligation for maintenance payments is then imposed on the next in line for inheritance. The in the inheritance and returns it to the heir if easier.

4.2 REQUIRED DOCUMENTS

The approval of the application is contingent upon receipt of the following documents:

1. The maintenance ruling issued by the competent court, explaining that the individual has acquired the peremptory ruling.
2. Annotations from the court issuing the maintenance ruling, stating that the judgment was not subject to any amendment or termination.
3. Annotations issued by the Execution Department, stating that implementation of the ruling was not possible after exhausting all legal procedures.
4. A notarial declaration and undertaking by the applicant to ensure that the declared information is correct.
5. A judicial guarantee to ensure that the information declared by the applicant is correct.
6. Bank account information for the applicant/maintenance rights-holder.
7. Identity card for adults (maintenance right-holders and sponsors in addition to proof of income for the latter); birth certificates for children rights-holders.

4.3 PAYMENT CRITERION

The disbursement of due amount by the PMF starts 15 days after the application is submitted and approved where the amount in the ruling is transferred to the applicant's bank account.

4.4 MAINTENANCE FUND MONIES RETRIEVAL

According to the Article (13) of the Maintenance Fund Law, the PMF may take all necessary legal procedures, including the filing of an action before the competent courts, to collect the monies it paid on behalf of the Judgment Debtor. Article (14) of the Maintenance Fund Law and as amended in 2015, stipulates that the PMF shall recover from the Judgment Debtor the value of the adjudged monies and that the sentenced party shall pay a fine of 10% of the value of the sums paid, the court case expenses and the lawyer's fees.

5 PHILOSOPHY AND APPROACH

An enabling environment, accountability and protection are three crucial, interrelated points for maintenance rights-holders of the Palestinian Maintenance Fund (PMF) who are seeking access to justice. PMF has been legally mandated to cover maintenance cases that are not dealt with at family courts where maintenance cases are generally allocated payment entitlements and duties. Maintenance is considered a “public fund of higher privilege” by the law that holds the liable parent responsible for filling the maintenance rights of their wives and children, as well as relatives and parents who are disabled, unable to work, or need maintenance.

Maintenance plays a crucial role in the personal-status cases of a significant segment of the community, and it serves maintenance rights-holders who are in dire need of financial support. Acknowledging this situation, the legislator has given such cases preferential urgency, e.g., the enforcement of family court decisions regarding maintenance is by law considered to require immediate action; it does not need to wait for the normal litigation procedures that can prolong enforcement while the cases are before the courts.

Official statistics related to the provisions of maintenance implemented in the implementation departments, do not exceed the 7% (2006), of the provisions put forward for implementation. In order not to remain alimony verdicts issued by the Sharia'a courts, the efforts of civil society institutions have joined forces with the support and patronage of the Office of the Chief Justice of Palestine to establish the PMF, in order to enable women, children and the elderly to implement the maintenance judgments to avoid want and humiliation. Women's access to the financial resources provided for in personal status laws is a necessity in the context of a society dominated by masculinities and a patriarchal culture that perpetuates the inferiority of marginalized groups on more than one level.

Ensuring accountability and protection has re-established a sense of dignity with all beneficiary groups, especially women. PMF has managed to exercise influence and control over current or former husbands on behalf of women who had been vulnerable for prolonged periods, at the mercy of their husbands' states of mind and lack of responsibility towards them and their children. Thus, the PMF has managed to retain women's dignity despite the psychological, social, and economic hardships that they face when living with the stigma of being a divorcee or deserted wife in an Arab-Palestinian society that paints women as the reason behind divorce or desertion or considers them to be prey that is easily manipulated because they carry the burden of having to support their children and meet their basic needs. A number of developmental and social institutions do not include on their agendas any vision to support these marginalized women, justifying their lack of action by the fact that the current or former husbands are still alive.

The PMF's approach since its inception has been one of holistic and comprehensive services and empowerment while also strengthening partnerships with governmental and non-governmental institutions. In ensuring access to justice, promoting responsive national institutions, and legal, economic, social and psychological safety and protection for beneficiaries, the PMF partners with various government entities including the High Judicial Council, Sharia'a Courts, the Palestinian Monetary Authority, the various police

apparatuses, and the Ministries of Interior, Justice, Finance, Local Government, Social Development, and Transportation. Further details on these relations can be found below in Section 11, Strategic Partnerships. The PMF also partners and consults with civil society organizations, media outlets, universities, among others.

The effort of guaranteeing the dignity and preventing the destitution of maintenance rights-holders requires more than the building of effective partnerships or efforts to contribute to legislation and policies. For instance, a civil registry within an integrated national system of accountability should be developed in order to ensure that no one evade court decisions, particularly regarding maintenance payments. PMF is looking forward to building further partnerships to better provide legal aid and representation, and ensure that the rights of maintenance rights-holders are protected; in particular, for individuals who face difficult circumstances that otherwise would prevent them from seeking justice. PMF engages in the pursuit to provide services that enable maintenance rights-holders to participate in public life and expand their options to build a future with their children, in spite of the occupation and the control exerted by a patriarchal culture.



6 STRATEGIC PARTNERSHIPS WITH NATIONAL INSTITUTIONS AND ENTITIES

This section builds on the PMF philosophy and approach above. The PMF partners with various government entities including the High Judicial Council, Sharia'a Courts, the Palestinian Monetary Authority, the various police apparatuses, and the Ministries of Interior, Justice, Finance, Local Government, Social Development, Foreign Affairs, and Transportation. The PMF also partners and consults with civil society organizations, media outlets, universities, among others. The below table on strategic partnerships with national institutions and entities delineates how these strategic partnerships lead to access to justice for maintenance rights-holders.

- **High Judicial Council:** The High Judicial Council and the PMF have an agreement that stipulates that PMF lawyers are not restricted to a specific number of reviews or days in courts. This has led to PMF lawyers accessing enactment departments all the days of the week and without any limitations on the number of reviewed files. Moreover, all detention orders and seizure of movable and immovable property are issued in the PMF's name. Also, it was agreed that the PMF rights-holders were exempt from paying transaction fees issued by the notary public.
- **Sharia'a Courts:** Coordination and follow-up with the Office of the Chief Justice to verify the validity of the maintenance provisions for PMF rights-holders. Coordination and follow-up with the Office of the Chief Justice in order to activate Article (9) – Clause (1) of the Maintenance Law.
- **Police:** The cooperation and partnership with the police has yielded tangible results. The detention orders issued by the PMF are considered priority in follow-up, implementation, and the dissemination of the names of convicts at all border crossings. It was agreed that convicts working inside the Green Line would be pursued on Friday's and Saturdays through the increase of police patrols at the entrance of cities in coordination with the crossings. An upgraded electronic system between the PMF and the police was approved which would require the opening of an inquiry screen to follow-up detention orders with an explanation for non-implementation, where relevant. The PMF considers

- the police to be an essential partner and continues to work on strengthening this partnership in order to ensure the rule of law and to protect the rights of rights-holders.
- **Palestinian Monetary Authority:** Inquiries about the financial balance of the convict are made directly to all banks operating in Palestine. In coordination with the banks' compliance supervisors, the funds are seized and transferred to the PMF accounts. It is nevertheless important to note that it is evident that convicts are made aware of the PMF actions and either commit fraud and/or evasion due to the measures that the PMF would apply – seizing their funds.
 - **Ministry of Foreign Affairs:** In the framework of joint cooperation, the PMF provides the MoFA with data and information on convicts who are traveling or reside outside of Palestine in order to take action on their part to pursue them in their places of residence abroad through Palestinian consulates and embassies.
 - **Ministry of Interior:** Within the framework of joint cooperation, efforts have resulted in the service of inquiring about the data of convicts for the purpose of pursuing them and ensuring their accountability. This data includes demographic information, and the issuance of birth certificates for children who are eligible for maintenance.
 - **Ministry of Transportation and Communication:** Based on the partnership, the PMF directly inquiries about the funds registered with the Ministry for convicts using a computerized programme at the Ministry.
 - **Ministry of Finance:** Withholding the salaries of the convicts and/or their receivables.
 - **Ministry of Local Government:** Direct inquiries regarding the existence of any property registered under the name of convicts in local councils and municipalities.
 - **Ministry of Labour:** Inquiries pertaining to any dues of the convicts , in addition to opportunities for PMF maintenance rights-holders to benefit from their programs (training/job opportunities/unemployment programmes).
 - **Ministry of Justice:** Steps are in process to include the PMF in the criminal record.
 - **Palestinian Stock Exchange:** Coordination and follow-up in order to inquire about the existence of stocks or bonds registered in the names of the convicted persons.
 - **Federation of Chamber of Commerce:** Inquiries about any establishments registered in the name of convicts with the Federation.
 - **Land Authority:** Inquiries are made about immovable property registered in the names of convicts.
 - **Public Prosecution:** The PMF raises cases in which the PMF was defrauded and whereby individuals/families unlawfully benefitted from the PMF services. This is due to circumstances such as the change in status of the beneficiary and whereby the file no longer meets the requirements for benefitting from the PMF services. Accordingly, these files are adapted by the technical office at the Public Prosecutor's Office.
 - **Ministry of Education:** Coordination and follow-up with the Ministry to combat the phenomenon of school dropout among children and youth maintenance rights-holders and the opportunity for PMF maintenance rights-holders and benefit from programmes. Awareness-raising workshops are held for school counsellors to inform them about the PMF, our mandate and services. Scholarships are also pursued for female and male PMF maintenance rights-holders to pursue higher education. Finally, inquiries are made about convicts who may be among the Ministry's staff.
 - **Ministry of Finance:** Direct inquiry about any salaries and/or dues belonging to convicts.
 - **The Retirement Authority:** Direct inquiries about any dues belonging to the convict.
 - **Ministry of Social Development:** A partner in the areas of protection, support and empowerment of those entitled to maintenance.
 - **Ministry of Women Affairs:** A partner in the areas of support and empowerment of groups who are entitled to maintenance.
 - **Ministry of National Economy:** a partner with the aim of including those who are entitled to maintenance in its programs and services.

7 ALIGNMENT WITH NATIONAL AND INTERNATIONAL STRATEGIES AND PLANS

The PMF five-year strategy is aligned with national and international strategies and plans, specifically, the State of Palestine's National Policy Agenda 2017 - 2022, the Ministries of Justice, Social Development, National Economy, and Women's Affairs Sector and Cross-Sectoral Strategies. On an international level, the PMF strategy is aligned to the Sustainable Development Goals (SDGs), the EU Strategy for Palestine.

7.1 NATIONAL POLICY AGENDA 2017 - 2022

The 2017-2022 National Policy Agenda (NPA) 'Putting Citizens First' (State of Palestine, 2016) is the fourth national development plan since 2008 and guides the work of the State of Palestine through three pillars: 1) A path to independence, 2.) Government reform; and, 3) Sustainable development. The government's policy agenda centres on the political and economic independence from the Israeli occupation while fostering job growth in the private sector, enhancing public institutions to serve all Palestinian citizens effectively, and protecting society's vulnerable communities.

Under Pillar 1, the PMF strategy is aligned to National Priority 2. National Unity; National Policy 4. Upholding Democratic Principles: Safeguard citizens' rights and promote respect for pluralism, equality and freedom from discrimination. For Pillar 2, our work aligns with National Priority 4: Citizen-Centered Government; National Policy 9: Strengthening Accountability and Transparency: Institutionalize gender mainstreaming in policy-making, planning and budgeting. Pillar 3 includes two priority areas and four policies. National Priority 6. Economic Independence; National Policy 15: Escaping Poverty which includes Ensure that economic and social policies address the needs of vulnerable groups and the poor; and Promote social integration by establishing job creation programs for excluded groups (disabled, youth, women, ex-prisoners). National Priority 7. Social Justice and Rule of Law; National Policy 16: Strengthening Social Protection: Improve the effectiveness and coherence of our social protection system; National Policy 17. Improving Access to Justice; Strengthen and implement human rights legislation; Ensure a fair, transparent, efficient and independent judicial system; and Strengthen the institutional capacity and organization of the justice sector. Finally, National Policy 18: Gender Equality and Women's Empowerment: Women's Empowerment: Eliminate all forms of discrimination and violence against women and girls; and Remove barriers that prevent the full participation of women in community and economic development.

7.2 CROSS-SECTORAL NATIONAL STRATEGY FOR PROMOTING GENDER EQUALITY, JUSTICE AND THE EMPOWERMENT OF WOMEN (CSNGS) (2017-2022)

The Ministry of Women's Affairs (MoWA) leads the Cross-Sectoral National Strategy for Promoting Gender Equality, Justice and the Empowerment of Women (CSNGS) (2017-2022) which is implemented by MoWA and cross-cuts with all line ministries and in partnership with civil society organizations and international organizations. The CSNGS envisions a "Palestinian society in which men, women, girls and boys enjoy equal rights and opportunities in both the public and private spheres," (State of Palestine. Palestinian Ministry of Women's Affairs, 2017) through five strategic objectives: 1. Decrease by half the incidence of violence against Palestinian women in all its forms; 2. Increase women's participation in decision-making positions in governmental and non-governmental institutions by 10 per cent; 3. Institutionalize gender equality, justice and women's empowerment in government institutions and entities; 4. Enhance women's participation in the economic sector; and 5. Improve the quality of life for poor and marginalized families. The PMF strategy cross-cuts with all of the objectives.

7.3 THE NATIONAL ACTION PLAN FOR THE IMPLEMENTATION OF UNSCR 1325 (NAP) ON WOMEN, PEACE AND SECURITY 2020-2024

The National Action Plan for the Implementation of UNSCR 1325 (NAP) on Women, Peace and Security for the State of Palestine for the period 2017-2019 was endorsed by the Ministry of Women's Affairs in 2016. The development of the NAP was led by the Higher National Committee for the Implementation of UNSCR 135

and the National Coalition for the Implementation of UNSCR 1325. It took forward the Strategic National Framework for Implementing UNSCR 1325 that was endorsed by the Council of Ministers in June 2015.

The NAP was reviewed in 2019/2020 and a NAP II (2020 – 2024) was developed and adopted in 2021 and identified four thematic areas and eight outcomes: 1. Prevention and Protection; 2. Accountability; 3. Participation; and 4. Relief and Recovery (Minsitry of Women's Affairs, 2021). The eight outcomes are:

- Outcome 1.1: Enhanced participation of women and girls in efforts to prevent the impact of occupation and conflict and all forms of violence, including gender-based violence and sexual violence.
- Outcome 1.2: Women and girls have access to protection services from all forms of gender-based violence, especially as a result of the practices of the occupation.
- Outcome 2.1: The availability of periodic, high-quality data, information and statistics on the implementation of the thematic areas of UNSCR 1325.
- Outcome 2.2: Mobilizing international and regional support to hold the Israeli occupation accountable for its violations of Palestinian women's rights.
- Outcome 3.1: Enhancing the role of Palestinian women in leadership and participation in formal and informal peace efforts and decision-making at all levels.
- Outcome 3.2: Palestinian security sector institutions take into account the mainstreaming of gender perspectives and increase the participation of women in the Palestinian security sector at all levels.
- Outcome 4.1: Emergency response and early recovery plans and structures are gender-responsive and consider gender needs and priorities.
- Outcome 4.2: The resilience of women most affected by the occupation has been strengthened by providing economic recovery opportunities and multi-sectoral services.

The PMF strategy aligns with Outcomes 1.1, 1.2, 2.1, 2.2, 3.2, 4.1, and 4.2.

7.4 JUSTICE AND RULE OF LAW SECTOR STRATEGY 2017 - 2022

This Justice and Rule of Law Sector Strategy 2017-2022 seeks, and within the framework of specific national policies and priorities, to contribute to the achievement several strategic objectives. PMFs mandate and work align with two of the strategic objectives. Strategic objective one: A justice system capable of providing an efficient and effective fair trial. Output 1: Legal frameworks for human rights and gender are approved and implemented; Output 2: Mechanisms for the right to access to justice are strengthened, especially for vulnerable and marginalized groups in the West Bank, Gaza Strip and East Jerusalem; Output 3: Clear, transparent, responsive and fair litigation procedures; Output 4: Judicial rulings are effectively implemented and complementary with the security sector; and Output 5: Services provided to citizens are responsive, high-quality, and in line with national regulations and in line with international standards. Strategic objective 2: Justice sector institutions with capabilities and integrated regulatory and institutional frameworks. Output 1: The justice sector has clear roles and powers, is consistent and harmonious in accordance with applicable laws and regulations; Output 2: The legislative process progresses according to concrete and transparent standardized procedures and steps that enjoy support and participation; Output 4: Trained, efficient and specialized human resources; Output 5: A responsive judicial environment and adequate infrastructure that facilitates citizens' access to services that are compatible with litigation and international standards; and Output 6: Effective and responsive oversight and accountability systems (State of Palestine, 2017).

7.5 SOCIAL DEVELOPMENT SECTOR STRATEGY 2017 – 2022

The Ministry of Social Development (MoSD) is mandated with achieving social development in line with the National Policy Agenda 2017 – 2022, national consensus, the commitment of the State of Palestine to international treaties and conventions, and the Sustainable Development Goals (SDGs). In this context, the MoSD leads and regulates the social development sector including policy development, monitoring, oversight, and service provision for poor households without any discrimination in regards to gender, age, disability or

vulnerability/social status. The MoSD works through its 17 directorates, 15 district offices and 33 care centres for children, juveniles, persons with disabilities, women, and youth (females and males). The PMF's work aligns with the three strategic objectives of the Social Development Sector Strategy. Firstly, strategic objective one: limiting poverty. The PMF work specifically cross-cuts with outputs 1.1. Poor and vulnerable households capable of catering for their basic needs in adequate quantities and quality; and 1.2. Men, women, and youth (female and male) of poor households engage in collective and individual economic empowerment programmes. Secondly, the PMF work cross-cuts with strategic objective two: The elimination of all forms of violence, marginalization, and social exclusion in the Palestinian society - Outputs 2.1.: Protective legislations and policies that promote justice, equality, and rights for all; 2.2. Community culture supportive of rights and accountability; 2.3.: Poor, marginalized, and victims capable of accessing the justice system; and 2.5.: Active social, economic, and political participation for marginalized groups. Finally, strategic objective three: Strengthening social cohesion – Outputs 3.2.: Effective models of social responsibility at the local and national levels; Output 3.3.: Economic policies are fair and inclusive; and Output 3.5.: Relevant institutions in social development are efficient, effective and responsive to the needs of the community.

7.6 NATIONAL ECONOMIC DEVELOPMENT SECTOR STRATEGY 2017 - 2022

The Ministry of Economy identified many pillars that have been taken into consideration during the strategic planning process, which mainly depend on the general policy directions of the Palestinian government and the nature of the Palestinian economic reality. The Ministry of Economy seeks to develop and activate international agreements and treaties in favour of Palestinian economic development in coordination with the relevant authorities. The National Economic Development Sector Strategy 2017 – 2022 aims to increase economic growth and reduce the high unemployment rate, especially among the youth.

The National Economic Development Sector Strategy 2017 – 2022 cross-cuts with the PMF through the following strategic goals: 1. A pioneering and competitive Palestinian industry, developing the competitive capabilities of industries, especially micro, small and medium-sized (MSMs); 2. Working to increase the competitiveness of the national product and increase its share in the Palestinian and international markets; and 3. Promoting entrepreneurship and creativity, especially among youth and women. On the policies and policy interventions levels, the strategy seeks to provide decent job opportunities by encouraging public-private partnerships to create permanent job opportunities through investment partnerships in infrastructure projects necessary for the economy or in economic activities. Also, the adoption of procedures concerned with accelerating pilot projects for employing graduates, and ensuring a safe work environment that takes into account occupational safety and health conditions. Finally, the development of professional and technical training including preparing a gender-sensitive database. In contributing to the following SDGs, poverty eradication, gender equality, and the reduction of inequalities, the strategy outlines the Palestinian government's efforts to rebuild the productive sectors, thus contributing to the creation of job opportunities that would improve the standard of living and wages and reduce inequality. Thus, the strategy aims to support enterprises, especially women led and managed, policies for the facilitation of procedures for the registration of enterprises and support for entrepreneurship and innovation, which will lead to bridging the wage gap and contribute to reducing inequality. In addition to the application of laws and its impact on employment, labour and poverty reduction.

7.7 THE EUROPEAN UNION GENDER ACTION PLAN 2016 - 2020

The PMF strategy aligns with the EU Gender Action Plan, specifically two priority areas. The first is 'promoting the social and economic rights / empowerment of women and girls'; and the second 'strengthening girls' and women's voice and participation'. Objective 6 of the EU Gender Action Plan states, 'Partnerships fostered between EU and stakeholders to build national capacity for gender equality'. The PMF strategy aligns with two specific objectives: 6.1 Support the research and independent analysis capacity of national statistics institutes, academia and CSOs, including macro-economic analysis, gender responsive budgeting and gender

stereotypes; and 6.3 Support the National Gender Equality Mechanisms (NGEM) in their role of coordination for gender equality at country level.

7.8 SUSTAINABLE DEVELOPMENT GOALS

The PMF strategy cross-cuts with several Sustainable Development Goals (SDGs), mainly:

SDG	Target	Indicator
1: No Poverty	1.3 Implement nationally appropriate social protection systems and measures for all.	1.3.1: Proportion of population covered by social protection systems by sex, children, unemployed persons, elderly, persons with disabilities, pregnant women, new-borns, and the poor and vulnerable (PCBS: pcbs.gov.ps/SDGs.aspx?pageld=1).
	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.	1.4.1: Proportion of population living in households with access to basic services (PCBS: pcbs.gov.ps/SDGs.aspx?pageld=1).
	1.B Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication action	
5: Gender Equality	5.1 End all forms of discrimination against all women and girls everywhere.	5.1: Whether or not legal frameworks are in place to promote, enforce, and monitor equality and non-discrimination on the basis of sex.
	5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.	<ul style="list-style-type: none"> 5.2.1: Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual, or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age. 5.2.2.: Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence.

	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.	5.5.2: Proportion of women in managerial positions
	5.6 Ensure universal access to sexual and reproductive health and reproductive rights	5.6.2: Number of countries with laws and regulations that guarantee full and equal access to women and men aged 15 years and older to sexual and reproductive health care, information, and education.
	5.A Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws	5.a.2: Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control.
	5.C Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	5.c.1: Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment.
8: Decent work and economic growth	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services.	<ul style="list-style-type: none"> • 8.3.1.2: Proportion of informal employment in a non-agriculture employment, by sector and sex. • 8.3.1.3: Proportion of informal employment in agriculture employment, by sector and sex.
10: Reduced Inequalities	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	10.2.1: Proportion of people living below 50 percent of median income, by sex, age, and persons with disabilities.
	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	10.3.1: Proportion of population reporting having personally felt discriminated against or harasses in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law.
	10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.	Labour share of GDP, compromising wages and social protection transfers.

16: Promote just, peaceful and inclusive societies	16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children	16.2.1: Proportion of children ages 1 – 17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month.
	16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all	<ul style="list-style-type: none"> • 16.3.1: Proportion of victims of violence in the past twelve months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms. • 16.3.3: Proportion of the population who have experienced a dispute in the past two years and who accessed a formal or informal dispute resolution mechanism, by type of mechanism.
	16.9 By 2030, provide legal identity for all, including birth registration	16.9.1: Proportion of children under 5 years of age whose births have been registered with a civil authority, by age.

8 THE HUMANITARIAN DEVELOPMENT NEXUS

The PMF's mandate and work link between the humanitarian-development nexus. This is reflected in the set-up of the PMF, and according to the law, as a justice institution that plays a vital role in the human rights, development and humanitarian sectors. The PMF's mandate is to ensure maintenance payments for maintenance-rights holders, the majority of whom are vulnerable due to abandonment, societal perceptions towards them, and have no other form of income making maintenance the main form of subsistence. On a symmetrical level, the PMF is mandated to hold accountable convicts who have abandoned their families and are in dereliction of their financial responsibilities. Taking into account the immediate and long-term needs of rights-holders, especially women and children, and strengthening the rule of law to ensure access to justice, ensures that while responding to the immediate needs of rights-holders, the PMF continues to address and advocate for structural changes (linking policy and practice), thus embedding a transformative approach during and following crises situations. In this context, the PMF, through our lobbying within national mechanisms and planning processes for the inclusion and integration of rights-holders as well as accountability of convicts and national institutions, the PMF is changing the current system to fit people's realities. Ensuring people-centred and people-oriented approaches reduce inequalities, discrimination, injustice, insecurity and unaccountability. The PMF's nexus approach is thus aligned with national plans and the SDGs, specifically SDGs 4 (No Poverty), 5 (Gender Equality), 8 (Decent work and economic growth), 10 (Reduced Inequalities), and 16 (Promote just, peaceful, and inclusive societies).

9 VISION AND MISSION

Vision: A pluralistic, accountable, and free Palestinian society based on the values of human and civil rights and non-discrimination.

Mission: As a national institution established based on human rights principles, the Palestinian Alimony Fund guarantees access to justice, protection, accountability and empowerment for maintenance rights-holders by promoting an enabling environment with partners.

10 OUTCOMES, OUTPUTS AND THEORY OF CHANGE

10.1 GOAL AND OUTCOMES

Goal: Maintenance rights-holders, mainly women and children, are protected and empowered and perpetrators are held accountable and state institutions are committed to their responsibilities to ensure access to justice.

The PMF has identified four-interlinked outcomes:

1. An enabling legislative and policy environment for maintenance rights-holders in line with national laws and international human rights frameworks and standards.
2. A learning environment for organizational development, effectiveness, and sustainability.
3. Maintenance rights-holders and the community are active agents of change in transforming their social, legal and economic condition.
4. Community increases knowledge and awareness on Personal Status Law and maintenance rights-holders.

10.2 OUTPUTS FOR OUTCOMES

Outputs for Outcome 1:

1.1. Personal Status and related laws, policies and procedures that affect maintenance rights-holders are reviewed and draft amendments for revisions submitted by the PMF. Through this output, the PMF will work on the amendments and revisions of personal status and civil laws pertaining to women's and girl's rights including the age of marriage and responsibilities of convicts in dereliction of their maintenance payments, notwithstanding their political and social status. The PMF will lead these initiatives utilizing information and data analytics from PMF documentation including quantitative and qualitative data extracted and analysed from detailed questionnaires on legal, social and economic situation of maintenance rights-holders. This information will then directly inform and provide justification for proposed amendments led by the PMF in coordination with relevant institutions and organisations.

1.2. Rights, priorities and needs of maintenance rights-holders addressed and reflected in national planning mechanisms. National planning mechanisms, specifically through the Local Aid Coordination Secretariat (LACS), are critical to ensure that maintenance rights-holders are not left behind in both, national and donor planning and monitoring mechanisms. In reviewing the Aid Management Structure and Sector Working Groups (SWG), the PMF identified seven SWG that are not only relevant, but critical to the PMF's work. The PMF is presently (2019 – 2020) a member of only one of the SWGs (Social Protection) and therefore plans to work closely with the Prime Minister's Office (PMO) to advocate for inclusion in six additional SWGs. These are: 1. Pillar (Government Reform) - Local Government and Fiscal and Public Financial Management; 2. (Sustainable Development) – Labour Sector including TVET and Economic Security, Justice, Health, and Security. Justification for the inclusion of the PMF in these SWG is further reflected in sections 5 (Philosophy and Approach) and 6 (Strategic Partnerships with National Institutions and Entities) of this Strategy. As the only national institution mandated to protect maintenance rights-holders and hold accountable convicts for dereliction of duty, the PMF will contribute critical information to all of the SWGs identified above.

1.3. Maintenance rights-holders included in at least four national and cross-sectoral plans and strategies. The present national, sectoral and cross-sectoral strategies (2017 – 2022) do not include maintenance rights-holders as a specific target group and therefore, maintenance rights-holders have not benefitted from programmes and services by other governmental institutions and entities directly. In late 2019, early 2020, the PMF contributed to the review and revision of the Cross-Sectoral National Gender Strategy and the Social Development Strategy overall and utilized these opportunities to include

outputs and activities for the PMF, other national strategies also require inclusion of PMF beneficiaries. These include the Justice, National Economy and other strategies that are further detailed in the Logical Framework Analysis (LFA). It is anticipated that the Government of Palestine will begin review and evaluation processes for the current strategies (2017 – 2022) in 2021 and planning in 2022. The PMF will directly contact the relevant ministries and national entities to ensure inclusion in these processes.

- 1.4. Qualitative and quantitative knowledge products to influence policy and decision-makers ensure the rights of maintenance rights-holders.** The PMF is in the process of further developing our management information systems (MIS) to enhance our documentation and data analytics for both internal and external use. Having a plethora of data that is not available elsewhere, the PMF will utilize this data and information for knowledge production, specifically, research, studies and articles. Disaggregated and aggregate data will further inform national plans and sectoral and cross-sectoral strategies. Moreover, and expanding on South-South relations with maintenance institutions in the MENA region, the PMF will lead knowledge production with a feminist lens with the aim of influencing policies through the provision of evidence-based data and information in order to ensure access to justice. The support to MENA maintenance institutions will also include the institutionalization of best practices, based on research findings and recommendations and taking into consideration the context in each of these countries (Jordan, Tunisia, Morocco and Syria).
- 1.5. Capacities of national justice and protection sectors strengthened to combat stereotypical views of maintenance rights-holders with an emphasis on human rights and gender equality.** As a follow-up to the previous output, the PMF will utilize information and knowledge products to further enhance the knowledge and build capacities of decision-makers in the sectors identified. The PMF will specifically work with the Courts, Ministries of Justice, Social Development, Labour, National Economy, Transportation, Foreign Affairs, Culture, among others, to increase their knowledge on how gender equality and human rights are fundamental issues in relation to maintenance rights-holders. The PMF will visit each of these institutions to further strengthen our relations and develop Memorandums of Understanding (MoUs) to outline joint and complimentary areas of work for the coming years.
- 1.6. Maintenance rights-holders included in international reports and references including Convention on the Elimination of Discrimination Against Women (CEDAW), Convention on the Rights of the Child (CRC), UNSCR 1325 on Women, Peace, and Security.** The PMF has previously contributed to international reports and legal frameworks, however, the PMF in the coming years will begin to produce organizational reports for submission directly to international bodies through the Ministry of Foreign Affairs on one level, and through comprehensive national reports shared with the wider community. Given the PMFs mandate, it will directly be responsible for ensuring that maintenance rights-holder are included international reports. The PMF will work closely with national institutions and entities as well as civil society in the development of these reports.

Outputs for Outcome 2:

- 2.1. PMF administrative and reporting systems developed and implemented.** Through this output, the PMF will develop a Management Information System (MIS)/Results-Based Monitoring (RBM) system in order to monitor, track and mitigate all developments and potential challenges in line with the five-year strategy in order to ensure effectiveness and efficiency of results. Based on consultancies with various organizations, several options for the development of this system have been proposed. These include Laserfiche (documents management software) and Qlik (data analytics), among others. These systems will also allow the PMF to extract specific data (sex, age, geographic location, economic situation, among others) for research, studies and policy papers. Moreover, this information will allow the PMF to track coordination of joint initiatives and/or programmes with other national and international partners.

- 2.2. Comprehensive accountability database with national strategic partners) developed and implemented.** Based on the request from various ministries and the Police apparatuses, the PMF will develop a shared database to include all details of convicts in order to ensure that the whole of government is involved in holding account convicts in dereliction of duty. At present, the PMF follows a system which mainly relies on correspondences (letters, faxes, e-mails and telephone calls); however, the new developed system will allow the PMF and partners to upload data and track developments in real-time.
- 2.3. Availability and accessibility of economic, social, psychological and programmes for women, youth and children.** While the PMF has been providing services to rights-holders since 2005, structured programmes were not officially developed. While the legal Programme remains the entry point for maintenance rights-holders, based on conclusions and recommendations from rights-holders, staff and partners, the PMF will develop long-term programmes for children, youth, women where legal services and aid and lobbying (policies and legislation) will be cross-cutting among all programmes. The Programmes will include social, psychological, academic/learning, and economic empowerment through awareness-raising, capacity development, skills building, internship and volunteer opportunities, job placements, scholarships, among others.
- 2.4. A learning organizational culture based on a participatory approach empowers staff, volunteers and interns.** Being a learning organization, the PMF documents and utilizes best practices and lessons learnt in continuing our path in organizational development. It is through organizational development that the PMF has revised, upgraded or expanded on internal programmes, including in management and documentation. In addition, in order to ensure continued learning, investing in staff learning (formal and informal) will continue. It is anticipated that all learning will then be shared internally in order to contribute to staff and organizational growth. Moreover, through the development of new programmes, the youth programme for students aged 19 – 29 will include a specific component for volunteers and interns in all PMF locations.
- 2.5. Partnerships with national and international institutions guarantee access to justice in the spheres of protection and accountability.** Partnerships are essential for sustainability. The Palestinian community in Palestine and abroad has continued to play an important role in sustaining the PMF. The PMF will continue to expand and strengthen this component of our partnership in the coming five years including outreach to the private sector, Palestinian municipalities, and Palestinian communities broad. Moreover, the PMF will also expand its partnerships with national institutions in the areas of lobbying and joint programmes. The PMF will also expand and strengthen partnership with international institutions, mainly bi-lateral institutions, for advocacy and financial support.
- 2.6. Media Department established.** While the PMF has been expanding its scope in enhancing relations with media outlets, the institutionalization of a Media Department is critical for long-term planning including systematic outreach to media outlets, training and awareness-raising session for journalists to further inform and engage them in the area of maintenance. The media Department will be responsible for media relations, community awareness raising, including with decision-makers, and social media, among other responsibilities.
- 2.7. PMF staff reach individuals entitled to maintenance in the West Bank and Gaza Strip.** Through this output, the PMF will research the possibilities for expansion, including opening new offices and the recruitment of staff in additional governorates in the West Bank and Gaza Strip. The PMF presently has three offices in Ramallah (serving four governorates), Nablus (serving five governorates), and Hebron (serving two governorates). Through focus group discussions, many women shared that transportation costs remains one of the impediments to reaching the PMF offices. In order to better respond to the needs of beneficiaries, the PMF will explore the possibility of opening and sustaining new offices as

well as other alternatives to ensure that the PMF services reach all maintenance rights-holders in the West Bank. Moreover, during this period, the PMF, as is mandated, will pursue the opening of an office in the Gaza Strip, in coordination with national institutions and organizations.

Outputs for Outcome 3:

- 3.1. Capacity development for maintenance rights-holders to claim their rights and hold convicts accountable.** It was evident during the focus group discussions that while women rights-holders and their children were victims of abandonment, on the one hand, and societal perceptions towards them, on the other, these women and their children are also ready to become active citizens in changing their reality. Through this output, the PMF will work with all beneficiaries, but mainly women, on advocacy, communication, and presentation skills related to movement building for transformative change on the local and national levels. This combined with the PMF staff efforts in lobbying is expected to result in the revision/amendment of policies and legislation that directly affects maintenance rights-holders.
- 3.2. Comprehensive legal services for women, youth, children, the elderly, and persons with disabilities.** Through this output, the PMF will continue to provide a variety of legal services for both, individuals and families that have non-executed court decisions, as well as individuals seeking further information on maintenance. New case files will be opened for those with court decisions and systematic follow-up, including possible amendments to these decisions to increase or decrease maintenance payments. Moreover, the PMF will provide legal consultations by telephone and walk-in beneficiaries; and referrals to other institutions and organizations and vice versa. Systematic updating of databases for maintenance rights-holders will be undertaken in order to ensure the most relevant information is included in each individual file.
- 3.3. Improve the quality of life for maintenance right-holders, and most vulnerable.** The PMF will ensure systematic monthly maintenance payments to all rights-holders while also ensuring comprehensive legal services, and programmes aimed at poverty alleviation and empowerment as well as protection and inclusion. Thus, in addition to the legal services this would include economic and social support (psycho-social, health, renovations and furnishing, coupons for clothing and food necessities, among others).
- 3.4. Capacity development for women to develop and manage long-term economic projects.** The focus group discussions and individual interviews with women indicate that economic security is among their highest priorities. The PMF has previously referred rights-holders to other organizations, however, it is clear from the focus groups that other institutions and organizations have identified their target groups and maintenance rights-holders do not fit within their categories. In order to ensure that rights-holders are provided opportunities and not left behind, the PMF plans to develop an in-house vocational programme in all PMF locations to ensure that rights-holders are not left behind in enhancing their skills and knowledge in areas of non-traditional learning and tailored specifically to the needs of rights-holders. The learning and skills development will be follow-up with economic projects on an individual level as well as a national programme to support maintenance rights-holders on the one hand, and contribute to the PMFs sustainability, on the other.
- 3.5. Children and youth (female and male) maintenance rights-holders continue formal and/or vocational education.** The PMF will continue to promote learning and the right to education for PMF maintenance rights-holders including children, secondary school students and graduates (female and male) who were not provided the opportunity to continue their learning at an earlier age or prefer transferring to the vocational learning track. The PMF will coordinate with the Ministry of Education and Higher Education as well as universities/colleges to ensure that PMF maintenance rights-holders remain in school on the one hand, and are selected to continue their studies upon enrolment in college/university. Moreover, the PMF will continue to partner with the Ministry of Education and Higher Education to provide scholarships for rights-holders including lobbying for a quota for scholarships for students selected to

study in Palestine and abroad. Access to technological devices has proven to be one of the challenges among maintenance rights-holders. Therefore, the PMF will work with various institutions to provide students, mainly university students, with technological devices that allow for their continued learning.

- 3.6. Capacity development for youth (female and male) to enter the labour force/market.** The PMF will partner with government institutions and the private sector entities to place maintenance rights-holders in their institutions for internships and/or practicum in order to prepare them to enter the labour force/market upon graduation and/or vocational learning. The PMF will also coordinate with various organizations to support students in the areas of preparation of CVs, interview skills, job searches, entrepreneurship, among other areas. This includes mothers who were not given the opportunity to continue their education and/or were married at an early age.

Outputs for Outcome 4:

- 4.1. Enhanced capacities of media professionals to report on Personal Status topics and the rights of maintenance rights.** Media plays a vital role in shaping perceptions and attitudes. Through this output, the PMF will reach out to media outlets to form a media group to support the PMF in changing perceptions towards maintenance and maintenance rights-holders as well as accountability towards convicts who are in dereliction of duty. The PMF will provide training as a first step. The training will include information about the PMF, the Maintenance Law, Personal Status Laws, and the Penal Code, and other related topics and issues. The media outlets will also receive training on how to present the situation of maintenance and rights-holders to the public (use of proper terminologies). Moreover, the PMF, upon consent of rights-holders, will provide access to media for in-depth stories and articles so that the coverage of the PMF is not solely activities-based.
- 4.2. Partnerships with Civil Society Organizations and Community-Based Organizations on the national and local levels in the West Bank.** In 2019, the PMF reached over 600 individuals in the West Bank through awareness raising workshops. These workshops were realized through partnerships with civil society organizations on the national level and community-based organizations on the local level in all governorates of the West Bank. However, while the PMF reached all governorates, further outreach is required in villages, refugee camps, and cities that were not targeted in the past few year. It is anticipated that through these partnerships, individuals and families who are eligible for maintenance will approach the PMF to access services. Moreover, the CBOs will continue to be points for referral for more specialized services that are beyond the mandate and capacity of the PMF and the CBOs will continue to be entry points to access the most vulnerable and marginalized individuals and groups.
- 4.3. University education curricula includes concepts of protection and accountability for maintenance rights-holders.** The PMF will approach at least three universities over the coming five years to discuss the inclusion of curriculum on Personal Status Laws and the Penal Code that directly or indirectly address or impact maintenance. It is anticipated that through this mechanism, university studies in the fields of law, social sciences and media will become more aware and advocate for maintenance rights. Moreover, through this output, the PMF is preparing a new generation of students to work in this field which will also be combined with volunteer and internship opportunities at the PMF.
- 4.4. Increase in community awareness and understanding of maintenance empowers those eligible for maintenance to pursue access to justice.** Through awareness-raising workshops in villages, refugee camps and cities, the PMF anticipates that individuals and families who have the right to maintenance will approach the PMF for support. PMF social media intelligence indicates that many individuals/families that meet the criteria for maintenance are either hesitant or do not have access to correct information in regards to maintenance. The PMF will continue to hold sessions and expand to areas not reached in 2019.

4.5. Increased community awareness and understanding of maintenance mobilizes the community to promote the inclusion of maintenance rights-holders in national legislation and policies. Through awareness raising workshops and media, the PMF will continue to promote that the right to maintenance, protection and accountability should not fall solely in the shoulders of maintenance rights-holders and the PMF. Awareness raising is expected to mobilize the community and the whole of government to ensure the incorporation of maintenance rights-holders in national plans and policies, this ensuring that rights-holders are not left behind in national planning and tracking systems.

10.3 THEORY OF CHANGE (TOC)

Overall TOC: If (1) an enabling legislative and policy environment for maintenance rights-holders in line with national and international human rights frameworks and standards exists; (2) if a participatory learning environment for organizational development, effectiveness, and sustainability is promoted; and (3) if maintenance rights-holders and the community at large are active agents of change for the improvement in their social, legal, and economic environment; then (4) maintenance rights-holders will be empowered and their participation in public life guaranteed; because (5) national accountability mechanisms for protection and accountability will be in place to ensure access to justice.

(TOC1): If (1) national accountability frameworks and mechanisms are in place; if (2) national plans and strategies include maintenance-rights holders; if (3) evidence-based knowledge products are developed; then (4) implementation of protection and accountability mechanisms will be adhered to; because (5) the necessary conditions required for respect and protection of maintenance rights will be in place.

(TOC2): If (1) management and accountability systems are in place and utilized; if (2) maintenance rights-holders have access to services; if (3) the PMF institutionalizes a culture of learning; and if (4) sustainable partnerships lead to access to justice for rights-holders if (5) partnerships lead to holding convicts accountable; then (6) organizational development for effective change will be sustained; because (7) institutionalization of the PMFs work ensures its sustainability to achieve justice through both, protection and accountability.

(TOC3): If (1) women's agency to claim their rights is strengthened; if (2) women enjoy economic security; if (3) convicts are held accountable; and if (4) an environment is fostered to enhance the continuous learning of those who are entitled maintenance, especially women headed-households; then (6) maintenance rights-holders are empowered socially, legally and economically; because (7) it was designed in partnership with maintenance rights-holders based on their needs and priorities.

(TOC4): If (1) media outlets prioritize reports and coverage on the PMF; if (2) outreach and awareness on Personal Status Laws are conducted in all governorates; if (3) university students are knowledgeable of Personal Status topics; then (4) the community will mobilize for the rights of maintenance rights-holders; because (5) community attitudes and perceptions towards maintenance rights-holders would have shifted.

11 RISK ANALYSIS

The PMF is the only public institution mandated to follow-up the non-implementation of maintenance cases and therefore ensuring financial sustainability is critical to sustain the monthly payments to maintenance rights-holders, in which for the majority of families, this is their only source of income. On a symmetrical level, there are thousands of families that have maintenance court decisions yet due to the lack of financial security mainly due to a steady stream of revenues, the PMF is unable to open new files. Access to geographic areas such as Jerusalem, Area C and the Gaza Strip also pose challenges and risks due to jurisdictional issues, resulting in the denial of rights to maintenance rights-holders. Additional risks and mitigation measures are specified below.

Risks	Risk level	Mitigating measures
Worsening political context as a result of the Israeli occupation	High	<p>Work with government institutions to continue to prioritize justice, protection and accountability for maintenance-rights holders.</p> <p>In partnership with PA institutions, continue to address the impact of Israeli policies on maintenance-rights holders including women, girls, persons with disability and the elderly.</p>
Financial sustainability	Medium	<p>This risk was previously considered low, however, following the Covid-19 experience, it has now been upgraded to medium. The PMF's main revenue sources are from the Sharia'a and Civil Courts (marriage certificates and divorce procedures) as well as the Ministry of Interior (birth certificates) that are community contributions. During the Covid-19 pandemic, these institutions were shut down. Thus, the PMF will work towards the establishment of a reserve fund with funds covering twelve months maintenance payments. The reserve fund will only be accessed in times of crisis.</p> <p>Working towards achieving a reserve fund with secured financial reserves for a minimum of a twelve-month period.</p> <p>Prepare risk preparedness and planning.</p> <p>Diversified funding mechanisms: Continued resource mobilization efforts including for core and long-term funds from donors, the Palestinian private sector in Palestine and abroad, and support from PA institutions.</p>
Negative community perceptions towards maintenance rights-holders, mainly women.	Low	<p>Community perceptions towards women's rights is flawed. Women maintenance rights-holders who are not divorced, separated, or widowed are further negatively labelled because they have been abandoned and carry further burdens while also pursuing access to justice. This requires continued community awareness raising on the one hand, and lobbying for policy changes with policy-makers, on the other.</p>
Dysfunctionality of the Palestinian Legislative Council	Low	<p>The dysfunctionality of the PLC is an impediment to the system of checks and</p>

		<p>balances required for quality control. The lack of a functioning PLC has led to executive branch in the West Bank and Gaza Strip to take decisions and issue executive orders that may differ in each of the areas.</p> <p>The Palestinian Cabinet in the West Bank has taken on the responsibility of the PLC whereby decisions are made and raised for final approval by the President. However, it is imperative that the PLC regains its functions in order to ensure transparent and accountable institutions.</p> <p>The PMF will continue to advocate for jurisdictional access in order to ensure that maintenance rights-holders are protected and convicts are held accountable.</p>
Restrictions on the enforcement of maintenance decisions, mainly due to jurisdictional issues.	Medium	<p>In 2019 alone, the PMF pursued over 600 case files for convicts with imprisonment orders related to alimony/maintenance, however, many convicts evaded the execution of the detention orders and seizure orders on movable and immovable property, mainly due to jurisdictional issues. These include that the convict resides in a foreign country, resides in Area C, and holder of an Israeli identification card or foreign passport.</p> <p>This requires further support from the Palestinian Ministry of Foreign Affairs through its embassies and lifting Israeli restrictions to access areas under Israeli jurisdiction.</p>
Internal systems lagging behind	Low	<p>The PMF will purchase a comprehensive internal system for tracking, monitoring, and shared information with police apparatuses (one section) in order to properly document, track and report on achievements, challenges, mitigation measures, and also hold accountable convicts who flee from their responsibilities.</p>
Jurisdictional issues	Medium	<p>Access to Jerusalem, Palestine 48 and the Gaza Strip.</p> <p>Accessing the courts and convicts living in these areas allows for an increase in PMF revenues, protection of rights-holders and holding accountable convicts.</p>

12.1 INSTITUTIONAL/COMMUNITY

The PMF is a member of and engages in various national bodies including the Social Protection Sector Working Group and the National Coalition for the Protection of Children's Rights. The PMF will expand its presence and engagement in national sector working groups and coalitions in order to ensure that maintenance rights-holders are included in plans, strategies, policies and laws. Moreover, the PMF will lead the revision of articles in the Personal Status Law that will not only benefit maintenance rights-holders, but all women and girls in Palestine.

Palestinian Community: Partnerships with the private sector, individuals and local municipalities in Palestine and abroad have also contributed to the PMF's sustainability. The PMF plans to expand on these relations that include both, in-kind and cash contributions, in the coming five years. Relations have been established with two municipalities including a women's association in the West Bank that supported the PMF and reflected in the logical framework, the PMF will expand on these positive experiences in the coming five years.

Universities: The PMF has been working on developing a Youth Programme. In addition to specific components for maintenance rights-holders, the programme includes a component for university student volunteers and interns. The PMF will partner with various universities to recruit students in their third and fourth years of study or above to volunteer or intern at the PMF. The PMF will mainly focus on students studying Law, Gender and Development, Human Rights in order to enhance the knowledge (combining theory and practice) of a new generation of Palestinians (female and male) in the areas of Personal Status Law, maintenance rights, gender equality, and women's rights.

South-South Cooperation: In the past several years, the PMF has developed relations with MENA countries with similar institutions. These include Tunisia, Algeria, Lebanon and Jordan. Based on exchange of experiences, all of these countries have requested that the PMF support them in developing their institutions to include a more comprehensive and holistic approach (protection and accountability) – similar to that of the PMF. In the coming five years, the PMF will take forward these partnerships through exchanges, capacity development, joint research and studies, and directly contributing to the development of amended mechanisms and policies for the protection of maintenance rights-holders in these countries.

12.2 ORGANIZATIONAL

The PMF is a learning organization and continues to develop based on lessons learnt and best practices. The PMF has institutionalized systems and is in the process of further developing comprehensive systems for enhanced accountability including a shared system with police apparatuses and other governmental institutions. This specific system was requested by the Palestinian border police yet the PMF will expand to include all strategic government partners to ensure protection of maintenance rights-holders and hold accountable individuals in dereliction of duty. A draft ToR has been developed to ensure that the system includes information required for all government institutions and entities to track perpetrators in Palestine and abroad. Further details and requirements continue throughout 2020 and it is anticipated that the system will be in place in 2021. This system will allow the PMF to hold perpetrators accountable, increase the amounts of monies retrieved from perpetrators, and ensure access to justice for rights-holders.

The PMF plans by 2021 to develop a Results-Based Management (RBM) in order to enhance planning, monitoring, and reporting – internally and for partners. The PBM system will allow the PMF to track results processes, identify and then mitigate problems, and ensure that the PMF work in on scope and budget. This will ensure organizational effectiveness and efficiency for continued sustainability.

12.3 FINANCIAL

The main sources of revenue for the PMF come through community contributions in the form of fees for marriage certificates, divorce procedures and birth certificates. However, in the past several years, the PMF has expanded the scope of funds in line with Article (10) of the Maintenance Law No. 6 of 2005, amended by Decree Law No. (12) of 2015. Article (10) of Law stipulates that the PMF is to be financed through: 1. A fee amounting to twenty-five (25) Jordanian Dinars, or the equivalent thereof in the legally circulated currency, imposed on any marriage contract or deed of divorce, to be collected by the competent court and Palestinian diplomatic missions abroad; 2. A fee amounting to two (2) Jordanian Dinar, or the equivalent thereof in the legally circulated currency, imposed on every certificate of marriage or divorce issued by competent courts and Palestinian diplomatic missions abroad;; 3. A fee of five (5) Jordanian Dinars, or the equivalent thereof in the legally circulated currency, which shall be imposed as a revenue stamp for the benefit of the PMF, upon each birth certificate issued from the Civil Status Department at the Ministry of Interior and Palestinian Diplomatic Missions abroad; 4. Grants, donations, wills, Islamic endowments and subsidies; 5. Revenues collected from the Fund's investment, endorsed by the Fund's Board of Directors; 6. Revenues from activities carried out by the Fund; and 7. The monies allocated from the annual budget of the State of Palestine.

The diversification of funds therefore is essential for the PMF's sustainability. In this regard, the PMF will further expand on its relations with Palestinian municipalities, Chambers of Commerce, private sector and individuals. Moreover, as a national semi-governmental institution, the PMF will continue to reach out to bi-lateral donors/partners and international organizations for support.

On a parallel level, the PMF will seek support from the Palestinian government, donors and the private sector for long-term investments which will contribute to economic sustainability for maintenance rights-holders on the one hand, and the PMF, including purchasing and or building a space, on the other.

13 BUDGET

The overall estimated budget for the coming five years will be from \$2,950,000 in 2021 to \$4,550,000 in 2026.

14 MONITORING AND EVALUATION

The processes of monitoring and evaluation are essential tools for quality control. In this context, the PMF will translate the strategic plan 2021 – 2025 to annual organization plans. These plans will allow the PMF to track activities, outputs, and overall organizational performance on a systematic basis. In order to properly monitor plans, the PMF will contract an external contractor to develop an in-house Results-Based Management (RBM) system that will be accessible to all staff for documentation and tracking purposes. At the end of each year, the PMF will assess the contribution of the annual plans to the overall strategic plan. Given that the strategic plan is a living document and political, economic and social shocks are prevalent, revisions to this plan will be made, where relevant, and based on documented justifications.

A mid-term evaluation external evaluation will be conducted during the last quarter of 2023. This learning process will then be translated into studying findings and recommendations whereby changes to the strategic plan, if required, will take place. A final external evaluation will be conducted during the last quarter of 2025. The evaluation findings and recommendations will then be used as the basis for the PMF new five-year strategic plan.

15 ANNEXES

Annex 15.1: Overview of Goal, Outcomes, Outputs and Theories of Change

Annex 15.2: Logical Framework Analysis (LFA)

Annex 15.3: SWOT Analysis

15.1 GOAL, OUTCOMES, THEORY OF CHANGE AND OUTPUTS

Goal	Maintenance rights-holders, mainly women and children, are protected and empowered and perpetrators are held accountable and state institutions are committed to their responsibilities to ensure access to justice.			
TOC	If (1) an enabling legislative and policy environment for maintenance rights-holders in line with national and international human rights frameworks and standards exists; (2) if a participatory learning environment for organizational development, effectiveness, and sustainability is promoted; and (3) if maintenance rights-holders and the community at large are active agents of change for the improvement in their social, legal, and economic environment; then (4) maintenance rights-holders will be empowered and their participation in public life guaranteed; because (5) national accountability mechanisms for protection and accountability will be in place to ensure access to justice.			
Outcome	<p>1. An enabling legislative and policy environment for maintenance rights-holders in line with national laws and international human rights frameworks and standards.</p> <p><i>Indicators:</i> Number of legal, regulatory and policy frameworks (new and/or amended) in place that promote and enforce rights of maintenance rights-holders; Number of national mechanisms to protect and empower maintenance rights-holders and hold accountable convicts; Number of national and cross-sectoral plans include maintenance rights-holders (access to justice, protection and empowerment); Number of knowledge products that apply a feminist approach developed and published.</p>	<p>2. A learning environment for organizational development, effectiveness, and sustainability.</p> <p><i>Indicators:</i> Number of new/updated innovative systems for results-based management, national accountability mechanisms, and data analytics; Number of new programmes developed; % of staff access learning opportunities; Number of new national and international partnerships.</p>	<p>3. Maintenance rights-holders and the community are active agents of change in transforming their social, legal and economic condition.</p> <p><i>Indicators:</i> Number of women, children, the elderly, persons with disabilities who benefit financially from the PMF on a monthly basis; % increase in maintenance payments; % increase in new legal files; increase in the percentage of access to convicts with legal measures taken; % increase in legal consultations; number of women benefiting from vocational programs and new economic projects to increase income; number of women/men and young women who continue their vocational and/or university education to qualify them to enter the labour force/market</p>	<p>4. Community increases knowledge and awareness on Personal Status Law and maintenance rights-holders.</p> <p><i>Indicators:</i> Number of awareness-raising activities; % of changed attitudes and perceptions towards Personal Status Laws (pre and post questionnaires); Number of individuals access the PMF as a result of awareness raising activities and workshops; Number of media outlets covering PMF activities and producing reports on the PMF; Number of audio-visual and written materials produced and published; % increase in social media followers; and % increase in website visitors.</p>
Outcome TOC	If (1) national accountability frameworks and mechanisms are in place; if (2) national plans and strategies include maintenance-rights holders; if (3) evidence-based knowledge products are developed; then (4) implementation of protection and accountability mechanisms will be adhered to; because (5) the necessary conditions required for respect and protection of maintenance rights will be in place.	If (1) management and accountability systems are in place and utilized; if (2) maintenance rights-holders have access to services; if (3) a culture of learning is institutionalized; if (4) sustainable partnerships lead to access to justice for rights-holders; if (5) partnerships lead to holding convicts accountable; then (6) organizational development for effective change will be sustained; because (7) institutionalization of the PMFs work ensures its sustainability to achieve justice through both, protection and accountability.	(1) If women's agency to claim their rights is strengthened; if (2) women enjoy economic security; if (3) convicts are held accountable; and if (4) an environment is fostered to enhance the continuous learning of those who are entitled maintenance, especially women headed-households; then (6) maintenance rights-holders are empowered socially, legally and economically; because (7) it was designed in partnership with maintenance rights-holders based on their needs and priorities.	If (1) media outlets prioritize reports and coverage on the PMF; if (2) outreach and awareness on Personal Status Laws are conducted in all governorates; if (3) university students are knowledgeable of Personal Status topics; then (4) the community will mobilize for the rights of maintenance rights-holders; because (5) community attitudes and perceptions towards maintenance rights-holders would have shifted.

Outputs	<p>1.1. Personal Status and related laws, policies and procedures that affect maintenance rights-holders are reviewed and draft amendments for revisions submitted by the PMF.</p> <p>1.2. Rights, priorities and needs of maintenance rights-holders addressed and reflected in national planning mechanisms.</p> <p>1.3. Maintenance rights-holders included in at least four national and cross-sectoral plans and strategies.</p> <p>1.4. Qualitative and quantitative knowledge products to influence policy and decision-makers ensure the rights of maintenance rights-holders.</p> <p>1.5. Capacities of national justice and protection sectors strengthened to combat stereotypical views of maintenance rights-holders with an emphasis on human rights and gender equality.</p> <p>1.6. Maintenance rights-holders included in international reports and references including Convention on the Elimination of Discrimination Against Women, Convention on the Rights of the Child, UNSCR 1325 on Women, Peace, and Security.</p>	<p>2.1. PMF administrative and reporting systems developed and implemented.</p> <p>2.2. Comprehensive accountability database with national strategic partners) developed and implemented.</p> <p>2.3. Availability and accessibility of economic, social, psychological and programmes for women, youth and children.</p> <p>2.4 A learning organizational culture based on a participatory approach empowers staff, volunteers and interns.</p> <p>2.5. Partnerships with national and international institutions guarantee access to justice in the spheres of protection and accountability.</p> <p>2.6 Media Department established.</p> <p>2.7. PMF staff reach individuals entitled to maintenance in the West Bank and Gaza Strip.</p>	<p>3.1 Capacity development for maintenance rights-holders to claim their rights and hold convicts accountable.</p> <p>3.2. Comprehensive legal services for women, youth, children; the elderly and persons with disabilities.</p> <p>3.3 Improve the quality of life for maintenance rights-holders, and the most vulnerable.</p> <p>3.4. Capacity development for women to develop and manage long-term economic projects.</p> <p>3.5. Children and youth (female and male) maintenance rights-holders continue formal and/or vocational education.</p> <p>3.6. Capacity development for youth (female and male) to enter the labour force/market.</p>	<p>4.1. Enhanced capacities of media professionals to report on Personal Status topics and the rights of maintenance rights.</p> <p>4.2. Partnerships with Civil Society Organizations and Community-Based Organizations on the national and local levels in the West Bank.</p> <p>4.3. University education curricula includes concepts of protection and accountability for maintenance rights-holders.</p> <p>4.4 Increase in community awareness and understanding of maintenance empowers those eligible for maintenance to pursue access to justice.</p> <p>4.5. Increased community awareness and understanding of maintenance mobilizes the community to promote the inclusion of maintenance rights-holders in national legislation and policies.</p>
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15.2 LOGICAL FRAMEWORK

Overarching Goal: Maintenance rights-holders, mainly women and children, are protected and empowered and perpetrators are held accountable and state institutions are committed to their responsibilities to ensure access to justice.					
Results	Indicators	Baseline	Target	Means of Verification	Budget (outcome/output level)
Outcome 1: An enabling legislative and policy environment for maintenance rights-holders in line with national laws and international human rights frameworks and standards.	# of legal, regulatory and policy frameworks (new and/or amended) in place that promote and enforce rights of maintenance rights-holders, has been updated and/or developed.	2015: 3	2021/2022: 3 2023/2024: 2	Draft amendments and recommendations, minutes of meetings, invitations.	Outcome level:
	# of evidence-based documents and interviews developed and published	2020: 6	2021/2022: 5 2023/2024: 5 2025: 2	Research and studies, articles, e-journals, PMF website and Facebook page.	
	# of national mechanisms and plans to protect and empower maintenance rights-holders.	2019: 2	2020/2021: 6 2022/2023 :3	Minutes of meetings, invitations to joint additional national mechanisms, documents, national and sectoral strategies. Memorandum of Understanding with the Public Prosecution Office, the Supreme Judicial Council, the police, the Ministries of Justice, Social Development, Foreign Affairs, National Economy,	

				Women's Affairs, Culture and others.	
Output 1.1. Personal Status and/or related laws, policies and procedures that affect maintenance rights-holders are reviewed and draft amendments for revisions submitted by the PMF.	Proposed amendments by PMF on Civil Divorce Law	2015: 4 (Revision of articles in the Maintenance Law)	2021/2022: 3 2023/2024: 2	PMF leads and coordinates draft amendments and recommendations to two articles of the Personal Status Law (Civil divorce and Minimum age of Marriage), invitations, minutes of meetings, and draft documents. The PMF is invited to create alliances with national committees, networks and coalitions to eliminate discrimination against women and with the Committee for the Family Protection Law Project.	
	Proposed amendments by PMF on Minimum age of Marriage				
	Adjustments suggested by the PMF on estimating the maintenance amount.				
Indicative Activities: 1.1.1. Prepare of policy briefs on minimum age of marriage and civil divorce utilizing PMF information and data analytics. 1.1.2. Prepare draft amendments on minimum age of marriage and civil divorce and estimation on the maintenance amount. 1.1.3. Holding meetings to pressure national committees, networks, and coalitions on proposed amendments.					

Output 1.2. Rights, priorities and needs of maintenance rights-holders addressed and reflected in national planning mechanisms.	# of national mechanisms to protect and empower maintenance rights-holders.	2020: 2	2021/2022: 6 (Justice SWG, Security, and Labour Sector including TVET and E.S. SWG; MoWA CEDAW National Committee, UNSCR 1325 National Committee, Women's Economic Justice National Committee, among others).	Social Protection SWG and National Coalition for Protection of Children minutes of meetings. Invitation to joint Justice SWG, Security, and Labour Sector including TVET and E.S. SWG), minutes of meetings and documents; and correspondences and supporting documents for national committees led by MoWA.	
<p>Indicative Activities:</p> <p>1.2.1. Meeting with Prime Minister's Office (PMO) to discuss important contributions of the PMF to the SWGs.</p> <p>1.2.2. Meetings with relevant ministries to discuss important contributions of the PMF to the SWGs.</p> <p>1.2.3. Presentation about the PMF in each of the SWGs.</p> <p>1.2.4. Contribution to SWGs plans, reports, and any other documents.</p> <p>1.2.5. PMF contributes to MoWA-led national committees for women's rights, gender equality, and justice through meetings, workshops, conferences, contributions to the development and amendments of documents.</p> <p>1.2.6. Continued lobbying efforts to promote protection, accountability and access to justice for maintenance rights-holders.</p>					
Output 1.3. Maintenance rights-holders included in at least four national and cross-sectoral plans and strategies.	# of national and cross-sectoral plans include maintenance rights-holders (access to justice, protection and empowerment).	2020: 4	2023/2026: 5/6	Sectoral and cross-sectoral strategies including Social Development, Justice, National Economy, Police, Foreign Affairs, among others.	

Indicative Activities: 1.3.1. Participate and engage in the review of current strategies. 1.3.2. Provide inputs and recommendations into strategies to reflect the work of the PMF and complimentary efforts and initiatives. 1.3.3. Draft and final MoUs signed (MoUs with Public Prosecution, High Judicial Council, Police, Ministries of Justice, Social Development, Foreign Affairs, National Economy, Women's Affairs, Culture, among others). 1.3.4. Action plans for translating MoU into activities with a clear time-frame, budget, and monitoring mechanisms.					
Output 1.4. Qualitative and quantitative knowledge products to influence policy and decision-makers ensure the rights of maintenance rights-holders.	# of evidence-based and applied researches, studies, policy papers, and articles, and audio-visual materials developed and published.	2020: 6	2021/2022: 5 2023/2024: 5 2025: 2	Knowledge products posted in E-journals, PMF and other websites and social media pages.	
Indicative Activities: 1.4.1. Draft policy paper on the age of marriage based on PMF, and the Sharia'a Court's data. 1.4.2. Draft policy paper on divorce based on PMF, and the Sharia'a Court's data. 1.4.3. Production of audio-visual materials for PMF Facebook page and website. 1.4.4. Prepare study on Personal Status Law, maintenance institutions, and maintenance rights in partnership with maintenance institutions and feminist organizations in Jordan, Tunisia, Syria, and Morocco. 1.4.5. Annual regional conferences.					
Output 1.5. Capacities of national justice and protection sectors strengthened to combat stereotypical views of maintenance rights-holders with an emphasis on human rights and gender equality.	# of meetings held with decision-makers and policy-makers	2020: 7	2021/2022: 15 2023/2024: 10 2025: 7	Minutes of meetings including follow-up actions, media coverage, photos	
	# of workshops held with decision-makers and policy-makers	2020: 0	2021/2022: 10 2023/2024: 10 2025: 5	Reports, photos, and media coverage	
Indicative Activities: 1.5.1. Organization of meetings with decision and policy-makers. 1.5.2. Follow-up action plans with clear time-frames for activities developed.					

1.5.3. Preparation for workshops (materials, venue, list of participants). 1.5.4. Workshops held for representatives representing various national institutions and entities.					
Output 1.6. Maintenance rights-holders included in international reports and references including CEDAW, CRC, UNSCR 1325.	Inclusion of maintenance rights-holders in at least three international committee reports	2018: 1	This will be based on the year(s) reports are required for submission.	PMF submission to relevant Palestinian institution/entity	
Indicative Activities: 1.6.1. Meeting with relevant line ministries and the Ministry of Foreign Affairs. 1.6.2. Preparation of information for the inclusion in reports. 1.6.3. Review of all reports and provision of inputs on the full documents. 1.6.3. PMF staff representative present feedback during international committee meetings.					
Outcome 2: A learning environment for organizational development, effectiveness, and sustainability.	# of new/updated innovative systems for results-based management and national accountability mechanisms developed and utilized.	2011: 1	2021/2022: 7	Share-point external network with partners and internal RBM system	
	# of new programmes developed	2020: 0	2021: 4	Programme Documents for the three programmes (Children, Youth, and Women)	
	% of staff, volunteers and interns access learning opportunities	2020: 19	2021: 20 2022: 30 2023: 30 2024: 35 2025: 35	PMF reports, staff and volunteer/intern reports. Training/academic certificates. Invitations to workshops.	

	# of new national and international partnerships	2020:15	2021/2022: 19 2023/2024: 17 2025: 11	Agreements/contracts with donors Concept papers and proposals Minutes of meetings and MoUs with municipalities Minutes of meetings and MoUs with private sector Agreements with universities	
Output 2.1. PMF administrative and reporting systems developed and implemented.	New Results-based Management (RBM) system developed	2020: 0	2021: 1	ToR, contract with selected company	
	# of staff trained and utilizing the RBM system	2020: 0	2021/2022: 18 2023/2024: 5	Training material and staff sign-in sheets	
	# of new reports extracted from the system	2020: 0	2021/2022: 12 2023/2024: 12 2025: 12	Reports	
Indicative Activities: 2.1.1. Development of ToR for RMB system to reflect PMF needs 2.1.2. Contracting company to develop RMB system (pre-preparation of required information developed by PMF staff). 2.1.3. Training for staff of utilization of the system. 2.1.4. Systematic tracking, monitoring, and updating of information. 2.1.5. Production of monthly, quarterly, half and annual reports from the system (internal and external).					
Output 2.2. Comprehensive accountability database with national strategic	Updated shared system with police apparatuses, ministries, and relevant governmental entities developed.	2020: 0	2021/2022: 1	Minutes of meetings and reports	

partners) developed and implemented.	# of staff and partners trained and utilizing the internal partners data-base/system	2020: 0	2021/2023: 25 2024/2025: 15	Photos, sign-in sheets, PMF reports	
	# of convicts detained due to the shared system	2020: 0	2021/2022: 200 2023/2024: 300 2025: 150	PMF reports	
Indicative Activities: 2.2.1. PMF staff and partners update variables to be incorporated into system 2.2.2. Meeting with the Palestinian Ministry of Telecommunications in order to develop the system 2.2.3. PMF staff provide systematic updates into the system 2.2.4. PMF lawyers' follow-up with national institutions and entities 2.2.5. PMF lawyers meet with convicts in order to prepare terms of agreement for reimbursement of PMF for monies spent 2.2.6. PMF lawyers prepare case file to present in courts 2.2.7. PMF lawyers finalize settlements and/or collection of monies from convicts					
Output 2.3. Availability and accessibility of economic, social, psychological and programmes for women, youth and children.	Number and type of new long-term programmes developed	2020: 0	2021/2023: 3	Programme documents	
Indicative Activities: 2.3.1. Review and collation information from focus group discussions held in 2020 with a focus on challenges and recommendations. 2.3.2. Review and collate information from PMF maintenance rights-holders database including age of marriage, academic attainment, economic situation, among others. 2.3.3. Review relevant information on the national socio-economic and political situation. 2.3.4. Prepare context analysis for situation of children, youth and women. 2.3.5. Prepare outline for the development of programme documents.					
Output 2.4 A learning organizational culture based on a participatory approach empowers staff, volunteers and interns.	Risk preparedness and response plan	2020: Yes	2021: Updated	Risk preparedness plan	
	# of staff participate in learning activities including reporting, monitoring, data	2020: 2 *number is low due to COVID-19 restrictions'	2021/2022: 18 2023/2024: 18 2025: 12	Staff reports, capacity development programme, invitations from	

	analytics, RBM, and thematic-based areas of specialization in line with PMFs mandate	2019: 7		institutions/organizations, posts on FB page and website, photos	
	# of volunteers and interns recruited	2020: 2	2021/2022: 10 2023/2024: 10 2025: 5	Correspondences with university administrations, application forms, intern reports, photos	
	# of PMF maintenance rights-holders placed in organizations/institutions as volunteers and interns	2020: 0	2021/2022: 5 2023/2024: 5 2025: 5	Correspondences with institutions/organizations, reports to PMF, photos	
Indicative Activities: 2.4.1. Review previous emergency plan developed in response to Covid-19. 2.4.2. Update contact information for institutions, organizations, and emergency committees in the West Bank and Gaza Strip (according to the political situation). 2.4.3. Updated Risk preparedness and response plans developed. 2.4.4. Capacity development programme for PMF staff and maintenance rights-holders has been developed. 2.4.5. Meetings with university administrations to discuss volunteer/internship possibilities at the PMF. 2.4.6. List of potential institutions/organizations for placement of PMF maintenance rights-holders developed and placement process.					
Output 2.5. Partnerships with national and international institutions guarantee access to justice in the spheres of protection and accountability.	New partnerships with bilateral donors	2020: 1	2021/2022: 3 2024/2025: 2	Minutes of meetings, concept notes and proposals, reports	
	Partnerships with 13 municipalities and/or local councils	2020: 3	2021/2022: 8 2023/2024: 3 2025: 2	Collection of information on municipalities with a Palestinian base outside of Palestine, minutes of meetings, letters,	
	Private sector companies and philanthropists in Palestine and abroad provide in-kind and financial contributions to the PMF	2020: 8	2021/2022: 5 2023/2024: 7 2025: 3	Correspondences and financial reports	

	MoU with the Ministry of National Economy, Ministry of Labour, Ministry of Foreign Affairs, Ministry of Social Development, the Palestinian Central Bureau of Statistics, and the Independent Commission for Human Rights.	2020: 3 (including police)	2021/2022: 6	Minutes of meetings and MoUs	
	MoUs and agreements with national, regional, and international universities and research centres	2020: 0	2021/2022: 2 2023/2024: 3 2025: 1	Minutes of meetings and MoUs	
	MENA maintenance institutions institutionalize new policies and procedures for maintenance rights-holders	2020: 0	2021/2022: 2 2023/2024: 2 2025: 2	Agreements, materials prepared	
<p>Indicative Activities:</p> <p>2.5.1. Review bi-lateral donor strategies; identify entry points; contact identified bi-lateral donors to assess the potential for partnership; and prepare concept papers and proposals.</p> <p>2.5.2. Identify and prepare a list of municipalities with a presence abroad; contact and hold meetings with municipalities; identify potential areas for joint work and contributions; prepare MoUs; and continue with systematic meetings and correspondences.</p> <p>2.5.3. Identify and prepare a list of private sector companies and individuals; contact and hold meetings with these entities and individuals; identify potential areas for joint work and contributions; prepare MoUs; and continue with systematic meetings and correspondences.</p> <p>2.5.4. Systematic meetings and correspondences with ministries of Justice, Local Government, Social Development, Labour, Economy, Transportation, Foreign Affairs, Competent Courts, the Prosecutor's Office, Palestinian Monetary Authority, Federation of Chambers of Commerce, among others, to hold convicts accountable and take the required legal measures against them. MoUs developed and action plans prepared with relevant national partners identified.</p> <p>2.5.5. MoU with the Palestinian Central Bureau of Statistics to include maintenance rights-holders in national surveys and contractual agreement for specific data on maintenance rights-holders.</p> <p>2.5.6. MoU with the Independent Commission for Human rights (ICHR) to include PMF work and maintenance rights-holders (prepared by the PMF) within their human rights reports.</p> <p>2.5.7. Contact university administrations to discuss inclusion of PMF in curriculum within the Law, Human Rights, and Social Sciences Departments. Prepare curriculum with including PMF mandate, approach, and areas of work (with a focus on the legal aspects including what is maintenance and its relation to the Personal Status Law and Penal Code). Specialists teach the curriculum to students enrolled in the Bachelors and Masters Programmes.</p>					

2.5.8. Follow-up with maintenance national institutions in Jordan, Tunisia, Syria, among others, to contribute to the development of their institutions, based on previous requests, in line with the PMF comprehensive approach. Provide on-going capacity development for staff of these institutions (South-South Cooperation). Prepare and publish joint working papers, studies and research. Lead and convene annual conferences in the MENA region.					
Output 2.6 Media Department established.	A functioning Media Department	2020: No	2021/2022: Yes 2023/2025: Yes	ToR for recruitment, work plan, purchasing of equipment required	
Indicative Activities: 2.6.1. Prepare Terms of Reference (ToR) for recruitment 2.6.2. Prepare interview questions and written test (or head hunting) 2.6.3. Post job opening (or head hunting) 2.6.4. Review applications; long-listing process; short-listing process; interviews; and selection. 2.6.5. Purchase of equipment required including cameras, video cameras, tripods, among others.					
2.7. PMF staff reach individuals entitled to maintenance in the West Bank and Gaza Strip (according to the political situation).	The % of new applications submitted for maintenance that were disbursed in accordance with the PMF revenues	2020: 100 2019: 119	2021: 25% increase 2022: 25% increase 2023: 25% increase 2024: 25% increase 2025: 25% increase	Applications, PMF records, PMF financial and technical reports	
Indicative Activities: 2.7.1. Continued functionality of PMF offices in Ramallah (serving four governorates), Hebron (serving two governorates), and Nablus (serving five governorates). 2.7.2. Expansion of PMF services in additional governorates (either hosting by established institutions or the establishment of new PMF offices). 2.7.3. Establishment of PMF office in the Gaza Strip (according to the political situation).					
Outcome 3: Maintenance rights-holders and the community are active agents of change in transforming their social, legal and economic condition.	# of women, children, elderly, and people with disabilities who will benefit financially from the PMF.	2020: 18,607 2019: 15,363	2021: 20% increase 2022: 20% increase 2023: 20% increase 2024: 20% increase 2025: 20% increase	Financial and technical reports.	
	% of increased maintenance payments	2019: 15,363	2021: 25%/19,203 2022: 25%/24,003	Financial and technical reports	

			2023: 25%/30,003 2024: 25%/37,500 2025: 25%/46,875		
	% of increase in new legal consultations	2019: 210 (face-to-face) 2019: 5,469 (by telephone)	2021/2022: 40% increase 2023/2024: 40% increase 2025: 40% increase	PMF documentation and reports	
	% of increase of convicts held accountable for dereliction of duty (rulings against convicts, fines and monies collected, legal measures)	Rulings: 2019: 40 Execution files: 2019: 976 Legal measures: 2019: 3,893 Imprisonment orders: 2019: 1,763 (new and ongoing) Court visitations: 2019: 551 visits to 23 courts in the West Bank	Rulings: 2021/2022: 50 2023/2024: 50 2025: 50 <u>Legal measures:</u> 2021/2022: 7,040 2023/2024: 10,100 2025: 5,500 <u>Imprisonment orders:</u> 2021/2022: 6,000 2023/2024: 3,000 2025: 2,300 <u>Court visitations:</u> 2021/2022: 700 2023/2024: 700 2025: 400	Execution orders, legal agreements with convicts, imprisonment orders, seizure of assets, PMF financial and technical reports.	
	% increase in legal advice.	2019: 510	<u>2021/2022: 25%</u> <u>2023/2024: 25%</u> <u>2025: 25%</u>	PMF reports	
	# of women benefiting from vocational rehabilitation programs and new economic projects to contribute to increasing income. # of women and youth who continue their vocational and/or university education to	2020: 0	<u>2021/2022: 10</u> <u>2023/2024: 15</u> <u>2025: 20</u>	Program documents, PMF reports, correspondence with the specialized institutions.	

	qualify them to enter the labour market.				
	# of new economic projects and increased % of contribution to income	2020: 0	2021/2022: 7 2023/2024: 7 2025: 10	PMF reports	
Output 3.1 Capacity development for maintenance rights-holders to claim their rights and hold convicts accountable.	% increase in knowledge on Personal Status Laws, maintenance laws, and enforcement laws.	2019/2020: 0 (there is an increase based on feedback on social media, however, this was not measured)	2021/2022: 70% 2023/2024: 70% 2025: 90%	Pre and post questionnaires, evaluations of capacity building programmes, shared knowledge by maintenance rights-holders on social media posts	
	% of rights-holders involved in campaigns to promote the revision of policies and legal frameworks	2015/2020: 0	2021/2022: 7% 2023/2024: 7% 2025: 7%	Social media posts, photos, minutes of meetings with decision-makers and policy makers	
	# of maintenance rights-holders shadow PMF staff in awareness raising and outreach activities	2019/2020: 0	2021/2022: 10 2023/2024: 15 2025: 20	Social media and media coverage, photos, documentation of experiences by maintenance rights-holders	
Indicative Activities: 3.1.1. Awareness raising workshops on Personal Status Laws and maintenance rights for PMF beneficiaries 3.1.2. PMF supports maintenance rights-holders in preparing letters and organizing campaigns targeting decision makers and policy-makers. 3.1.3. Meetings with female and male adult maintenance rights-holders to discuss their willingness to co-facilitate awareness raising workshops for maintenance rights-holders and the community.					
Output 3.2. Comprehensive legal services for women, youth,	# of individuals directly benefitting from PMF on-going services and programmes	2019: 15,363	2021/2022: 15% increase 2023/2024: 15% increase 2025: 15% increase	PMF technical reports, maintenance rights-holders files, data base information	

children; the elderly and persons with disabilities.	# of new Families accessing PMF services	2018: 158 files, 75 of them are new, and 83 are former. 2019: 175 files, 93 of them are new, and 82 are former. 2020: 157 files, 92 of them are new, and 65 are former.	2021/2022: 25% increase 2023/2024: 25% increase 2025: 25% increase	PMF reports	
	Number of referrals from PMF to other institutions and organizations (e.g., for health insurance, psychological counselling, academic counselling – for children with Autism, grants, food and hygiene packages, among others)	2019: 103 files, 47 of them are new and 56 are former.	2021/2022: 20% increase 2023/2024: 20% increase 2025: 20% increase	Correspondences with organizations and institutions	
Indicative Activities: 3.2.1. Comprehensive programmes developed for maintenance rights-holders. 3.2.2. Referral system in place in all PMF locations and contact focal points identified.					
Output 3.3. Improve the quality of life for maintenance right-holders, and the most vulnerable.	# of maintenance right-holders whose social/psychological circumstances have changed	2020: Not available 2019: Not available	2021/2022: 20% improvement 2023/2024: 20% improvement 2025: 20% improvement	PMF internal report, designing a form related to the impact of maintenance and comprehensive services on changing their living conditions for the better, and the results of the evaluation form related to the impact of paying	
	# of maintenance right-holders, whose economic circumstances have changed				

	# maintenance right-holders, whose health conditions have changed			maintenance and providing comprehensive services.	
Indicative activities: 3.3.1. An updated database for maintenance to monitor their social, psychological, economic and health needs. 3.3.2. Regular meetings with partners to meet the needs of maintenance right-holders.					
Output 3.4. Increase in legal procedures to hold convicts accountable.	% of convicts detained	2019: 614 detention orders	2021/2022: 15% increase 2023/2024: 15% increase 2025: 15% increase	Detention orders, correspondences with relevant institutions	
	% of increase in contracts with convicts for maintenance payments	2019: Retrieval of funds increased by 18% compared to 2018 in financial terms. 2019: Retrieval of funds in terms of the number of files increased by 73% compared to 2018.	2021/2022: 10% increase 2023/2024: 10% increase 2025: 10% increase	Contract/agreements, PMF reports	
	% of increase in money retrieved from convicts	Retrieval of PMF funds: 2019: 915,989.53 NIS 915,989.53 NIS were retrieved in 2019 compared to 777,674.26 In the year 2018	2021/2022: 20% increase 2023/2024: 20% increase 2025: 20% increase	Contract/agreements, PMF reports.	
Indicative Activities: 3.4.1. Coordination with police, MoFA, MoLG, Mol, PMA, and other strategic partners in order to capture convicts. 3.4.2. Meetings with convicts to discuss payment plans and formulate an agreement. 3.4.3. Time-line for retrieval of PMF monies agreed to with convicts.					
Output 3.5. Capacity development for women to	# of women trained	2020: 0	2021/2022: 50 2023/2024: 100 2025: 50	PMF reports, sign-in sheets, media coverage, photos	

develop and manage long-term economic projects.	# of women establishing new projects and/or scaling current project	2020: 0	2021/2022: 5 2023/2024: 10 2025: 25	PMF reports	
Indicative Activities: 3.5.1. Collate economic/social information for all women rights-holders (age of marriage, geographic location, level of education completed, among others) 3.5.2. Based on 3.5.1. and discussion with women, identify maintenance rights-holders for training, type of training, sector, among others. 3.5.3. Prepare concept notes/proposals for the women's empowerment programme including economic security and rights 3.5.4. Promote continued education among women rights-holders					
Output 3.6. Children and youth (female and male) maintenance rights-holders continue formal and/or vocational education.	% of children and youth who continue to the next academic level (Note – these are the children and youth who receive education maintenance)	2020: 872 2019: 654	2021/2022: 80% 2023/2024: 80% 2025: 80%	Internal documents and correspondences with the Ministry of Education and Higher Education	
	# of referrals to the MoEHE counsellors and/or specialized organizations for children with Autism	2019: 3	2021/2022: based on assessments 2023/2024: based on assessments 2025: based on assessments	Internal reports and correspondences with relevant institutions	
	# of children shifted to vocational education streams (this was a request by mothers during focus groups)	2019: 0	2021/2022: based on assessments with MoEHE 2023/2024: based on assessments with MoEHE 2025: based on assessments with MoEHE	Internal reports and correspondences with the MoEHE	
Indicative Activities: 3.6.1. Systematic tracking and monitoring of all children and youth rights-holders in coordination with the MoEHE - assess the possibility of the PMF to access the MoEHE data base. 3.6.2. Intakes and assessments for children and youth (Application of the PMF's form on the economic and social situation). 3.6.3. Correspondences with relevant institutions including the MoEHE and follow-up with parents					
Output 3.7. Capacity development for youth	# of youth trained	2019: 0	2021/2022: 15% increase 2023/2024: 15% increase 2025: 15% increase	Sex disaggregated data, training agendas, reports, photos	

(female and male) to enter the labour force/market	# of youth for placements (volunteers and interns) in various organizations	2019: 0	2021/2022: 15% increase 2023/2024: 15% increase 2025: 15% increase	Agreements with organizations and/or MoUs, Placement reports (maintenance rights-holders and hosting organization).	
	# of scholarships obtained through PMF coordination and partnerships	2020: One scholarship for one student with an exemption rate of 30%	2021/2022: This will depend on the number of high school graduates 2023/2024: This will depend on the number of high school graduates 2025: This will depend on the number of high school graduates	Correspondences between the PMF and MoEHE, letters of acceptance for scholarships	
Indicative Activities: 3.7.1. Conduct assessment for youth (female and male) aged 19 – 29 in order to gather information related to areas of interest, geographic location, among others 3.7.2. Identify potential institutions and organizations for placement on the local and national levels (government institutions and entities, private sector, NGOs and CBOs) 3.7.3. Hold meetings with organizations identified to discuss the possibility of placement 3.7.4. Prepare annual capacity development programmes and update as required (identify areas of interest, training required/soft and hard skills, if in-house training – prepare training documents). 3.7.5. Agreement with institutions and organizations for placement (maintenance right-holder's interns and volunteers).					
Outcome 4: Community increases knowledge and awareness on Personal Status Law and maintenance rights-holders.	# of new individuals accessing the PMF based on awareness activities.	2019: 240	2021/2022: 15% increase 2023/2024: 15% increase 2025: 15% increase	PMF records and reports	
	% of increase in referrals to the PMF	2019: 240	2021/2022: 15% increase 2023/2024: 20% increase 2025: 20% increase	PMF records and reports	

	# of media outlets reporting on maintenance and type of report	2020: 4	2021/2022: 10% increase 2023/2024: 20% increase 2025: 20% increase	Media reports including audio-visual and written material, PMF reports	
	# of new partnerships with CSOs and CBOs	2019: 36	2021/2022: 10% increase 2023/2024: 10% increase 2025: 10% increase	Correspondences, PMF information package including brochures, infographs, annual reports, among others	
	% of changed attitudes and perceptions towards Personal Status Laws	2020: 0	2021/2022: 50% change 2023/2024: 50% change 2025: 50% change	Pre and post questionnaires	
	The number of audio-visual and written media materials produced and published; % Increase in the number of fund page followers; % The increase in the number of visitors to the Fund's website.	2020: By the PMF: Visual: 25 Written: 53 Awareness media material and news published by the PMF: 34 By media networks: Visual: 7 Audible: 8 Written: 2	2021/2022: Visual: 50 Audible: 50 Written: 60 2023/2024: Visual: 50 Audible: 50 Written: 60 2025: Visual: 25 Audible: 25 Written: 30	Media reports, including audio-visual and written materials, and PMF reports.	
Output 4.1. Enhanced capacities of media professionals to report on Personal Status topics and the rights of maintenance rights.	Media group established, engaged, and prioritize coverage for PMF activities	2020:0	2021/2022: 10 2023/2024: 25 2025: 20	Invitations, meeting minutes, PPT, sign-in sheets	
	# of articles, activities covered, audio-visual materials produced by	2020: News and activities: 25 Audio-visual materials: 25	2021/2022: 25 2023/2024: 25 2025: 10	Tracking and documenting media coverage and requesting journalists and media outlets share	

	media outlets and journalists	Articles written by the PMF and published: 3, and there are 2 that were written about the PMF after having a press interview: Al-Ayyam and Al-Hadath		documents with the PMF in order to upload on the PMF website and Facebook page.	
Indicative Activities: 4.1.1. Three training workshops (2 days each) for 30 media professionals working in media outlets in the South, Centre and North of the West Bank. 4.1.2. Annual competition for the best journalist highlighting the PMFs role in the justice sector 4.1.3. Annual prize for a journalist for best coverage of PMF vision, mission, goal and activities 4.1.4. Hosting of PMF staff by media outlets					
4.2. Partnerships with CSOs and CBOs on the national and local levels in the West Bank.	% of increase in referrals from CBOs and CSOs	2019: 12.5% of overall referrals	2021/2022: 2% increase 2023/2024: 3% increase 2025: 5% increase	PMF reports	
	# of new partnerships with CSOs and CBOs	2019: 36 organizations	2021/2022: 15 2023/2024: 15 2025: 10	PMF reports, minutes of meetings, photos, coverage on social media and website.	
Indicative Activities: 4.2.1. Contacting and meeting with CSO (national) and CBS (local) 4.2.2. Hold meetings with organizations and prepare a list of follow-up actions with clear time-frames for implementation 4.2.3. Prepare information for referrals and share with organizations					
4.3. University education curricula includes concepts of protection and accountability for maintenance rights-holders.	PMF curriculum included in university syllabi and curriculum	2020: 0	2021: Pre (preparation) 2022/2023: 2	Agreement/MoU with universities; curriculum/educational materials;	
	# of students enrolled in courses	2020: 0	2022/2023: 20 2024/2025: 20	List of students enrolled	

Indicative Activities: 4.3.1. Meetings with Birzeit and Al-Quds University administrations 4.3.2. Drafting and finalizing curricula 4.3.3. PMF staff teach students on a weekly basis and/or as agreed to with university administrations 4.3.4. PMF staff identify students for possible internships/practicum at the PMF offices					
4.4 Increase in community awareness and understanding of maintenance empowers those eligible for maintenance to pursue access to justice.	% of increase in knowledge about Personal Status Law and maintenance rights	2020: 0	2021/2022: 50% 2023/2024: 50% 2025: 50%	Pre and post questionnaires	
	% increase in social media followers and % increase in website visitors.	2020/FB: 22,800 2019/FB: 4,099 2020/Web: 16,854 2019/Web: 12,800	2021/2022: FB-25,000/ 2023/2024: FB-,27,000/ 2025: FB-29,000/ 2021/2022: Website - 17,500 2023/2024: Website - 18,500 2025: Website - 19,500	Data analytics	
Indicative Activities: 4.4.1. Coordination of awareness workshops 4.4.2. Development of questionnaire (the same questionnaire will be utilized pre and post workshop in order to measure change) 4.4.3. Awareness raising activities in the eleven governorates of the West Bank including villages, refugee camps and cities 4.4.4. Wide dissemination of PMF paraphernalia which includes FB page and website during awareness raising workshops					
4.5. Increased community awareness and understanding of maintenance mobilizes the community to promote the inclusion of maintenance rights-holders in national legislation and policies.	# of initiatives by community members/organizations for inclusion of maintenance rights-holders	2019/2020: 0	2021/2022: Based on the initiatives undertaken by the PMF 2023/2024: Based on the initiatives undertaken by the PMF 2025: Based on the initiatives undertaken by the PMF	Audio-visual and written materials produced by community members;	

	# of meetings led by community members held with decision and policy-makers at the national and local levels	2019/2020: 0	2021/2022: Based on the initiatives undertaken by the PMF 2023/2024: Based on the initiatives undertaken by the PMF 2025: Based on the initiatives undertaken by the PMF	Minutes of meetings, media coverage, photos	
Indicative Activities: 4.5.1. PMF support (time and documents) to individuals and groups who plan to mobilize for inclusion of maintenance rights-holders in national legislation and policies. 4.5.2. Support individuals in organizing meetings with decision-makers and policy-makers on the local and national levels. 4.5.3. Attend meetings, workshops and rallies calling for inclusion of maintenance rights-holders in national legislation and policies.					

15.3 SWOT ANALYSIS

The results of the SWOT analysis workshops held internally with the PMF staff showed a number of elements (strengths, weaknesses, opportunities, and threats), several interventions proposed by the staff for the next five years were discussed, and the table below illustrates these elements:

Strengths	Recommended interventions
Enforcement of the Rule of Law	<ul style="list-style-type: none"> Strengthen relations with partners, especially those registered with them, movable and immovable funds. Strengthen the partners' awareness of the role they play in the rule of law (meetings and workshops). Activate PMF revenues according to the text of Article 10, paragraph (4, 5) of the PMF Law.
A distinguished cadre	<ul style="list-style-type: none"> Continue to work in a team spirit through holding more trainings, periodic meetings, and joint work. Develop the PMF's staff discourse in line with the PMF's philosophy, vision, mission and values. The PMF's values and principles are effective and whoever violates them is subject to administrative accountability in accordance with the PMF's policies. Develop all work policies, procedures and systems in order to achieve the principle of transparency and integrity and to ensure the quality of work. Develop policies and systems to evaluate and motivate staff on a regular basis. Continuous empowerment and capacity development for PMF staff.
The uniqueness of the type of service and its diversity	<ul style="list-style-type: none"> Legal aid by implementing various judgments, filing lawsuits, and referrals to institutions. Develop social and economic support programmes for maintenance rights-holders.
Weaknesses	Recommended interventions
Insufficient financial resources	<ul style="list-style-type: none"> Invest the PMF's money through investment projects. Resource mobilization from traditional and non-traditional donors including bi-lateral, multi-lateral, Arab/Islamic funds, philanthropic institutions, private sector, and individuals.
Lack of PMF presence in all governorates in the West Bank and Gaza Strip	The presence of offices in different regions (Bethlehem, Jenin) by searching for available opportunities and possibilities, or by hosting with partners.
Relationship with maintenance rights-holders	<ul style="list-style-type: none"> Systematic communication/correspondences that facilitates the process of renewing the data of maintenance rights-holders and sponsors, and following up with them on a permanent and continuous basis. Intensifying research and investigation to ensure the validity of any information reaching the PMF.

Opportunities	Recommended interventions
Diversifying funding sources	<ul style="list-style-type: none"> ▪ Economic Empowerment – submission of proposals to at least three potential partners/donors in the coming five years. ▪ Strengthening effective partnerships with the local and Islamic community to finance the PMF by investing in the existence of the legal fatwa to authorize zakat, donations, and endowment. ▪ Investing the PMF's resources
Geographical and institutional expansion	<ul style="list-style-type: none"> ▪ Transferring experiences to Arab countries (South-South Cooperation) ▪ Excellence in work at the Arab level/ hosting by institutions ▪ The establishment of a media department that would increase visibility for the PMF's work.
Partnerships with universities for volunteer recruitment and practical training for students	<ul style="list-style-type: none"> ▪ Include the PMF law and its working mechanisms in free and legal courses to ensure knowledge of the PMF is wide-spread. ▪ Provide elaboration of cooperation agreements for volunteering and/or training students within the credit hours based on their major.
Investing in the capabilities and skills of female beneficiaries	<ul style="list-style-type: none"> ▪ Strengthen partnership with organizations/institutes for capacity development for maintenance rights-holders (all phases of the value-chain) ▪ Strengthen partnership with organizations/institutes to support economic projects for women ▪ Strengthen partnership with organizations/institutes to support maintenance rights-holders through programmes and activities to empower them economically, socially and psychologically.
Threats	Recommended interventions
Not investment of the PMFs funds	Establish investment projects, participating in existing potential investment projects, buying shares, expanding the scope of investment through banks and keeping deposits to obtain profits and interest.
Failure of maintenance rights-holders to fulfil obligations	<ul style="list-style-type: none"> ▪ Develop a monitoring and follow-up system with maintenance rights-holders and sponsors. ▪ Strengthening the partnership with the partners to ensure inquiries about the convicts (Sharia'a Courts, the Palestinian Monetary Authority, the Ministry of Local Government, etc.)

<p>The status of the convicts and their whereabouts</p>	<ul style="list-style-type: none"> ▪ Develop an electronic system with the police to activate the inquiry window for detention orders so that the PMF lawyers can electronically check the identity number of the convicted person. ▪ Strengthen communication with embassies, representations, in Palestine and abroad through the Ministry of Foreign Affairs to ensure accountability for the prosecution of convicts outside the country and the retrieval of PMF funds. ▪ Strengthen communication with the General Authority for Civil Affairs - the link to ensure accountability and prosecution of convicts inside the Green Line and the retrieval of funds by restricting the issuance of permits. ▪ Clearance of liability: the clearance of liability from the PMF is a condition of completing any transaction in official departments, in addition to non-judgment, good conduct, behaviour and other clearance of liability.
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