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June 10, 2025

Mr. Johnnie Moore, Executive Chairman
Gaza Humanitarian Foundation
c/o Northwest Registered Agent Service, Inc.
8 The Green Ste. B
Dover, DE 19901

Via email: media@ghf.org

RE: Risk of Legal Liability for Complicity in Serious International Law Violations

Dear Mr. Moore,

The Center for Constitutional Rights is writing to put you on notice that **continued operations by Gaza Humanitarian Foundation (“GHF” and a/k/a “Global Humanitarian Fund”)¹ in Gaza is exposing your organization and its officers, representatives and agents to criminal and civil liability for aiding and abetting and otherwise being complicit in war crimes, crimes against humanity and genocide** in violation of international law and U.S. law.²

As detailed further below, in accord with previous warnings by United Nations (“UN”) officials and your own internal assessments, there is a reasonable basis to believe that your operations, planned and undertaken in close coordination with Israel, are directly contributing to or otherwise furthering Israel’s commission of forcible transfer and other atrocity crimes in the occupied Gaza Strip. This militarized system of food distribution funneled through three distribution hubs in Rafah and one near Deir el-Balah requires malnourished Palestinians to travel great distances and

¹ See Ex. A (Delaware Department of State, Division of Corporations, Filing (File Number: 10087528 for Entity: Gaza Humanitarian Foundation)). GHF was incorporated in Delaware on February 3, 2025. On April 28, 2025, a filing was made for a name amendment of “Global Humanitarian Fund”; GHF’s website at <https://ghf.org/> (“More information coming soon.”).

² Each crime is prohibited under treaty law and customary international law, and provides for universal jurisdiction. See Genocide: Convention on the Prevention and Punishment of the Crime of Genocide, Dec. 9, 1948, S. Exec. Doc. O, 81-1 (1949), 78 U.N.T.S. 277 and under Article 6 of the Rome Statute of the International Criminal Court, UN Doc. A/CONF.183/9, July 17, 1998, 2187 U.N.T.S. 38544, art. 6 (“ICC Statute”); war crimes: 1949 Geneva Convention Relative to the Protection of Civilian Persons in Time of War, Aug. 12, 1949, 6 U.S.T. 3516, 75 U.N.T.S. 287, art. 147; ICC Statute, art. 8. Crimes against humanity are prohibited under customary international law and under the ICC Statute (Article 7). Genocide, war crimes, and torture are proscribed under U.S. federal criminal statutes, specifically 18 U.S.C. §§ 1091, 2441 and 2340-2340A. See also UN, *Framework of Analysis for Atrocity Crimes: A tool for prevention*, (2014), https://www.un.org/en/genocideprevention/documents/about-us/Doc.3_Framework%20of%20Analysis%20for%20Atrocity%20Crimes_EN.pdf.

often relocate within Gaza to access food aid under a regime overseen by Israeli forces and U.S. private military contractors.

GHF's operations have been developed and are intended as a replacement for the prior UN-run system that had 400 distribution sites across the entire Gaza Strip, which Israel is notoriously blocking despite widespread starvation.³ GHF knows that its distribution plan has been consistently rejected and criticized by the UN and other experts as violative of humanitarian principles of humanity, neutrality, impartiality, and independence, and as unlawfully weaponizing aid at a time when, due to Israel's total siege on Gaza, the entire 2.1 million population of Palestinians in Gaza is facing starvation and the risk of famine.⁴ In the 10 days since GHF began its stop-and-go operations, reports range from at least 95 to as many as 130 Palestinians having been killed and hundreds wounded while seeking food at GHF sites.

We urge you to immediately cease and desist such operations and actions in Gaza. Failing to do so could result in the initiation of civil litigation or criminal prosecution in domestic courts in different countries, including under the principle of universal jurisdiction, or could subject you to the jurisdiction of international bodies.

I. Context for GHF Operations in Gaza

a. Ongoing Atrocities Including Forcible Transfer of Palestinians in Occupied Gaza

Since Israel launched its military assault and siege on Gaza following the attacks of October 7, 2023, Israeli forces have killed an estimated 55,000 Palestinians in Gaza and injured over 125,000 – with more than 50,000 of those killed or injured being children.⁵ Israel has destroyed or damaged 92% of the housing units, the majority of hospitals and health care centers, almost 90% of schools and a majority of universities, and the vast majority of the road network across Gaza, while destroying and controlling access to nearly all water and sanitation facilities.⁶

³ See, e.g., Julia Emtseva, *Privatizing Aid: The Gaza Humanitarian Foundation Affair*, EJIL:Talk! (June 4, 2025), <https://www.ejiltalk.org/privatizing-aid-the-gaza-humanitarian-foundation-affair/> (“When aid is distributed in a way that serves military objectives, bypasses neutral channels, and limits access for segments of the civilian population, we are no longer dealing with humanitarian relief as defined under IHL [international humanitarian law]. We are witnessing a political project disguised as aid.”).

⁴ See UN, *UN warns of growing humanitarian catastrophe in Gaza*, (4 May 2025), <https://news.un.org/en/story/2025/05/1162886>.

⁵ UN Off. for the Coordination of Humanitarian Affs. (“OCHA”), *Humanitarian Situation Update #294/Gaza Strip*, (5 June 2025), <https://www.ochaopt.org/content/humanitarian-situation-update-294-gaza-strip> (“OCHA Situation Update #294”); UNICEF, ‘Unimaginable horrors’: more than 50,000 children reportedly killed or injured in the Gaza Strip, (27 May 2025), <https://www.unicef.org/press-releases/unimaginable-horrors-more-50000-children-reportedly-killed-or-injured-gaza-strip>.

⁶ See, e.g., OCHA Situation Update #294; OCHA, *Reported Impact Snapshot/Gaza Strip*, (4 June 2025), <https://www.ochaopt.org/content/reported-impact-snapshot-gaza-strip-4-june-2025>. See also UN, *Secretary-General's remarks to the opening of the 2025 session of the Committee on the Exercise of the Inalienable Rights of the Palestinian People*, (5 Feb. 2025) <https://www.un.org/sg/en/content/sg/statement/2025-02-05/secretary-generals->

Through its assault, which has occurred in the context of an unlawful belligerent 58-year occupation,⁷ Israel has forcibly displaced nearly all of the 2.2 million Palestinians – many repeatedly – through forced “evacuation” orders and mass bombardments.⁸ Notably, more than 630,000 Palestinians were forcibly displaced from March 18, 2025, to May 30, 2025, which coincides with the period of time GHF became operational in Gaza.⁹

b. Intentionally Depriving Palestinians in Gaza of Basic Necessities for Life

Throughout its 20-month assault on this part of the occupied Palestinian territory, Israel has limited access to basic necessities for life in Gaza, which had already faced shortages due to the longstanding closure of the Strip.¹⁰ Indeed, already on October 9, 2023, Israel’s then-Minister of Defense Yoav Gallant declared: “*I have ordered a complete siege on the Gaza Strip. **There will be no electricity, no food, no fuel, everything is closed.***”¹¹ The next day, the Israeli Major General who heads the Coordinator of Government Activities in the Territories (“COGAT”) echoed

[remarks-the-opening-of-the-2025-session-of-the-committee-the-exercise-of-the-inalienable-rights-of-the-palestinian-people-delivered#:~:text=I%20want%20to%20salute%20this,slip%20farther%20out%20of%20reach](#)

(“We have seen a chilling, systematic dehumanization and demonization of an entire people . . . The majority of Gaza’s civilian infrastructure – hospitals, schools, and water facilities – that has been destroyed. The overwhelming majority of the entire population who have faced displacement after displacement, hunger, and disease.”).

⁷ ICJ, *Legal Consequences Arising from the Policies and Practices of Israel in the Occupied Palestinian Territory, Including East Jerusalem*, Advisory Opinion (19 July 2024) (“Legal Consequences Advisory Opinion”), para. 261. See, e.g., *id.*, paras. 163-165, 179; UN Sec. Council Res. 2334, S/Res/2334 (23 Dec. 2016); Office of the UN High Commissioner for Human Rights (“OHCHR”), *Report of the Independent International Commission of Inquiry on the Occupied Palestinian Territory, including East Jerusalem, and Israel* (9 May 2022), UN Doc A/HRC/50/22 (“The Occupied Palestinian Territory, including East Jerusalem and Gaza, and the occupied Syrian Golan are currently under belligerent occupation by Israel, to which international humanitarian law applies.”).

⁸ See, e.g., OCHA Situation Update #294; UN High Commission for Human Rights, *Gaza: Deep concerns about the forced displacement of Palestinians*, (28 Mar. 2025), <https://www.ohchr.org/en/press-releases/2025/03/gaza-deep-concerns-about-forced-displacement-palestinians>; OCHA, *Population and internal displacement since 7 October 2023/Gaza Strip*, (29 Nov. 2024), <https://www.ochaopt.org/content/population-and-internal-displacement-7-october-2023-gaza-strip>.

⁹ See United Nations Relief and Works Agency for Palestine Refugees in the Near East (“UNRWA”), *UNRWA Situation Report #173 on the Humanitarian Crisis in the Gaza Strip and the West Bank, including East Jerusalem*, (30 May 2025), <https://www.unrwa.org/resources/reports/unrwa-situation-report-173-situation-gaza-strip-and-west-bank-including-east-jerusalem>. UNRWA is a humanitarian agency established in 1949 by the UN General Assembly entrusted with providing food, shelter, education, medical care, and other humanitarian services to the 5.9 million Palestinian refugees living in the West Bank, the Gaza Strip, Jordan, Lebanon, and Syria.

¹⁰ Prior to October 7, Israel had maintained a 17-year-old blockade of Gaza, and conducted numerous military widescale assaults, including in 2008-9, 2012, 2014, 2021, 2022, and May 2023, which had already contributed to the systematic violation of Palestinians’ internationally protected human rights to food and health. See, e.g., United Nations Independent International Commission of Inquiry on the Occupied Palestinian Territory, including East Jerusalem, and Israel, *A/78/198* (5 Sept. 2023).

¹¹ Emanuel Fabian, *Defense minister announces ‘complete siege’ of Gaza: No power, food or fuel*, Times of Israel (Oct. 9, 2023), https://www.timesofisrael.com/liveblog_entry/defense-minister-announces-complete-siege-of-gaza-no-power-food-or-fuel/?trk=public_post_comment-text. See also Eydar Peralta, *As Gaza strains under a food crisis, some Israeli protesters are trying to block aid*, NPR (Feb. 12, 2024), <https://www.npr.org/2024/02/12/1230362633/gaza-food-hunger-israel-protests>.

Gallant, stating, “*Human animals must be treated as such. There will be no electricity and no water [in Gaza], there will only be destruction. You wanted hell, you will get hell.*”¹²

Israel has made good on those promises of denying basic necessities of food and water – as well as access to adequate medical care and the most basic necessity, safety – to Palestinians in Gaza, leading to warnings of malnutrition and starvation as early as December 2023.¹³ The intentional infliction of conditions of life, including the deprivation of access to food and medicine, calculated to bring about the destruction of part of a population, is an underlying act of genocide under U.S. and international law.¹⁴ And indeed already in January 2024, both the International Court of Justice (“ICJ”) and a U.S. federal district court found these statements of intent, which were followed by actions to give them effect, supported a finding that it was plausible that Israel was committing genocide against the Palestinian population in Gaza.¹⁵ The ICJ issued two more sets of provisional measures against Israel arising out of its alleged violations of the Genocide Convention,¹⁶ including an order in March 2024 specifically calling on Israel to cease blocking humanitarian aid into Gaza.¹⁷

Rather than end its siege on Gaza, however, Israel continued to tightly control the flow of humanitarian assistance into Gaza, causing UN officials, the Food and Agriculture Organization

¹² Gianluca Pacchiani, *COGAT chief addresses Gazans: ‘You wanted hell, you will get hell’*, Times of Israel (Oct. 10, 2023), https://www.timesofisrael.com/liveblog_entry/cogat-chief-addresses-gazans-you-wanted-hell-you-will-get-hell/. On October 12, Israel’s Minister of Energy and Infrastructure said, “*Humanitarian aid to Gaza? No electrical switch will be turned on, no water hydrant will be opened and no fuel truck will enter until the Israeli abductees are returned home.*” Nicola Slawson, *First Thing: no power, water or fuel for Gaza until hostages are freed, Israel says*, The Guardian (Oct. 12, 2023), <https://www.theguardian.com/us-news/2023/oct/12/first-thing-no-power-water-fuel-gaza-until-hostages-freed-israel-says>.

¹³ See, e.g., UNICEF, *Statement by UNICEF on the risk of famine in the Gaza Strip*, (22 Dec. 2023), <https://www.unicef.org/press-releases/statement-unicef-risk-famine-gaza-strip>; World Health Organization (“WHO”), *Lethal combination of hunger and disease to lead to more deaths in Gaza*, (21 Dec. 2023), <https://www.who.int/news/item/21-12-2023-lethal-combination-of-hunger-and-disease-to-lead-to-more-deaths-in-gaza>.

¹⁴ Genocide Convention, Art. II(d); 18 U.S.C. § 1091(a)(4).

¹⁵ ICJ, *Application of the Convention on the Prevention and Punishment of the Crime of Genocide (S. Afr. v. Isr.)*, Order of Provisional Measures (26 Jan. 2024), <https://www.icj-cij.org/sites/default/files/case-related/192/192-20240126-ord-01-00-en.pdf>, ¶ 54; *Defense for Children International-Palestine v. Biden*, 714 F. Supp. 3d 1160, 1163 (N.D. Cal. 2024) (finding that, based on “undisputed evidence,” the “current treatment of the Palestinians in the Gaza Strip by the Israeli military may plausibly constitute a genocide in violation of international law”).

¹⁶ ICJ, *Application of the Convention on the Prevention and Punishment of the Crime of Genocide in the Gaza Strip (S. Afr. v. Isr.)*, Order (28 Mar. 2024), <https://www.icj-cij.org/sites/default/files/case-related/192/192-20240328-ord-01-00-en.pdf>; ICJ, *Application of the Convention on the Prevention and Punishment of the Crime of Genocide in the Gaza Strip (S. Afr. v. Isr.)*, Order (24 May 2024), <https://www.icj-cij.org/sites/default/files/case-related/192/192-20240524-ord-01-00-en.pdf>.

¹⁷ ICJ, *S. Afr. v. Isr.*, Order, (28 Mar. 2024) ¶ 45 (“in view of the worsening conditions of life faced by Palestinians in Gaza, in particular the spread of famine and starvation, Israel shall: (a) take all necessary and effective measures to ensure, without delay, in full co-operation with the United Nations, the unhindered provision at scale by all concerned of urgently needed basic services and humanitarian assistance, including food, water, electricity, fuel, shelter, clothing, hygiene and sanitation requirements, as well as medical supplies and medical care to Palestinians throughout Gaza”). *Id.* at ¶ 46 (referring to the situation in Gaza as “catastrophic” and “confirms the need for immediate and effective implementation” by Israel of the provisional measures ordered in January 2024).

(“FAO”), and the WHO to issue dire warnings of famine in Gaza.¹⁸ Fulfilling its mandate to both punish serious violations of international law and to prevent the commission of war crimes, crimes against humanity and genocide, the Prosecutor of the International Criminal Court (“ICC”) sought arrest warrants for Israel’s Prime Minister Benjamin Netanyahu and Defense Minister Gallant for crimes against humanity and war crimes in May 2024.¹⁹ In November 2024, the ICC Pre-Trial Chamber issued such warrants for *inter alia* the crime against humanity of extermination and the war crime of starvation.²⁰

Despite the ICC arrest warrants, the ICJ’s three provisional measures orders, and various UN bodies and mandate holders finding that Israel is committing serious violations of international law in the occupied Palestinian territory against the Palestinian population,²¹ Israel continued to create conditions of life calculated to bring about the physical destruction of Palestinians in Gaza, in whole or in part, through severe food insecurity.

Following the end of a brief ceasefire, Israel escalated its siege on Gaza and imposed a total closure over an 11-week period from March to May 2025, during which it prohibited any aid from entering Gaza,²² and simultaneously announced plans to intensify its military operations so as to forcibly relocate the Palestinian population of northern Gaza to southern Gaza.²³ As UN Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, Tom Fletcher, warned on

¹⁸ See, e.g., OHCHR, “Six-month update report on the human rights situation in Gaza: 1 November 2023 to 30 April 2024”, 8 Nov. 2024, ¶¶ 34-38; FAO, *Gaza: With famine looming, FAO urges immediate access to save livelihoods and food production*, Report (12 May 2025), <https://www.fao.org/newsroom/detail/gaza--with-famine-looming--fao-urges-immediate-access-to-save-livelihoods-and-food-production/en>; WHO, *People in Gaza starving, sick and dying as aid blockade continues*, News Release (12 May 2025), <https://www.who.int/news/item/12-05-2025-people-in-gaza-starving--sick-and-dying-as-aid-blockade-continues>. See also FAO, *Protecting the Right to Adequate Food and Saving Lives in the Gaza Strip: Briefing note on the Occupied Palestinian Territory*, 2024, <https://openknowledge.fao.org/items/57a55282-62b2-4bd6-a3d2-4f12e457f6cd>.

¹⁹ ICC, ‘Statement of ICC Prosecutor Karim A.A. Khan KC: Applications for Arrest Warrants in the Situation in the State of Palestine,’ (20 May 2024), <https://www.icc-cpi.int/news/statement-icc-prosecutor-karim-aa-khan-kc-applications-arrest-warrants-situation-state>.

²⁰ ICC, ‘Situation in the State of Palestine: ICC Pre-Trial Chamber I rejects the State of Israel’s challenges to jurisdiction and issues warrants of arrest for Benjamin Netanyahu and Yoav Gallant,’ (21 Nov. 2024), <https://www.icc-cpi.int/news/situation-state-palestine-icc-pre-trial-chamber-i-rejects-state-israels-challenges>.

²¹ See, e.g., [Report of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories](#), UN Doc. A/79/363 (20 Sept. 2024); OHCHR, [UPDATE REPORT: Six-month update report on the human rights situation in Gaza: 1 November 2023 to 30 April 2024](#) (8 Nov. 2024); Francesca Albanese (Special Rapporteur on the situation of human rights in the Palestinian territories occupied since 1967), [Report: Genocide as colonial erasure](#), UN Doc. A/79/384 (1 Oct. 2024) ; [Report of the Independent International Commission of Inquiry on the Occupied Palestinian Territory, including East Jerusalem, and Israel](#), UN Doc. A/79/232 (11 Sept. 2024).

²² UNRWA, *UNRWA Situation Report #174 on the Humanitarian Crisis in the Gaza Strip and the West Bank, including East Jerusalem* (7 June 2025), <https://www.unrwa.org/resources/reports/unrwa-situation-report-174-situation-gaza-strip-and-west-bank-including-east-jerusalem>; Mary Kekatos, *Timeline of Israel’s actions in Gaza after end of ceasefire with Hamas*, ABC News (May 27, 2025), <https://abcnews.go.com/International/timeline-israels-actions-gaza-after-end-ceasefire-hamas/story?id=122205592>.

²³ Dana Karni, Lucas Lilieholm, & Oren Liebermann, *Israel vows to escalate war with new plan to ‘conquer’ Gaza*, CNN (May 6, 2025), <https://www.cnn.com/2025/05/05/middleeast/israel-gaza-expansion-hnk-intl>.

May 1, 2025, “[b]locking aid starves civilians. It leaves them without basic medical support. It strips them of dignity and hope. It inflicts a cruel collective punishment. Blocking aid kills.”²⁴

After three months of a total blockade and under increasing international pressure, on May 18, 2025, Prime Minister Netanyahu announced a plan to allow an insufficient amount of food into the Gaza Strip in order to facilitate the continuation of the overall military plan in Gaza. Netanyahu announced: “*In the coming days, we’ll establish the first aid distribution points, and ultimately, we aim to create a zone under IDF control*” for limited aid distribution.²⁵ He explained this decision to his supporters: “[w]ithout international backing, we won’t be able to complete the mission of victory . . . We intend to take control of the entire territory. But we must proceed in a way that prevents anyone from stopping us.”²⁶

The UN Secretary General called on Israel to open Gaza and let the UN do its work of providing the most basic of necessities to a starving population: “*We have the personnel, the distribution networks, the systems and community relationships in place to act. The supplies – 160,000 pallets, enough to fill nearly 9,000 trucks – are waiting. This is my appeal for life-saving aid for the long-suffering people of Gaza: Let’s do it right. And let’s do it right away.*”²⁷

Four days later, rather than allowing the UN to resume its operations, GHF began operations in Gaza in coordination with Israel.

c. Gaza Humanitarian Foundation

GHF, as a private corporation registered as a “charitable nonprofit” in Delaware,²⁸ claims that it is “organized and operated exclusively for religious, charitable, scientific, literary and educational purposes” to accord with the requirements in 26 U.S.C. §501(c)(3),²⁹ which governs tax-exempt

²⁴ OCHA, *Statement on Gaza by Tom Fletcher, Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator*, (1 May 2025) <https://www.ochaopt.org/content/statement-gaza-tom-fletcher-under-secretary-general-humanitarian-affairs-and-emergency-relief-coordinator-0>.

²⁵ Noa Shpigel, ‘*We’re Destroying Gaza*’: Netanyahu, Smotrich Rush to Soothe Right’s Fears Over Aid Renewal, Haaretz (May 19, 2025), <https://www.haaretz.com/israel-news/2025-05-19/ty-article/.premium/were-destroying-gaza-netanyahu-smotrich-rush-to-soothe-fears-over-aid-renewal/00000196-e7b4-d93f-a3b6-fff77c780000>.

²⁶ *Id.*

²⁷ UN, *Secretary-General’s press encounter on the humanitarian situation in Gaza*, 23 May 2025, <https://www.un.org/sg/en/content/sg/press-encounter/2025-05-23/secretary-generals-press-encounter-the-humanitarian-situation-gaza>.

²⁸ Ex. B (GHF Certificate of Incorporation in Delaware, Nov. 11, 2024, James H. Cundiff, Incorporator).

²⁹ *Id.* GHF also set up a not-for-profit legal entity in Switzerland on February 11, 2025. See Ex. C (GHF Undated Internal Memo) at 9; Fundraiso, <https://www.fundraisio.com/en/organisations/gaza-humanitarian-foundation>. TRIAL International filed two legal submissions with Swiss authorities “requesting the launch of administration investigations to determine whether the activities of [GHF] are in line with Swiss law and international humanitarian law.” News release, *Two Legal Submissions by TRIAL International request Swiss Authorities to Monitor the Activities of the Gaza Humanitarian Foundation*, TRIAL Int’l, (May 23, 2025), <https://trialinternational.org/latest-post/two-legal-submissions-by-trial-international-request-swiss-authorities-to-monitor-the-activities-of-the-gaza-humanitarian-foundation/>. The SWISS-based GHF reportedly then shut down its operations, amidst reports that Swiss authorities

organizations. GHF's purported purpose is to supply humanitarian aid to Gaza that would address Israel's unsupported and rejected claim that assistance was being diverted by Hamas.³⁰ Instead, it has emerged as a way for Netanyahu's plan to proceed.³¹ The Boston Consulting Group ("BCG") played a large role in its creation, working alongside former U.S. intelligence and defense officials and private entrepreneurs, and in close consultation with Israel.³²

In an undated 14-page document from GHF, the group detailed its plan to set up four distribution sites, all below the Netzarim Corridor with three in Rafah near the southern border, which would give out aid kits that would "move through tightly controlled corridors, monitored in real time to prevent diversion."³³ This is in stark contrast to the 400 sites the UN operated across all of Gaza.³⁴ Notably, the plan bears great similarity to a plan published in December 2024 by Israel's Defense and Security Forum.³⁵ And new reporting indicates that the BCG/Israel-backed planning documents for GHF operations envisioned and planned for the relocation of Palestinians into "humanitarian transition areas,"³⁶ – or in effect, the war crime of forcible transfer.

were considering an investigation. See Uri Blau and Milan Czerny, *Revealed: New details emerge about the U.S. security firm tasked with overseeing Gaza aid distribution*, Shomrim, (May 25, 2025), <https://www.shomrim.news/eng/gaza-aid-distribution>; Olivia Le Poidevin, *Swiss authorities exploring probe into US-backed Gaza aid group*, Reuters (May 25, 2025), <https://www.reuters.com/world/middle-east/swiss-authorities-exploring-probe-into-us-backed-gaza-aid-group-2025-05-25/>.

³⁰ See Gerry Shih, *et al.*, *Sweeping overhaul of Gaza aid raises questions of morality and workability*, Washington Post (May 24, 2025) (noting that "Israel has never presented evidence publicly or privately to humanitarian organizations or Western government officials to back up claims that Hamas had systematically stolen aid brought into Gaza"), <https://www.washingtonpost.com/world/2025/05/24/gaza-humanitarian-foundation-ghf-aid/>. See also OCHA, *UN Relief Chief calls on Security Council to act decisively to prevent genocide in Gaza*, 13 May 2025, <https://www.unocha.org/news/un-relief-chief-calls-security-council-act-decisively-prevent-genocide-gaza> ("The UN and our partners are desperate to resume humanitarian aid at scale across Gaza in line with the fundamental principles of humanity, impartiality, independence and neutrality . . . We have shown we can deliver, with tens of thousands of trucks reaching civilians during the ceasefire . . . We have rigorous mechanisms to ensure our aid gets to civilians, and not to Hamas.").

³¹ See Shpigel, *'We're Destroying Gaza': Netanyahu, Smotrich Rush to Soothe Right's Fears Over Aid Renewal*, *supra* n.25.

³² See Karen DeYoung and Cate Brown, *U.S. consulting firm quits Gaza humanitarian aid effort among criticism*, Washington Post (June 3, 2025), <https://www.washingtonpost.com/national-security/2025/06/03/gaza-humanitarian-fund-bcg/>. BCG cut ties with GHF on or about May 30, 2025, and launched an internal investigation into GHF's operations in Gaza. See Stephen Foley and James Shotter, *BCG launches internal probe over work on Gaza aid overhaul*, Financial Times (June 3, 2025), <https://www.ft.com/content/2b239c0e-9f36-40c0-a283-9374917bd543>.

³³ See Ex. C (GHF Undated Internal Memo).

³⁴ Mostafa Salem, Nadeen Ebrahim, & Oren Liebermann, *Aid distribution in Gaza has turned deadly. Here's what to know*, CNN (June 4, 2025), <https://www.cnn.com/2025/06/03/middleeast/gaza-aid-distribution-deadly-what-to-know-latam-intl>.

³⁵ IDSF, *The Gaza Humanitarian Islands Plan Interim Phase*, Dec. 2024, <https://idsf.org.il/en/papers/the-gaza-humanitarian-plan/>. See also Irit Katz, *Lethal humanitarianism: why violence at Gaza aid centres should not come as a surprise*, The Conversation (June 3, 2025), <https://theconversation.com/lethal-humanitarianism-why-violence-at-gaza-aid-centres-should-not-come-as-a-surprise-257908>.

³⁶ John Hudson & Cate Brown, *Boston Consulting Group CEO apologizes for Israeli-backed Gaza aid project*, Washington Post (June 6, 2025), <https://www.washingtonpost.com/national-security/2025/06/06/gaza-aid-ghf-bcg-israel/>.

Each distribution site would purportedly serve 300,000 people, which aid organizations have called a “drop in the bucket” of what’s needed to stave off famine in Gaza.³⁷ GHF has hired armed private contractors from Safe Reach Solutions (“SRS”) and UG Solutions to provide logistics and security,³⁸ leading the UN to refer to its operation as a “militarized distribution mechanism of food supplies.”³⁹ Under this arrangement, which Israel and GHF intend to replace existing UN aid distribution mechanisms, Palestinians in Gaza have to travel to the hubs – three of which are in the far south of Gaza – and submit to identity checks to receive rations.⁴⁰ From there, Palestinians would live in guarded compounds housing up to tens of thousands of people.⁴¹

Israel and GHF’s joint deployment of this plan has received substantial criticism from UN officials and aid experts who have expressed concerns about the viability, morality, and safety of the GHF model: it largely limits food distribution to sites in southern Gaza while providing *no* food distribution to Palestinians in northern Gaza, and allows Israel, which has been deemed by the I.C.J. to be an unlawful occupying force, to control how much aid enters the enclave.⁴² This model, according to the UN, is part of Israel’s strategy of forcing the displacement and migration of starving Palestinians from northern to southern Gaza. As Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator Tom Fletcher explained in his briefing to the Security Council on May 13, 2025:

[F]or anyone still pretending to be in any doubt, the Israeli-designed distribution modality is not the answer. It practically excludes many, including people with disabilities, women, children, the elderly, the wounded. It forces further displacement. It exposes thousands of people to harm. It sets an unacceptable precedent for aid delivery not just in the OPT [occupied Palestinian territory], but around the world. It restricts aid to only one part of Gaza, while leaving other dire needs unmet.

³⁷ See Ex. C (GHF Undated Internal Memo); Yolande Knell & Imogen Foulkes, *US confirms plan for private firms to deliver Gaza aid despite UN alarm*, BBC (May 9, 2025), <https://www.bbc.com/news/articles/cp92rlm300mo>; *Israeli strikes kill dozens in Gaza as controversy and concern grow over humanitarian aid*, CBS (May 26, 2025), <https://www.cbsnews.com/news/israel-hamas-gaza-strikes-dozens-dead-aid-controversy/>.

³⁸ See Malaika Kanaaneh Tapper, *US contractor hires obscure Gaza group for aid rollout after local snubs*, Financial Times (May 28, 2025), <https://www.ft.com/content/9dbbf0cb-cc29-4eba-aa9b-2c7c9dcf46e8>; Cybele Mayes-Osterman, *Chaos and criticism for Trump-backed Gaza aid plan as 47 are injured*, USA Today (May 28, 2025), <https://www.usatoday.com/story/news/world/2025/05/28/trump-gaza-humanitarian-foundation-stampede/83870927007/>.

³⁹ OCHA Situation Update #294. The use of GHF to distribute aid has been widely criticized. See, e.g., Chris Gunnes, former UNRWA spokesperson: “There’s only one word to describe this and this is aid-washing. This is a cynical attempt by the state of Israel and its allies...to use aid to hide the fact that what’s actually going on is people are being starved into submission.” Al Jazeera, *US foundation eyes takeover of Gaza aid*, (May 9, 2025) <https://www.aljazeera.com/news/2025/5/9/us-foundation-eyes-takeover-of-gaza-aid>; MSF, *Dehumanising and ineffective plan to militarise aid in Gaza*, Statement by Chris Lockyear (30 May 2025), <https://msfsouthasia.org/dehumanising-and-ineffective-plan-to-militarise-aid-in-gaza-statement-by-chris-lockyear/>.

⁴⁰ See Shih, et al., *Sweeping overhaul of Gaza aid raises questions of morality and workability*, *supra* n.30.

⁴¹ See *id.*

⁴² See generally Karen DeYoung & Cate Brown, *U.S. consulting firm quits Gaza humanitarian aid effort amid criticism*, *supra* n.32.

It makes aid conditional on political and military aims. It makes starvation a bargaining chip. It is [a] cynical sideshow. A deliberate distraction. A fig leaf for further violence and displacement.

If any of that still matters, have no part in it.⁴³

Moreover, the UN raised concerns that the project would allow for misuse of biometrics and serve a larger geopolitical aim in Gaza.⁴⁴ Notably, internal documents show that as early as November, GHF's planners anticipated that the project could face difficult questions from the public about its "opaque origins, qualifications, and moral legitimacy"—particularly in light of its deep entrenchment with the Israeli government.⁴⁵ Those documents also show that GHF officials anticipated accusations that they were running "concentration camps with biometrics" or comparisons to U.S. private military contractors like Blackwater, linked to war crimes.⁴⁶ At least five individuals who were involved in the development of the plan raised concerns that it would result in the war crime of forced displacement.⁴⁷ These early concerns show that the harms were not only foreseeable, but actually foreseen.

On May 25, 2025, GHF's executive director, Jake Wood, announced his resignation, stating: "*It is clear that it is not possible to implement this plan while also strictly adhering to the humanitarian principles of humanity, neutrality, impartiality, and independence, which I will not abandon.*"⁴⁸ He added in an interview with the *New York Times* that "he would not participate in a program that enabled the displacement of civilians," which he understood would be the case through GHF operations.⁴⁹ GHF then appointed an interim leader, John Acree, to replace Wood.⁵⁰ On June 3, 2025, GHF announced its new executive director, Johnnie Moore Jr., an evangelical leader and former advisor to President Donald Trump.⁵¹

⁴³ OCHA, *UN Relief Chief calls on Security Council to act decisively to prevent genocide in Gaza*, 13 May 2025.

⁴⁴ UN, *Gaza: UN agencies reject Israeli plan to use aid as 'bait'*, (9 May 2025), <https://news.un.org/en/story/2025/05/1163071>; Al Jazeera, *Visual guide to how the Gaza aid distribution turmoil unfolded*, Al Jazeera (May 29, 2025), <https://www.aljazeera.com/news/longform/2025/5/29/visual-guide-to-how-the-gaza-aid-distribution-turmoil-unfolded>. See also Press Release, *Leading Aid and Human Rights Organisations Condemn the Gaza Humanitarian Foundation as a Dangerous, Politicised Sham*, Action Aid for Humanity, *et al.*, (19 May 2025), <https://reliefweb.int/report/occupied-palestinian-territory/leading-aid-and-human-rights-organisations-condemn-gaza-humanitarian-foundation-dangerous-politicised-sham>.

⁴⁵ See Shih, *et al.*, *Sweeping overhaul of Gaza aid raises questions of morality and workability*, *supra* n.30.

⁴⁶ *Id.*

⁴⁷ *Id.*

⁴⁸ Patrick Kingsley & Jin Yu Young, *Head of New Gaza Aid System Resigns Over Lack of Autonomy*, N.Y. Times (May 26, 2025), <https://www.nytimes.com/2025/05/26/world/asia/gaza-aid-wood-independence-resigns.html>.

⁴⁹ *Id.*

⁵⁰ CBS, *Controversial new U.S. and Israel-backed Gaza aid effort gets off to a slow, tumultuous start*, (May 27, 2025), <https://www.cbsnews.com/news/us-israel-backed-gaza-humanitarian-foundation-aid-effort-tumultuous-start/>.

⁵¹ Ephrat Livni, *He Attended Prayer Meetings in the White House. Now He's Chairman of a Gaza Aid Group*, N.Y. Times (June 5, 2025), <https://www.nytimes.com/2025/06/05/world/middleeast/israel-johnnie-moore-gaza-humanitarian-foundation.html>.

Despite objections from the international community and explicit warnings about GHF operations violating international law and humanitarian operational principles, as well as its own executive director's resignation, GHF began operating in the Gaza Strip on May 26, 2025.⁵² The very next day, Israel shot and injured at least 50 people and killed three near GHF's distribution site in Rafah's Tal al-Sultan neighborhood in Southern Gaza.⁵³ Then again on June 1, 2025, Israel shot and killed at least 31 Palestinians seeking aid and injured dozens at the GHF site in Tal al-Sultan.⁵⁴ The next day, the International Committee for the Red Cross ("ICRC") reported that four more Palestinians were killed while trying to access the same GHF distribution site.⁵⁵

In response to the killing and injury of Palestinians seeking aid at GHF sites, the UN Secretary General António Guterres said: "*It is unacceptable that Palestinians are risking their lives for food. I call for an immediate and independent investigation into these events and for perpetrators to be held accountable.*"⁵⁶ Similarly, the head of the UN Office for the Coordination of Humanitarian Affairs ("OCHA") condemned the distribution scheme as not only "the control of aid" but as "engineered scarcity" that "institutionalizes Israel's restrictions on aid delivery from the outset."⁵⁷ Philippe Lazzarini, the head of UNRWA, which has provided humanitarian services to Palestinian refugees in Gaza since 1950, criticized the "humiliating system [that] has forced thousands of hungry desperate people to walk for tens of miles to an area that's all but pulverized due to heavy bombardment by the Israel Army," and said that "*aid distribution has become a death trap.*"⁵⁸ He called for "safe and unhindered access" for the UN to bring in aid and "distribute it safely," at scale, which "is the only way to avert mass starvation including among 1 million

⁵² See CBS, *Controversial new U.S. and Israel-backed Gaza aid effort gets off to a slow, tumultuous start*, *supra* n.50.

⁵³ UN News, *UN aid teams plead for access amid reports Gazans shot collecting food*, (May 28, 2025), <https://news.un.org/en/story/2025/05/1163756>; see also Sammy Westfall & Gaya Gupta, *Here's what to know about the controversial new aid program in Gaza*, Washington Post (May 30, 2025), <https://www.washingtonpost.com/world/2025/05/29/gaza-humanitarian-foundation-aid-united-states/>.

⁵⁴ Yahya Abou-Ghazala, *et al.*, 'Death and hunger': Videos, expert analysis and witnesses point to Israeli gunfire in Gaza aid site shooting, CNN (June 5, 2025), <https://www.cnn.com/2025/06/04/middleeast/israel-military-gaza-aid-shooting-intl-invs>.

⁵⁵ See BBC Verify, *What we know about killings near US-Israeli backed Gaza aid site*, BBC (June 4, 2025), <https://www.bbc.com/news/articles/c8xg7rv9g4yo>.

⁵⁶ UN News, *Gaza: Guterres urges probe into killings at food distribution sites*, (2 June 2025), <https://news.un.org/en/story/2025/06/1163926>. See also ICRC, *ICRC urges respect and protection of civilians, unhindered flow of humanitarian assistance as intolerable suffering mounts in Gaza*, 29 May 2025, <https://www.icrc.org/en/news-release/israel-and-occupied-territories-icrc-urges-protection-of-civilians-unhindered-humanitarian-assistance> ("the rapid and unhindered flow of humanitarian assistance must be allowed and facilitated. Medical supplies, food, safe water, and other essential relief items must reach all those in need—wherever they are.").

⁵⁷ UN, *600 days of horror in Gaza: A call to end engineered scarcity and collective punishment – OCHA*, 28 May 2025, <https://www.un.org/unispal/document/600-days-of-horror-in-gaza-a-call-to-end-engineered-scarcity-and-collective-punishment-ocha/>.

⁵⁸ UNRWA, *UNRWA Commissioner-General on Gaza: aid distribution has become a death trap*, 1 June 2025, <https://www.unrwa.org/newsroom/official-statements/unrwa-commissioner-general-gaza-aid-distribution-has-become-death-trap>.

children.”⁵⁹ Despite the deaths and calls for a return to aid distribution through the UN, the GHF continued its operations.⁶⁰

After many traveled often great distances while malnourished or starving to access the aid distribution hub, Israel again fired at Palestinians at the GHF Tal al-Sultan distribution site in Rafah on June 3, 2025.⁶¹ Gaza’s Health Ministry and the ICRC reported that at least 27 people were killed and dozens more injured near the distribution site. As the UN High Commissioner for Human Rights Volker Türk lamented: “*Palestinians have been presented the grimmest of choices: die from starvation or risk being killed while trying to access the meagre food that is being made available through Israel’s militarized humanitarian assistance mechanism.*”⁶² He continued: “*This militarized system endangers lives and violates international standards on aid distribution, as the United Nations has repeatedly warned.*”⁶³ Yet that same day, GHF claimed “aid distribution was conducted safely and without incident at our site today.”⁶⁴ Three days later, GHF announced the temporary suspension of its operations until further notice and on June 6, 2025, warned Palestinians to stay away from the aid distribution hubs “for your safety.”⁶⁵

As this letter is being finalized, and GHF operations have resumed, another seventeen Palestinians are reported to have been killed and dozens wounded today while seeking aid at a GHF hub.⁶⁶

It is against this backdrop – and with this notice of not only a profound humanitarian crisis in Gaza but the *unlawful conduct by Israel to purposefully create conditions of life where Palestinians are forcibly displaced, while facing famine and starvation* – that GHF’s decision to initiate operations for food distribution in Gaza with Israel must be, and will be, assessed, factually, legally, and morally.

⁵⁹ *Id.* The head of UNRWA reiterated the call for the United Nations including UNRWA to be able to provide safe and at scale aid delivery on June 10, 2025, stating: “Day after day, casualties and scores of injured are reported at distribution points manned by Israel and private security companies . . . This system does not intend to address hunger . . . The State of Israel must lift the siege and allow the UN safe and unhindered access to bring in aid and distribute it safely.” UNRWA, *UNRWA Commissioner-General on Gaza: another day of aid distribution another day of death traps*, 10 June 2025, <https://www.un.org/unispal/document/unrwa-commissioner-general-on-gaza-another-day-of-aid-distribution-another-day-of-death-traps/>.

⁶⁰ Ex. D (GHF post on Facebook announcing it will resume operations on June 3, 2025).

⁶¹ Aaron Boxerman, *et al.*, *Israeli Soldiers Open Fire Near Gaza Aid Site. Gaza Officials Say 27 Are Killed*, N.Y. Times (June 3, 2025), <https://www.nytimes.com/2025/06/03/world/middleeast/gaza-aid-site-shooting-israel.html>.

⁶² OHCHR, *OPT: Attacks around aid distribution site in Gaza*, (3 June 2025), <https://www.ohchr.org/en/press-releases/2025/06/opt-attacks-around-aid-distribution-site-gaza>.

⁶³ *Id.*

⁶⁴ Haley Ott, *Dozens reportedly killed near Gaza Humanitarian Foundation hub in 3rd consecutive day of violence*, CBS (June 3, 2025), <https://www.cbsnews.com/amp/news/gaza-aid-hub-deaths-israel-hamas-war-humanitarian-crisis/>.

⁶⁵ Al Jazeera, *US-backed GHF says Gaza aid site remain shut as Israeli attacks kill 34*, (June 6, 2025), <https://www.aljazeera.com/news/2025/6/6/us-backed-ghf-says-gaza-aid-sites-remain-shut-as-israeli-attacks-kill-22>; Ex. E (GHF June 6 Facebook post).

⁶⁶ See Nidal Al-Mughrabi, *Israeli gunfire kills 17 people near Gaza aid site, health officials say*, Reuters (June 10, 2025), <https://www.reuters.com/world/middle-east/israeli-gunfire-kills-17-people-near-gaza-aid-site-health-officials-say-2025-06-10/>.

II. Legal Framework Governing GHF's Provision of Services in Gaza

Individuals, as well as corporations, including not-for-profit entities such as GHF, have a legal duty to respect international human rights law and can be held liable for breaches.⁶⁷ In order to avoid breaching their international obligations and causing harm through their operations, corporate entities are required to conduct due diligence for human rights violations on a regular basis.⁶⁸ Liability can be incurred for directly causing international law violations as well through aiding and abetting or otherwise contributing to such violations or for adverse impacts resulting from their activities.⁶⁹ Aiding and abetting is satisfied, as a mode of liability, when practical assistance is knowingly provided that has a substantial effect on the commission of the violation.⁷⁰

As set out above and established through *inter alia* the issuance of ICC arrest warrants against Israel's Prime Minister, three sets of provisional measures by the ICJ, as well as separate rulings by the ICJ arising out of possible violations of the Genocide Convention and Geneva Conventions by the continued provision of arms to Israel and from the illegality of the occupation and the ensuing obligation on third States and entities,⁷¹ GHF has been on notice that there exists credible and substantiated allegations that war crimes, crimes against humanity and breaches of the Genocide Convention – all violations of *jus cogens* norms – are being committed by Israel against the Palestinian population in Gaza, and specifically:

⁶⁷ See Special Representative of the Secretary-General on the Issue of Human Rights and Transnational Corporations and Other Business Enterprises, *Report, Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect and Remedy" Framework* ("UNGPs"), UN Doc. A/HRC/17/31 (21 Mar. 2011). See generally UN HRC, *Report of the independent international fact-finding mission to investigate the implications of the Israeli settlements on the civil, political, economic, social and cultural rights of the Palestinian people throughout the Occupied Palestinian Territory, including East Jerusalem*, A/HRC/22/63 (Feb 7. 2013) ¶¶ 96-99, 117; *Nestlé USA, Inc. v. Doe*, 593 U.S. 628 (2021).

⁶⁸ UNGP 17. For an overview on human rights due diligence, see, e.g., United Nations Development Programme *Heightened Human Rights Due Diligence for business in conflict-affected contexts; A Guide* (2022).

⁶⁹ See UNGP 13; Human Rights Council, *Human Rights and Transnational Corporations and Other Business Enterprises*, UN Doc. A/HRC/RES/17/4 (6 July 2011); UN Working Group on Business and Human Rights, *Letter to Roel Nieuwenkamp re: Request for Guidance on Specific Aspects the Guiding Principles and their Meaning in the Context of Financial Transactions and Institutions* (3 Dec. 2013), <https://www.ohchr.org/Documents/Issues/Business/LetterResponseToOECD.pdf>.

⁷⁰ The International Criminal Tribunal for the former Yugoslavia conducted a comprehensive review of laws and practice regarding aiding and abetting in the seminal case, *Prosecutor v. Furundžija*, and concluded that aiding and abetting is a well-established theory of liability under international law that consists of knowingly providing practical assistance or encouragement that had a substantial effect on the commission of the offense. Case No. IT-95-17/1/T, Judgment, ¶¶ 235-249 (10 Dec. 1998). See also *Prosecutor v. Šainović*, Case No. IT-05-87-A, Judgment ¶ 1772 (23 Jan. 2014); *Prosecutor v. Taylor*, Case No. SCSL-03-01-A, Judgment ¶¶ 436, 486-87 (26 Sept. 2013); *Halberstam v. Welch*, 705 F.2d 472, 477 (D.C. Cir. 1983).

⁷¹ *Alleged Breaches of Certain International Obligations in Respect of the Occupied Palestinian Territory* (Nicar. v. Ger.), Order, ¶ 24 (30 Apr. 2024), <https://www.icj-cij.org/sites/default/files/casereLATED/193/193-20240430-ord-01-00-en.pdf> (considering it "particularly important to remind all States of their international obligations relating to the transfer of arms to parties to an armed conflict...that such arms might be used to violate the [Genocide and Geneva] Conventions"); Legal Consequences Advisory Opinion, *supra* n.7.

- the war crimes of intentionally using starvation as a method of warfare, forcible transfer, and wilful killing;⁷²
- the crime against humanity of extermination, which “includes the intentional infliction of conditions of life, *inter alia* the deprivation of access to food and medicine, calculated to bring about the destruction of part of a population”;⁷³ and
- genocide by intentionally deliberately inflicting on the group conditions of life calculated to bring about its physical destruction in whole or in part, and through killing members of the group.⁷⁴

The individuals and organizations that developed, initiated, and are now conducting operations in Gaza at, through and with GHF, in close coordination with Israeli forces, have thus all been on notice of the credible allegations that Israel has been committing the most serious international crimes against the Palestinian population of Gaza. Furthermore, GHF staff’s own early warnings, the timing of its launch, and the correlation of its operations and Netanyahu’s plan to replace UN humanitarian operations with limited militarized GHF operations all establish GHF’s knowledge of its own role in furthering Israel’s international crimes. Accordingly, GHF and these corporate entities and individuals have likewise been on notice and have the requisite knowledge that there exists a serious risk of legal liability for aiding and abetting or otherwise contributing to Israel’s occupation and other crimes in Gaza. Indeed, more than 95 people seeking food at a time of acute starvation have been tragically killed by the armed forces coordinating aid distribution with GHF since it commenced distribution operations on May 26, 2025 – and yet GHF continues to work with Israel. A reasonable company with the knowledge that the party that it is coordinating and collaborating with is committing egregious human rights violations in performing their operations would take steps to immediately end the relationship and the joint operations.

Knowingly providing services that have a substantial effect on Israel’s international law violations constitutes complicity or aiding and abetting for international law violations.⁷⁵ Based on what is known about why GHF was established, including as a replacement to UN-run aid operations, and how it is running its operations, including the limited location and operation of distribution hubs, their location primarily in the south which would require large parts of the Palestinian population to leave the north of Gaza to access aid, reportedly conditioning aid upon a vetting system, and providing aid under militarized conditions, there is a high likelihood that GHF is contributing to forcible transfer, killing, extermination, and genocide of the Palestinian population in Gaza.

⁷² ICC Statute, art. 8(2)(a)(xxv), (viii) and (i). (*e.g.*, “Intentionally using starvation of civilians as a method of warfare by depriving them of objects indispensable to their survival, including wilfully impeding relief supplies as provided for under the Geneva Conventions.”).

⁷³ ICC Statute, art. 7(1)(b), 7(2)(b).

⁷⁴ ICC Statute, art. 6(d) and (a); Genocide Convention, Art. II (d) and (a).

⁷⁵ *Prosecutor v. Furundžija*, Judgment, ¶¶ 235-249. The accomplice does not have to share the perpetrator’s intention, including the genocidal intent – the specific intent to destroy a group in whole or in part based on its identity. *Musema Trial Judgement and Sentence*, ¶ 181; *Application of Convention on Prevention and Punishment of Crime of Genocide (Bosn. & Herz. v. Serb. & Montenegro)*, 2007 I.C.J. 43, 114, 200, ¶¶ 167, 381 (Feb. 26).

In addition to the entity itself, any individual, including GHF officers (past and present), representatives, and agents, as well as those who supported or collaborated in the establishment of the GHF plan, can be held criminally liable for aiding and abetting or complicity in their individual capacity at the ICC, which has jurisdiction over war crimes, crimes against humanity, and genocide committed in Gaza, in federal courts under U.S. criminal law pursuant to the War Crimes Act (18 U.S.C. § 2441) and Genocide Convention Implementation Act, 18 U.S.C. § 1091 and relevant federal statutes governing and giving rise to accessory liability,⁷⁶ as well as be held civilly liable.⁷⁷ Those corporate entities (as a juridical structure as well their officers, employees and agents) working with and under similar circumstances to GHF, including private security and military contractors Safe Research Solutions and UG Solutions,⁷⁸ likewise face the risk of legal liability.

Moreover, given their gravity, war crimes, crimes against humanity, and genocide are *jus cogens* prohibitions and foremost among the crimes of concern to the international community as a whole. As such, these violations are subject to universal jurisdiction, which means that perpetrators of these crimes (including aiders and abettors) may be prosecuted anywhere, at any time, in various countries.⁷⁹ A number of countries have already launched criminal investigations into alleged crimes committed in Gaza, and the calls for accountability will only increase.⁸⁰ Numerous states

⁷⁶ See 18 U.S.C. § 2.

⁷⁷ See Alien Tort Statute, 28 U.S.C. § 1350. See also Torture Victim Protection Act, 28 U.S.C. § 1350 (note).

⁷⁸ See, e.g., Uri Blau and Milan Czerny, *Revealed: New details emerge about the U.S. security firm tasked with overseeing Gaza aid distribution*, *supra* n.29; Stavroula Pabst, *American security contractors walking thin line in Gaza*, Responsible Statecraft (Feb. 7, 2025), <https://responsiblestatecraft.org/us-contractors-gaza/>; Michelle Nichols, *What is the new US-backed Gaza aid plan and why doesn't the UN like it?* Reuters (May 23, 2025), <https://responsiblestatecraft.org/us-contractors-gaza>.

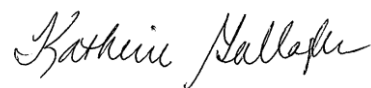
⁷⁹ Amnesty Int'l, *Universal jurisdiction: A preliminary survey of legislation around the world – 2012 update*, AI Index IOR 53/019/2012, p. 10, n.23 (Oct. 9, 2012), <https://www.amnesty.org/en/documents/ior53/019/2012/en/>. For example, prosecutions arising under universal jurisdiction have been instituted in Argentina, Austria, Australia, Belgium, Canada, Denmark, Finland, France, Germany, Israel, the Netherlands, Norway, Paraguay, Senegal, Spain, Sweden, Switzerland, and the United Kingdom. See also Eur. Ctr. for Const. & Hum. Rts., *Universal Jurisdiction in Germany? The Congo War Crimes Trial: First Case under Code of Crimes against International Law* 4 (June 8, 2016), https://www.ecchr.eu/fileadmin/Juristische_Dokumente/Report_Executive_Summary_FDLR_EN.pdf (“Under the principle of universal jurisdiction, every state is authorized to prosecute cases of international crimes regardless of where they were committed or who the perpetrators are, especially in cases in which those crimes would go unpunished in the state where they were committed or the home state of the perpetrators”).

⁸⁰ See, e.g., Chantal Da Silva and Yarden Segev, *Israeli soldiers face risk of arrest abroad over allegations of war crimes after serving in Gaza*, NBC (Jan. 6, 2025), <https://www.nbcnews.com/news/world/israel-soldiers-arrest-abroad-war-crimes-gaza-idf-brazil-rcna186335>; Yuval Barnea, *Belgian Federal Prosecutor opens investigation into Israeli sniper for war crimes committed in Gaza*, Jerusalem Post (Oct. 19, 2024), <https://www.jpost.com/israel-news/article-825183>; The Hind Rajab Foundation, *Peru Opens Criminal Investigation into Israeli War Crimes Following Complaint by the Hind Rajab Foundation*, (May 23, 2025), <https://www.hindrajabfoundation.org/perpetrators-peru-opens-criminal-investigation-into-israeli-war-crimes-following-complaint-by-the-hind-rajab-foundation>; *France opens ‘complicity in genocide’ probes against French-Israelis over blocked Gaza aid*, AFP (June 6, 2025), <https://www.timesofisrael.com/france-opens-complicity-in-genocide-probes-over-blocked-gaza-aid/>. See also Haroon Siddique, *Ten Britons accused of committing war crimes while fighting for Israel in Gaza*, *Guardian*, The Guardian, Apr. 7, 2025, <https://www.theguardian.com/law/2025/apr/07/ten-britons-accused-of-committing-war-crimes-while-fighting-for-israel-in-gaza>.

have rejected the GHF-led aid scheme, and have announced that legal steps might be taken if restrictions on UN aid are not immediately lifted. Legal and human rights organizations will scrutinize GHF's role in the planning and the implementation of the aid operation, including individuals in leadership positions or having supported or cooperated with GHF in the implementation of this plan. As there is no statute of limitations for these crimes, neither time nor space will bar the accountability efforts.⁸¹

For the foregoing reasons, CCR urges you to immediately cease GHF's operations and actions in the Gaza Strip, and, further at a minimum, to join in the widespread and urgent call for Israel to end its closure and assault on Gaza and to allow the UN and other internationally-recognized humanitarian aid organizations to resume their full operations immediately, safely and without any hindrance, so as to prevent even more deaths and suffering for Palestinians.

Sincerely,



Katherine Gallagher
Senior Staff Attorney

cc:

Christoph Schweizer, CEO, Boston Consulting Group, schweizer.christoph@bcg.com

Francesca Albanese, UN Special Rapporteur on the situation of human rights in the Palestinian territories occupied since 1967, hrc-sr-opt@un.org

Michael Fakhri, UN Special Rapporteur on the right to food, hrc-sr-food@un.org

Paula Gaviria Betancur, UN Special Rapporteur on the human rights of internally displaced people, hrc-sr-idp@un.org

Lyra Jakulevičienė, Chair, UN Working Group on business and human rights, hrc-wg-business@un.org

Jovana Jezdimirovic Ranito, Chair, UN Working Group on mercenaries, hrc-wg-mercenaries@un.org

⁸¹ ICC Statute, art. 29 (“[t]he crimes within the jurisdiction of the Court shall not be subject to any statute of limitations”).

Exhibit A

Logout

Department of State: Division of Corporations

Allowable Characters

HOME

Entity Details

THIS IS NOT AN OFFICIAL CERTIFICATE OF STATUS

Status Retrieved: 06/03/2025 at 1:58 PM EST

Email Status

File Number:

10087528

Incorporation Date /

Formation Date:

2/3/2025

(mm/dd/yyyy)

Entity Name:

GAZA HUMANITARIAN FOUNDATION

Entity Kind:

Corporation

Entity Type:

Exempt

Residency:

Domestic

State:

State:

Status:

Good Standing

Status as of:

2/3/2025

TAX INFORMATION

Last Annual Report Filed:

0

Tax Due:

\$ 0

Annual Tax Assessment:

\$ 0

Total Authorized

Shares:

REGISTERED AGENT INFORMATION

Name:

NORTHWEST REGISTERED AGENT SERVICE, INC.

Address:

8 THE GREEN, STE B

City:

DOVER

County:

Kent

State:

DE

Postal Code:

19901

Phone:

302-581-4070

FILING HISTORY (Last 5 Filings)

Seq	Description	No. of pages	Filing Date (mm/dd/yyyy)	Filing Time	Effective Date (mm/dd/yyyy)
1	Amendment Name GLOBAL HUMANITARIAN FUND	1	4/28/2025	9:57 AM	4/28/2025
2	Non-Stock Corporation	2	2/3/2025	3:03 PM	2/3/2025

Back to Entity Search

Exhibit B

DELAWARE
CERTIFICATE OF INCORPORATION
OF
GAZA HUMANITARIAN FOUNDATION

THE UNDERSIGNED INCORPORATOR, in order to form a charitable nonprofit, nonstock corporation for the purposes hereinafter stated, under and pursuant to the provisions of the General Corporation Law of the State of Delaware, does hereby certify as follows:

ARTICLE I: The name of the corporation is Gaza Humanitarian Foundation (the "Corporation").

ARTICLE II: The registered office of the Corporation in the State of Delaware is located at Corporation Trust Center, 1209 Orange Street in the City of Wilmington, County of New Castle. The name and address of its registered agent is The Corporation Trust Company, Corporation Trust Center, 1209 Orange Street, Wilmington, Delaware, 19801.

ARTICLE III: The Corporation shall be a nonprofit corporation organized and operated exclusively for religious, charitable, scientific, literary and educational purposes as set forth in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or the corresponding provision of any future United States internal revenue law (the "Code"), including, for such purposes, the making of distributions to organizations that have been granted exemption from Federal income tax under the provisions of Section 501(c)(3) of the Code.

ARTICLE IV: The Corporation shall not have any capital stock.

ARTICLE V:

A. No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, its members, directors, officers or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of its purposes set forth herein.

B. Notwithstanding any other provision of these Articles, the Corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of the purposes set forth herein, and the Corporation shall not carry on any other activities not permitted to be carried on (i) by a corporation exempt from Federal income taxation under Section 501(c)(3) of the Code or (ii) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code.

C. No part of the activities of the Corporation shall consist of the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in or intervene in (including the publication or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

D. In any taxable year in which the Corporation is a private foundation as described in Section 509(a) of the Code, the Corporation shall distribute its income for said period at such time and in such manner as not to subject it to tax under Section 4942 of the Code, and the Corporation shall not (i) engage in any act of self-dealing as defined in Section 4941(d) of the Code; (ii) retain any excess business holdings as defined in Section 4943(c) of the Code; (iii) make any investment in such manner as to subject the Corporation to tax under Section 4944 of the Code; or (iv) make any taxable expenditures as defined in Section 4945(d) of the Code.

ARTICLE VI: The conditions of membership in the Corporation and the voting powers of the members shall be as set forth in the Bylaws of the Corporation.

ARTICLE VII: The business and affairs of the Corporation, and the control and disposition of its property and funds, shall be managed by or under the direction of the Board of Directors of the Corporation. The qualification, tenure, number, election, powers and duties of the members of the Board of Directors shall be as provided in the Bylaws. No officer or member of the Board of Directors of the Corporation shall receive or be lawfully entitled to receive any pecuniary profit from the operations thereof, except reasonable compensation for services actually rendered to or on behalf of the Corporation or emergency charitable assistance as contemplated by the purposes of this Corporation. The personal liability of the directors of the Corporation is hereby eliminated to the fullest extent permitted by paragraph (7) of subsection (b) of §102 of the General Corporation Law of the State of Delaware, as the same may be amended and supplemented.

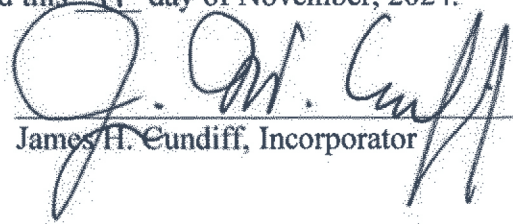
ARTICLE VIII: The duration of the Corporation is to be perpetual.

ARTICLE IX: The property of the Corporation is irrevocably dedicated to the purposes set forth in Article III. Upon dissolution of the Corporation, the Board of Directors shall, after paying or making provision for the payment of all the liabilities of the Corporation, dispose of all of the assets of the Corporation exclusively for the purposes of the Corporation in such manner, or to such organization or organizations organized and operated exclusively for charitable, educational, religious or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Code, as the Board of Directors shall determine. Any such assets not so disposed of shall be disposed of by the appropriate court of law of the county in which the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine, that are organized and operated exclusively for exempt purposes.

ARTICLE X: The Corporation reserves the right to amend, alter, change, or repeal any provision contained in this Certificate of Incorporation, in the manner now or hereafter prescribed by statute, and all rights conferred herein are granted subject to this reservation, provided, however, that no amendment shall authorize the Board of Directors to conduct the affairs of the Corporation in any manner or for any purpose which would cause it to lose its tax-exempt status under the provisions of the Code.

ARTICLE XI: The incorporator of the Corporation is James H. Cundiff, whose mailing address is McDermott Will & Emery LLP, 444 West Lake Street, Suite 4000, Chicago IL 60606.

I, THE UNDERSIGNED, being the sole incorporator hereinbefore named, for the purpose of forming a nonprofit corporation pursuant to the General Corporation Law of the State of Delaware, do make this certificate, hereby declaring and certifying that the facts stated are true, and accordingly have hereunto set my hand this 11th day of November, 2024.



James H. Cundiff, Incorporator

Exhibit C



Gaza Humanitarian Foundation (GHF): Safe, Transparent Aid for Gaza

Why GHF, Why Now

Months of conflict have collapsed traditional relief channels in Gaza, leaving millions of civilians without reliable access to food, water, and other necessary supplies. Aid diversion, active combat, and restricted access have prevented life-saving assistance from reaching the people it is meant to serve and eroded donor confidence. GHF was established to restore that vital lifeline through an independent, rigorously-audited model that gets assistance directly— and only— to those in need.

A New Operating Model

GHF will initially stand up four Secure Distribution Sites (SDS), each built to continuously serve 300,000 people— 1.2 million Gazans in the initial phase, with capacity to expand past 2 million. Pre-packaged rations, hygiene kits, and medical supplies move through tightly controlled corridors, monitored in real time to prevent diversion. At just US \$1.3¹ per meal (including procurement, logistics, distribution and security), donors can see immediate, measurable impact.

Leadership & Governance

The foundation is led by seasoned crisis operators and fiduciaries:

- **Board** — Nate Mook (Former CEO, World Central Kitchen, Special Advisor on Ukraine to the Howard G Buffett Foundation) and other directors with extensive finance, audit and governance expertise.
- **Executive Team** — Jake Wood (Founder, Team Rubicon) as Executive Director; David Burke as COO; John Acree as Head of Mission.
- **Advisory Board** — humanitarian and security heavyweights such as former WFP chief Gov. David Beasley (to be finalized), ex-UN DRO (responsible for UN's global security) Bill Miller, and LTG Mark Schwartz, former U.S. Security Coordinator for Israel/PA.

This mix of humanitarian, diplomatic, security, and financial expertise ensures both principled action and operational discipline. Major donors are invited to nominate additional candidates for Board membership.

¹ The cost breakdown is as follows: \$0.58 per meal for commodity procurement and \$0.67 for logistics, security, distribution, and other overheads. This structure is consistent with industry benchmarks - procurement generally ranges from \$0.50 to \$0.80 per meal, while 60–80 percent of total humanitarian-operation spending typically covers logistics and related costs..

Transparency & Accountability

GHF embeds third-party oversight at every layer: one of the world's most respected audit and assurance firms is being retained for independent audits; One of world's most prominent law firms will provide outside counsel on nonprofit and international compliance. Secure banking with Truist and J.P. Morgan, plus a Swiss affiliate backed by Goldman Sachs, gives donors multiple, globally trusted channels. Real-time monitoring and beneficiary feedback loop into public dashboards so every dollar is traceable and every outcome verifiable.

High-Impact Giving Paths

1. **Fund Meals** – US \$65 covers 50 complete meals in a family-box, delivered directly to an at-risk civilian.
2. **Donate Goods-in-Kind** – Donate food, WASH, medical, or shelter items; GHF handles packaging, transport, and safe distribution.
3. **Partner via an Existing NGO** – Support any NGO that routes its cargo through GHF; we secure movement from the Port of Ashdod or Kerem Shalom straight to the SDS.

Gaza Humanitarian Foundation

I. Overview

The Gaza Humanitarian Foundation (GHF) coordinates a coalition that delivers essential aid directly to Palestinian civilians in Gaza with security, impartiality, and urgency. In a region defined by complexity, GHF offers a new approach based on independent operations, rigorous oversight, and experienced leadership drawn from humanitarian, diplomatic, and security fields.

GHF's initial operations will support 1.2 million Gazans through four Secure Distribution Sites (SDS), each designed to continuously serve 300,000 people. These sites will provide food, water and hygiene kits (and potentially fuel) with plans to scale to reach over 2 million people across Gaza.

II. Governance Structure

Board of Directors Provides strategic and fiduciary oversight, ensures mission fidelity, and evaluates executive performance.

Executive Team: Responsible for day-to-day operations, partner coordination, compliance, and reporting.

Advisory Board: Advises on compliance with humanitarian principles

Board of Directors (full bios in appendix):

- **Nate Mook** – Former CEO of World Central Kitchen, Special Advisor on Ukraine to the Howard G Buffett Foundation
- **Raisa Sheynberg** - Vice President, Government Affairs and Policy at Mastercard.
- Former U.S. National Security Council Director for International Trade & Investment. Also worked as senior advisor at the Department of Treasury, Office of Terrorist Financing.
- **Jonathan Foster** - Founder and Managing Director of Current Capital. Has been on the Board of over 50 companies and has been chair of two Fortune 500 Audit committees.
- **Loik Henderson** – Lawyer with decades of experience to include Fortune 500 companies specializing in business structuring and governance.

Executive Leadership (full bios in appendix):

- **Jake Wood, Executive Director** – Founder and former CEO of Team Rubicon, veteran of over 1500 disaster and humanitarian operations. Marine Corps veteran.
- **David Burke, Chief Operating Officer** – Organizational strategy expert with experience growing humanitarian program delivery from zero to scale

- **John Acree, Head of Mission** – Former USAID response leader; expert in field coordination across fragile states.

Advisory Board (full bios in appendix):

- **David Beasely** - Former Governor of South Carolina. Former Executive Director of the United Nations World Food Programme (to be finalized).
- **Bill A. Miller** – Former UN Director of Regional Operations responsible for the global security enterprise of the United Nations in the field. Former Director of the US Diplomatic Security Service; Expert in international security and crisis management.
- **LTG Mark C. Schwartz (Ret.)** – Former U.S. Security Coordinator for Israel and the Palestinian Authority; senior military logistics and operations leader.
- Additional Humanitarian luminaries, as well as prominent Palestinians are in discussion to join the GHF’s advisory board.

III. Our Mission, Vision and Values

GHF’s mission is to alleviate the suffering of Gaza’s civilian population by delivering life-saving aid safely, securely, and in strict adherence to humanitarian principles—ensuring assistance reaches those most in need, without diversion or delay.

GHF’s vision is a Gaza where every person in need has unimpeded access to the food, shelter, and care they need to live with dignity.

Values:

- **Humanity First**
We exist to alleviate suffering. Every decision, every action, and every dollar is driven by our unwavering commitment to the dignity and survival of people in crisis.
- **Safe Access, Real Impact**
By building secure delivery systems, we ensure aid reaches those most at risk, not those with the most power.
- **Adaptive Innovation**
In a volatile environment, we stay principled and flexible—protecting our mission while adapting to shifting realities on the ground.
- **Compounding Collaboration**
We work with all who are willing to partner together to pursue pragmatic approaches to intractable problems.

IV. Our Commitment to Humanitarian Principles

At GHF, humanitarian principles are not ideals—they are at the core of our operations. We are driven by a commitment to saving lives, protecting dignity, and delivering hope in the world's most complex and dangerous environments.

We are guided by the humanitarian principles of humanity, neutrality, impartiality, and independence. These values are not abstract; they shape every decision we make and every action we take.

We serve people based solely on necessity, without discrimination or bias. Our only allegiance is to those suffering and in need, regardless of their identity or circumstance. While we don't take sides, we pragmatically coordinate our operations with all parties to avoid conflict, minimize loss, and maximize impact.

This commitment lives not just in our words, but in our work—in every warehouse we build, every truck we dispatch, and every life we strive to protect.

V. GHF Impact Framework

Problem:

Civilians in Gaza are enduring extreme deprivation. Traditional humanitarian channels have collapsed under the weight of ongoing combat operations, systemic aid diversion, and restricted access. As a result, much of aid fails to reach the people it is intended to help, fueling despair and instability.

Context & External Factors:

- **Combat Operations:** Active hostilities complicate aid delivery, movement, and site security.
- **Hamas and criminal organizations:** Continue to intercept, tax, and resell aid, undermining humanitarian neutrality.
- **Israeli Politics:** Domestic security concerns and political pressure limit Gaza access and drive risk-averse policy toward humanitarian organizations.
- **International Perception:** Donor confidence is eroding due to a lack of transparency and persistent diversion.

Assumptions:

- Civilians require humanitarian aid that is accessible, secure, and reliably stocked.
- Israeli authorities will allow limited, deconflicted humanitarian corridors.
- A non-governmental, politically neutral model can win trust across parties.
- Donors will support new models if transparency and effectiveness are demonstrated.

Inputs:

- Secure logistics, procurement, and site operations via trusted third-parties
- International donor funding (GCC, EU, others)
- Coordination with IDF/COGAT for access and deconfliction
- NGO engagement for service provision
- Technology for real-time tracking and reporting
- Governance and audit frameworks to ensure compliance and accountability

Activities:

- Set up and operate safe, neutral aid distribution sites (SDS)
- Provide pre-packaged aid (food, shelter, hygiene, medical) directly to civilians
- Collect data on aid delivery, access, and recipient feedback
- Monitor and report on outcomes in real-time to funders and stakeholders

Outputs:

- Civilians access aid safely without interference
- Aid is delivered transparently and securely across multiple Gaza locations
- Increased quantity and frequency of aid being made available to civilians
- Ongoing reporting of delivery metrics, compliance, and site conditions

Outcomes:

- Increased civilian health and decreased reliance on black-market aid
- Reinforced neutrality and operational independence of humanitarian organizations
- Rebuilt donor confidence through measurable, audited results
- Pressure on all parties to respect humanitarian norms

Impact:

A functioning humanitarian lifeline in Gaza that mitigates suffering, upholds international humanitarian law, and demonstrates a scalable model for aid delivery in complex environments.

VI. Near-term Operational Plan

The Gaza Humanitarian Foundation (GHF) is building a safe and scalable operational model to meet the urgent needs of Gaza's civilian population while laying the groundwork for long-term community resilience.

GHF will set up modular, scalable Secure Distribution Sites (SDS) across Gaza. Over time, each SDS will be capable of serving up to 300,000 individuals, providing essential aid such as pre-packaged food rations, potable water, hygiene kits, blankets, and other necessary

humanitarian supplies. These Sites are designed for flexibility, allowing for rapid expansion or adaptation based on shifting needs and on-the-ground developments.

To ensure the integrity and safety of aid delivery, GHF's logistics subcontractors will utilize armored vehicles to transport supplies to and from SDS locations. On-site and perimeter security will be provided by experienced professionals, including personnel who previously secured the Netzarim Corridor during the recent ceasefire. Their mandate is to deter interference from criminal networks or other armed groups who have historically sought to control or redirect humanitarian aid. Importantly, the Israeli Defense Forces (IDF) will not be stationed at or near SDS locations, maintaining the neutral and civilian-facing nature of operations.

Aid will be distributed without regard to identity, origin, or affiliation. There will be no eligibility requirements—assistance will be delivered purely based on need, with community dignity and safety as top priorities.

To expand reach and increase efficiency, GHF seeks to partner with NGOs, UN agencies, and civil society organizations to facilitate the movement and distribution of their aid through GHF's secure distribution infrastructure. These partnerships will allow humanitarian organizations of all sizes to take advantage of GHF's logistics, security, and transparency frameworks—ensuring their aid reaches intended beneficiaries without diversion or delay. By serving as a trusted logistics partner, GHF offers operational capacity and neutrality that complements the missions of established aid providers.

GHF recognizes that security is not just physical—it is also social. GHF and its partners are actively engaging local communities to generate support for GHF operations and ensure the safety of its facilities and staff. These champions serve as cultural and logistical bridges, helping to secure buy-in, facilitate aid distribution, and create a protective local environment for humanitarian efforts.

Over time, GHF will train and employ additional local champions, allowing aid operations to expand deeper into underserved areas. This effort aims not only to safeguard humanitarian access, but to ethically empower traditional community leaders to reestablish constructive influence supporting the organic restoration of local communities

As SDS operations stabilize, they can become hubs for additional NGOs and local communities who wish to co-locate near them. In such an event, GHF will explore the possibility of offering safe lodging, showers, restrooms, and operating spaces for NGOs in order to expand the portfolio of services offered to the local population beyond immediate relief.

By combining physical security, community leadership, NGO collaboration, and non-aligned operations, GHF offers a resilient, adaptable model for aid delivery—one that serves the people of Gaza directly.

VII. Our Commitment to Transparency and Accountability

At GHF, we believe that effectiveness must be measured—not assumed. That’s why we will embed **rigorous Monitoring and Evaluation (M&E) frameworks** into every program we operate. These systems will track both what we deliver and the impact it has, ensuring our efforts are driven by data, not assumptions. We will collect real-time feedback from beneficiaries, monitor outcomes against clear performance indicators, and use this data to continually refine and improve our operations.

To complement this internal rigor, we are in the process of retaining one of the world’s most respected audit and assurance firms, to provide **independent third-party oversight** of our financial and operational practices. Their involvement will ensure every dollar is traceable, every process auditable, and every outcome verifiable. We are also having a discussion with Deloitte as well.

This two-tiered approach—**robust internal evaluation** paired with **independent external validation**—will reflect our deep commitment to transparency and accountability. We won’t just report our results—we will prove them.

Legal General Counsel

GHF is proud to be in discussions with one of the world’s prominent law-firms to serve as our Outside Counsel (engagement underway but not yet finalized). The firm has deep expertise in international law, nonprofit governance, and humanitarian compliance.

The firm will help GHF establish a world-class legal foundation—ensuring that our operations, contracts, partnerships, and compliance protocols meet the highest ethical and legal standards. Their counsel strengthens our ability to act with integrity, transparency, and accountability at every level of our mission.

Financial Infrastructure

GHF maintains secure banking and financial relationships with Truist Bank and JP Morgan Chase, two of the most respected financial institutions in the world. These banks were not selected by chance—they were chosen deliberately for their stellar reputations, global footprints, and longstanding history of integrity and stability.

Truist has demonstrated its commitment to humanitarian and disaster relief efforts, notably committing \$725 million toward recovery initiatives in Western North Carolina following Hurricane Helene. Through its Truist Foundation, the bank also partnered with the Center for Disaster Philanthropy to provide over \$20 million in grants supporting medium- and long-term disaster recovery.

JPMorgan Chase has responded to major crises around the world, including a \$10 million philanthropic commitment to support displaced civilians during the Ukraine crisis, offering

temporary shelter and emergency aid. Their global operations and flexible funding strategies allow for timely responses in high-stakes environments—making them a natural fit for the scale and ambition of GHF.

We understand that effective humanitarian response demands not only speed and flexibility, but also ironclad financial accountability. Working with Truist and JP Morgan ensures our funds are handled by institutions that are trusted worldwide and have the infrastructure necessary to support our complex, multinational financial operations. Their global networks, advanced compliance systems, and robust security protocols allow GHF to manage donor contributions with confidence and precision.

As with every element of GHF, our choice of financial partners reflects our unwavering commitment to excellence. When lives are on the line, only the best will do.

Swiss GHF

The GHF is also in the process of establishing a Switzerland based affiliate to address donors who would prefer to participate outside of the U.S. structure. The Swiss GHF Board and Executive team will closely mirror that of the U.S. GHF and will adhere to the same principles, mission and values detailed above. The Swiss GHF has a verbal commitment from Goldman Sachs to establish a bank account for this affiliate which should be completed shortly.

How You Can Help - High-impact Giving Options That Gets to Those Who Need It

Giving Path	What Your Support Does	Example Contribution
1. Fund Meals	Covers procurement, security, logistics, and on-site distribution of ready-to-eat rations.	US \$65 covers 50 complete meals in a family-box, delivered directly to an at-risk civilian - reflecting a US \$1.3 cost per 1 750 kcal meal ² (including food, end-to-end logistics and security).

² The cost breakdown is as follows: \$0.58 per meal for commodity procurement and \$0.67 for logistics, security, distribution, and other overheads. This structure is consistent with industry benchmarks - procurement generally ranges from \$0.50 to \$0.80 per meal, while 60–80 percent of total humanitarian-operation spending typically covers logistics and related costs.



2. Donate Goods-in-Kind	Ship food, medical, shelter, or WASH supplies; GHF packages, transports, and distributes them securely.	Container of fortified rice or flour.
3. Partner via an Existing NGO	Fund an NGO of your choice that commits to route its aid through GHF. We handle logistics from Port of Ashdod—or secure entry at Kerem Shalom if the NGO ships directly to the SDS.	

Conclusion

The Gaza Humanitarian Foundation represents a pragmatic model of humanitarian engagement in the face of unprecedented suffering—one rooted in reality, built on transparency, and led by sector experts. With an experienced team, rigorous infrastructure, and an unyielding commitment to human dignity, GHF is ready to meet today’s need while shaping tomorrow’s potential.

Appendix - Full Leadership Bios

Board of Directors

Nate Mook

Nate Mook is a globally recognized leader in humanitarian innovation and emergency response, with deep experience building agile, scalable operations in high-risk environments. As the CEO of World Central Kitchen (WCK), Nate transformed the organization from a grassroots food relief effort into a globally deployed, logistics-driven disaster response NGO. Under his leadership, WCK scaled to over 60 countries, delivering more than 60 million meals in response to hurricanes, earthquakes, refugee crises, and conflict zones—often outpacing larger organizations due to its operational speed and community-first model.

Mr. Mook led field operations across the Caribbean, South America, Eastern Europe, and Sub-Saharan Africa, personally deploying to the frontlines of crises ranging from Hurricane Dorian in the Bahamas to Russia’s invasion of Ukraine. Nate pioneered WCK’s “food first responder” approach, blending private-sector logistics, chef-led kitchens, and community mobilization.

Beyond operations, Nate is a passionate communicator and advocate. A filmmaker by training, he produced documentaries and storytelling campaigns for the UN, World Bank, and USAID, using media to galvanize public engagement and funder support. His unique skill set—storytelling, rapid

operations, coalition-building—makes him an invaluable board member, ensuring GHF remains nimble, people-centered, and globally visible.

Loik Henderson

Loik Henderson, Esq. is a legal and business professional with over 20 years of experience in private practice and in-house roles, to include Fortune 500 companies. Mr. Henderson specializes in complex transactional matters, business structuring and governance, particularly in highly regulated environments, and has worked across a variety of industries, including healthcare, IT, telecommunications, and the public sector. Mr. Henderson holds both Juris Doctor (JD) and Master of Business Administration (MBA) degrees.

Raisa Sheynberg

Raisa's work focuses on policy and regulatory issues pertaining to digital assets. Before joining the original Libra public policy team at Facebook to work on blockchain policy, she spent a decade working on national security and economic policy with the U.S. federal government. Raisa worked in the office of Terrorism and Financial Intelligence at the Treasury Department and at the U.S. National Security Council as the Director for International Trade and Investment. Her policy experience includes work on illicit finance and sanctions, AML/CFT, international trade, and market access. She helped advance policy initiatives such as the Trans-Pacific Partnership trade agreement and international engagement around norms of conduct in cyberspace and cybersecurity. Raisa worked to build strategic partnerships on behalf of the U.S. government across the Middle East, in Mexico and Russia. Since leaving the federal government Raisa worked with small and large technology companies and major American multinationals on high-profile global policy challenges and strategic communications.

Jonathan Foster

Jonathan F. Foster is the Founder and a Managing Director of Current Capital Partners LLC, a mergers and acquisitions advisory, corporate management services and private equity investing firm. Jon spent a decade at Lazard, primarily focused on mergers and acquisitions advisory work, ultimately as a Managing Director. He has been on more than 50 boards, including Fortune 500 companies, private companies and companies involved in restructurings. Foster has served as chair, lead director and on the three major board committees as well as special, transaction and CEO succession committees. He has been chair of two Fortune 500 Audit committees. He has also been an expert witness in corporate litigation for some 60 cases. With decades of experience, Foster has written, spoken and been quoted frequently about governance and finance topics and has guest lectured at various universities. Jon lives in New York City with his wife and goldendoodle; he has two adult children.

Executive Leadership

Jake Wood - Executive Director

Jake Wood is a decorated Marine Corps veteran, award-winning social entrepreneur, and globally recognized expert in crisis leadership. As the co-founder and longtime CEO of Team Rubicon, Jake led the organization from concept to a nonprofit with 180,000+ veteran volunteers, redefining what post-military service could look like. He pioneered the integration of military veterans into humanitarian roles, creating a scalable model of disaster response that bridged public, private, and nonprofit sectors.

Team Rubicon has executed over 1,300 deployments—from Haiti’s earthquake and Puerto Rico’s hurricane recovery to wildfire containment and COVID-19 response..

He is also the founder of Groundswell, a venture-backed SaaS platform reinventing employee giving through donor-advised funds. Through his ventures, Jake has raised over \$400 million in philanthropic and venture capital. His published memoir, *Once A Warrior*, and regular media appearances have made him an influential voice in national conversations around leadership, resilience, and impact. At GHF, Jake sets the strategic vision and leads all operational execution, funder engagement, and interagency coordination.

John Acree - Head of Mission

John Acree is a senior humanitarian practitioner with more than two decades of global field experience in disaster response, stabilization programming, and civil-military coordination. He has served as Chief of Party on U.S. government contracts valued at over \$45 million, with oversight across 30+ countries in Latin America and the Caribbean. His operational expertise spans refugee assistance, supply chain coordination, post-disaster recovery, and political transition support.

John spent a significant portion of his career with USAID’s Office of U.S. Foreign Disaster Assistance (OFDA), including deployments to conflict-affected regions as part of Disaster Assistance Response Teams (DART). He has coordinated logistics and relief operations during complex emergencies—including active war zones and natural disasters—working closely with host governments, UN agencies, and local NGOs.

He holds a Master’s in International Public Administration and a Bachelor’s in Journalism and Media Studies, a combination that has enabled him to craft high-impact programs while communicating effectively with stakeholders from Capitol Hill to camp clinics. At GHF, he is responsible for designing and implementing the Secure Distribution Site (SDS) model, managing field teams, and building operational partnerships to ensure aid reaches beneficiaries swiftly and safely.

David Burke - Chief Operating Officer

David Burke is a strategic operations expert with a distinguished background in nonprofit management and organizational scale. A Marine Corps veteran, David joined Team Rubicon in its early stages and played a pivotal role in its rise as one of the world's most innovative disaster response NGOs. As its Chief Programs Officer, he led a cross-functional team responsible for program delivery to more than 1.7 million beneficiaries across dozens of domestic and international crises.

David's expertise spans budget management, operational compliance, organizational design, and performance measurement. He built and oversaw complex M&E systems, streamlined logistics workflows, and developed governance frameworks that enabled rapid growth without compromising control. During his tenure, he helped the organization scale to over \$50 million in revenue and sustain best-in-class donor reporting and audit results.

In addition to his operational acumen, David has served on nonprofit boards and advised emerging NGOs on governance, scaling, and compliance. At GHF, he is responsible for building and overseeing all internal systems, including finance, human resources, procurement, and information security. His mandate is to ensure that GHF's mission is executed through disciplined operations, measurable outcomes, and ironclad accountability.

Advisory Board

Bill A. Miller

Bill Miller brings over 35 years of experience leading international security operations for both the United Nations and the U.S. Department of State. As the UN's Director of Regional Operations, he oversaw the global security apparatus that protected personnel, assets, and operations across every continent, including high-threat conflict zones. His portfolio included field security strategy, crisis management, and operational deconfliction between NGOs, peacekeeping missions, and host governments.

Prior to the UN, Mr. Miller served as the top civilian law enforcement officer for the U.S. diplomatic corps. He held critical assignments in Iraq, Pakistan, the Philippines, and Egypt, where he oversaw emergency evacuations, counterterrorism operations, and protection for high-level officials. His leadership during the Arab Spring in Cairo and his tenure as Regional Security Officer in Jerusalem underscore his ability to manage operational risk in the Middle East under intense geopolitical pressure.

A former U.S. Marine Infantry Officer and Senior Foreign Service member, Mr. Miller is a recipient of the Department of State's Award for Valor, among numerous other recognitions. His depth of experience ensures that GHF's operations are built upon proven frameworks for safety, legal compliance, and ethical conduct, even in non-permissive environments.

Lieutenant General Mark C. Schwartz (Ret.)

Lieutenant General (Ret.) Mark C. Schwartz brings over 30 years of U.S. Army experience and is one of the most respected American military leaders to have operated in the Israeli-Palestinian context. Most recently, he served as the U.S. Security Coordinator (USSC) for Israel and the Palestinian Authority—a role that required exceptional diplomacy, coalition management, and strategic acumen. In that capacity, LTG Schwartz led multilateral security efforts in a politically sensitive and operationally complex theater, working directly with IDF, Palestinian security forces, U.S. State Department officials, and regional actors.

Previously, as Commander of the Combined Security Transition Command – Afghanistan, Schwartz managed the multibillion-dollar effort to train and sustain the Afghan security forces. His responsibilities included procurement, infrastructure development, and high-volume logistics in a warzone—directly applicable to the scale and scope of humanitarian aid operations GHF is undertaking.

He also served in NATO leadership, joint U.S. commands, and theater-level planning positions, where he honed his expertise in interagency coordination and civilian-military integration. LTG Schwartz holds advanced degrees in finance and strategy from Idaho State University and the Naval War College. At GHF, his role is to ensure operational discipline, effective intergovernmental coordination, and principled execution amid uncertainty.

David Beasley (to be finalized)

Former Governor of South Carolina, Mr. Beasley recently served as the Executive Director of the World Food Programme (WFP), having been nominated by two President's Administrations of two different parties and appointed to that role initially in 2017 by the UN Secretary-General of the United Nations and served until April 2023.

Under Mr. Beasley's leadership, WFP was the largest humanitarian organization in the world assisting over 160 million people in 2022 alone and raising over \$55 billion USD.

In 2020, Mr. Beasley received the Nobel Peace Prize on behalf of WFP for its efforts to provide food assistance in conflict areas and to prevent food from being used as a weapon of war and conflict. In his acceptance speech delivered in Oslo on December 10, 2021, Mr. Beasley stated that “Working with 115 million people in 80 countries, day-in and day-out, the women and men of WFP have gained a unique perspective. We have learned that there is great richness in those who are seen, in the eyes of the world, as “the poor.” And many of us who are considered “rich” are actually poor in the things that matter most.” Mr. Beasley also received the John F. Kennedy Profiles in Courage Award for his stand on the Confederate Flag as well as many other awards. He majored in Microbiology at Clemson University and received a Doctor of Jurisprudence degree from the University of South Carolina. He also was a Fellow and taught at the Harvard University Kennedy School of Government. He is married to the former Mary Wood Payne and is the father of four children and three grandchildren.

Exhibit D



Gaza Humanitarian Foundation 

3d • 



Tomorrow, 3 June 2025, GHF Foundation will have one active distribution site, the site of Tal-Sultan in the "Swedish Village" region of southern Gaza. This site is located west of Rafah, near the Sultan roundabout.

All other sites will be closed.

We welcome only the residents of El Qarara neighborhood 7 to come to the site starting at 5 am. The safe corridor leading to the site of Tal Sultan will be through Al-Rasheed Street. The IDF will be in the area to secure the safe passage.

The use of the corridor is prohibited before 5 a.m., as we have informed the military it will be active in the area before and after designated security hours. In coordination with the Defense Army, to keep your safety, walking in the Al-Rasheed Line is prohibited after the Flag roundabout until 5 am.

We're reminding all residents to stay on the designated road - even going off the road poses a great risk.

Reminding everyone to be patient and only allowed one box per family.

If anyone tries to take more than one box or steal boxes from others the site will be shut down. And if people try to break into the site it will be shut down too.

Exhibit E



Gaza Humanitarian Foundation

9h ·



نسترعي انتباهكم بأن جميع مواقع توزيع المساعدات مقفلة.
نرجو الابتعاد عن مواقع التوزيع من اجل سلامتكم. سيتم الاعلان
عن موعد فتح المواقع على هذه الصفحة.

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