

# Gaza Humanitarian Foundation

A Structural Analysis of Ground-Level  
Genocide



November 2025



مركز العودة الفلسطيني  
Palestinian Return Centre

## 1. Introduction

"The Gaza Humanitarian Foundation" was established in February 2025 as a U.S.-based organization registered in the State of Delaware, with direct support from the Donald Trump administration and the Israeli occupation government. On November 24, 2025, the Foundation announced the termination of its operations in Gaza. The foundation emerged as the result of a scheme between Israeli officials and private U.S. security firms that include a former officer of the Central Intelligence Agency. This entity represents a fundamental departure from recognised humanitarian practice by introducing armed security personnel to operate on the ground in Gaza, effectively militarising the delivery of humanitarian assistance.<sup>i</sup>

Since the initial discussions surrounding the establishment of the foundation, human rights and international organisations have issued reports and appeals expressing concern about its true purpose, namely its use as a tool of genocide. These bodies have called for the immediate dissolution of the foundation<sup>ii</sup> due to the military and geopolitical agendas it advances in violation of international law and its contribution to impunity, given the involvement of unknown non-governmental entities in its operations.<sup>iii</sup>

According to reports issued by official Palestinian bodies in the Gaza Strip, the aid-distribution centres overseen by the Gaza Humanitarian Foundation did not operate as an independent relief organisation but rather serve as an Israeli-American security and political front. These bodies confirmed that the distribution process is conducted in a manner that contravenes international humanitarian law, in the absence of any international oversight over implementation mechanisms, which has

resulted in numerous civilians being assassinated while present at distribution points.<sup>iv</sup>

This report examines the “Gaza Humanitarian Foundation” in terms of its establishment and highlights the role of the private sector, former security personnel in the United States, and business figures implicated in the genocide. It further explores the intersection between the foundation’s activities and the Israeli and U.S. plans for forced displacement and starvation, and sheds light on the political and humanitarian ramifications of the foundation’s operations. The report concludes with findings and related recommendations.

## **2. Establishment**

The Boston Consulting Group, headquartered in the State of Massachusetts, played a role in the creation of the “Gaza Humanitarian Foundation” as part of U.S.–Israeli coordination aimed at obstructing the work of international organisations and bodies operating in the humanitarian field. The group’s involvement was not limited to the foundation’s establishment; it also contributed to plans linked to ethnic cleansing in the Gaza Strip and put forward proposals concerning the displacement and resettlement of Palestinians.<sup>v</sup>

The establishment of the “Gaza Humanitarian Foundation” was not limited to the Boston Consulting Group; private security firms as well as other investment and logistical entities also contributed to its creation. With respect to the security companies, Safe Reach Solutions (SRS) stands out, presenting itself as “a contracting company securing the delivery of humanitarian aid to Gaza.” In reality, however, the company

undertook military and intelligence functions, including operating checkpoints and processing data and imagery captured by cameras, drones, and satellites.<sup>vi</sup>

Safe Reach Solutions was founded by Philip Reilly, another retired American intelligence officer who held numerous positions within the Central Intelligence Agency, including serving as the CIA's Senior Paramilitary Officer in Afghanistan.<sup>vii</sup> Reilly also served as Vice President of Constellis, formed through the merger of another company with Academi, the rebranded identity of Blackwater, the U.S. contractor accused of committing a massacre in Iraq in 2007. Joe Litwaal, another senior official at SRS, previously headed an elite unit within the U.S. Department of Defense.<sup>viii</sup>

Among the other entities with a security profile is UG Solutions, founded in 2023 and headquartered in Davidson, North Carolina. The company operates in the private security sector and played a critical role in Gaza by providing personnel to run checkpoints at key intersections inside the Strip, where former U.S. special operations contractors are hired to monitor and inspect vehicles. Among the names implicated and publicly circulated is Jake Wood, identified as one of the company's executives.<sup>ix</sup>

Regarding the entities involved in investment and financing, McNally Capital, based in Chicago, stands out. The company played a central role in supporting the establishment of Safe Reach Solutions (SRS), a for-profit company founded in the State of Wyoming in November 2023 to serve as the primary contractor managing the operations of the "Gaza Humanitarian Foundation."<sup>x</sup>

Despite emerging indications that the company had withdrawn from involvement in aid-distribution operations, a letter from a group of U.S. Congressional representatives indicates the company's continued complicity in the violations resulting from the manner in which humanitarian aid is distributed and the real purpose behind it. The letter

was addressed to Solutions (SRS) and UG Solutions (UG), with a copy sent to McNally Capital requesting clarification regarding the nature of the tasks and activities it contributes to in the Gaza Strip.<sup>xi</sup>

It is also noted that McNally Capital maintains institutional ties with Orbis Operations, a security-consulting firm founded by former U.S. intelligence and military officials and acquired by McNally Capital in 2021. This network of companies and relationships reveals that McNally Capital is not merely a financial investor but a central actor in the institutional structure that established and supported the “Gaza Humanitarian Foundation.”<sup>xii</sup>

At the logistical level, local companies have been identified as being involved in the mechanisms of aid distribution through the “Gaza Humanitarian Foundation,” with Three Brothers emerging as the initial interface for engaging with residents at aid-distribution centres. The company assumed responsibility for distribution and for registering the names of citizens. In this context, media reports stated that the company’s owner, Mohammed Khazandar, is well known to Israeli security agencies and has a long history of cooperation with them. His company was among five entities previously granted exclusive privileges by the occupation authorities to bring commercial goods into Gaza earlier in the war, giving it a monopoly over commodities and enabling the sale of goods at high prices.<sup>xiii</sup>

According to the Geneva Council for Rights and Liberties, the Palestinian workers employed by Three Brothers were forced to work under conditions resembling modern slavery. They were compelled to sort and load aid boxes under the direct supervision of Israeli forces and the “American mercenary service.” These workers were subjected to degrading searches by Israeli soldiers and received no wages, obtaining only a few cigarettes and a single daily meal as compensation, according to the Council, based on testimonies it stated it had verified.<sup>xiv</sup>

### **3. The Role of the “Gaza Humanitarian Foundation” in the Genocide**

Since the beginning of its operations inside the Gaza Strip, the “Gaza Humanitarian Foundation” has constituted yet another tool of the genocide carried out by the Israeli occupation forces. The foundation directly participated in policies of starvation and killing by imposing aid-distribution mechanisms that forced civilians to gather in exposed areas, leading to deadly massacres. This role cannot be considered an administrative error or a humanitarian failure; rather, it represents a deliberate contribution to entrenching a systematic policy of extermination, placing the foundation and those responsible for it before legal and moral accountability.<sup>xv</sup>

In this context, it is essential to emphasise that the occupation army itself established the “aid-distribution centres” in late May 2025<sup>xvi</sup> under a mechanism that restricts “aid distribution” to a limited number of centres guarded by armed contractors, where people are required to appear in order to receive assistance. Four centres were created, all located near Israeli military sites, three of them in the far south where few Palestinians remain.<sup>xvii</sup>

During the period when the “Gaza Humanitarian Foundation” began operating food-distribution sites across Gaza, the number of aid-distribution points had fallen from 400 locations under the previous UN-coordinated response during the ceasefire to only four sites managed by the foundation, which has no prior experience in the humanitarian field. These sites were situated within military areas subject to Israeli evacuation orders and are guarded by armed American private

contractors, while the Israeli army maintains control over their wider perimeter.<sup>xviii</sup>

This model of “aid” distribution aims to undermine the civilian order and dismantle the social fabric of the Gaza Strip through acts of forced displacement and the relocation of the Palestinian population into areas incapable of sustaining civilian life. Analyses indicated that Israel exploited the “aid” distribution system to advance its strategic military and political objectives, namely the dismantling of the civilian model and its replacement with a military one, thereby transforming aid into a tool of coercion against the population.<sup>xix</sup>

This mechanism designated the city of Rafah as the main centre for aid distribution, aligning clearly with the plan approved by the occupation government at the time the “Gaza Humanitarian Foundation” began its operations. The plan consists of forcibly pushing the population from all areas of the Strip towards the south, occupying new areas of the Strip and maintaining prolonged control over them, thereby paving the way for implementing the displacement scheme outside the Strip, which the occupation government publicly adopted in February 2025.<sup>xx</sup>

In this context, the aid-distribution sites established by the “Gaza Humanitarian Foundation” have become dangerous hubs drawing civilian crowds into open areas fully controlled by Israeli military forces. Within only a few weeks of its implementation, this mechanism produced hundreds of casualties, revealing the use of aid as a tool of ethnic cleansing that contributes to re-engineering the demographic distribution inside the Strip. This intersects with the declared Israeli plan to empty large parts of Gaza and annex them into buffer zones under long-term military control.<sup>xxi</sup>

#### 4. Political, Humanitarian, and Legal Implications

The Israeli occupation army is deliberately dismantling the humanitarian-aid system by replacing the existing framework with a military-controlled distribution mechanism that provides no protection and does not meet basic needs, but instead exacerbates civilian suffering. Under the new plan, residents are forced to walk long distances through dangerous areas to reach fenced military distribution centres, where overcrowding repeatedly turns into massacres. With the collapse of the health system and ambulances unable to reach the wounded, many are left to bleed to death, constituting a flagrant violation of international humanitarian law.<sup>xxii</sup>

According to eyewitnesses, the execution of civilians present at the designated aid centres is carried out either through bombardment or gunfire by Israeli occupation forces, noting that these centres have increased risks to civilians and worsened the catastrophic humanitarian situation in Gaza. In light of this reality, the United Nations has stated that Israel's military mechanism for distributing humanitarian aid is incompatible with international standards governing the delivery of assistance.<sup>xxiii</sup>

The role of the "Gaza Humanitarian Foundation" emerges as a strategic tool in reshaping the political and humanitarian landscape of the Gaza Strip after the war. This foundation, overseen by former U.S. military officers and operating under direct Israeli supervision, constitutes part of a broader Israeli plan aimed at restructuring governance in the Strip, whereby the occupation authorities seek to ensure that these security companies form the nucleus of the intended administrative system to avoid friction with the population.<sup>xxiv</sup>

Until its closure on November 24, 2025, the “Gaza Humanitarian Foundation” operated in line with the agendas and plans of the Israeli occupation in the Gaza Strip, aimed at imposing forced displacement on Palestinians and causing the highest possible number of casualties on a daily basis as part of the ongoing genocide. This continues despite calls by UN and human rights organisations to dismantle the foundation, given that it has become a central tool in the perpetration of genocide and associated crimes.<sup>xxv</sup>

Official Palestinian sources highlight the scale of crimes to which the “Gaza Humanitarian Foundation” contributes on two levels: first, through monopolising the distribution of humanitarian aid and stripping international organisations of their roles, which has exacerbated the spread of famine and led to the death of 399 people, including 140 children; and second, through the killing and assassination of civilians attempting to reach the foundation’s distribution points, resulting in 2,444 fatalities and more than 17,381 injured as of 9 September 2025.<sup>xxvi</sup>

In light of this reality, it is essential to affirm the responsibility of the Israeli occupation and the United States for the spread of famine, the continuation of the genocide, and the implementation of forced-displacement plans, using the “Gaza Humanitarian Foundation” as a tool within these crimes and schemes. This is particularly significant given that American security personnel in the “U.S.-Israeli aid-distribution centres” engaged in criminal and racist conduct against Palestinian civilians, including mistreatment, direct endangerment, and the shooting of civilians by American security operatives inside these centres.<sup>xxvii</sup>

## 5. Conclusion

In light of the above, it is clear that the “Gaza Humanitarian Foundation” has at no stage functioned as an independent relief organisation, but rather as a military and political instrument used to undermine the rights of Palestinians and implement policies of genocide and forced displacement in the Gaza Strip. The facts show that the foundation, with direct support from a U.S. administration and under Israeli supervision, contributed to reducing the number of humanitarian aid-distribution sites and imposed hazardous distribution mechanisms that resulted in the deaths of thousands of civilians, including children and women.

Accordingly, the “Gaza Humanitarian Foundation” operated as a central tool of genocide from the ground up, targeting civilians in two principal ways: first, through monopolising the delivery of humanitarian aid to manipulate and restrict civilian movement; and second, through executions and field killings, whether inside the distribution centres themselves or along the routes civilians were forced to take to reach them. This dual approach not only increased civilian casualties on a daily basis but also facilitated the forced displacement of entire Palestinian communities.

The Foundation’s operational structure, merging military, intelligence, and commercial interests, further obscured lines of accountability and set a dangerous precedent for the militarisation of humanitarian aid. This model undermined the neutrality of humanitarian action and contributed directly to famine, the collapse of civilian infrastructure, and the expansion of coercive displacement policies in Gaza.

It is therefore imperative that the Israeli government, the U.S. government, and the private operators involved bear legal and moral

responsibility for the violations committed through the Foundation, including their direct complicity in forced displacement, mass killings, and the systematic misuse of humanitarian aid as part of the broader crime of genocide.

## 6. Recommendations

- a. **International Investigation:** An independent international investigation should be launched into the Gaza Humanitarian Foundation and the actors involved, with a view to determining legal responsibility for violations amounting to genocide, forced displacement, and extrajudicial killings.
- b. **Restoration of Neutral Aid Delivery:** Humanitarian assistance must be restored under the supervision of neutral and internationally trusted bodies to ensure safe, impartial, and unrestricted access for civilians.
- c. **Legal Accountability:** Israeli authorities, U.S. officials, and private contractors associated with the Foundation must be held legally accountable under international law for their role in the crimes documented in this report.
- d. **Strengthened Oversight:** The United Nations and international humanitarian organisations must implement rigorous oversight mechanisms for aid delivery in conflict zones, including independent monitoring, transparent reporting, and enforceable accountability measures.

- e. **Protection of Vulnerable Groups:** Aid-distribution systems must prioritise civilian protection and equitable access, particularly for children, women, the elderly, and other vulnerable groups targeted or endangered by militarised aid practices.
- f. **Transparency and Documentation:** Future humanitarian interventions must incorporate independent verification mechanisms, clear chains of responsibility, and accessible reporting channels to prevent the exploitation of aid for military or political purposes.

## 7. References

---

<sup>i</sup> Antonio Bhardwaj, "The Gaza Humanitarian Foundation, GHF, Aid Facade, Controversy, and International Arms Embargo Debates: A Crisis of Humanitarian Principles," *Foreign Affairs Forum*, June 2, 2025, accessed August 20, 2025, <https://www.faf.ae/home/2025/6/2/the-gaza-humanitarian-foundation-controversy-and-international-arms-embargo-debates-a-crisis-of-humanitarian-principles>

<sup>ii</sup> *Leading Aid and Human Rights Organisations Condemn the Gaza Humanitarian Foundation as a Dangerous, Politicised Sham*, ReliefWeb, accessed August 20, 2025, <https://reliefweb.int/report/occupied-palestinian-territory/leading-aid-and-human-rights-organisations-condemn-gaza-humanitarian-foundation-dangerous-politicised-sham>

<sup>iii</sup> Office of the United Nations High Commissioner for Human Rights, "UN Experts Call for Immediate Dismantling of Gaza Humanitarian Foundation," August 5, 2025, <https://www.ohchr.org/en/press-releases/2025/08/un-experts-call-immediate-dismantling-gaza-humanitarian-foundation>

---

<sup>iv</sup> Government Media Office Telegram Channel, “Press Statement No. (884) Issued by the Government Media Office,” (6 July 2025), <https://t.me/mediagovps/3731>

<sup>v</sup> Yara Ibrahim, “A Catastrophic Failure in Humanitarian Work,” Malcolm H. Kerr–Carnegie Middle East Center, 6 August 2025, <https://carnegieendowment.org/middle-east/diwan/2025/07/consultants-on-death?lang=ar>

<sup>vi</sup> Uri Blau and Milan Czerny/Shomrim, “Report: US security firm overseeing Gaza aid also conducting intelligence operations,” *Ynet News*, May 25, 2025, <https://www.ynetnews.com/article/skpsmyxgge>

<sup>vii</sup> Saher, “A New Aid Regime for Gaza: Humanitarian Facade, Military Core,” *Informed Comment*, May 17, 2025, <https://www.juancole.com/2025/05/regime-humanitarian-military.html>

<sup>viii</sup> Cristina Mas, “Trump’s Plan to Leave Humanitarian Aid to Gaza in the Hands of Mercenaries,” *ARA*, May 29, 2025, [https://en.ara.cat/international/trump-s-plan-to-leave-humanitarian-aid-to-gaza-in-the-hands-of-mercenaries\\_130\\_5389747.html](https://en.ara.cat/international/trump-s-plan-to-leave-humanitarian-aid-to-gaza-in-the-hands-of-mercenaries_130_5389747.html)

<sup>ix</sup> Josh Robertson, “Military, MAGA and 'anti-government extremist' links behind shadowy Gaza aid agency GHF,” *ABC News*, August 14, 2025, <https://www.abc.net.au/news/2025-08-15/soldiers-spies-antigovernment-extremist-links-to-gaza-aid-agency/105602518>

<sup>x</sup> Al Mayadeen English. “The flourishing business hiding behind Gaza aid: The Washington Post.” Al Mayadeen English, July 22, 2025. <https://english.almayadeen.net/news/politics/the-flourishing-business-hiding-behind-gaza-aid--the-washing>

<sup>xi</sup> Joaquín Castro, Peter Welch, Chris Van Hollen, and Sara Jacobs, “*Castro, Welch, Van Hollen, Jacobs Demand U.S. Security Companies Answer for Deadly Actions in Gaza*,” U.S. Congressman Joaquin Castro, July 31, 2025, <https://castro.house.gov/media-center/press-releases/castro-welch-van-hollen-jacobs-demand-us-security-companies-answer-for-deadly-actions-in-gaza>

<sup>xii</sup> Jacob Magid, “Chicago private equity firm has stake in logistics company involved in Gaza aid effort,” *The Times of Israel*, June 6, 2025, 3:32 AM,

---

[https://www.timesofisrael.com/liveblog\\_entry/chicago-private-equity-firm-has-stake-in-logistics-company-involved-in-gaza-aid-effort/](https://www.timesofisrael.com/liveblog_entry/chicago-private-equity-firm-has-stake-in-logistics-company-involved-in-gaza-aid-effort/)

<sup>xiii</sup> Malaika Kanaaneh Tapper, "US contractor hires obscure Gaza group for aid rollout after local snubs," *Financial Times*, published 28 May 2025, link: <https://www.ft.com/content/9dbbf0cb-cc29-4eba-aa9b-2c7c9dcf46e8>

<sup>xiv</sup> Tareq S. Hajjaj, "This is how the U.S.-run GHF tried to build a local network of 'aid collaborators' in Gaza," *Mondoweiss*, published 10 July 2025, <https://n9.cl/0425t>

<sup>xv</sup> Euro-Med Human Rights Monitor, *The Gaza Humanitarian Foundation Is a Direct Partner in Israel's Machinery of Killing and Starvation and Must Be Held Accountable Along with Its Responsible Personnel*, (5 September 2025), available at: <https://euromedmonitor.org/article/6756>

<sup>xvi</sup> Anadolu Agency. "Israeli Army Says It Established 4 Aid Distribution Centers in Gaza." May 27, 2025. <https://www.aa.com.tr/en/middle-east/israeli-army-says-it-established-4-aid-distribution-centers-in-gaza/3581351>

<sup>xvii</sup> PBS NewsHour. "The U.S.-backed Gaza aid plan has started operating. Why are so many humanitarian groups opposed to it?" May 27, 2025. <https://www.pbs.org/newshour/world/the-u-s-backed-gaza-aid-plan-has-started-operating-why-are-so-many-humanitarian-groups-opposed-to-it>

<sup>xviii</sup> Médecins Sans Frontières (MSF), *This Is Not Relief but Systematic Killing*, (August 2025), p. 6, <https://n9.cl/eb1fh8>

<sup>xix</sup> Forensic Architecture, *The Architecture of Genocidal Starvation in Gaza*, August 1, 2025, <https://forensic-architecture.org/investigation/aid-in-gaza>

<sup>xx</sup> Palestinian Centre for Human Rights (PCHR), *The U.S.–Israeli Aid Distribution Plan Violates Humanitarian Standards and Subjects Gaza's Population to Degrading Living Conditions Intended to Destroy Them*, (12 May 2025), <https://n9.cl/qpnuu>

<sup>xxi</sup> Euro-Med Human Rights Monitor, *The Gaza Humanitarian Foundation Is a Direct Partner in Israel's Machinery of Killing and Starvation and Must Be Held Accountable Along with Its Responsible Personnel*, (16 June 2025), <https://n9.cl/7f9zu>

---

<sup>xxii</sup> Amnesty International, *Gaza: Starvation or Gunfire – This Is Not a Humanitarian Response*, (1 July 2025), <https://www.amnesty.org/ar/latest/news/2025/07/gaza-starvation-or-gunfire-this-is-not-a-humanitarian-response/>

<sup>xxiii</sup> United Nations, *Gaza: Human Rights Office Reports Over 400 Killed Around Private Aid Centres*, (24 June 2025), <https://news.un.org/ar/story/2025/06/1142691>

<sup>xxiv</sup> STRATEGICS, *The Role of the “Gaza Humanitarian Foundation” in the Post-War Gaza Equation*, (20 July 2025), Strategics Think Tank, <https://n9.cl/9mcek>

<sup>xxv</sup> Al Jazeera Centre for Public Liberties and Human Rights, *How Does the “Gaza Humanitarian Foundation” Violate Human Rights in the Strip?*, (3 June 2025), <https://n9.cl/kwteo>

<sup>xxvi</sup> Palestinian Ministry of Health Telegram Channel, (9 September 2025), <https://t.me/MOHMediaGaza>

<sup>xxvii</sup> Government Media Office – Gaza Telegram Channel, *A U.S. Security Admission Exposes the “Gaza Humanitarian Foundation”: Clear Violations, Gunfire Against Palestinians, and Racist Conduct Endangering Civilian Lives*, (23 July 2025), <https://t.me/mediagovps/3762>



مركز العودة الفلسطيني  
Palestinian Return Centre

✉ [info@prc.org.uk](mailto:info@prc.org.uk)

☎ +44 2084 530919

🌐 [prc.org.uk](http://prc.org.uk)

✂ [prclondon](https://twitter.com/prclondon)

---

100H Crown House  
North Circular Road, Ealing, NW10 7PN  
London, United Kingdom